

2016

BUDGET BOOK



CITY OF CLEVELAND, OHIO

FRANK G. JACKSON
MAYOR



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CITY OF CLEVELAND
Mayor Frank G. Jackson

Ordinance 125-16
Passed March 21, 2016
Effective April 1, 2016



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, 2015

Executive Director

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

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

The award is valid for a one year period only. The City of Cleveland has satisfied the necessary criteria to receive the award in the following years: 2005, 2006, 2007, 2008, 2012, 2013, 2014, 2015. Prior to the year 2000, the City also received 15 other awards, for a total of 23 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.



Table of Contents

Document Organization Summary	1
Mayor's Letter of Transmittal	2
Introduction	4
Cleveland at a Glance	6
Calendar	21
Fiscal Policies	22
Budgetary Process	24
City Wide Initiatives	25
Organizational Summary	41
Factors Affecting the Financial Condition	42
Long-Term Financial Plan	43
Capital Improvement Plan	49
Fund Structure	53
Projected Fund Balance at Year End	55
Consolidated Financial Summary	56
Official Certificate Of Estimated Resources	58
Departmental Goals & Objectives	59
General Fund	67
Expense Summary	69
Staffing Summary	72
Revenue Summary	79
General Government	80
Council and Clerk of Council	80
Office of the Mayor	85
Office of Capital Projects	89
Landmarks Commission	94
Board of Building Standards and Appeals	98
Board of Zoning Appeals	102
Civil Service Commission	106
Community Relations Board	110
City Planning Commission	115
Boxing and Wrestling Commission	120
Office of Equal Opportunity	123
Cleveland Municipal Court - Judicial Division	127
Cleveland Municipal Court - Clerk's Division	136
Cleveland Municipal Court - Housing Division	141
Department of Aging	148
Department of Human Resources	154
Department of Law	159
Department of Finance	163
Finance Administration	163
Division of Accounts	167
Division of Assessments and Licenses	171
Division of Treasury	178



Division of Purchases and Supplies182
 Bureau of Internal Audit186
 Division of Financial Reporting and Control190
 Information Systems Services.....195
General Government201
 Office of Budget and Management201
Department of Public Health205
 Division of Public Health Administration205
 Division of Health209
 Division of Environment216
 Division of Air Quality222
Department of Public Safety226
 Public Safety Administration.....226
 Division of Police233
 Division of Fire242
 Division of Emergency Medical Service248
 Division of Animal Care and Control254
 Division of Correction258
 Office of Professional Standards263
 Police Review Board266
 Community Police Commission.....269
 Police Inspector General.....273
 Department of Justice.....276
Department of Public Works281
 Division of Public Works Administration.....281
 Division of Recreation285
 Division of Parking Facilities290
 Division of Property Management294
 Division of Park Maintenance and Properties300
 Division of Waste Collection and Disposal306
 Division of Traffic Engineering312
Department of Community Development316
 Community Development Director's Office316
Department of Building and Housing320
 Building and Housing Director's Office320
 Division of Code Enforcement325
 Division of Construction Permitting330
Department of Economic Development334
Non-Departmental338
 County Auditor Deductions338
 Transfers to Other Funds339
 Other Administrative340
Special Revenue Funds 343
Special Revenue Fund Summary344
General Government346
 Restricted Income Tax346
Department of Public Works347
 Street Construction, Maintenance & Repair.....347
Non-Departmental353
 Schools Recreation & Cultural.....353
Department of Public Works354
 Cleveland Stadium354
Major Enterprise Funds 355
Major Enterprise Funds Summary356



Table of Contents

Department of Public Utilities	358
Utilities General Administration	358
Office of Radio Communications	364
Utilities Fiscal Control	369
Division Of Water	374
Water Pollution Control	385
Cleveland Public Power	393
Department of Port Control	401
Airport General Operations	401
Small Enterprise Funds	411
Small Enterprise Fund Summary	412
Department of Public Works	414
Cemeteries	414
Golf Course	418
Parking Lots General Operations	420
Eastside Market	424
Public Auditorium	425
Westside Market General Operations	431
Debt Service Fund	435
Debt Service Fund Summary	436
Sinking Fund Commission	437
Revenue Bond Debt Service	439
Debt Service Revenues	441
Debt Service Expenditures	442
Unvoted Tax Supported Obligations	444
Internal Service Funds	445
Internal Service Funds Defined	446
Internal Service Fund Summary	448
Department of Finance	450
Sinking Fund General Operations	450
Telephone Exchange	455
Department of Public Works	458
Motor Vehicle Maintenance	458
Department of Finance	464
Printing & Reproduction	464
Storeroom & Warehouse	469
Department of Human Resources	472
Health Self Insurance Fund	472
Prescription Self Insurance Fund	474
Agency Funds	475
Agency Funds Summary	476
Department of Finance	477
CCA Income Tax Administration	477
Appropriation Ordinance	483
Glossary	495
Alphabetic Listing	500
Acknowledgments	501

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, 2016



To the Cleveland City Council and Citizens of Cleveland,

At the beginning of my eleventh year in office as Mayor of Cleveland, I offer a budget that reflects both the opportunities and challenges from 2015.

At the commencement of 2016, we expect \$1.5 billion of development projects to be completed within the City of Cleveland in the next year. Several of the largest projects include the \$276 million Hilton Convention Hotel, the \$50 million remake of Public Square, the \$60 million Kimpton Hotel, the \$52 million Drury Plaza Hotel, the \$50 million Hemingway project at East 57th Street and Euclid Avenue, and the \$276 million Cleveland Clinic Cancer Institute.

While downtown and many of our other neighborhoods are sharing in these recent successes, I am also committed to triggering new investments in those neighborhoods which have not been successful in attracting private investment. That is why I introduced legislation, passed by Cleveland City Council, which includes a new \$25 million fund for leveraging investment in neighborhoods that have not attracted private investment.

Development projects are occurring all over the City and people unfamiliar with our budgetary process often assume that these development projects will directly enhance our annual operating budget. These projects are certainly good for the City, but we're still at recession level revenues.

We face ongoing challenges in balancing the City's \$560 million operating budget. For the past several years I have tried to achieve a structurally balanced budget, which is a budget in which City revenues match City expenses and no carryover balance from the prior year is required to fill a budget gap.

But since 2010, the City of Cleveland has lost an annual amount of \$30 million in reduced State revenues. These losses, coupled with an annual loss of \$18 million in property tax revenues since 2007 attributable to the global recession, have reduced the City of Cleveland's annual revenues by nearly \$50 million. The lost State revenues have limited our capacity for expanding/enhancing service delivery.

Near-term challenges include the costs of hosting the Republican National Convention in July, 2016, and the costs of compliance with our May, 2015 Consent Decree with the U.S. Department of Justice.



Despite these and other budgetary challenges, we are able to submit to Cleveland City Council and our residents a balanced budget that maintains our level of City services. The 2016 Mayor's Estimate provides a solid base for our budget -and the retention of City services-in the face of these challenges and opportunities.

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 2016, representing a general fund operating budget of \$566.8 million and a total citywide budget of \$1.6 billion.

Sincerely,

Frank G. Jackson
Mayor



Introduction

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

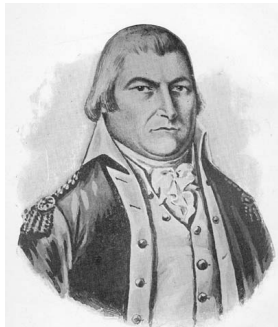
The multi-year budgets that span several years primarily consists of capital expenditures or grants. These budgets cover programs or projects which either require more than one year to complete or which bridge two calendar years.

Examples are:

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

HISTORY

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



Moses Cleaveland

STRATEGIC LOCATION

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

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

Public Square 1912

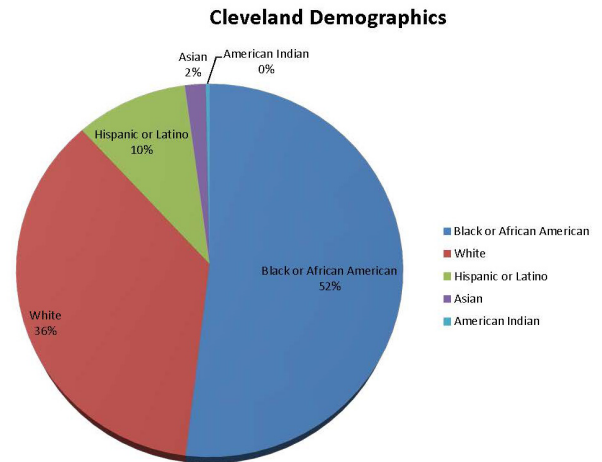


Present Day Skyline



DIVERSITY

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



EDUCATION



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



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

SPORTS

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

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

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



TOURISM



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



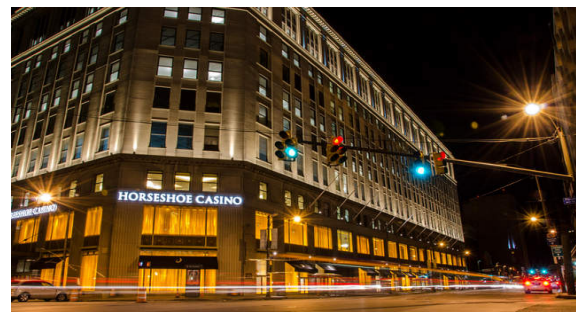
The Great Lakes Science Center is one of the nation's leading science and technology centers. The center houses many hands-on and traveling exhibits and is also known for its Omnimax Theatre. The center hosts many over night events for youth to help bring awareness to science and how it affects the world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

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



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

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



INTERNATIONAL

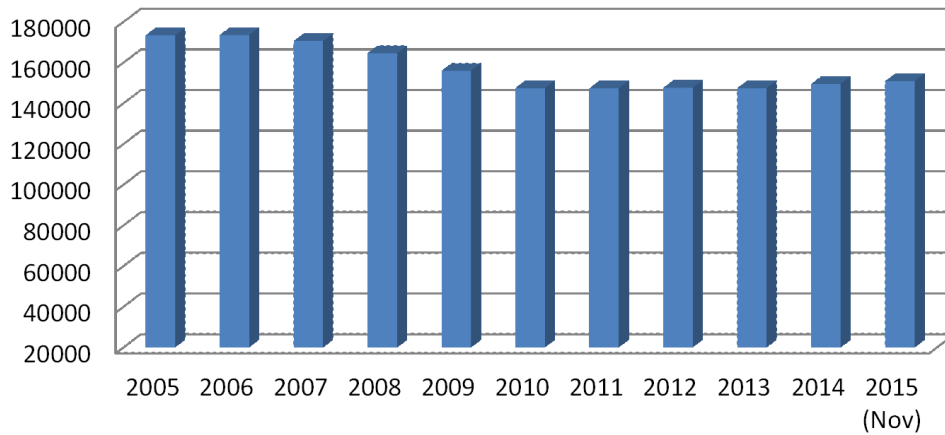
Cleveland, historically known as a hub for American manufacturing, has continued to build strong service-sector industries such as healthcare, banking/financial services, insurance, legal services, and tourism, among others.

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

EMPLOYMENT AND UNEMPLOYMENT

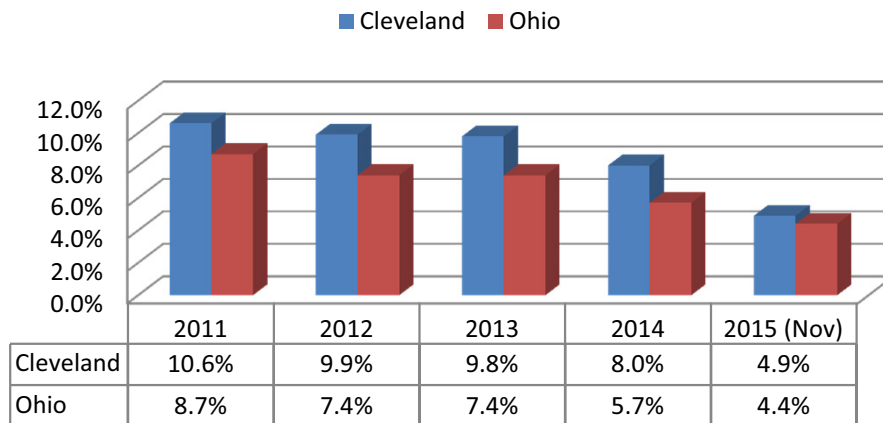
The leading industries in Cleveland, Ohio are Education and Health Services, 19.2%; Trade, Transportation, and Utilities, 17.5%; Professional and Business Services, 13.8%, Government, 12.9%; and Manufacturing 11.7%. According to the Bureau of Labor Statistics, the average salary for jobs in Cleveland, Ohio is \$46,301, and the median income of households in Cleveland was \$26,217.

Employed Cleveland Residents
Annual Average

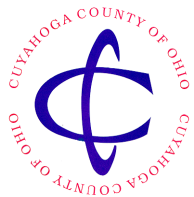


Since 2010, the unemployment rate has continued to decline, with a change of almost 4.7% by the end of 2015.

Unemployment Rate
Annual Average



MAJOR EMPLOYERS



Company	Number of Employees
Cleveland Clinic Foundation	32,269
University Hospitals	15,447
U.S. Office of Personnel Management	11,536
Cuyahoga County	7,772
Cleveland Metropolitan School District	7,203
City of Cleveland	6,666
MetroHealth System	5,839
KeyCorp	4,708
Case Western Reserve University	4,443
Sherwin-Williams Company	3,476

SOURCE: Crain's 2016 Book of Lists

AIRPORT QUICK FACTS

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

Layout:

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

Operations Per Year:

•Commercial Airline Operations	68,759
•Taxi/Commuter Commercial	30,821
•General Aviation	8,612
•Cargo Commercial Airline Operations	3,054
•Military Flights	193

Landings per day:

•General Aviation	84
•Commercial Departures	140
•Commercial Arrivals	140

Public Parking Spaces:

•CLE Smart Parking Garage	3,997
•Blue Lot Parking	380
•Orange Lot Parking	934
•Brown Lot Parking	500
•Red Lot Parking	230

Services:

•General Aviation Based Aircraft	50
•Passenger Airlines	9
•All-Cargo Airlines	2

POLICE QUICK FACTS

•911 Calls Per Year	327,656
•Investigated Cases	66,895
•Vehicles	652
•Neighborhood Watch Locations	60
•Motorcycles	39
•Canine Teams	9
•Stations	5
•Helicopters	2
•Public Safety Communications Center	1
•Police Headquarters	1



FIRE & EMS QUICK FACTS

•EMS Incoming Calls Per Year	115,303
•Fire Unit Responses	114,325
•EMS Medical Runs Per Year Dispatched	103,574
•Patients Transported to Hospitals by EMS	74,658
•Fire/Emergency Incidents	68,983
•Fire Stations	23
•Engine Companies	22
•EMS Units	18
•Ladder Companies	11
•Rescue Squads	2



PARKS & RECREATION QUICK FACTS

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

PARKING QUICK FACTS

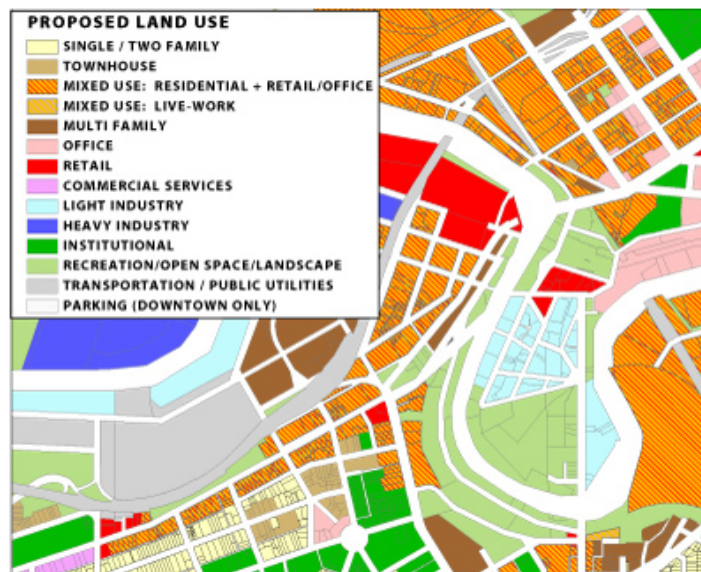
•Parking Meters	2,650
•Coin & Debit/Credit Meters	20
•Parking Lots	4
•Parking Garages	2

2020 FUTURE LAND USE

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

Citywide Land Use:2000

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





Proposed Citywide Land Use:2020

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

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

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

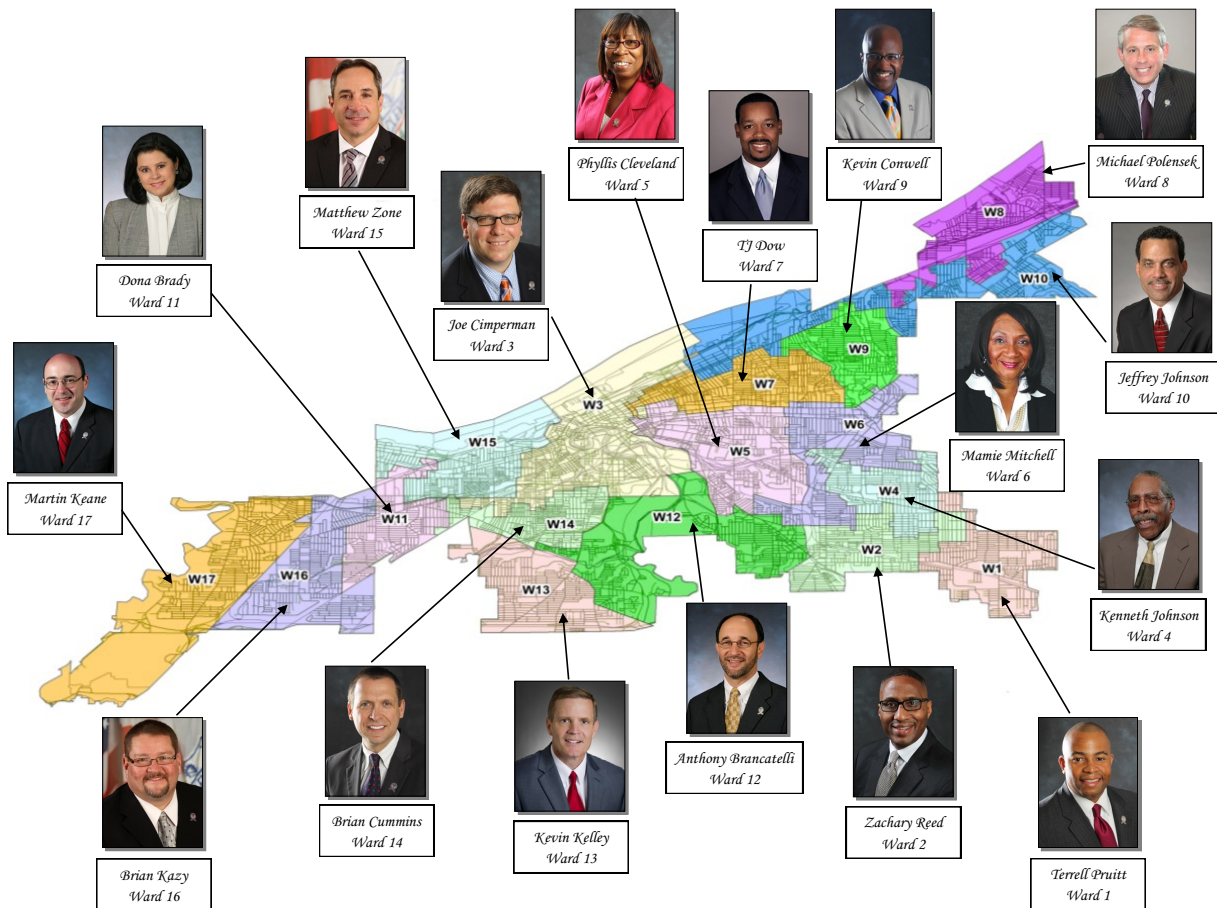
Building on the recent study known as *Reimagining a More Sustainable Cleveland*, the City of Cleveland Planning Commission and its partners assembled eight interdisciplinary Working Groups to prepare action-oriented recommendations designed to facilitate sustainable re-use of vacant land in Cleveland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

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

Roster of Elected Officials

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

WARDS OF THE CITY



Did You Know???



Superman Originated in Cleveland



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

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

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

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

Movies Filmed in Cleveland

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



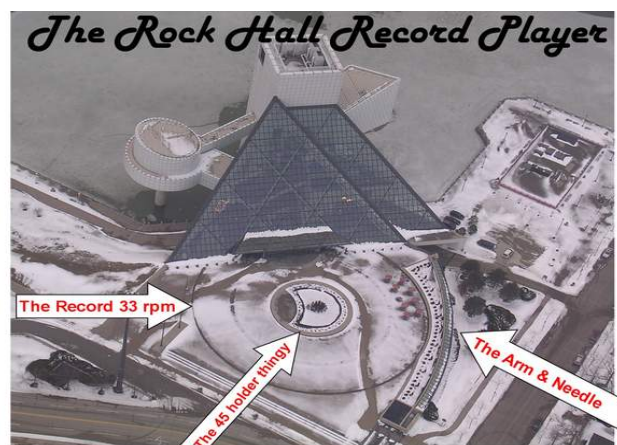
What Does the Rock & Roll Hall of Fame Have in Common With a Record Player?



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

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

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



Famous Clevelanders

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

Steven Adler- Drummer for Guns and Roses

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

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

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

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

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

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

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

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

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

Steve Harvey- Born in Welch, West Virginia, Steve Harvey is a graduate of Cleveland's Glenville High School and Kent State University. Steve is most noted for his starring role on The Steve Harvey Show and The Original Kings of Comedy. He also is a radio personality and author of Act Like a Lady, Think Like a Man, and is currently the host of television's top game show Family Feud.

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

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

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

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

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

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

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

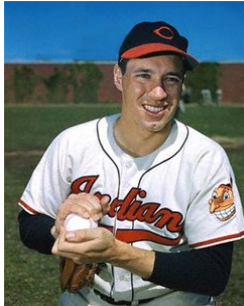
Michael Symon- Award winning chef and television personality of Iron Chef which can be seen regularly on the Food Network.

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



Famous Clevelanders

The Following Are Notable Sports Figures From Cleveland



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

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

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



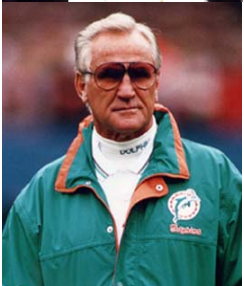
Don King- Boxing Promoter. One of his most notable matches is the heavyweight championship fight between Muhammad Ali and George Foreman, which is popularly known as "The Rumble in the Jungle". Another fight was "Thrilla in Manila" between Ali and Joe Frazier. Outside of boxing, he was manager of The 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.

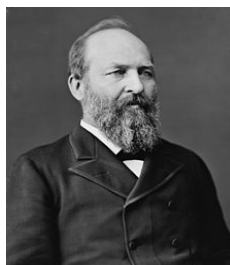
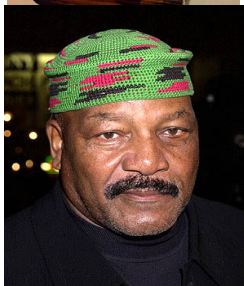
James A. Garfield- 20th president of the United States whose term only lasted 200 days because he was assassinated in July 1881.

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.

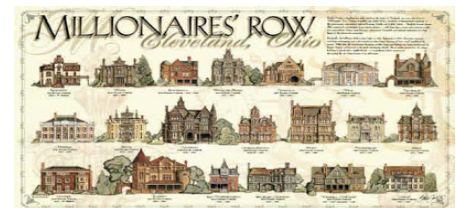
Cleveland vs Cleaveland

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.

AUGUST

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

OCTOBER

- Preliminary budget review hearings are conducted with each Department.

NOVEMBER

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

DECEMBER

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

FEBRUARY

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

MARCH

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

APRIL**CITY BUDGET APPROVED**

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

MAY

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

JUNE

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

THROUGH THE YEAR AS REQUIRED**CERTIFICATE / AMENDED CERTIFICATE OF RESOURCES**

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

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

Budgetary Control

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

Capital and Debt

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

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

Capital Assets

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

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

Cash Management & Investments

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

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

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

Fees and Charges

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

Economic Analysis

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

Indirect Costs

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

Operational

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

Revenues and Reserves

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

Salaries

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

Unencumbered Funds

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

Vacancy Replacements

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

County Tax Budget

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

Transfer of Appropriations

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

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

Mayor's Estimate

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

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

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

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

Basis of Budgeting

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

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

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

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

Art in Everything! a Cleveland Initiative

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



Automated Waste Collection Program

The Division of Waste Collection services weekly approximately 138,000 households, and, in 2015 disposed of 216,000 tons of landfill debris; in addition to 22,000 tons of recyclable materials. Services include residential collection, curbside recycling, commercial collections, recycling drop-off program and the operation of a Transfer Station.

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



Full implementation of this program required the purchase of 47 new automated trucks and 300,000 carts for the collection of regular household waste and recyclables, totaling a cost of \$25 million dollars. The implementation of this program required the city to change its operation from a manual collection system to an automated collection system. Each resident receives one (1) 95 gallon cart for trash and one (1) 65 gallon cart for recyclables. The automated collection vehicles are equipped with an automated arm which extends out and grabs and dumps the carts. The City has completed the final phase of the implementation program. Since 2011 the city has allocated funds via the Restricted Income Tax (R.I.T.) and other Capital Funding. In 2007 the City implemented a Pilot Program for the automated program which yielded positive results.

Currently, 138,000 households in the City of Cleveland participate in the Automated Collection and Curbside Recycling program. Monitoring and enforcement procedures have been established in order to ensure the proper utilization of the system.

Also, this program reduces employees injuries and workers compensation cost. Normally, in the Division of Waste Collection, an employee sustains injuries directly related to sprains and muscular injuries. With the new system, injuries will be less frequent and will be reduced to every six (6) months or longer. Overall, the new program improves operations, reduces cost, and provides a safe working environment to improve quality of life for Cleveland Residents and Employees.

PROGRAM RESULTS

For 2015, Cleveland has processed 22,000 tons of recyclable material. (Glass, plastic, metal, paper and cardboard from both residents and commercial businesses)

The City of Cleveland has a Recycling Contract which issues a cash rebate for each ton of uncontaminated recyclables processed. In 2015, the City was reimbursed for 22,000 tons of recyclables processed! The overall results from this year's program are as follows:

- 2015 generated \$150,454 in recycling revenue; market rate fluctuations in 2015 were declining due to the lack of demand for material.
- Landfill Diversion (Disposal cost savings): \$618,200
- Total Savings and Revenue: \$768,654
- These savings were generated with 138,000 households participating in the recycling program; as the program expands so does the potential for landfill cost avoidance savings and revenue reimbursements.

Citywide Municipal Wireless Broadband Network Initiative

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

To solve immediate, specific, operational needs in a more cost-efficient way, the City of Cleveland has completed a survey of its entire wireless infrastructure to develop ways of collaborating with other departments within the city. The survey will reduce the possibility of having duplicate wireless systems serving similar purposes, by redirecting cost and standardizing systems. Based on the results of the wireless infrastructure survey the City of Cleveland developed a strategy and has installed wireless internet access in City Hall, Public Auditorium, and at 205 W. St. Clair during 2014. We are evaluating the possibility of adding wireless infrastructure into all city owned facilities in the near future.

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

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

Clean Cleveland Initiative

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

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

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

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



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

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

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

While the CitiStat process supports 311 by:

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

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

Department	Service
Building and Housing	<ul style="list-style-type: none"> • The City demolished 490 condemned structures in 2015. • Building & Housing estimates that the City will demolish at least 700 structures in 2016 because more demolition funds are expected to become available. • The City issued over 3,274 board-up permits in 2015. These permits were for boarding unsecured structures that were a public safety hazard.
Health	<ul style="list-style-type: none"> • Nuisance ticketing decreased 40% from 3,818 in 2014 to 2,284 in 2015. • This is due to a steady decrease in citizen complaints which totaled 2,450 in 2015 compared to 2,976 in 2014, a 17.67% decrease.
Public Utilities	<ul style="list-style-type: none"> • Cleaned 9,006 catch basins in 2015, which decreased from 10,304 in 2014.

Mayor Frank G. Jackson Scholarship Program



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

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

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

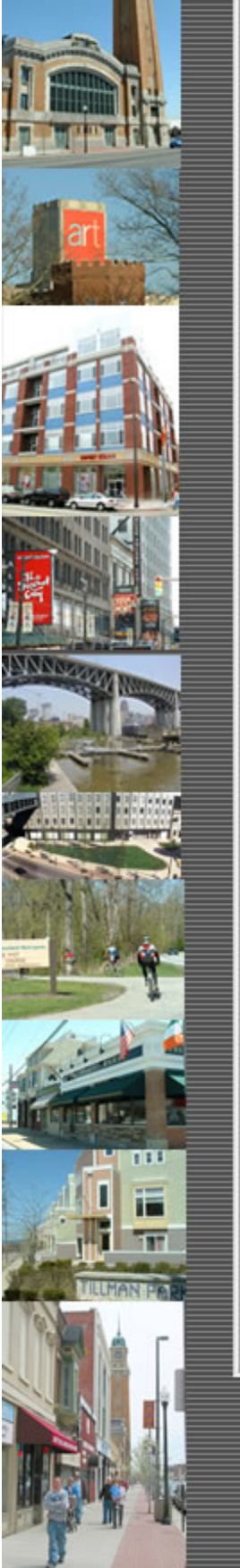
As such, due to the generous contributions through the United Way Combined Campaign, Mayor Frank G. Jackson established several scholarship programs to support City of Cleveland employees, their children, students who frequent the City of Cleveland's recreation centers and Cleveland Metropolitan School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

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

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

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





Connecting Cleveland 2020 Citywide Plan

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

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

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

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

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

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

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

Connecting Cleveland: Developing Healthier Communities

"Why Place Matters for Health": Mayor Frank G. Jackson is guiding the City to make public health and healthy living a priority in future planning efforts. Inspired by this directive, the City Planning office has initiated foundational work in forging connections between planning, place making, and public health. These efforts have resulted in the City being awarded a substantial grant from the PEW Charitable Trust to conduct Health Impact Assessments in Cleveland. Accordingly, the Cleveland Planning Commission and its partners will conduct Health Impact Assessments on two key initiatives: the Healthy Hough HIA and the Eastside Greenway HIA. In addition, Healthy Community Design standards will be developed to ensure that health is considered in the design of all development projects in order to create the conditions for optimal health in neighborhoods.

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.

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:

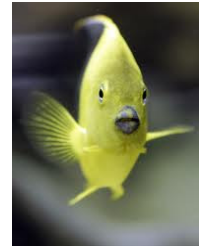
waterfront projects

Downtown Lakefront Development Plan: A 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 developed 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.



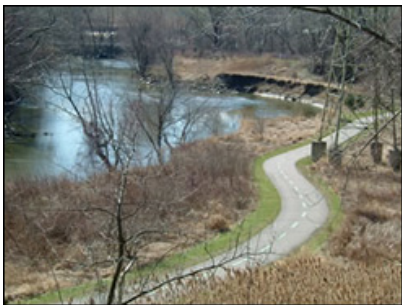
North Coast Harbor Pedestrian Bridge: An iconic pedestrian bridge linking Voinovich Park and the East 9th Pier to proposed mixed-use development on Dock 32 has been designed and is scheduled to be in operation by 2015. The bridge is funded largely by a federal grant secured by the City.

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 bikeways and pedestrian connectors, and

provide for visitor orientation and interpretation through a unique mix of modern technologies and public art.

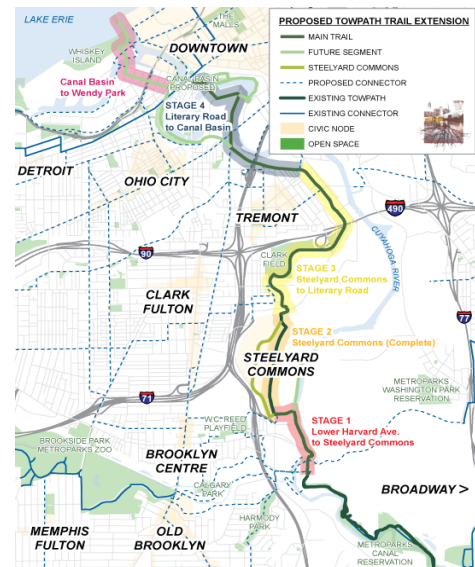
The Planning Commission staff is serving as project manager for the Canal Basin Park Framework Plan, a document that was adopted by the Planning Commission on November 20, 2015, following extensive public review by its steering committee and stakeholder advisory group. The Plan is intended to help guide 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 Marina: Cleveland's first visitor-oriented downtown marina will be developed in North Coast Harbor beginning in the Spring of 2014. This "transient marina" will be able to accommodate up to 50 boats for Great Lakes boaters visiting Cleveland and its many attractions.

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 city's 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.



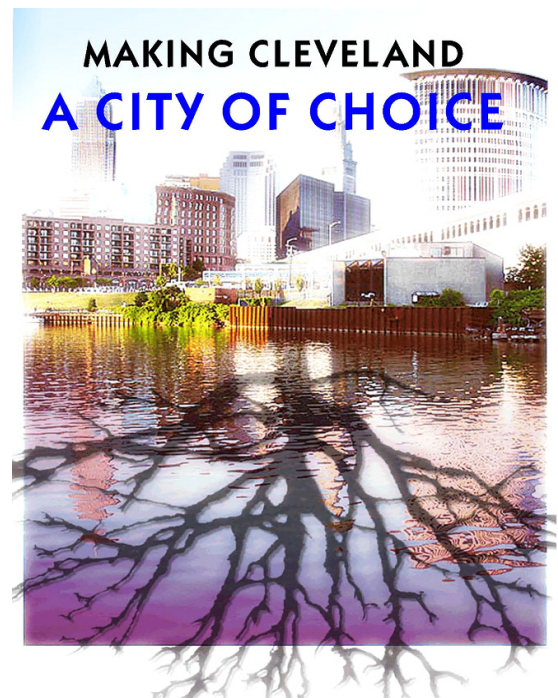
The approximately 2,500 square foot plaza utilizes a central feature – a statue sculpted by nationally recognized artist David Deming, which will serve as an alluring testament, promoting Cleveland as the birthplace of the creators of the “Man of Steel”. This beautiful stainless steel statue will be 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: 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 is able to 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.

These areas are defined by significant public and private investment in built, natural, programmatic, and human capital amenities 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 us to go beyond bricks and mortar to deal with the human element of neighborhood revitalization.



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.



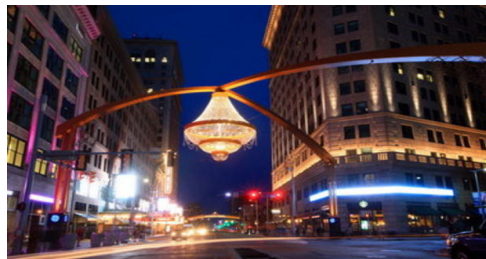
West 3rd Streetscape Improvements, Placemaking, and Long-range Plan: The objective of the West 3rd Streetscape Improvements, Pedestrian Corridor, and Experiential Nodes are to create a vibrant connection between the Civic Center, North Coast Harbor, and Warehouse Districts; while creating a sense-of-place and thematic Browns GameDay arrival sequence. City Planning staff has completed a master planning document that provides benchmark precedences 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.

Convention Center Hotel: This 32-story complex; 28-story, 600 room Hilton hotel atop 4 stories of ballroom, meeting, retail, and lobby space located at Lakeside Avenue and Ontario Street. At a cost of \$272 million, the project is currently under construction and is scheduled for completion in late Spring 2016.



Playhouse Square Exterior Renovation: This project includes revitalization of the exterior of Playhouse Square, including improvements to Star Plaza and the surrounding streetscapes, as well as the addition of the outdoor chandelier over the intersection of Euclid Avenue and East 14th Street. Located in the Theatre District, the project cost totals \$16 million.

Pedestrian and Cycle Bridge from the Malls to North Coast Harbor: The City of Cleveland 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.



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 campus has been transformed by development of 300 housing units, with ground-floor retail, along Chester Avenue, stretching from East 21st to East 24th Street. The housing is being rented to students, staff and the general public.



League Park Restoration: The League Park Restoration project is the complete renovation of a Historic neighborhood Baseball Park. The Park was once home to the Cleveland Indians from 1891 to 1946. The park also hosted the Negro Baseball league. The development will provide recreational amenities for residents and create opportunities for youth and others. The cost of the project \$6.3 million.



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



GreenCity Growers
COOPERATIVE

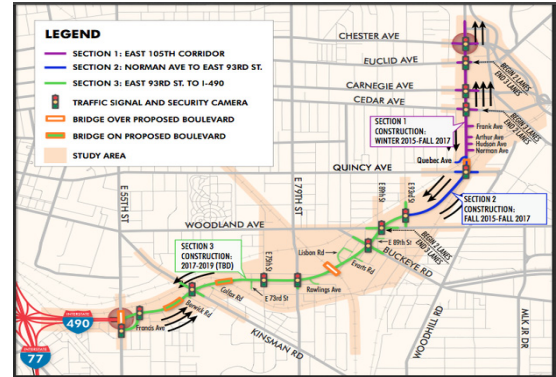


Uptown: The Uptown arts and entertainment district along Euclid Avenue in the heart of University Circle has now become a reality. The \$27 million new Museum of Contemporary Art opened to the public in October 2012, and MRN Ltd. has invested \$45 million in the development of two four-story buildings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

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.

FWA TIGER VI/TLCI; East 105th – East 93rd Transportation Corridor, Maximizing Opportunity 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 patterns, 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.



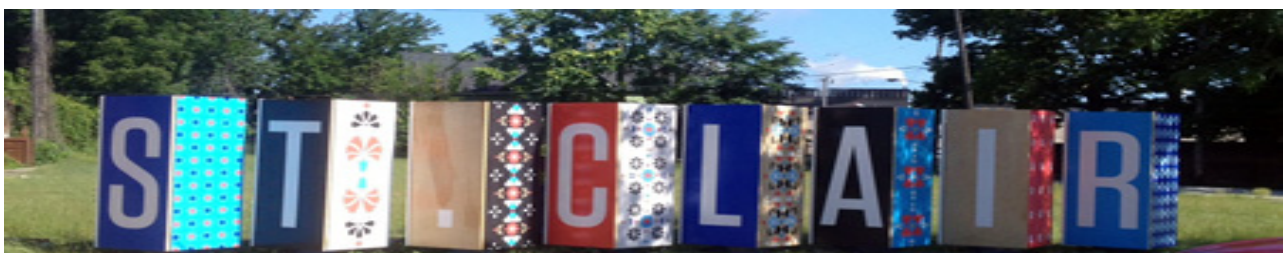
Midway Cycle Track TLCI: The goal of the Midway Cycle Track & Protected Bike Facilities plan is to determine the technical feasibility, programming, and strategic implementation of dedicated cycle tracks and protected bike facilities within the City of Cleveland. Building upon the preliminary work of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

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. Launching a study of this magnitude is critical because there are currently several other planning related initiatives going on in the City of Cleveland that could provide additional resources and spur collaborative development.

The St. Clair Avenue Corridor Study will focus on Walkability, Bike Facilities, the Built Environment, Open Space, R-O-W/ Cartway Improvement, Public Transportation, and Technology in the area between E. 55th St and Nottingham Rd. by (1) analyzing the state of the community and current land-use patterns; (2) identifying opportunities for bike, pedestrian, and greenway connections; (3) identifying sites for economic development through land assembly, building rehabilitation, and targeted demolition; (4) identifying options for utilities, R-O-W improvement, and way finding; (5) and lastly providing implementation recommendations. All focus areas and recommendations will be viewed through Cleveland City Planning’s pillars of **health, equity, and sustainability**.



Sustainable Cleveland 2019

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



Sustainable Cleveland 2019 is:

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

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

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

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

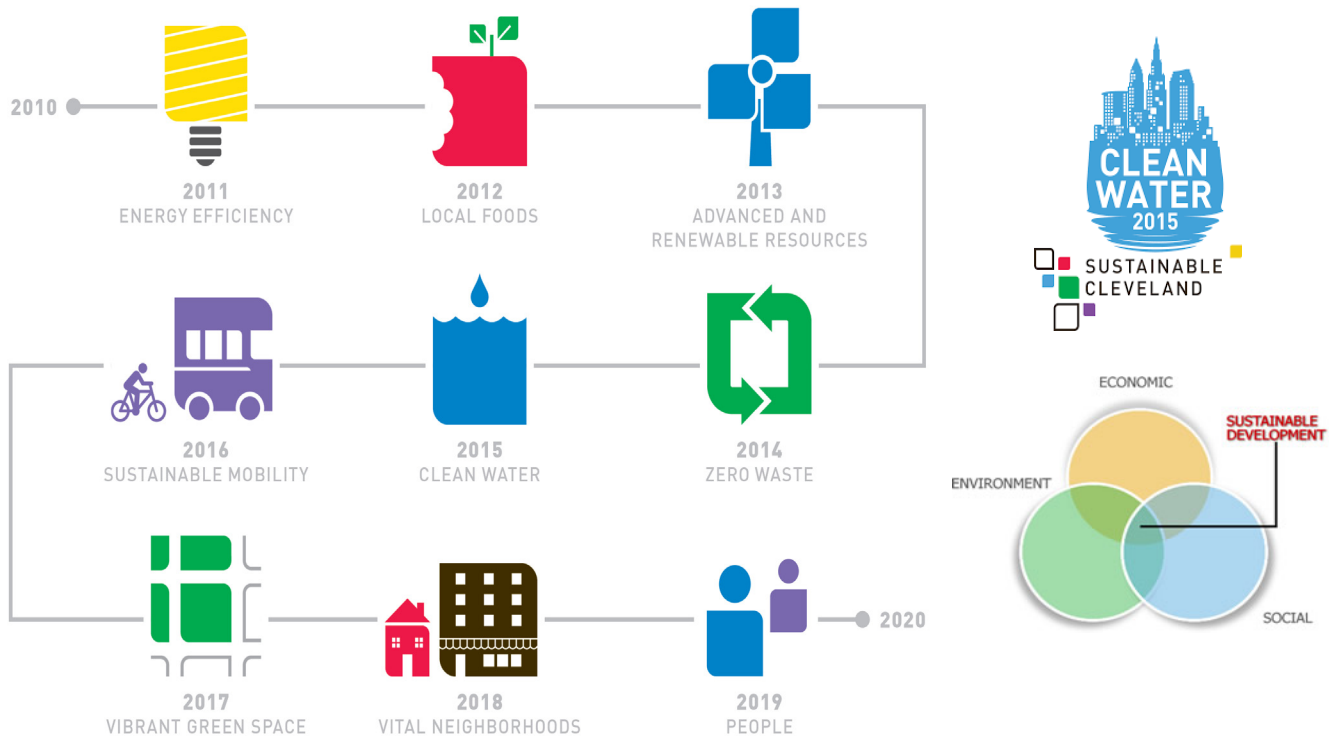
In addition to improving the efficiency and footprint of our buildings and fleet, we are also moving forward with Complete and Green Streets.

Approved 2016 projects that are on the bikeway implementation plan include the following major street completions (secondaries and mains). Additional local resurfacing projects and re-striping projects on the bikeway plan have yet to be determined.

- Lorain Ave from West 140th-West 150th
- North Marginal from E 9th -E 55th
- Harvard Ave E 116th-Lee
- Puritas from Rocky River to Grayton
- St. Clair from W 3rd-W9th
- Lakeshore from East 140th to East 185th
- Memphis from West 25th to Ridge Rd

2015 Sustainability accomplishments include:

- Adding are 16.3 miles of bikeway completed or under construction bringing to total to 78 miles of bikeway in Cleveland.
- Created a Cleveland Tree Plan to improve the tree canopy
- Received grants from local and national funders to support Climate Resilience in Cleveland
- Coordinated the Year of Clean Water including hosting a 25 event Clean Water Tour and Sweepstakes, Clean Water Videos and Bottled Water Pledge.
- Worked with the Division of Waste to launch the One Simple Act Recycling campaign and to engage City employees in the 50 Simple Acts employee challenge
- Supported LEEDCo in continued progress to install an offshore wind farm in Lake Erie.
- Coordinated the Great Lake Erie Boat Float to raise awareness of plastic pollution in Lake Erie;
- Collaborated on Solarize Cleveland, a program that offers low cost, turnkey solar solutions to residents and small businesses;
- Managing and reporting on utility and energy data for all city facilities
- Joined the Mayors Climate Compact



The Future of Public Safety

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



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



The new state-of-the-art Division of Police Third District Headquarters was completed in 2015 and in addition to Division of Police field and support functions, it is home to a new Public Safety Communications Center. The facility features community meeting rooms for citizen gatherings, and is LEED silver certified.

The long awaited upgrade to the Records Management System (RMS) for the Division of Police took effect November 2015. The new robust RMS platform will streamline and expedite police reporting, freeing up police officers to engage in direct law enforcement activities and accelerate investigations for police detectives.



In March 2015, the City of Cleveland Safety Director Michael McGrath implemented an effort to equip every police cruiser with first aid kits this year as well as train Police Officers on First Aid. The City invested over \$100,000 to purchase 800 First Aid kits in support of this effort. Meanwhile, the City of Cleveland Division of Emergency Management Service (EMS), who was charged with the task of training the Police, completed the First Aid training for approximately 1,400 employees of the Cleveland Division of Police (CDP) in less than nine months.

In addition to the new Public Safety facility, the City of Cleveland completed the purchase and deployment of a new \$31.6 million dollar 800MHz voice communication system. As a result of the new system, every City department and division has new mobile and portable radios, capable of transmitting and receiving critical information.



The U.S. Department of Justice (DOJ) review the Division of Police resulting in a letter of findings resulted in an immediate response by the Department of Public Safety, which has been a vigorous and meaningful re-dedication to the principles of community policing. The Division of Police is fully committed to a mutual face-forward and hand-extended partnership to the community it is sworn to protect.

Maximizing IT technology to ensure the Department of Public Safety has the tools to ensure accountability and oversight is a priority. Adding to technology, the Division of Police initiated a body camera project in 2015. Every officer has been issued a body camera to wear while working. These cameras will allow the activities of each officer to be recorded while interacting with all citizens.



The Department of Public Safety in partnership with federal, state and local partners has been heavily immersed in planning for the 2016 Republican National Convention (RNC). The Cleveland Division of Police will be the lead local law enforcement agency tasked with planning, needs assessments, asset procurement, and coordination of law enforcement and security efforts for the RNC.



In November of 2015, The Division of Fire graduated a class of 39 Fire Cadets as they completed the 30th Cleveland Fire Academy to augment the staff of uniformed firefighters. New recruits spent over three months at the Fire Training Academy learning about fire behavior and training with tools and equipment used daily by firefighters. Training includes all aspects of fire, ground operations, apparatus operation and maintenance, rescue, building construction, and required state and federal courses. It also includes a 130-hour course in emergency medical care which certifies new recruits as Basic Emergency Medical Technicians.

The new Public Safety Fire and EMS facility replacing outdated Fire Station #36 and will be completed the second quarter of 2016. The new facility at 3552 East 131 Street is designed to headquarter firefighters and paramedics. The first station of the new era of fire and medical service for our community, like the new Third District Police Headquarters, will be LEED silver certified and have a community meeting room.

The City of Cleveland Division of Emergency Management Service (EMS), who was charged with the task of training the Police, completed the First Aid training for the Cleveland Division of Police (CDP) in less than nine months. The American Heart Association (AHA) training included Cardio-pulmonary Resuscitation (CPR) on adults, children and infants; choking; Automated External Defibrillator (AED); and First Aid.

In addition, the course content included training for items specific to the kits for CDP: halo chest seal, quick clot and the Special Operation Forces tactical tourniquet. The AHA six-hour course is a two-year certification course. An additional two hour portion of the training covered the CDP first aid kit specific items.

The EMS Education section balanced this crucial task of educating the Police Officers while keeping pace with the EMS recertification classes, monthly in-service classes (for EMS and Fire paramedics).

Additionally, the logistics section tagged and distributed 464 kits to the each of the five CDP Districts, Traffic, Downtown Services Unit, Motorcycle Unit, Mounted Unit, Bureau of Special Investigation and Hopkins Airport Unit. Spare kits were provided as well to ensure replacements are available.



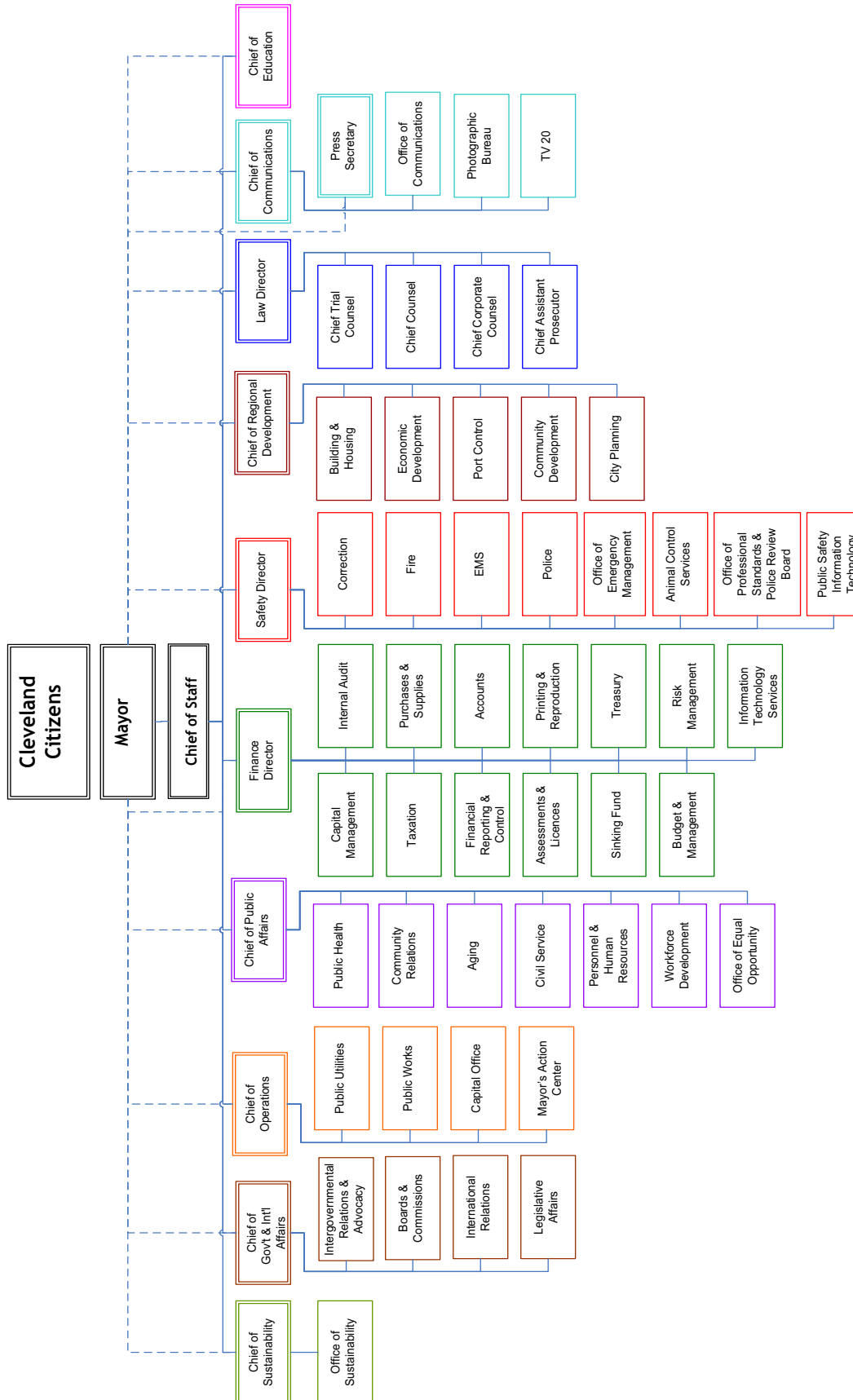
As service calls for medical needs continue to increase, the Division of Emergency Medical Service (EMS) is partnering with our hospital systems to identify opportunities to establish programs that meet those increasing needs. For example, we will identify individuals that excessively use 9-1-1, work with their hospital system to identify the underlying medical problems and provide a hospital based resource. This is a national trend that requires collaboration and cooperation. The Division of EMS has identified this as a priority.



2015 brought big changes to the Office of Professional Standards. The responsibility for investigating complaints against Cleveland police officers has been transferred to Civilian Investigators only. The City of Cleveland and Department of Justice signed a settlement agreement that will mark a new way of policing in the city, one built on a strong foundation of progressive change, sustained trust, and accountability. The agreement with the Department of Justice is a reflection of ideas from people and groups across the community - including residents, civil rights organizations, activists, clergy, student groups, business and philanthropic organizations and elected officials, as well as the police unions and the Division of Police.

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

The Cleveland Division of Animal Care & Control CITY DOGS program was recently awarded the 2015 Bright Ideas award by the Michigan Partnership for Animal Welfare/ Michigan Association of Animal Control Officers (MPAW/ MAACO) during the Great Lakes Animal Welfare Conference held in Battle Creek, Michigan. The Bright Ideas award is presented annually to five animal shelters in the Great Lakes region that have developed innovative ideas in the field of animal control.



FISCAL HISTORY

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

In fiscal 2011, the State of Ohio adopted a biannual budget that substantially reduced revenue sharing at the local level. State Local Government Fund, Commercial Activity Tax, and Tangible Personal Property Tax include taxes levied and collected by the State of Ohio or counties and partially redistributed to the City and other political subdivisions. The State instituted a 25% reduction in Local Government Fund shared revenue beginning July, 2011 through June 2012 and a 50% reduction beginning July, 2012 through June 2013 as part of the State's budget balancing measures. Local Government Fund revenue distribution decreased by 18% or \$6.5 million in fiscal 2013. Commercial Activity Tax and Tangible Personal Property Tax was reduced by 50% from 2012 to 2013 and will remain at this level until 2030.

CURRENT FINANCIAL ENVIRONMENT

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

As part of the City's continuing effort to shift its tax base from manufacturing to health care, technology and service industries, the Horseshoe Casino opened in downtown Cleveland in May of 2012. This 24 hour, 7 day a week operation has been a catalyst for business creation and expansion in the downtown area. It has created extended hours for visitors to downtown Cleveland for many attractions and has helped to highlight the world class amenities available to residents and visitors to the City of Cleveland. Income tax revenue, which represents 60% of operating revenue, at year end fiscal 2013 was \$300,647,900 compared to \$290,474,306 at year end fiscal 2011. The unemployment rate in the Cleveland area in April, 2013 is currently 8.7% compared to 9.9% in April, 2011. The City of Cleveland is no longer in the top 20 cities tracking rate of foreclosures and the price of homes are trending towards market rate. Economic recovery in this region is gradual but evident.

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

For fiscal 2016, the City has conservatively budgeted its revenue estimates and budgeted as anticipated on expenditures. Revenues include approximately \$9.3 million from casino revenue and the 2016 operating budget supports an enhanced downtown public safety and services and scheduled debt service for the stadium.

EXECUTIVE SUMMARY

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

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

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

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

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

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

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

As can be seen from the summaries below:

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

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

THE PLAN

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

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

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

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

Structurally Balanced Budget (SBB)

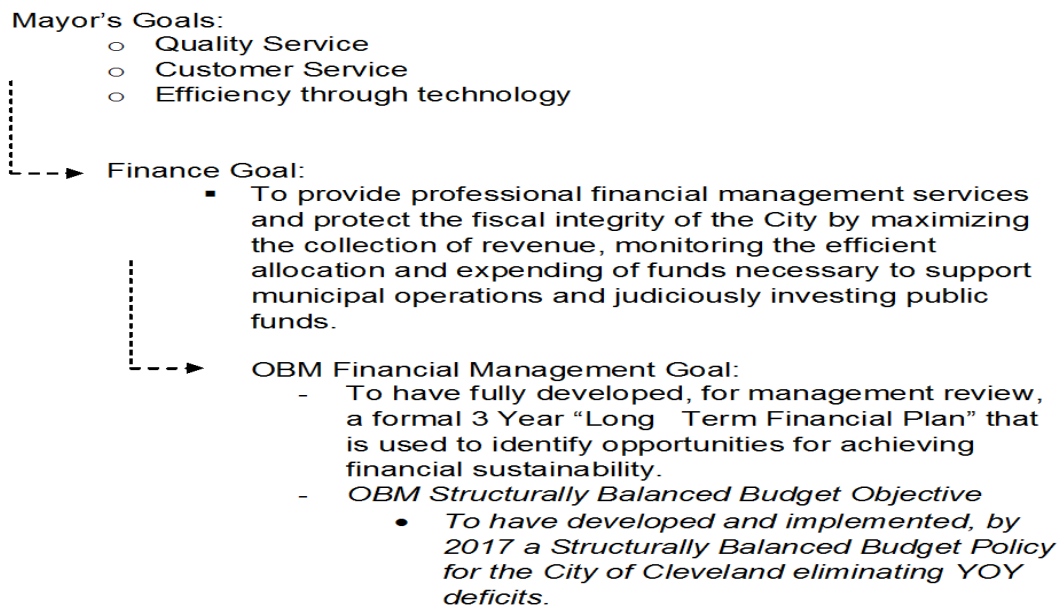
The City of Cleveland has also begun to develop and adopt a Structurally Balanced Budget (SBB) policy, per GFOA, to ensure that its recurring revenues are equal to its recurring expenditures in the adopted budget.

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

Definitions:

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

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



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

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

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

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

Debt/Investment Policy

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

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

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

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

Five Year Forecast

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

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

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



Long-Term Financial Plan

Expense Forecast

Although the City produces a 5 year plan, this initial document will only include excerpts from that plan which show the initial 2016 Estimates along with the subsequent next 4 years through 2020. Updated plans will reflect the results of the full 5 year updates.

	2016 BUDGET	2017 ESTIMATE	2018 ESTIMATE	2019 ESTIMATE	2020 ESTIMATE
GENERAL FUND					
SALARIES	\$ 309,358,040	\$ 304,537,432	\$ 304,537,432	\$ 304,537,432	\$ 304,537,432
BENEFITS	129,702,228	129,662,184	133,356,528	137,272,533	141,253,436
TOTAL SALARIES & BENEFITS	\$ 439,060,268	\$ 434,199,616	\$ 437,893,960	\$ 441,809,965	\$ 445,790,868
TRAVEL & TRAINING	\$ 915,032	\$ 933,333	\$ 951,999	\$ 971,039	\$ 990,460
UTILITIES	23,044,547	23,735,883	24,447,960	25,181,399	25,936,841
CONTRACTUAL SERVICES	41,673,604	41,833,384	42,670,052	43,523,453	44,393,922
MATERIALS & SUPPLIES	4,959,148	5,058,331	5,159,498	5,262,688	5,367,941
MAINTENANCE	4,091,350	4,173,177	4,256,641	4,341,773	4,428,609
CLAIMS & MISC. AND CAPITAL	3,806,905	3,806,905	3,806,905	3,806,905	3,806,905
INTERDEPARTMENTAL	18,225,440	20,401,721	20,759,764	21,127,291	21,507,582
INTERFUND SUBSIDIES	30,790,334	35,669,583	36,261,164	36,859,817	37,449,574
DEBT SERVICE	250,000	250,000	250,000	250,000	250,000
TOTAL OTHER	\$ 127,756,360	\$ 135,862,317	\$ 138,563,982	\$ 141,324,365	\$ 144,131,834
TOTAL GENERAL FUND	\$ 566,816,628	\$ 570,061,933	\$ 576,457,942	\$ 583,134,330	\$ 589,922,703

Revenue Forecast

As with the Expense Forecast above, this initial document will only include excerpts from the 5 year plan which show the initial 2016 Estimates along with the subsequent next 3 years through 2020. Updated plans will reflect the results of the full 5 year updates.

	2016 BUDGET	2017 ESTIMATE	2018 ESTIMATE	2019 ESTIMATE	2020 ESTIMATE
GENERAL FUND					
CHARGES FOR SERVICES	\$ 34,665,957	\$ 34,665,957	\$ 34,665,957	\$ 34,665,957	\$ 34,665,957
FINES & FORFEITURES	14,490,126	14,144,946	14,779,584	18,779,584	18,779,584
GRANT REVENUE	416,666	—	—	—	—
LICENSES & PERMITS	15,678,132	15,678,132	15,678,132	15,678,132	15,678,132
MISCELLANEOUS	28,145,666	28,145,666	28,145,666	28,145,666	28,145,666
OTHER SHARED REVENUE	13,350,625	13,484,131	13,618,973	13,755,162	13,892,005
PROPERTY TAX	30,931,945	31,241,264	31,553,677	31,869,214	32,187,906
SALE OF CITY ASSETS	2,500,000	—	—	—	—
STATE & LOCAL GOVERNMENT FUND	25,093,082	25,845,874	26,621,251	27,419,888	28,242,485
TRANSFERS IN	5,416,592	5,524,924	5,635,422	5,748,131	5,863,093
OTHER TAXES	39,452,500	40,241,550	41,046,381	41,867,309	42,704,655
INCOME TAX	314,800,000	321,096,000	327,517,920	334,068,278	340,749,644
INVESTMENT INCOME	430,000	430,000	430,000	430,000	430,000
TOTAL GENERAL FUND	\$ 525,371,291	\$ 530,498,445	\$ 539,058,325	\$ 547,792,683	\$ 556,705,198

Monitoring / Evolution of Performance Measures

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

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

- Monthly Operational Analysis
- Monthly Financial Economic Analysis
- CitiStat Performances
- 311 Call Center

Monthly Operational Analysis

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

Monthly Financial Economic Analysis

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

CitiStat

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

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

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



311 Call Center

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

The 311 solution creates a customer service oriented government which:

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

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

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

Conclusion

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

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

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

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

This 2016 Five Year Capital Improvement Program represents our tenth annual installment since I took office in 2006.

We issued \$100 million in additional bond debt in 2015: This dollar amount represents about four times the debt the City retires in an average year, and is largely driven by four major initiatives: \$25 million for targeted neighborhoods, \$20 million to restore the condition of the City's vehicle fleet, over \$34 million for roads and bridges, and over \$20 million to repair existing facilities. In developing our capital spending plan for 2016, I have set the following priorities.

Pavement Management for Roads

Last year I initiated an aggressive program for the repair of the City's worst-rated streets as measured by our pavement management ratings. We used \$2 million from our 2014 bond issue, leveraging an additional \$10 million in federal monies from the Northeast Ohio Area Coordinating Agency ("NOACA") and commenced resurfacing nearly 17 miles on eight streets with a 61 average pavement condition rating.

We had an equally aggressive program planned for 2015, and we are also attempting to leverage State and County monies for resurfacing projects. By the end of 2016, we hope to have achieved resurfacing on all streets with below-70 pavement condition ratings. This project will show the greatest impact on the operating budget because it will show a major decrease in the number of potholes around the city. With less potholes, overtime will be reduced as well as the number of claims that are paid out for complaints.

Neighborhood Development Bonds

We issued \$25 million of Neighborhood Development Bonds to invest in community and economic development activity in neighborhoods where investment has been lacking.

Sustainability

Sustainable Cleveland 2019 is a ten-year initiative to transform Cleveland into a thriving green city on a blue lake with a goal of integrating efficient, environmentally beneficial practices into city capital projects. Since 2013, the City of Cleveland has been implementing its sustainable building policy on new construction, renovations and "Fix it First" projects. We are replacing aging fleet vehicles with new fuel efficient models. We are also moving forward with Complete and Green Streets and more than ten percent of the Capital Budget is dedicated to green infrastructure, bicycle facilities and improving the walkability of our neighborhoods. The operating budget will be impacted by this initiative through the savings in fuel costs as well maintenance costs that were required on older vehicle models.

Facilities

In 2011, we began prioritizing the repair or replacement of our existing facilities (a "fix it first" policy). In 2015, we invested over \$20 million in facilities improvements. Additionally, our \$20 million investment in vehicles significantly upgraded the condition of-and the productivity of-the City's fleet.

Our entire 2016 Five Year Capital Improvement Program will be posted on the City of Cleveland website, and we invite your comments and suggestions.

I. Capital Improvement Questions and Answers

What is a Capital Improvement Program?

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

What are Capital Projects?

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

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



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?

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

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

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

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

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

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

Projects listed in the first year of the Capital Plan are adopted as part of that year's Capital Budget. The inclusion of a project in later years signifies 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 2016-2019 have about a one out of four 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 2015 and the Division of Water is planning a project for the same street in 2016, the two divisions may be able to do all work at the same time, ensuring that the street is excavated only once. This will save taxpayer dollars and reduce the disruption of daily life for nearby residents.

III. General Obligation Bond Capacity

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

Legal Limitations on General Obligation Bond Capacity

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

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

Bond Capacity and the Five Year Capital Improvements Program

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

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

- \$74 million in year 2017;
- \$84 million in year 2018;
- \$97 million in year 2019; and
- \$107 million in year 2020.

Accordingly, for years 2017-2020 assume that the City will only be able to fund one-fourth of the listed projects.

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

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

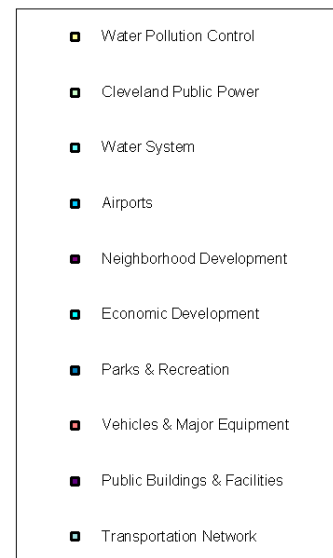
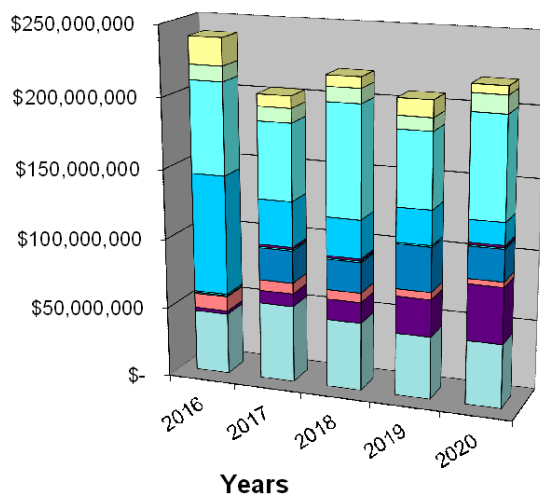
Facilities Plan and Pavement Management Study: Since 2009, each annual installment of our Plan has included selected priorities from two significant studies prepared in 2008—a \$400 million Facilities Plan and a \$300 million Pavement Management Program.

If we prepared a ten year capital improvements 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.

PROPOSED CAPITAL EXPENDITURES						
PROJECT TYPE	2016	2017	2018	2019	2020	5 YEAR TOTAL
BASIC SERVICES						
Transportation Network	\$ 43,987,166	\$ 55,116,335	\$ 48,744,900	\$ 44,725,856	\$ 45,422,790	\$ 237,997,047
Public Buildings & Facilities	\$ 2,300,000	\$ 9,289,000	\$ 14,810,000	\$ 26,390,000	\$ 39,740,000	\$ 92,529,000
Vehicles & Major Equipment	\$ 10,512,734	\$ 7,704,127	\$ 6,834,552	\$ 5,269,750	\$ 3,753,889	\$ 34,075,052
Parks & Recreation	\$ 900,000	\$ 23,165,000	\$ 21,657,793	\$ 31,487,000	\$ 22,428,000	\$ 99,637,793
Total Basic Services	\$ 57,699,900	\$ 95,274,462	\$ 92,047,245	\$ 107,872,606	\$ 111,344,679	\$ 464,238,892
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	\$ 4,500,000
Total Development	\$ 1,046,048	\$ 2,546,048	\$ 2,546,048	\$ 1,046,048	\$ 2,546,048	\$ 9,730,240
MAJOR ENTERPRISES						
Airports	\$ 85,365,051	\$ 32,425,000	\$ 27,290,000	\$ 24,415,000	\$ 15,650,000	\$ 185,145,051
Water System	\$ 65,858,000	\$ 54,586,512	\$ 79,507,371	\$ 53,156,575	\$ 71,857,584	\$ 324,966,042
Cleveland Public Power	\$ 10,805,028	\$ 10,138,200	\$ 10,363,500	\$ 9,097,500	\$ 12,475,000	\$ 52,879,228
Water Pollution Control	\$ 19,490,080	\$ 8,521,600	\$ 7,765,800	\$ 11,832,500	\$ 5,900,000	\$ 53,509,980
Total Major Enterprises	\$ 181,518,159	\$ 105,671,312	\$ 124,926,671	\$ 98,501,575	\$ 105,882,584	\$ 616,500,301
TOTAL CITYWIDE CAPITAL PROGRAM	\$ 240,264,107	\$ 203,491,822	\$ 219,519,964	\$ 207,420,229	\$ 219,773,311	\$ 1,090,469,433

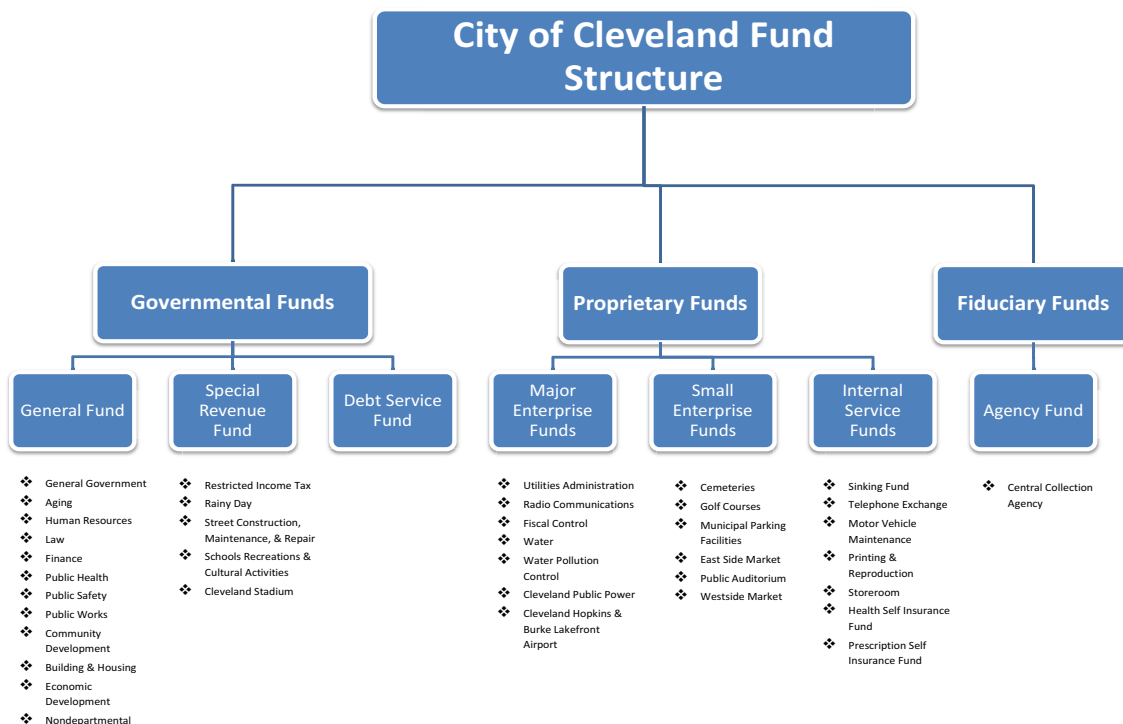
Note: 2017-2020 are estimated budgets

Proposed Capital Expenditures



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

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





Fund Structure

FUND	DEPARTMENT	DEPARTMENTAL BUDGET
Agency	CCA Income Tax Administration	pp 477-482
Debt Service Fund	Sinking Fund General Operations	pp 450-454
Major Enterprise Funds	Department of Public Utilities	pp 358-400
	Department of Port Control	pp 401-409
General Fund	General Government	pp 80-126, pp 200-204
	Municipal Courts	pp 127-147
	Department of Aging	pp 148-153
	Department of Human Resources	pp 154-158
	Department of Law	pp 159-162
	Department of Finance	pp 163-200
	Department of Public Health	pp 205-225
	Department of Public Safety	pp 226-280
	Department of Public Works	pp 281-315
	Department of Community Development	pp 316-319
	Department of Building and Housing	pp 320-333
	Department of Economic Development	pp 334-337
	Non-Departmental	pp 338-341
Internal Service Funds	Telephone Exchange	pp 455-457
	Motor Vehicle Maintenance	pp 458-463
	Printing & Reproduction	pp 464-468
	Storeroom & Warehouse	pp 469-471
	Health Self Insurance Fund	pp 472-473
	Prescription Self Insurance Fund	pp 474
	Radio	pp 364-368
Small Enterprise Funds	Public Auditorium	pp 425-430
	West Side Market	pp 431-434
	Cemeteries	pp 414-417
	Golf	pp 418-419
	Parking Facilities	pp 420-423
	East Side Market	pp 424
Special Revenue	Restricted Income Tax	pp 346
Stadium	Cleveland Stadium	pp 354
Streets	Division of Street Construction, Maintenance & Repair	pp 347-352
	Schools	pp 353

CITY OF CLEVELAND FUND STRUCTURE

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

Fund Balance is defined as the balance in the fund remaining from all revenues, expenditures and carryover funds that is subject to future appropriation. Decreases in fund balances are due to several factors: projecting a 3% increase in cost due to self-insurance, significant legal settlements, doubling of salt prices, an April 1st wage increase for negotiated contract and 10 additional Police Officers. The cost of providing city services continues to rise while revenues have not kept pace. The City receives no direct benefit i.e. sales tax, business tax from the development of restaurants, hotels and businesses in Greater Cleveland. We continue to have challenges to our tax base like House Bill 5 and challenges from professional sports teams that will likely substantially reduce the amount of income tax we receive. There is no anticipation of and new taxes that would positively impact revenue collection.

	Revenue	Expenditures	Excess/ (Deficiency) of Revenue Over Expenditures	Balance	
				Beginning	Ending
GENERAL FUND					
General Fund	\$ 525,371,291	\$ 566,816,628	\$ (41,445,337)	\$ 42,096,567	\$ 651,230
SPECIAL REVENUE FUNDS					
Street Maint & Construction*	\$ 27,033,878	\$ 27,040,562	\$ (6,684)	\$ 6,685	\$ 1
Cleveland Stadium*	9,562,475	10,384,225	(821,750)	12,505,916	11,684,166
	\$ 36,596,353	\$ 37,424,787	\$ (828,434)	\$ 12,512,600	\$ 11,684,166
ENTERPRISES					
MAJOR					
Water	\$ 299,500,000	\$ 315,992,588	\$ (16,492,588)	\$ 169,692,267	\$ 153,199,679
Water Pollution Control	26,431,570	26,431,570	—	7,545,971	7,545,971
Cleveland Public Power	207,111,821	207,111,821	—	22,376,412	22,376,412
Airport-General Operations	160,341,280	160,341,280	—	68,149,542	68,149,542
	\$ 693,384,671	\$ 709,877,259	\$ (16,492,588)	\$ 267,764,192	\$ 251,271,604
SMALL					
Cemeteries*	\$ 1,702,072	\$ 1,722,741	\$ (20,669)	\$ 20,669	\$ —
Golf	53,152	18,338	34,814	139,242	174,056
Parking Facilities	9,479,363	11,018,354	(1,538,991)	2,116,420	577,429
Public Auditorium*	2,680,161	2,685,224	(5,063)	5,063	—
West Side Market	1,283,000	1,576,756	(293,756)	1,303,293	1,009,537
East Side Market	39,975	40,000	(25)	26	1
	\$ 15,237,723	\$ 17,061,413	\$ (1,823,690)	\$ 3,584,714	\$ 1,761,024
AGENCY FUND					
Central Collection Agency	\$ 11,640,829	\$ 11,640,829	\$ —	\$ 478,543	\$ 478,543
Less: Interfund Subsidies	\$ 19,722,702	\$ 19,722,702	\$ —	\$ —	\$ —
from GF					
NET CITY OF CLEVELAND OPERATING BUDGET FOR 2016	\$ 1,262,508,165	\$ 1,323,098,214	\$ (60,590,049)	\$ 326,436,617	\$ 265,846,568

*Includes General Fund Subsidy



Consolidated Financial Summary

	Governmental Funds								
	General Fund			Special Revenue Fund			Debt Service Fund		
	2014 Actual	2015 Unaudited	2016 Budget	2014 Actual	2015 Unaudited	2016 Budget	2014 Actual	2015 Unaudited	2016 Budget
Financial Sources									
Charges for Services	\$ 33,418,201	\$ 31,394,720	\$ 34,665,957	\$ 266,102	\$ 291,057	\$ 275,000	\$ -	\$ -	\$ -
Fines, Forfeitures & Settlements	23,732,685	15,690,781	14,490,126	-	250,133	-	-	-	-
Grant Revenue	1,774,132	385,566	416,666	-	-	-	-	-	-
Licenses & Permits	13,105,597	16,684,115	15,678,132	1,099,743	1,351,480	900,200	-	-	-
Miscellaneous	25,971,312	24,633,784	28,145,666	4,243,979	3,673,133	4,600,400	506,454	505,907	508,637
Other Shared Revenue									
CAT Tax	101,701	50,850	-	-	-	-	2,949,324	2,949,325	2,949,325
Property Tax- State Subsidy	3,253,689	3,208,865	3,155,148	-	-	-	2,211,200	2,186,238	2,136,983
Cigarette & Liquor Tax	766,204	805,672	805,000	-	-	-	-	-	-
Estate Tax	735,799	229,749	50,000	-	-	-	-	-	-
Casino	9,615,799	9,207,093	9,324,477	-	-	-	-	-	-
Other	32,553	23,018	16,000	18,942,327	13,485,734	13,084,000	-	-	-
	\$ 14,505,745	\$ 13,525,247	\$ 13,350,625	\$ 18,942,327	\$ 13,485,734	\$ 13,084,000	\$ 5,160,524	\$ 5,135,563	\$ 5,086,308
Property Tax	\$ 32,337,803	\$ 32,683,852	\$ 30,931,945	-	-	-	\$ 16,846,522	\$ 17,026,872	\$ 16,130,630
Sale of City Assets	1,043,656	315,594	2,500,000	-	-	-	-	-	-
State and Local Government Fund	25,021,013	26,579,767	25,093,082	-	-	-	-	-	-
Transfers In	11,329,409	5,446,498	5,416,592	17,284,796	18,441,121	18,898,253	8,278,100	15,366,546	4,598,608
Income Tax	297,124,281	308,946,752	314,800,000	37,140,278	38,618,344	39,350,000	33,215,093	34,172,034	31,745,024
Investment Income	454,363	445,624	430,000	103,705	91,199	108,500	14,450	21,345	25,000
Other Taxes									
Admission Tax	12,289,312	14,826,393	14,500,000	-	-	-	-	-	-
Motor Vehicle License Tax	2,830,808	3,088,390	3,000,000	-	-	-	-	-	-
Parking Tax	11,818,965	12,990,239	12,900,000	-	-	-	-	-	-
Electric Excise Tax	3,300,471	3,068,039	3,000,000	-	-	-	-	-	-
Hotel Tax	5,141,242	6,046,548	6,022,500	-	-	-	-	-	-
Other	34,352	31,389	30,000	-	-	-	-	-	-
	\$ 35,415,150	\$ 40,050,998	\$ 39,452,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Premium on Bond	-	-	-	-	-	-	878,200	4,862,661	-
Proceeds From Sale of Debt	-	-	-	-	-	-	20,110,000	28,975,000	-
Total Financial Sources	\$ 515,233,347	\$ 516,783,298	\$ 525,371,291	\$ 79,080,930	\$ 76,202,201	\$ 77,216,353	\$ 85,009,343	\$ 106,065,928	\$ 58,094,207
Financial Uses									
Salaries and Wages	\$ 280,592,075	\$ 288,361,555	\$ 309,358,040	\$ 11,274,765	\$ 11,472,171	\$ 11,403,227	\$ -	\$ -	\$ -
Benefits	116,365,734	123,486,397	129,702,228	3,859,571	4,137,749	4,444,718	-	-	-
Other Training and Professional Dues	689,930	664,068	915,032	-	1,520	-	-	-	-
Utilities	20,974,245	21,868,236	23,044,547	314,605	317,112	335,316	-	-	-
Contractual Services	34,837,004	30,137,046	41,673,604	2,029,512	2,092,971	2,109,954	9,532	-	-
Materials & Supplies	3,888,899	4,227,086	4,959,148	3,564,661	4,973,813	4,387,328	-	-	-
Maintenance	2,542,998	3,521,222	4,091,350	47,373	65,653	52,320	-	-	-
Claims, Refunds Maintenance	3,848,933	4,315,567	2,806,905	1,650	2,400	2,000	-	-	-
Interdepartmental Service Charges	19,636,715	17,826,587	18,225,440	3,086,158	2,508,570	2,545,583	-	-	-
Transfers Out	29,571,929	29,862,159	30,790,334	37,028,701	37,107,456	36,279,887	1,248,364	837,650	-
Capital Outlay	3,680,500	250,000	1,000,000	7,478,777	17,757,564	11,095,477	-	-	-
Debt Service	250,000	250,000	250,000	6,339,363	6,089,493	6,471,669	81,253,304	96,303,328	65,035,681
Expenditure Recovery	277,229	168,091	-	-	-	-	-	-	-
Total Financial Uses	\$ 517,156,191	\$ 524,938,014	\$ 566,816,628	\$ 75,025,136	\$ 86,526,472	\$ 79,127,479	\$ 82,511,200	\$ 97,140,978	\$ 65,035,681
Decertifications	2,246,738	624,561	-	297,812	127,687	-	-	-	-
Change in Receivables	-	-	-	-	-	-	-	-	-
Beginning Balance	\$ 49,302,827	\$ 49,626,721	\$ 42,096,566	\$ 38,239,436	\$ 42,593,042	\$ 32,396,458	\$ 12,951,454	\$ 15,449,597	\$ 24,374,547
Ending Balance	\$ 49,626,721	\$ 42,096,566	\$ 651,229	\$ 42,593,042	\$ 32,396,458	\$ 30,485,332	\$ 15,449,597	\$ 24,374,547	\$ 17,433,073
Change in Balance	\$ 323,894	\$ (7,530,155)	\$ (41,445,337)	\$ 4,353,606	\$ (10,196,584)	\$ (1,911,126)	\$ 2,498,143	\$ 8,924,950	\$ (6,941,474)
% Change	0.7%	-15.2%	-98.5%	11.4%	-23.9%	-5.9%	19.3%	57.8%	-28.5%

Consolidated Financial Summary



Proprietary Funds						Fiduciary Fund			Total		
Enterprise Funds			Internal Service Funds			Agency Fund			All Funds		
2014	2015	2016	2014	2015	2016	2014	2015	2016	2014	2015	2016
Actual	Unaudited	Budget	Actual	Unaudited	Budget	Actual	Unaudited	Budget	Actual	Unaudited	Budget
\$ 636,723,170	\$ 664,027,693	\$ 694,867,995	\$ 45,257,287	\$ 77,263,343	\$ 96,582,072	\$ 39	\$ 25,283	\$ -	\$ 715,664,799	\$ 773,002,096	\$ 826,391,024
-	278,031	-	-	-	-	-	-	-	23,732,685	16,218,945	14,490,126
1,243,473	785,437	2,429,998	-	-	-	-	-	-	3,017,605	1,171,003	2,846,664
331,522	444,077	550,000	-	-	-	-	-	-	14,536,862	18,479,672	17,128,332
24,432,406	20,282,323	21,467,358	28,960,003	26,172,665	26,136,983	2,693,205	2,792,857	3,385,829	86,807,359	78,060,669	84,244,873
-	-	-	-	-	-	-	-	-	3,051,025	3,000,175	2,949,325
-	-	-	15,970	17,002	17,000	-	-	-	5,480,859	5,412,105	5,309,131
-	-	-	-	-	-	-	-	-	766,204	805,672	805,000
-	-	-	-	-	-	-	-	-	735,799	229,749	50,000
-	-	-	-	-	-	-	-	-	9,615,799	9,207,093	9,324,477
-	-	-	-	-	-	-	-	-	18,974,880	13,508,752	13,100,000
\$ -	\$ -	\$ -	\$ 15,970	\$ 17,002	\$ 17,000	\$ -	\$ -	\$ -	\$ 38,624,566	\$ 32,163,546	\$ 31,537,933
\$ -	\$ 4,803	\$ -	-	-	-	-	-	-	\$ 49,184,325	\$ 49,715,527	\$ 47,062,575
488,332	508,050	490,000	-	-	-	-	-	-	1,531,988	823,644	2,990,000
1,616,248	2,005,582	2,039,424	491,478	504,243	643,488	-	-	-	25,021,013	26,579,767	25,093,082
542,246	645,144	600,100	-	-	-	6,160,000	6,510,000	8,255,000	39,000,031	41,763,990	31,596,365
-	-	-	10,953	8,988	8,000	7,446	9,632	-	373,639,652	388,247,130	394,150,024
-	-	-	-	-	-	-	-	-	1,133,163	1,221,932	1,171,600
-	-	-	-	-	-	-	-	-	12,289,312	14,826,393	14,500,000
471,234	558,194	626,487	-	-	-	-	-	-	2,830,808	3,088,390	3,000,000
2,801,048	3,068,039	3,000,000	-	-	-	-	-	-	12,290,199	13,548,433	13,526,487
(5,371,479)	(5,407,432)	-	-	-	-	-	-	-	6,101,519	6,136,078	6,000,000
\$ (2,099,197)	\$ (1,781,199)	\$ 3,626,487	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	5,141,242	6,046,548	6,022,500
-	-	-	-	-	-	-	-	-	(5,337,127)	(5,376,043)	30,000
-	-	-	-	-	-	-	-	-	\$ 33,315,953	\$ 38,269,799	\$ 43,078,987
-	-	-	-	-	-	-	-	-	878,200	4,862,661	-
-	-	-	-	-	-	-	-	-	20,110,000	28,975,000	-
\$ 663,278,200	\$ 687,199,941	\$ 726,071,362	\$ 74,735,691	\$ 103,966,241	\$ 123,387,543	\$ 8,860,690	\$ 9,337,772	\$ 11,640,829	\$ 1,426,198,201	\$ 1,499,555,381	\$ 1,521,781,585
\$ 107,343,139	\$ 107,433,157	\$ 120,078,688	\$ 5,410,890	\$ 5,401,234	\$ 5,938,227	\$ 3,963,195	\$ 4,420,794	\$ 5,403,603	\$ 408,584,064	\$ 417,088,911	\$ 452,181,785
40,991,262	41,788,618	48,544,981	2,049,827	2,225,417	2,581,554	1,332,878	1,528,895	2,118,272	164,599,272	173,167,076	187,391,753
729,355	832,137	896,074	8,180	12,876	25,580	31,711	31,061	40,000	1,459,176	1,541,662	1,876,686
34,124,565	35,302,885	39,925,738	5,346,407	6,019,921	6,069,241	121,196	144,237	140,000	60,881,018	63,652,391	69,514,842
49,360,493	56,718,237	56,801,266	4,821,819	6,053,958	6,769,920	1,599,206	1,318,305	1,772,700	92,657,566	96,320,517	109,127,444
138,416,516	138,043,490	162,345,809	13,317,910	10,771,971	9,470,016	370,152	400,658	615,500	159,558,138	158,417,018	181,777,801
27,815,009	36,655,795	35,492,216	1,328,788	1,336,836	1,316,630	133,560	151,838	134,800	31,867,728	41,731,344	41,087,316
7,068,501	9,822,683	12,822,925	35,780,583	72,229,161	90,542,441	446,484	458,514	519,550	47,146,151	86,828,325	106,693,821
25,998,448	30,259,187	32,177,855	133,172	141,075	148,757	779,227	828,046	856,404	49,633,720	51,563,465	53,954,039
698,279	1,091,235	1,694,703	-	-	-	-	-	-	68,547,273	68,898,500	68,764,924
54,361,594	80,698,715	55,677,025	457,873	-	-	13,516	20,139	40,000	65,992,260	98,726,418	67,812,502
172,608,643	165,878,816	178,193,872	-	-	-	-	-	-	260,451,310	268,521,637	249,951,222
20,077	214,069	120,000	-	-	-	-	-	-	297,306	382,160	120,000
\$ 659,535,881	\$ 704,739,024	\$ 744,771,152	\$ 68,655,449	\$ 104,192,449	\$ 122,862,366	\$ 8,791,125	\$ 9,302,487	\$ 11,640,829	\$ 1,411,674,982	\$ 1,526,839,424	\$ 1,590,254,135
12,661,273	4,756,902	-	64,282	36,807	-	21,561	46,010	-	15,291,666	5,591,967	-
1,635,965	(1,417,905)	-	-	-	-	-	-	-	1,635,965	(1,417,905)	-
\$ 268,544,759	\$ 283,312,386	\$ 271,948,110	\$ 523,462	\$ 6,667,986	\$ 6,478,585	\$ 306,121	\$ 397,247	\$ 478,542	\$ 369,868,059	\$ 398,046,979	\$ 377,772,808
\$ 283,312,386	\$ 271,948,110	\$ 253,248,320	\$ 6,667,986	\$ 6,478,585	\$ 7,003,762	\$ 397,247	\$ 478,542	\$ 478,542	\$ 398,046,979	\$ 377,772,808	\$ 309,300,258
\$ 14,767,627	\$ (11,364,276)	\$ (18,699,790)	\$ 6,144,524	\$ (189,401)	\$ 525,177	\$ 91,126	\$ 81,295	\$ -	\$ 28,178,920	\$ (20,274,171)	\$ (68,472,550)
62.8%	-32.6%	-62.5%	1173.8%	-2.8%	8.1%	29.8%	20.5%	0.0%	1297.7%	3.7%	-187.2%



Official Certificate Of Estimated Resources

CERTIFICATE OF ESTIMATED RESOURCES

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

County Auditor's Form No. 32A

AMENDED OFFICIAL CERTIFICATE OF ESTIMATED RESOURCES

Based on 88.84% current & delinquent collection of current levy for previous tax year

Fund	Unencumbered Balance, Jan. 1, 2016	General Property Tax	Local Government	Other Sources	Total
General Fund	\$42,096,567.35	\$31,598,738.24	\$24,093,611.96	\$467,232,585.70	\$565,021,503.25
Fire Pension	-	1,223,177.55	-	-	1,223,177.55
Police Pension	-	1,223,177.55	-	-	1,223,177.55
Total General Fund	42,096,567.35	34,045,093.34	24,093,611.00	467,232,585.70	567,467,858.35
Restricted Income Tax	1,157,692.88	-	-	39,370,000.00	40,527,692.88
Schools Rec & Cult Activities	-	-	-	1,175,000.00	1,175,000.00
Rainy Day Fund	18,726,165.38	-	-	75,000.00	18,801,165.38
Street Construction, Mtc & Rep	6,684.62	-	-	27,033,878.00	27,040,562.62
Cleveland Stadium	12,505,915.70	-	-	9,562,475.00	22,068,390.70
Debt Service	24,374,552.08	17,736,066.46	-	40,358,141.00	82,468,759.54
Utilities Administration	144,562.99	-	-	6,088,762.00	6,233,324.99
Utilities Radio Communications	33,650.50	-	-	3,358,206.00	3,391,856.50
Utilities Fiscal Control	420,993.51	-	-	8,002,000.00	8,422,993.51
Water	169,692,267.35	-	-	299,500,000.00	469,192,267.35
Water Pollution Control	7,545,971.03	-	-	26,431,570.00	33,977,541.03
Cleveland Public Power	22,376,411.97	-	-	207,111,821.00	229,488,232.97
Airport Operations	68,149,542.03	-	-	160,341,280.00	228,490,822.03
Cemetery	20,669.45	-	-	1,702,072.00	1,722,741.45
Golf	139,241.95	-	-	53,152.00	192,393.95
Parking Facilities	2,116,419.99	-	-	9,479,363.00	11,595,782.99
Public Auditorium	5,063.37	-	-	2,680,161.00	2,685,224.37
West Side Market	1,303,293.24	-	-	1,283,000.00	2,586,293.24
East Side Market	25.76	-	-	39,975.00	40,000.76
Sinking Fund General Oper	-	-	-	735,488.00	735,488.00
Telephone Exchange	5,457.04	-	-	7,522,177.00	7,527,634.04
Workers Compensation Reserve	-	-	-	-	-
Health Self Insurance Fund	4,980,274.52	-	-	78,281,454.00	83,261,728.52
Prescription Self Insurance Fund	1,308,936.22	-	-	18,219,618.00	19,528,554.22
Motor Vehicle Maintenance	66,769.08	-	-	15,778,844.00	15,845,613.08
Printing	56,862.08	-	-	2,333,905.00	2,390,767.08
Storeroom	60,284.73	-	-	516,057.00	576,341.73
Central Collection Agency	478,542.77	-	-	11,640,829.00	12,119,371.77
Total	\$377,772,817.59	\$51,781,159.80	\$24,093,611.96	\$1,445,906,813.70	\$1,899,554,403.05

Transfers	Amount:
General Fund To:	
Stadium Fund	\$ 9,300,475.00
Streets Fund	8,422,778.00
Other Subfunds	2,000,000.00
Debt Service Fund	7,124,144.00
Schools Fund	1,175,000.00
IX Center Fund	125,000.00
Sinking Fund	643,488.00
Cemetery Fund	253,780.00
Public Auditorium Fund	1,745,669.00
	<u>\$ 30,790,334.00</u>

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

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

AGING

Aging and Disability Resource Section

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

Customer Service

- Improve the quality of life for Cleveland seniors and adults with disabilities and assist them to maintain their independence by effectively executing the department's many programs and by developing new strategies and services as resources permit through.
- Participate in the World Health Organization global Network of Age Friendly Cities seeking funds to develop and conduct the assessment of the city's age friendliness and to develop a plan based on the assessment findings. This is a two year goal with the assessment being done in 2015 and development of the plan in 2016.

Efficiency Through Technology

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

Health, Safety, & Wellness

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

Home Repair and Maintenance Section

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

Quality Service

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

Social Services Section



Departmental Goals & Objectives

- Increase staff knowledge of Alzheimer's disease and related disorders through a collaboration with the Alzheimer's Association in 2015 for training sessions and development of a formalized referral system.
- Develop a working relationship with the new Family Justice Center, located at 75 Erieview Plaza, and a protocol for referrals to assist Cleveland seniors and /or adults with disabilities visiting the new center who may benefit from the services offered by the Department of Aging.

BUILDING & HOUSING

Customer Service

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

Efficiency through Technology

- More efficient business 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

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

CAPITAL PROJECTS

Customer Service

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

Efficiency through Technology

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

Quality Service

- Standardize all processes and procedures dealing with project delivery for whole of Department to better predict outcomes and project delivery.
- Implement a Quality Assurance Program for all aspects of project delivery for the whole of Department.

CITY PLANNING

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

Quality Service

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

CIVIL SERVICE

Customer Service

- Explore Options for full online testing application.

Efficiency through Technology

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

Quality Service

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

COMMUNITY DEVELOPMENT

Efficiency through Technology

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

Quality Service

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

COMMUNITY RELATIONS BOARD

Efficiency through Technology

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

Quality Service

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

Customer Service

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

ECONOMIC DEVELOPMENT

Customer Service

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

Efficiency through Technology

- Implement PORTFOL software to allow accurate tracking of all applicants and incentive recipients to determine jobs created and retained community benefits and return on investment.

- Develop and implement a new business focused website and brand for the City of Cleveland as well as a social media strategy to advise both residents and businesses about the City's Economic Development activities and programs.

FINANCE

Customer Service

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

Efficiency through Technology

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

Quality Service

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

HUMAN RESOURCES

Customer Service

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

Efficiency through Technology

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

Health, Safety, & Wellness

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

Quality Service

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

LAW

Customer Service

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

Efficiency through Technology

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

OFFICE OF EQUAL OPPORTUNITY

Customer Service

- Host Quarterly Contractor Meetings



Departmental Goals & Objectives

- Outreach, communications and information sharing.
- Examine strategies for capacity building.

Efficiency through Technology

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

Health, Safety & Wellness

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

Quality Service

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

PORT CONTROL

Customer Service

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

Efficiency Through Technology

- Implement scheduled IT (Information Technology) Master Plan initiatives

Quality Service

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

PUBLIC HEALTH

Customer Service

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

Efficiency through Technology

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

Quality Service

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

PUBLIC UTILITIES

Customer Service

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

Efficiency through Technology

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

Quality Service

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

PUBLIC SAFETY

Customer Service

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

Quality Service

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

PUBLIC WORKS

Efficiency through Technology

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

Quality Service

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

WORKFORCE DEVELOPMENT

Customer Service

- To place 4,000 individuals into jobs during the July, 2013 - June 2014 program year.
- 90% of placements will be retained in those jobs after 6 months
- At least 300 people will receive career technical training.



Departmental Goals & Objectives

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 Personnel, Finance and Law. Funding for these activities is derived from a variety of revenue sources which include taxes, licenses and permits, fines and user fees. These are described in greater detail in the following section.

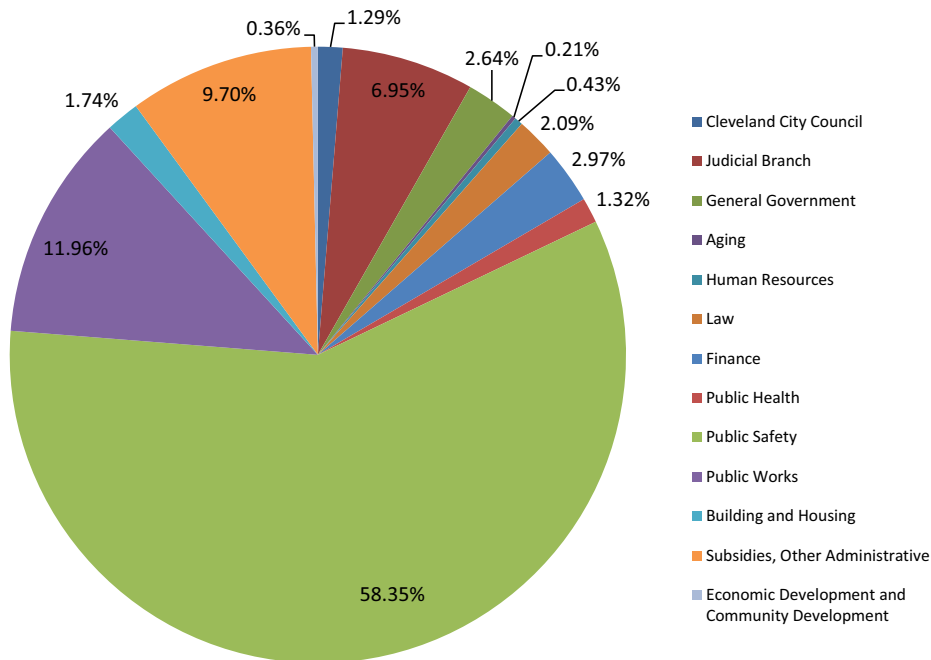
The 2016 General Fund budget is comprised of \$566.8 million in expenditures. The 2016 proposed revenues are estimated at \$525.4 million.

PRELIMINARY 2016 EXPENSES BY DEPARTMENT

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

General Fund costs, by Department, remain relatively stable from year to year. 2016 expenses include:

- Additional Civil Service Testing for Police and Fire exams.
- A projected 9% Health Care increase due to the City becoming self-insured in this area.
- Additional expenses resulting in the creation of 5 new appropriated divisions which will account for expenditures pursuant to the Consent Decree.



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 2016, 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.

	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Unaudited</u>	<u>2016 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
LEGISLATIVE BRANCH						
COUNCIL	\$ 6,966,887	\$ 6,414,472	\$ 6,574,836	\$ 7,326,653	\$ 751,817	11%
JUDICIAL BRANCH						
Municipal Court	\$ 20,863,270	\$ 21,393,539	\$ 21,509,381	\$ 23,684,513	\$ 2,175,132	10%
Clerk of Courts	13,669,712	13,980,695	11,057,504	11,567,341	509,837	5%
Housing Court	3,258,692	3,457,270	3,632,749	4,114,081	481,332	13%
TOTAL JUDICIAL BRANCH	\$ 37,791,674	\$ 38,831,504	\$ 36,199,634	\$ 39,365,935	\$ 3,166,301	9%
EXECUTIVE BRANCH						
GENERAL GOVERNMENT						
Office of the Mayor	\$ 2,313,421	\$ 2,409,676	\$ 2,199,061	\$ 2,878,487	\$ 679,426	31%
Office of Capital Projects	4,360,004	4,472,245	4,838,106	5,380,959	542,853	11%
Landmarks Commission	187,804	142,109	105,384	211,221	105,837	100%
Building Standards and Appeals	126,951	127,101	128,265	139,614	11,349	9%
Zoning Appeals	208,423	232,068	228,517	235,910	7,393	3%
Civil Service Commission	1,185,383	774,341	676,482	1,453,301	776,819	115%
Community Relations Board	1,079,582	1,287,457	1,305,827	1,363,133	57,306	4%
City Planning Commission	1,403,292	1,561,820	1,532,913	1,664,543	131,630	9%
Boxing & Wrestling Commission	5,257	5,253	5,246	49,840	44,594	850%
Office of Equal Opportunity	473,336	506,499	631,233	673,928	42,695	7%
Office of Budget & Management	674,632	687,823	814,695	892,047	77,352	9%
TOTAL GENERAL GOVERNMENT	\$ 12,018,085	\$ 12,206,392	\$ 12,465,729	\$ 14,942,983	\$ 2,477,254	20%
DEPARTMENT OF AGING	\$ 1,019,176	\$ 1,024,315	\$ 1,039,410	\$ 1,173,863	\$ 134,453	13%
DEPARTMENT OF HUMAN RESOURCES	\$ 1,956,921	\$ 2,078,936	\$ 2,042,731	\$ 2,440,965	\$ 398,234	19%
DEPARTMENT OF LAW	\$ 9,591,308	\$ 11,429,871	\$ 13,297,180	\$ 11,821,850	\$ (1,475,330)	-11%
DEPARTMENT OF FINANCE						
Director's Office	\$ 1,002,145	\$ 1,004,958	\$ 1,081,612	\$ 1,254,826	\$ 173,214	16%
Accounts	1,826,560	1,760,499	2,038,015	2,062,394	24,379	1%
Assessments & Licenses	3,104,137	2,809,299	3,285,704	3,818,377	532,673	16%
Treasury	571,443	721,440	658,396	780,692	122,296	19%
Purchases & Supplies	621,965	594,747	696,150	718,159	22,009	3%



	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget	\$ Change	% Change
Bureau of Internal Audit	626,545	794,024	822,293	1,294,326	472,033	57%
Financial Reporting & Control	1,108,172	1,018,289	1,120,385	1,382,318	261,933	23%
Information Technology Services	3,111,702	3,204,194	4,528,476	5,549,145	1,020,669	23%
TOTAL FINANCE	\$ 11,972,669	\$ 11,907,450	\$ 14,231,031	\$ 16,860,237	\$ 2,629,206	18%
DEPARTMENT OF PUBLIC HEALTH						
Director's Office	\$ 947,522	\$ 1,052,490	\$ 1,104,082	\$ 1,318,807	\$ 214,725	19%
Health	2,762,592	3,240,089	3,377,182	4,392,501	1,015,319	30%
Environment	956,812	997,264	1,470,098	1,351,980	(118,118)	-8%
Air Quality	389,794	415,285	399,227	416,273	17,046	4%
TOTAL PUBLIC HEALTH	\$ 5,056,720	\$ 5,705,128	\$ 6,350,589	\$ 7,479,561	\$ 1,128,972	18%
DEPARTMENT OF PUBLIC SAFETY						
Director's Office	\$ 3,930,666	\$ 4,732,144	\$ 5,335,911	\$ 5,178,921	\$ (156,990)	-3%
Police	174,664,787	174,585,152	179,374,002	190,636,623	11,262,621	6%
Fire	85,362,544	84,839,753	88,923,387	86,839,122	(2,084,265)	-2%
Emergency Medical Service	21,834,731	21,858,606	22,979,540	24,852,593	1,873,053	8%
Animal Care and Control	1,331,746	1,454,979	1,527,627	1,522,099	(5,528)	0%
Correction	13,951,227	12,326,464	11,717,254	14,319,406	2,602,152	22%
Office of Professional Standards	—	—	—	878,008	878,008	0%
Police Review Board	—	—	—	91,368	91,368	0%
Community Police Commission	—	—	—	755,210	755,210	0%
Police Inspector General	—	—	—	148,760	148,760	0%
Department of Justice	—	—	—	5,530,955	5,530,955	0%
TOTAL PUBLIC SAFETY	\$ 301,075,701	\$ 299,797,098	\$ 309,857,721	\$ 330,753,065	\$ 20,895,344	7%
DEPARTMENT OF PUBLIC WORKS						
Division of Public Works Administration	\$ 2,878,570	\$ 2,854,231	\$ 3,178,215	\$ 3,423,573	\$ 245,358	8%
Recreation	11,525,967	11,716,656	11,767,849	12,269,754	501,905	4%
Parking Facilities	1,130,199	1,126,125	1,185,597	1,244,531	58,934	5%
Property Management	8,139,834	7,564,768	7,598,951	7,764,389	165,438	2%
Parks Maintenance & Properties	12,650,844	13,458,794	13,612,345	14,077,504	465,159	3%
Division of Waste Disposal	24,413,343	24,934,969	24,731,569	25,336,455	604,886	2%
Division of Traffic Engineering	3,088,321	3,320,469	3,265,880	3,689,731	423,851	13%
TOTAL PUBLIC WORKS	\$ 63,827,078	\$ 64,976,012	\$ 65,340,406	\$ 67,805,937	\$ 2,465,531	4%
COMMUNITY DEVELOPMENT DIRECTOR'S OFFICE	\$ 172,206	\$ 238,217	\$ 270,209	\$ 303,015	\$ 32,806	12%



	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Unaudited</u>	<u>2016 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
DEPARTMENT OF BUILDING & HOUSING						
Director's Office	\$ 2,385,308	\$ 1,897,077	\$ 1,982,901	\$ 2,167,020	\$ 184,119	9%
Code Enforcement	5,440,730	5,514,946	5,625,085	6,200,779	575,694	10%
Construction Permit	1,209,874	1,245,606	1,325,065	1,478,466	153,401	12%
TOTAL BUILDING & HOUSING	\$ 9,035,912	\$ 8,657,629	\$ 8,933,051	\$ 9,846,265	\$ 913,214	10%
ECONOMIC DEVELOPMENT	\$ 1,455,858	\$ 1,538,408	\$ 1,487,949	\$ 1,717,892	\$ 229,943	15%
NON-DEPARTMENTAL						
County Auditor Deductions	\$ 1,123,642	\$ 1,982,226	\$ 977,098	\$ 1,725,000	\$ 747,902	77%
Other Administrative	22,848,917	20,796,605	16,008,280	22,463,073	6,454,793	40%
Subsidies to Other Funds	29,682,280	29,571,929	29,862,159	30,790,334	928,175	3%
TOTAL NON-DEPARTMENTAL	\$ 53,654,839	\$ 52,350,760	\$ 46,847,537	\$ 54,978,407	\$ 8,130,870	17%
TOTAL EXECUTIVE BRANCH	\$ 470,836,473	\$ 471,910,216	\$ 482,163,543	\$ 520,124,040	\$ 37,960,497	8%
TOTAL GENERAL FUND	<u>\$ 515,595,034</u>	<u>\$ 517,156,192</u>	<u>\$ 524,938,013</u>	<u>\$ 566,816,628</u>	<u>\$ 41,878,615</u>	<u>8%</u>



	2013 Staff	2014 Staff	2015 Actual	2016 Budget	HC Change	% Change
LEGISLATIVE BRANCH						
COUNCIL	62	58	58	60	2	3%
JUDICIAL BRANCH						
Municipal Court	253	249	243	266	23	9%
Clerk of Courts	153	150	148	158	10	7%
Housing Court	41	46	44	46	2	5%
TOTAL JUDICIAL BRANCH	447	445	435	470	35	8%
EXECUTIVE BRANCH						
GENERAL GOVERNMENT						
Office of the Mayor	25	22	21	27	6	29%
Office of Capital Projects	47	50	54	55	1	2%
Landmarks Commission	2	1	1	2	1	100%
Building Standards and Appeals	1	1	1	1	—	0%
Zoning Appeals	2	2	2	2	—	0%
Civil Service Commission	8	8	7	8	1	14%
Community Relations Board	12	14	18	16	(2)	-11%
City Planning Commission	15	18	18	18	—	0%
Boxing & Wrestling Commission	—	—	—	—	—	0%
Office of Equal Opportunity	7	9	8	9	1	13%
Office of Budget & Management	8	8	8	9	1	13%
TOTAL GENERAL GOVERNMENT	127	133	138	147	9	7%
DEPARTMENT OF AGING	10	10	10	10	—	0%
DEPARTMENT OF HUMAN RESOURCES	17	16	15	17	2	13%
DEPARTMENT OF LAW	74	75	69	77	8	12%
DEPARTMENT OF FINANCE						
Director's Office	6	7	7	8	1	14%
Accounts	17	15	16	17	1	6%
Assessments & Licenses	29	29	30	33	3	10%
Treasury	7	7	6	7	1	17%



	2013 Staff	2014 Staff	2015 Actual	2016 Budget	HC Change	% Change
Purchases & Supplies	8	10	9	10	1	11%
Bureau of Internal Audit	4	7	6	7	1	17%
Financial Reporting & Control	11	11	13	15	2	15%
Information Technology Services	17	17	22	30	8	36%
TOTAL FINANCE	99	103	109	127	18	17%
DEPARTMENT OF PUBLIC HEALTH						
Director's Office	8	9	8	10	2	25%
Health	28	29	28	30	2	7%
Environment	11	11	10	15	5	50%
Air Quality	1	1	1	1	—	0%
TOTAL PUBLIC HEALTH	48	50	47	56	9	19%
DEPARTMENT OF PUBLIC SAFETY						
Director's Office	35	44	42	39	(3)	-7%
Police-Uniform	1,474	1,527	1,486	1,520	34	2%
Civilian	228	223	224	253	29	13%
Fire-Uniform	773	743	741	743	2	0%
Civilian	9	7	8	8	—	0%
Emergency Medical Service	252	237	231	261	30	13%
Animal Care and Control	15	15	16	16	—	0%
Correction	128	129	122	151	29	24%
Office of Professional Standards	—	—	—	10	10	0%
Police Review Board	—	—	—	10	10	0%
Community Police Commission	—	—	—	5	5	0%
Police Inspector General	—	—	—	1	1	0%
Department of Justice	—	—	—	5	5	0%
Civilian	—	—	—	7	7	0%
TOTAL PUBLIC SAFETY	2,914	2,925	2,870	3,029	159	6%
DEPARTMENT OF PUBLIC WORKS						
Division of Public Works Administration	37	38	35	39	4	11%
Recreation	99	93	94	105	11	12%
Parking Facilities	20	19	18	21	3	17%
Property Management	72	73	67	74	7	10%
Parks Maintenance & Properties	99	96	98	108	10	10%
Division of Waste Disposal	194	181	166	222	56	34%



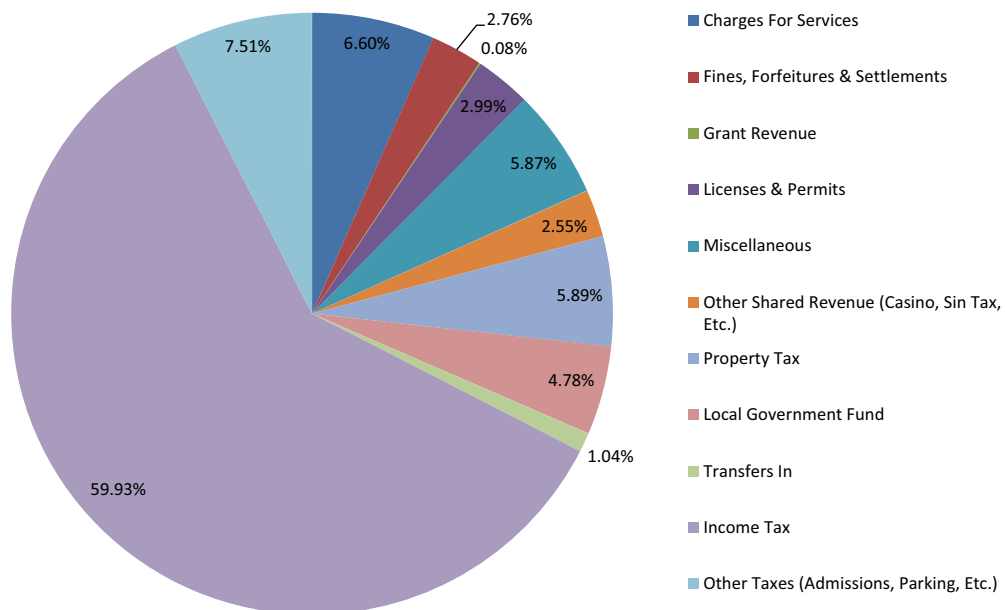
	2013 Staff	2014 Staff	2015 Actual	2016 Budget	HC Change	% Change
Division of Traffic Engineering	29	29	31	33	2	6%
TOTAL PUBLIC WORKS	550	529	509	602	93	18%
COMMUNITY DEVELOPMENT DIRECTOR'S OFFICE	3	4	2	4	2	100%
DEPARTMENT OF BUILDING & HOUSING						
Director's Office	22	21	21	23	2	10%
Code Enforcement	78	75	71	85	14	20%
Construction Permit	15	17	17	19	2	12%
TOTAL BUILDING & HOUSING	115	113	109	127	18	17%
ECONOMIC DEVELOPMENT	19	16	16	19	3	19%
TOTAL EXECUTIVE BRANCH	3,777	3,771	3,691	3,997	306	8%
TOTAL GENERAL FUND	4,485	4,477	4,387	4,745	358	8%

PRELIMINARY 2016 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 2016 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% 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.

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

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

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

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

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

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

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

Motor Vehicle Lessor Tax: Tax on Rental Cars

Parking Tax: 8% Commercial parking tax assessment

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

♦ **Commercial/ Industrial:**

Schools: 60.12%

Cleveland: 12.70%

County: 19.83%

Library: 6.45%

♦ **Residential:**

Schools: 52.43%

Cleveland: 12.70%

County: 20.01%

Library: 6.33%



General Fund

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

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

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

Income Tax: The city income tax rate is 2% 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.

	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Unaudited</u>	<u>2016 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
CHARGES FOR SERVICES	\$ 32,953,693	\$ 33,418,201	\$ 31,394,720	\$ 34,665,957	\$ 3,271,237	10%
FINES, FORFEITURES & SETTLEMENTS	\$ 20,173,616	\$ 23,732,685	\$ 15,690,781	\$ 14,490,126	\$ (1,200,655)	-8%
GRANT REVENUE	\$ 2,903,228	\$ 1,774,132	\$ 385,566	\$ 416,666	\$ 31,100	8%
LICENSES & PERMITS	\$ 13,521,438	\$ 13,105,597	\$ 16,684,115	\$ 15,678,132	\$ (1,005,983)	-6%
MISCELLANEOUS	\$ 24,746,993	\$ 25,971,312	\$ 24,633,784	\$ 28,145,666	\$ 3,511,882	14%
OTHER SHARED REVENUE						
CAT Tax	\$ 101,701	\$ 101,701	\$ 50,850	\$ —	\$ (50,850)	-100%
Property Tax-State Subsidy	3,278,128	3,253,689	3,208,865	3,155,148	(53,717)	-2%
Cigarette & Liquor Tax	779,048	766,204	805,672	805,000	(672)	0%
Estate Tax	3,453,044	735,799	229,749	50,000	(179,749)	-78%
Casino	9,605,294	9,615,799	9,207,093	9,324,477	117,384	1%
Other	27,162	32,553	23,017	16,000	(7,017)	-30%
	\$ 17,244,378	\$ 14,505,745	\$ 13,525,248	\$ 13,350,625	\$ (174,623)	-1%
PROPERTY TAX	\$ 32,704,946	\$ 32,337,803	\$ 32,683,852	\$ 30,931,945	\$ (1,751,907)	-5%
SALE OF CITY ASSETS	\$ 560	\$ 1,043,656	\$ 315,594	\$ 2,500,000	\$ 2,184,406	692%
STATE AND LOCAL GOVERNMENT FUND	\$ 28,180,328	\$ 25,021,013	\$ 26,579,767	\$ 25,093,082	\$ (1,486,685)	-6%
TRANSFERS IN	\$ 2,443,862	\$ 11,329,409	\$ 5,446,498	\$ 5,416,592	\$ (29,906)	-1%
INCOME TAX	\$ 300,647,900	\$ 297,124,281	\$ 308,946,752	\$ 314,800,000	\$ 5,853,248	2%
INVESTMENT INCOME	\$ 466,980	\$ 454,363	\$ 445,624	\$ 430,000	\$ (15,624)	-4%
OTHER TAXES						
Admission Tax	\$ 12,052,037	\$ 12,289,312	\$ 14,826,393	\$ 14,500,000	\$ (326,393)	-2%
Motor Vehicle License Tax	2,761,621	2,830,808	3,088,390	3,000,000	(88,390)	-3%
Parking Tax	12,040,957	11,818,964	12,990,239	12,900,000	(90,239)	-1%
Electric Excise Tax	6,081,259	3,300,471	3,068,039	3,000,000	(68,039)	-2%
Hotel Tax	4,735,351	5,141,242	6,046,548	6,022,500	(24,048)	0%
Other	39,232	34,352	31,389	30,000	(1,389)	-4%
	\$ 37,710,457	\$ 35,415,150	\$ 40,050,997	\$ 39,452,500	\$ (598,497)	-1%
TOTAL RECEIPTS	\$ 513,698,377	\$ 515,233,348	\$ 516,783,298	\$ 525,371,291	\$ 8,587,993	2%



COUNCIL AND CLERK OF COUNCIL

Kevin J. Kelley, Council President

Patricia J. Britt, Clerk Of Council

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

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

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

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

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

COUNCIL AND CLERK OF COUNCIL

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 2,260,013	\$ 2,217,731	\$ 2,259,841	\$ 2,314,127
Seasonal	—	5,208	—	—
Elected Officials	1,450,467	1,306,269	1,424,124	1,372,261
Part-Time Permanent	86,161	87,495	122,107	101,872
Longevity	13,925	14,950	14,375	20,800
Separation Payments	87,374	75,132	2,122	60,000
	\$ 3,897,940	\$ 3,706,785	\$ 3,822,569	\$ 3,869,060
Benefits				
Hospitalization	\$ 456,538	\$ 441,019	\$ 505,080	\$ 514,833
Flex Save Admin Fees	490	—	—	—
Prescription	113,577	98,194	114,781	117,154
Dental	35,046	29,613	27,202	27,624
Vision Care	3,587	3,115	2,946	3,420
Public Employees Retire System	522,284	521,035	532,900	536,740
Fica-Medicare	49,924	49,795	52,065	53,341
Workers' Compensation	50,613	49,773	42,334	40,758
Life Insurance	2,595	2,363	2,339	2,880
Unemployment Compensation	—	14,117	5,852	15,000
	\$ 1,234,655	\$ 1,209,024	\$ 1,285,499	\$ 1,311,750
Other Training & Professional Dues				
Travel	\$ 44,909	\$ 37,281	\$ 52,559	\$ 53,796
Tuition & Registration Fees	30,760	33,390	22,500	32,279
Professional Dues & Subscript	4,849	3,386	3,598	9,217
	\$ 80,518	\$ 74,057	\$ 78,657	\$ 95,292
Utilities				
Steam	\$ 11,887	\$ 22,774	\$ 26,157	\$ 26,942
	\$ 11,887	\$ 22,774	\$ 26,157	\$ 26,942
Contractual Services				
Professional Services	\$ 433,200	\$ 575,310	\$ 575,682	\$ 646,112
Court Reporter	—	334	—	—
Expense Account Reimbursement	139,557	132,142	118,247	244,800
Freight Expense	—	1,034	—	—
Advertising And Public Notice	658,148	296,641	254,268	662,650
Parking In City Facilities	26,765	42,129	40,946	32,500
Insurance And Official Bonds	—	—	100	100
	\$ 1,257,670	\$ 1,047,590	\$ 989,243	\$ 1,586,162

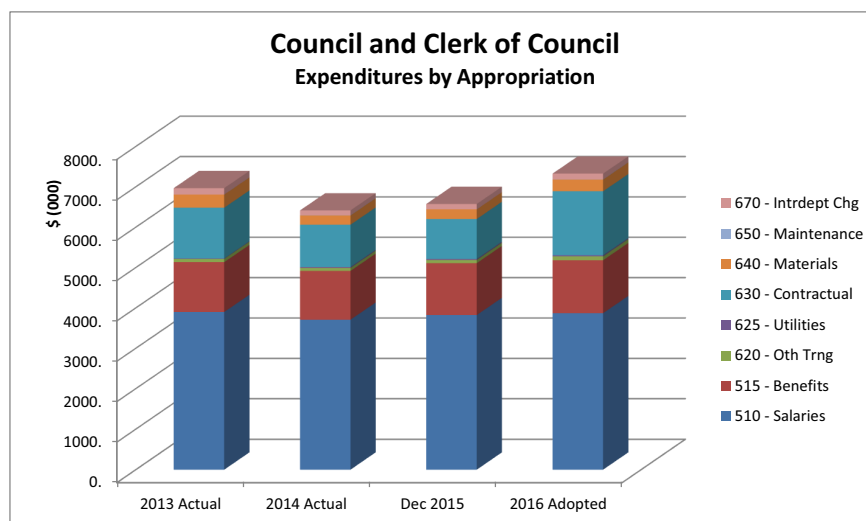
COUNCIL AND CLERK OF COUNCIL

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Materials & Supplies				
Office Supplies	\$ 15,770	\$ 11,468	\$ 13,850	\$ 13,400
Postage	289,620	200,495	200,301	259,403
Food	13,710	12,751	16,130	12,000
Just In Time Office Supplies	4,730	4,820	7,482	5,000
Misc Maintenance Supplies	—	—	436	—
	\$ 323,830	\$ 229,534	\$ 238,199	\$ 289,803
Maintenance				
Maintenance Office Equipment	\$ 2,084	\$ 4,533	\$ 860	\$ 5,000
	\$ 2,084	\$ 4,533	\$ 860	\$ 5,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 30,353	\$ 41,475	\$ 49,510	\$ 50,127
Charges From Print & Repro	77,807	40,744	47,384	51,979
Charges From Central Storeroom	50,143	37,955	36,759	40,538
	\$ 158,303	\$ 120,175	\$ 133,653	\$ 142,644
	\$ 6,966,887	\$ 6,414,472	\$ 6,574,837	\$ 7,326,653

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Miscellaneous	\$ 45,446	\$ 46,888	\$ 2,077	\$ 200
	\$ 45,446	\$ 46,888	\$ 2,077	\$ 200





COUNCIL AND CLERK OF COUNCIL

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Clerk of Council	42,865.60	112,294.22
1	1	1	Council President	90,133.36	90,133.36
16	16	16	Councilman	80,133.36	80,133.36
1	1	1	Director of Communication	24,974.46	83,886.55
1	1	1	Director of Policy Research	24,974.46	83,886.55
20	20	20			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Council Receptionist	20,800.00	50,331.92
16	16	16	Executive Assistant Council	20,800.00	48,714.22
1	1	1	Executive Assistant Council President	24,975.00	46,359.00
18	18	18			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Secretary	20,800.00	79,512.34
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
5	4	5	Legislative Assistant	20,800.00	67,109.25
2	2	2	Legislative Committee Clerk	20,800.00	67,109.25
1	1	1	Personnel/Human Resources	21,851.06	83,886.55
1	0	1	Planning and Development Advisor	55,000.00	83,608.24
1	1	1	Policy Research Analyst	21,851.06	79,533.35
1	1	1	Public Relations Manager	21,851.06	83,886.55
1	1	1	Special Counsel	41,416.04	89,580.27
21	19	21			



COUNCIL AND CLERK OF COUNCIL

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
NON EEO REPORTING					
1	1	1	Executive Assistant-Admin/Council	24,974.46	83,886.55
1	1	1			
<u>60</u>	<u>58</u>	<u>60</u>	TOTAL FULL TIME		
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>60</u>	<u>62</u>	TOTAL DIVISION		



OFFICE OF THE MAYOR

Frank G. Jackson, Mayor

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

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

PROGRAM NAME: GOVERNMENT AND INTERNATIONAL AFFAIRS

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

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

PROGRAM NAME: MAYOR'S ACTION CENTER

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

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

PROGRAM NAME: OFFICE OF COMMUNICATIONS

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

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



OFFICE OF THE MAYOR

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,531,142	\$ 1,568,219	\$ 1,414,752	\$ 1,921,868
Elected Officials	136,758	140,995	140,889	140,889
Part-Time Permanent	14,237	14,840	35,698	50,000
Longevity	5,375	7,225	4,500	4,725
Wage Settlements	—	187	187	—
Separation Payments	7,071	31,310	6,689	20,000
Overtime	1	—	55	—
	\$ 1,694,585	\$ 1,762,776	\$ 1,602,770	\$ 2,137,482
Benefits				
Hospitalization	\$ 189,331	\$ 198,141	\$ 195,169	\$ 227,345
Flex Save Admin Fees	110	—	—	—
Prescription	40,551	37,582	36,960	43,586
Dental	13,471	13,081	11,244	12,960
Vision Care	1,416	1,286	1,079	1,422
Public Employees Retire System	228,469	243,205	222,859	301,695
Fica-Medicare	24,154	25,118	22,795	28,639
Workers' Compensation	22,617	21,638	20,035	16,767
Life Insurance	1,022	990	842	1,134
	\$ 521,141	\$ 541,041	\$ 510,982	\$ 633,548
Other Training & Professional Dues				
Travel	\$ 11,983	\$ 15,564	\$ 12,825	\$ 15,000
Tuition & Registration Fees	1,300	2,270	1,580	4,000
Professional Dues & Subscript	5,449	6,349	5,755	5,700
	\$ 18,732	\$ 24,183	\$ 20,160	\$ 24,700
Contractual Services				
Professional Services	\$ 468	\$ 514	\$ 110	\$ 2,656
Mileage (Private Auto)	377	296	407	500
Security Services	—	—	—	600
Expense Account Reimbursement	198	368	—	500
Insurance And Official Bonds	—	—	250	250
Other Contractual	—	99	99	—
	\$ 1,043	\$ 1,277	\$ 865	\$ 4,506
Materials & Supplies				
Computer Supplies	\$ —	\$ —	\$ 15	\$ 1,500
Food	326	968	555	1,000
Special Events Supplies	3,000	3,838	6,350	6,250
Just In Time Office Supplies	3,849	7,200	4,350	7,000
	\$ 7,176	\$ 12,006	\$ 11,270	\$ 15,750

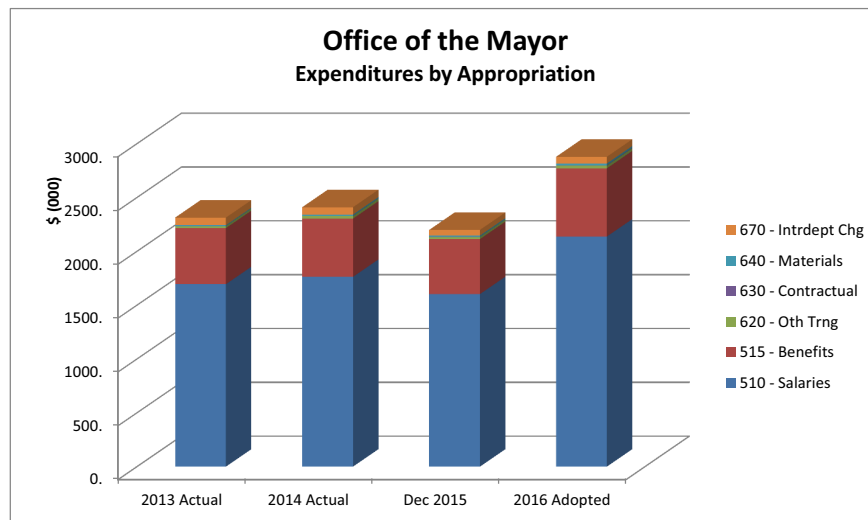
OFFICE OF THE MAYOR

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 24,731	\$ 25,419	\$ 23,686	\$ 23,981
Charges From Print & Repro	22,584	28,870	21,005	23,041
Charges From Central Storeroom	7,516	4,225	4,605	5,079
Charges From M.V.M.	15,913	9,878	3,718	10,400
	\$ 70,744	\$ 68,393	\$ 53,014	\$ 62,501
	\$ 2,313,421	\$ 2,409,676	\$ 2,199,062	\$ 2,878,487

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Miscellaneous	\$ 20,285	\$ 23,537	\$ 101	\$ —
	\$ 20,285	\$ 23,537	\$ 101	\$ —





OFFICE OF THE MAYOR

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
6	5	6	Executive Assistant to the Mayor	50,795.81	191,316.74
1	1	1	Mayor	140,888.56	140,888.56
1	1	1	Secretary to the Mayor	50,795.78	192,654.41
19	14	19	Special Assistant to the Mayor	20,800.00	118,362.30
27	21	27	TOTAL FULL TIME		
PART TIME					
1	2	2	Special Assistant to the Mayor	20,800.00	118,362.30
1	2	2	TOTAL PART TIME		
28	23	29	TOTAL DIVISION		



OFFICE OF CAPITAL PROJECTS

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

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

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

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



OFFICE OF CAPITAL PROJECTS

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 2,721,842	\$ 2,730,897	\$ 3,117,002	\$ 3,385,310
Part-Time Permanent	118,565	126,873	102,369	130,000
Longevity	19,875	21,550	21,225	19,200
Wage Settlements	—	44	470	—
Separation Payments	92,256	71,282	30,596	—
Overtime	8,626	20,284	3,068	10,000
	\$ 2,961,163	\$ 2,970,930	\$ 3,274,730	\$ 3,544,510
Benefits				
Hospitalization	\$ 411,517	\$ 417,444	\$ 502,715	\$ 569,207
Flex Save Admin Fees	303	—	—	—
Prescription	85,968	80,496	101,091	117,937
Dental	29,941	28,504	28,374	31,668
Vision Care	2,847	2,723	2,777	3,360
Public Employees Retire System	385,718	404,156	450,066	496,707
Fica-Medicare	39,536	40,049	44,384	50,575
Workers' Compensation	49,060	39,690	33,830	34,318
Life Insurance	1,894	1,832	1,889	2,640
Clothing Allowance	3,420	4,220	4,340	10,560
Clothing Maintenance	1,050	1,350	1,350	3,450
	\$ 1,011,254	\$ 1,020,464	\$ 1,170,817	\$ 1,320,422
Other Training & Professional Dues				
Travel	\$ 2,423	\$ 3,157	\$ 4,362	\$ 2,800
Tuition & Registration Fees	3,750	3,515	6,095	5,000
Professional Dues & Subscript	8,436	6,277	8,904	8,650
	\$ 14,609	\$ 12,950	\$ 19,361	\$ 16,450
Contractual Services				
Professional Services	\$ 122,810	\$ 133,549	\$ 121,000	\$ 114,100
Mileage (Private Auto)	2,971	3,077	6,742	5,000
Advertising And Public Notice	683	3,445	1,285	1,500
Appraisal Fees	500	13,900	2,500	6,000
Parking In City Facilities	11,580	14,462	14,321	13,000
Taxes	149,495	92,297	142,232	250,000
Equipment Rental	—	—	—	1,000
Other Contractual	624	114,316	644	500
	\$ 288,662	\$ 375,046	\$ 288,724	\$ 391,100
Materials & Supplies				
Office Supplies	\$ 115	\$ 2,522	\$ 302	\$ 2,800
Postage	—	—	20	—

OFFICE OF CAPITAL PROJECTS

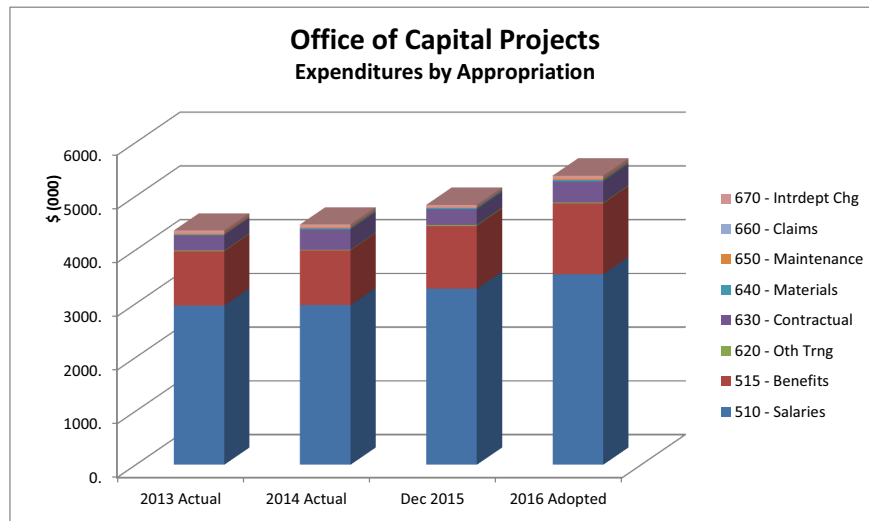
Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Computer Supplies	—	550	—	1,000
Computer Hardware	—	144	—	—
Computer Software	—	1,495	15,553	—
Small Equipment	4,000	1,888	2,000	3,000
Other Supplies	—	—	—	500
Bridge Maintenance Supplies	—	—	—	5,000
Safety Equipment	—	5,195	—	5,000
Just In Time Office Supplies	4,389	10,423	5,711	9,300
	\$ 8,504	\$ 22,218	\$ 23,586	\$ 26,600
Maintenance				
Maintenance Office Equipment	\$ 686	\$ —	\$ 465	\$ 1,000
Computer Software Maintenance	24,702	18,040	7,700	24,000
Car Washes	—	480	—	—
	\$ 25,388	\$ 18,520	\$ 8,165	\$ 25,000
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 1,371	\$ —	\$ —	\$ —
	\$ 1,371	\$ —	\$ —	\$ —
Interdepart Service Charges				
Charges From Telephone Exch	\$ 8,710	\$ 9,083	\$ 11,256	\$ 11,396
Charges From Radio Comm System	1,463	2,415	1,234	2,225
Charges From Print & Repro	24,402	26,481	29,288	32,129
Charges From Central Storeroom	471	629	659	727
Charges From M.V.M.	13,412	13,511	10,285	10,400
Charges From Waste Collection	595	—	—	—
	\$ 49,053	\$ 52,118	\$ 52,723	\$ 56,877
	\$ 4,360,004	\$ 4,472,245	\$ 4,838,107	\$ 5,380,959

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ 14,968	\$ 25,551	\$ 18,154	\$ —
Licenses & Permits	69,935	47,370	65,268	47,000
Miscellaneous	1,236,316	1,252,575	1,227,932	1,200,300
Sale Of City Assets	560	25,086	—	—
	\$ 1,321,779	\$ 1,350,582	\$ 1,311,353	\$ 1,247,300

OFFICE OF CAPITAL PROJECTS





OFFICE OF CAPITAL PROJECTS

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	Budget 2015	December 2015		Minimum	Maximum
			<u>ADMINISTRATORS & OFFICIALS</u>		
1	0	0	Assistant Director	36,590.39	154,089.52
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
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
<u>6</u>	<u>5</u>	<u>5</u>			
			<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	21.12
<u>5</u>	<u>5</u>	<u>5</u>			
			<u>PROFESSIONALS</u>		
3	2	2	Chief Architect	23,647.11	112,409.91
1	0	0	Chief Sidewalk Inspector	20,800.00	50,732.20
2	2	2	Construction Technician	12.02	24.50
8	9	9	Consulting Engineer	36,000.00	104,888.34
1	0	0	Deputy Project Director	20,800.00	69,383.29
1	1	1	Landscape Architect	10.00	30.32
1	1	1	Prevailing Wage Coordinator	27,193.50	74,349.61
2	2	2	Project Coordinator	27,325.56	99,702.63
2	2	2	Project Director	22,333.40	88,646.98
3	3	3	Section Chief Engineering and Construction	50,000.00	108,011.58
3	3	3	Senior Assistant Designer	10.00	25.84
1	1	1	Senior Budget and Management Analyst	26,273.96	88,147.99
1	2	2	Senior Landscape Architect	10.00	32.09
1	1	1	Section Chief Arch & Site Development	40,000.00	108,011.58
1	1	1	Surveyor	10.00	28.78
2	2	2	Survey Party Chief	20,800.00	62,194.14
<u>33</u>	<u>32</u>	<u>32</u>			
			<u>TECHNICIANS</u>		
1	1	1	Chief Engineering and Construction Inspector	26.77	28.77
9	11	12	Engineering & Construction Inspector	20.12	22.12
<u>10</u>	<u>12</u>	<u>13</u>			
<u>54</u>	<u>54</u>	<u>55</u>	TOTAL FULL TIME		
<u>5</u>	<u>3</u>	<u>4</u>	TOTAL PART TIME		
<u>59</u>	<u>57</u>	<u>59</u>	TOTAL DIVISION		



LANDMARKS COMMISSION

Don Petit, Secretary

Mission Statement

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

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

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

PROGRAM NAME: DESIGN REVIEW

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

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

PROGRAM NAME: PERMITS AND CASES

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

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

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.

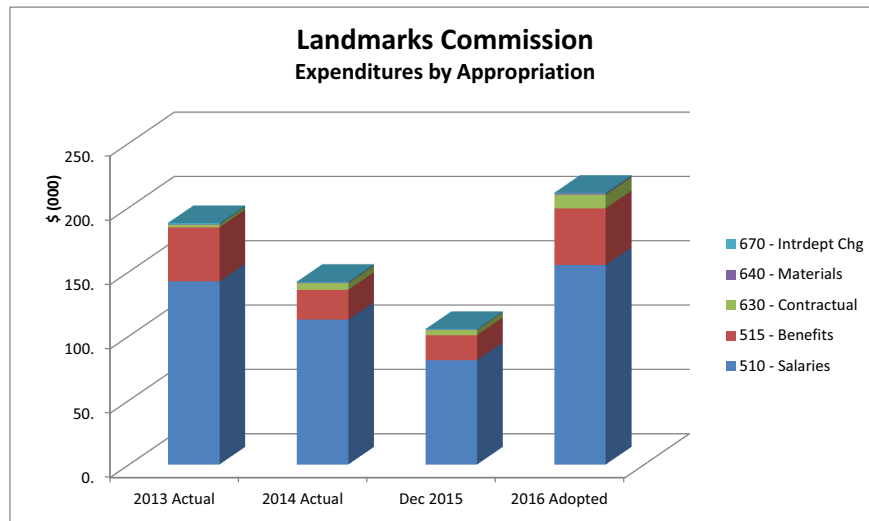
ACTIVITY: The Landmarks Commission conducts surveys to assess the significance of historic buildings, sites, and districts and promote historical significance of Cleveland neighborhoods, on a continuing basis. Staff takes photographs, conducts historical and property research, writes architectural descriptions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

LANDMARKS COMMISSION

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 100,931	\$ 48,346	\$ 43,969	\$ 103,523
Board Members	40,134	29,425	36,575	50,974
Longevity	1,375	1,500	700	700
Separation Payments	—	33,318	—	—
	\$ 142,440	\$ 112,589	\$ 81,244	\$ 155,197
Benefits				
Hospitalization	\$ 13,628	\$ 6,435	\$ 4,508	\$ 16,373
Prescription	3,782	1,603	1,229	4,153
Dental	1,067	460	255	984
Vision Care	118	69	51	120
Public Employees Retire System	19,377	11,771	11,213	19,493
Fica-Medicare	1,191	1,055	1,167	1,967
Workers' Compensation	1,888	1,819	883	850
Life Insurance	84	51	74	96
Unemployment Compensation	759	—	—	—
	\$ 41,895	\$ 23,263	\$ 19,382	\$ 44,036
Contractual Services				
Professional Services	\$ 918	\$ 4,059	\$ 2,882	\$ 9,100
Advertising And Public Notice	554	255	—	800
Parking In City Facilities	664	775	1,009	650
	\$ 2,136	\$ 5,089	\$ 3,890	\$ 10,550
Materials & Supplies				
Just In Time Office Supplies	\$ 247	\$ 589	\$ 382	\$ 900
	\$ 247	\$ 589	\$ 382	\$ 900
Interdepart Service Charges				
Charges From Telephone Exch	\$ —	\$ 5	\$ —	\$ 5
Charges From Print & Repro	894	554	458	502
Charges From Central Storeroom	193	21	28	31
	\$ 1,087	\$ 579	\$ 486	\$ 538
	\$ 187,804	\$ 142,109	\$ 105,384	\$ 211,221
Revenues				
	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Miscellaneous	\$ 1,978	\$ 1,858	\$ 200	\$ —
	\$ 1,978	\$ 1,858	\$ 200	\$ —

LANDMARKS COMMISSION





LANDMARKS COMMISSION

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	Budget 2015	Budget 2016		Minimum	Maximum
PROFESSIONALS					
1	0	1	Sr. Assistant City Planner	10.00	25.84
1	1	1	City Planner	30,000.00	67,032.85
<u>2</u>	<u>1</u>	<u>2</u>	TOTAL FULL TIME		
BOARD MEMBERS					
1	1	1	Chairman of Landmarks Commission	7,775.00	7,775.00
6	4	6	Member of Landmarks Commission	6,500.00	6,500.00
<u>7</u>	<u>5</u>	<u>7</u>	TOTAL BOARD MEMBERS		
<u>9</u>	<u>6</u>	<u>9</u>	TOTAL DIVISION		



BOARD OF BUILDING STANDARDS AND APPEALS

Antoinette Cobb, Executive Secretary

Mission Statement

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

PROGRAM NAME: APPEALS REVIEW

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

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

PROGRAM NAME: OHIO BUILDING CODE REVIEW

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

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

PROGRAM NAME: PERMITS AND CASES

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

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

PROGRAM NAME: RECORD MAINTENANCE

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

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

BOARD OF BUILDING STANDARDS AND APPEALS

Expenditures

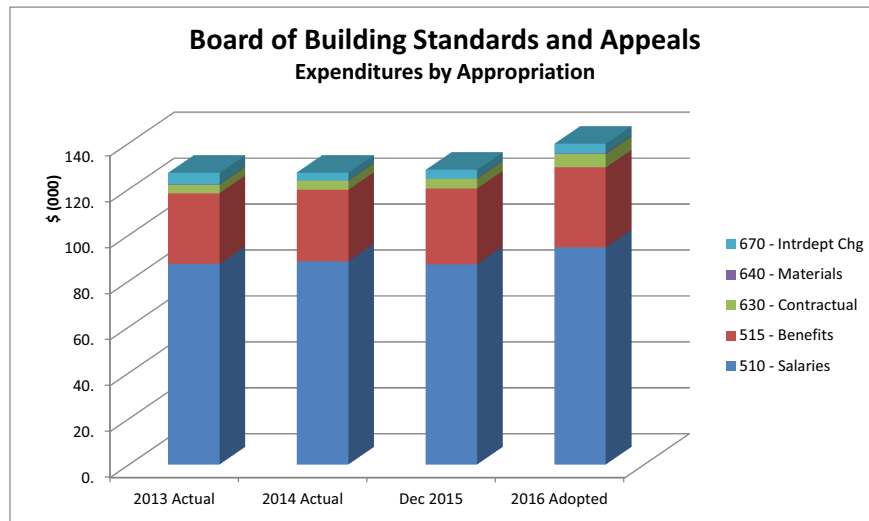
	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 49,535	\$ 53,663	\$ 54,353	\$ 54,642
Board Members	36,965	34,090	31,425	39,139
Longevity	800	800	800	800
Overtime	—	—	638	—
	\$ 87,300	\$ 88,553	\$ 87,216	\$ 94,581
Benefits				
Hospitalization	\$ 12,753	\$ 12,895	\$ 14,991	\$ 15,372
Prescription	2,636	2,443	2,860	2,906
Dental	782	728	711	720
Vision Care	59	54	51	60
Public Employees Retire System	12,187	12,502	12,045	13,353
Fica-Medicare	1,244	1,257	1,233	1,372
Workers' Compensation	1,095	1,115	1,006	912
Life Insurance	42	41	41	48
	\$ 30,800	\$ 31,035	\$ 32,938	\$ 34,743
Contractual Services				
Professional Services	\$ 50	\$ 40	\$ 25	\$ 100
Court Reporter	3,022	3,132	3,325	5,000
Parking In City Facilities	663	758	816	720
	\$ 3,735	\$ 3,929	\$ 4,166	\$ 5,820
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 150
Just In Time Office Supplies	240	186	153	180
	\$ 240	\$ 186	\$ 153	\$ 330
Interdepart Service Charges				
Charges From Telephone Exch	\$ 446	\$ 307	\$ 333	\$ 337
Charges From Print & Repro	2,134	1,086	2,053	2,252
Charges From Central Storeroom	2,296	2,006	1,407	1,551
	\$ 4,876	\$ 3,398	\$ 3,792	\$ 4,140
	\$ 126,951	\$ 127,101	\$ 128,265	\$ 139,614

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ 18,195	\$ 15,570	\$ 15,495	\$ 18,000
Licenses & Permits	15	30	—	—
Miscellaneous	1,013	1,016	—	—
	\$ 19,223	\$ 16,616	\$ 15,495	\$ 18,000



BOARD OF BUILDING STANDARDS AND APPEALS





BOARD OF BUILDING STANDARDS AND APPEALS

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	Budget 2015	Budget 2016		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
1	1	1	Secretary to Board of Building Standards & Appeals	23,647.11	91,405.96
1	1	1	TOTAL FULL TIME		
BOARD MEMBERS					
1	1	1	Chairman of Board of Building Standards & Appeals	9,545.00	9,545.00
4	3	4	Labor Member Alternate (Board Member)	6,960.00	6,960.00
5	4	5	TOTAL BOARD MEMBERS		
6	5	6	TOTAL DIVISION		



BOARD OF ZONING APPEALS

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

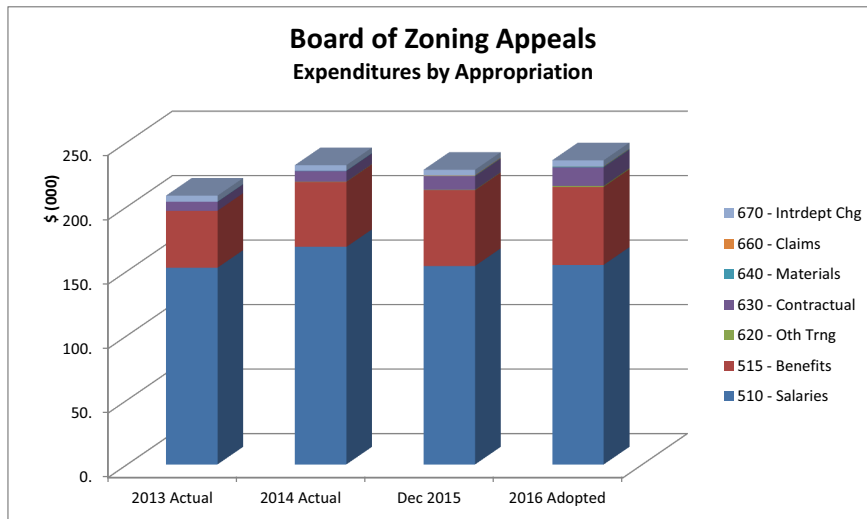
	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 111,406	\$ 104,115	\$ 113,824	\$ 114,427
Board Members	39,675	39,675	39,349	39,664
Longevity	1,450	1,450	750	750
Separation Payments	—	23,418	—	—
	\$ 152,531	\$ 168,658	\$ 153,923	\$ 154,841
Benefits				
Hospitalization	\$ 16,772	\$ 22,621	\$ 28,573	\$ 30,034
Prescription	1,146	1,657	2,860	2,906
Dental	1,067	1,304	1,422	1,440
Vision Care	140	130	135	144
Public Employees Retire System	20,773	20,292	21,570	21,950
Fica-Medicare	2,159	2,388	2,162	2,242
Workers' Compensation	2,006	1,948	1,897	1,610
Life Insurance	84	71	81	96
	\$ 44,148	\$ 50,411	\$ 58,700	\$ 60,422
Other Training & Professional Dues				
Tuition & Registration Fees	\$ —	\$ 240	\$ 330	\$ 720
	\$ —	\$ 240	\$ 330	\$ 720
Contractual Services				
Court Reporter	\$ 5,721	\$ 6,896	\$ 9,072	\$ 13,000
Parking In City Facilities	1,212	1,371	1,392	1,400
	\$ 6,933	\$ 8,267	\$ 10,464	\$ 14,400
Materials & Supplies				
Office Supplies	\$ 90	\$ 227	\$ 388	\$ 250
Just In Time Office Supplies	86	—	—	250
	\$ 176	\$ 227	\$ 388	\$ 500
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ —	\$ —	\$ 414	\$ 300
	\$ —	\$ —	\$ 414	\$ 300
Interdepart Service Charges				
Charges From Telephone Exch	\$ 43	\$ 5	\$ 37	\$ 37
Charges From Print & Repro	1,570	1,745	1,583	1,737
Charges From Central Storeroom	3,024	2,515	2,677	2,953
	\$ 4,636	\$ 4,265	\$ 4,298	\$ 4,727
	\$ 208,423	\$ 232,068	\$ 228,517	\$ 235,910



BOARD OF ZONING APPEALS

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ 24,375	\$ 23,855	\$ 28,855	\$ 19,000
Miscellaneous	1,781	1,775	100	—
	\$ 26,156	\$ 25,630	\$ 28,955	\$ 19,000





BOARD OF ZONING APPEALS

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	Budget 2015	Budget 2016		Minimum	Maximum
ADMINISTRATIVE SUPPORT					
1	1	1	Secty Board of Zoning Appeals	23,647.11	91,405.96
1	1	1	Principal Clerk	14.88	21.12
<u>2</u>	<u>2</u>	<u>2</u>	TOTAL FULL TIME		
BOARD MEMBERS					
1	1	1	Chairman of Board of Zoning Appeals	8,400.00	8,400.00
4	3	4	Member of Board of Zoning Appeals	7,820.00	7,820.00
<u>5</u>	<u>4</u>	<u>5</u>	TOTAL BOARD MEMBERS		
<u>7</u>	<u>6</u>	<u>7</u>	TOTAL DIVISION		



CIVIL SERVICE COMMISSION

Lucille Ambroz, Secretary

Mission Statement

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

PROGRAM NAME: POLICY-MAKING

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

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

PROGRAM NAME: RECORD MAINTENANCE

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

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

PROGRAM NAME: TESTING

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

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

CIVIL SERVICE COMMISSION

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 396,182	\$ 400,297	\$ 386,346	\$ 421,054
Board Members	39,675	39,441	32,267	39,676
Longevity	2,825	2,925	3,325	6,825
Overtime	3,310	12,648	4,161	10,000
	\$ 441,991	\$ 455,311	\$ 426,099	\$ 477,555
Benefits				
Hospitalization	\$ 56,287	\$ 61,312	\$ 70,315	\$ 74,900
Flex Save Admin Fees	114	—	—	—
Prescription	12,626	11,879	13,285	14,122
Dental	3,716	3,445	3,399	3,648
Vision Care	453	421	403	480
Public Employees Retire System	59,586	63,482	60,263	69,628
Fica-Medicare	5,713	5,975	5,938	9,780
Workers' Compensation	5,719	5,644	5,175	4,458
Life Insurance	335	324	318	384
	\$ 144,548	\$ 152,483	\$ 159,096	\$ 177,400
Other Training & Professional Dues				
Tuition & Registration Fees	\$ —	\$ —	\$ 2,369	\$ 1,000
	\$ —	\$ —	\$ 2,369	\$ 1,000
Contractual Services				
Professional Services	\$ 507,655	\$ 11,328	\$ 14,089	\$ 700,000
Court Reporter	5,549	9,557	6,275	16,000
Referee Services	4,456	10,000	7,476	16,000
Medical Services	60,000	110,000	35,750	35,000
Freight Expense	—	350	250	—
Parking In City Facilities	728	853	547	1,000
	\$ 578,387	\$ 142,088	\$ 64,386	\$ 768,000
Materials & Supplies				
Computer Software	\$ —	\$ —	\$ —	\$ 750
Food	—	1,306	20	1,000
Other Supplies	52	602	326	—
Just In Time Office Supplies	1,371	2,800	2,101	3,600
	\$ 1,423	\$ 4,708	\$ 2,446	\$ 5,350
Maintenance				
Maintenance Contracts	\$ —	\$ —	\$ 689	\$ 689
	\$ —	\$ —	\$ 689	\$ 689



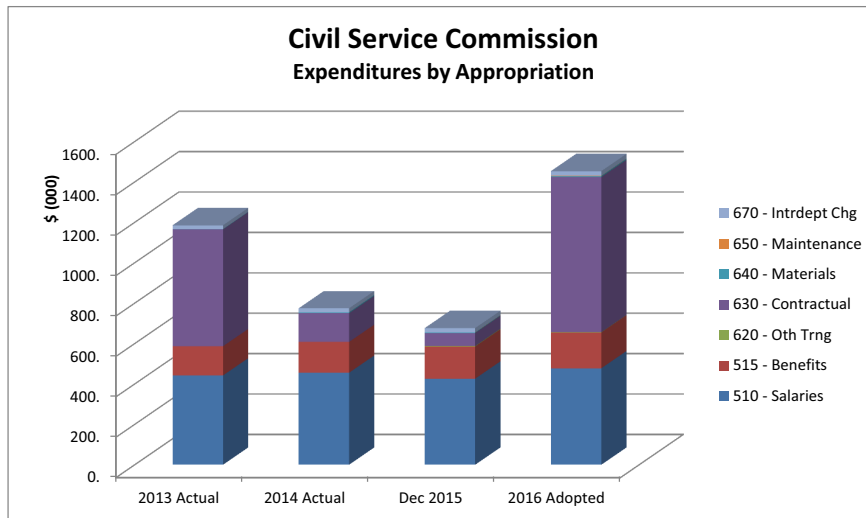
CIVIL SERVICE COMMISSION

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 2,495	\$ 2,350	\$ 2,360	\$ 2,390
Charges From Print & Repro	10,566	10,606	13,237	14,521
Charges From Central Storeroom	5,780	6,795	5,800	6,396
Charges From M.V.M.	192	—	—	—
	\$ 19,033	\$ 19,751	\$ 21,397	\$ 23,307
	\$ 1,185,383	\$ 774,341	\$ 676,481	\$ 1,453,301

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Miscellaneous	\$ 43,153	\$ 51,405	\$ 18,400	\$ 20,000
	\$ 43,153	\$ 51,405	\$ 18,400	\$ 20,000





CIVIL SERVICE COMMISSION

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	Budget 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Secretary of the Civil Service Commission	25,011.85	107,537.55
1	1	1			
<u>ADMINISTRATIVE SUPPORT</u>					
1	0	1	Private Secretary	10.00	22.29
1	0	1			
<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
1	1	1	Deputy Project Director	20,800.00	69,383.29
1	1	1	Personnel Administrator	26,273.96	91,088.49
1	1	1	Supervisor of Civil Service Records	20,800.00	64,468.16
6	6	6			
8	7	8	TOTAL FULL TIME		
5	5	5	TOTAL BOARD MEMBERS	7,820.00	8,395.00
13	12	13	TOTAL DIVISION		



COMMUNITY RELATIONS BOARD

Blaine Griffin, Director

Mission Statement

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

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

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

PROGRAM NAME: COMMUNITY OUTREACH

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

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

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



COMMUNITY RELATIONS BOARD

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.

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

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 677,193	\$ 667,964	\$ 777,193	\$ 776,888
Board Members	68,626	113,838	103,048	108,580
Part-Time Permanent	265	—	—	10,000
Longevity	6,375	5,725	5,825	6,300
Wage Settlements	—	153,732	—	—
Separation Payments	18,348	7,608	—	20,000
	\$ 770,807	\$ 948,867	\$ 886,066	\$ 921,768
Benefits				
Hospitalization	\$ 106,451	\$ 101,661	\$ 120,422	\$ 130,565
Flex Save Admin Fees	24	—	—	—
Prescription	25,170	24,791	29,596	31,991
Dental	7,238	6,558	6,527	7,092
Vision Care	891	823	963	1,104
Public Employees Retire System	104,333	130,582	123,538	127,612
Fica-Medicare	9,089	12,630	11,619	12,167
Workers' Compensation	18,962	15,866	12,030	13,673
Life Insurance	733	588	629	768
	\$ 272,893	\$ 293,499	\$ 305,324	\$ 324,972
Other Training & Professional Dues				
Travel	\$ —	\$ 416	\$ 1,272	\$ 800
Tuition & Registration Fees	130	150	295	295
Mileage (Priv Auto) Trng Prps	—	—	42	—
Professional Dues & Subscript	—	100	—	—
	\$ 130	\$ 666	\$ 1,610	\$ 1,095
Contractual Services				
Professional Services	\$ 1,546	\$ 1,710	\$ —	\$ 76,355
Travel- Non-Training	—	15	—	—
Mileage (Private Auto)	6,916	4,635	6,547	6,000
Advertising And Public Notice	450	350	225	500
Program Promotion	470	200	300	500
Parking In City Facilities	1,856	2,865	1,979	2,500
Other Contractual	—	—	788	—
Local Match-Grant Programs	—	6,264	—	—
	\$ 11,238	\$ 16,038	\$ 9,839	\$ 85,855
Materials & Supplies				
Office Supplies	\$ —	\$ 151	\$ 6,411	\$ —
Food	800	1,106	83	1,500
Other Supplies	—	206	—	—



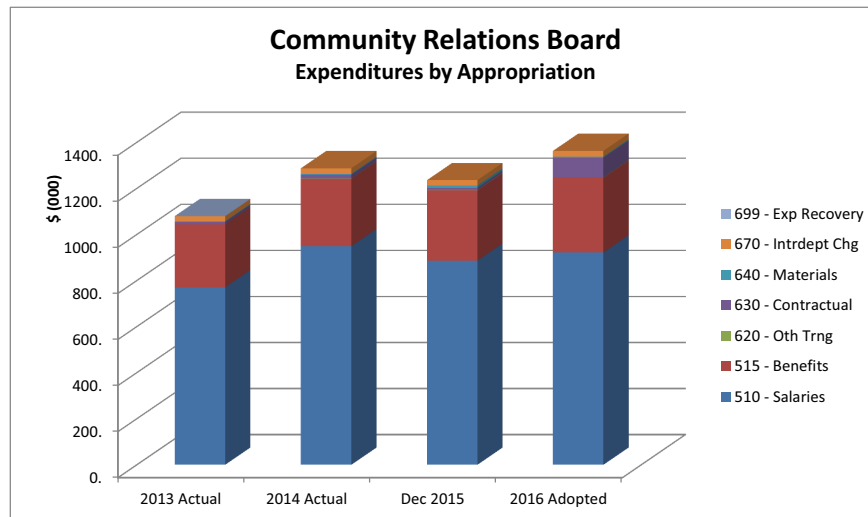
COMMUNITY RELATIONS BOARD

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Special Events Supplies	1,330	975	2,241	1,619
Just In Time Office Supplies	646	1,888	777	1,000
	\$ 2,777	\$ 4,326	\$ 9,511	\$ 4,119
Interdepart Service Charges				
Charges From Telephone Exch	\$ 7,375	\$ 7,398	\$ 6,909	\$ 6,995
Charges From Print & Repro	11,010	13,533	12,639	13,864
Charges From Central Storeroom	3,101	2,696	3,678	4,056
Charges From M.V.M.	251	434	502	409
	\$ 21,738	\$ 24,060	\$ 23,728	\$ 25,324
Expenditure Recovery				
Expenditure Recovery	\$ —	\$ —	\$ 69,749	\$ —
	\$ —	\$ —	\$ 69,749	\$ —
	\$ 1,079,582	\$ 1,287,457	\$ 1,305,826	\$ 1,363,133

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Miscellaneous	\$ 68,278	\$ 9,230	\$ 261	\$ —
	\$ 68,278	\$ 9,230	\$ 261	\$ —





COMMUNITY RELATIONS BOARD

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		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 Assistant	21,851.06	79,512.34
1	1	1	Administrative Manager	27,193.55	115,424.36
2	2	2	Case Worker II	14.03	21.23
2	2	2	Community Relations Rep. I	10.00	20.27
1	1	1	Community Relations Rep. II	10.00	24.50
1	1	1	Community Relations Rep. III	10.00	30.32
4	4	4	Project Coordinator	27,325.56	99,702.63
5	3	3	Project Director	22,333.40	88,646.98
17	15	15			
18	16	16	TOTAL FULL TIME		
<u>PART TIME</u>					
1	0	1	Administrative Officer	20,800.00	58,499.94
1	0	1	TOTAL PART TIME		
<u>BOARD MEMBERS</u>					
1	1	1	Member of Community Relations Board-Chair	5,075.00	5,075.00
14	13	14	Member of Community Relations Board	4,500.00	4,500.00
15	14	15	TOTAL BOARD MEMBERS		
34	30	32	TOTAL DIVISION		



CITY PLANNING COMMISSION

Freddy Collier, Director

Mission Statement

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

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

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

PROGRAM NAME: ADMINISTRATIVE SERVICES

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

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

PROGRAM NAME: NEIGHBORHOOD AND COMPREHENSIVE PLANNING

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

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

PROGRAM NAME: PLANNING ADMINISTRATION

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

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

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

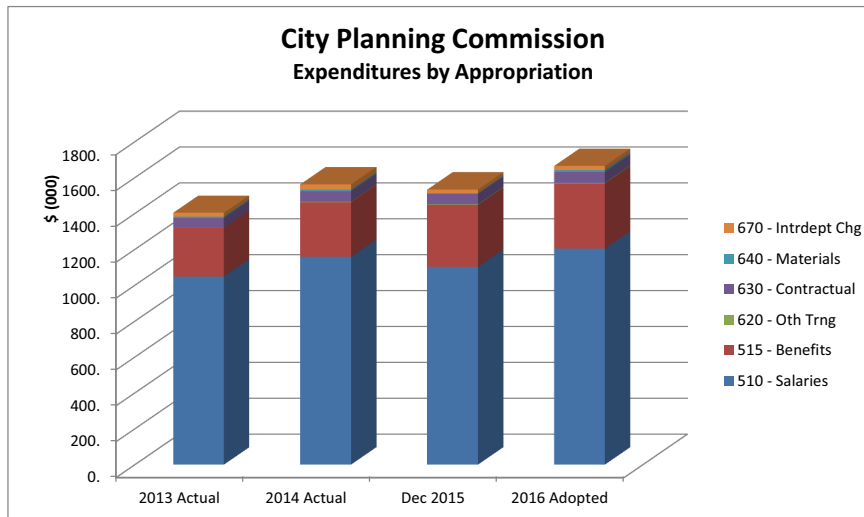
	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 878,928	\$ 991,725	\$ 1,059,270	\$ 1,066,563
Board Members	42,495	41,843	37,423	43,678
Part-Time Permanent	32,915	10,064	—	37,452
Longevity	7,850	6,775	6,375	6,475
Separation Payments	86,875	107,897	—	50,000
	\$ 1,049,063	\$ 1,158,304	\$ 1,103,068	\$ 1,204,168
Benefits				
Hospitalization	\$ 96,047	\$ 108,785	\$ 134,847	\$ 143,779
Flex Save Admin Fees	42	—	—	—
Prescription	12,912	14,244	20,042	20,800
Dental	6,372	6,585	7,027	7,032
Vision Care	898	1,001	1,020	1,152
Public Employees Retire System	129,293	145,809	154,325	162,822
Fica-Medicare	11,207	14,225	13,341	15,118
Workers' Compensation	14,401	13,395	13,581	11,539
Life Insurance	605	676	730	864
	\$ 271,777	\$ 304,721	\$ 344,913	\$ 363,106
Other Training & Professional Dues				
Travel	\$ —	\$ 502	\$ 1,219	\$ 1,000
Tuition & Registration Fees	331	1,974	2,622	3,000
	\$ 331	\$ 2,475	\$ 3,841	\$ 4,000
Contractual Services				
Advertising And Public Notice	\$ 485	\$ 240	\$ 846	\$ 1,000
Parking In City Facilities	3,225	8,510	4,959	7,500
Other Contractual	50,400	50,000	50,500	50,500
	\$ 54,110	\$ 58,750	\$ 56,304	\$ 59,000
Materials & Supplies				
Office Supplies	\$ 607	\$ 12	\$ 220	\$ 1,500
Computer Hardware	1,250	1,259	—	1,500
Computer Software	646	2,606	1,420	4,100
Just In Time Office Supplies	4,435	3,739	3,307	4,400
	\$ 6,937	\$ 7,615	\$ 4,947	\$ 11,500
Interdepart Service Charges				
Charges From Telephone Exch	\$ 4,133	\$ 8,078	\$ 6,076	\$ 6,152
Charges From Print & Repro	8,479	13,430	10,499	11,517
Charges From Central Storeroom	763	707	437	482
Charges From M.V.M.	7,699	7,738	2,828	4,618
	\$ 21,074	\$ 29,953	\$ 19,840	\$ 22,769
	\$ 1,403,292	\$ 1,561,820	\$ 1,532,913	\$ 1,664,543



CITY PLANNING COMMISSION

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ —	\$ —	\$ 5,000	\$ —
Grant Revenue	—	245	0	—
Miscellaneous	13,925	23,548	393	—
	\$ 13,925	\$ 23,793	\$ 5,393	\$ —





CITY PLANNING COMMISSION

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	Budget 2015	Budget 2016		December 2015	Minimum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Planning Director	50,795.81	191,316.74
1	1	1	Secretary to the Director of City Planning	36,590.00	154,089.52
<u>2</u>	<u>2</u>	<u>2</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Secretary	10.00	18.59
<u>1</u>	<u>1</u>	<u>1</u>			
<u>PROFESSIONALS</u>					
2	2	2	Assistant Administrator	20,800.00	68,745.41
4	4	4	Chief City Planner	30,000.00	91,405.96
6	6	6	City Planner	30,000.00	67,032.85
1	1	1	Office Manager	20,800.00	54,845.04
2	2	2	Senior Assistant City Planner	10.00	25.84
<u>15</u>	<u>15</u>	<u>15</u>			
<u>18</u>	<u>18</u>	<u>18</u>	TOTAL FULL TIME		
<u>PART TIME</u>					
1	0	1	City Planner	30,000.00	67,032.85
<u>1</u>	<u>0</u>	<u>1</u>	TOTAL PART TIME		
<u>BOARD MEMBERS</u>					
6	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>25</u>	<u>23</u>	<u>25</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.



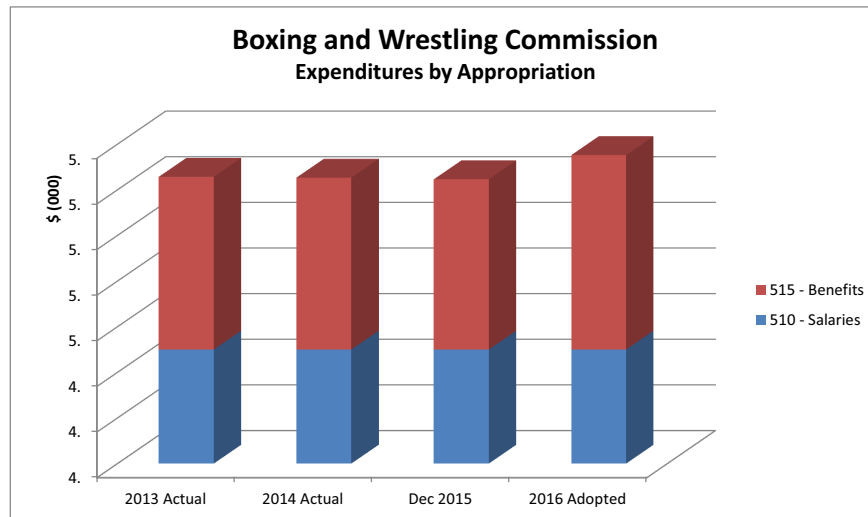
BOXING AND WRESTLING COMMISSION

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Board Members	\$ 2,400	\$ 2,400	\$ 2,400	\$ 18,525
Part-Time Permanent	2,100	2,100	2,100	24,600
	\$ 4,500	\$ 4,500	\$ 4,500	\$ 43,125
Benefits				
Public Employees Retire System	\$ 630	\$ 630	\$ 630	\$ 6,038
Fica-Medicare	65	65	65	625
Workers' Compensation	62	57	51	52
	\$ 757	\$ 753	\$ 746	\$ 6,715
	\$ 5,257	\$ 5,253	\$ 5,246	\$ 49,840

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Miscellaneous	\$ 57	\$ 52	\$ —	\$ —
	\$ 57	\$ 52	\$ —	\$ —





BOXING AND WRESTLING COMMISSION

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		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		



OFFICE OF EQUAL OPPORTUNITY

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

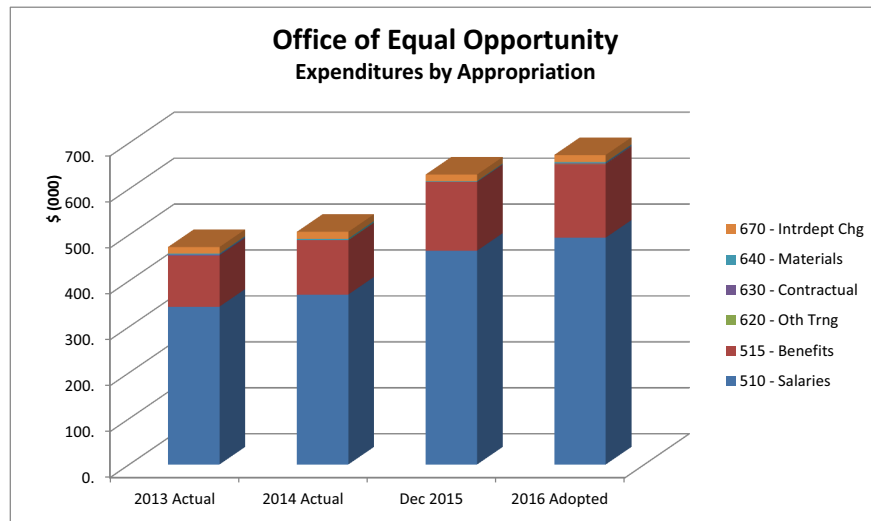
	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 339,707	\$ 365,603	\$ 460,472	\$ 487,436
Longevity	2,000	2,000	2,000	1,700
Separation Payments	1,939	2,496	2,960	4,726
	\$ 343,646	\$ 370,099	\$ 465,432	\$ 493,862
Benefits				
Hospitalization	\$ 40,650	\$ 44,255	\$ 55,700	\$ 59,713
Flex Save Admin Fees	31	—	—	—
Prescription	11,584	11,154	14,224	14,961
Dental	2,965	3,060	3,769	4,200
Vision Care	429	377	446	540
Public Employees Retire System	46,047	50,011	65,234	68,956
Fica-Medicare	4,153	4,546	5,907	6,399
Workers' Compensation	4,790	4,366	4,206	4,868
Life Insurance	301	277	348	432
Unemployment Compensation	162	—	—	—
	\$ 111,111	\$ 118,046	\$ 149,835	\$ 160,069
Other Training & Professional Dues				
Professional Dues & Subscript	\$ —	\$ 600	\$ —	\$ 500
	\$ —	\$ 600	\$ —	\$ 500
Contractual Services				
Parking In City Facilities	\$ 1,900	\$ —	\$ —	\$ 1,900
	\$ 1,900	\$ —	\$ —	\$ 1,900
Materials & Supplies				
Just In Time Office Supplies	\$ 2,296	\$ 2,918	\$ 1,802	\$ 2,000
	\$ 2,296	\$ 2,918	\$ 1,802	\$ 2,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 3,543	\$ 1,605	\$ 2,344	\$ 2,373
Charges From Print & Repro	8,426	9,374	9,562	10,489
Charges From Central Storeroom	1,636	1,670	1,192	1,314
Charges From M.V.M.	778	2,186	1,066	1,421
	\$ 14,383	\$ 14,836	\$ 14,164	\$ 15,597
	\$ 473,336	\$ 506,499	\$ 631,233	\$ 673,928

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Miscellaneous	\$ 16,507	\$ 18,348	\$ 41,653	\$ 15,300
	\$ 16,507	\$ 18,348	\$ 41,653	\$ 15,300



OFFICE OF EQUAL OPPORTUNITY





OFFICE OF EQUAL OPPORTUNITY

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
1	1	1	Minority Business Development Administrator	27,325.56	85,577.88
1	1	1			
ADMINISTRATIVE SUPPORT					
1	1	1	Director of Office of Equal Opportunity	50,795.81	171,581.77
1	1	1			
PROFESSIONALS					
1	1	1	Administrative Manager	27,193.55	115,424.36
3	3	3	Assistant Administrator	20,800.00	68,745.41
2	1	1	Assistant Contract Compliance Officer	20,800.00	62,770.08
2	1	2	Contract Supervisor	20,800.00	69,383.29
8	6	7			
10	8	9	TOTAL FULL TIME		
10	8	9	TOTAL DIVISION		



CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

Ronald B. Adrine, Administrative And Presiding Judge**Mission Statement**

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

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

COMMUNICATION AWARENESS PROJECT (CAP)

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

COMMUNITY ORIENTATION PROGRAM (COP)

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

DEDICATED DOMESTIC VIOLENCE DOCKET (DDVD)

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

DOMESTIC INTERVENTION, EDUCATION AND TRAINING PROGRAM (DIET)

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



CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

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

DRUG COURT

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

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

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

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

GET ON TRACK (GOT)

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

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

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

MENTAL HEALTH DOCKET

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

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

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

MOCK TRIAL

The annual Mock Trial Competition, sponsored by the Cleveland Municipal Court, the Cleveland Metropolitan School District and the Cleveland Bar Association, is going into its 17th year. The program, under the direction of Judge Lauren C. Moore, involves 250-350 Cleveland students and their teachers who end up spending an entire day at the Justice Center presenting both sides of a hypothetical case that is based upon similar cases before the

CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

court, such as stalking, driving under the influence, and children getting access to firearms. The ultimate aim of the Mock Trial Competition is to improve student listening, speaking and reasoning skills.

PROJECT HOPE

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

REDIRECTING OUR CURFEW KIDS (ROCK)

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

SELECTIVE INTERVENTION PROGRAM (SIP)

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

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

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

SMALL CLAIMS MEDIATION

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

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

TRAFFIC INTERVENTION PROGRAM (TIP)

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

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

TRUANCY ENFORCEMENT

In an effort to keep children focused on their education, The Court began a relationship with the Cleveland Metropolitan School District in their effort to crackdown on truancy, which resulted in several hundred citations. The Court, with assistance from Judge Charles L. Patton Jr., consolidated the cases and ended up dismissing many



CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

of them after the parent attended a responsibility and accountability workshop conducted by the Partnership for a Safer Cleveland.

VETERANS TREATMENT DOCKET

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

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

WEED AND SEED

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

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

SERVICES

CLEVELAND JUSTICE

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

INTERPRETERS UNIT

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

TOWN HALL MEETINGS

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



CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 12,745,298	\$ 12,893,638	\$ 12,789,380	\$ 14,189,355
Seasonal	20,350	45,456	43,933	22,730
Elected Officials	422,755	447,060	405,260	445,500
Part-Time Permanent	192,142	218,311	233,427	225,124
Student Trainees	11,183	—	—	—
Longevity	108,625	115,625	111,800	118,625
Separation Payments	138,865	133,775	76,610	100,000
Overtime	3,398	2,319	2,992	2,500
	\$ 13,642,617	\$ 13,856,184	\$ 13,663,401	\$ 15,103,834
Benefits				
Hospitalization	\$ 1,933,160	\$ 2,083,206	\$ 2,318,162	\$ 2,629,838
Flex Save Admin Fees	1,552	—	—	—
Prescription	423,410	400,847	457,566	525,806
Dental	141,300	134,929	127,782	144,672
Vision Care	14,146	13,335	12,437	15,660
Public Employees Retire System	1,817,761	1,920,744	1,902,959	2,134,342
Police & Firemens Disab & Pens	—	59	—	—
Fica-Medicare	170,222	175,134	176,205	203,026
Workers' Compensation	191,380	191,738	172,165	169,868
Life Insurance	10,724	10,278	9,991	12,768
Unemployment Compensation	758	3,590	4,123	12,896
Clothing Allowance	—	35,900	—	—
Clothing Maintenance	—	525	—	—
	\$ 4,704,412	\$ 4,970,285	\$ 5,181,391	\$ 5,848,876
Other Training & Professional Dues				
Travel	\$ 19,364	\$ 18,266	\$ 16,278	\$ 18,000
Tuition & Registration Fees	15,944	14,714	19,469	17,000
Professional Dues & Subscript	4,655	7,006	3,240	5,000
	\$ 39,963	\$ 39,986	\$ 38,987	\$ 40,000
Contractual Services				
Professional Services	\$ 2,253,517	\$ 2,260,203	\$ 2,391,727	\$ 2,395,785
Court Reporter	9,092	10,821	3,577	6,100
Jury And Witness Fees	18,189	5,406	7,812	30,000
Advertising And Public Notice	—	480	—	—
Parking In City Facilities	5,460	7,447	10,599	6,800
Insurance And Official Bonds	2,925	—	—	3,000
	\$ 2,289,183	\$ 2,284,357	\$ 2,413,715	\$ 2,441,685



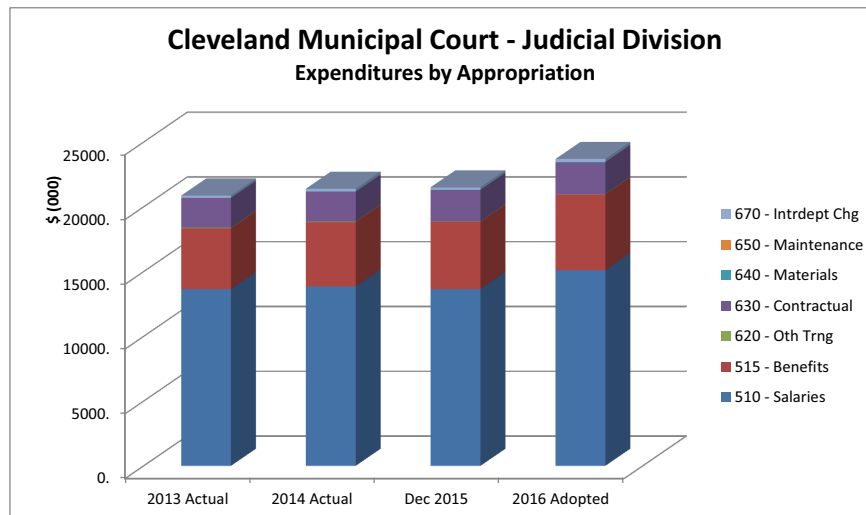
CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Materials & Supplies				
Office Supplies	\$ 4,811	\$ 13,416	\$ 4,167	\$ 10,000
Office Furniture & Equipment	—	992	1,088	1,000
Other Supplies	—	—	343	—
Just In Time Office Supplies	17,946	24,508	20,800	20,000
	\$ 22,757	\$ 38,916	\$ 26,399	\$ 31,000
Maintenance				
Car Washes	\$ —	\$ 30	\$ 168	\$ 250
	\$ —	\$ 30	\$ 168	\$ 250
Interdepart Service Charges				
Charges From Telephone Exch	\$ 57,954	\$ 56,582	\$ 52,943	\$ 53,602
Charges From Radio Comm System	12,209	49,503	27,545	49,507
Charges From Water	2,240	1,698	973	1,700
Charges From Print & Repro	65,370	73,309	81,971	89,920
Charges From Central Storeroom	26,565	22,689	21,888	24,139
	\$ 164,338	\$ 203,781	\$ 185,320	\$ 218,868
	\$ 20,863,270	\$ 21,393,539	\$ 21,509,380	\$ 23,684,513

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ —	\$ 500	\$ 625	\$ —
Fines, Forfeitures & Settlements	9,122,196	8,574,278	7,015,368	7,771,369
Miscellaneous	218,234	1,202,436	9,030	507,932
	\$ 9,340,431	\$ 9,777,214	\$ 7,025,023	\$ 8,279,301





CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Administrative & Presiding Judge	37,950.00	37,950.00
3	3	3	Deputy Bailiff Administrative Assistant III	48,750.00	73,036.08
1	1	1	Deputy Bailiff Chief Bailiff	42,000.00	103,027.32
1	1	1	Deputy Bailiff Chief Probation Officer	58,333.00	103,027.32
1	1	1	Deputy Bailiff Court Administrator	79,167.00	127,111.64
2	2	2	Deputy Bailiff Deputy Court Administrator	71,667.00	115,069.48
1	1	1	Deputy Bailiff Dir Central Scheduling	52,500.00	102,604.78
8	8	8	Deputy Bailiff Probation Officer Supervisor	48,750.00	78,274.01
11	11	11	Judge	37,050.00	37,050.00
3	3	3	Scheduling Supervisor	40,343.06	56,227.81
32	32	32			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Business Process Analyst	55,000.00	108,044.90
1	1	1	Court Interpreter Coordinator	39,167.00	58,678.56
62	59	62	Deputy Bailiff	27,491.00	62,641.52
1	1	1	Deputy Bailiff Accounts Coordinator	45,492.00	72,305.72
6	1	5	Deputy Bailiff Administrative Assistant I	34,167.00	54,858.71
3	3	3	Deputy Bailiff Administrative Assistant II	39,167.00	72,690.12
12	11	12	Deputy Bailiff Clerk Typist	24,525.00	55,039.33
2	2	2	Deputy Bailiff Clerk Typist Supervisor	39,167.00	62,886.81
3	3	3	Deputy Bailiff Court Interp II	40,342.00	61,630.00
1	1	1	Deputy Bailiff HR / Personnel Director	58,333.00	93,661.20
1	1	1	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	9	Deputy Bailiff Scheduler I	22,284.00	50,117.58
6	5	6	Deputy Bailiff Supervisor	44,167.00	70,245.91
6	5	6	Deputy Bailiff Warrant Officer	27,492.00	62,886.81
12	11	12	Personal Bailiff	63,969.00	85,591.85
128	115	127			



CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		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	1	1	Deputy Bailiff Chief Court Reporter	52,500.00	84,295.10
1	1	1	Deputy Bailiff Chief Magistrate	71,667.00	115,069.48
1	1	1	Deputy Bailiff Chief Social Worker	48,750.00	84,295.10
6	5	6	Deputy Bailiff Court Reporter	36,509.00	67,072.58
1	1	1	Deputy Bailiff Database Administrator 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	0	1	Deputy Bailiff Employment Specialist	48,750.00	73,036.08
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	9	9	Deputy Bailiff Magistrate	58,333.00	102,604.78
1	1	1	Deputy Bailiff Mediation Coordinator	48,750.00	73,036.08
1	0	0	Deputy Bailiff Network Engineer I	39,167.00	62,886.81
1	0	1	Deputy Bailiff Network Engineer II	44,167.00	77,549.25
1	1	1	Deputy Bailiff Probation Systems Admin/Trainer	48,750.00	78,274.01
1	1	1	Deputy Bailiff Probation Training Coordinator	44,167.00	70,245.91
1	0	1	Deputy Bailiff Program Analyst I	39,167.00	62,886.81
1	2	2	Deputy Bailiff Program Analyst II	52,500.00	84,295.10
4	4	4	Deputy Bailiff Project Manager II	64,167.00	103,027.32
1	1	1	Deputy Bailiff Psychiatric Social Worker	34,167.00	54,858.71
1	1	1	Deputy Bailiff Senior Magistrate	58,333.00	92,595.60
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	1	1	Judicial Assistant	40,343.00	48,410.00
45	44	45	Probation Officer General	34,035.00	67,097.11
1	1	1	Small Claims Magistrate	20,800.00	56,244.49
94	86	94			



CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
<u>PROTECTIVE SERVICES</u>					
1	0	1	Deputy Bailiff Chief of Security	48,750.00	84,773.96
1	0	1			
<u>NON EEO REPORTING</u>					
1	1	1	Deputy Bailiff Computer Specialists II	45,492.00	69,498.00
2	2	2	T.I.P. Office Assistant	25,921.00	38,222.00
2	1	2	Website Content Specialist	45,493.00	54,590.00
5	4	5			
<u>TECHNICIANS</u>					
0	0	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
6	6	7			
266	243	266	TOTAL FULL TIME		
<u>PART TIME</u>					
1	2	2	Deputy Bailiff Court Reporter	36,509.00	67,072.58
2	4	4	Deputy Bailiff Law Clerk	20,000.00	26,760.34
1	1	1	Deputy Bailiff Spec Proj Off	48,750.00	78,274.01
2	1	1	Judge	37,050.00	37,050.00
3	2	2	Muni Court Psychologist	99,299.20	216,987.49
9	10	10	TOTAL PART TIME		
275	253	276	TOTAL DIVISION		



CLEVELAND MUNICIPAL COURT - CLERK'S DIVISION

Earle B. Turner, Clerk Of Municipal Court

Mission Statement

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

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

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

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

PROGRAM NAME: ADMINISTRATION

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

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

PROGRAM NAME: CIVIL

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

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

PROGRAM NAME: CRIMINAL

OBJECTIVES: To collect and disburse revenue from criminal proceedings.

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

PROGRAM NAME: FINANCE

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

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

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 6,063,875	\$ 5,979,264	\$ 6,140,554	\$ 6,506,279
Elected Officials	58,191	58,191	58,924	61,124
Part-Time Permanent	86,134	101,688	104,580	95,550
Student Trainees	25,950	31,058	27,631	28,000
Longevity	59,200	62,775	62,875	63,850
Separation Payments	22,093	29,069	40,648	30,000
Overtime	18,989	17,543	20,635	50,000
	\$ 6,334,432	\$ 6,279,588	\$ 6,455,846	\$ 6,834,803
Benefits				
Hospitalization	\$ 1,276,899	\$ 1,333,698	\$ 1,520,393	\$ 1,666,793
Flex Save Admin Fees	238	—	—	—
Prescription	261,479	239,405	276,730	305,987
Dental	91,496	84,182	80,286	86,784
Vision Care	8,938	8,114	7,761	9,540
Public Employees Retire System	850,015	875,945	896,840	941,252
Fica-Medicare	82,078	81,728	84,780	90,940
Workers' Compensation	82,049	83,485	74,299	159,996
Life Insurance	6,316	6,141	6,108	7,584
Unemployment Compensation	2,037	—	6,630	5,000
	\$ 2,661,544	\$ 2,712,698	\$ 2,953,826	\$ 3,273,876
Other Training & Professional Dues				
Travel	\$ —	\$ 6,061	\$ 1,302	\$ 600
Tuition & Registration Fees	—	4,627	1,354	600
Professional Dues & Subscript	35	35	62	100
	\$ 35	\$ 10,722	\$ 2,718	\$ 1,300
Contractual Services				
Professional Services	\$ 3,970,658	\$ 4,202,782	\$ 825,951	\$ 770,000
Jury And Witness Fees	—	648	—	—
Advertising And Public Notice	28,030	21,391	22,729	24,000
Parking In City Facilities	1,380	2,340	2,340	4,380
Insurance And Official Bonds	—	—	2,297	—
Property Rental	40,967	88,000	70,000	50,000
Equipment Rental	175	150	(546)	—
Other Contractual	60,000	88,780	55,512	65,000
	\$ 4,101,210	\$ 4,404,090	\$ 978,283	\$ 913,380
Materials & Supplies				
Office Supplies	\$ 1,022	\$ 1,000	\$ 1,000	\$ —
Postage	367,396	332,106	432,335	335,000
Computer Hardware	—	—	2,012	—
Small Equipment	4,733	43,967	12,834	7,500
Office Furniture & Equipment	27,008	10,822	3,558	—



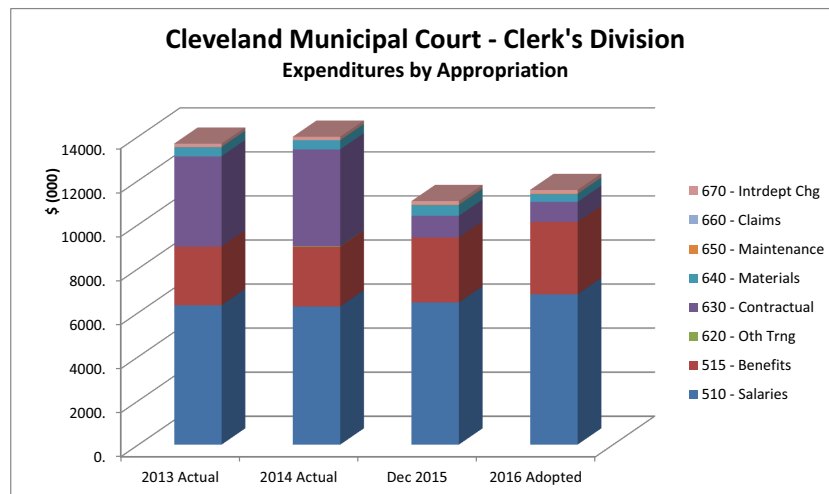
CLEVELAND MUNICIPAL COURT - CLERK'S DIVISION

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Food	154	641	662	500
Other Supplies	11,252	11,253	28,907	12,000
Just In Time Office Supplies	8,086	12,696	11,558	8,000
	\$ 419,651	\$ 412,486	\$ 492,866	\$ 363,000
Maintenance				
Maintenance Office Equipment	\$ 4,379	\$ 9,155	\$ 16,101	\$ 7,000
Maintenance Contracts	80	1,741	444	1,000
Car Washes	120	240	240	240
	\$ 4,579	\$ 11,136	\$ 16,785	\$ 8,240
Claims, Refunds, Maintenance				
Cash Short & Over	\$ —	\$ 800	\$ —	\$ 5,000
Judgements, Damages, & Claims	190	333	43	—
	\$ 190	\$ 1,133	\$ 43	\$ 5,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 57,520	\$ 58,976	\$ 71,942	\$ 72,838
Charges From Radio Comm System	13,320	5,433	3,290	5,006
Charges From Print & Repro	75,302	78,549	77,812	85,538
Charges From M.V.M.	1,929	5,883	4,093	4,360
	\$ 148,071	\$ 148,841	\$ 157,137	\$ 167,742
	\$ 13,669,712	\$ 13,980,695	\$ 11,057,504	\$ 11,567,341

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ 359,464	\$ 366,427	\$ 435,820	\$ 462,619
Fines, Forfeitures & Settlements	10,010,469	14,213,563	7,394,261	5,839,045
Miscellaneous	76,141	75,722	4,600	1,786
	\$ 10,446,074	\$ 14,655,712	\$ 7,834,681	\$ 6,303,450





CLEVELAND MUNICIPAL COURT - CLERK'S DIVISION

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
157	147	157	Chief Deputy Clerk	20,800.00	101,147.39
1	1	1	Clerk of Courts	58,191.00	58,191.00
158	148	158	TOTAL FULL TIME		
<u>PART TIME</u>					
11	8	13	Chief Deputy Clerk	20,800.00	101,147.39
17	0	17	Student Assistant	10.00	11.94
28	8	30	TOTAL PART TIME		
186	156	188	TOTAL DIVISION		



CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

Raymond L. Pianka, Judge

Mission Statement

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

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

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

PROGRAM NAME: "CLEAN HANDS" DOCKET

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

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

PROGRAM NAME: COMPREHENSIVE PLEA/SENTENCING

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

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

PROGRAM NAME: CORPORATE DOCKET

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

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

PROGRAM NAME: COURT COMMUNITY SERVICE (CCS)

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



CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

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

PROGRAM NAME: HOUSING COURT CLINIC

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

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

PROGRAM NAME: MEDIATION/ALTERNATIVE DISPUTE RESOLUTION

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

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

PROGRAM NAME: NEIGHBORHOOD ADVOCATES

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

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

PROGRAM NAME: NUISANCE ABATEMENT/"TOOL KIT"

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

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



CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

PROGRAM NAME: PLACARD PROGRAM

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

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

PROGRAM NAME: PROPERTY-OWNER FORECLOSURE LETTERS

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

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

PROGRAM NAME: RECEIVERSHIP/NUISANCE ABATEMENT CASES

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

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

PROGRAM NAME: SELECTIVE INTERVENTION PROGRAM ("SIP")

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

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

PROGRAM NAME: WARRANT/CAPIAS PROGRAM

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

ACTIVITY: The Warrant/Capias program is staffed by Housing Court Bailiffs and a Warrant Capias Coordinator. Staff members search public records, contact neighbors and other individuals,



CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

visit properties, and follow up on leads to locate criminal defendants that fail to appear in court.

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

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

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

CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 2,182,582	\$ 2,269,339	\$ 2,403,775	\$ 2,638,119
Elected Officials	37,050	37,050	37,050	37,050
Part-Time Permanent	16,491	44,917	80,369	94,378
Longevity	14,875	14,525	14,250	15,550
Separation Payments	25,373	64,051	7,001	50,000
Bonus Incentive	53,179	14,500	—	—
	\$ 2,329,549	\$ 2,444,382	\$ 2,542,445	\$ 2,835,097
Benefits				
Hospitalization	\$ 311,624	\$ 349,227	\$ 406,147	\$ 434,158
Flex Save Admin Fees	615	—	—	—
Prescription	75,582	73,350	83,327	88,881
Dental	24,037	23,199	22,444	24,348
Vision Care	2,418	2,266	2,056	2,520
Public Employees Retire System	302,928	323,572	358,648	392,796
Fica-Medicare	32,864	33,685	35,687	41,099
Workers' Compensation	27,062	30,379	27,819	27,006
Life Insurance	1,691	1,697	1,731	2,208
Unemployment Compensation	4,044	680	8,752	8,500
Clothing Allowance	3,000	3,300	6,063	5,250
	\$ 785,866	\$ 841,355	\$ 952,674	\$ 1,026,766
Other Training & Professional Dues				
Travel	\$ 3,165	\$ 1,203	\$ 3,612	\$ 1,700
Tuition & Registration Fees	6,568	4,431	7,009	10,600
Professional Dues & Subscript	10,040	10,512	10,638	10,000
	\$ 19,774	\$ 16,146	\$ 21,259	\$ 22,300
Contractual Services				
Professional Services	\$ 24,699	\$ 50,768	\$ 22,789	\$ 111,000
Court Reporter	75	1,130	2,365	2,500
Mileage (Private Auto)	4,338	5,891	4,417	6,000
Jury And Witness Fees	130	93	75	600
Parking In City Facilities	985	4,087	2,890	4,080
Insurance And Official Bonds	1,283	—	1,400	1,400
Other Contractual	—	—	—	500
	\$ 31,509	\$ 61,968	\$ 33,935	\$ 126,080
Materials & Supplies				
Office Supplies	\$ 2,077	\$ 1,269	\$ 141	\$ 1,750
Postage	82	—	—	100
Clothing	694	743	100	3,500



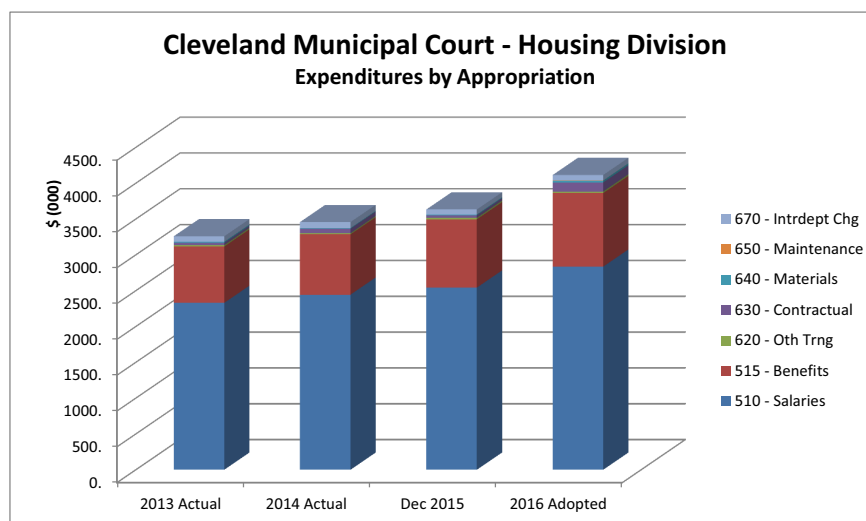
CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Office Furniture & Equipment	2,774	48	3,534	5,000
Other Supplies	2,737	1,676	3,902	11,220
Just In Time Office Supplies	7,364	5,940	4,694	5,000
	\$ 15,728	\$ 9,676	\$ 12,371	\$ 26,570
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 500
Car Washes	168	144	256	500
	\$ 168	\$ 144	\$ 256	\$ 1,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 13,471	\$ 12,859	\$ 10,848	\$ 10,983
Charges From Radio Comm System	1,971	9,151	4,885	8,344
Charges From Print & Repro	29,400	23,637	23,481	25,757
Charges From M.V.M.	31,256	37,950	30,596	31,184
	\$ 76,098	\$ 83,598	\$ 69,809	\$ 76,268
	\$ 3,258,692	\$ 3,457,270	\$ 3,632,749	\$ 4,114,081

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Fines, Forfeitures & Settlements	\$ 1,007,459	\$ 935,487	\$ 808,248	\$ 876,212
Miscellaneous	28,464	27,172	214	—
	\$ 1,035,923	\$ 962,659	\$ 808,462	\$ 876,212





CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	Budget 2015	December 2015		Budget 2016	Minimum
ADMINISTRATORS & OFFICIALS					
1	1	1	Housing Court Administrator	64,815.84	103,878.54
1	1	1	Judge	37,050.00	37,050.00
1	0	1	Personal Bailiff	63,969.00	85,591.85
<u>3</u>	<u>2</u>	<u>3</u>			
ADMINISTRATIVE SUPPORT					
1	1	1	Housing Court Administrative Assistant	23,063.94	58,939.38
1	1	1	Housing Court Receptionist	23,064.00	37,603.68
1	1	1	Housing Court Secretary	20,815.92	40,891.00
1	1	1	Housing Court Scheduler	23,063.94	54,755.16
<u>4</u>	<u>4</u>	<u>4</u>			
PROFESSIONALS					
1	1	1	Chief Housing Court Specialist	52,158.83	92,427.06
1	1	1	Deputy Bailiff Finance Officer	38,544.06	66,470.10
10	9	10	Housing Court Deputy Bailiff	22,173.84	54,367.68
1	1	1	Housing Court Coordinator	23,064.00	56,182.76
1	1	1	Deputy Bailiff Court Reporter	36,509.00	67,072.58
10	10	10	Housing Court Specialist	34,000.00	73,955.59
1	1	1	Housing Court Adr Specialist	42,178.00	90,045.81
1	1	1	Housing Court Chief Bailiff	38,884.00	94,348.04
1	1	1	Housing Court Chief Magistrate	71,667.00	125,383.66
1	1	1	Housing Court Compliance Specialist	35,000.00	50,000.00
5	5	5	Housing Court Magistrate	42,178.32	91,529.00
1	0	0	Housing Court Dp Bailiff / Judicial Clerk	21,993.75	54,490.42
2	3	3	Housing Court DP Bailiff / Staff Attorney	29,585.00	74,922.62
1	1	1	Project Coordinator	27,325.56	99,702.63
<u>37</u>	<u>36</u>	<u>37</u>			
PROTECTIVE SERVICES					
2	2	2	Deputy Bailiff Supervisor	44,167.00	70,245.91
<u>2</u>	<u>2</u>	<u>2</u>			
<u>46</u>	<u>44</u>	<u>46</u>	TOTAL FULL TIME		
PART TIME					
1	2	2	Housing Court Deputy Bailiff	22,173.84	54,367.68
0	1	1	Housing Court Specialist	34,000.00	73,955.59
1	1	1	Student Aide	10.00	11.94
<u>2</u>	<u>4</u>	<u>4</u>	TOTAL PART TIME		
<u>48</u>	<u>48</u>	<u>50</u>	TOTAL DIVISION		



DEPARTMENT OF AGING

Jane Fumich, 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 and Disability Resource Center Service)**

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

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

PROGRAM NAME: 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.



DEPARTMENT OF AGING

PROGRAM NAME: CLEVELAND TREE ASSISTANCE PROGRAM

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

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

**PROGRAM NAME: ECONOMIC SECURITY
(An Aging and Disability Resource Center Service)**

OBJECTIVES: To assist economically vulnerable Cleveland seniors get the assistance they need to improve their economic security.

ACTIVITIES: Providing a comprehensive assessment of the senior's financial situation, developing a holistic economic security plan that draws upon a wide range of potential benefits and solutions, and assistance to ensure they receive the recommended services and programs.

PROGRAM NAME: HOMELESS PREVENTION SERVICES FOR SENIORS

OBJECTIVES: To identify and assist seniors and adults with disabilities (50-59 years of age) at risk of homelessness.

ACTIVITIES: Provide case management and linkage to social services to assist clients at risk of becoming homeless.

**PROGRAM NAME: LONG TERM SUPPORT OPTIONS COUNSELING
(An Aging and Disability Resource Center Service)**

OBJECTIVES: To inform and guide seniors, adults with disabilities and informal caregivers in their deliberations to make informed choices about long term supports targeting individuals with the most immediate concerns, such as those at greater risks of institutionalization.

ACTIVITIES: Essential components of these services include: gathering information, exploring options, decision support, working with the client to develop an action plan, access to community supports and follow-up.

PROGRAM NAME: SENIOR HOMEOWNER ASSISTANCE PROGRAM

OBJECTIVES: To assist seniors and adults with disabilities in obtaining critical repairs for their homes.

ACTIVITIES: Provide financial assistance for critical health/safety home repairs for low income seniors and adults with disabilities.

PROGRAM NAME: SENIOR INITIATIVE

OBJECTIVES: To help seniors and adults with disabilities avoid becoming victims of scam contractors and to avoid citations for housing violations by providing resources to help with needed repairs.

ACTIVITIES: Conduct home visits and work with clients to assist them with serious housing concerns.

PROGRAM NAME: SPECIAL EVENTS

OBJECTIVES: To provide helpful service information to Cleveland seniors.

ACTIVITIES: **Senior Day** - a citywide celebration and recognition of the contributions our Cleveland seniors have made to their community.

Cleveland Senior Walk - to promote exercise, good nutrition and healthy life- styles for Cleveland seniors.

Senior Power - is a collaborative program with the Division of Police, Emergency Medical Services, the Division of Fire and the Department of Aging designed to increase knowledge



DEPARTMENT OF AGING

and awareness among older persons in the areas of crime prevention, fire hazards, emergency services, scams, fall prevention and other programs for the elderly.

Disability Awareness Day - to promote awareness of the abilities of seniors and adults living with disabilities.

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

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

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

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.

DEPARTMENT OF AGING

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 490,300	\$ 539,909	\$ 516,228	\$ 566,826
Seasonal	—	—	644	—
Part-Time Permanent	57,514	50,681	51,799	78,540
Longevity	1,075	2,025	1,550	1,975
Wage Settlements	—	3,564	3,564	—
Separation Payments	76,441	—	—	30,556
Overtime	—	19	58	—
	\$ 625,331	\$ 596,198	\$ 573,842	\$ 677,897
Benefits				
Hospitalization	\$ 46,741	\$ 52,698	\$ 85,206	\$ 101,561
Prescription	8,223	9,969	16,446	19,189
Dental	3,819	4,592	4,895	5,604
Vision Care	553	577	616	672
Public Employees Retire System	72,280	75,600	79,534	91,047
Fica-Medicare	8,699	7,815	8,061	9,384
Workers' Compensation	10,000	9,515	7,133	6,523
Life Insurance	370	375	419	480
Unemployment Compensation	—	—	—	10,916
	\$ 150,685	\$ 161,142	\$ 202,311	\$ 245,376
Other Training & Professional Dues				
Travel	\$ 2	\$ 474	\$ 6,289	\$ 5,857
Tuition & Registration Fees	505	125	445	445
Professional Dues & Subscript	—	—	—	203
	\$ 507	\$ 599	\$ 6,734	\$ 6,505
Contractual Services				
Professional Services	\$ 101,486	\$ 103,373	\$ 101,514	\$ 97,120
Travel- Non-Training	425	55	—	236
Mileage (Private Auto)	973	768	983	1,174
Program Promotion	—	—	50	100
Parking In City Facilities	2,711	2,210	1,725	2,149
Property Rental	—	2,323	—	—
Other Contractual	41,750	51,837	51,837	49,950
	\$ 147,345	\$ 160,566	\$ 156,110	\$ 150,729
Materials & Supplies				
Computer Supplies	\$ —	\$ —	\$ —	\$ 323
Clothing	74	877	—	330
Hardware & Small Tools	—	—	—	156
Office Furniture & Equipment	310	—	99	396
Food	2,645	3,232	3,258	8,200
Printed Materials	120	140	140	205
Other Supplies	1,132	636	400	739



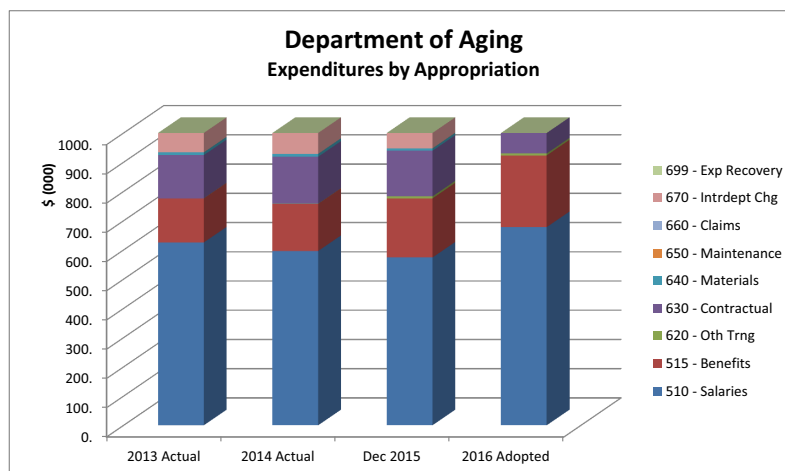
DEPARTMENT OF AGING

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Special Events Supplies	1,291	1,533	3,668	4,245
Just In Time Office Supplies	3,996	3,591	774	4,280
	\$ 9,569	\$ 10,010	\$ 8,340	\$ 18,874
Maintenance				
Computer Software Maintenance	\$ —	\$ —	\$ —	\$ 100
Car Washes	268	48	256	320
	\$ 268	\$ 48	\$ 256	\$ 420
Claims, Refunds, Maintenance				
Indirect Cost	\$ (865)	\$ —	\$ —	\$ —
	\$ (865)	\$ —	\$ —	\$ —
Interdepart Service Charges				
Charges From Telephone Exch	\$ 7,948	\$ 7,071	\$ 7,824	\$ 7,190
Charges From Water	—	8,649	—	—
Charges From Print & Repro	49,074	39,024	33,896	37,183
Charges From Central Storeroom	11,122	14,807	10,289	11,346
Charges From M.V.M.	18,192	24,795	17,177	18,343
	\$ 86,336	\$ 94,346	\$ 69,186	\$ 74,062
Expenditure Recovery				
Expenditure Recovery	\$ —	\$ 1,406	\$ 22,631	\$ —
	\$ —	\$ 1,406	\$ 22,631	\$ —
	\$ 1,019,176	\$ 1,024,315	\$ 1,039,410	\$ 1,173,863

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ —	\$ —	\$ 400	\$ —
Grant Revenue	390	—	—	—
Miscellaneous	6,872	16,803	20,714	200
	\$ 7,262	\$ 16,803	\$ 21,114	\$ 200





DEPARTMENT OF AGING

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	Budget 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Director of Aging	50,795.81	191,316.74
1	1	1			
<u>PARA-PROFESSIONALS</u>					
3	3	3	Geriatric Outreach Worker	10.00	22.62
3	3	3			
<u>PROFESSIONALS</u>					
0	1	1	Aging Services Administrator		
2	2	2	Administrative Manager	27,193.55	115,424.36
1	1	1	Grants Administrator	22,333.40	83,008.39
2	2	2	Project Coordinator	27,325.56	99,702.63
1	0	0	Supervisor Admin Services-Data	20,800.00	62,770.08
6	6	6			
10	10	10	TOTAL FULL TIME		
<u>PART TIME</u>					
1	0	0	Asst Aging Services Administrator	20,800.00	68,738.75
0	1	1	Geriatric Outreach Worker	10.00	22.62
1	1	1	Intake Specialist	10.00	17.21
1	1	1	Project Director	22,333.40	88,646.98
3	3	3	TOTAL PART TIME		
13	13	13	TOTAL DIVISION		



DEPARTMENT OF HUMAN RESOURCES

Nycole West, Interim 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

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 904,398	\$ 963,552	\$ 847,395	\$ 956,223
Seasonal	—	—	7,935	21,106
Part-Time Permanent	16,664	14,254	13,452	22,292
Longevity	4,925	5,225	5,050	4,525
Wage Settlements	—	226	226	—
Separation Payments	9,298	10,376	14,056	10,000
Overtime	92	144	—	—
	\$ 935,376	\$ 993,778	\$ 888,114	\$ 1,014,146
Benefits				
Hospitalization	\$ 124,792	\$ 139,139	\$ 152,258	\$ 178,749
Flex Save Admin Fees	301	—	—	—
Prescription	25,461	24,717	28,706	35,708
Dental	7,777	7,929	6,740	8,352
Vision Care	811	840	707	900
Public Employees Retire System	128,582	138,020	122,868	140,670
Fica-Medicare	13,100	13,873	12,368	14,710
Workers' Compensation	14,164	13,776	11,295	9,292
Life Insurance	655	710	602	816
	\$ 315,644	\$ 339,004	\$ 335,542	\$ 389,197
Other Training & Professional Dues				
Travel	\$ 241	\$ —	\$ 3,663	\$ 2,000
Tuition & Registration Fees	9,560	7,324	4,228	3,500
Other Training Supplies	1,335	—	—	—
Mileage (Priv Auto) Trng Prps	167	—	—	500
Professional Dues & Subscript	—	655	—	9,000
	\$ 11,303	\$ 7,979	\$ 7,891	\$ 15,000
Contractual Services				
Professional Services	\$ 590,125	\$ 406,226	\$ 464,470	\$ 630,500
COBRA-Medical Coverage	—	260,000	—	36,000
Mileage (Private Auto)	156	—	44	—
Expense Account Reimbursement	—	160	—	—
Advertising And Public Notice	200	3,178	480	4,000
Parking In City Facilities	1,749	1,901	2,429	2,500
Wellness Expense Healthspan	—	1,666	—	—
Other Contractual	45,625	120	260,120	260,000
Refunds & Miscellaneous	—	—	3,377	—
	\$ 637,855	\$ 673,250	\$ 730,920	\$ 933,000
Materials & Supplies				
Office Supplies	\$ —	\$ 204	\$ 74	\$ 1,500
Postage	—	—	48	—
Computer Supplies	170	—	1,980	2,000



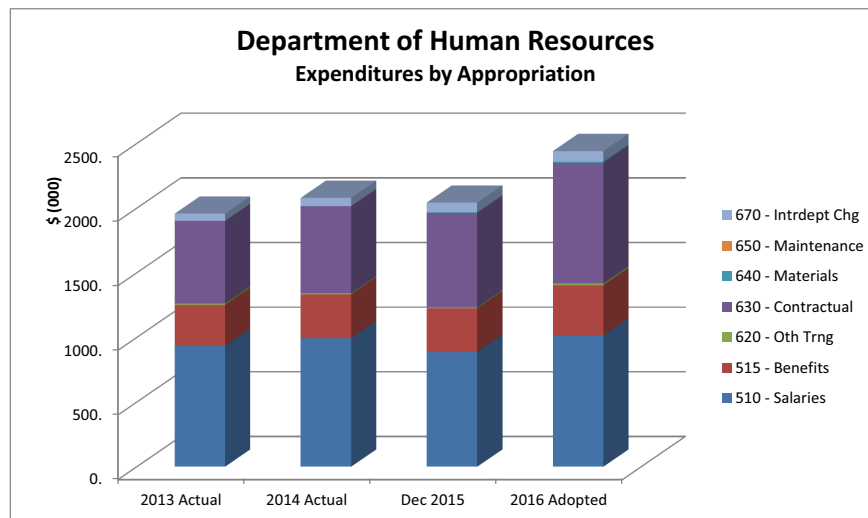
DEPARTMENT OF HUMAN RESOURCES

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Chemical	—	(2,432)	—	—
Medical Supplies	—	—	—	100
Food	—	568	177	600
Paper And Other Printing Suppl	325	—	660	—
Other Supplies	—	1,461	—	1,000
Just In Time Office Supplies	1,501	2,181	1,596	1,500
	\$ 1,996	\$ 1,982	\$ 4,535	\$ 6,700
Maintenance				
Maintenance Contracts	\$ —	\$ —	\$ 735	\$ 800
	\$ —	\$ —	\$ 735	\$ 800
Interdepart Service Charges				
Charges From Telephone Exch	\$ 3,032	\$ 2,945	\$ 3,606	\$ 3,651
Charges From Print & Repro	35,526	37,512	44,115	48,393
Charges From Central Storeroom	16,189	22,487	27,273	30,078
	\$ 54,747	\$ 62,944	\$ 74,994	\$ 82,122
	\$ 1,956,921	\$ 2,078,936	\$ 2,042,731	\$ 2,440,965

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ 160	\$ 788	\$ —	\$ —
Miscellaneous	595,440	15,533	83,648	24,460
	\$ 595,600	\$ 16,321	\$ 83,648	\$ 24,460





DEPARTMENT OF HUMAN RESOURCES

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	0	0	Assistant Director-General	36,590.39	154,089.52
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
0	1	1	HR Fiscal Administrator	22,333.40	70,234.84
7	7	7	HR Program Planning and Mgmt Administration	26,273.96	91,088.49
10	10	10			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Private Secretary to the Director	20,800.00	52,504.47
1	1	1			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	27,193.55	115,424.36
1	0	0	Budget Analyst	20,800.00	58,534.37
1	0	1	Labor Relations Assistant	20,800.00	59,516.40
2	1	2	Labor Relations Officer	27,325.56	85,577.88
1	1	1	Senior Systems Analyst	20,800.00	87,543.86
1	1	1	Supervisor of Computer Operations	30,214.95	98,444.95
7	4	6			
18	15	17	TOTAL FULL TIME		
<u>PART TIME</u>					
0	1	1	Student Assistant	10.00	11.94
1	1	1	Junior Personnel Assistant	20,800.00	43,469.45
1	2	2	TOTAL PART TIME		
19	17	19	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.

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

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 4,429,664	\$ 4,565,848	\$ 4,513,414	\$ 4,960,976
Part-Time Permanent	(1,308)	—	3,205	—
Student Trainees	5,215	—	—	—
Longevity	27,375	27,700	26,725	25,525
Wage Settlements	—	119	119	—
Separation Payments	38,865	61,992	45,859	84,000
Overtime	—	5	—	—
	\$ 4,499,811	\$ 4,655,664	\$ 4,589,323	\$ 5,070,501
Benefits				
Hospitalization	\$ 557,432	\$ 609,815	\$ 698,094	\$ 788,801
Flex Save Admin Fees	1,431	—	—	—
Prescription	136,202	129,680	149,562	168,355
Dental	40,364	40,036	38,111	42,345
Vision Care	4,332	4,128	3,907	4,808
Public Employees Retire System	630,438	666,735	660,363	713,074
Fica-Medicare	60,761	62,866	61,247	67,810
Workers' Compensation	68,985	61,456	58,127	68,927
Life Insurance	3,097	3,032	3,072	3,844
	\$ 1,503,041	\$ 1,577,748	\$ 1,672,485	\$ 1,857,964
Other Training & Professional Dues				
Travel	\$ 2,947	\$ 6,025	\$ 8,770	\$ 6,500
Tuition & Registration Fees	23,100	1,450	23,295	2,000
Professional Dues & Subscript	144,758	80,769	100,521	150,000
	\$ 170,805	\$ 88,244	\$ 132,586	\$ 158,500
Contractual Services				
Professional Services	\$ 1,285,316	\$ 1,393,896	\$ 2,613,313	\$ 2,000,000
Court Reporter	74,987	67,418	65,801	75,000
Program Promotion	—	—	135	—
Parking In City Facilities	1,437	1,473	1,644	1,500
Insurance And Official Bonds	—	—	250	250
Other Contractual	9,273	653	4,743	5,000
Local Match-Grant Programs	38,466	40,000	77,761	37,891
	\$ 1,409,479	\$ 1,503,440	\$ 2,763,645	\$ 2,119,641
Materials & Supplies				
Office Supplies	\$ 2,286	\$ 2,739	\$ 1,081	\$ 3,000
Postage	644	358	1,585	1,500
Computer Software	3,786	—	—	—
Just In Time Office Supplies	4,263	5,906	5,725	5,000
	\$ 10,979	\$ 9,002	\$ 8,391	\$ 9,500



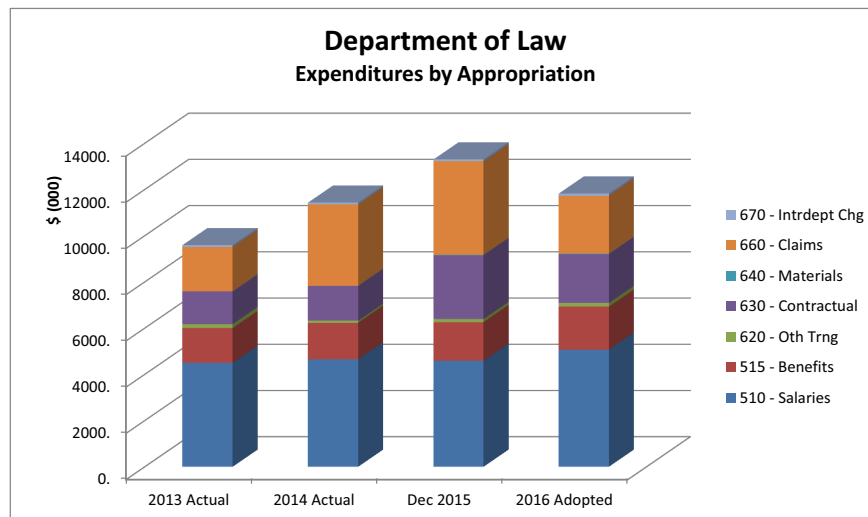
DEPARTMENT OF LAW

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Claims, Refunds, Maintenance				
Court Costs	\$ 25,413	\$ 15,591	\$ 14,820	\$ 20,000
Judgements, Damages, & Claims	1,894,063	3,505,341	4,036,110	2,500,000
Other Refunds & Adjustments	—	—	500	—
	\$ 1,919,475	\$ 3,520,932	\$ 4,051,430	\$ 2,520,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 19,039	\$ 18,298	\$ 20,912	\$ 21,172
Charges From Print & Repro	48,787	44,943	50,953	55,893
Charges From Central Storeroom	8,443	8,575	6,156	6,789
Charges From M.V.M.	1,449	3,024	1,300	1,890
	\$ 77,717	\$ 74,841	\$ 79,320	\$ 85,744
	\$ 9,591,308	\$ 11,429,871	\$ 13,297,180	\$ 11,821,850

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ —	\$ 18	\$ —	\$ —
Fines, Forfeitures & Settlements	16,526	1,210	13,939	—
Miscellaneous	227,753	88,441	14,375	8,000
	\$ 244,279	\$ 89,669	\$ 28,314	\$ 8,000





DEPARTMENT OF LAW

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
6	5	5	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	0	1	First Assistant Prosecutor	31,500.00	136,692.31
1	1	1	Supervisor of Hardware Evaluation	30,214.95	98,444.95
13	11	12			
<u>ADMINISTRATIVE SUPPORT</u>					
6	3	4	Legal Secretary	20,800.00	50,700.42
2	2	2	Senior Clerk	12.47	17.43
8	5	6			
<u>PARA-PROFESSIONALS</u>					
2	2	2	Chief Legal Investigator	23,647.11	74,000.47
1	1	1	Claims Examiner	10.00	24.50
3	3	3	Docket Clerk	20,800.00	40,109.95
0	0	1	Paralegal	20,800.00	48,254.00
6	6	7			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	27,193.55	115,424.36
3	3	3	Assistant Administrator	20,800.00	68,745.41
24	20	23	Assistant Director of Law I (S)	26,250.00	93,199.31
3	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	17	Assistant Prosecutor	23,100.00	105,625.89
3	3	3	Misdemeanor Investigator	20,800.00	52,489.70
1	1	1	Personnel Administrator	26,273.96	91,088.49
1	1	1	Project Director	22,333.40	88,646.98
54	47	52			
81	69	77	TOTAL FULL TIME		
81	69	77	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

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 533,011	\$ 443,956	\$ 510,659	\$ 601,701
Seasonal	39,976	42,107	65,223	84,436
Longevity	2,900	2,025	2,325	2,225
Wage Settlements	—	47	47	—
Separation Payments	—	51,400	—	—
Overtime	—	—	81	—
	\$ 575,887	\$ 539,535	\$ 578,335	\$ 688,362
Benefits				
Hospitalization	\$ 42,753	\$ 32,030	\$ 41,201	\$ 48,320
Flex Save Admin Fees	112	—	—	—
Prescription	10,954	7,190	9,105	10,806
Dental	2,838	1,778	2,030	2,496
Vision Care	377	274	283	360
Public Employees Retire System	79,083	66,810	81,238	96,371
Fica-Medicare	8,174	7,654	8,141	9,983
Workers' Compensation	8,452	7,298	7,666	6,050
Life Insurance	313	240	277	384
	\$ 153,056	\$ 123,274	\$ 149,942	\$ 174,770
Other Training & Professional Dues				
Travel	\$ 231	\$ 3,922	\$ 3,481	\$ 17,000
Tuition & Registration Fees	1,010	12,640	1,260	2,600
Mileage (Priv Auto) Trng Prps	162	—	—	200
Professional Dues & Subscript	1,635	10,080	5,954	6,700
	\$ 3,039	\$ 26,642	\$ 10,695	\$ 26,500
Contractual Services				
Professional Services	\$ 750	\$ 1,600	\$ —	\$ 2,000
Mileage (Private Auto)	70	—	—	—
Advertising And Public Notice	—	—	—	2,000
Parking In City Facilities	2,627	2,648	2,911	3,000
Insurance And Official Bonds	—	—	283	—
Support Services	—	—	35,000	—
Other Contractual	254,578	299,275	288,025	342,000
	\$ 258,025	\$ 303,523	\$ 326,219	\$ 349,000
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 99	\$ 200
Postage	842	1,073	1,449	1,200
Computer Software	—	—	—	300
Food	—	265	220	200



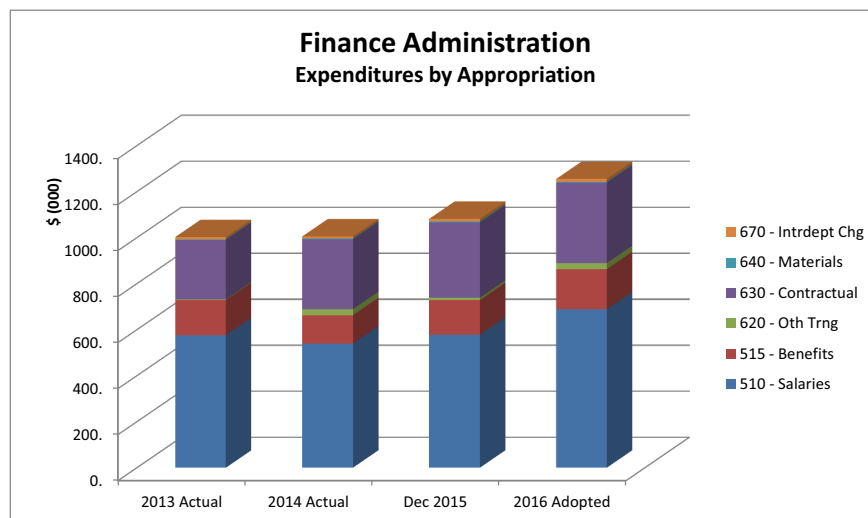
FINANCE ADMINISTRATION

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Other Supplies	—	—	—	250
Safety Equipment	—	—	691	—
Just In Time Office Supplies	1,802	1,777	2,462	2,000
	\$ 2,644	\$ 3,115	\$ 4,920	\$ 4,150
Interdepart Service Charges				
Charges From Telephone Exch	\$ 6,009	\$ 4,858	\$ 6,569	\$ 6,650
Charges From Print & Repro	3,113	3,806	4,689	5,144
Charges From Central Storeroom	319	109	199	220
Charges From M.V.M.	52	33	36	30
Charges From Parking Garage	—	62	8	—
	\$ 9,493	\$ 8,868	\$ 11,501	\$ 12,044
	\$ 1,002,145	\$ 1,004,958	\$ 1,081,612	\$ 1,254,826

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ 500	\$ —	\$ —	\$ —
Licenses & Permits	1,225	—	25	—
Miscellaneous	158,826	6,848	273	—
	\$ 160,551	\$ 6,848	\$ 298	\$ —





FINANCE ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Director of Finance	50,795.81	191,316.74
1	0	0	Asst Secy of Sinking Fund	27,325.56	108,011.58
1	0	0	Safety Programs Officer 1	25,000.00	73,126.73
1	0	1	Secretary to Director of Finance	36,590.00	154,089.52
<u>4</u>	<u>1</u>	<u>2</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Jr Personnel Assistant	20,800.00	43,469.45
1	0	0	Private Secretary to Director	20,800.00	52,504.47
<u>2</u>	<u>1</u>	<u>1</u>			
<u>PARA-PROFESSIONALS</u>					
1	0	0	Chief Legal Investigator	23,647.11	74,000.47
<u>1</u>	<u>0</u>	<u>0</u>			
<u>PROFESSIONALS</u>					
1	1	1	Assistant Administrator	20,800.00	68,745.41
1	1	1	Deputy Project Director	20,800.00	69,383.29
1	2	2	Project Coordinator	27,325.56	99,702.63
1	1	1	Risk Manager	27,325.56	108,011.58
<u>4</u>	<u>5</u>	<u>5</u>			
<u>11</u>	<u>7</u>	<u>8</u>	TOTAL FULL TIME		
<u>PART TIME</u>					
4	4	4	Student Aide	10.00	11.94
<u>4</u>	<u>4</u>	<u>4</u>	TOTAL PART TIME		
<u>15</u>	<u>11</u>	<u>12</u>	TOTAL DIVISION		



DIVISION OF ACCOUNTS

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

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

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

PROGRAM NAME: ACCOUNTS PAYABLE

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

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

PROGRAM NAME: GENERAL ACCOUNTING

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

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

PROGRAM NAME: PAYROLL

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

ACTIVITIES: Collect and disburse data and reports.

PROGRAM NAME: RECORD MANAGEMENT

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

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



DIVISION OF ACCOUNTS

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 892,071	\$ 839,904	\$ 865,775	\$ 932,572
Part-Time Permanent	31,326	28,217	24,176	34,004
Longevity	6,750	6,725	6,050	7,000
Wage Settlements	—	6,993	7,380	—
Separation Payments	29,517	21,625	—	20,000
Overtime	—	65	—	—
	\$ 959,663	\$ 903,528	\$ 903,381	\$ 993,576
Benefits				
Hospitalization	\$ 102,194	\$ 86,488	\$ 109,325	\$ 130,211
Flex Save Admin Fees	176	—	—	—
Prescription	24,057	17,511	22,559	27,426
Dental	6,790	5,229	5,278	6,504
Vision Care	1,124	945	932	1,104
Public Employees Retire System	125,486	122,942	125,121	136,301
Fica-Medicare	12,549	12,084	12,038	14,407
Workers' Compensation	12,497	12,254	10,269	9,445
Life Insurance	720	622	625	816
	\$ 285,593	\$ 258,074	\$ 286,148	\$ 326,214
Other Training & Professional Dues				
Travel	\$ 870	\$ 1,011	\$ 559	\$ 5,750
Tuition & Registration Fees	2,932	1,022	1,479	4,500
Professional Dues & Subscript	986	1,570	1,351	2,250
	\$ 4,788	\$ 3,603	\$ 3,389	\$ 12,500
Contractual Services				
Professional Services	\$ 164,300	\$ 249,000	\$ 252,872	\$ 319,191
Travel- Non-Training	—	110	—	—
Advertising And Public Notice	200	—	—	—
Parking In City Facilities	105	56	99	—
Insurance And Official Bonds	—	—	327	—
Other Contractual	381,740	322,203	570,226	383,327
	\$ 546,345	\$ 571,368	\$ 823,524	\$ 702,518
Materials & Supplies				
Office Supplies	\$ 1,890	\$ —	\$ 945	\$ 1,500
Postage	1,305	703	539	1,000
Just In Time Office Supplies	2,454	5,226	1,227	2,500
	\$ 5,649	\$ 5,929	\$ 2,711	\$ 5,000



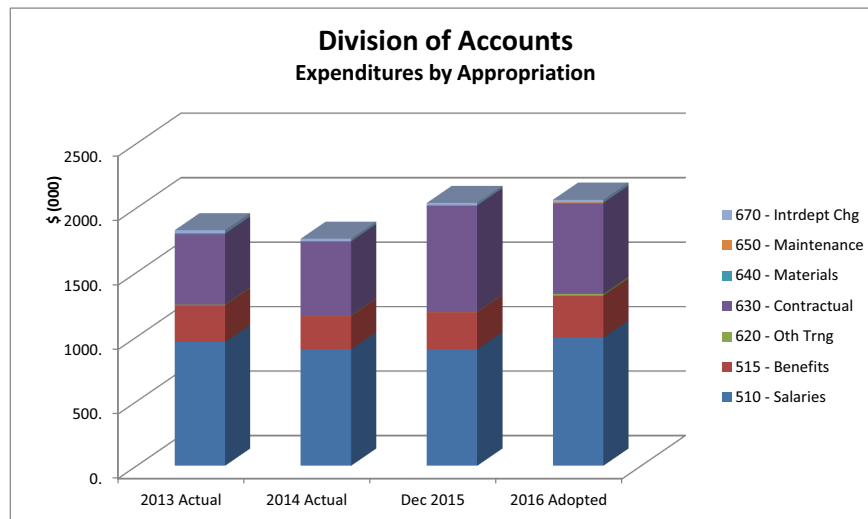
DIVISION OF ACCOUNTS

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Maintenance				
Maintenance Office Equipment	\$ 179	\$ —	\$ —	\$ 2,000
Repair Parts	—	234	—	—
	\$ 179	\$ 234	\$ —	\$ 2,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 1,951	\$ 1,548	\$ 1,903	\$ 1,926
Charges From Print & Repro	7,783	7,962	7,406	8,124
Charges From Central Storeroom	14,610	8,253	9,554	10,536
	\$ 24,343	\$ 17,763	\$ 18,862	\$ 20,586
	\$ 1,826,560	\$ 1,760,499	\$ 2,038,015	\$ 2,062,394

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Miscellaneous	\$ 11,673	\$ 11,169	\$ 20	\$ —
	\$ 11,673	\$ 11,169	\$ 20	\$ —





DIVISION OF ACCOUNTS

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Commissioner of Accounts	40,314.82	145,820.32
1	0	1	Deputy Commissioner of Accounts	26,273.96	97,598.31
<u>2</u>	<u>1</u>	<u>2</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	0	0	Chief Clerk	22,050.00	52,504.47
5	4	4	Principal Clerk	14.88	21.12
1	1	1	Receptionist	10.00	16.38
<u>7</u>	<u>5</u>	<u>5</u>			
<u>PROFESSIONALS</u>					
2	2	2	Accountant II	14.88	23.30
1	1	1	Accountant IV	20,800.00	65,610.28
1	1	1	Administrative Officer	20,800.00	58,499.94
1	1	1	Central Payroll Supervisor	20,800.00	92,276.53
1	1	1	Chief Systems Analyst	27,325.56	108,011.58
1	1	1	Deputy Central Payroll Supervisor	20,800.00	69,668.31
1	2	2	Personnel Administrator	26,273.96	91,088.49
1	1	1	Senior Personnel Assistant	20,800.00	55,388.98
<u>9</u>	<u>10</u>	<u>10</u>			
<u>18</u>	<u>16</u>	<u>17</u>	TOTAL FULL TIME		
<u>PART TIME</u>					
1	1	1	Auditor	20,800.00	64,697.92
<u>19</u>	<u>17</u>	<u>18</u>	TOTAL DIVISION		



DIVISION OF ASSESSMENTS AND LICENSES

Dedrick C. Stephens, CFE, Commissioner

Mission Statement

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

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

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

PROGRAM NAME: ADMINISTRATION STRATEGIC BUSINESS UNIT

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

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

PROGRAM NAME: ADMINISTRATION - ASSESSMENTS

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

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

PROGRAM NAME: ADMINISTRATION - LICENSING AND PERMITS

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

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



DIVISION OF ASSESSMENTS AND LICENSES

PROGRAM NAME: BILLING STRATEGIC BUSINESS UNIT

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

ACTIVITIES: **Ambulance Transportation Service Billing and Collections-** Invoice and collect the cost of ambulance transportation services provided by EMS, Fire Department and Port Control from those treated and transported as well as from medical insurance carriers. Pre-bill research and verification; medical coding; generate and distribute invoices; bill appropriate medical insurance carriers; electronic claims submission and remittance; manage accounts receivable; collect delinquent accounts; comply with various federal and state statutes including the Health Insurance Portability and Accountability Act; manage collection agency relationship; maintain management information system of billing and collection activities. Over 75,000 invoices billed annually.

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

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

PROGRAM NAME: COMPLIANCE STRATEGIC BUSINESS UNIT

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

PROGRAM NAME: COMPLIANCE - LICENSES

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

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

PROGRAM NAME: COMPLIANCE - TAX ADMINISTRATION

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

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



DIVISION OF ASSESSMENTS AND LICENSES

PROGRAM NAME: COMPLIANCE - WEIGHTS AND MEASURES

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

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



DIVISION OF ASSESSMENTS AND LICENSES

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,463,060	\$ 1,305,198	\$ 1,353,712	\$ 1,477,846
Longevity	8,425	8,750	7,800	8,850
Wage Settlements	—	6,484	6,738	—
Separation Payments	3,299	20,793	12,798	—
Overtime	52,996	42,307	66,854	36,000
	\$ 1,527,779	\$ 1,383,531	\$ 1,447,902	\$ 1,522,696
Benefits				
Hospitalization	\$ 267,504	\$ 254,692	\$ 322,506	\$ 369,408
Prescription	62,474	54,040	64,671	74,045
Dental	20,462	18,013	17,611	19,872
Vision Care	2,154	2,004	1,932	2,240
Public Employees Retire System	206,752	189,599	198,562	213,177
Fica-Medicare	21,503	19,364	20,151	22,079
Workers' Compensation	20,595	26,635	16,613	15,148
Life Insurance	1,343	1,169	1,186	1,552
Clothing Allowance	975	820	770	2,870
Clothing Maintenance	—	—	—	180
	\$ 603,763	\$ 566,336	\$ 644,003	\$ 720,571
Other Training & Professional Dues				
Travel	\$ —	\$ 5,025	\$ 2,715	\$ 5,025
Tuition & Registration Fees	2,135	3,698	3,380	3,800
Other Training Supplies	703	442	—	400
Professional Dues & Subscript	1,030	1,743	710	1,105
	\$ 3,868	\$ 10,908	\$ 6,805	\$ 10,330
Utilities				
Security & Monitoring System	\$ —	\$ —	\$ —	\$ 100
	\$ —	\$ —	\$ —	\$ 100
Contractual Services				
Professional Services	\$ 498,120	\$ 437,407	\$ 612,164	\$ 1,130,790
Court Reporter	326	—	2,960	3,000
Mileage (Private Auto)	275	76	192	1,150
Expense Account Reimbursement	—	—	66	100
Advertising And Public Notice	13,034	9,888	28,122	10,300
Parking In City Facilities	183	46	233	400
Insurance And Official Bonds	—	—	250	250
Other Contractual	69,005	3,433	131,203	—
County Aud & Treas Coll Fee	—	(71)	—	—
Credit Card Processing Fees	175,672	200,323	206,324	205,000
	\$ 756,615	\$ 651,103	\$ 981,513	\$ 1,350,990



DIVISION OF ASSESSMENTS AND LICENSES

Expenditures (Continued)

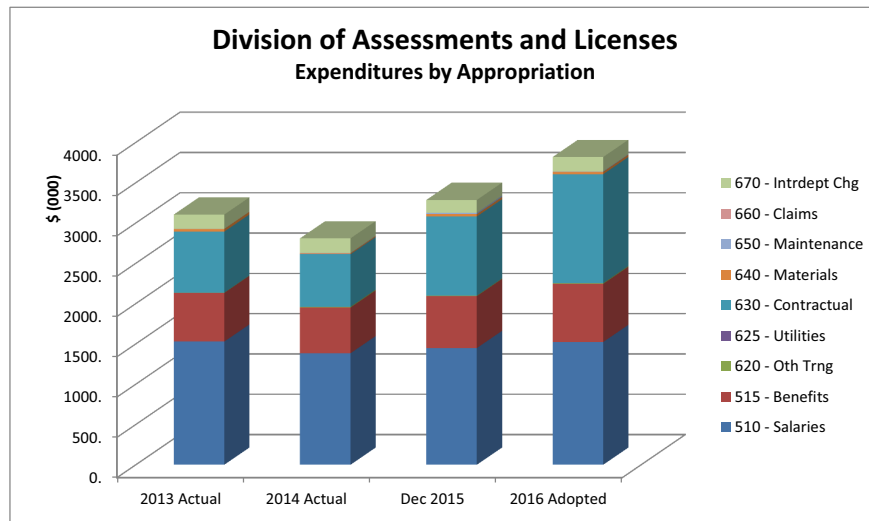
	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Materials & Supplies				
Office Supplies	\$ 1,589	\$ 2,647	\$ 2,492	\$ 2,800
Postage	25,200	259	(651)	1,000
Computer Software	—	—	3,849	4,000
Small Equipment	1,972	88	5,383	3,862
Other Supplies	737	4,066	1,202	9,700
Safety Equipment	—	—	10,131	100
Just In Time Office Supplies	4,544	6,355	5,985	8,500
	\$ 34,042	\$ 13,415	\$ 28,390	\$ 29,962
Maintenance				
Maintenance Office Equipment	\$ —	\$ 475	\$ —	\$ —
Maintenance Contracts	949	—	—	—
Computer Software Maintenance	—	3,020	16,837	6,000
	\$ 949	\$ 3,495	\$ 16,837	\$ 6,000
Claims, Refunds, Maintenance				
Court Costs	\$ —	\$ —	\$ 35	\$ —
	\$ —	\$ —	\$ 35	\$ —
Interdepart Service Charges				
Charges From Telephone Exch	\$ 11,722	\$ 11,138	\$ 14,527	\$ 14,708
Charges From Print & Repro	59,861	69,104	72,697	79,747
Charges From Central Storeroom	86,001	75,611	60,974	67,243
Charges From M.V.M.	19,538	24,658	12,021	16,030
	\$ 177,121	\$ 180,511	\$ 160,219	\$ 177,728
	\$ 3,104,137	\$ 2,809,299	\$ 3,285,705	\$ 3,818,377

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ 151,738	\$ 120,440	\$ 123,268	\$ 160,200
Fines, Forfeitures & Settlements	7,450	75	1,325	2,000
Licenses & Permits	387,523	296,229	340,917	336,690
Miscellaneous	17,431	62,766	4,431	2,000
Other Tax	31,629,199	32,114,678	36,982,958	36,452,500
	\$ 32,193,340	\$ 32,594,188	\$ 37,452,900	\$ 36,953,390



DIVISION OF ASSESSMENTS AND LICENSES





DIVISION OF ASSESSMENTS AND LICENSES

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	Budget 2015	Budget 2016		December 2015	Minimum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Assistant Commissioner of Assessments and Licenses	23,647.11	93,401.98
1	1	1	Commissioner of Assessments and Licenses	40,314.82	134,602.24
2	2	2			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Principal Cashier	14.66	24.95
3	3	3	Senior Cashier	12.57	21.23
4	4	4			
<u>PARA-PROFESSIONALS</u>					
1	1	1	Chief Legal Investigator	23,647.11	74,000.47
1	1	1			
<u>PROFESSIONALS</u>					
2	2	2	Administrative Manager	27,193.55	115,424.36
2	2	2	Assessments Analyst	20,800.00	56,638.27
2	2	2	Assistant Administrator	20,800.00	68,745.41
1	1	1	Assistant Director of Law I	26,250.00	93,199.31
1	1	1	Auditor	20,800.00	64,697.92
2	2	3	Medical Billing Reimbursement Specialist	10.42	22.50
3	3	3	Medical Coder & Billing Analyst	10.17	23.19
2	2	2	Miscellaneous Investigator	15.35	19.57
3	3	3	Project Coordinator	27,325.56	99,702.63
18	18	19			
<u>TECHNICIANS</u>					
3	2	3	Inspector of Weights & Measures	12.89	18.81
5	2	3	Senior Data Conversion Operator	13.47	19.37
1	1	1	Supervisor of Weights & Measures	20,800.00	70,264.38
9	5	7			
34	30	33	TOTAL FULL TIME		
34	30	33	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

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 364,678	\$ 475,623	\$ 418,571	\$ 483,256
Longevity	2,625	2,625	2,725	2,900
Separation Payments	2,153	—	—	—
	\$ 369,456	\$ 478,248	\$ 421,296	\$ 486,156
Benefits				
Hospitalization	\$ 42,019	\$ 56,801	\$ 62,735	\$ 75,268
Prescription	10,754	13,054	13,982	17,026
Dental	3,009	3,741	3,375	4,848
Vision Care	370	404	344	444
Public Employees Retire System	48,320	66,803	59,558	68,062
Fica-Medicare	5,220	6,762	5,934	7,051
Workers' Compensation	4,728	4,773	5,436	4,407
Life Insurance	242	284	247	336
	\$ 114,662	\$ 152,622	\$ 151,610	\$ 177,442
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 400	\$ 572	\$ 400	\$ 1,500
Mileage (Priv Auto) Trng Prps	90	272	282	500
Professional Dues & Subscript	—	324	—	500
	\$ 490	\$ 1,168	\$ 682	\$ 2,500
Contractual Services				
Parking In City Facilities	\$ 172	\$ 163	\$ 212	\$ 350
Insurance And Official Bonds	11,060	—	—	11,400
Other Contractual	34,057	36,267	36,196	41,500
	\$ 45,288	\$ 36,430	\$ 36,408	\$ 53,250
Materials & Supplies				
Office Supplies	\$ 65	\$ —	\$ 246	\$ 1,000
Postage	—	—	50	100
Office Furniture & Equipment	—	4,839	—	7,104
Other Supplies	2,665	2,453	2,506	3,000
Just In Time Office Supplies	444	540	766	1,000
	\$ 3,173	\$ 7,832	\$ 3,568	\$ 12,204
Maintenance				
Maintenance Office Equipment	\$ 2,980	\$ 3,415	\$ 3,886	\$ 4,300
Maintenance Contracts	836	836	838	1,500
	\$ 3,816	\$ 4,251	\$ 4,724	\$ 5,800



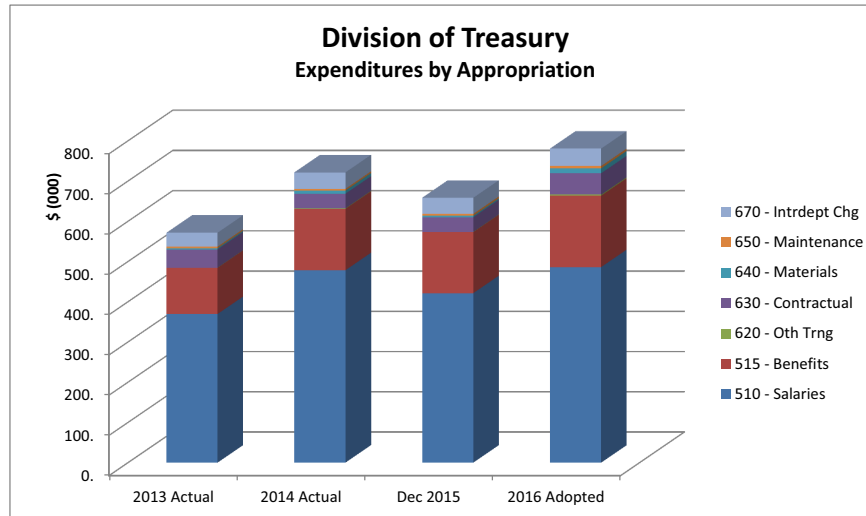
DIVISION OF TREASURY

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 5,212	\$ 6,436	\$ 9,712	\$ 9,833
Charges From Print & Repro	3,072	4,255	2,534	2,779
Charges From Central Storeroom	26,274	30,197	27,863	30,728
	\$ 34,558	\$ 40,888	\$ 40,108	\$ 43,340
	\$ 571,443	\$ 721,440	\$ 658,396	\$ 780,692

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ —	\$ (725)	\$ 725	\$ —
Miscellaneous	4,288	4,350	40	—
Interest Earnings/Investment Income	466,979	438,562	445,624	430,000
	\$ 471,267	\$ 442,187	\$ 446,389	\$ 430,000





DIVISION OF TREASURY

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	City Treasurer	42,758.15	140,514.00
1	1	1	Deputy City Treasurer	26,273.96	94,755.63
<u>2</u>	<u>2</u>	<u>2</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Principal Cashier	14.66	24.95
<u>1</u>	<u>1</u>	<u>1</u>			
<u>PROFESSIONALS</u>					
2	1	2	Fiscal Manager	23,647.11	93,401.98
1	1	1	Investment Manager	23,647.11	93,401.98
1	1	1	Senior Personnel Assistant	20,800.00	55,388.98
<u>4</u>	<u>3</u>	<u>4</u>			
<u>7</u>	<u>6</u>	<u>7</u>	TOTAL FULL TIME		
<u>7</u>	<u>6</u>	<u>7</u>	TOTAL DIVISION		



DIVISION OF PURCHASES AND SUPPLIES

Tiffany White-Johnson, Commissioner

Mission Statement

To purchase in a timely manner all goods and services for the City, of the correct quality and at the lowest possible cost, in support of the mission of the City of Cleveland and in compliance with all Codified Ordinances.

The Division of Purchases and Supplies is the central office through which all competitively bid purchases for the City are processed, under such regulations as are provided by ordinance and by the direction of the Board of Control. The Division also disposes of all property, real and personal, that has been deemed unsuitable for use, not needed by the City, or may have been condemned as useless. The procurement of goods and services and disposals are processed through the submission of requisitions and/or competitive bidding as required by ordinance authorization.

PROGRAM NAME: PURCHASES AND SUPPLIES

OBJECTIVES: To procure quality commodities and services at the lowest possible cost and in a timely manner through effective and efficient competitive bidding. To meet or exceed CSB/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, 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

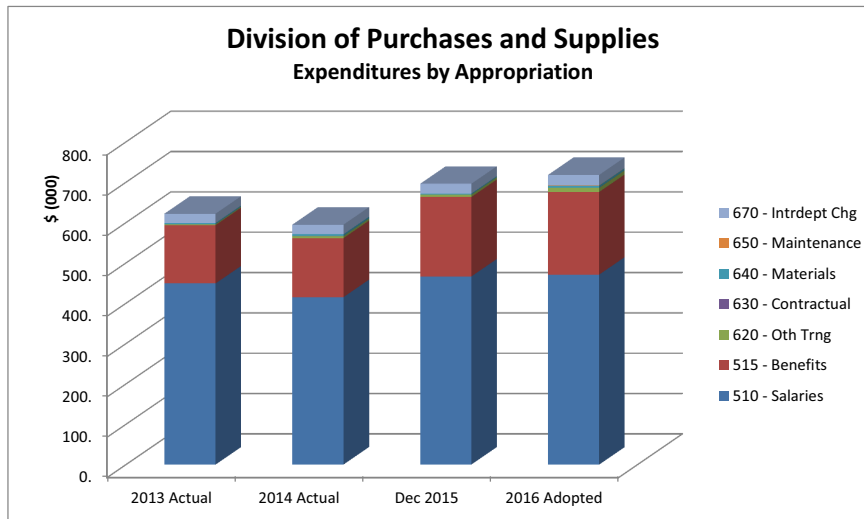
	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 425,884	\$ 403,557	\$ 462,580	\$ 467,002
Part-Time Permanent	—	8,057	—	—
Longevity	3,475	3,350	3,750	3,950
Separation Payments	19,676	—	—	—
	\$ 449,034	\$ 414,964	\$ 466,330	\$ 470,952
Benefits				
Hospitalization	\$ 54,412	\$ 58,324	\$ 91,089	\$ 96,228
Flex Save Admin Fees	129	—	—	—
Prescription	15,113	14,605	22,994	24,089
Dental	4,531	4,239	5,586	5,832
Vision Care	595	538	601	672
Public Employees Retire System	58,451	57,094	65,563	65,933
Fica-Medicare	5,807	5,328	5,984	6,829
Workers' Compensation	5,072	5,854	4,716	4,878
Life Insurance	373	345	389	480
	\$ 144,484	\$ 146,327	\$ 196,923	\$ 204,941
Other Training & Professional Dues				
Tuition & Registration Fees	\$ —	\$ 3,083	\$ 1,533	\$ 7,000
Professional Dues & Subscript	2,407	1,986	4,321	3,185
	\$ 2,407	\$ 5,069	\$ 5,854	\$ 10,185
Contractual Services				
Mileage (Private Auto)	\$ —	\$ 134	\$ —	\$ 350
Parking In City Facilities	289	—	—	—
	\$ 289	\$ 134	\$ —	\$ 350
Materials & Supplies				
Office Supplies	\$ 618	\$ 1,733	\$ 251	\$ 2,500
Just In Time Office Supplies	2,088	2,788	2,465	2,500
	\$ 2,706	\$ 4,520	\$ 2,716	\$ 5,000
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 400
	\$ —	\$ —	\$ —	\$ 400
Interdepart Service Charges				
Charges From Telephone Exch	\$ 3,536	\$ 4,032	\$ 4,603	\$ 4,660
Charges From Print & Repro	11,677	12,783	13,970	15,325
Charges From Central Storeroom	7,831	6,918	5,754	6,346
	\$ 23,044	\$ 23,733	\$ 24,327	\$ 26,331
	\$ 621,965	\$ 594,747	\$ 696,150	\$ 718,159



DIVISION OF PURCHASES AND SUPPLIES

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ —	\$ —	\$ 4,814	\$ —
Miscellaneous	48,276	20,154	10,890	20,000
Property Tax	—	225	—	—
	\$ 48,276	\$ 20,379	\$ 15,704	\$ 20,000





DIVISION OF PURCHASES AND SUPPLIES

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Administrative Manager	27,193.55	115,424.36
1	1	1	Commissioner of Purchases & Supplies	42,758.15	140,514.00
<u>2</u>	<u>2</u>	<u>2</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Principal Clerk	14.88	21.12
1	1	1	Senior Clerk	12.47	17.43
1	1	1	Typist	12.02	16.17
<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

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 276,392	\$ 344,566	\$ 396,977	\$ 433,601
Seasonal	5,642	3,023	8,293	—
Part-Time Permanent	2,255	6,841	—	42,222
Longevity	300	875	875	1,175
Wage Settlements	—	148	148	—
Overtime	879	85	—	—
	\$ 285,468	\$ 355,538	\$ 406,293	\$ 476,998
Benefits				
Hospitalization	\$ 32,648	\$ 48,968	\$ 76,753	\$ 82,440
Flex Save Admin Fees	64	—	—	—
Prescription	8,443	9,457	14,768	18,683
Dental	2,703	2,670	3,332	3,864
Vision Care	225	285	341	420
Public Employees Retire System	38,395	48,337	57,126	66,780
Fica-Medicare	4,005	4,954	5,534	6,919
Workers' Compensation	4,422	3,645	4,041	4,250
Life Insurance	197	193	260	336
Unemployment Compensation	—	—	13	—
	\$ 91,103	\$ 118,509	\$ 162,169	\$ 183,692
Other Training & Professional Dues				
Travel	\$ 576	\$ 485	\$ 238	\$ 300
Tuition & Registration Fees	1,745	2,281	2,252	3,000
Mileage (Priv Auto) Trng Prps	502	160	197	900
Professional Dues & Subscript	1,895	1,705	2,088	2,050
	\$ 4,719	\$ 4,631	\$ 4,774	\$ 6,250
Contractual Services				
Professional Services	\$ —	\$ 75,058	\$ —	\$ 175,000
Mileage (Private Auto)	978	752	800	—
Parking In City Facilities	—	511	5	1,500
Other Contractual	—	78	78	—
State Auditor Examination	239,148	236,087	244,476	444,000
	\$ 240,126	\$ 312,485	\$ 245,359	\$ 620,500
Materials & Supplies				
Office Supplies	\$ 608	\$ —	\$ —	\$ 800
Computer Hardware	—	170	—	—
Computer Software	1,515	—	—	1,800
Just In Time Office Supplies	269	685	1,506	2,000
	\$ 2,392	\$ 855	\$ 1,506	\$ 4,600



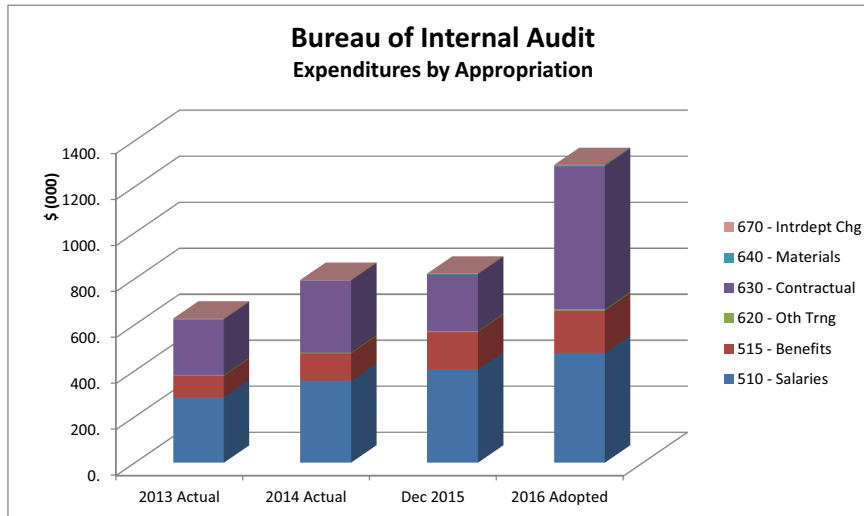
BUREAU OF INTERNAL AUDIT

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 1,560	\$ 1,319	\$ 1,415	\$ 1,433
Charges From Print & Repro	1,143	654	761	835
Charges From Central Storeroom	35	32	16	18
	\$ 2,738	\$ 2,006	\$ 2,192	\$ 2,286
	\$ 626,545	\$ 794,024	\$ 822,293	\$ 1,294,326

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Grant Revenue	\$ 29,026	\$ 916	\$ —	\$ —
Miscellaneous	14,837	10,987	4,813	—
Property Tax	—	—	0	—
	\$ 43,863	\$ 11,903	\$ 4,814	\$ —





BUREAU OF INTERNAL AUDIT

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	Budget 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Manager of Internal Audit	40,314.82	134,602.24
1	1	1			
<u>PROFESSIONALS</u>					
2	1	2	Accountant II	14.88	23.30
1	0	0	Accountant III	15.48	25.84
1	1	1	Administrative Manager	27,193.55	115,424.36
1	2	2	Auditor	20,800.00	64,697.92
1	1	1	In-Charge Senior Internal Auditor	49,500.00	93,160.80
6	5	6			
7	6	7	TOTAL FULL TIME		
<u>PART TIME</u>					
2	2	2	Student Aide	10.00	11.94
2	2	2	TOTAL PART TIME		
9	8	9	TOTAL DIVISION		



DIVISION OF FINANCIAL REPORTING AND CONTROL

James E. Gentile, CPA, City Controller

Mission Statement

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

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

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

PROGRAM NAME: CASH RECONCILIATION

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

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

PROGRAM NAME: GENERAL ACCOUNTING

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

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

PROGRAM NAME: PROPRIETARY / CAPITAL FUND ACCOUNTING

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

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



DIVISION OF FINANCIAL REPORTING AND CONTROL

drawdowns of capital funds. Periodically review system generated reports to help ensure data accuracy.

PROGRAM NAME: SPECIAL REVENUE ACCOUNTING

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

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



DIVISION OF FINANCIAL REPORTING AND CONTROL

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 793,000	\$ 728,432	\$ 804,675	\$ 942,135
Seasonal	16,618	6,508	2,859	—
Part-Time Permanent	—	—	—	22,292
Longevity	4,950	4,300	4,075	3,875
Wage Settlements	—	958	1,118	—
Separation Payments	—	8,604	—	—
Overtime	19,968	10,141	12,142	32,198
	\$ 834,536	\$ 758,942	\$ 824,868	\$ 1,000,500
Benefits				
Hospitalization	\$ 92,963	\$ 91,375	\$ 112,222	\$ 154,987
Flex Save Admin Fees	10	—	—	—
Prescription	20,949	17,673	22,059	32,392
Dental	6,456	5,447	5,852	8,460
Vision Care	762	668	707	948
Public Employees Retire System	113,128	104,701	114,661	140,236
Fica-Medicare	11,843	10,739	11,642	14,511
Workers' Compensation	11,050	10,656	8,626	8,629
Life Insurance	513	443	490	720
	\$ 257,674	\$ 241,701	\$ 276,258	\$ 360,883
Other Training & Professional Dues				
Travel	\$ 1,271	\$ 1,258	\$ 1,957	\$ 3,300
Tuition & Registration Fees	540	780	1,290	1,300
Professional Dues & Subscript	3,205	1,566	2,767	2,400
	\$ 5,016	\$ 3,604	\$ 6,014	\$ 7,000
Contractual Services				
Advertising And Public Notice	\$ 508	\$ 508	\$ 508	\$ 550
Parking In City Facilities	—	110	125	1,400
Other Contractual	—	592	592	—
	\$ 508	\$ 1,210	\$ 1,225	\$ 1,950
Materials & Supplies				
Office Supplies	\$ —	\$ 545	\$ —	\$ 870
Postage	—	—	—	40
Computer Software	—	276	—	—
Just In Time Office Supplies	1,565	2,130	1,282	1,300
	\$ 1,565	\$ 2,950	\$ 1,282	\$ 2,210
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 200
	\$ —	\$ —	\$ —	\$ 200



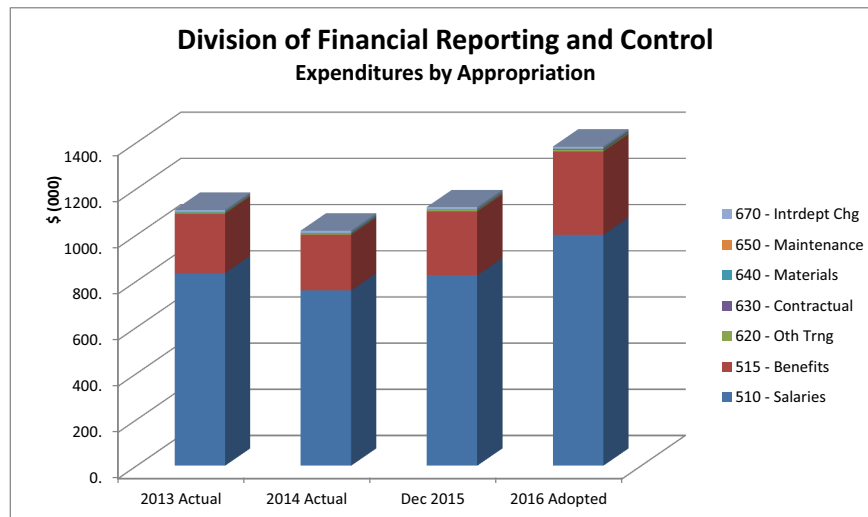
DIVISION OF FINANCIAL REPORTING AND CONTROL

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 3,350	\$ 3,433	\$ 4,695	\$ 4,754
Charges From Print & Repro	5,517	6,442	6,026	4,802
Charges From Central Storeroom	5	6	18	19
	\$ 8,872	\$ 9,881	\$ 10,738	\$ 9,575
	\$ 1,108,172	\$ 1,018,289	\$ 1,120,385	\$ 1,382,318

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Miscellaneous	\$ 10,452	\$ 9,713	\$ —	\$ —
	\$ 10,452	\$ 9,713	\$ —	\$ —





DIVISION OF FINANCIAL REPORTING AND CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	Budget 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	0	1	Assistant City Comptroller	41,312.22	125,483.55
1	1	1	City Controller	42,758.15	152,224.32
<u>2</u>	<u>1</u>	<u>2</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	0	0	Private Secretary	10.00	22.29
<u>1</u>	<u>0</u>	<u>0</u>			
<u>PROFESSIONALS</u>					
2	1	2	Accountant III	15.48	25.84
4	4	4	Accountant IV	20,800.00	65,610.28
1	2	2	Assistant Administrator	20,800.00	68,745.41
3	3	3	Accountant Supervisor	23,647.11	80,096.82
1	1	1	Fiscal Manager	23,647.11	93,401.98
1	1	1	Project Coordinator	27,325.56	99,702.63
<u>12</u>	<u>12</u>	<u>13</u>			
<u>15</u>	<u>13</u>	<u>15</u>	TOTAL FULL TIME		
<u>PART TIME</u>					
1	1	1	Student Aide	10.00	11.94
<u>1</u>	<u>1</u>	<u>1</u>	TOTAL PART TIME		
<u>16</u>	<u>14</u>	<u>16</u>	TOTAL DIVISION		



INFORMATION SYSTEMS SERVICES

Douglas R. Divish, Commissioner

The Division of Information Technology & Services mission is to provide information that is stored, transmitted, and/or processed by technology to all areas of the executive branch of City Government. The services include information technical planning, application development and deployment, training, hardware and software acquisition, management of Telecommunications and technical support. The Division also manages the City's servers, operates the data/voice communications network, provides a Customer Support Center and retains responsibility for general office automation.

PROGRAM NAME: APPLICATION & COMPUTER NETWORK APPLICATIONS

OBJECTIVES: To develop, install and maintain the application and network infrastructure for the citywide enterprise. Ensure the enterprise networks, servers, databases, applications and telecommunication switches are configured and maintained to obtain maximum performance, minimal downtime and are secured.

ACTIVITIES: Provide development, implementation, maintenance and support for citywide applications and network infrastructure. Coordinate and support the implementation of new technologies and new systems to maximize the benefit and reliability to city services and departments.

PROGRAM NAME: IT PROGRAM MANAGEMENT SERVICES (SOLUTION DELIVERY)

OBJECTIVES: The Project Management Office will focus on assuring the delivery of Business and Technical IT Solutions City-Wide while achieving repeatable and proactive processes for IT Project Management, Program Management and Portfolio Management.

ACTIVITIES: Assure the delivery of City-wide technology solutions and provide administrative support for project managers, collating and reporting project status to senior management, providing standards, methodologies and a set of Program Management tools, and managing project documentation.

PROGRAM NAME: TECHNICAL SUPPORT SERVICES

OBJECTIVES: To provide overall technical support for the planning, development, evaluation, installation and maintenance and inventory of the IT hardware / software environments for the City of Cleveland.

ACTIVITIES: Provide daily monitoring and tuning of the system hardware/software environments including the maintenance and installation of hardware/software products, operating support for the recovery from the solution to major system problems and the management and control of technical resources for the City of Cleveland.

PROGRAM NAME: TELECOMMUNICATIONS DELIVERY SERVICES

OBJECTIVES: To provide effective and cost-efficient telecommunications services to the City of Cleveland. To provide installation, repair and maintenance services to telecommunications systems and equipment, infrastructure cabling, data networks and related equipment.

ACTIVITIES: Operate citywide desktop telephones, pagers, cell phones, voicemail messaging and faxing and implement equipment purchases. Ensure the City's network infrastructure is current and meets the changing technology needs of the City's Departments and Divisions.



INFORMATION SYSTEMS SERVICES

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,205,662	\$ 1,120,978	\$ 1,332,177	\$ 1,943,200
Part-Time Permanent	18,128	18,972	62,905	91,958
Longevity	8,100	7,075	8,150	8,000
Wage Settlements	—	—	512	—
Separation Payments	5,101	38,405	4,477	60,000
Overtime	2,878	—	291	10,000
	\$ 1,239,869	\$ 1,185,429	\$ 1,408,513	\$ 2,113,158
Benefits				
Hospitalization	\$ 149,504	\$ 144,819	\$ 205,598	\$ 318,238
Flex Save Admin Fees	101	—	—	—
Prescription	31,153	26,656	38,205	64,347
Dental	10,423	9,698	11,714	18,072
Vision Care	1,110	952	1,107	1,824
Public Employees Retire System	168,006	159,351	193,909	287,253
Fica-Medicare	16,478	15,724	19,889	30,643
Workers' Compensation	16,417	15,832	13,473	14,741
Life Insurance	794	683	831	1,440
Unemployment Compensation	2,066	—	—	—
Clothing Allowance	—	—	—	900
Clothing Maintenance	—	—	525	525
	\$ 396,052	\$ 373,714	\$ 485,251	\$ 737,983
Other Training & Professional Dues				
Travel	\$ 3,941	\$ 5,519	\$ 8,219	\$ 5,500
Tuition & Registration Fees	15,210	4,600	8,842	40,600
Training	—	—	106	—
Professional Dues & Subscript	161	—	—	—
	\$ 19,312	\$ 10,119	\$ 17,167	\$ 46,100
Utilities				
Cellular Servicess	\$ —	\$ 98,000	\$ 137,315	\$ 134,827
Electricity - Cpp	1,061	303	303	320
Electricity - Other	—	—	260,984	308,000
Steam	29,718	56,936	196,541	203,000
	\$ 30,779	\$ 155,239	\$ 595,143	\$ 646,147
Contractual Services				
Professional Services	\$ 195,519	\$ 157,082	\$ 186,953	\$ 150,000
Parking In City Facilities	12,760	15,743	47,424	18,727
Other Contractual	—	99,046	—	—
Local Match-Grant Programs	—	—	143	—
	\$ 208,279	\$ 271,871	\$ 234,519	\$ 168,727



INFORMATION SYSTEMS SERVICES

Expenditures (Continued)

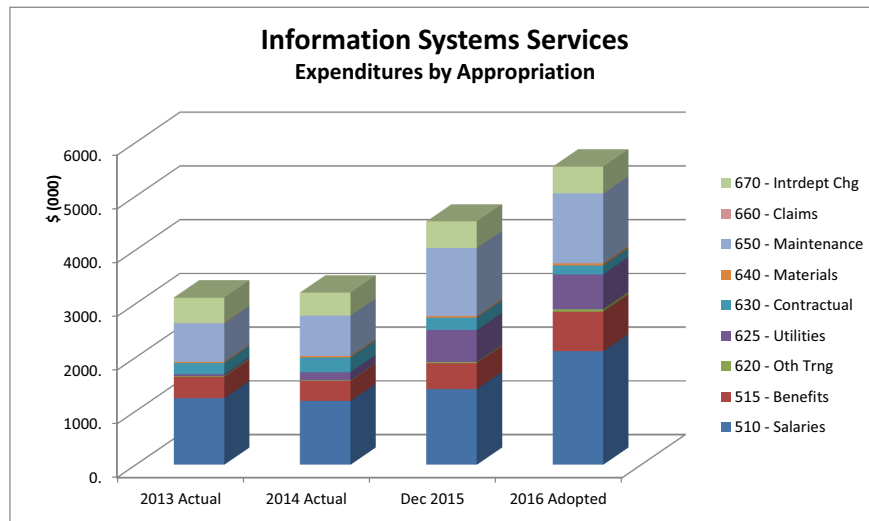
	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 1,329	\$ 500
Postage	38	42	75	200
Computer Supplies	7,251	7,465	4,264	3,000
Computer Hardware	541	5,138	2,792	—
Computer Software	6,108	1,390	11,176	23,000
Other Supplies	1,500	—	—	—
Just In Time Office Supplies	6,251	11,708	7,059	9,000
	\$ 21,690	\$ 25,743	\$ 26,695	\$ 35,700
Maintenance				
Computer Hardware Maintenance	\$ —	\$ 654	\$ 79,934	\$ 150,000
Computer Software Maintenance	715,332	748,319	1,044,644	950,000
Maintenance Building	—	3,800	139,074	200,000
	\$ 715,332	\$ 752,773	\$ 1,263,653	\$ 1,300,000
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 7,500	\$ —	\$ —	\$ —
	\$ 7,500	\$ —	\$ —	\$ —
Interdepart Service Charges				
Charges From Telephone Exch	\$ 456,429	\$ 409,099	\$ 477,765	\$ 483,716
Charges From Print & Repro	4,165	5,853	4,378	4,802
Charges From Central Storeroom	41	439	5	6
Charges From M.V.M.	12,255	13,915	15,387	12,806
	\$ 472,889	\$ 429,306	\$ 497,535	\$ 501,330
	\$ 3,111,702	\$ 3,204,194	\$ 4,528,476	\$ 5,549,145

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ —	\$ —	\$ 425,000	\$ 425,000
Grant Revenue	6,147	—	—	—
Miscellaneous	16,791	15,490	643	—
	\$ 22,938	\$ 15,490	\$ 425,643	\$ 425,000



INFORMATION SYSTEMS SERVICES





INFORMATION SYSTEMS SERVICES

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Application Delivery Services Manager	65,000.00	105,625.89
1	1	1	Assistant Manager Application Dev/Tech Support	46,224.91	137,831.29
1	1	1	Commissioner of Information Technology & Services	52,734.82	161,827.86
1	0	0	Project Manager I	20,800.00	65,723.30
1	1	1	Secretary to Directors De	36,590.39	154,089.52
2	2	2	Supervisor of Hardware Evaluation	30,214.95	98,444.95
7	6	6			
<u>PROFESSIONALS</u>					
1	1	1	Asset Management Coordinator	22,333.00	83,969.85
1	1	1	Budget Analyst	20,800.00	58,534.37
1	1	1	Building Manager	23,647.11	86,215.32
1	1	1	Data Base Coordinator	30,214.00	87,813.65
1	0	1	Deputy Commissioner of Information Systems	30,214.95	110,366.61
1	1	1	Fiscal Manager	23,647.11	93,401.98
0	0	1	HelpDesk Analyst	12.02	27.14
1	0	1	IT Security Officer	30,215.00	87,471.01
0	0	1	Network Analyst II	14.52	37.08
1	1	2	Project Coordinator	27,325.56	99,702.63
1	1	1	Project Manager II	22,333.00	86,455.17
1	0	1	Software Analyst	45,000.00	96,330.79
1	1	1	Supervisor of Systems and Tech Support	55,000.00	93,199.31
2	1	2	Systems Analyst	20,800.00	68,251.13
1	0	0	Building Stationary Engineer	20.05	27.55
1	1	1	Web Content Editor	10.00	31.28
1	1	1	Web Developer	30,215.00	90,533.02
16	11	18			
<u>SERVICE & MAINTENANCE</u>					
3	3	3	Custodial Worker	11.83	15.74
3	3	3			



INFORMATION SYSTEMS SERVICES

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
TECHNICIANS					
3	2	3	PC Technician	25,000.00	53,769.65
1	0	0	Programmer Analyst	10.00	32.30
4	2	3			
30	22	30	TOTAL FULL TIME		
PART TIME					
1	1	1	Asset Management Coordinator	22,333.00	83,969.85
1	1	1	Sr. Budget & Mgmt Analyst	26,273.96	88,147.99
1	0	2	Student Aide	10.00	11.94
3	2	4	TOTAL PART TIME		
33	24	34	TOTAL DIVISION		



OFFICE OF BUDGET AND MANAGEMENT

Gregory Cordek, Budget Administrator

Mission Statement

To prepare balanced budgets and provide relevant information that assists decision makers in monitoring and controlling the financial performance of City Departments.

The Office of Budget and Management was established in 1965 to provide budget analysis of financial and performance information, and management consulting services to all City Departments. Below are the major OBM Objectives developed to move the organization along its 2013 strategic path toward the desired future state.

PROGRAM NAME: AUDIT COMPLIANCE

OBJECTIVES: To establish and maintain effective, pro-active procedures resulting in zero (0) material State Audit findings.

PROGRAM NAME: CAPITAL

OBJECTIVES: To monitor, track, and ensure the proper distribution of Capital funds required per the Capital Office, City Planning, and the Capital Improvement Plan required for the ongoing renovation of the City's neighborhoods.

PROGRAM NAME: FINANCIAL PLANNING

OBJECTIVES: To produce detailed, monthly expenditure and revenue forecasts to help estimate the future financial state of the City including decisions for controlling expenses and increasing revenue.

PROGRAM NAME: GRANT COMPLIANCE

OBJECTIVES: To aid in the effective administration of grant programs for the City of Cleveland in accordance with Federal and local Department laws, regulations, policies and procedures.

PROGRAM NAME: MANAGEMENT SUPPORT

OBJECTIVES: To provide ongoing Performance Budget and Financial Advantage training to Division End Users. To assist and advise the Mayor's Office and the various divisions in the efficient application of the resources available to them.

PROGRAM NAME: OPERATIONS

OBJECTIVES: To develop the budget document as an operations guide which outlines for constituents how departments and funds are organized and informs the reader of all funded activities, services and programs to be carried out by each department within the city's available resources. To conduct quarterly status review sessions with Department Managers to ensure ongoing expenditures coincide with final approved budgets.



OFFICE OF BUDGET AND MANAGEMENT

Expenditures

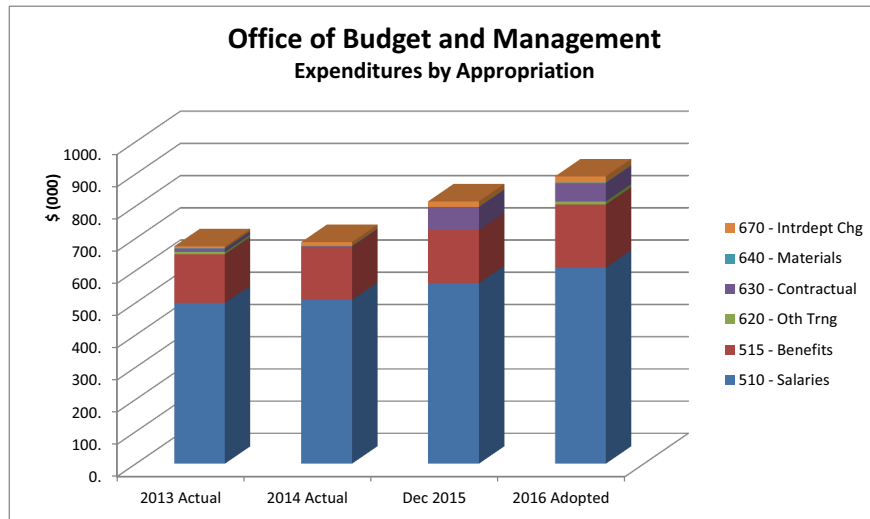
	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 485,827	\$ 498,251	\$ 489,769	\$ 593,253
Part-Time Permanent	—	—	8,420	—
Longevity	1,350	1,350	1,825	875
Wage Settlements	—	26	26	—
Separation Payments	—	—	54,627	10,000
Overtime	11,503	9,335	5,809	5,000
	\$ 498,680	\$ 508,963	\$ 560,477	\$ 609,128
Benefits				
Hospitalization	\$ 54,687	\$ 63,385	\$ 63,144	\$ 72,667
Flex Save Admin Fees	16	—	—	—
Prescription	11,222	12,196	11,546	18,271
Dental	3,824	4,076	4,243	5,112
Vision Care	443	423	415	540
Public Employees Retire System	66,934	70,945	71,227	83,649
Fica-Medicare	6,855	7,156	7,897	8,831
Workers' Compensation	7,083	6,368	5,785	5,863
Life Insurance	306	318	328	432
	\$ 151,370	\$ 164,867	\$ 164,586	\$ 195,365
Other Training & Professional Dues				
Travel	\$ 6,251	\$ —	\$ —	\$ 7,000
Tuition & Registration Fees	990	—	—	2,000
Professional Dues & Subscript	—	—	—	650
	\$ 7,241	\$ —	\$ —	\$ 9,650
Contractual Services				
Cable Professional Services	\$ —	\$ —	\$ 81	\$ —
Advertising And Public Notice	591	512	578	1,000
Other Contractual	10,000	14	70,914	56,000
	\$ 10,591	\$ 526	\$ 71,572	\$ 57,000
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 500
Postage	53	67	66	100
Computer Hardware	68	—	—	—
Just In Time Office Supplies	488	1,620	852	1,500
	\$ 609	\$ 1,686	\$ 918	\$ 2,100
Interdepart Service Charges				
Charges From Print & Repro	\$ 6,141	\$ 11,782	\$ 17,142	\$ 18,804
	\$ 6,141	\$ 11,782	\$ 17,142	\$ 18,804
	\$ 674,632	\$ 687,823	\$ 814,694	\$ 892,047



OFFICE OF BUDGET AND MANAGEMENT

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Miscellaneous	\$ 5,539	\$ 5,804	\$ —	\$ —
	\$ 5,539	\$ 5,804	\$ —	\$ —





OFFICE OF BUDGET AND MANAGEMENT

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Budget Administrator	30,214.95	114,691.24
1	1	1			
<u>PROFESSIONALS</u>					
2	1	1	Accountant IV	20,800.00	65,610.28
3	2	2	Budget Analyst	20,800.00	58,534.37
1	2	2	Deputy Budget Administrator	26,273.96	91,088.49
3	2	3	Senior Budget & Management Analyst	26,273.96	88,147.99
9	7	8			
10	8	9	TOTAL FULL TIME		
<u>PART TIME</u>					
1	0	0	Budget Analyst	20,800.00	58,534.37
1	0	0	TOTAL PART TIME		
11	8	9	TOTAL DIVISION		



DIVISION OF PUBLIC HEALTH ADMINISTRATION

Natoya Walker Minor, Interim Director**Mission Statement**

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

The Department of Public Health works to ensure the health and well being of Cleveland residents through primary care services, health education, mental health, and substance abuse programs, air pollution monitoring and enforcement, lead poisoning prevention programs and other environmental health initiatives.

The Department consists of four cost centers: Administration, and the Divisions of Health, Environment, and Air Quality. In total, the Department employs approximately 140 employees and will have an operating budget in excess of \$15 million. Grants and revenue from federal, state, and local sources will support more than \$9.3 million in programs.



DIVISION OF PUBLIC HEALTH ADMINISTRATION

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 467,881	\$ 494,679	\$ 524,980	\$ 685,584
Longevity	2,725	3,600	3,375	3,200
Wage Settlements	—	443	443	—
Separation Payments	—	37,039	14,001	—
Overtime	—	1,269	—	—
	\$ 470,606	\$ 537,030	\$ 542,799	\$ 688,784
Benefits				
Hospitalization	\$ 51,844	\$ 69,613	\$ 88,455	\$ 101,411
Flex Save Admin Fees	143	—	—	—
Prescription	13,662	15,685	18,546	21,589
Dental	3,895	4,252	4,540	5,664
Vision Care	407	437	460	624
Public Employees Retire System	62,434	77,745	75,893	94,299
Fica-Medicare	6,641	7,583	7,682	9,702
Workers' Compensation	6,246	6,332	6,160	5,742
Life Insurance	284	301	338	528
	\$ 145,557	\$ 181,947	\$ 202,073	\$ 239,559
Other Training & Professional Dues				
Travel	\$ 1,008	\$ 1,000	\$ 975	\$ 1,200
Tuition & Registration Fees	—	205	—	200
Professional Dues & Subscript	3,238	3,293	4,211	3,000
	\$ 4,246	\$ 4,498	\$ 5,186	\$ 4,400
Contractual Services				
Professional Services	\$ 1,245	\$ 23,708	\$ —	\$ 3,030
Mileage (Private Auto)	493	150	14	515
Security Services	22,746	22,746	23,428	23,428
Parking In City Facilities	2,835	3,438	2,822	3,000
Insurance And Official Bonds	250	—	—	—
Property Rental	296,693	274,929	322,143	350,608
Other Contractual	—	235	235	—
	\$ 324,261	\$ 325,206	\$ 348,642	\$ 380,581



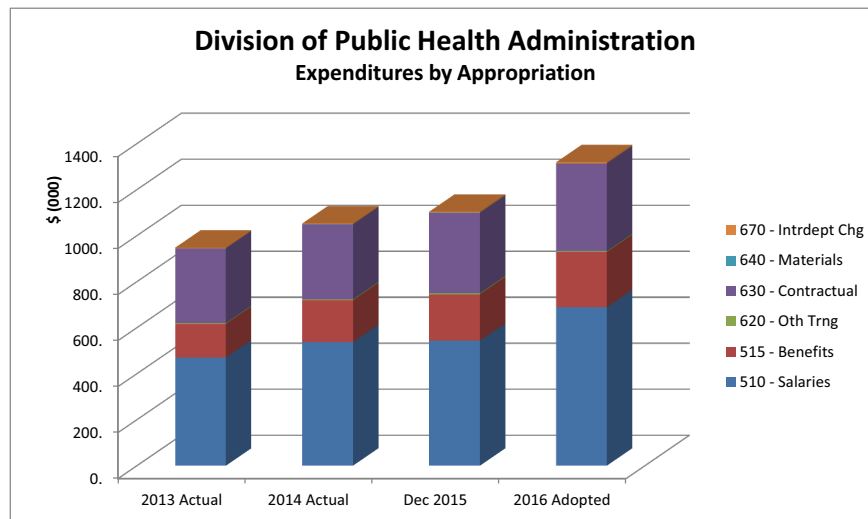
DIVISION OF PUBLIC HEALTH ADMINISTRATION

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Materials & Supplies				
Office Supplies	\$ 189	\$ —	\$ —	\$ 200
Purchase Of Tests	—	28	—	—
Just In Time Office Supplies	—	690	1,159	650
	\$ 189	\$ 718	\$ 1,159	\$ 850
Interdepart Service Charges				
Charges From Print & Repro	\$ 2,663	\$ 3,091	\$ 4,223	\$ 4,633
	\$ 2,663	\$ 3,091	\$ 4,223	\$ 4,633
	\$ 947,522	\$ 1,052,490	\$ 1,104,082	\$ 1,318,807

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Miscellaneous	\$ 85,156	\$ 54,512	\$ 6,627	\$ —
Sale Of City Assets	—	1	—	—
	\$ 85,156	\$ 54,513	\$ 6,627	\$ —





DIVISION OF PUBLIC HEALTH ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	0	1	Director of Public Health	50,795.81	191,316.74
1	0	1			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Personnel Administrator	26,273.96	91,088.49
1	1	1	Stock Clerk	13.11	19.16
2	2	2			
<u>PROFESSIONALS</u>					
1	1	1	Chief of Computer Operations	23,647.11	93,401.98
1	0	0	Chief Systems Analyst	27,325.56	108,011.58
0	1	1	Epidemiologist	40,000.00	91,405.96
1	0	1	Fiscal Manager	23,647.11	93,401.98
1	1	1	Health Services Administrator	27,325.56	85,577.88
0	1	1	Project Coordinator	27,325.56	99,702.63
1	1	1	Project Director	22,333.40	88,646.98
1	1	1	Sr. Programmer Analyst	23,647.11	76,592.09
6	6	7			
9	8	10	TOTAL FULL TIME		
9	8	10	TOTAL DIVISION		

DIVISION OF HEALTH

Kathy Rothenberg, Interim Commissioner

Mission Statement

The Division of Health's mission is to maximize the health and well-being of the people of Cleveland by preventing disease and injury, promoting wellness, assuring access to quality healthcare, and health education.

The Division of Health is responsible for a broad array of programs and services designed to promote, maintain and improve the health status of Clevelanders. The objective of the Health Division is to interpret and enforce those sections of the State and City law which pertain to public health and disease control. Specific activities of the Health Division include direct medical services, public health nursing, communicable disease surveillance, sexually transmitted disease control, inspection and licensure of medical facilities, laboratory services, chronic disease prevention and health promotion, mental health and substance abuse prevention and treatment, AIDS education, and HIV testing and counseling and maternal health education and infant mortality reduction.

The Health Division also operates the Bureau of Vital Statistics, which is responsible for the issuance of all birth and death certificates and for keeping, collecting and maintaining those statistics which reflect the general health status of Cleveland.

Grant funding supplements General Fund monies and enables the Health Division to provide a wide range of health services throughout the community. These services include immunization activities and infant mortality reduction. The MomsFirst program (formerly known as Healthy Family/Healthy Start) funds a community-wide consortium of providers to reduce the infant mortality rates in Cleveland.

PROGRAM NAME: CITIES READINESS INITIATIVE

OBJECTIVES: To enhance emergency preparedness in the Greater Cleveland metropolitan statistical area. To develop plans to respond to a large-scale bioterrorist event by dispensing antibiotics to the entire population of the Greater Cleveland MSA within 48 hours.

ACTIVITIES: Lead emergency preparedness efforts in Northeast Ohio. Establish and maintain relationships with regional public health partners in the Cleveland MSA. Build training and exercise activities that support emergency preparedness. Increase awareness about personal emergency preparedness via education and outreach. Test and drill emergency preparedness capabilities both locally and regionally.

PROGRAM NAME: CLEVELAND OFFICE OF MINORITY HEALTH

OBJECTIVES: To provide leadership to reduce health inequities in minority communities of Cleveland.

ACTIVITIES: Inform and educate citizens and professionals about significant minority health and health care issues. Provide technical assistance for program planning and evaluation related to minority health issues. Monitor and report the health status and outcomes of minority Clevelanders. Serve as the clearinghouse for the coordination of community health efforts that target and impact Cleveland minority populations.

PROGRAM NAME: DIVISION OF NURSING

OBJECTIVES: To provide services that protect and promote the health of people who live and work in Cleveland.

ACTIVITIES: Provide Immunizations, flu vaccinations, and reproductive and adolescent health services. Conduct day care, maternity unit, and abortion clinic inspections, and telephone triage. Provides community screening and preventive health services.



DIVISION OF HEALTH

PROGRAM NAME: HEALTH ADMINISTRATION

OBJECTIVES: To provide administrative and operational support in the planning, directing and evaluation of all Division of Health components and activities to ensure that all resources are utilized to the benefit of the Citizens of Cleveland.

ACTIVITIES: Manage general fund and grant budgets, program and service activities, personnel management and administration. Supervise and evaluate Division of Health programs and activities at the City's health centers. Coordinate with other agencies and departments on public health issues, initiatives and enforcement actions.

PROGRAM NAME: MENTAL HEALTH AND SUBSTANCE ABUSE

OBJECTIVES: To offer help and guidance to those citizens suffering from mental health or chemical dependency problems, and to support initiatives that address substance abuse prevention and mental health promotion.

ACTIVITIES: Provide counseling and prevention activities for adults, youth, individuals, families and groups in the area of alcoholism and drug abuse. Promote initiatives that address mental health and well being.

PROGRAM NAME: MOMSFIRST

OBJECTIVES: To reduce racial disparities in infant mortality and poor birth outcomes experienced by African Americans in the City of Cleveland.

ACTIVITIES: Provide Outreach, Case Management, Health Education, Interconceptual Care Services, and Perinatal Depression Screening and Referral through home visits to attain reductions in disparities.

PROGRAM NAME: NEIGHBORHOOD HEALTH CENTERS - J. GLEN SMITH, THOMAS MCCAFFERTY

OBJECTIVES: To provide the public with personal health care programs within their own neighborhoods.

ACTIVITIES: Immunize children to reduce the incidence of preventable childhood diseases. Provide education and treatment programs to identify and decrease the incidence of sexually transmitted diseases. Provide laboratory testing medical treatment and direct referral of both adult and child patients. Provide HIV/AIDS prevention activities, testing, supportive services and case management. Provide public health nursing services.

PROGRAM NAME: OFFICE OF COMMUNICABLE DISEASE SURVEILLANCE & EPIDEMIOLOGY

OBJECTIVES: To provide disease surveillance, data collection, data analysis, health education, and disease prevention services designed to protect the health of Clevelanders.

ACTIVITIES: Conduct communicable disease surveillance including follow-up education and prophylaxis for all reportable diseases within the State of Ohio for all residents within the City of Cleveland. Coordinate outbreak investigations and analyze communicable disease and chronic disease data. Provide education to public health staff, the community, and first responders on communicable diseases, chronic diseases, outbreak investigations and bioterrorism diseases. Coordinate planning activities, exercise development and increased awareness in relation to infectious disease emergencies.



DIVISION OF HEALTH

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.

PROGRAM NAME: VITAL STATISTICS

OBJECTIVES: To maintain an accurate record of all births occurring in Cleveland and for anyone born in Ohio and keep those statistics which reflect upon the general health status of the City. To register death certificates for all but 4 municipalities within Cuyahoga County.

ACTIVITIES: Register birth and death certificates for Cleveland and all but 4 municipalities within Cuyahoga County. Distribute, for a fee, records of births, death and stillbirths. Provide indigent cremation services.



DIVISION OF HEALTH

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,098,925	\$ 1,238,075	\$ 1,305,851	\$ 1,426,878
Longevity	11,650	11,528	10,078	10,950
Wage Settlements	—	9,086	9,716	—
Separation Payments	12,207	11,511	3,827	7,000
Overtime	1,241	7,985	1,812	2,000
	\$ 1,124,023	\$ 1,278,185	\$ 1,331,284	\$ 1,446,828
Benefits				
Hospitalization	\$ 199,346	\$ 238,472	\$ 279,029	\$ 296,950
Flex Save Admin Fees	31	116	—	—
Prescription	38,910	46,544	51,451	54,829
Dental	12,399	13,553	12,794	14,268
Vision Care	1,654	1,878	1,811	2,052
Public Employees Retire System	149,299	176,489	184,935	203,726
Fica-Medicare	13,428	16,002	17,022	19,127
Workers' Compensation	21,675	11,800	16,836	22,420
Life Insurance	970	1,090	1,093	1,440
Unemployment Compensation	9,926	826	—	—
Clothing Allowance	1,990	2,361	2,520	2,520
Clothing Maintenance	150	150	150	150
	\$ 449,779	\$ 509,280	\$ 567,641	\$ 617,482
Other Training & Professional Dues				
Travel	\$ 30	\$ 250	\$ 1,751	\$ 5,500
Tuition & Registration Fees	—	—	4,990	5,000
Mileage (Priv Auto) Trng Prps	—	305	38	—
Professional Dues & Subscript	300	—	130	4,500
	\$ 330	\$ 555	\$ 6,909	\$ 15,000
Utilities				
Brokered Gas Supply	\$ 18,130	\$ 22,843	\$ 22,725	\$ 23,407
Gas	20,497	12,663	12,228	12,595
Electricity - Cpp	170,568	153,743	154,050	158,672
Electricity - Other	53,034	3,012	2,763	3,260
Security & Monitoring System	939	1,264	—	—
	\$ 263,168	\$ 193,525	\$ 191,766	\$ 197,934
Contractual Services				
Professional Services	\$ 329,966	\$ 553,404	\$ 531,903	\$ 1,408,475
COBRA-Medical Coverage	—	—	15	—
Travel- Non-Training	177	—	—	—
Mileage (Private Auto)	4,639	4,988	5,251	5,320
Waste Disposal	—	3,981	—	—
Security Services	—	11,815	13,868	12,169



DIVISION OF HEALTH

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Freight Expense	549	166	—	520
Advertising And Public Notice	—	500	—	1,000
Parking In City Facilities	1,505	1,347	1,455	1,400
Property Rental	215,588	215,588	306,199	258,702
Equipment Rental	55	—	—	—
Other Contractual	35,458	79,692	35,030	82,000
Indigent Relief	79,001	91,000	92,280	93,000
	\$ 666,938	\$ 962,480	\$ 986,001	\$ 1,862,586
Materials & Supplies				
Office Supplies	\$ 18,800	\$ 172	\$ —	\$ 500
Postage	—	26	75	100
Computer Software	1,749	—	—	—
Purchase Of Tests	—	913	—	900
Chemical	853	—	—	—
Office Furniture & Equipment	—	218	681	600
Medical Supplies	6,020	16,587	10,242	16,540
Food	—	871	999	1,000
Laboratory Supplies	9,319	7,440	11,585	7,000
Medical Equipment	—	372	—	—
Other Supplies	4,225	7,769	1,065	2,000
Pharmaceutical Supplies	7,946	12,000	17,137	12,000
Greenhouse Maintenance Suppl	1,450	377	—	—
Just In Time Office Supplies	4,330	7,774	6,171	5,000
	\$ 54,691	\$ 54,520	\$ 47,955	\$ 45,640
Maintenance				
Maintenance Contracts	\$ 1,500	\$ 553	\$ 426	\$ 600
Car Washes	—	—	570	—
	\$ 1,500	\$ 553	\$ 996	\$ 600
Interdepart Service Charges				
Charges From Telephone Exch	\$ 117,639	\$ 110,256	\$ 136,543	\$ 138,244
Charges From W.P.C.	154	—	461	—
Charges From Print & Repro	50,583	52,757	35,359	38,788
Charges From Central Storeroom	6,830	6,250	6,328	6,979
Charges From M.V.M.	17,489	25,286	12,285	16,420
Charges From Waste Collection	6,233	6,555	5,888	3,000
Charges From Parks Maintenance	3,235	4,529	1,941	3,000
	\$ 202,163	\$ 205,633	\$ 198,806	\$ 206,431



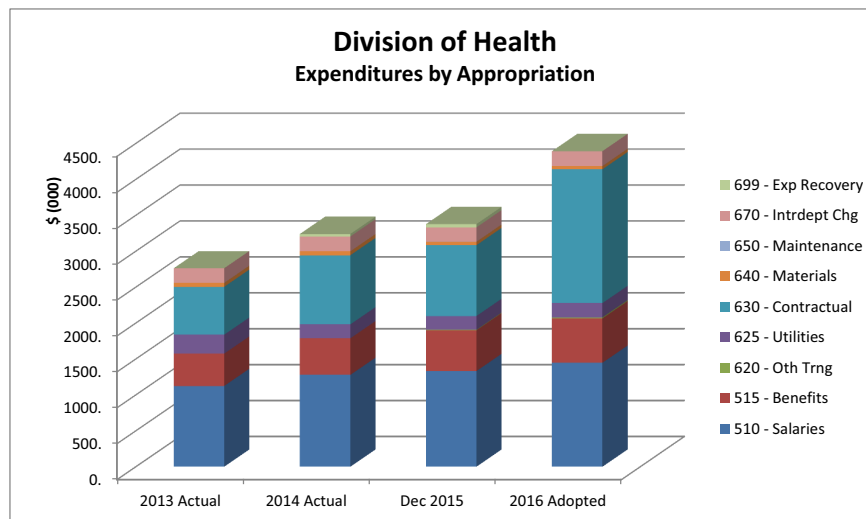
DIVISION OF HEALTH

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Expenditure Recovery				
Expenditure Recovery	\$ —	\$ 35,357	\$ 45,824	\$ —
	\$ —	\$ 35,357	\$ 45,824	\$ —
	\$ 2,762,592	\$ 3,240,089	\$ 3,377,181	\$ 4,392,501

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ 1,380,274	\$ 1,357,932	\$ 1,435,928	\$ 1,336,383
Grant Revenue	—	0	—	—
Licenses & Permits	—	—	50	—
Miscellaneous	136,000	131,090	600,605	111,283
	\$ 1,516,274	\$ 1,489,021	\$ 2,036,583	\$ 1,447,666





DIVISION OF HEALTH

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	Budget 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	0	1	Commissioner of Health	45,021.46	161,827.66
1	0	1			
<u>ADMINISTRATIVE SUPPORT</u>					
5	5	4	Junior Clerk	11.97	14.86
2	2	2	Principal Clerk	14.88	21.12
1	1	1	Private Secretary	10.00	22.29
3	2	4	Senior Clerk	12.47	17.43
11	10	11			
<u>PARA-PROFESSIONALS</u>					
1	1	1	Community Health Aide	10.00	17.20
1	1	1			
<u>PROFESSIONALS</u>					
1	1	1	Assistant Administrator	20,800.00	68,745.41
1	1	1	Chief of Laboratories	23,647.11	88,725.73
1	1	1	Computer Operator	10.00	24.50
1	1	1	Director Of Public Hlth Nursg	26,273.96	91,088.49
1	1	1	Grant Administrator	22,333.40	83,008.39
1	1	1	Health Center Director	22,333.40	83,008.39
2	2	2	Project Coordinator	27,325.56	99,702.63
4	4	4	Public Health Nurse III	39,098.75	56,231.40
1	1	1	Senior Budget & Management Analyst	26,273.96	88,147.99
1	1	1	Supervisor Of Vital Statistics	20,800.00	61,601.02
14	14	14			
<u>SERVICE & MAINTENANCE</u>					
1	1	1	Mechanical Handyman	17.51	19.57
1	1	1			
<u>TECHNICIANS</u>					
2	2	2	Clinical Laboratory Technician II	16.86	24.95
2	2	2			
30	28	30	TOTAL FULL TIME		
30	28	30	TOTAL DIVISION		



DIVISION OF ENVIRONMENT

Patrick Cusick, Deputy 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 includes two(2) Bureaus, which administer some 17 environmental program activities, most of which are mandated by City codes or State of Ohio statutes. The Bureau of Environmental Health Services' objective is to provide programmatic activities (inspections, surveillance and investigations) at a sufficient level to protect the health of the public as it relates to the programs charged to the Bureau through existing codes. Duties of the Bureau consist of food safety inspections and training, nuisance complaint investigations, rodent and vector control activities, school environment inspections, solid and infectious waste inspections and the approval of various license applications as imposed by City and State codes, and allied duties which may be imposed by ordinance or statute.

The Bureau of Lead Safe Living-Healthy Homes' objective is to reduce the incidence of lead poisoning in children and early identification and action to reduce blood lead levels in children diagnosed with lead poisoning. The Bureau's activities include screening children ages 1-5 for blood lead levels through direct outreach and cooperation with health care providers; operating a laboratory to analyze blood lead samples; providing medical monitoring and follow-up of lead poisoned children; inspecting residences of lead poisoned children.

PROGRAM NAME: 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 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, and cages, coops and enclosures for the keeping of such animals, shall be governed by the following regulations. (1) In Residential Districts. 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

DIVISION OF ENVIRONMENT

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.

PROGRAM NAME: FOOD SAFETY**OBJECTIVES:**

The Division of Environment Food Safety Program objective is ensuring 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 3717-1 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 and to reduce the blood lead levels in children diagnosed with lead poisoning. In addition, the Lead Safe Living-Healthy Homes Program provides public and professional education, public health lead investigations and case management to the parents and 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 water illnesses. Recreational water illnesses are caused by germs you can get by swallowing, breathing in mist from, 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 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 Solid and Infectious Waste Disposal objectives are to conduct solid and infectious waste inspections according to the Ohio EPA's regulations. The Division of Environment 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 subdivided 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

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 538,636	\$ 519,257	\$ 873,173	\$ 738,052
Longevity	6,050	6,125	6,250	6,900
Wage Settlements	—	1,885	2,557	—
Separation Payments	—	39,489	30,095	14,000
Overtime	—	812	15,717	—
	\$ 544,686	\$ 567,568	\$ 927,792	\$ 758,952
Benefits				
Hospitalization	\$ 97,603	\$ 96,941	\$ 129,061	\$ 137,741
Flex Save Admin Fees	100	—	—	—
Prescription	13,982	14,951	19,071	21,177
Dental	6,615	6,456	7,860	7,800
Vision Care	848	818	956	1,032
Public Employees Retire System	73,695	73,598	131,073	105,838
Fica-Medicare	5,274	6,249	11,121	10,283
Workers' Compensation	8,829	11,631	13,684	39,872
Life Insurance	463	441	544	720
Unemployment Compensation	8,773	—	—	—
	\$ 216,181	\$ 211,087	\$ 313,370	\$ 324,463
Other Training & Professional Dues				
Travel	\$ 637	\$ —	\$ —	\$ 5,300
Tuition & Registration Fees	150	295	1,285	500
Professional Dues & Subscript	—	230	1,055	4,500
	\$ 787	\$ 525	\$ 2,340	\$ 10,300
Contractual Services				
Professional Services	\$ 345	\$ 10,446	\$ —	\$ 3,075
Mileage (Private Auto)	696	1,741	2,844	2,700
Security Services	19,996	30,500	32,960	32,960
Parking In City Facilities	5,634	3,014	515	2,000
Property Rental	129,062	129,062	150,178	151,520
Other Contractual	—	998	998	18,993
	\$ 155,733	\$ 175,762	\$ 187,494	\$ 211,248
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 80	\$ 500
Purchase Of Tests	—	46	—	877
Chemical	6,247	5,853	1,054	4,000
Just In Time Office Supplies	—	1,426	1,333	3,740
	\$ 6,247	\$ 7,325	\$ 2,467	\$ 9,117
Maintenance				
Maintenance Office Equipment	\$ 713	\$ —	\$ —	\$ 600



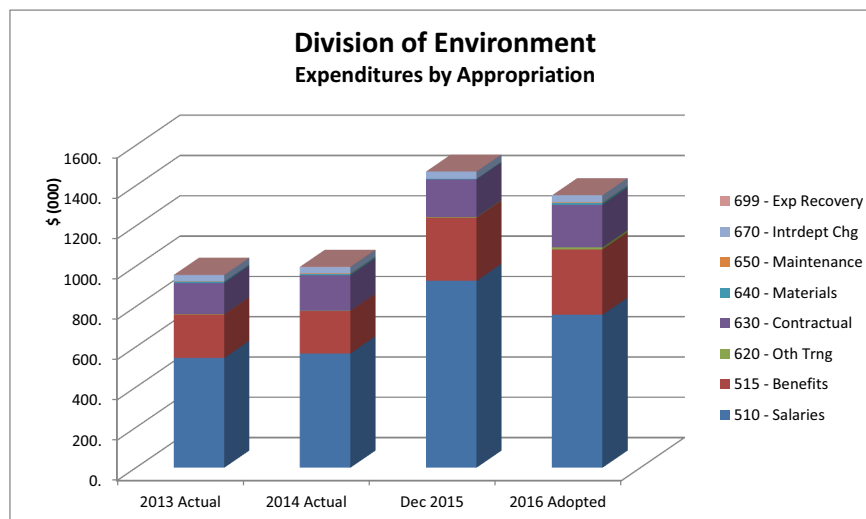
DIVISION OF ENVIRONMENT

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Computer Software Maintenance	—	1,375	—	722
Car Washes	—	156	156	300
	\$ 713	\$ 1,531	\$ 156	\$ 1,622
Interdepart Service Charges				
Charges From Telephone Exch	\$ 7,330	\$ 7,126	\$ 7,329	\$ 7,421
Charges From Print & Repro	3,535	5,333	6,934	7,606
Charges From Central Storeroom	7,228	8,493	9,958	10,982
Charges From M.V.M.	14,373	11,241	12,257	10,269
	\$ 32,466	\$ 32,193	\$ 36,479	\$ 36,278
Expenditure Recovery				
Expenditure Recovery	\$ —	\$ 1,273	\$ —	\$ —
	\$ —	\$ 1,273	\$ —	\$ —
	\$ 956,812	\$ 997,264	\$ 1,470,098	\$ 1,351,980

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ —	\$ 105	\$ 330	\$ —
Licenses & Permits	10,570	6,314	22,328	2,930
Miscellaneous	7,006	6,653	52,684	30,800
Interest Earnings/Investment Income	0	—	—	—
	\$ 17,576	\$ 13,072	\$ 75,343	\$ 33,730





DIVISION OF ENVIRONMENT

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	Budget 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	0	1	Commissioner of Environment	42,758.15	152,224.32
1	0	1			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Assistant Administrator	20,800.00	68,745.41
1	1	1	Private Secretary	10.00	22.29
2	2	2			
<u>PROFESSIONALS</u>					
1	1	1	Caseworker II	14.03	21.23
1	1	1	Dist Supv Environmental Hlth	20,800.00	67,032.85
2	2	2			
<u>TECHNICIAN</u>					
1	1	1	Chemist	18.49	28.21
0	0	2	Lead Inspector	14.26	23.68
5	4	5	Public Health Sanitarian I	15.48	22.33
1	1	1	Public Health Sanitarian II	17.38	24.80
0	0	1	Public Health Sanitarian IV	18.77	31.99
7	6	10			
12	10	15	TOTAL FULL TIME		
12	10	15	TOTAL DIVISION		



DIVISION OF AIR QUALITY

George Baker, Commissioner

Mission Statement

To ensure that emissions of regulated air pollutants from industrial sources in Cleveland and Cuyahoga County are in compliance with Federal, State, and Local regulations and to monitor ambient air quality within the Greater Cleveland area to meet Federal Clean Air standards each day of the year.

The Cleveland Division of Air Quality (CDAQ) serves as Ohio EPA's delegated Local Air Agency for all of Cuyahoga County. CDAQ issues air pollution permits under the Codified Ordinances of the City of Cleveland, and develops state air pollution 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 specified in Federal, State or local regulations. CDAQ installs, operates, and maintains monitoring equipment, and reports resultant data, for ambient levels of criteria air pollutants throughout the Greater Cleveland area, including all of Cuyahoga County, as a component of the statewide monitoring network.

ACTIVITIES:

Some of the many activities of the Division include.

Inspecting Major, Synthetic Minor, and Minor sources on a frequency established by Ohio EPA.

Inspecting all gasoline dispensing facilities every year.

Investigating all citizen air quality complaints.

Inspecting demolition and asbestos abatement projects for compliance with the Asbestos National Emission Standard for Hazardous Air Pollutants.

Operating ambient air quality and special air monitoring equipment 365 days a year.

Developing and or issuing air pollution permits.

Assisting other Divisions and Departments on multi-media issues, for example, illegal dumping and hazardous waste sites.

Providing air quality and pollution prevention information to citizens and community organizations through a range of outreach activities.



DIVISION OF AIR QUALITY

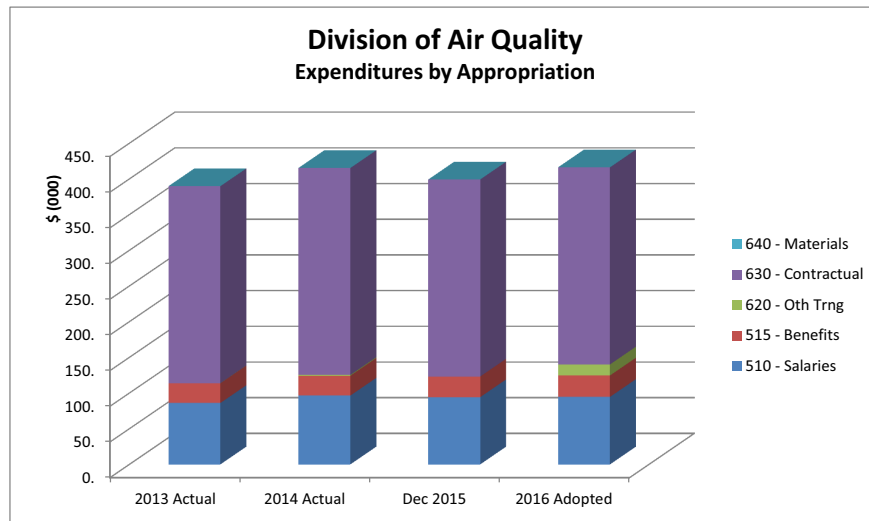
Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 85,569	\$ 85,042	\$ 82,864	\$ 86,586
Longevity	475	475	475	475
Wage Settlements	—	10,888	10,888	—
Separation Payments	—	—	—	7,500
	\$ 86,044	\$ 96,405	\$ 94,227	\$ 94,561
Benefits				
Hospitalization	\$ 9,863	\$ 10,094	\$ 10,623	\$ 11,775
Prescription	2,636	2,443	2,860	2,906
Dental	782	728	711	720
Vision Care	59	54	51	60
Public Employees Retire System	11,602	11,946	12,106	12,255
Fica-Medicare	1,229	1,376	1,388	1,262
Workers' Compensation	1,364	1,099	1,120	986
Life Insurance	42	41	41	48
	\$ 27,578	\$ 27,779	\$ 28,900	\$ 30,012
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ —	\$ 5,500
Tuition & Registration Fees	150	—	—	—
Professional Dues & Subscript	—	1,216	—	10,000
	\$ 150	\$ 1,216	\$ —	\$ 15,500
Contractual Services				
Professional Services	\$ —	\$ 8,019	\$ —	\$ —
Freight Expense	(78)	—	—	—
Advertising And Public Notice	195	—	—	—
Other Contractual	—	5,765	5,765	—
Local Match-Grant Programs	275,905	276,100	270,335	276,100
	\$ 276,022	\$ 289,884	\$ 276,100	\$ 276,100
Materials & Supplies				
Just In Time Office Supplies	\$ —	\$ —	\$ —	\$ 100
	\$ —	\$ —	\$ —	\$ 100
	\$ 389,794	\$ 415,285	\$ 399,227	\$ 416,273

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ 161,601	\$ 155,671	\$ 151,031	\$ 150,000
Miscellaneous	991	999	96,888	—
	\$ 162,592	\$ 156,670	\$ 247,919	\$ 150,000

DIVISION OF AIR QUALITY





DIVISION OF AIR QUALITY

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	Budget 2015	Budget 2016		Minimum	Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Commissioner of Air Quality	42,758.15	152,224.32
1	1	1	TOTAL FULL TIME		
1	1	1	TOTAL DIVISION		



PUBLIC SAFETY ADMINISTRATION

Michael McGrath, Director

Mission Statement

To provide executive oversight of all activities of the Department of Public Safety including the development of policy, coordination of resources, organizing, budgeting, and the development and implementation of staffing plans for the Divisions of the Department; act as a liaison between the divisions and Cleveland City Council; and, ensure fiscal responsibility for the Department.

In addition to the Divisions of Police, Fire, Emergency Medical Service, Animal Care and Control and Corrections, Public Safety Administration oversees the activities of the following Sections: General Administration, Medical Unit, Office of Information Technology, Office of Emergency Management, Office of Professional Standards and the Police Review Board.

General Administration is responsible for the management of each Division within the Department of Public Safety and for each Section within Public Safety Administration. Among its responsibilities are policy and system development, planning, personnel administration, collection and analysis of data for all Safety divisions, responding to various requests for public records, and maintaining fiscal control. This office also acts as a liaison between the various divisions within the Department of Public Safety and City Council.

The Medical Unit is responsible for monitoring and facilitating work related medical needs for Public Safety employees.

The Office of Information Technology provides support for all Public Safety technology projects, and manages the Department's IT network and telecommunications system. The Office of Emergency Management oversees efforts to prevent, plan for, protect against, respond to and recover from major events such as natural disasters or terrorist attacks.

The Office of Professional Standards is responsible for investigating complaints made against members of the Department of Public Safety by citizens and recommends disposition. The Police Review Board is responsible for reviewing the completed investigations of each citizen complaint alleging police misconduct, incidents involving the use of deadly force and situations involving in-custody injury or death.

PROGRAM NAME: GENERAL ADMINISTRATION

OBJECTIVES: To develop and implement policy necessary to sustain Department operations.

ACTIVITIES: Provide direction and oversight of the operating divisions within the department; research and develop policy issues; maintain fiscal control; and, coordinate personnel administration.

PROGRAM NAME: MEDICAL UNIT

OBJECTIVES: Provide direction and oversight of work related medical needs of the department.

ACTIVITIES: Maintain physician monitoring of illness and injuries through a coordinated medical review office.

PROGRAM NAME: OFFICE OF EMERGENCY MANAGEMENT

OBJECTIVES: To assist first responders, City employees and the general public in preventing, planning for, protecting against, responding to and recovering from disasters and major events, natural or otherwise.

ACTIVITIES: Maintaining and staffing the City's Emergency Operations Center, developing the City's disaster response plans and annexes, coordinating Incident Management training programs for employees and others, and coordinating and training various Community Emergency Response Teams (CERT).



PUBLIC SAFETY ADMINISTRATION

PROGRAM NAME: OFFICE OF INFORMATION TECHNOLOGY

OBJECTIVES: To maintain and provide technical support for all Public Safety IT needs and projects such as the 9-1-1 Computer Aided Dispatch System (CAD), the Police Records Management System (RMS), all radio telecommunications, and all mobile and security-related infrastructure and equipment.

ACTIVITIES: Maintaining and providing technical and logistical support for all technology needs of the Department of Public Safety; serving as project sponsor and project manager for new technology projects such as the wireless video surveillance camera system, Automated License Plate Reader System (ALPR), and record management systems.

PROGRAM NAME: OFFICE OF INTEGRITY CONTROL, COMPLIANCE, AND EMPLOYEE ACCOUNTABILITY

OBJECTIVES: Review, track, and investigate complaints regarding the Division of Fire and the Division of EMS including, but not limited to, internal and external complaints, alleged or possible administrative violations, and alleged or possible criminal related conduct/activity. The Department of Human Resources will continue to investigate allegations of Sexual Harassment, Workplace Violence, and EEO related matters.

ACTIVITIES: On-going and random audits of division payroll, record, inventory, and other administrative activity.

Inspections of division facilities and operations in conjunction with the division chain of command.

Monitor division compliance with regulatory agencies, including but not limited to licensing and certifications.

Any other duties as assigned by the Director of Public Safety.

PROGRAM NAME: OFFICE OF PROFESSIONAL STANDARDS

OBJECTIVES: To investigate citizen complaints against Cleveland Division of Police personnel in a complete, fair, and impartial manner.

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

PROGRAM NAME: POLICE REVIEW BOARD

OBJECTIVES: To review the completed investigations of each citizen complaint alleging police misconduct, use of deadly force incidents and situations involving in-custody injury or death. To conduct hearings concerning various incidents. To recommend disciplinary dispositions for the Chief of Police and Director of Public Safety.

ACTIVITIES: Determine if the incidents have been properly investigated. Recommend discipline for rule violations when appropriate.



PUBLIC SAFETY ADMINISTRATION

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,887,734	\$ 2,484,353	\$ 2,629,475	\$ 2,499,762
Board Members	48,394	51,190	39,575	—
Longevity	10,150	13,325	15,725	14,500
Wage Settlements	—	5,134	5,134	—
Separation Payments	33,522	232,960	11,726	75,000
Overtime	45,054	78,931	66,442	40,000
	\$ 2,024,854	\$ 2,865,893	\$ 2,768,078	\$ 2,629,262
Benefits				
Hospitalization	\$ 216,613	\$ 307,568	\$ 381,420	\$ 349,154
Flex Save Admin Fees	219	—	—	—
Prescription	53,425	59,766	72,462	66,458
Dental	16,757	20,770	21,083	19,560
Vision Care	1,560	1,924	2,024	2,088
Public Employees Retire System	264,758	361,886	386,273	357,225
Police & Firemens Disab & Pens	—	(634)	—	—
Fica-Medicare	25,454	34,424	37,381	38,127
Workers' Compensation	24,619	39,532	25,831	28,968
Life Insurance	1,209	1,531	1,649	1,824
Unemployment Compensation	—	6,403	—	—
Clothing Allowance	530	1,168	1,060	1,060
	\$ 605,143	\$ 834,338	\$ 929,183	\$ 864,464
Other Training & Professional Dues				
Travel	\$ 750	\$ 3,848	\$ 8,595	\$ 800
Tuition & Registration Fees	240	1,684	1,886	2,100
Mileage (Priv Auto) Trng Prps	158	533	163	125
Professional Dues & Subscript	—	159	955	200
	\$ 1,148	\$ 6,224	\$ 11,599	\$ 3,225
Utilities				
Steam	\$ 29,718	\$ 54,814	\$ 71,217	\$ 73,457
	\$ 29,718	\$ 54,814	\$ 71,217	\$ 73,457
Contractual Services				
Professional Services	\$ 4,872	\$ 154,811	\$ 1,409	\$ —
Court Reporter	—	342	—	—
Cable Professional Services	—	—	2	—
Security Services	—	—	1,105	—
Medical Services	4,917	—	—	—
Advertising And Public Notice	—	2,420	1,485	2,500
Parking In City Facilities	13,055	10,063	9,421	8,000



PUBLIC SAFETY ADMINISTRATION

Expenditures (Continued)

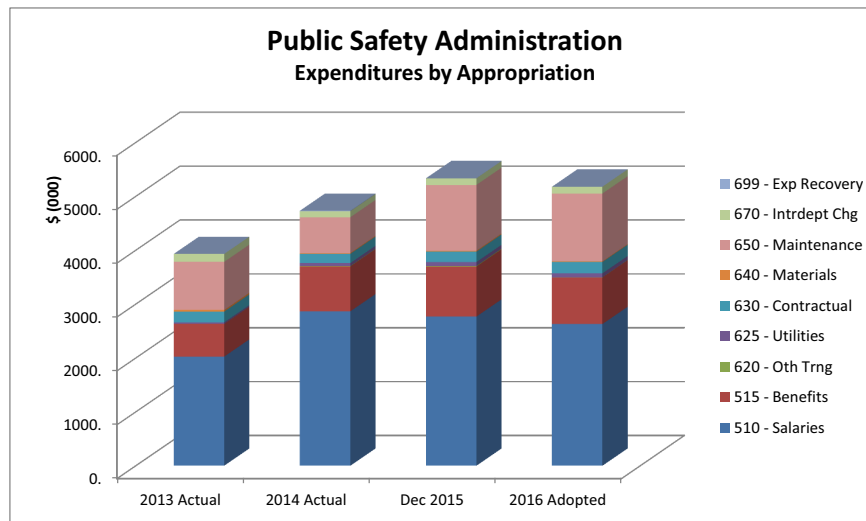
	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Property Rental	175,000	—	175,000	195,000
Equipment Rental	1,064	—	—	—
Other Contractual	—	3,961	4,433	5,000
Refunds & Miscellaneous	—	—	34	—
	\$ 198,908	\$ 171,597	\$ 192,888	\$ 210,500
Materials & Supplies				
Office Supplies	\$ 339	\$ 346	\$ 126	\$ 700
Postage	—	—	—	350
Computer Supplies	519	621	105	—
Computer Hardware	18,944	—	5,785	—
Small Equipment	—	—	1,275	2,000
Office Furniture & Equipment	—	2,725	—	—
Medical Supplies	5,548	3,831	6,134	4,000
Food	—	110	—	—
Other Supplies	86	1,087	—	—
Safety Equipment	978	—	—	—
Just In Time Office Supplies	3,493	5,865	4,217	4,500
	\$ 29,908	\$ 14,585	\$ 17,642	\$ 11,550
Maintenance				
Maintenance Office Equipment	\$ —	\$ 7,818	\$ 710	\$ —
Maintenance Contracts	420,786	496,714	982,826	1,046,317
Computer Hardware Maintenance	413,444	66,641	204,052	202,492
Computer Software Maintenance	43,000	93,413	33,665	—
Repair Parts	2,679	—	—	—
Maintenance Misc. Equipment	—	190	—	—
Maintenance Building	13,500	—	—	10,652
	\$ 893,409	\$ 664,776	\$ 1,221,253	\$ 1,259,461
Interdepart Service Charges				
Charges From Telephone Exch	\$ 113,448	\$ 88,959	\$ 97,686	\$ 98,903
Charges From Radio Comm System	2,504	—	—	—
Charges From Print & Repro	26,701	19,240	23,478	25,754
Charges From Central Storeroom	4,904	2,633	2,127	2,345
Charges From M.V.M.	20	—	—	—
	\$ 147,578	\$ 110,832	\$ 123,291	\$ 127,002
Expenditure Recovery				
Expenditure Recovery	\$ —	\$ 9,085	\$ 760	\$ —
	\$ —	\$ 9,085	\$ 760	\$ —
	\$ 3,930,666	\$ 4,732,144	\$ 5,335,911	\$ 5,178,921



PUBLIC SAFETY ADMINISTRATION

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ 9,190	\$ 10,614	\$ 7,933	\$ 13,185
Fines, Forfeitures & Settlements	1,900	1,800	11,617	1,500
Grant Revenue	4,101	—	—	—
Licenses & Permits	—	200	—	—
Miscellaneous	53,986	205,344	81,834	5,000
	\$ 69,177	\$ 217,958	\$ 101,384	\$ 19,685





PUBLIC SAFETY ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Director of Public Safety	50,795.81	191,316.74
1	0	0	Public Safety Medical Director	80,000.00	267,955.02
1	0	0	Office of Professional Standards Administrator	26,273.96	78,184.48
1	0	0	Public Safety IT Manager	65,000.00	115,588.44
1	1	1	Secretary to the Director	36,590.39	154,089.52
1	1	1	Supervisor Of Computer Operations	30,214.95	98,444.95
6	3	3			
<u>ADMINISTRATIVE SUPPORT</u>					
5	5	5	Principal Clerk	14.88	21.12
1	1	0	Private Secretary	10.00	22.29
1	1	1	Senior Clerk	12.47	17.43
7	7	6			
<u>PROFESSIONALS</u>					
4	3	3	Administrative Manager	27,193.55	115,424.36
1	1	1	Administrative Officer	20,800.00	58,499.94
2	1	1	Assistant Administrator	20,800.00	68,745.41
1	1	1	Budget Analyst	20,800.00	58,534.37
0	1	1	Budget Administrator	30,214.95	114,691.24
1	1	1	Executive Commission Public Safety Project - Grants	36,590.39	157,171.30
2	2	2	Executive Commissioner of Public Safety - Operations	36,590.39	157,171.30
1	1	1	Fiscal Manager	23,647.11	93,401.98
1	1	1	Grant Administrator	22,333.40	83,008.39
4	2	4	Network Analyst II	30,214.00	97,709.06
4	4	0	Office of Professional Standards Investigator	20,092.80	55,191.48
1	1	1	Personnel Administrator	26,273.96	91,088.49
1	1	1	Personnel Assistant	20,800.00	52,381.41
1	1	1	Police Stress Consultant	75,000.00	131,350.50
2	2	2	Project Coordinator	27,325.56	99,702.63
1	1	1	Project Director	22,333.40	88,646.98
2	2	2	Public Health Nurse III	39,098.75	56,231.40
1	0	0	Senior Personnel Assistant	20,800.00	55,388.98



PUBLIC SAFETY ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
1	1	1	Surgeon of Police	43,107.75	86,888.32
31	27	25			
TECHNICIAN					
2	2	2	Computer Operator	10.00	24.50
1	1	1	PC Technician	25,000.00	53,769.65
3	3	3			
NON EEO REPORTING					
0	1	1	Emergency Operations Center Manager	27,325.56	96,463.81
0	1	1	Manager of Public Safety Office	27,325.56	96,463.81
0	2	2			
47	42	39	TOTAL FULL TIME		
BOARD MEMBERS					
1	1	0	Police Review Board Chair	7,775.00	7,775.00
6	5	0	Police Review Board Member	7,200.00	7,200.00
7	6	0	TOTAL BOARD MEMBERS		
54	48	39	TOTAL DIVISION		



DIVISION OF POLICE

Calvin Williams, Chief

Mission Statement

To protect the lives and property of all citizens against criminal activity and to create an environment of stability and security within the community.

The highest priority of the Division of Police is providing basic police services to the community. The Division is organized into three main functional operations in order to deliver these services in the most efficient and cost effective manner possible.

Administrative Operations provide the necessary support services that enable Field Operations and Homeland Special Operations to function as effectively as possible. Administrative Operations provides warrant, subpoena, and property processing; radio and telephone communications; management of information and human resources. Additional functions include the reporting and recording of crimes and incidents and the continued development of the Division through planning and training of all personnel.

Field Operations provide response to citizen calls for assistance through uniformed patrol activities in five districts and interacts with the community via various community programs, Community Relations, and Auxiliary Police. The District support section assists uniformed patrol efforts through the investigation of major offenses, concentrated enforcement action on specific complaints and crime patterns analysis. The Bureau of Traffic provides crowd control and traffic control at major events and investigates serious traffic accidents. Quality of life issues are addressed by the Community Services Units.

Homeland Special Operations is composed of three main sections which provide a variety of investigative, technical, and preventive services along with establishing security initiatives. Investigations are completed by detective bureaus that specialize in specific crimes such as homicides, sex crimes, and domestic violence crimes. Support units such as SWAT handle volatile situations where specialized training is required. Technical support provides forensic and crime scene analysis as well as photographic and lab services. Homeland prevents, responds, and investigates terror activities in our City and the Greater Cleveland area by securing our airports, analyzing crime data for future preventive crime and terrorist trends. Homeland coordinates and shares law enforcement intelligence with local, state, and federal law enforcement agencies.

PROGRAM NAME: ADMINISTRATIVE OPERATIONS

OBJECTIVES: Provide all necessary support activities for the Field Operations, Homeland Security, and Special Operations.

ACTIVITIES: Establish operating policies and procedures for the Division of Police. Prepare and manage the operating and capital budgets for the Division of Police. Recruit, hire and train both uniform and civilian employees. Record and maintain payroll and personnel records. Collect and record all criminal incident reports. Handle open record requests. Operate and maintain radio and telephone communications. Oversee the storage of recovered, confiscated, and forfeited property and vehicles.

PROGRAM NAME: FIELD OPERATIONS

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

ACTIVITIES: Investigate all major offenses against persons and property. Provide Patrol and Community Based Policing activities. Participate with citizens on Community Relations Committees, the Auxiliary Police Program, Crime Prevention Fairs, Night Out Against Crime, the Task Force on



DIVISION OF POLICE

Violent Crime and similar projects in response to community needs. Develop close working relationships with residents by interacting while on patrol and attending community functions.

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

PROGRAM NAME: HOMELAND SECURITY

OBJECTIVES: To target the perpetrators of criminal activity which include threats and criminal actions against the security of our City.

ACTIVITIES: Establish homeland security initiatives within The City of Cleveland and the greater Cleveland area. Prevent, respond, and investigate terrorist activities in our City and around the Greater Cleveland area. Provide security and patrols of Cleveland Hopkins Airport, City Hall, and the borders of the City. Analyze and report crime trends in the City and surrounding area. Assist outside agencies with protective details of dignitaries.

PROGRAM NAME: SPECIAL OPERATIONS

OBJECTIVES: To target the perpetrators of specific crimes such as auto thefts, financial crimes, homicides, sexual assaults, and drug trafficking for arrest and prosecution.

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

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

DIVISION OF POLICE

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 8,956,005	\$ 8,954,369	\$ 8,791,146	\$ 9,211,115
Seasonal	—	—	21	—
Military Leave	(52,026)	15,975	45,531	—
Part-Time Permanent	202,281	222,080	208,023	330,937
Injury Pay	—	5,754	5,435	—
Student Trainees	438,262	1,310,783	326,472	873,600
School Guards	1,482,827	1,406,912	1,306,396	1,500,000
Uniformed Personnel	89,447,064	85,706,928	88,542,656	99,691,003
Uniformed Overtime	12,034,380	11,470,600	12,368,508	11,000,000
Longevity	898,475	892,000	874,600	862,450
Wage Settlements	56,719	205,266	21,719	—
Separation Payments	3,881,574	3,685,845	3,696,940	3,000,000
Overtime	1,537,797	1,300,305	1,771,719	1,400,000
Deferred Overtime Payments	436,236	431,462	455,476	450,000
	\$ 119,319,594	\$ 115,608,280	\$ 118,414,641	\$ 128,319,105
Benefits				
Hospitalization	\$ 14,834,772	\$ 15,335,231	\$ 17,381,810	\$ 17,474,966
Flex Save Admin Fees	1,701	—	—	—
Prescription	3,257,488	3,285,428	4,305,300	3,558,732
Dental	1,061,143	1,076,169	1,066,520	971,460
Vision Care	98,700	99,795	97,856	101,664
Public Employees Retire System	1,652,420	1,694,674	1,701,528	1,741,887
Police & Firemens Disab & Pens	19,170,634	20,833,092	21,155,608	22,011,026
Fica-Medicare	1,501,514	1,488,620	1,579,305	1,876,578
Workers' Compensation	3,593,847	3,909,126	2,785,132	2,988,252
Life Insurance	71,964	70,074	70,230	84,432
Unemployment Compensation	47,349	43,247	24,975	40,000
Clothing Allowance	584,497	471,525	663,995	613,450
Clothing Maintenance	977,683	976,304	1,155,771	955,450
	\$ 46,853,712	\$ 49,283,286	\$ 51,988,028	\$ 52,417,897
Other Training & Professional Dues				
Travel	\$ —	\$ 960	\$ 862	\$ —
Tuition & Registration Fees	—	4,043	300	—
Mileage (Priv Auto) Trng Prps	164	156	—	—
Professional Dues & Subscript	5,752	5,401	3,634	5,500
	\$ 5,916	\$ 10,559	\$ 4,796	\$ 5,500
Utilities				
Brokered Gas Supply	\$ 72,522	\$ 96,238	\$ 75,279	\$ 77,538



DIVISION OF POLICE

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Cellular Services	—	—	1,343	—
Gas	42,106	35,359	39,101	40,274
Electricity - Cpp	906,107	971,627	1,076,262	1,108,550
Electricity - Other	57,172	60,045	80,138	94,563
Steam	563,466	554,909	675,670	695,940
	\$ 1,641,373	\$ 1,718,179	\$ 1,947,795	\$ 2,016,865
Contractual Services				
Professional Services	\$ 301,009	\$ 330,939	\$ 656,616	\$ 350,000
Court Reporter	—	55	—	—
Referee Services	42,838	26,218	52,659	25,000
Travel- Non-Training	—	707	—	—
Mileage (Private Auto)	6,625	7,408	5,520	9,000
Medical Services	3,120	13,815	55,324	—
Advertising And Public Notice	20,057	10,295	3,509	6,000
Parking In City Facilities	69,994	71,699	88,939	70,000
Insurance And Official Bonds	—	466	—	2,700
Property Rental	17,566	18,000	19,750	20,480
Towing	—	—	16,000	70,000
Other Contractual	92,414	83,700	38,369	65,000
Refunds & Miscellaneous	584	—	—	—
	\$ 554,207	\$ 563,301	\$ 936,686	\$ 618,180
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 1,538	\$ 5,000
Postage	510	1,046	1,530	1,000
Computer Supplies	—	192	—	—
Computer Hardware	—	2,223	—	—
Computer Software	3,853	6,164	2,983	—
Fuel	—	13,589	21,263	20,000
Clothing	63,758	69,180	27,039	60,000
Small Equipment	88,744	67,596	74,179	80,000
Office Furniture & Equipment	—	—	999	—
Ammunition	96,210	91,700	100,640	100,000
Hygiene And Cleaning Supplies	1,769	2,032	3,213	3,500
Lumber, Glass, And Drywall	—	1,499	—	2,000
Laboratory Supplies	28,604	19,270	16,347	10,000
Photographic Supplies	5,000	12,250	5,000	11,000
Paper And Other Printing Suppl	2,195	—	—	—
Printed Materials	1,531	32,478	11,732	15,000



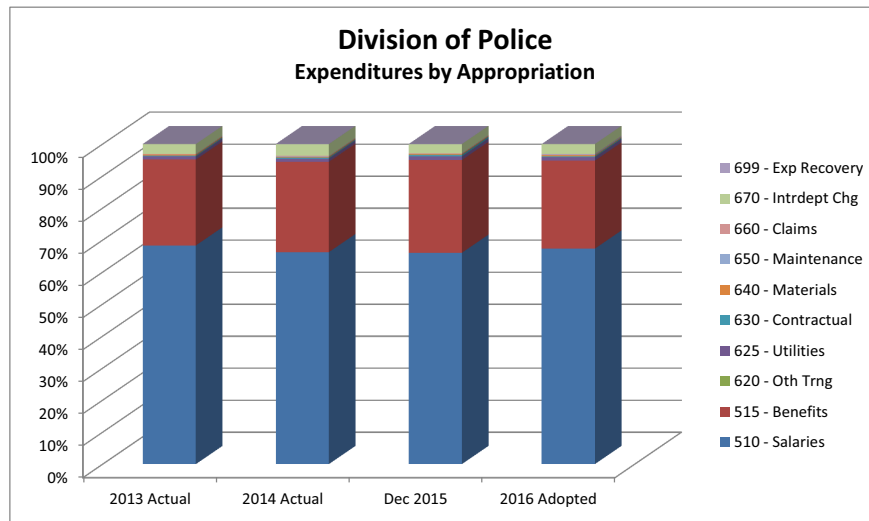
DIVISION OF POLICE

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Other Supplies	121,681	77,631	100,970	110,000
Batteries	—	—	2,023	1,000
Just In Time Office Supplies	56,982	60,829	64,655	60,000
Misc Maintenance Supplies	—	—	1,674	3,000
	\$ 470,837	\$ 457,679	\$ 435,786	\$ 481,500
Maintenance				
Maintenance Office Equipment	\$ 210	\$ 4,331	\$ —	\$ 2,000
Maintenance Contracts	64,401	90,339	90,698	440,000
Maintenance Machinery & Tools	—	1,260	—	2,000
Car Washes	41,683	30,488	18,723	35,000
Maintenance Misc. Equipment	7,708	41,263	6,520	10,000
Maintenance Building	26,912	15,127	45,791	50,000
	\$ 140,914	\$ 182,808	\$ 161,731	\$ 539,000
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 3,574	\$ 570	\$ 17,515	\$ 10,000
Police Chief Expense Fund	224,000	220,000	229,000	250,000
	\$ 227,574	\$ 220,570	\$ 246,515	\$ 260,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 1,433,585	\$ 1,408,842	\$ 1,678,932	\$ 1,699,845
Charges From Radio Comm System	1,023,957	1,417,057	872,166	1,472,426
Charges From W.P.C.	1,384	—	1,230	—
Charges From Print & Repro	436,059	470,596	324,084	355,511
Charges From Central Storeroom	66,646	85,806	81,786	90,195
Charges From M.V.M.	2,489,029	3,133,746	2,270,540	2,360,601
	\$ 5,450,659	\$ 6,516,047	\$ 5,228,738	\$ 5,978,578
Expenditure Recovery				
Expenditure Recovery	\$ —	\$ 24,444	\$ 9,283	\$ —
	\$ —	\$ 24,444	\$ 9,283	\$ —
	\$ 174,664,787	\$ 174,585,152	\$ 179,374,001	\$ 190,636,625
Revenues				
	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ 639,270	\$ 636,348	\$ 708,791	\$ 545,000
Fines, Forfeitures & Settlements	7,605	6,056	1,115	—
Grant Revenue	2,606,577	1,758,158	363,001	416,666
Miscellaneous	9,837,413	11,156,325	9,888,208	9,911,470
Interest Earnings/Investment Income	—	15,802	—	—
	\$ 13,090,865	\$ 13,572,689	\$ 10,961,115	\$ 10,873,136



DIVISION OF POLICE





DIVISION OF POLICE

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Chief of Police	69,682.20	184,847.09
15	16	15	Captain of Police	90,596.28	91,096.28
12	12	12	Commander of Police	105,171.70	105,671.70
1	1	1	Commissioner of Traffic Control	105,671.70	105,671.70
4	4	4	Deputy Chief of Police	63,966.00	155,730.30
54	53	54	Lieutenant of Police	78,031.28	78,531.28
196	194	196	Sergeant of Police	67,199.38	67,699.38
283	281	283			
<u>ADMINISTRATIVE SUPPORT</u>					
0	0	2	Accountant Clerk I	10.00	17.21
4	4	4	Chief Clerk	22,050.00	52,504.47
6	6	6	Junior Clerk	11.97	14.86
1	1	1	Messenger	10.00	16.01
2	2	2	Principal Clerk	14.88	21.12
3	2	3	Private Secretary	10.00	22.29
4	4	4	Secretary	10.00	18.59
1	1	1	Stock Clerk	13.11	19.16
2	2	2	Telephone Operator	10.00	17.99
6	4	6	Typist	12.02	16.17
29	26	31			
<u>PARA-PROFESSIONALS</u>					
2	2	2	Docket Clerk	20,800.00	40,109.95
2	2	2			
<u>PROFESSIONALS</u>					
0	0	1	Accountant I	20,800.00	68,175.93
1	0	0	Accountant III	14.88	23.30
1	0	0	Accountant III	15.48	25.84
1	0	0	Administrative Manager	27,193.55	115,424.36
2	2	2	Administrative Officer	20,800.00	58,499.94
2	2	2	Communication Specialist - Bilingual	26,282.65	40,828.63
1	1	1	Photographer	10.00	23.30



DIVISION OF POLICE

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
2	1	1	Project Coordinator	27,325.56	99,702.63
1	1	1	Project Director	22,333.40	88,646.98
1	1	1	Systems Analyst	20,800.00	68,251.13
12	8	9			
<u>PROTECTIVE SERVICES</u>					
1,022	1,031	1,031	Patrol Officer I	53,922.22	58,361.54
68	62	62	Patrol Officer II	48,815.46	52,834.34
64	81	81	Patrol Officer III	47,116.49	50,995.50
83	31	63	Patrol Officer IV	45,904.64	49,683.88
4	4	4	Police Safety Aide	23,890.36	31,826.74
75	50	85	Police Trainee*	10.50	10.50
26	24	26	Traffic Controller	15.55	16.18
1,267	1,233	1,267			
<u>SERVICE & MAINTENANCE</u>					
1	0	1	Hostler	15.66	16.29
1	0	1			
<u>TECHNICIANS</u>					
8	8	8	Chief Radio Dispatcher	47,070.48	51,328.22
2	1	2	Computer Operator	10.00	24.50
1	1	1	Data Conversion Operator	12.02	16.17
3	2	3	Data Conversion Supervisor	20.47	21.73
4	3	4	Fingerprint Examiner	22,440.00	45,456.15
1	1	1	Forensic Video Specialist	50,000.00	78,810.30
98	87	98	Police Radio Dispatcher	26,286.18	44,706.04
2	2	2	Safety Telephone Operator	24,425.64	35,180.95
3	2	3	Scientific Examiner	25,500.00	63,063.40
58	53	58	Senior Data Conversion Operator	13.47	19.37
180	160	180			
1,774	1,710	1,773	TOTAL FULL TIME		
<u>PART TIME</u>					
1	1	1	Hostler	15.66	16.29
1	1	1	Project Coordinator	27,325.56	99,702.63
355	312	355	School Crossing Guard	20.50	31.09



DIVISION OF POLICE

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
14	11	14	Traffic Controller	15.55	16.18
<u>371</u>	<u>325</u>	<u>371</u>	TOTAL PART TIME		
<u>2,145</u>	<u>2,035</u>	<u>2,144</u>	TOTAL DIVISION		

* Denotes amount not included in Total Headcount



DIVISION OF FIRE

Calvillo Angelo, Chief

Mission Statement

To serve the City of Cleveland with the highest degree of quality and professionalism through a proactive commitment to prevent and mitigate emergency situations where life and property are at risk.

The Cleveland Division of Fire is responsible for providing fire suppression, fire code enforcement, fire safety education, technical rescue operations, hazardous material regulation and response, and basic and advanced life support pre-hospital care and transportation in support of the Division of Emergency Medical Service (EMS), for the City of Cleveland through a coordinated system of response assets located strategically throughout the community. The Division supports the response system by conducting administrative operations, communications, and training of it's employees to ensure the community receives superior fire, rescue, and emergency medical response.

PROGRAM NAME: ADMINISTRATION

OBJECTIVES: To plan, direct, coordinate, control and evaluate all aspects of the Divisional operations to ensure resources are being used effectively and efficiently.

ACTIVITIES: Plan and prepare operating and capital budgets. Manage daily operations, maintain discipline, monitor and implement sick leave, light duty and leave of absence procedures. Collect compile and enter data on alarms, employee work hours and other data into data base systems. Participate in planning of rehab and construction of Division facilities. Schedule and coordinate public fire education programs, public relations and news releases in conjunction with the Mayor's Office, Public Safety Directors Office and other interested community organizations. Time keeping and payroll activities are maintained through a consolidation of Division of Fire and EMS employees, overseen by a civilian Administrative Manager, who reports to an Assistant Director of the Department of Public Safety.

PROGRAM NAME: COMMUNICATIONS

OBJECTIVES: To provide efficient communication for the Division of Fire in coordination with the Division of EMS to ensure timely and effective deployment to all emergencies.

ACTIVITIES: Receive and dispatch all calls for assistance. Determine proper response and dispatch fire fighting and or medical/rescue units. Coordinate and control emergency radio transmission and provide a communications/command vehicle for major incidents. Provide support and maintenance for all communication systems for dispatching and recording of fire alarms, response times, fire loss estimates and other records.

PROGRAM NAME: OPERATIONS

OBJECTIVES: To save lives and property by: extinguishing and preventing the spread of fire, providing immediate medical care and rescue and extrication services, abating hazardous material releases, and investigating the causes and origins of fires.

ACTIVITIES: Respond in coordination to over 60,000 emergency alarms annually with necessary personnel, apparatus and equipment to provide the fire suppression, emergency medical care, transport, and other rescue operations necessary to mitigate any emergency that presents itself to the community where life and property are at risk. Conduct daily training according to Training Program directive. Maintain apparatus, equipment and stations. Inspect buildings and fire hydrants and investigate fires and accidents.



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

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 316,367	\$ 284,379	\$ 323,293	\$ 332,775
Military Leave	8,104	5,719	11,999	—
Injury Pay	—	221	—	—
Student Trainees	261,143	314,904	325,171	286,646
Uniformed Personnel	47,838,892	45,865,688	48,101,536	47,961,795
Uniformed Overtime	6,345,030	4,900,024	6,460,842	5,352,000
Longevity	477,875	481,500	443,175	441,000
Wage Settlements	—	28,922	17,011	—
Separation Payments	1,574,025	2,865,385	1,878,701	1,689,718
Overtime	21,002	17,726	10,451	20,000
Deferred Overtime Payments	174,571	174,977	174,138	175,000
	\$ 57,017,008	\$ 54,939,444	\$ 57,746,317	\$ 56,258,934
Benefits				
Hospitalization	\$ 7,207,691	\$ 7,345,080	\$ 8,124,750	\$ 8,391,233
Flex Save Admin Fees	2,596	—	—	—
Prescription	1,685,408	1,668,064	1,948,340	1,796,745
Dental	534,549	528,729	485,190	467,624
Vision Care	44,943	44,710	40,277	38,342
Public Employees Retire System	45,937	48,838	46,995	49,389
Police & Firemens Disab & Pens	12,667,316	13,293,717	14,023,058	13,145,866
Fica-Medicare	581,216	592,479	677,038	827,961
Workers' Compensation	1,563,183	1,796,116	1,421,751	1,226,717
Life Insurance	32,188	31,093	30,163	28,821
Unemployment Compensation	—	4,563	—	—
Clothing Allowance	168,865	238,354	289,233	288,750
Clothing Maintenance	366,442	365,098	439,083	432,400
	\$ 24,900,334	\$ 25,956,838	\$ 27,525,878	\$ 26,693,848
Other Training & Professional Dues				
Travel	\$ 544	\$ 2,266	\$ 1,461	\$ 1,500
Tuition & Registration Fees	1,880	3,025	3,214	3,000
Other Training Supplies	7,873	4,065	1,258	5,500
Mileage (Priv Auto) Trng Prps	—	—	—	450
Professional Dues & Subscript	2,318	3,185	4,237	3,500
	\$ 12,615	\$ 12,541	\$ 10,170	\$ 13,950
Utilities				
Brokered Gas Supply	\$ 103,784	\$ 128,040	\$ 100,715	\$ 103,736
Gas	76,963	71,877	65,275	67,234
Electricity - Cpp	384,115	398,470	386,747	398,350
Electricity - Other	26,469	22,810	25,207	29,745
Steam	68,576	94,368	105,085	108,238
	\$ 659,908	\$ 715,565	\$ 683,030	\$ 707,303



DIVISION OF FIRE

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Contractual Services				
Professional Services	\$ 7,957	\$ 8,367	\$ 119,823	\$ 58,400
Court Reporter	425	1,119	798	750
Mileage (Private Auto)	9,917	16,217	13,613	20,000
Medical Services	51,609	17,381	36,409	—
Parking In City Facilities	4,348	4,159	3,954	6,500
Property Rental	3,500	3,500	1,750	3,500
Other Contractual	47,851	46,139	45,661	40,000
	\$ 125,606	\$ 96,882	\$ 222,007	\$ 129,150
Materials & Supplies				
Office Supplies	\$ 4,154	\$ 2,687	\$ 4,256	\$ 5,000
Postage	70	481	80	200
Computer Supplies	1,380	2,994	1,130	2,000
Clothing	112,012	132,271	309,822	374,775
Hardware & Small Tools	3,631	4,260	—	5,000
Small Equipment	8,316	14,730	10,793	20,000
Office Furniture & Equipment	—	—	—	500
Electrical Supplies	6,477	8,192	—	4,000
Hygiene And Cleaning Supplies	44,103	47,022	33,106	35,000
Lumber, Glass, And Drywall	1,500	—	—	1,750
Medical Supplies	29,220	44,604	39,925	50,000
Printed Materials	454	17,427	20,718	30,000
Shop Equipment	—	—	1,715	—
Other Supplies	66,502	48,257	42,416	50,000
Safety Equipment	5,500	9,520	43,184	164,000
Batteries	645	1,566	1,159	2,500
Just In Time Office Supplies	11,390	11,021	11,594	10,000
	\$ 295,355	\$ 345,033	\$ 519,896	\$ 754,725
Maintenance				
Maintenance Office Equipment	\$ 950	\$ 950	\$ —	\$ 950
Maintenance Contracts	6,950	18,070	29,587	18,000
Maintenance Electrical Equip	7,000	6,000	—	3,000
Maintenance Vehicles	43,102	16,982	100	4,000
Repair Parts	7,500	6,500	17,000	10,000
Car Washes	720	—	480	500
Maintenance Misc. Equipment	39,190	53,784	67,194	55,000
Repair Of Overhead Doors	54,265	65,908	23,868	65,000
	\$ 159,677	\$ 168,194	\$ 138,228	\$ 156,450
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 3,490	\$ —	\$ 3,771	\$ 4,000
	\$ 3,490	\$ —	\$ 3,771	\$ 4,000

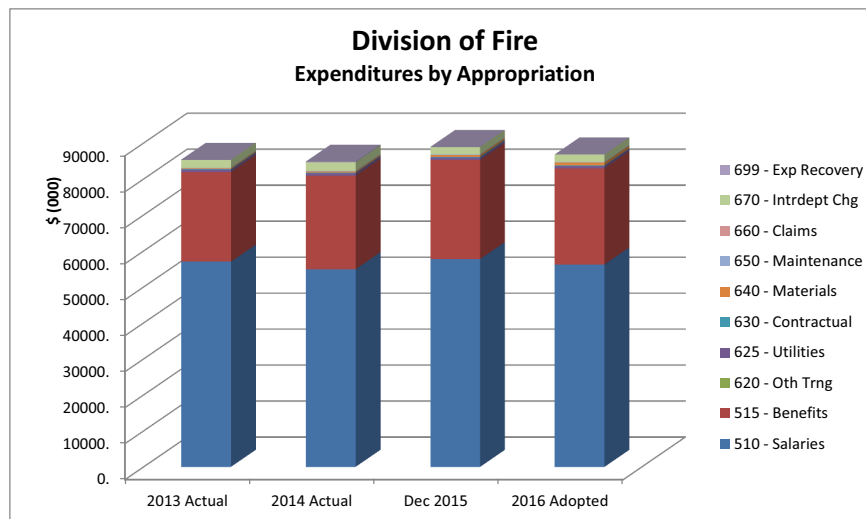
DIVISION OF FIRE

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 325,153	\$ 360,454	\$ 376,507	\$ 381,196
Charges From Radio Comm System	126,127	261,280	145,712	276,462
Charges From W.P.C.	—	5,420	615	—
Charges From Print & Repro	57,114	59,634	55,028	60,364
Charges From Central Storeroom	882	608	822	906
Charges From M.V.M.	1,679,274	1,712,195	1,495,408	1,401,833
	\$ 2,188,551	\$ 2,399,591	\$ 2,074,090	\$ 2,120,761
Expenditure Recovery				
Expenditure Recovery	\$ —	\$ 205,664	\$ —	\$ —
	\$ —	\$ 205,664	\$ —	\$ —
	\$ 85,362,544	\$ 84,839,753	\$ 88,923,387	\$ 86,839,121

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ 353,696	\$ 176,122	\$ 191,511	\$ 177,250
Grant Revenue	63,264	—	—	—
Licenses & Permits	588,181	577,020	611,388	604,500
Miscellaneous	870,247	722,744	35,155	1,253,001
Other Shared Revenue	—	51	—	—
	\$ 1,875,389	\$ 1,475,937	\$ 838,054	\$ 2,034,751





DIVISION OF FIRE

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	Budget 2016	December 2015		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
6	2	6	Assistant Chief of Fire	56,790.30	134,594.95
25	22	25	Battalion Chief of Fire	84,117.25	91,042.46
56	56	56	Captain of Fire	72,514.87	78,484.88
1	1	1	Chief of Fire	64,407.00	184,847.09
163	158	163	Lieutenant of Fire	62,512.82	67,659.38
<u>251</u>	<u>239</u>	<u>251</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Principal Clerk	14.88	21.12
3	3	3	Private Secretary	10.00	22.29
1	1	1	Senior Clerk	12.47	17.43
<u>5</u>	<u>5</u>	<u>5</u>			
<u>PROFESSIONALS</u>					
1	1	1	Assistant Personnel Administrator	20,800.00	61,601.02
1	1	1	Project Director	22,333.40	88,646.98
1	1	1	Sr Internal Auditor	23,647.11	74,000.47
<u>3</u>	<u>3</u>	<u>3</u>			
<u>PROTECTIVE SERVICES</u>					
0	39	39	Apprentice-Medic I Fire	45,904.64	49,683.88
32	37	37	Apprentice-Medic II Fire	46,904.64	50,683.88
36	34	24	Apprentice-Medic III Fire	48,404.64	52,183.88
424	392	392	Firefighter	53,890.36	58,327.05
40	0	35	Fire Trainee*	10.50	10.50
<u>492</u>	<u>502</u>	<u>492</u>			
<u>751</u>	<u>749</u>	<u>751</u>	TOTAL FULL TIME		
<u>751</u>	<u>749</u>	<u>751</u>	TOTAL DIVISION		

* Denotes amount not included in Total Headcount



DIVISION OF EMERGENCY MEDICAL SERVICE

Nicole A. Carlton, Commissioner

Mission Statement

To provide advanced out-of-hospital medical care and transportation to victims of illness or injury. We are committed to improving the quality of life in the City of Cleveland by maintaining the highest ethical and professional standards of pre-hospital care, treating our patients with dignity and respect, and caring for each patient as if they were a member of our own family.

The Division of Emergency Medical Service (EMS) is responsible for providing advanced life support pre-hospital care and transportation to the appropriate medical facility for the City of Cleveland through a coordinated communications network in cooperation with the Department of Fire. The Division of EMS ensures that patients receive optimal care through an initial cadet training program, Certificate of Approval #1366 for continuing education and paramedic certification accredited by the State of Ohio Department of Public Safety, comprehensive performance improvement program, state of the art technologies, and medical oversight from prominent medical professionals throughout the greater Cleveland area.

PROGRAM NAME: ADMINISTRATION

OBJECTIVES: To plan, direct, coordinate, control, and evaluate all aspects of the Division of EMS.

ACTIVITIES: Prepare, plan, and coordinate the Division's operating and capital budgets. Recruit and hire employees; maintain disciplinary records, record payroll and personnel records. Maintain patient care records; provide copies for legal, medical and billing purposes. Conduct performance improvement activities and ensure quality service to the public.

PROGRAM NAME: COMMUNICATIONS

OBJECTIVES: To effectively respond, control and direct all emergency communications via telephone, radio and data transmissions in a cooperative manner with the Division of Fire.

ACTIVITIES: Evaluate 9-1-1 calls for assistance through call prioritizing system designed to determine the call type, priority level and subsequent type of response for the Divisions of EMS and Fire. Provide pre-arrival patient care instructions to callers and coordinate appropriate third party resources to assist in the treatment and transportation of patients. Assist other City of Cleveland agencies in checking on the welfare of community members.

PROGRAM NAME: EMPLOYEE TRAINING AND EDUCATION

OBJECTIVES: To plan, direct, coordinate, and assist in all educational activities in a consolidated and cooperative manner with the Division of Fire for all pre-hospital medical care, through State of Ohio Certificate of Approval #1366, for the Department of Public Safety, including state certification at all levels; including recertification, cadet training, continuing education, as well as, quality assurance/performance improvement.

ACTIVITIES: Provide initial cadet training for all divisional employees. Conduct State of Ohio recertification and continuing education programs and classes for all levels of pre-hospital providers. Conduct professional development activities for administrative, supervisory, field, and communication's center employees. Provide professional recognized enhancement programs for all employees. Provide clinical experience for pre-hospital care providers through the Field Training Officer Program. Perform pre-hospital paramedic and EMT functioning testing as directed by the Department of Public Safety Medical Director. Implement and maintain divisional performance standards to patient care protocols, operating procedures, policies and procedures. Set performance benchmarks and monitor compliance to benchmarks. Conduct education and remediation for employee performance that is substandard to performance benchmarks.



DIVISION OF EMERGENCY MEDICAL SERVICE

PROGRAM NAME: OPERATIONS

OBJECTIVES: To respond to emergency scenes, in cooperation with the Division of Fire, to provide basic and advanced life support, transport patients to appropriate medical facilities, ensure preparedness and response for domestic terrorism.

ACTIVITIES: To respond to emergency scenes in a safe and expeditious manner. Provide basic and advanced pre-hospital medical interventions in accordance with State of Ohio Department of Public Safety guidelines. Transport patients to appropriate medical facilities. Document medical patient care and billing information to be used for performance review and service billing. Provide medical supply purchasing and distribution for the Divisions of EMS and Fire, and oversee logistical and technological support for all pre-hospital care functions. Provide supervisory oversight for all pre-hospital medical care and transportation.

PROGRAM NAME: PUBLIC EDUCATION

OBJECTIVES: To plan, direct, and coordinate all awareness and educational activities for the general public in first aid, CPR, AED, 9-1-1 education, and general health screenings.

ACTIVITIES: Provide certification and training in first aid, CPR, and AED in accordance with established American Heart Association standards. Provide training and certification in babysitting in accordance with established RED Cross standards. Provide training in Safe Sitter courses. Function as community training center for the American Heart Association. Provide general health screenings for the general population through a series of coordinated neighborhood locations throughout the City of Cleveland. Promote general health and wellness education through cooperative efforts with other leading health agencies. Install and maintain all City of Cleveland AED's.



DIVISION OF EMERGENCY MEDICAL SERVICE

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 10,898,184	\$ 11,111,389	\$ 11,474,923	\$ 12,657,372
Military Leave	11,713	9,524	4,580	—
Injury Pay	233	—	—	—
Student Trainees	354,086	189,547	171,324	336,000
Longevity	78,325	78,350	77,250	76,119
Wage Settlements	—	9,019	22,930	—
Separation Payments	161,432	114,163	106,725	75,000
Overtime	2,509,359	2,224,896	2,398,308	2,100,000
Deferred Overtime Payments	101,765	102,220	98,594	102,500
	\$ 14,115,097	\$ 13,839,108	\$ 14,354,633	\$ 15,346,991
Benefits				
Hospitalization	\$ 1,764,051	\$ 1,914,119	\$ 2,301,634	\$ 2,954,784
Flex Save Admin Fees	717	—	—	—
Prescription	411,112	416,479	488,974	630,860
Dental	127,086	128,353	123,000	163,596
Vision Care	13,200	13,123	11,667	16,260
Public Employees Retire System	1,865,859	1,907,805	1,964,476	2,152,079
Fica-Medicare	197,783	195,283	202,918	223,981
Workers' Compensation	660,480	628,048	598,957	486,020
Life Insurance	9,617	9,650	9,640	13,716
Unemployment Compensation	3,304	13,064	28,910	20,000
Clothing Allowance	78,650	112,325	112,925	130,775
Clothing Maintenance	45,000	71,750	75,921	86,075
	\$ 5,176,859	\$ 5,409,998	\$ 5,919,021	\$ 6,878,146
Other Training & Professional Dues				
Travel	\$ 2,657	\$ 2,465	\$ 3,847	\$ 5,000
Tuition & Registration Fees	645	2,020	1,793	1,000
Other Training Supplies	14,747	14,847	14,239	15,000
	\$ 18,049	\$ 19,332	\$ 19,880	\$ 21,000
Utilities				
Brokered Gas Supply	\$ 4,246	\$ 5,236	\$ 4,359	\$ 4,490
Gas	1,692	1,650	1,952	2,011
Electricity - Cpp	3	4	3	3
Electricity - Other	1,609	1,661	1,694	1,999
Security & Monitoring System	525	—	—	—
	\$ 8,074	\$ 8,551	\$ 8,008	\$ 8,503
Contractual Services				
Professional Services	\$ 18,234	\$ 14,411	\$ 9,152	\$ 20,000

DIVISION OF EMERGENCY MEDICAL SERVICE

Expenditures (Continued)

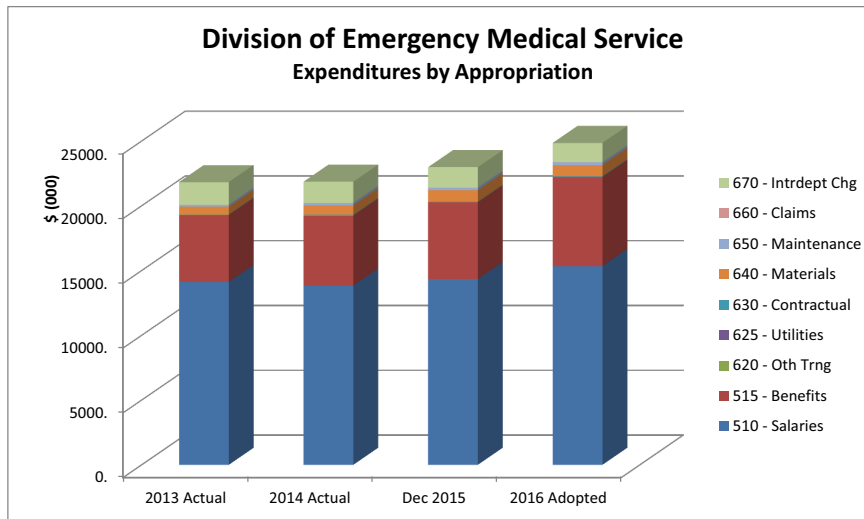
	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Referee Services	—	4,000	3,140	2,500
Janitorial Services	4,750	7,401	—	13,500
Medical Services	4,105	2,181	2,054	1,500
Parking In City Facilities	1,009	797	1,021	2,000
Other Contractual	—	4,776	11,643	—
	\$ 28,098	\$ 33,565	\$ 27,010	\$ 39,500
Materials & Supplies				
Office Supplies	\$ —	\$ 816	\$ 1,049	\$ —
Postage	484	1,753	1,680	2,500
Clothing	11,852	13,516	20,519	20,000
Hardware & Small Tools	765	180	—	300
Electrical Supplies	—	1,018	662	1,500
Hygiene And Cleaning Supplies	18,528	20,128	16,433	17,000
Medical Supplies	318,282	372,107	370,041	380,000
Medical Equipment	75,429	92,349	140,726	170,000
Printed Materials	24,765	21,086	8,850	21,000
Other Supplies	367	82	571	500
Safety Equipment	50,885	39,865	85,334	95,000
Pharmaceutical Supplies	76,616	116,557	191,117	125,000
Batteries	714	37,748	31,633	20,000
Just In Time Office Supplies	1,099	3,339	3,899	4,000
	\$ 579,786	\$ 720,545	\$ 872,514	\$ 856,800
Maintenance				
Maintenance Contracts	\$ 128,626	\$ 159,906	\$ 194,953	\$ 160,000
Maintenance Misc. Equipment	28,812	37,889	6,000	40,000
Repair Of Overhead Doors	2,353	429	396	1,500
	\$ 159,791	\$ 198,225	\$ 201,348	\$ 201,500
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 500	\$ —	\$ 326	\$ 1,000
	\$ 500	\$ —	\$ 326	\$ 1,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 60,251	\$ 63,248	\$ 96,289	\$ 97,488
Charges From Radio Comm System	66,097	66,686	48,852	72,415
Charges From Print & Repro	47,717	48,682	49,028	53,782
Charges From Central Storeroom	1,178	785	1,600	1,765
Charges From M.V.M.	1,573,233	1,449,881	1,381,029	1,273,703
	\$ 1,748,477	\$ 1,629,283	\$ 1,576,798	\$ 1,499,153
	\$ 21,834,731	\$ 21,858,606	\$ 22,979,540	\$ 24,852,593



DIVISION OF EMERGENCY MEDICAL SERVICE

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ 11,630,122	\$ 12,323,627	\$ 10,464,483	\$ 14,184,300
Grant Revenue	5,873	—	—	—
Miscellaneous	181,776	223,344	15,096	5,200
	\$ 11,817,771	\$ 12,546,971	\$ 10,479,578	\$ 14,189,500





DIVISION OF EMERGENCY MEDICAL SERVICE

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	Budget 2015	Budget 2016		December 2015	Minimum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Commissioner of Emergency Medical Service	42,758.15	152,224.32
1	1	1			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	27,193.55	115,424.36
1	1	1			
<u>TECHNICIANS</u>					
30	26	30	Emergency Medical Dispatcher	24,765.24	44,715.21
5	4	5	Emergency Medical Dispatcher Trainee*	10.50	10.50
213	188	213	Emergency Medical Technician	26,336.35	48,777.99
30	15	30	Emergency Medical Technician Trainee*	10.50	10.50
16	15	16	Emergency Medical Technician Supervisor	20,092.80	64,253.97
259	229	259			
261	231	261	TOTAL FULL TIME		
261	231	261	TOTAL DIVISION		

* Denotes amount not included in Total Headcount



DIVISION OF ANIMAL CARE AND CONTROL

Edward R. Jamison, Chief Animal Control Officer

Mission Statement

The City of Cleveland Division of Animal 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

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 550,482	\$ 573,784	\$ 639,400	\$ 627,907
Seasonal	2,588	16,710	—	17,206
Part-Time Permanent	64,608	56,721	106,644	84,878
Injury Pay	—	—	147	—
Longevity	4,025	4,425	4,025	4,625
Wage Settlements	—	1,422	1,422	—
Separation Payments	26,243	69,777	—	18,000
Overtime	43,141	44,207	47,327	40,000
	\$ 691,087	\$ 767,046	\$ 798,965	\$ 792,616
Benefits				
Hospitalization	\$ 121,048	\$ 132,745	\$ 182,286	\$ 178,448
Prescription	16,856	19,124	28,441	26,995
Dental	7,915	8,263	8,576	8,580
Vision Care	762	770	849	972
Public Employees Retire System	89,280	97,327	110,598	108,446
Fica-Medicare	8,948	10,338	10,718	11,493
Workers' Compensation	9,231	28,947	26,490	13,592
Life Insurance	579	575	629	768
Unemployment Compensation	667	—	6	—
Clothing Allowance	2,600	2,500	2,500	2,800
Clothing Maintenance	3,325	4,025	4,025	3,675
	\$ 261,212	\$ 304,614	\$ 375,118	\$ 355,769
Other Training & Professional Dues				
Travel	\$ 131	\$ 405	\$ 1,133	\$ 1,000
Professional Dues & Subscript	150	—	150	150
	\$ 281	\$ 405	\$ 1,283	\$ 1,150
Utilities				
Brokered Gas Supply	\$ 7,797	\$ 10,459	\$ 7,477	\$ 7,701
Gas	4,296	3,370	3,110	3,203
Electricity - Other	8,908	9,765	10,421	12,297
Security & Monitoring System	476	—	—	—
	\$ 21,476	\$ 23,594	\$ 21,008	\$ 23,201
Contractual Services				
Professional Services	\$ 210,414	\$ 191,780	\$ 129,400	\$ 144,000
Property Rental	5,664	—	—	—
Other Contractual	—	7,592	1,543	—
Credit Card Processing Fees	—	—	1,519	—
	\$ 216,078	\$ 199,372	\$ 132,463	\$ 144,000
Materials & Supplies				
Hardware & Small Tools	\$ 874	\$ 1,205	\$ 1,073	\$ 1,500
Small Equipment	7,022	9,828	11,281	4,800



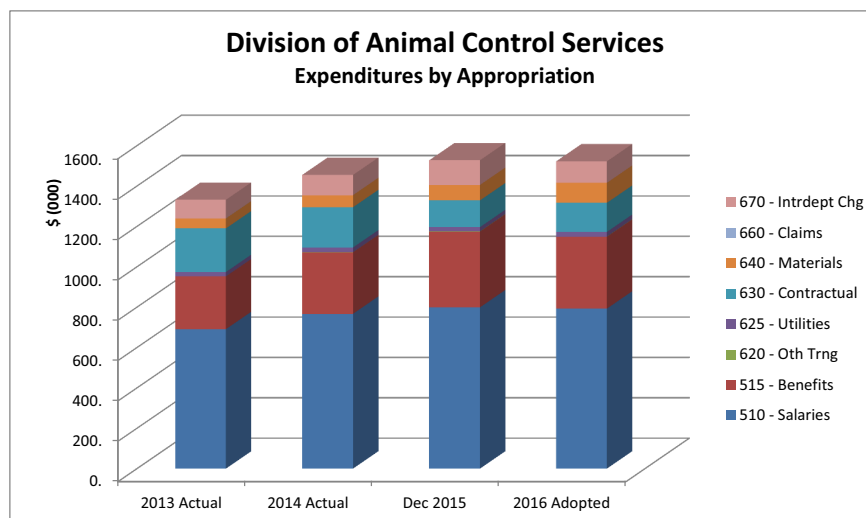
DIVISION OF ANIMAL CARE AND CONTROL

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Hygiene And Cleaning Supplies	4,470	7,113	4,982	7,000
Medical Supplies	22,482	22,028	26,957	65,000
Other Supplies	10,308	16,296	14,541	15,000
Safety Equipment	2,778	1,559	15,769	4,000
Just In Time Office Supplies	1,636	1,801	1,910	1,800
	\$ 49,571	\$ 59,831	\$ 76,514	\$ 99,100
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 500	\$ —	\$ —	\$ —
	\$ 500	\$ —	\$ —	\$ —
Interdepart Service Charges				
Charges From Telephone Exch	\$ 8,433	\$ 11,179	\$ 16,013	\$ 16,213
Charges From Radio Comm System	6,775	11,470	5,945	10,569
Charges From Print & Repro	5,979	3,122	4,888	5,362
Charges From Central Storeroom	1,926	1,452	834	919
Charges From M.V.M.	68,428	72,895	94,597	73,200
	\$ 91,541	\$ 100,118	\$ 122,277	\$ 106,263
	\$ 1,331,746	\$ 1,454,979	\$ 1,527,627	\$ 1,522,099

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ 40,648	\$ 49,520	\$ 65,634	\$ 65,000
Miscellaneous	8,601	8,752	3,843	—
	\$ 49,249	\$ 58,272	\$ 69,477	\$ 65,000





DIVISION OF ANIMAL CARE AND CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	Budget 2015	Budget 2016		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>					
2	2	2	Senior Clerk	12.47	17.43
2	2	2			
<u>PROTECTIVE SERVICES</u>					
10	10	10	Animal Control Officer	17.64	18.36
1	1	1	Animal Adoption Vol/Coor	20,800.00	48,231.90
11	11	11			
<u>SERVICE & MAINTENANCE</u>					
1	1	1	Custodial Worker	11.83	15.74
1	1	1			
<u>TECHNICIANS</u>					
1	1	1	Registered Animal Health Technician	10.00	17.21
1	1	1			
16	16	16	TOTAL FULL TIME		
<u>PART TIME</u>					
2	2	2	Animal Control Officer	17.64	18.36
1	1	1	Registered Animal Health Technician	10.00	17.21
3	3	3	TOTAL PART TIME		
<u>SEASONAL</u>					
1	1	1	Student Assistant	10.00	11.94
1	1	1	TOTAL SEASONAL		
20	20	20	TOTAL DIVISION		



DIVISION OF CORRECTION

David Carroll, Acting Commissioner

Mission Statement

To provide facilities for the incarceration of persons who have been arrested and convicted of crimes and sentenced by the court system.

The Division of Correction is charged with the responsibility of booking, processing, security, care, custody and housing of persons arrested and those committed to our custody by the Courts. Limited rehabilitation programs are provided for select residents. Features of these programs include Drug and Alcohol Rehabilitation programs, General Education Development (GED) classes and court-sponsored work release programs.

PROGRAM NAME: ALCOHOLICS ANONYMOUS

OBJECTIVES: Facilitate same sex fellowship groups who share their experiences, strengths and hopes in an effort to solve their common problem and help others to recover from alcoholism.

ACTIVITIES: Small and large facilitated discussion groups.

PROGRAM NAME: CUSTODIAL CARE

OBJECTIVES: To ensure a sufficient level of security personnel to exercise control over the inmate population while providing adequate, safe, humane housing and board.

ACTIVITIES: Provide constant surveillance of all inmates to guarantee control and order. Maintain facilities according to state codes. Provide adequate medical care for all persons committed to the Institution.

PROGRAM NAME: GENERAL EDUCATION DEVELOPMENT

OBJECTIVES: To offer classes to both female and male residents the opportunity to obtain or complete general education and obtain a GED diploma.

ACTIVITIES: Small and large facilitated same sex classroom learning environment.

PROGRAM NAME: SCHOOL RELEASE (COURT SPONSORED)

OBJECTIVES: Allow resident to maintain education/training, primarily collegiate level, during their incarceration.

ACTIVITIES: Once approved by the Court, Social Worker, and Commissioner the resident may attend a prior approved educational facility for classes and/or training.

PROGRAM NAME: WORK RELEASE (COURT SPONSORED)

OBJECTIVES: Allow resident to maintain employment during their incarceration.

ACTIVITIES: Once approved by the Court, Social Worker, and Commissioner a resident will travel by bus or pre-arranged transportation to their job which has been previously verified for approval.

DIVISION OF CORRECTION

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 4,905,626	\$ 4,466,262	\$ 4,868,571	\$ 5,731,891
Part-Time Permanent	328,690	316,680	259,342	323,028
Injury Pay	74,233	83,648	29,836	50,000
Longevity	44,700	44,975	42,275	45,000
Wage Settlements	—	57,043	46,649	—
Separation Payments	85,057	58,813	41,319	25,000
Overtime	1,494,327	1,260,221	987,202	1,027,418
	\$ 6,932,633	\$ 6,287,643	\$ 6,275,194	\$ 7,202,337
Benefits				
Hospitalization	\$ 1,065,085	\$ 1,005,667	\$ 1,063,033	\$ 1,445,787
Flex Save Admin Fees	214	—	—	—
Prescription	192,502	171,912	183,890	277,846
Dental	74,537	68,112	59,563	80,736
Vision Care	7,632	6,984	6,131	8,688
Public Employees Retire System	925,116	867,421	864,947	1,010,700
Police & Firemens Disab & Pens	—	112	—	—
Fica-Medicare	96,772	89,046	89,122	105,042
Workers' Compensation	591,342	469,516	137,206	506,026
Life Insurance	5,953	4,996	4,948	7,248
Unemployment Compensation	15,134	9,326	10,135	5,000
Clothing Allowance	40,103	36,974	37,458	40,000
Clothing Maintenance	48,750	44,500	49,925	45,000
	\$ 3,063,140	\$ 2,774,565	\$ 2,506,358	\$ 3,532,073
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 400	\$ 1,200	\$ 3,600	\$ 15,000
	\$ 400	\$ 1,200	\$ 3,600	\$ 15,000
Utilities				
Brokered Gas Supply	\$ 26,733	\$ 26,466	\$ 20,557	\$ 21,174
Gas	11,994	9,583	9,440	9,724
Electricity - Other	94,320	88,152	93,592	110,439
	\$ 133,048	\$ 124,200	\$ 123,590	\$ 141,337
Contractual Services				
Professional Services	\$ 663,937	\$ 666,899	\$ 511,494	\$ 671,518
Mileage (Private Auto)	—	—	—	100
Medical Services	2,302,547	1,554,729	1,463,584	1,700,000
Parking In City Facilities	850	33	—	100
Property Rental	40,800	40,800	40,800	45,000
Other Contractual	16,300	30,404	31,002	10,000



DIVISION OF CORRECTION

Expenditures (Continued)

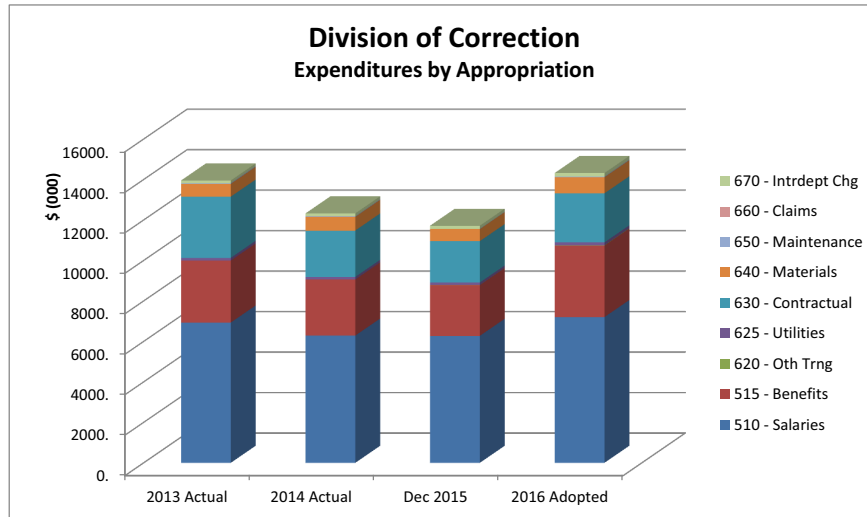
	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Indigent Relief	—	—	—	200
Bank Service Fees	221	—	—	100
	\$ 3,024,655	\$ 2,292,865	\$ 2,046,880	\$ 2,427,018
Materials & Supplies				
Office Supplies	\$ 893	\$ 504	\$ 1,242	\$ 4,000
Clothing	17,526	16,965	16,147	18,000
Hardware & Small Tools	155	—	—	500
Small Equipment	3,480	1,955	4,840	5,000
Office Furniture & Equipment	963	—	—	—
Electrical Supplies	1,055	—	955	1,000
Hygiene And Cleaning Supplies	74,821	67,930	67,869	80,000
Painting Equipment & Supplies	308	501	570	900
Medical Supplies	1,225	3,107	138	1,000
Food	416,477	436,033	404,848	550,000
Photographic Supplies	403	—	—	1,000
Other Supplies	3,092	5,071	—	5,000
Pharmaceutical Supplies	109,301	134,215	91,973	115,000
Just In Time Office Supplies	2,100	3,897	2,120	5,000
Building Maintenance Supplies	500	5,222	3,506	5,500
Misc Maintenance Supplies	115	560	57	4,000
	\$ 632,412	\$ 675,959	\$ 594,268	\$ 795,900
Maintenance				
Maintenance Contracts	\$ 30,516	\$ 24,801	\$ 13,506	\$ 25,000
Maintenance Fire Apparatus	2,350	850	950	2,000
Maintenance Building	—	1,200	3,000	5,000
	\$ 32,866	\$ 26,851	\$ 17,456	\$ 32,000
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 2,599	\$ 2,331	\$ 348	\$ 2,000
	\$ 2,599	\$ 2,331	\$ 348	\$ 2,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 15,970	\$ 16,563	\$ 18,438	\$ 18,668
Charges From Radio Comm System	32,459	26,790	17,675	31,151
Charges From W.P.C.	778	—	—	—
Charges From Print & Repro	36,068	45,869	75,393	82,704
Charges From Central Storeroom	358	460	337	372
Charges From M.V.M.	43,841	51,168	37,716	38,846
	\$ 129,474	\$ 140,850	\$ 149,560	\$ 171,741
	\$ 13,951,227	\$ 12,326,464	\$ 11,717,254	\$ 14,319,406



DIVISION OF CORRECTION

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ 8,489	\$ 2,205	\$ 3,683	\$ —
Miscellaneous	88,538	81,916	770	—
	\$ 97,027	\$ 84,121	\$ 4,453	\$ —





DIVISION OF CORRECTION

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
12	13	13	Correctional Supervisor	20,800.00	56,521.12
12	13	13			
<u>ADMINISTRATIVE SUPPORT</u>					
1	0	1	Chief Clerk	22,050.00	52,504.47
1	1	1	Private Secretary	10.00	22.29
1	1	1	Senior Clerk	12.47	17.43
1	1	1	Storekeeper	16.66	21.82
4	3	4			
<u>PROFESSIONALS</u>					
1	1	1	Budget Analyst	20,800.00	58,534.37
2	2	2	Caseworker II	14.03	21.23
2	2	2	Project Coordinator	27,325.56	99,702.63
1	1	1	Senior Personnel Assistant	20,800.00	55,388.98
6	6	6			
<u>PROTECTIVE SERVICE</u>					
104	89	113	Correctional Officer	17.29	19.37
104	89	113			
<u>SERVICE & MAINTENANCE</u>					
2	1	2	Cook	13.77	16.75
8	6	8	Guard	17.29	18.27
1	1	1	Head Cook	10.00	18.91
1	1	1	Mechanical Handyman	17.51	19.57
1	1	1	Municipal Service Laborer	16.86	18.86
13	10	13			
<u>TECHNICIANS</u>					
1	1	1	Practical Nurse	18.99	20.99
1	0	1	Recreational Instructor III	10.00	20.13
2	1	2			
141	122	151	TOTAL FULL TIME		
<u>PART TIME</u>					
30	10	10	Correctional Officers	17.29	19.37
30	10	10	TOTAL PART TIME		
171	132	161	TOTAL DIVISION		



OFFICE OF PROFESSIONAL STANDARDS

Damon Scott, Administrator**Mission Statement**

To cause a full, complete, fair and impartial investigation to be made of each citizen complaint filed with the Office of Professional Standards against an officer or employee of the Cleveland Division of Police; to prepare and submit a completed report of the investigation resulting from a citizen complaint to the Civilian Police Review Board for its review and disposition.

Citizen complaints may be filed in person at the Office of Professionals Standards (OPS), at the Cleveland Division of Police (CDP) Headquarters, any of the five CDP District Stations, the Mayor's Action Center (MAC) or Director of Public Safety's Action Center (DAC), or by mail or facsimile to OPS. All citizen complaints are assigned a 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 investigation is conducted. If during the preliminary investigation it is determined that potential criminal conduct or activity may have occurred, then OPS refers the investigation to the Internal Affairs Unit of CDP. If there is no alleged criminal conduct or activity, then OPS will continue the investigation. During the course of the investigation, the citizen and any potential witnesses are interviewed, the assignment and duty reports of the officer(s) involved, as well as all relevant documentation is reviewed, and the officer(s) responds to the allegations.

At the conclusion of the investigation, it is reviewed and approved by the OPS Administrator, who then forwards it to the Civilian Police Review Board (CPRB). The CPRB reviews all completed investigations conducted by OPS, deliberates, and then determines if a civil violation of policy, training, or rules and regulations occurred. If the CPRB determines that a violation did occur, then it sustains the complaint and accordingly recommends the appropriate discipline to either the Chief of Police or the Director of Public Safety.

When the CPRB recommends discipline, a pre-disciplinary hearing is conducted in which OPS presents its investigation to either the Chief of Police or the Director of Public Safety, or his designated hearing officer. The officer(s) involved, who is present along with his/her union representatives, 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

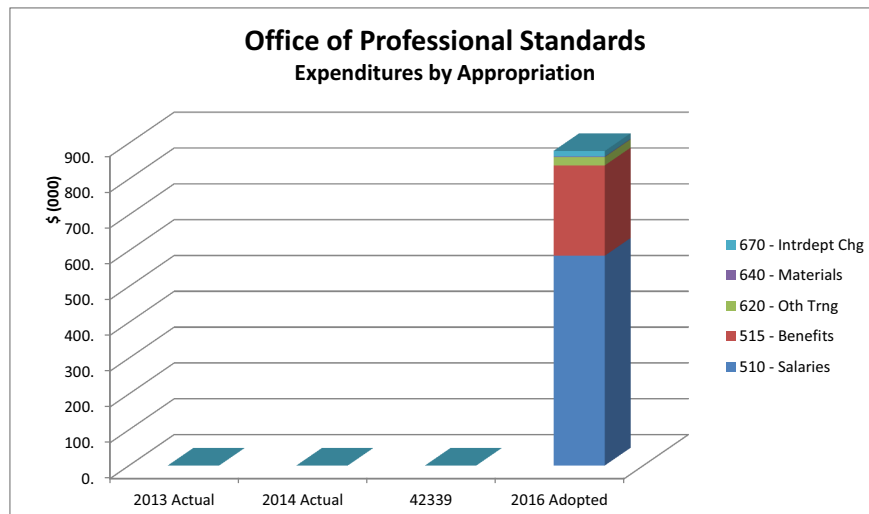
OBJECTIVES: To investigate citizen complaints against Cleveland Division of Police personnel in a complete, fair, and impartial manner.

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

OFFICE OF PROFESSIONAL STANDARDS

Expenditures

	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Unaudited</u>	<u>2016 Budget</u>
Salaries and Wages				
Full Time Permanent	\$ —	\$ —	\$ —	\$ 585,610
	\$ —	\$ —	\$ —	\$ 585,610
Benefits				
Hospitalization	\$ —	\$ —	\$ —	\$ 117,744
Prescription	—	—	—	29,052
Dental	—	—	—	7,200
Vision Care	—	—	—	600
Public Employees Retire System	—	—	—	81,985
Fica-Medicare	—	—	—	8,492
Workers' Compensation	—	—	—	6,627
Life Insurance	—	—	—	480
	\$ —	\$ —	\$ —	\$ 252,180
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ —	\$ 4,348
Tuition & Registration Fees	—	—	—	2,000
Training	—	—	—	15,870
Professional Dues & Subscript	—	—	—	1,000
	\$ —	\$ —	\$ —	\$ 23,218
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 1,700
	\$ —	\$ —	\$ —	\$ 1,700
Interdepart Service Charges				
Charges From Telephone Exch	\$ —	\$ —	\$ —	\$ 5,300
Charges From M.V.M.	—	—	—	10,000
	\$ —	\$ —	\$ —	\$ 15,300
	\$ —	\$ —	\$ —	\$ 878,008





OFFICE OF PROFESSIONAL STANDARDS

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	Budget 2015	Budget 2016		December 2015	Minimum
<u>ADMINISTRATORS & OFFICIALS</u>					
0	0	1	General Manager of Administrator Services	26,273.96	100,653.14
0	0	1			
<u>ADMINISTRATIVE SUPPORT</u>					
0	0	1	Private Secretary	10.00	22.29
0	0	1			
<u>PROFESSIONALS</u>					
0	0	1	Administrative Manager	27,193.55	115,424.36
0	0	6	Office of Professional Standards Investigator	20,092.80	55,191.48
0	0	1	Office of Professional Standards - Standards Research/ Analyst	20,800.00	62,770.08
0	0	8			
0	0	10	TOTAL FULL TIME		
0	0	10	TOTAL DIVISION		



POLICE REVIEW BOARD

Thomas Jones, Chair

Mission Statement

To receive, cause investigation, and recommend resolution of citizen complaints filed with the Office of Professional Standards alleging misconduct by an officer or employee of the Cleveland Division of Police, when such misconduct is directed toward any person who is not a member of the Cleveland Division of Police.

The Civilian Police Review Board (CPRB) conducts hearings on investigations of potential police misconduct. The misconduct complained of may include, but not be limited to, the use of excessive or deadly force. On its own complaint, the CPRB may cause investigation of incidents involving the use of deadly force by members of the Cleveland Division of Police (CDP) and incidents resulting in the injury or death of persons in the custody of CDP.

In order to perform its duties and functions, the CPRB may compel the attendance of witnesses and production of evidence and various documentation. For that purpose, the CPRB may issue subpoenas to be signed by the Chair.

During its review of an investigation conducted by the Office of Professionals Standards (OPS), and prior to recommending any action be taken on a complaint or that a complaint warrants no action, the CPRB may, in its sole discretion, hold a public hearing.

If and when the CPRB determines that a civil violation of policy, training, or rules and regulations occurred, then it may recommend that discipline be imposed against an officer or employee of CDP. Accordingly, the CPRB shall submit its recommendation to the Chief of Police or the Director of Public Safety. The CPRB also shall notify the citizen of its disposition of his/her complaint.

PROGRAM NAME: CIVILIAN POLICE REVIEW BOARD

OBJECTIVES: To review the completed investigations of each citizen complaint alleging police misconduct, use of deadly force incidents and situations involving in-custody injury or death. To conduct hearings concerning various police incidents. To recommend disciplinary dispositions to the Chief of Police and the Director of Public Safety.

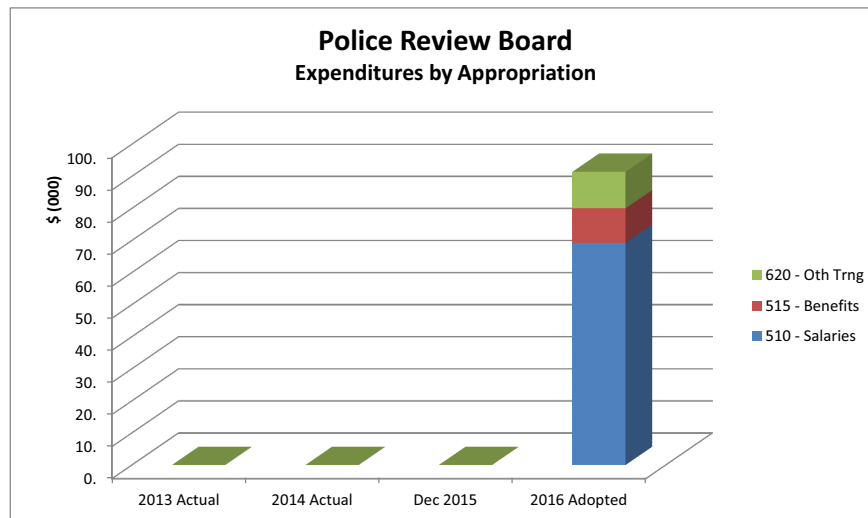
ACTIVITIES: Determine if the incidents have been properly investigated. Recommend discipline for rule violations when appropriate.



POLICE REVIEW BOARD

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Board Members	\$ —	\$ —	\$ —	\$ 61,778
Part-Time Permanent	—	—	—	7,504
	\$ —	\$ —	\$ —	\$ 69,282
Benefits				
Public Employees Retire System	\$ —	\$ —	\$ —	9,710
Fica-Medicare	—	—	—	1,014
	\$ —	\$ —	\$ —	\$ 10,724
Other Training & Professional Dues				
Training	\$ —	\$ —	\$ —	11,362
	\$ —	\$ —	\$ —	\$ 11,362
	\$ —	\$ —	\$ —	\$ 91,368





POLICE REVIEW BOARD

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
BOARD MEMBERS					
0	0	1	Police Review Board Chair	7,775.00	7,775.00
0	0	8	Police Review Board Member	7,200.00	7,200.00
0	0	9	TOTAL BOARD MEMBERS		
PART TIME					
0	0	1	Senior Clerk	12.47	17.43
0	0	1	TOTAL PART TIME		
0	0	10	TOTAL DIVISION		



COMMUNITY POLICE COMMISSION

Blaine Griffin, Community Relations Board**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.

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 Patrolman's 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 related to: community and problem-oriented policing, bias-free policing, and police transparency.

ACTIVITIES: To fulfill the mandates of the Consent Decree, the Commission will hold public meetings; review, assess and comment on public policies, practices, training and police reform measures; issue reports to the community related to its activities and its recommendations; and work with District Policing Committees.



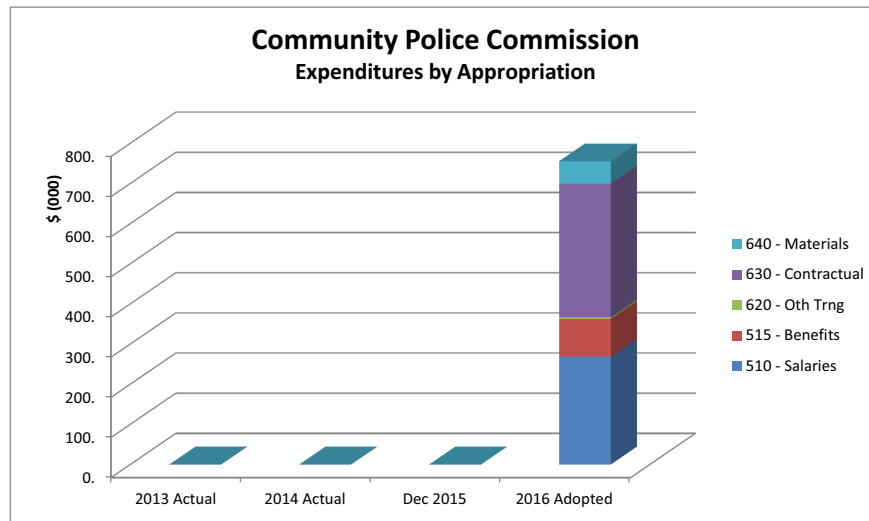
COMMUNITY POLICE COMMISSION

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ —	\$ —	\$ —	\$ 268,006
	\$ —	\$ —	\$ —	\$ 268,006
Benefits				
Hospitalization	\$ —	\$ —	\$ —	\$ 37,814
Prescription	—	—	—	9,326
Dental	—	—	—	3,600
Vision Care	—	—	—	300
Public Employees Retire System	—	—	—	38,634
Fica-Medicare	—	—	—	3,880
Life Insurance	—	—	—	240
	\$ —	\$ —	\$ —	\$ 93,794
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ —	\$ 3,990
Tuition & Registration Fees	—	—	—	400
	\$ —	\$ —	\$ —	\$ 4,390
Contractual Services				
Professional Services	\$ —	\$ —	\$ —	\$ 300,000
Mileage (Private Auto)	—	—	—	2,760
Insurance And Official Bonds	—	—	—	1,200
Property Rental	—	—	—	14,000
Equipment Rental	—	—	—	15,360
	\$ —	\$ —	\$ —	\$ 333,320
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 1,500
Postage	—	—	—	1,500
Computer Hardware	—	—	—	13,750
Computer Software	—	—	—	15,000
Food	—	—	—	1,200
Paper And Other Printing Suppl	—	—	—	18,000
Other Supplies	—	—	—	2,250
Special Events Supplies	—	—	—	2,500
	\$ —	\$ —	\$ —	\$ 55,700
	\$ —	\$ —	\$ —	\$ 755,210



COMMUNITY POLICE COMMISSION





COMMUNITY POLICE COMMISSION

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
PROFESSIONALS					
0	0	1	Administrative Manager	27,193.55	115,424.36
0	0	1	Administrative Assistant	21,851.06	79,512.34
0	0	2	Project Coordinator	27,325.56	99,702.63
0	0	1	Assistant Administrator	20,800.00	68,745.41
0	0	5	TOTAL FULL TIME		
0	0	5	TOTAL DIVISION		



POLICE INSPECTOR GENERAL

Calvin Williams, Chief of Police**Mission Statement**

To assist the Division of Police in achieving compliance with policies, procedures, and the requirements set forth by the Consent Decree by planning and conducting reviews and audits.

In accordance with paragraphs 250-254 of the Consent Decree, the Police Inspector General will work in the Office of the Mayor, but will report to the Chief of Police. The duties of the Police Inspector General will include a review of the Division of Police policies and practices to determine compliance with state and federal law, effectiveness, consistency with principals to bias-free and community policing and procedural justice. Other duties of the Police Inspector General will include auditing compliance with policies and procedures, conduct investigations, analyze trends and develop specific recommendations for reform concerning policies, procedures, practices, training, and equipment to improve police services and accountability.

PROGRAM NAME: POLICE INSPECTOR GENERAL

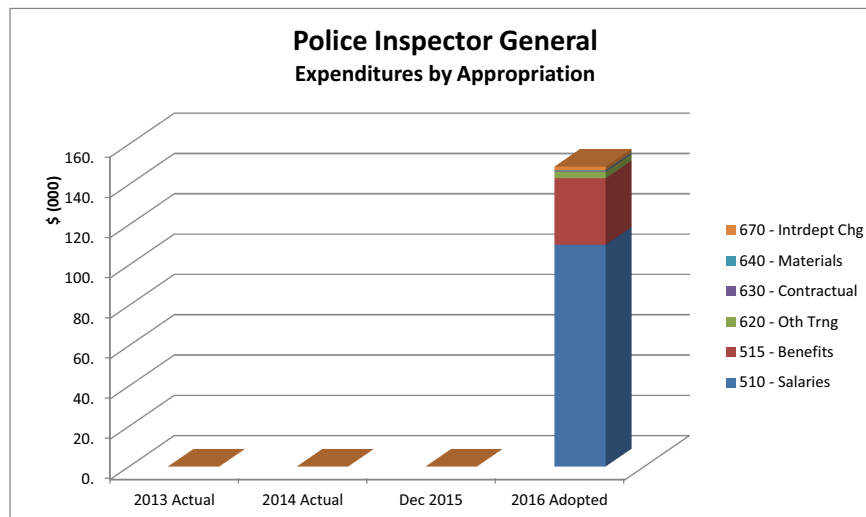
OBJECTIVES: To work with the Division of Police to achieve compliance with policies, procedures, state and federal laws, and the requirements of the Consent Decree.

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

POLICE INSPECTOR GENERAL

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ —	\$ —	\$ —	\$ 110,000
	\$ —	\$ —	\$ —	\$ 110,000
Benefits				
Hospitalization	\$ —	\$ —	\$ —	\$ 11,772
Prescription	—	—	—	2,904
Dental	—	—	—	720
Vision Care	—	—	—	60
Public Employees Retire System	—	—	—	15,858
Fica-Medicare	—	—	—	1,598
Life Insurance	—	—	—	48
	\$ —	\$ —	\$ —	\$ 32,960
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ —	\$ 1,000
Tuition & Registration Fees	—	—	—	2,000
Professional Dues & Subscript	—	—	—	300
	\$ —	\$ —	\$ —	\$ 3,300
Contractual Services				
Mileage (Private Auto)	\$ —	\$ —	\$ —	\$ 500
	\$ —	\$ —	\$ —	\$ 500
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 300
	\$ —	\$ —	\$ —	\$ 300
Interdepart Service Charges				
Charges From Telephone Exch	\$ —	\$ —	\$ —	\$ 1,450
Charges From Print & Repro	—	—	—	250
	\$ —	\$ —	\$ —	\$ 1,700
	\$ —	\$ —	\$ —	\$ 148,760





POLICE INSPECTOR GENERAL

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
0	0	1	Manager of Internal Audit	40,314.82	134,602.24
0	0	1	TOTAL FULL TIME		
0	0	1	TOTAL DIVISION		



DEPARTMENT OF JUSTICE

Calvin Williams, Chief of Police

Mission Statement

To account for expenses directly related to the Consent Decree in the areas of recruiting, training, independent monitor review, additional personnel and information technology needs.

In addition to the Divisions of Office of Professional Standards, Police Review Board, Community Police Commission, and the Police Inspector General, the Consent Decree also requires additional functions that include: recruiting, training, independent monitor review, additional personnel and information technology needs.

The recruitment plan will include specific strategies for attracting a diverse group of applicants, including officers that are familiar with the different neighborhoods of Cleveland, who possess strategic thinking and problem solving skills, emotional maturity, interpersonal skills, and the ability to collaborate with a diverse cross-section of the community. (Paragraph 304)

The Division of Police will ensure all officers receive adequate training to understand: (a) how to police effectively and safely in accordance with policies; and (b) the requirements of the Consent Decree, Ohio Law, and the Constitution and laws of the United States. (Paragraph 269)

An independent monitor jointly selected by the City of Cleveland and the Department of Justice will serve as an agent of the court to assess and report whether the requirements of the Consent Decree have been implemented, and whether this implementation is resulting in constitutional and effective policing, professional treatment of individuals, and increased community trust of the Division of Police. (Paragraph 350)

Additional Personnel will include:

- ♦ Implementation Coordinator (Paragraph 385) - To facilitate the provision of data, documents, materials, and access to the City's and the Division of Police's personnel to the independent monitor, Department of Justice, and any other necessary parties to ensure compliance with the requirements of the Consent Decree.
- ♦ Civilian Head of Internal Affairs (Paragraph 178) - A qualified citizen will be hired to report directly to the Chief of Police. This position will be someone who is not a current or former employee of the Division of Police, and is not a current or retired law enforcement officer.
- ♦ Crisis Intervention (Paragraph 131) - A Captain and Sergeant of Police will work together to better facilitate communication between the Division of Police and members of the mental health community and to increase the effectiveness of the Crisis Intervention Program.
- ♦ The Division of Police will collect and maintain all data and records necessary to accurately evaluate its use of force, search and seizure practices, facilitate transparency, and, as permitted by law, broad public access to information related to the Division of Police. To fulfill the data analysis requirements of the Consent Decree, four information technology positions will be added and additional software will be purchased. (Paragraph 257)



DEPARTMENT OF JUSTICE

PROGRAM NAME: CONSENT DECREE ADDITIONAL PERSONNEL

OBJECTIVES: To account for the additional positions required by the Consent Decree in the areas of Implementation Coordinator, Civilian Head of Internal Affairs, and Crisis Intervention.

ACTIVITIES: **Implementation Coordinator-** Ensure that all data, documents and records are maintained as provided in the Consent Agree and assist in assigning implementation and compliance related tasks.

Civilian Head of Internal Affairs- Conduct objective, comprehensive, and timely investigations of all internal allegations of officer misconduct.

Crisis Intervention- Develop and maintain partnerships with program stakeholders, participate in and implement changes recommended by the Advisory Committee, select candidates for designation of specialized CIT officers, and create ways to honor and recognize Crisis Intervention staff when appropriate.

PROGRAM NAME: INFORMATION TECHNOLOGY

OBJECTIVES: To ensure collection, tracking, and reporting of data related specific stops outlined in the Consent Decree.

ACTIVITIES: Routine reporting, an annual assessment to the independent monitor, development of a protocol to accurately analyze data collected, issue reports summarizing data, and ensure transparency.

PROGRAM NAME: MONITOR

OBJECTIVES: To work with Cleveland Division of Police to achieve compliance with the requirements of the Consent Decree.

ACTIVITIES: To fulfill the mandates of the Consent Decree, the independent monitor will perform compliance reviews, conduct biennial surveys, evaluate outcome measurements, develop a monitoring plan, provide recommendations, and file written reports with the court every six months.

PROGRAM NAME: RECRUITMENT PLAN

OBJECTIVES: To revise the recruitment procedures and hiring to ensure that the Division of Police attracts and hires a diverse group of qualified personnel.

ACTIVITIES: Develop and implement a recruitment policy and a strategic recruitment plan that includes clear goals, objectives, and action steps for attracting qualified applicants from a broad cross-section of the community.

PROGRAM NAME: TRAINING

OBJECTIVES: To train the Division of Police to reflect their commitment to procedural justice, bias-free policing, community policing, and will install agency expectations that officers police diligently, and have an understanding of commitment to the constitutional rights they encounter.

ACTIVITIES: Develop and implement a written training plan for the Division of Police's recruit academy, probationary field training, and in-service training to ensure that recruits, and officers are trained to effectively and lawfully carry out their duties in accordance with the policies of the Division of Police, the requirements and goals of the Consent Decree, Ohio law, and the Constitution and laws of the United States.



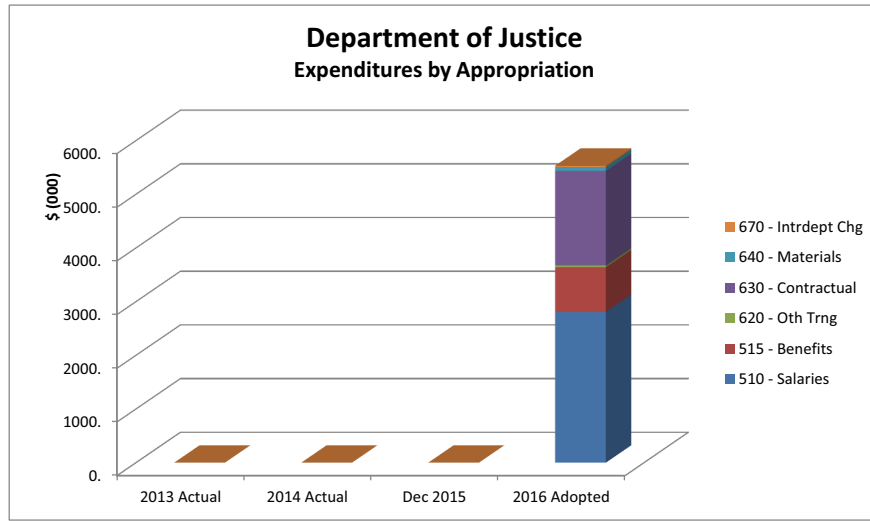
DEPARTMENT OF JUSTICE

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ —	\$ —	\$ —	\$ 535,012
Uniformed Personnel	—	—	—	337,566
Uniformed Overtime	—	—	—	1,936,911
	\$ —	\$ —	\$ —	\$ 2,809,489
Benefits				
Hospitalization	\$ —	\$ —	\$ —	\$ 141,288
Prescription	—	—	—	34,848
Dental	—	—	—	8,640
Vision Care	—	—	—	720
Public Employees Retire System	—	—	—	74,902
Police & Firemens Disab & Pens	—	—	—	443,523
Fica-Medicare	—	—	—	40,738
Workers' Compensation	—	—	—	77,476
Life Insurance	—	—	—	576
Clothing Allowance	—	—	—	2,850
Clothing Maintenance	—	—	—	2,500
	\$ —	\$ —	\$ —	\$ 828,061
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ —	\$ 11,000
Tuition & Registration Fees	—	—	—	22,000
Professional Dues & Subscript	—	—	—	600
	\$ —	\$ —	\$ —	\$ 33,600
Contractual Services				
Mileage (Private Auto)	\$ —	\$ —	\$ —	\$ 2,000
Other Contractual	—	—	—	1,760,610
	\$ —	\$ —	\$ —	\$ 1,762,610
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 1,200
Computer Software	—	—	—	68,800
Fuel	—	—	—	750
Special Events Supplies	—	—	—	2,500
Just In Time Office Supplies	—	—	—	2,250
	\$ —	\$ —	\$ —	\$ 75,500
Interdepart Service Charges				
Charges From Telephone Exch	\$ —	\$ —	\$ —	\$ 16,195
Charges From Print & Repro	—	—	—	5,500
	\$ —	\$ —	\$ —	\$ 21,695
	\$ —	\$ —	\$ —	\$ 5,530,955



DEPARTMENT OF JUSTICE





DEPARTMENT OF JUSTICE

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
0	0	2	Special Assistant to the Mayor	20,800.00	118,362.30
0	0	1	Captain of Police	90,596.28	91,096.28
0	0	2	Sergeant of Police	67,199.38	67,699.38
0	0	5			
<u>PROFESSIONALS</u>					
0	0	1	Administrative Assistant	21,851.06	79,512.34
0	0	1	Data Base Administrator	39,937.34	118,853.53
0	0	2	Project Coordinator	27,325.56	99,702.63
0	0	1	Systems Analyst	20,800.00	68,251.13
0	0	5			
<u>PROTECTIVE SERVICES</u>					
0	0	2	Patrol Officer I	53,922.22	58,361.54
0	0	2			
0	0	12	TOTAL FULL TIME		
0	0	12	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

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,946,646	\$ 1,924,846	\$ 2,118,197	\$ 2,248,114
Board Members	—	—	300	—
Longevity	14,450	15,050	14,475	14,100
Wage Settlements	—	3,711	3,711	—
Separation Payments	1,585	9,111	23,534	—
Overtime	2,830	4,078	2,988	1,000
	\$ 1,965,510	\$ 1,956,796	\$ 2,163,205	\$ 2,263,214
Benefits				
Hospitalization	\$ 292,028	\$ 298,722	\$ 323,367	\$ 406,702
Flex Save Admin Fees	250	—	—	—
Prescription	49,495	48,643	54,834	72,243
Dental	19,543	18,685	16,587	20,784
Vision Care	1,975	1,932	1,821	2,388
Public Employees Retire System	294,788	269,148	295,993	319,510
Fica-Medicare	24,610	25,932	29,079	32,794
Workers' Compensation	27,382	29,682	29,088	35,091
Life Insurance	1,424	1,477	1,474	1,872
Unemployment Compensation	1,728	—	1,252	—
Clothing Allowance	400	400	400	400
Clothing Maintenance	150	150	150	150
	\$ 713,773	\$ 694,772	\$ 754,044	\$ 891,934
Contractual Services				
Professional Services	\$ —	\$ —	\$ 1,545	\$ 2,150
Advertising And Public Notice	—	—	350	—
Parking In City Facilities	3,128	2,874	2,667	3,800
Insurance And Official Bonds	—	—	—	250
Property Rental	166,347	166,347	166,347	166,347
Other Contractual	—	1,965	51,966	54,821
	\$ 169,475	\$ 171,186	\$ 222,875	\$ 227,368
Materials & Supplies				
Other Supplies	\$ 74	\$ 252	\$ 60	\$ 200
Special Events Supplies	1,180	1,500	1,180	1,500
Just In Time Office Supplies	3,568	2,390	3,424	3,200
	\$ 4,822	\$ 4,142	\$ 4,664	\$ 4,900

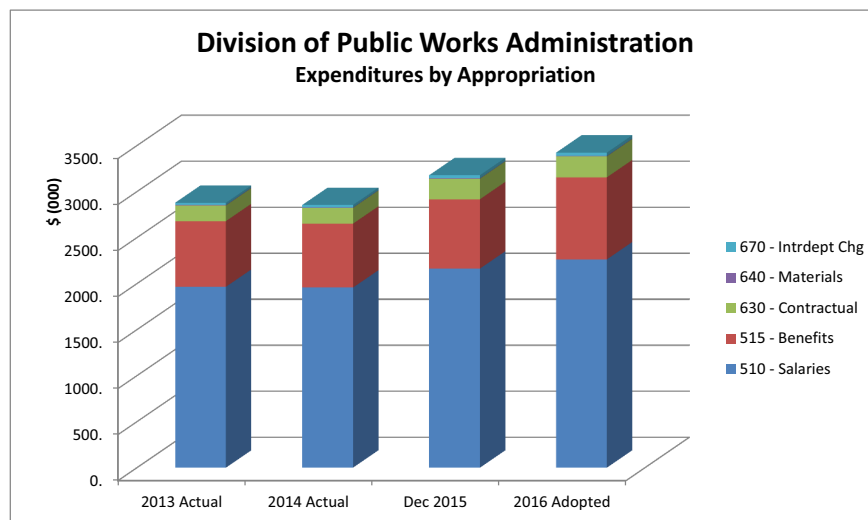
DIVISION OF PUBLIC WORKS ADMINISTRATION

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 15,655	\$ 16,116	\$ 16,015	\$ 20,214
Charges From Radio Comm System	1	—	—	—
Charges From Print & Repro	8,685	9,567	11,745	12,884
Charges From Central Storeroom	213	991	442	487
Charges From M.V.M.	436	660	5,225	2,572
	\$ 24,990	\$ 27,334	\$ 33,427	\$ 36,157
	\$ 2,878,570	\$ 2,854,231	\$ 3,178,215	\$ 3,423,573

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ 76,973	\$ 73,272	\$ 24,871	\$ 25,000
Fines, Forfeitures & Settlements	—	125	—	—
Miscellaneous	7,717	46,804	298,611	20,000
Sale Of City Assets	—	1,018,569	315,594	—
	\$ 84,690	\$ 1,138,770	\$ 639,076	\$ 45,000





DIVISION OF PUBLIC WORKS ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
2	3	3	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	0	1	Manager of Events	23,647.11	86,215.32
1	1	1	Manager of Marketing	30,214.95	114,691.24
7	7	8			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Chief Clerk	22,050.00	52,504.47
3	1	1	Junior Personnel Assistant	20,800.00	43,469.45
2	2	2	Principal Clerk	14.88	21.12
1	1	1	Private Secretary to the Director	20,800.00	52,504.47
1	1	1	Senior Clerk	12.47	17.43
8	6	6			
<u>PROFESSIONALS</u>					
1	1	0	Administrative Manager	27,193.55	115,424.36
6	6	7	Assistant Administrator	20,800.00	68,745.41
1	1	1	Assistant Manager of Audit Cont/Per	20,800.00	64,967.92
1	1	1	Assistant Manager of Marketing	20,800.00	64,468.16
1	1	1	Assistant Manager of Recreation	20,800.00	62,770.08
3	2	4	Budget Analyst	20,800.00	58,534.37
1	1	1	Data Base Administrator	39,937.34	118,853.53
3	4	4	Personnel Administrator	26,273.96	91,088.49
3	3	3	Project Coordinator	27,325.56	99,702.63
2	1	1	Senior Budget and Management Analyst	26,273.96	88,147.99
1	0	1	Senior Personnel Assistant	20,800.00	55,388.98
23	21	24			
<u>TECHNICIANS</u>					
1	1	1	Accident & Safety Inspector	21.49	23.49
1	1	1			
39	35	39	TOTAL FULL TIME		
39	35	39	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, 1 football / track athletic complex, 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 advisory councils that assist with program and evaluation.

PROGRAM NAME: CAMPING

OBJECTIVES: To provide recreational opportunities for youth services involving camping and other outdoor environmental activities.

ACTIVITIES: Operate a summer residential camp program for youth between the ages 9 to 13. Conduct a day camp program for seniors in conjunction with various senior centers throughout the City of Cleveland. Conduct a holistic life program for youth in Conjunction with Cleveland Public Schools.

PROGRAM NAME: CULTURAL ARTS

OBJECTIVES: To provide cultural arts to City residents.

ACTIVITIES: Organize programs in drama, dance, painting, drawing, cartoon arts, ceramics, and weaving.

PROGRAM NAME: FOOD SERVICE PROGRAM

OBJECTIVES: To supplement the dietary requirements of children.

ACTIVITIES: Provide free meals for City of Cleveland youth 18 years of age and under for both after school and Summer meals.

PROGRAM NAME: ORGANIZED SPORTS

OBJECTIVES: To provide ongoing planning, development and coordination of a variety of sports programs, both 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 facilities and programs 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

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 3,468,248	\$ 3,510,215	\$ 3,567,663	\$ 3,987,745
Seasonal	996,412	1,114,432	971,536	984,709
Part-Time Permanent	1,157,945	1,081,010	1,097,012	1,074,577
Injury Pay	—	1,547	—	—
School Guards	1,080	492	88,819	—
Longevity	37,925	36,125	32,800	40,000
Wage Settlements	—	6,719	6,947	—
Separation Payments	105,196	17,683	30,299	30,000
Overtime	83,216	142,421	137,048	72,900
	\$ 5,850,023	\$ 5,910,644	\$ 5,932,124	\$ 6,189,931
Benefits				
Hospitalization	\$ 684,284	\$ 688,554	\$ 786,370	\$ 815,813
Prescription	145,466	137,070	158,685	161,214
Dental	48,890	45,502	42,615	53,640
Vision Care	6,566	6,009	5,782	6,912
Public Employees Retire System	815,699	850,061	860,368	854,747
Fica-Medicare	77,898	81,222	80,656	88,890
Workers' Compensation	194,751	135,974	167,010	178,237
Life Insurance	3,929	3,885	3,931	5,232
Unemployment Compensation	41,255	14,285	4,968	20,000
Clothing Allowance	400	400	400	400
Clothing Maintenance	1,200	1,575	1,575	1,650
	\$ 2,020,337	\$ 1,964,539	\$ 2,112,359	\$ 2,186,735
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 559	\$ 930	\$ 1,740	\$ 570
Professional Dues & Subscript	435	—	—	360
	\$ 994	\$ 930	\$ 1,740	\$ 930
Utilities				
Brokered Gas Supply	\$ 367,805	\$ 412,931	\$ 340,448	\$ 350,670
Gas	222,844	184,328	192,691	200,000
Electricity - Cpp	985,086	1,051,867	999,165	1,029,140
Electricity - Other	135,402	110,754	98,948	120,000
Security & Monitoring System	9,999	11,288	11,789	15,000
Contractual Utilities	42,595	47,179	43,411	99,000
	\$ 1,763,731	\$ 1,818,346	\$ 1,686,452	\$ 1,813,810
Contractual Services				
Professional Services	\$ 20,302	\$ 27,383	\$ 19,843	\$ 30,000
Mileage (Private Auto)	533	495	371	1,000



DIVISION OF RECREATION

Expenditures (Continued)

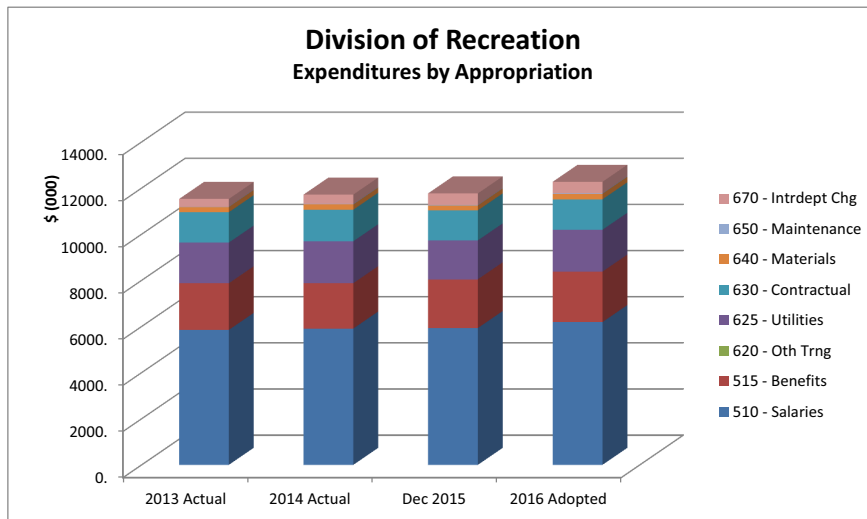
	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Parking In City Facilities	11,089	8,565	8,411	7,840
Other Contractual	1,284,443	1,329,821	1,272,673	1,281,609
	\$ 1,316,367	\$ 1,366,263	\$ 1,301,297	\$ 1,320,449
Materials & Supplies				
Computer Hardware	\$ 636	\$ —	\$ —	\$ —
Chemical	73,578	92,309	94,119	95,000
Clothing	2,953	8,403	12,279	7,835
Small Equipment	3,196	8,267	379	8,000
Electrical Supplies	5,975	—	—	2,250
Hygiene And Cleaning Supplies	1,395	2,932	2,446	3,600
Aquatics (Pool) Supplies	29,645	16,004	15,603	17,000
Playground Equipment And Suppl	14,890	10,333	13,124	15,000
Medical Supplies	1,166	570	2,195	1,350
Food	31,661	26,535	24,904	25,000
Paper And Other Printing Suppl	174	—	—	1,350
Other Supplies	709	3,921	2,132	3,800
Arts & Crafts Supplies	25,290	25,274	21,628	25,000
Sporting Goods Supplies	34,343	27,374	21,546	30,000
Just In Time Office Supplies	3,130	6,852	4,468	8,300
	\$ 228,740	\$ 228,775	\$ 214,823	\$ 243,485
Maintenance				
Maintenance Contracts	\$ 3,760	\$ 9,526	\$ 3,996	\$ 3,600
Maintenance Machinery & Tools	6,870	2,000	8,890	8,000
Maintenance Fire Apparatus	3,101	3,000	6,327	7,000
Car Washes	569	—	372	450
Maintenance Misc. Equipment	3,975	7,850	2,000	4,000
Maintenance Building	—	300	—	—
	\$ 18,275	\$ 22,676	\$ 21,585	\$ 23,050
Interdepart Service Charges				
Charges From Telephone Exch	\$ 164,712	\$ 181,592	\$ 314,193	\$ 305,107
Charges From Radio Comm System	1,187	6,037	3,086	5,563
Charges From W.P.C.	1,307	1,149	—	—
Charges From Print & Repro	20,004	23,108	23,095	25,335
Charges From Central Storeroom	993	1,245	693	764
Charges From M.V.M.	121,896	170,508	137,465	134,595
Charges From Waste Collection	17,403	20,846	18,937	20,000
	\$ 327,501	\$ 404,483	\$ 497,469	\$ 491,364
	\$ 11,525,967	\$ 11,716,656	\$ 11,767,849	\$ 12,269,754



DIVISION OF RECREATION

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ 7,600	\$ 14,228	\$ 15,650	\$ 15,000
Grant Revenue	26,287	10,537	—	—
Licenses & Permits	542	1,493	397	—
Miscellaneous	90,388	93,490	228,513	9,000
	\$ 124,817	\$ 119,748	\$ 244,560	\$ 24,000





DIVISION OF RECREATION

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	Budget 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Commissioner of Recreation	42,758.15	163,046.16
2	1	2	Deputy Commissioner of Recreation	26,273.96	91,088.49
6	5	6	Manager of Recreation	40,000.00	86,215.32
9	7	9			
<u>ADMINISTRATIVE SUPPORT</u>					
11	9	11	Junior Clerk	11.97	14.86
1	1	1	Private Secretary	10.00	22.29
2	2	2	Secretary	10.00	18.59
14	12	14			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	27,193.55	115,424.36
4	4	4	Assistant Manager of Recreation	20,800.00	62,770.08
1	0	1	Deputy Project Director	20,800.00	69,383.29
1	1	1	Project Coordinator	27,325.56	99,702.63
23	23	23	Recreation Center Manager	32,500.00	79,225.56
30	29	30			
<u>SERVICE & MAINTENANCE</u>					
1	1	1	Real Estate Maintenance Man	17.82	19.82
1	1	1			
<u>TECHNICIAN</u>					
20	19	20	Physical Director	10.00	20.94
34	25	30	Recreation Instructor II	10.00	15.21
1	1	1	Recreation Instructor III	10.00	20.13
55	45	51			
109	94	105	TOTAL FULL TIME		
188	153	188	TOTAL PART TIME		
216	11	263	TOTAL SEASONAL*		
513	258	556	TOTAL DIVISION		

* Seasonals are reflected during peak periods May - September



DIVISION OF PARKING FACILITIES

Antionette Thompson, Interim Commissioner

Mission Statement

To provide adequate Off-Street parking throughout the downtown area and to enforce the On-Street parking throughout the City of Cleveland.

PROGRAM NAME: ON-STREET

OBJECTIVES: To provide for the on-street parking needs of the City of Cleveland.

ACTIVITIES: Enforce parking regulations. Repair and maintain the current parking meters. Evaluate the parking needs of the City of Cleveland. Compile and maintain accurate records pertaining to parking meter repairs. Propose regulations that will provide rapid curb turnover as well as increase the supply of available on-street parking areas.

PROGRAM NAME: OFF-STREET

OBJECTIVES: To provide off-street parking within the City of Cleveland

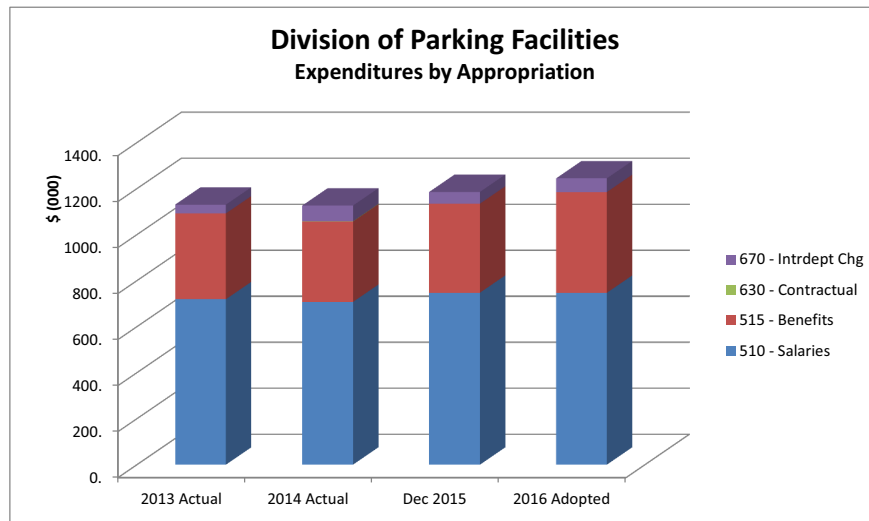
ACTIVITIES: Continue to improve operations. Manage all Community Development properties not being developed but currently being operated as public parking lots, until such time as development becomes feasible. Oversee and monitor parking at the Gateway Garages.

DIVISION OF PARKING FACILITIES

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 700,550	\$ 695,779	\$ 719,039	\$ 736,060
Part-Time Permanent	—	—	6,776	—
Injury Pay	123	—	295	—
School Guards	—	—	1,680	—
Longevity	6,300	6,200	5,400	6,050
Wage Settlements	—	2,777	2,777	—
Separation Payments	4,813	2,159	4,225	—
Overtime	7,365	523	7,248	5,000
	\$ 719,151	\$ 707,438	\$ 747,439	\$ 747,110
Benefits				
Hospitalization	\$ 179,718	\$ 169,218	\$ 187,367	\$ 219,766
Prescription	35,790	32,212	38,974	45,676
Dental	12,956	11,232	9,950	11,616
Vision Care	1,161	950	899	1,164
Public Employees Retire System	96,852	95,498	89,128	107,825
Fica-Medicare	9,212	8,533	11,025	10,943
Workers' Compensation	28,940	23,553	40,638	32,322
Life Insurance	856	804	804	1,008
Clothing Allowance	4,725	4,325	5,750	4,650
Clothing Maintenance	2,683	2,800	2,625	2,800
	\$ 372,894	\$ 349,126	\$ 387,160	\$ 437,770
Contractual Services				
Other Contractual	\$ —	\$ 1,470	\$ —	\$ —
	\$ —	\$ 1,470	\$ —	\$ —
Interdepart Service Charges				
Charges From Telephone Exch	\$ 14,147	\$ 11,561	\$ 7,174	\$ 9,789
Charges From Radio Comm System	—	18,660	5,896	18,913
Charges From Print & Repro	1,060	414	—	1,000
Charges From M.V.M.	22,947	35,589	32,938	29,949
Charges Frm Str Cnst Mnt & Rep	—	1,866	4,990	—
	\$ 38,154	\$ 68,090	\$ 50,998	\$ 59,651
	\$ 1,130,199	\$ 1,126,125	\$ 1,185,597	\$ 1,244,531
Revenues				
	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Miscellaneous	\$ 9,372	\$ 8,717	\$ —	\$ —
	\$ 9,372	\$ 8,717	\$ —	\$ —

DIVISION OF PARKING FACILITIES





DIVISION OF PARKING FACILITIES

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	Budget 2015	Budget 2016		December 2015	Minimum
PROFESSIONALS					
2	2	2	Supervisor of Parking Enforcement	20,800.00	44,904.32
2	2	2			
SERVICE & MAINTENANCE					
16	14	16	Parking Enforcement Officer	15.55	16.18
16	14	16			
TECHNICIANS					
1	1	1	Parking Meter Foreman	24,679.38	45,527.01
2	1	2	Parking Meter Serviceman	16.49	18.06
3	2	3			
21	18	21	TOTAL FULL TIME		
21	18	21	TOTAL DIVISION		



DIVISION OF PROPERTY MANAGEMENT

Thomas A. Nagel, Commissioner

Mission Statement

Provide the City of Cleveland's various general fund and selected enterprise units a facilities maintenance service to propagate clean, safe and energy efficient facilities

PROGRAM NAME: BUILDING OPERATIONS & MAINTENANCE

OBJECTIVES: To provide equipment operators and repair technicians for building HVAC, emergency systems and equipment, power distribution, lighting, and other functions necessary to operate a public facility.

ACTIVITIES: Operate chillers, boilers, and fans. Maintain comfortable building interior temperatures throughout the various seasons. Maintain emergency systems in readiness and keep operational during actual emergencies. Perform the various maintenance and repair functions needed to keep a public facility operational.

PROGRAM NAME: CAPITAL REPAIRS & IMPROVEMENTS

OBJECTIVES: To provide in-house labor for emergency repairs and planned improvements to City buildings infrastructures.

ACTIVITIES: Repair, replace and/or add large mechanical, electrical, and plumbing systems and equipment. Perform related duties upon doors, windows, roofs, walls, ceilings, sidewalks, driveways, sewers and landscape irrigation systems. Remodel interior spaces to accommodate changes in use of the facility or changes to existing operations.

PROGRAM NAME: FACILITIES SECURITY

OBJECTIVES: Provide point of entry security at City Hall and Hough Multi Purpose buildings.

ACTIVITIES: Assign Guards to these buildings during operating hours for the purpose of public safety while visiting the facility. Maintain electronic surveillance systems, security and burglar monitoring systems.

PROGRAM NAME: HOUSEKEEPING SERVICES

OBJECTIVES: To provide for routine and daily cleaning of selected facilities throughout the city.

ACTIVITIES: Assign Custodial personnel at facilities in need of daily cleaning due to heavy use by the general public and/or employees. Provide roving cleaning crews weekly to facilities that do not have a heavy usage pattern. Facilitate the timely removal of trash from buildings and provide preventive pest control.

DIVISION OF PROPERTY MANAGEMENT

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 3,588,557	\$ 3,514,650	\$ 3,485,045	\$ 3,736,489
Part-Time Permanent	36,738	35,197	36,375	38,000
Injury Pay	—	13,254	12,077	—
Longevity	27,400	29,900	27,400	26,050
Wage Settlements	—	14,262	17,662	—
Separation Payments	52,355	6,521	5,621	—
Overtime	230,483	276,352	293,931	184,979
	\$ 3,935,532	\$ 3,890,137	\$ 3,878,111	\$ 3,985,518
Benefits				
Hospitalization	\$ 562,943	\$ 559,261	\$ 611,061	\$ 675,064
Prescription	110,029	102,997	130,521	130,829
Dental	38,907	36,465	33,172	39,084
Vision Care	4,125	3,833	3,421	4,224
Public Employees Retire System	522,902	539,521	549,006	558,489
Fica-Medicare	52,803	52,717	52,343	57,875
Workers' Compensation	260,210	109,145	188,417	44,686
Life Insurance	3,000	2,863	2,795	3,552
Clothing Allowance	2,250	2,230	2,230	3,000
Tool Insurance	750	900	900	900
Clothing Maintenance	7,525	7,650	7,400	7,425
	\$ 1,565,444	\$ 1,417,582	\$ 1,581,265	\$ 1,525,128
Other Training & Professional Dues				
Tuition & Registration Fees	\$ —	\$ —	\$ 1,035	\$ 2,500
Professional Dues & Subscript	470	50	—	650
	\$ 470	\$ 50	\$ 1,035	\$ 3,150
Utilities				
Brokered Gas Supply	\$ 23,854	\$ 24,327	\$ 20,275	\$ 20,883
Sewer-Other	—	—	3,264	—
Gas	11,643	15,951	17,282	18,000
Electricity - Cpp	443,381	478,984	487,126	501,740
Electricity - Other	282,380	281,967	4,026	8,000
Steam	899,458	742,911	973,417	1,002,620
	\$ 1,660,716	\$ 1,544,139	\$ 1,505,390	\$ 1,551,243
Contractual Services				
Professional Services	\$ 270,000	\$ —	\$ 199	\$ 7,396
Security Services	65,645	66,197	35,980	75,000
Medical Services	74	—	—	—
Parking In City Facilities	4,843	5,720	3,169	3,600



DIVISION OF PROPERTY MANAGEMENT

Expenditures (Continued)

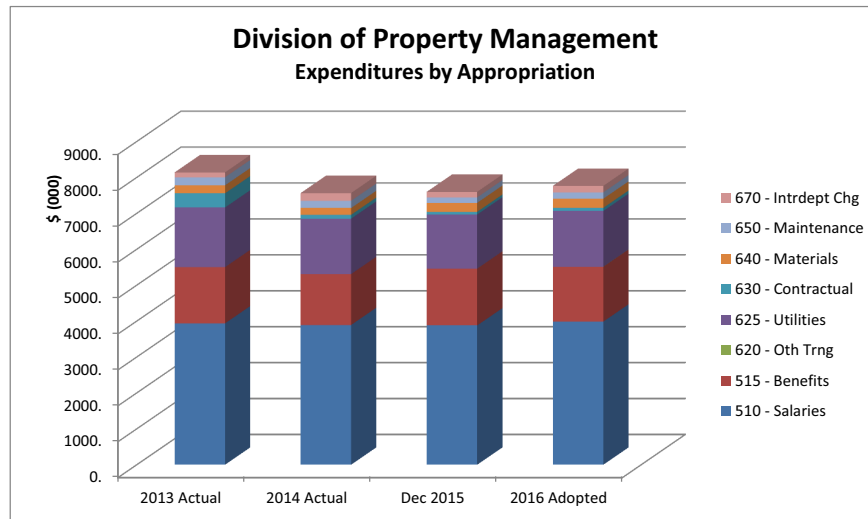
	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Other Contractual	53,755	29,444	36,829	2,103
Local Match-Grant Programs	—	4,445	—	—
	\$ 394,317	\$ 105,806	\$ 76,177	\$ 88,099
Materials & Supplies				
Chemical	\$ —	\$ 10,523	\$ 4,500	\$ 4,500
Clothing	5,200	5,200	7,497	6,000
Hardware & Small Tools	—	10,806	—	1,000
Electrical Supplies	34,691	27,662	25,000	35,000
Hygiene And Cleaning Supplies	154,865	118,499	189,540	160,000
Heating And Air Filters	—	6,000	5,000	5,000
Medical Supplies	—	814	—	800
Other Supplies	4,547	1,126	4,092	—
Safety Equipment	10,000	5,000	—	30,000
Just In Time Office Supplies	1,490	928	621	1,750
Building Maintenance Supplies	11,558	2,500	13,834	10,000
	\$ 222,351	\$ 189,059	\$ 250,084	\$ 254,050
Maintenance				
Maintenance Contracts	\$ 2,940	\$ 2,162	\$ 5,000	\$ 2,500
Maintenance Machinery & Tools	117,641	122,713	65,844	102,417
Maintenance Fire Apparatus	70,000	70,105	66,581	63,581
Maintenance Utility Systems	1,075	—	—	—
Hydraulic Repair Cyl Pmps Mtrs	—	—	3,571	—
Maintenance Building	32,500	5,980	10,000	8,100
	\$ 224,156	\$ 200,960	\$ 150,996	\$ 176,598
Interdepart Service Charges				
Charges From Telephone Exch	\$ 30,937	\$ 29,579	\$ 35,520	\$ 35,962
Charges From Radio Comm System	307	9,055	5,875	8,344
Charges From Water	—	—	—	450
Charges From W.P.C.	—	—	—	900
Charges From Print & Repro	3,094	2,994	2,264	2,484
Charges From Central Storeroom	70	250	161	177
Charges From M.V.M.	100,254	170,105	109,705	122,286
Charges From Waste Collection	2,185	5,052	2,369	10,000
	\$ 136,848	\$ 217,035	\$ 155,893	\$ 180,603
	\$ 8,139,834	\$ 7,564,768	\$ 7,598,952	\$ 7,764,389



DIVISION OF PROPERTY MANAGEMENT

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ 484,238	\$ 480,380	\$ 70,097	\$ 30,854
Grant Revenue	5,001	—	—	—
Miscellaneous	1,112,033	1,394,893	750,207	1,300,000
	\$ 1,601,272	\$ 1,875,273	\$ 820,304	\$ 1,330,854





DIVISION OF PROPERTY MANAGEMENT

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Commissioner of Property Management	45,201.46	161,827.86
1	1	1	Manager of Enterprise Unit	23,647.11	86,215.32
1	1	1	Manager of General Maintenance	23,647.11	86,215.32
<u>3</u>	<u>3</u>	<u>3</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Private Secretary	10.00	22.29
<u>1</u>	<u>1</u>	<u>1</u>			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	27,193.55	115,424.36
2	2	2	Assistant Custodian	20,800.00	53,513.57
6	4	6	Building Stationary Engineer	20.05	27.55
<u>9</u>	<u>7</u>	<u>9</u>			
<u>SERVICE & MAINTENANCE</u>					
25	23	25	Custodial Worker	11.83	15.74
2	2	2	Custodial Worker Supervisor	19.78	21.78
1	1	1	Custodian	26,273.96	78,184.48
2	2	2	Guard	17.29	18.27
1	0	1	Mechanical Handyman	17.51	19.57
9	8	9	Municipal Service Laborer	16.86	18.86
<u>40</u>	<u>36</u>	<u>40</u>			
<u>SKILLED CRAFT</u>					
1	0	1	Chief Building Stationary Engineer	21.43	28.93
2	2	2	Carpenter	37.88	47.35
1	1	1	Carpenter Unit Leader	39.13	48.50
1	1	1	Cement Finisher	38.24	47.80
4	4	4	Electrical Worker	45.60	57.00
2	2	2	Painter	33.24	41.55
1	1	1	Painter Foreman	34.49	42.55
1	1	1	Plasterer	36.82	46.03
5	5	5	Plumber	45.98	57.48



DIVISION OF PROPERTY MANAGEMENT

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	Budget 2015	December 2015		Minimum	Maximum
1	1	1	Plumber Foreman	47.23	57.98
1	1	1	Roofer	38.40	48.00
1	1	1	Sheetmetal Worker	47.59	59.49
21	20	21			
74	67	74	TOTAL FULL TIME		
1	1	1	TOTAL PART TIME		
75	68	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 lots, and cemeteries.

PROGRAM NAME: CEMETERY MAINTENANCE & SERVICES

OBJECTIVES: To provide for burials and maintenance to Cleveland’s Cemetery properties.

ACTIVITIES: Maintain grounds. Provide burial services.

PROGRAM NAME: FIELD MAINTENANCE

OBJECTIVES: To maintain athletic fields and other grounds.

ACTIVITIES: To drag and line ball diamonds to maintain athletic recreational fields and properties.

PROGRAM NAME: HORTICULTURE, MALL, AND CULTURAL GARDENS

OBJECTIVES: To operate the City Greenhouse.

ACTIVITIES: Develop and maintain an awareness and appreciation of natural foliage in formal gardens and park areas. Propagate plant material for seasonal displays. Plant and maintain formal gardens, plazas, malls, and other formal park areas. Provide educational and recreational programs related to horticulture and plant life development.

PROGRAM NAME: LOT CUTTING AND CLEANING

OBJECTIVES: To keep vacant lots within the City aesthetically pleasing and to eliminate health and safety hazards.

ACTIVITIES: Cut weeds and remove debris from vacant lots. Investigate Protests related to bills for Vacant Lot cleaning activities.

PROGRAM NAME: PARKS GROUND MAINTENANCE

OBJECTIVES: To provide pleasant and attractive public areas.

ACTIVITIES: Cut grass, seed, edge, prune trees and underbrush, mulch, remove debris, etc.

PROGRAM NAME: SNOW REMOVAL

OBJECTIVES: To provide access around City Hall, Public Square and quadrants, Malls A, B and C, and other City facilities as directed

ACTIVITIES: Remove snow from around recreation centers, sidewalks, parking lots, walkways, bus stops and fire hydrants on City property.

PROGRAM NAME: URBAN FORESTRY

OBJECTIVES: To provide a safe and hazard-free urban forest while striving to preserve its natural beauty.

ACTIVITIES: Remove dead and hazardous trees. Prevent unsafe conditions relating to tree growth. Trim trees for clearance of streetlights, traffic signals and signs, pedestrian and vehicular traffic, as well as building clearance. Remove overgrown tree roots that cause raised sidewalks, and overgrown tree lawns. Provide public information regarding the care of trees to concerned citizens.



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

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 4,217,286	\$ 4,194,870	\$ 4,535,192	\$ 4,844,423
Seasonal	1,235,822	1,365,223	1,272,005	1,263,771
Part-Time Permanent	8,063	—	—	—
Injury Pay	540	—	8,062	—
Longevity	45,800	43,150	43,100	48,525
Wage Settlements	—	17,154	17,647	—
Separation Payments	37,286	42,977	11,619	20,000
Overtime	119,225	112,262	103,768	123,930
	\$ 5,664,021	\$ 5,775,635	\$ 5,991,392	\$ 6,300,649
Benefits				
Hospitalization	\$ 864,745	\$ 901,173	\$ 1,085,041	\$ 1,129,237
Flex Save Admin Fees	48	—	—	—
Prescription	159,176	170,640	203,522	210,979
Dental	58,604	59,974	54,323	59,940
Vision Care	5,606	5,682	5,097	6,264
Public Employees Retire System	757,920	802,148	834,368	874,761
Fica-Medicare	77,268	80,087	83,901	91,434
Workers' Compensation	168,489	133,012	291,829	184,331
Life Insurance	4,768	3,975	4,039	5,184
Unemployment Compensation	29,805	65,578	105,373	69,115
Clothing Allowance	29,932	35,351	31,785	36,570
Tool Insurance	1,650	2,200	2,200	2,750
Clothing Maintenance	12,589	14,337	14,529	15,250
	\$ 2,170,601	\$ 2,274,157	\$ 2,716,007	\$ 2,685,815
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 303	\$ 175	\$ 180	\$ 325
	\$ 303	\$ 175	\$ 180	\$ 325
Utilities				
Brokered Gas Supply	\$ 76,627	\$ 82,174	\$ 61,275	\$ 63,115
Gas	35,611	24,047	23,739	24,455
Electricity - Cpp	394,807	445,116	460,119	473,925
Electricity - Other	38,246	35,445	31,981	37,800
Steam	12,373	9,962	15,033	15,490
Security & Monitoring System	200	30,348	5,835	5,602
	\$ 557,863	\$ 627,092	\$ 597,982	\$ 620,387
Contractual Services				
Professional Services	\$ 3,000	\$ 2,902	\$ 7,141	\$ 1,545
Referee Services	1,550	—	—	1,713

DIVISION OF PARK MAINTENANCE AND PROPERTIES

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Waste Disposal	1,520	920	1,605	2,884
Medical Services	1,896	4,222	92	1,391
Parking In City Facilities	1,681	1,851	1,574	1,360
Property Rental	43,676	43,676	43,676	43,676
Other Contractual	2,010,559	2,095,367	1,882,392	2,169,160
County Aud & Treas Coll Fee	7,878	—	—	—
	\$ 2,071,760	\$ 2,148,938	\$ 1,936,481	\$ 2,221,729
Materials & Supplies				
Chemical	\$ 495	\$ 2,633	\$ 1,060	\$ 927
Salt & De-Icer	4,075	—	4,165	7,200
Clothing	1,345	1,265	—	1,030
Hardware & Small Tools	4,428	5,175	9,829	8,100
Boilers, Heaters & Cool Equip	5,143	—	—	—
Seed, Fertilizer & Herbicide	9,800	7,000	—	18,000
Small Equipment	43,701	26,459	6,846	19,982
Fence, Posts & Bars	1,200	1,500	4,172	927
Hygiene And Cleaning Supplies	10,975	37,620	9,567	4,172
Clay, Soil & Turf	7,487	5,681	13,796	13,520
Playground Equipment And Suppl	6,183	8,128	11,469	14,854
Other Supplies	13,566	18,005	13,731	13,436
Sporting Goods Supplies	556	668	1,510	2,500
Safety Equipment	3,983	11,713	5,789	5,006
Greenhouse Maintenance Suppl	36,551	31,998	44,651	39,000
Anti-Freeze	—	346	—	—
Just In Time Office Supplies	205	1,805	1,016	979
Misc Maintenance Supplies	11,717	—	—	11,890
	\$ 161,410	\$ 159,996	\$ 127,600	\$ 161,523
Maintenance				
Maintenance Contracts	\$ 7,200	\$ 9,000	\$ 9,107	\$ 9,270
Repair Parts	280,449	247,259	244,718	285,000
	\$ 287,649	\$ 256,259	\$ 253,824	\$ 294,270
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 4,608	\$ 100,867	\$ 6,545	\$ 3,605
	\$ 4,608	\$ 100,867	\$ 6,545	\$ 3,605
Interdepart Service Charges				
Charges From Telephone Exch	\$ 52,541	\$ 73,685	\$ 61,474	\$ 76,040
Charges From Radio Comm System	8,191	121,696	63,054	112,365
Charges From W.P.C.	3,409	24,425	7,160	5,000
Charges From Print & Repro	19,247	21,445	21,930	24,057



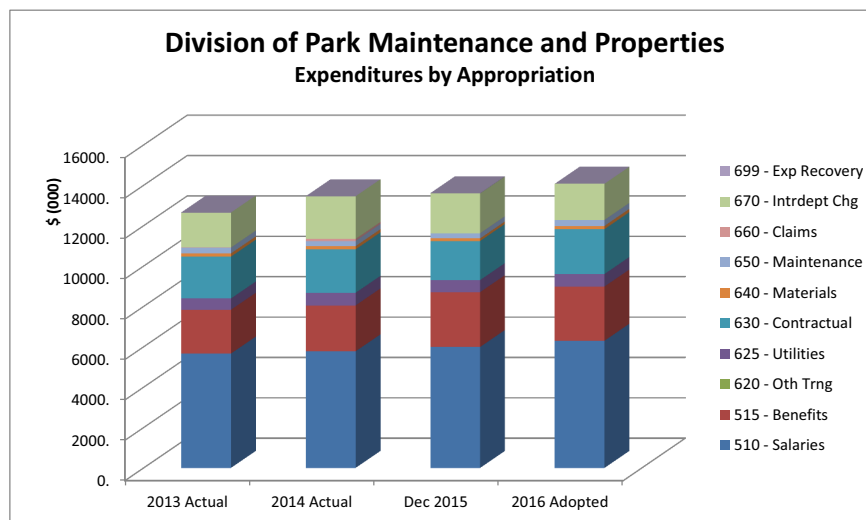
DIVISION OF PARK MAINTENANCE AND PROPERTIES

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges From Central Storeroom	2,117	1,183	1,043	1,151
Charges From M.V.M.	1,360,033	1,563,220	1,355,514	1,275,588
Charges From Waste Collection	287,089	310,021	452,316	295,000
	\$ 1,732,628	\$ 2,115,675	\$ 1,962,491	\$ 1,789,201
Expenditure Recovery				
Expenditure Recovery	\$ —	\$ —	\$ 19,843	\$ —
	\$ —	\$ —	\$ 19,843	\$ —
	\$ 12,650,844	\$ 13,458,794	\$ 13,612,346	\$ 14,077,504

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ 913,609	\$ 1,193,938	\$ 794,598	\$ 765,754
Fines, Forfeitures & Settlements	10	—	—	—
Licenses & Permits	10	—	—	—
Miscellaneous	429,050	126,992	70,008	31,540
	\$ 1,342,679	\$ 1,320,929	\$ 864,606	\$ 797,294





DIVISION OF PARK MAINTENANCE AND PROPERTIES

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	Budget 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Commissioner of Park Maint. & Properties	42,758.15	163,046.16
3	3	3	Manager of Urban Forestry	22,333.40	81,827.04
4	4	4			
<u>ADMINISTRATIVE SUPPORT</u>					
3	2	3	Field Operations Forester	32,445.00	66,858.11
2	2	2	Senior Clerk	12.47	17.43
1	1	1	Storekeeper	16.66	21.82
6	5	6			
<u>PROFESSIONALS</u>					
3	2	4	Administrative Manager	27,193.55	115,424.36
3	2	4			
<u>SERVICE & MAINTENANCE</u>					
3	3	3	Gardener	18.81	20.81
12	12	12	Ground Maintenance Foreman	21.33	23.33
13	12	13	Ground Maintenance Truck Driver II	19.73	20.52
2	2	2	Horticulturist Maintenance Foreman	23.88	25.88
42	39	42	Real Estate Maintenance Worker	17.82	19.82
72	68	72			
<u>SKILLED CRAFT</u>					
8	6	8	Arborist I	18.81	20.81
9	9	9	Arborist II	21.68	23.68
5	4	5	Automobile Repair Worker	12.60	22.26
22	19	22			
107	98	108	TOTAL FULL TIME		
305	14	305	TOTAL SEASONAL		
412	112	413	TOTAL DIVISION		



DIVISION OF WASTE COLLECTION AND DISPOSAL

Michael E. Cox, Interim Commissioner

Mission Statement

To reduce public health hazards resulting from refuse dumping in City of Cleveland neighborhoods by providing collection and appropriate disposal of residential, commercial, recyclable and city owned public area waste for the citizens of the City of Cleveland.

The division of Waste Collection is committed to providing an efficient collection and disposal service to approximately 152,000 dwelling units on a weekly basis. The waste collection process includes residential waste, recycling, bulk items, tires, receptacles, and dead animal collection.

In addition to the City’s current method of waste collection, an automated Pilot Program begun in 2008 and is being provided to 40,000 Cleveland residents. The new system is significantly more efficient and user- friendly, and should encourage more participation in recycling, since items can be recycled curbside. Through this program, residents receive sturdy garbage carts for trash and recycling which can be wheeled to the curb. The new collection program will eventually be city-wide.

The City of Cleveland annually disposes of approximately 230,000 tons of debris. The majority of this debris is processed through the Ridge Road Transfer Station; a city owned operated facility, with a processing capacity of 3,000 tons per day. The remainder of the debris is disposed of via the use of privately owned landfills, Transfer Stations, or Processing Facilities.

In addition to the residential collection service, the Division of Waste Collection offers alternative ways of disposal via the Commercial Collection and Residential Dumping program. The Commercial Collection program provides permanent and temporary dumpster rental services to city residents, city facilities, and Cleveland area businesses at a competitive rate. The Residential Dumping program provides Cleveland residents the ability to dispose of regular solid waste and recyclables at the Ridge Road Transfer Station free of charge with proof of residency.

PROGRAM NAME: RESIDENTIAL COLLECTIONS/CURBSIDE RECYCLING

OBJECTIVES: To remove commingled recyclable commodities from the City’s waste stream as well as putrescible and other waste from the City’s environment.

- ACTIVITIES:** Provide weekly collection of solid waste and recyclables.
- Conduct on-site inspections concerning appearance of areas served.
- Provide weekly collection of bulk items.

PROGRAM NAME: WASTE DISPOSAL/COMMODITY PROCESSING

OBJECTIVES: To remove solid waste and to prepare recyclable commodities for marketing (i.e. soft/bale).

- ACTIVITIES:** Deliver collected waste to landfill sites.
- Market and sell recyclables.
- Collect tires for processing.
- Operate transfer station.



DIVISION OF WASTE COLLECTION AND DISPOSAL

PROGRAM NAME: ANCILLARY SERVICES

OBJECTIVES: To improve the appearance of the City and contribute to the revitalization efforts being made in Downtown Cleveland.

- ACTIVITIES:**
- Clean up after special events in neighborhoods and downtown.
 - Improve the appearance of the West Side Market area, downtown streets and parks and municipal buildings.
 - Repair, replace and service outdoor waste receptacles.
 - Provide collection of dead animals.
 - Provide waste container rental through commercial waste collection service.
 - Provide administrative paper recycling.



DIVISION OF WASTE COLLECTION AND DISPOSAL

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 7,927,649	\$ 7,830,598	\$ 7,571,097	\$ 8,416,849
Seasonal	422,945	362,512	306,996	486,776
Part-Time Permanent	16,469	16,442	9,879	18,312
Injury Pay	6,257	7,380	5,438	—
Longevity	66,525	66,525	65,500	68,600
Wage Settlements	21,321	101,730	147,219	—
Separation Payments	83,382	30,566	120,916	63,800
Overtime	574,866	1,093,882	1,422,761	504,502
	\$ 9,119,415	\$ 9,509,635	\$ 9,649,805	\$ 9,558,839
Benefits				
Hospitalization	\$ 1,586,818	\$ 1,662,060	\$ 1,744,879	\$ 1,876,538
Flex Save Admin Fees	95	—	—	—
Prescription	249,612	257,351	270,114	305,804
Dental	106,458	108,505	93,684	100,284
Vision Care	10,871	10,765	8,888	10,560
Public Employees Retire System	1,208,971	1,317,646	1,323,078	1,338,986
Fica-Medicare	121,878	125,252	130,142	128,837
Workers' Compensation	819,434	794,607	660,802	747,291
Life Insurance	8,169	8,159	7,426	8,736
Unemployment Compensation	54,580	34,085	21,158	25,000
Clothing Allowance	82,200	78,692	72,050	70,800
Clothing Maintenance	25,938	26,063	23,979	23,100
	\$ 4,275,023	\$ 4,423,184	\$ 4,356,199	\$ 4,635,936
Other Training & Professional Dues				
Travel	\$ —	\$ 789	\$ —	\$ 1,000
Tuition & Registration Fees	—	260	150	500
Mileage (Priv Auto) Trng Prps	7	26	—	90
Professional Dues & Subscript	590	195	2,576	270
	\$ 597	\$ 1,270	\$ 2,726	\$ 1,860
Utilities				
Brokered Gas Supply	\$ 94,808	\$ 182,303	\$ 145,438	\$ 149,805
Gas	48,049	47,644	56,492	58,187
Electricity - Cpp	187,897	238,883	280,314	288,725
	\$ 330,754	\$ 468,830	\$ 482,244	\$ 496,717
Contractual Services				
Professional Services	\$ 66,300	\$ 9,999	\$ 80,328	\$ 81,300
Referee Services	—	—	—	250
Waste Disposal	5,980,000	5,646,569	5,286,812	5,819,825



DIVISION OF WASTE COLLECTION AND DISPOSAL

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Security Services	558	582	3,224	1,024
Janitorial Services	7,732	3,622	4,790	2,060
Medical Services	7,684	6,700	—	8,000
Waste Disposal Fee - Ohio EPA	1,228,718	1,212,220	1,283,349	1,491,450
Advertising And Public Notice	30,929	33,694	3,995	25,000
Program Promotion	10,509	9,965	3,415	10,000
Parking In City Facilities	574	1,443	1,504	1,100
Special Assessment	250	4,608	120	4,000
Other Contractual	170,200	44,191	4,191	—
Local Match-Grant Programs	7,871	—	—	—
Credit Card Processing Fees	17,387	20,215	20,404	16,480
	\$ 7,528,711	\$ 6,993,807	\$ 6,692,132	\$ 7,460,489
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 1,000
Postage	5,700	6,141	—	10,000
Computer Supplies	—	—	390	800
Hardware & Small Tools	210	2,082	1,656	2,000
Office Furniture & Equipment	420	—	—	—
Fence, Posts & Bars	—	—	—	1,000
Hygiene And Cleaning Supplies	2,029	1,488	1,021	4,500
Other Supplies	17,085	4,520	14,264	15,000
Sporting Goods Supplies	—	—	509	—
Safety Equipment	3,146	5,008	1,500	4,000
Just In Time Office Supplies	1,743	2,886	4,309	3,000
	\$ 30,332	\$ 22,124	\$ 23,649	\$ 41,300
Maintenance				
Maintenance Misc. Equipment	\$ 21,200	\$ 10,000	\$ 25,031	\$ 25,000
Maintenance Building	4,307	10,000	5,506	15,000
Repair Of Overhead Doors	5,000	5,000	9,982	5,000
	\$ 30,507	\$ 25,000	\$ 40,520	\$ 45,000
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 3,250	\$ 1,600	\$ 6,140	\$ 8,000
	\$ 3,250	\$ 1,600	\$ 6,140	\$ 8,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 24,266	\$ 24,089	\$ 21,735	\$ 22,006
Charges From Radio Comm System	72,665	84,009	49,517	77,320
Charges From W.P.C.	1,230	1,614	1,537	—



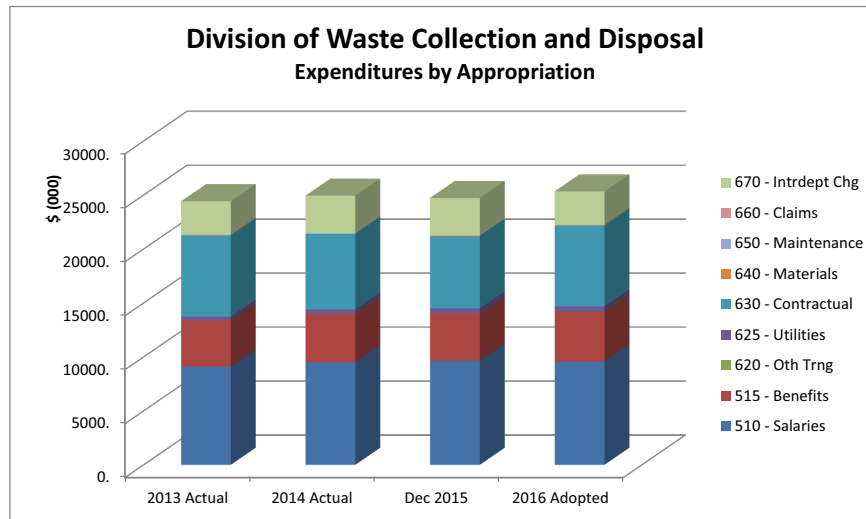
DIVISION OF WASTE COLLECTION AND DISPOSAL

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges From Print & Repro	47,772	59,584	72,425	80,874
Charges From Central Storeroom	992	1,173	1,249	1,377
Charges From M.V.M.	2,947,828	3,319,050	3,331,995	2,906,737
	\$ 3,094,753	\$ 3,489,519	\$ 3,478,458	\$ 3,088,314
	\$ 24,413,343	\$ 24,934,969	\$ 24,731,873	\$ 25,336,455

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ 14,766,882	\$ 14,574,165	\$ 14,604,082	\$ 14,750,300
Grant Revenue	63,202	4,276	22,500	—
Licenses & Permits	807	64	—	—
Miscellaneous	122,400	109,532	2,145	500
	\$ 14,953,291	\$ 14,688,036	\$ 14,628,727	\$ 14,750,800





DIVISION OF WASTE COLLECTION AND DISPOSAL

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	Budget 2015	December 2015		Budget 2016	Minimum
ADMINISTRATORS & OFFICIALS					
5	2	5	Asst. Superintendent of Waste Collection	26.95	28.95
1	0	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>3</u>	<u>7</u>			
PROFESSIONALS					
1	0	1	Project Coordinator	27,325.56	99,702.63
1	1	1	Project Director	22,333.40	88,646.98
<u>2</u>	<u>1</u>	<u>2</u>			
SKILLED CRAFT					
2	2	2	Construction Equipment Operator Group B	38.80	50.89
<u>2</u>	<u>2</u>	<u>2</u>			
SERVICE & MAINTENANCE					
1	1	1	Labor Foreman	21.32	23.32
2	1	2	Municipal Service Laborer	16.86	18.86
2	2	2	Transfer Station Attendant	22.50	24.50
82	61	82	Waste Collection Driver	19.71	22.79
10	8	10	Waste Collection Foreman	21.32	23.32
4	4	4	Waste Collection Foreman I	23.36	25.36
118	81	108	Waste Collector	16.86	18.86
<u>219</u>	<u>158</u>	<u>209</u>			
TECHNICIANS					
2	2	2	Radio Operator	19.28	21.28
<u>2</u>	<u>2</u>	<u>2</u>			
<u>232</u>	<u>166</u>	<u>222</u>	TOTAL FULL TIME		
<u>15</u>	<u>5</u>	<u>15</u>	TOTAL SEASONAL (Average) *		
<u>1</u>	<u>0</u>	<u>1</u>	TOTAL PART TIME		
<u>248</u>	<u>171</u>	<u>238</u>	TOTAL DIVISION		

* Due to substantial turnover, staffing levels vary throughout the year. Therefore, averages, rather than actual employees are used.



DIVISION OF TRAFFIC ENGINEERING

Robert Mavec, Commissioner

Mission Statement

Maintain and upgrade all Traffic Control Devices within the City of Cleveland

The Division of Traffic Engineering is charged with the planning and geometric design of streets, highways, and abutting lands - particularly as related to safe and efficient traffic operation.

The Division is responsible for the erection and maintenance of all traffic control devices; preparation of drawings, standards and specifications; the determination and layout of parking restrictions; and the design and placement of pavement markings, traffic signs and traffic control devices.

PROGRAM NAME: FADED SIGN PROGRAM

OBJECTIVES: Replace missing and badly faded signs.

ACTIVITIES: Check old records against what is currently installed to verify correctness, also replace any faded or missing signs within the area.

PROGRAM NAME: LED SIGNAL LAMP PROGRAM

OBJECTIVES: Save on energy costs and provide a much more reliable signal lamp.

ACTIVITIES: Replace entire intersection s with the 7-year LED signal lamps whereas the current incandescent bulb life ids about 6-months.

PROGRAM NAME: PAVEMENT MARKINGS

OBJECTIVES: Ensure that all pavement markings are clear and visible.

ACTIVITIES: The Division paints all pavement markings once a year during the Spring, Summer, and Fall months. The Division is responsible for over 5,000 crosswalks, 5,000 stop bars, 4,300 pavement arrows, and 630 miles of lane lines.

PROGRAM NAME: TRAFFIC SIGNALIZATION PROGRAM

OBJECTIVES: Maintain and upgrade all traffic signals within the City of Cleveland.

ACTIVITIES: Upgrade signal corridors throughout the City of Cleveland. Also replace old mechanical signal controllers with new Solid State traffic controllers that are more reliable and have the ability to adjust with changing traffic patterns.



DIVISION OF TRAFFIC ENGINEERING

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,548,939	\$ 1,695,550	\$ 1,625,388	\$ 1,847,319
Longevity	12,075	13,775	12,625	11,125
Wage Settlements	—	10,345	9,759	—
Separation Payments	78,160	—	95,774	65,000
Overtime	120,793	98,314	77,069	93,000
	\$ 1,759,967	\$ 1,817,984	\$ 1,820,615	\$ 2,016,444
Benefits				
Hospitalization	\$ 234,947	\$ 261,177	\$ 289,492	\$ 315,103
Prescription	48,225	53,174	62,763	68,118
Dental	16,230	17,491	16,284	17,268
Vision Care	1,861	1,915	1,751	1,932
Public Employees Retire System	226,227	251,707	250,041	276,153
Fica-Medicare	18,779	21,010	21,516	25,232
Workers' Compensation	67,116	57,696	513	47,325
Life Insurance	1,158	1,186	1,122	1,572
Clothing Allowance	15,440	19,360	17,460	21,640
Clothing Maintenance	2,625	5,250	5,250	5,005
	\$ 632,607	\$ 689,966	\$ 666,191	\$ 779,348
Utilities				
Brokered Gas Supply	\$ 11,795	\$ 13,235	\$ 10,800	\$ 11,125
Telephone-Ohio Bell	—	—	25	—
Gas	3,158	3,324	3,013	4,021
Electricity - Cpp	221,131	247,556	241,844	300,000
Electricity - Other	201,462	202,658	234,350	276,533
	\$ 437,546	\$ 466,773	\$ 490,032	\$ 591,679
Contractual Services				
Professional Services	\$ 863	\$ 682	\$ 704	\$ —
Waste Disposal Fee - Ohio EPA	—	—	650	—
Parking In City Facilities	4,918	4,552	4,524	5,000
Other Contractual	30,000	58,934	35,477	30,000
	\$ 35,781	\$ 64,168	\$ 41,355	\$ 35,000
Materials & Supplies				
Clothing	\$ —	\$ —	\$ —	\$ 1,500
Hardware & Small Tools	15,425	1,121	5,465	10,000
Electrical Supplies	675	1,264	873	1,000
Hygiene And Cleaning Supplies	—	220	—	500
Other Supplies	78,843	68,249	77,588	85,000
Bridge Maintenance Supplies	556	206	—	—



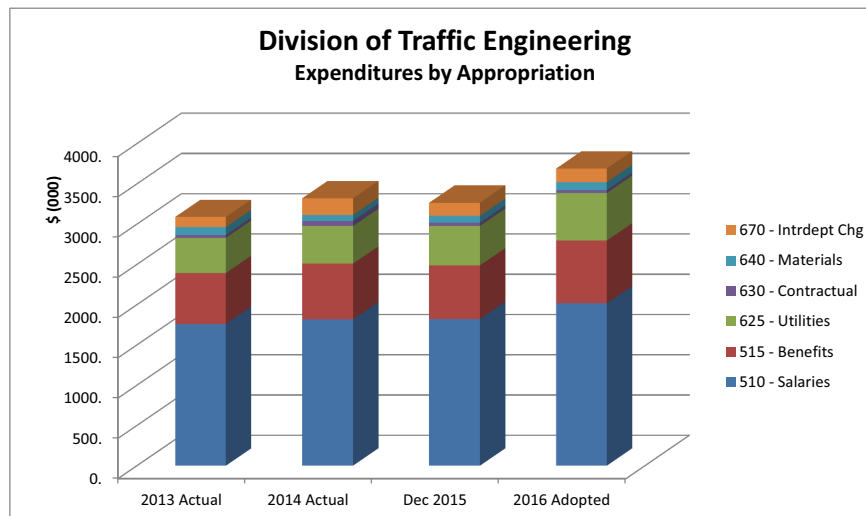
DIVISION OF TRAFFIC ENGINEERING

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Just In Time Office Supplies	328	2,123	525	1,000
	\$ 95,827	\$ 73,184	\$ 84,451	\$ 99,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 26,441	\$ 26,088	\$ 28,380	\$ 28,733
Charges From Radio Comm System	547	17,911	8,872	15,575
Charges From W.P.C.	538	—	6,383	—
Charges From Print & Repro	5,386	2,941	1,764	1,935
Charges From Central Storeroom	68	145	30	33
Charges From M.V.M.	93,612	161,311	117,807	121,984
	\$ 126,592	\$ 208,395	\$ 163,236	\$ 168,260
	\$ 3,088,321	\$ 3,320,469	\$ 3,265,880	\$ 3,689,731

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ 4,691	\$ —	\$ —	\$ 2,000
Grant Revenue	93,359	—	—	—
Licenses & Permits	6,300	6,900	7,900	6,000
Miscellaneous	52,705	89,359	33,141	55,800
	\$ 157,055	\$ 96,259	\$ 41,041	\$ 63,800





DIVISION OF TRAFFIC ENGINEERING

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	Budget 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Commissioner of Traffic Engineering	42,758.15	140,514.00
1	1	1			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Principal Clerk	14.88	21.12
1	1	1			
<u>PROFESSIONALS</u>					
0	1	0	Assistant Administrator	20,800.00	68,745.41
1	1	1	Consulting Engineer	36,000.00	104,888.34
1	1	1	Engineer	22.78	36.56
2	3	2			
<u>SKILLED CRAFT</u>					
8	8	8	Low Tension Lineman	29.58	30.15
1	0	1	Low Tension Trouble Lineman	33.10	33.67
0	1	1	Sign Painter	23.23	33.60
1	1	1	Sign Painter Unit Leader	24.23	36.18
10	10	11			
<u>SERVICE & MAINTENANCE</u>					
2	2	2	Traffic Sign Process Operator	13.28	26.36
12	11	12	Traffic Sign & Marking Technician	16.57	18.59
14	13	14			
<u>TECHNICIANS</u>					
1	1	1	Chief of Traffic Signal Unit	18.60	40.64
2	1	2	Traffic Sign Marking Supervisor	13.28	26.33
1	1	1	Traffic Signal Control Technician	35.03	35.61
4	3	4			
32	31	33	TOTAL FULL TIME		
32	31	33	TOTAL DIVISION		



COMMUNITY DEVELOPMENT DIRECTOR'S OFFICE

Daryl Rush, Director

Mission Statement

To provide supervision, management and control over the three divisions of the Department of Community Development. The Director's Office directs and coordinates the Emergency Shelter Grant, Public Information and Fair Housing & Consumer Affairs activities.

PROGRAM NAME: CONSUMER AFFAIRS

OBJECTIVE: To provide relief from fraudulent, unfair, deceptive, and unconscionable business practices, by monitoring and enforcing the Cleveland Consumer Protection Code, Fair Housing Codes, and Community Reinvestment Act as well as State and Federal Consumer Protection laws

ACTIVITIES: The Office of Fair Housing & Consumer Affairs (FHCA) enforces Cleveland's 1972 Consumer Protection Code, as well as educates the public regarding scams and fraudulent business practices. It works with the media, holds public neighborhood forums, and works cooperatively with private and governmental consumer agencies. It interacts with various levels of government to impact key consumer issues, ranging from Public Utilities Commission of Ohio (PUCO) rate matters to banking practices. This office may subpoena witnesses and hold hearings to determine whether a vendor has engaged in unfair practices with a Cleveland consumer. Along with field work, this may result in prosecution.



COMMUNITY DEVELOPMENT DIRECTOR'S OFFICE

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 111,560	\$ 154,900	\$ 170,463	\$ 179,938
Board Members	17,461	29,700	29,100	36,580
Longevity	300	600	600	600
Wage Settlements	—	1,577	752	—
Separation Payments	—	—	7,796	—
Overtime	—	183	—	—
	\$ 129,321	\$ 186,960	\$ 208,712	\$ 217,118
Benefits				
Hospitalization	\$ 7,529	\$ 8,800	\$ 14,857	\$ 26,961
Flex Save Admin Fees	19	—	—	—
Prescription	2,292	2,235	3,688	6,651
Dental	546	568	766	1,512
Vision Care	128	121	186	264
Public Employees Retire System	17,214	25,291	28,835	33,784
Fica-Medicare	1,839	2,665	2,955	3,478
Workers' Compensation	1,363	1,651	2,629	2,629
Life Insurance	84	128	155	192
	\$ 31,015	\$ 41,459	\$ 54,072	\$ 75,471
Other Training & Professional Dues				
Travel	\$ 2,124	\$ 770	\$ —	\$ 1,100
Tuition & Registration Fees	580	565	355	400
Mileage (Priv Auto) Trng Prps	—	—	—	200
Professional Dues & Subscript	30	—	—	—
	\$ 2,734	\$ 1,335	\$ 355	\$ 1,700
Contractual Services				
Travel- Non-Training	\$ 33	\$ 35	\$ 24	\$ —
Mileage (Private Auto)	275	463	362	200
Advertising And Public Notice	3,160	3,490	4,958	5,800
Parking In City Facilities	144	159	124	200
Other Contractual	—	835	835	250
	\$ 3,612	\$ 4,982	\$ 6,303	\$ 6,450
Materials & Supplies				
Postage	\$ —	\$ —	\$ 111	\$ —
Other Supplies	—	—	300	—
Special Events Supplies	3,062	—	—	—
Just In Time Office Supplies	152	1,634	—	1,500
	\$ 3,214	\$ 1,634	\$ 411	\$ 1,500



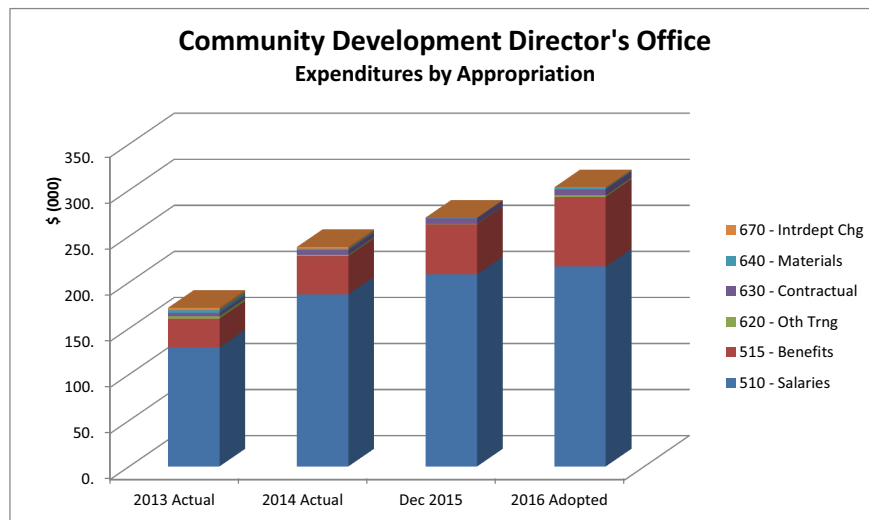
COMMUNITY DEVELOPMENT DIRECTOR'S OFFICE

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 924	\$ 823	\$ 356	\$ 360
Charges From W.P.C.	—	615	—	—
Charges From Print & Repro	1,386	410	—	416
	\$ 2,310	\$ 1,848	\$ 356	\$ 776
	\$ 172,206	\$ 238,217	\$ 270,208	\$ 303,015

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ —	\$ 325	\$ 150	\$ —
Miscellaneous	1,167	1,505	—	—
	\$ 1,167	\$ 1,830	\$ 150	\$ —





COMMUNITY DEVELOPMENT DIRECTOR'S OFFICE

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	Budget 2015	Budget 2016		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
1	1	1	Administrative Manager	27,193.55	115,424.36
1	1	1			
PROFESSIONALS					
1	1	1	Assistant Administrator	20,800.00	68,745.41
2	0	2	Consumer Protection Specialist	10.00	19.37
3	1	3			
4	2	4	TOTAL FULL TIME		
BOARD MEMBERS					
1	1	1	Member of Fair Housing Board-Chair	5,075.00	5,075.00
4	4	4	Member of Fair Housing Board-Member	4,500.00	4,500.00
5	5	5	TOTAL BOARD MEMBERS		
9	7	9	TOTAL DIVISION		



BUILDING AND HOUSING DIRECTOR'S OFFICE

Ronald J.H. O'Leary, Director

Mission Statement

The Department of Building and Housing is committed to ensuring that existing and new structures in the City of Cleveland are maintained and constructed in a safe and habitable manner through enforcement of the housing, building, and zoning codes. Pursuant to the timely review of construction project plans, issuance of permits and the inspection of property. The management and staff of the Department of Building and Housing accept accountability for providing quality and predictable service to its customers. Interactions with the various publics are conducted with professionalism and integrity.

This Department was established to administer and enforce the provisions of the Cleveland Building, Housing, and Zoning Codes plus the National Electrical Code and the Ohio Building, Mechanical, Plumbing, and Elevator Codes. The Department has two primary functions - Plan Examination and Code Enforcement and is divided into two divisions, Construction Permitting and Code Enforcement, and the Director's Office. The Department registers building contractors, issues permits, inspects all new construction and major rehabilitation, engages in a systematic and complaint driven code enforcement program for existing properties and provides nuisance abatement to unsafe and/or condemned properties.

PROGRAM NAME: DIRECTOR'S OFFICE

OBJECTIVES: To provide supervision and management assistance to the Code Enforcement and Permit Sections.

ACTIVITIES: Monitor Department expenditures and revenues and other accounting activities. Maintain records and provide information services. Perform personnel and labor relations functions. Monitor nuisance abatement activities. Oversee and coordinate activities of state-certified staff in both divisions in accordance with State requirements.



BUILDING AND HOUSING DIRECTOR'S OFFICE

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,079,388	\$ 1,059,168	\$ 1,041,019	\$ 1,192,149
Longevity	8,275	8,975	9,075	8,150
Wage Settlements	—	1,635	1,635	—
Separation Payments	9,712	15,211	30,977	10,000
Overtime	—	95	47,525	—
	\$ 1,097,375	\$ 1,085,083	\$ 1,130,230	\$ 1,210,299
Benefits				
Hospitalization	\$ 146,370	\$ 150,443	\$ 169,068	\$ 215,697
Flex Save Admin Fees	209	—	—	—
Prescription	29,167	27,845	33,531	44,983
Dental	10,571	10,360	9,377	12,012
Vision Care	1,255	1,282	1,198	1,364
Public Employees Retire System	146,290	150,024	152,920	170,919
Fica-Medicare	12,178	12,671	14,341	16,751
Workers' Compensation	14,716	14,012	12,791	15,958
Life Insurance	834	848	818	1,072
Unemployment Compensation	4,774	—	—	11,408
	\$ 366,364	\$ 367,485	\$ 394,043	\$ 490,164
Other Training & Professional Dues				
Travel	\$ 6,419	\$ 2,113	\$ 3,022	\$ 2,500
Tuition & Registration Fees	1,664	1,504	375	1,500
Other Training Supplies	—	65	100	200
Mileage (Priv Auto) Trng Prps	60	165	368	100
Professional Dues & Subscript	530	550	370	2,060
	\$ 8,673	\$ 4,396	\$ 4,235	\$ 6,360
Contractual Services				
Professional Services	\$ 534,961	\$ 116,000	\$ 116,000	\$ 126,000
Court Reporter	—	124	—	124
Travel- Non-Training	44	323	41	318
Mileage (Private Auto)	—	—	279	405
Medical Services	212	212	86	412
Freight Expense	—	134	—	134
Advertising And Public Notice	—	2,381	—	—
Parking In City Facilities	4,641	5,622	11,103	4,532
Other Contractual	7,640	4,034	5,005	6,500
County Aud & Treas Coll Fee	—	—	964	—
Credit Card Processing Fees	65,291	77,890	102,633	74,000
	\$ 612,789	\$ 206,720	\$ 236,112	\$ 212,425
Materials & Supplies				
Office Supplies	\$ 243	\$ 231	\$ 175	\$ 500
Postage	280	393	94	515



BUILDING AND HOUSING DIRECTOR'S OFFICE

Expenditures (Continued)

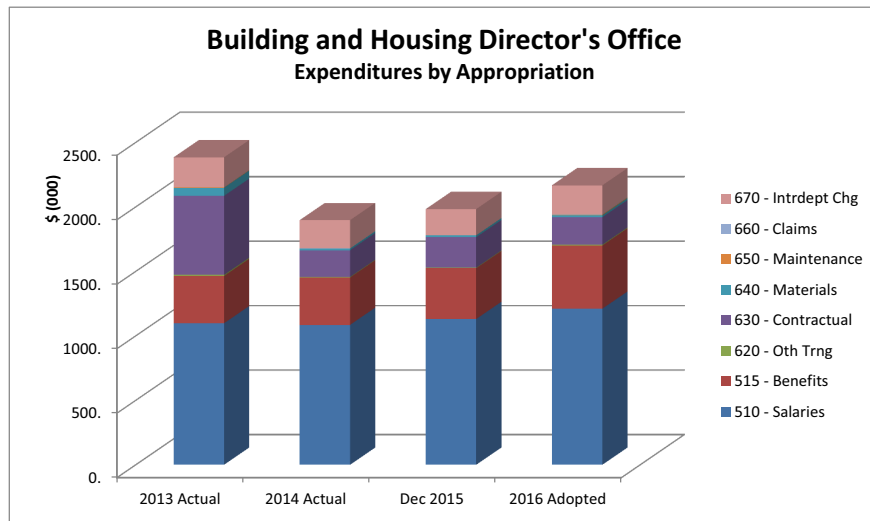
	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Computer Supplies	526	924	111	1,500
Computer Software	52,000	—	—	2,000
Office Furniture & Equipment	—	671	1,508	691
Other Supplies	193	301	269	412
Safety Equipment	—	—	664	—
Batteries	97	33	—	103
Just In Time Office Supplies	9,772	11,093	12,036	9,785
	\$ 63,112	\$ 13,646	\$ 14,857	\$ 15,506
Maintenance				
Maintenance Contracts	\$ 3,168	\$ —	\$ —	\$ 6,000
Car Washes	192	—	—	—
	\$ 3,360	\$ —	\$ —	\$ 6,000
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 1,250	\$ 1,500	\$ —	\$ 3,000
	\$ 1,250	\$ 1,500	\$ —	\$ 3,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 35,796	\$ 22,803	\$ 25,628	\$ 25,947
Charges From Print & Repro	61,978	59,800	66,015	72,417
Charges From Central Storeroom	121,694	118,094	102,707	113,267
Charges From M.V.M.	11,918	17,549	9,074	11,635
	\$ 231,386	\$ 218,246	\$ 203,424	\$ 223,266
	\$ 2,384,308	\$ 1,897,077	\$ 1,982,902	\$ 2,167,020

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ (2,333)	\$ (7,212)	\$ (78)	\$ 650
Licenses & Permits	12,354,630	12,068,527	15,532,142	14,579,712
Miscellaneous	54,880	36,643	51,793	47,170
	\$ 12,407,177	\$ 12,097,958	\$ 15,583,856	\$ 14,627,532



BUILDING AND HOUSING DIRECTOR'S OFFICE





BUILDING AND HOUSING DIRECTOR'S OFFICE

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Assistant Administrator	20,800.00	68,745.41
1	1	1	Director of Building & Housing	50,795.81	191,316.74
1	1	1	Legal Secretary	20,800.00	50,700.42
1	0	1	Secretary to the Director	36,590.39	154,089.52
<u>4</u>	<u>3</u>	<u>4</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Paralegal	20,800.00	48,254.00
1	1	1	Principal Cashier	14.66	24.95
2	2	2	Senior Cashier	12.57	21.23
5	3	3	Senior Clerk	12.47	17.43
<u>9</u>	<u>7</u>	<u>7</u>			
<u>PROFESSIONALS</u>					
1	1	1	Accountant III	15.48	25.84
3	3	3	Administrative Officer	20,800.00	58,499.94
1	1	1	Business Process Analyst	55,000.00	108,044.90
0	1	1	Demolition Compliance Officer	20,800.00	54,845.04
1	0	0	Deputy Project Director	20,800.00	69,383.29
0	1	1	Fiscal Manager	23,647.11	93,401.98
1	1	1	Project Coordinator	27,325.56	99,702.63
1	0	0	Senior Budget & Management Analyst	26,273.96	88,147.99
<u>8</u>	<u>8</u>	<u>8</u>			
<u>TECHNICIAN</u>					
1	1	1	Data Base Administrator	39,937.34	118,853.53
1	1	1	Financial Systems Coordinator	23,647.11	74,000.47
0	1	2	Sr Data Conversion Operator	13.47	19.37
<u>2</u>	<u>3</u>	<u>4</u>			
<u>23</u>	<u>21</u>	<u>23</u>	TOTAL FULL TIME		
<u>23</u>	<u>21</u>	<u>23</u>	TOTAL DIVISION		



DIVISION OF CODE ENFORCEMENT

Thomas Vanover, Commissioner

PROGRAM NAME: DIVISION OF CODE ENFORCEMENT

OBJECTIVES: To inspect structures for the purpose of enforcing the City of Cleveland Building, Housing, and Zoning Codes and the Ohio Building Code and referenced standards. Maintain uniform standards and requirements, of residential, commercial, and industrial buildings.

ACTIVITIES: Cite, condemn, board up and secure, abate, or demolish those structures not in compliance with these Codes, which constitute a nuisance and/or a hazard to the general public. Prosecute code enforcement cases and represent the City in all civil matters.



DIVISION OF CODE ENFORCEMENT

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 3,748,933	\$ 3,732,323	\$ 3,708,364	\$ 4,116,424
Longevity	33,650	32,850	32,350	31,475
Wage Settlements	—	3,930	3,930	—
Separation Payments	13,143	20,586	67,345	20,000
Bonus Incentive	900	1,800	1,500	—
Overtime	2,684	16,468	56,951	12,000
	\$ 3,799,309	\$ 3,807,957	\$ 3,870,440	\$ 4,179,899
Benefits				
Hospitalization	\$ 584,334	\$ 628,121	\$ 711,306	\$ 820,439
Flex Save Admin Fees	158	—	—	—
Prescription	128,140	127,453	147,376	170,800
Dental	42,578	42,495	40,738	47,232
Vision Care	5,712	5,706	5,426	6,057
Public Employees Retire System	509,357	529,161	531,466	588,281
Fica-Medicare	52,533	52,460	53,483	59,553
Workers' Compensation	105,453	124,435	63,288	127,966
Life Insurance	3,217	3,106	2,971	3,972
Unemployment Compensation	4,397	—	—	—
Clothing Maintenance	1,200	900	6,000	750
Automobile Maintenance Allow	—	—	—	3,000
	\$ 1,437,080	\$ 1,513,837	\$ 1,562,054	\$ 1,828,050
Other Training & Professional Dues				
Travel	\$ 3,863	\$ 2,103	\$ 348	\$ —
Tuition & Registration Fees	1,779	5,569	4,563	8,000
Other Training Supplies	980	4,593	244	1,000
Mileage (Priv Auto) Trng Prps	1,889	2,087	3,092	1,500
Professional Dues & Subscript	5,200	6,200	6,100	6,500
	\$ 13,711	\$ 20,552	\$ 14,347	\$ 17,000
Contractual Services				
Professional Services	\$ 20,099	\$ 3,950	\$ —	\$ —
Travel- Non-Training	5,264	3,403	1,020	4,150
Mileage (Private Auto)	137,573	126,548	140,131	123,600
Freight Expense	40	193	—	300
Parking In City Facilities	15,345	13,200	11,595	15,500
Other Contractual	—	2,081	7,054	—
Board Of Tax Appeals	218	—	—	—
	\$ 178,538	\$ 149,375	\$ 159,800	\$ 143,550



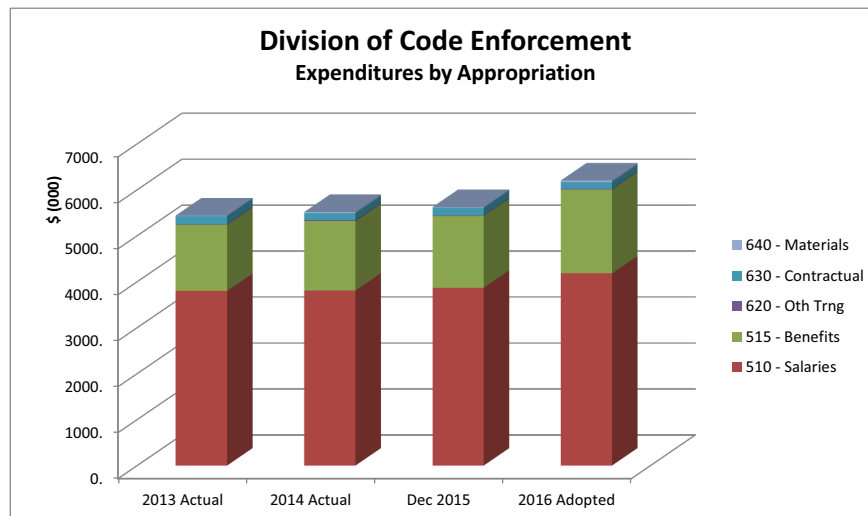
DIVISION OF CODE ENFORCEMENT

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 1,545
Computer Supplies	—	—	—	2,575
Clothing	7,478	9,960	3,699	9,000
Hardware & Small Tools	—	—	982	—
Office Furniture & Equipment	314	—	—	—
Electrical Supplies	—	1,246	—	—
Photographic Supplies	—	2,580	730	2,060
Other Supplies	—	748	—	100
Safety Equipment	—	198	7,691	10,000
Just In Time Office Supplies	4,299	8,495	5,342	7,000
	\$ 12,092	\$ 23,227	\$ 18,444	\$ 32,280
	\$ 5,440,730	\$ 5,514,946	\$ 5,625,085	\$ 6,200,779

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Licenses & Permits	\$ —	\$ —	\$ 120	\$ —
Miscellaneous	468,528	463,940	419,910	419,000
	\$ 468,528	\$ 463,940	\$ 420,030	\$ 419,000





DIVISION OF CODE ENFORCEMENT

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	2	2	Bureau Manager - Demolition	26,797.11	90,711.92
1	1	1	Bureau Manager - Building	26,797.11	90,711.92
1	1	1	Commissioner of Code Enforcement	42,758.15	152,224.32
<u>3</u>	<u>4</u>	<u>4</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Paralegal	20,800.00	48,254.00
1	1	1	Principal Clerk	14.88	21.12
7	0	3	Senior Clerk	12.47	17.43
<u>9</u>	<u>2</u>	<u>5</u>			
<u>PROFESSIONALS</u>					
2	1	1	Building Inspector Interim	19.00	21.39
5	3	5	Chief Building Inspector	20,800.00	75,084.85
1	1	1	Chief Electrical Inspector	20,800.00	75,084.85
1	1	1	Chief Elevator Inspector	20,800.00	75,084.85
<u>9</u>	<u>6</u>	<u>8</u>			
<u>TECHNICIAN</u>					
7	6	8	Building Inspector 1	14.08	25.86
1	1	1	Building Inspector 2	14.89	27.32
2	1	1	Building Inspector 3	15.70	28.77
1	1	1	Building Inspector 4	26.35	30.27
1	2	2	Building Inspector Trainee	18.60	21.36
3	3	3	Electrical Safety Inspector 1	14.83	25.86
2	1	2	Electrical Safety Inspector 3	16.49	28.77
5	5	5	Elevator Inspector	14.23	25.86
1	0	1	Mechanical Inspector Interim	19.00	21.39
1	2	2	Mechanical Inspector 1	14.08	25.86
1	1	1	Mechanical Inspector 2	14.89	27.32
1	1	1	Mechanical Inspector 3	15.70	28.77
1	1	1	Plumbing Inspector 1	29,286.40	49,670.40
3	3	3	Plumbing Inspector 2	15.66	27.32
<u>33</u>	<u>27</u>	<u>32</u>	<u>Residential Building Inspector</u>	<u>17.69</u>	<u>21.36</u>



DIVISION OF CODE ENFORCEMENT

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
0	4	4	Senior Data Conversion Operator	13.47	19.37
63	59	68			
84	71	85	TOTAL FULL TIME		
PART TIME					
1	0	0	Bureau Manager - Demolition	26,797.11	90,711.92
1	0	0	TOTAL PART TIME		
85	71	85	TOTAL DIVISION		



DIVISION OF CONSTRUCTION PERMITTING

Navid Hussain, Commissioner

PROGRAM NAME: ***DIVISION OF CONSTRUCTION PERMITTING***

OBJECTIVES: To insure that standards are met that involves the construction, alterations, and repairs of residential, commercial, and industrial buildings. Administer contractor's registrations.

ACTIVITIES: Update procedures for plan examinations and permit issuances. Review and process permit applications and plan reviews in accordance with City and State standards.



DIVISION OF CONSTRUCTION PERMITTING

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 824,331	\$ 897,101	\$ 941,774	\$ 1,035,967
Longevity	6,925	6,650	7,050	7,225
Wage Settlements	—	336	405	—
Separation Payments	32,793	997	—	10,000
Overtime	—	267	11,667	—
	\$ 864,048	\$ 905,351	\$ 960,896	\$ 1,053,192
Benefits				
Hospitalization	\$ 142,786	\$ 142,448	\$ 152,969	\$ 175,797
Prescription	22,147	21,472	25,897	30,459
Dental	8,299	7,828	7,668	8,832
Vision Care	1,008	1,052	1,123	1,280
Public Employees Retire System	112,095	125,317	133,475	148,148
Fica-Medicare	9,768	11,328	12,086	13,628
Workers' Compensation	11,893	11,033	10,290	10,608
Life Insurance	622	656	690	880
Unemployment Compensation	—	—	—	9,424
Clothing Allowance	—	—	—	575
	\$ 308,618	\$ 321,134	\$ 344,196	\$ 399,631
Other Training & Professional Dues				
Travel	\$ 290	\$ 303	\$ 809	\$ —
Tuition & Registration Fees	560	345	130	500
Other Training Supplies	1,153	—	161	1,200
Mileage (Priv Auto) Trng Prps	136	217	870	500
Professional Dues & Subscript	800	900	800	1,000
	\$ 2,939	\$ 1,765	\$ 2,770	\$ 3,200
Contractual Services				
Professional Services	\$ 25,000	\$ —	\$ 10,000	\$ 10,300
Travel- Non-Training	—	6	—	—
Mileage (Private Auto)	617	—	402	—
Freight Expense	52	—	14	100
Other Contractual	7,190	12,878	5,178	8,343
	\$ 32,858	\$ 12,884	\$ 15,594	\$ 18,743
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 400
Computer Supplies	—	—	—	300



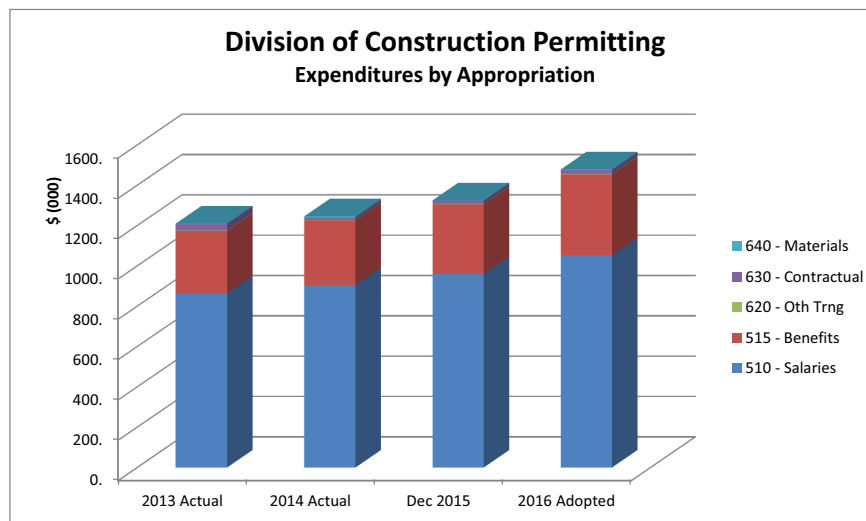
DIVISION OF CONSTRUCTION PERMITTING

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Office Furniture & Equipment	—	582	—	—
Other Supplies	—	1,033	—	—
Just In Time Office Supplies	1,411	2,857	1,609	3,000
	\$ 1,411	\$ 4,473	\$ 1,609	\$ 3,700
	\$ 1,209,874	\$ 1,245,606	\$ 1,325,065	\$ 1,478,466

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Miscellaneous	\$ 12,874	\$ 10,056	\$ —	\$ —
	\$ 12,874	\$ 10,056	\$ —	\$ —





DIVISION OF CONSTRUCTION PERMITTING

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
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>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	0	0	Customer Support Center Manager	65,000.00	105,625.89
0	1	1	Cust Suprt & Insp Sched Coordi	42,286.40	104,580.04
1	0	1	Customer Support Rep	12.15	18.57
2	1	1	Senior Clerk	12.47	17.43
<u>4</u>	<u>2</u>	<u>3</u>			
<u>PROFESSIONALS</u>					
4	4	4	Assistant Plan Examiner	16.29	24.50
5	4	5	Master Plan Examiner	23,647.11	112,409.91
1	2	2	Senior Data Conversion Oper	13.47	19.37
1	1	1	Engineer	22.78	36.56
2	2	2	Residential Plan Examiner	19.56	27.69
<u>13</u>	<u>13</u>	<u>14</u>			
<u>19</u>	<u>17</u>	<u>19</u>	TOTAL FULL TIME		
<u>19</u>	<u>17</u>	<u>19</u>	TOTAL DIVISION		



DEPARTMENT OF ECONOMIC DEVELOPMENT

Tracey A. Nichols, Director

Mission Statement

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

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

PROGRAM NAME: ADMINISTRATION

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

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

PROGRAM NAME: BUSINESS DEVELOPMENT

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

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

PROGRAM NAME: BUSINESS RETENTION & EXPANSION

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

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



DEPARTMENT OF ECONOMIC DEVELOPMENT

Expenditures

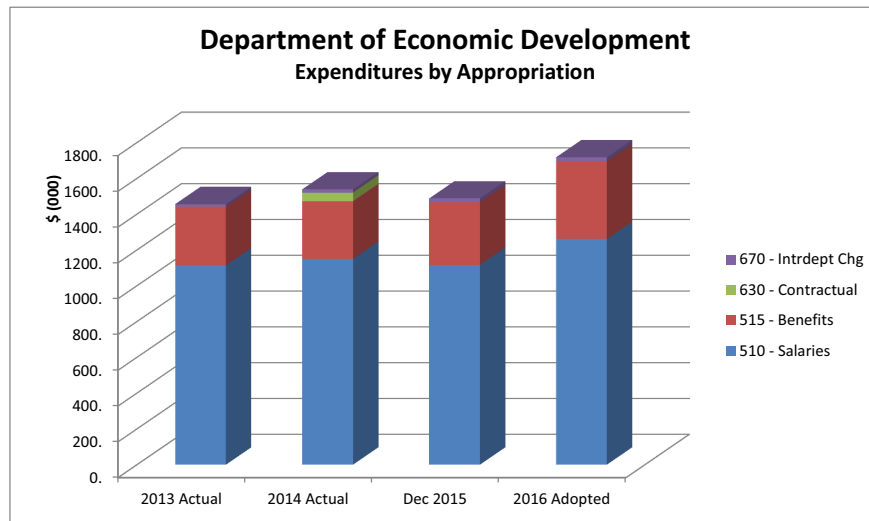
	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,110,213	\$ 1,083,048	\$ 1,068,682	\$ 1,257,843
Longevity	3,725	4,600	3,300	3,275
Wage Settlements	—	22	22	—
Separation Payments	—	62,337	44,971	—
	\$ 1,113,938	\$ 1,150,006	\$ 1,116,975	\$ 1,261,118
Benefits				
Hospitalization	\$ 114,356	\$ 107,174	\$ 128,201	\$ 180,948
Flex Save Admin Fees	329	—	—	—
Prescription	23,885	22,286	21,867	34,864
Dental	7,492	6,664	6,742	9,444
Vision Care	840	742	655	1,020
Public Employees Retire System	148,529	152,767	149,976	176,557
Fica-Medicare	15,777	15,582	14,101	18,286
Workers' Compensation	14,843	16,455	19,531	11,684
Life Insurance	667	696	615	912
Unemployment Compensation	—	—	8,200	—
	\$ 326,720	\$ 322,366	\$ 349,889	\$ 433,715
Contractual Services				
Professional Services	\$ —	\$ 48,200	\$ —	\$ —
	\$ —	\$ 48,200	\$ —	\$ —
Interdepart Service Charges				
Charges From Telephone Exch	\$ 3,226	\$ 3,349	\$ 3,407	\$ 3,449
Charges From Print & Repro	9,050	11,319	14,823	16,261
Charges From Central Storeroom	2,116	2,373	2,635	2,906
Charges From M.V.M.	808	794	220	443
	\$ 15,200	\$ 17,836	\$ 21,085	\$ 23,059
	\$ 1,455,858	\$ 1,538,408	\$ 1,487,949	\$ 1,717,892

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Licenses & Permits	\$ 101,700	\$ 101,300	\$ 102,755	\$ 101,300
Miscellaneous	14,290	12,964	—	—
Transfers In	1,531,715	1,734,407	1,692,618	1,616,592
	\$ 1,647,705	\$ 1,848,671	\$ 1,795,373	\$ 1,717,892



DEPARTMENT OF ECONOMIC DEVELOPMENT





DEPARTMENT OF ECONOMIC DEVELOPMENT

COMPARISON OF STAFFING LEVEL

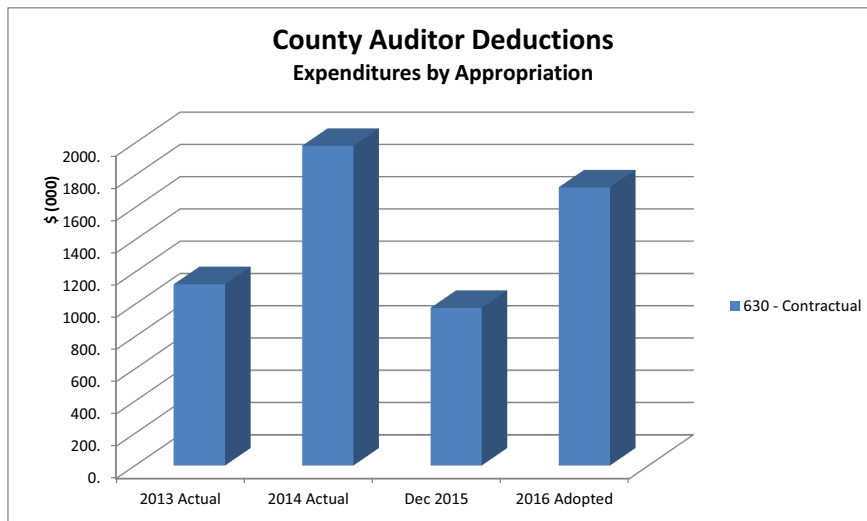
Budget 2015	No. of Employees		Position	Salary Schedule	
	Budget 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
0	1	1	Assistant Director HR/Economic Development	30,214.95	124,250.14
1	1	1	Budget Administrator	30,214.95	114,691.24
1	1	1	Director of Economic Development	50,795.81	191,316.74
1	1	1	Executive Assistant To The Mayor	50,795.81	191,316.74
1	0	0	Secretary to Directors	36,590.39	154,089.52
4	4	4			
<u>PROFESSIONALS</u>					
2	1	1	Administrative Manager	27,193.55	115,424.36
1	0	0	Administrative Officer	20,800.00	58,499.94
1	1	1	Assistant Administrator	20,800.00	68,745.41
1	1	1	Auditor	20,800.00	64,697.92
0	1	1	Development Finance Analyst I	34,000.00	66,489.84
2	2	3	Development Finance Analyst II	51,043.20	93,856.07
0	2	3	Economic Development Specialist	40,000.00	52,000.00
1	0	1	Office Manager	20,800.00	54,845.04
6	4	4	Project Coordinator	27,325.56	99,702.63
1	0	0	Project Director	22,333.40	88,646.98
15	12	15			
19	16	19	TOTAL FULL TIME		
19	16	19	TOTAL DIVISION		



COUNTY AUDITOR DEDUCTIONS

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Contractual Services				
Non Productive Land Sales	\$ 35,375	\$ 14,203	\$ 8,216	\$ 10,000
Board Of Election Expense	17	1,067,692	68,153	700,000
County Aud & Treas Coll Fee	1,076,078	890,188	900,728	1,000,000
Advertising Del Land Sales	10,264	5,414	—	10,000
Board Of Tax Appeals	1,909	4,728	—	5,000
	\$ 1,123,642	\$ 1,982,226	\$ 977,098	\$ 1,725,000
	\$ 1,123,642	\$ 1,982,226	\$ 977,098	\$ 1,725,000

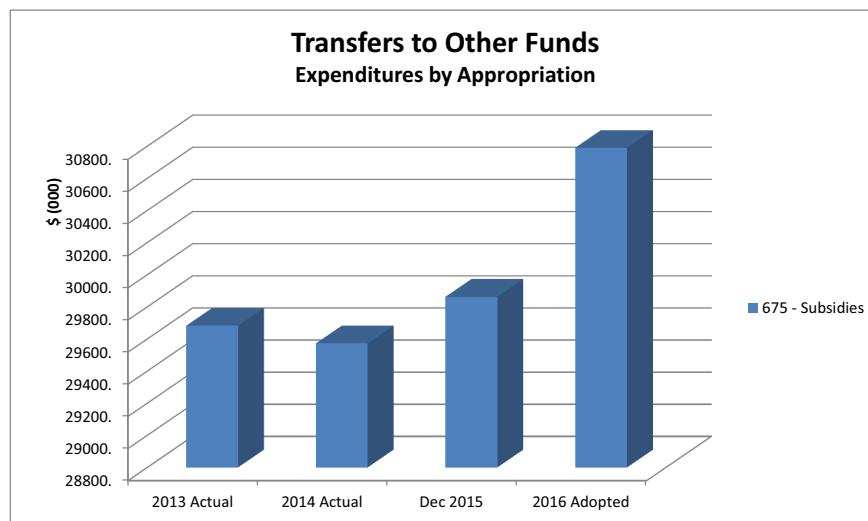




TRANSFERS TO OTHER FUNDS

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Interfund Subsidies				
Transfer To Rainy Day Res Fund	\$ 5,000,000	\$ —	\$ —	\$ —
Transfer To Stadium Fund	7,250,000	9,700,000	9,600,000	9,300,475
Subsidy To St Construction	5,864,872	6,459,796	7,666,121	8,422,778
Transfer to Other SubClasses	—	2,000,000	2,000,000	2,000,000
Transfer To Debt Service Fund	8,304,464	8,072,386	6,862,190	7,124,144
Transfer To Schools Rec Fund	1,175,000	1,125,000	1,175,000	1,175,000
Transfer to IX Center	138,230	118,799	137,765	125,000
Subsidy To Sinking Fund	422,721	491,478	504,243	643,488
Subsidy To Cemetery	—	133,442	113,260	253,780
Subsidy to Conv Center	1,526,993	1,471,029	1,803,581	1,745,669
	\$ 29,682,280	\$ 29,571,929	\$ 29,862,159	\$ 30,790,334
	\$ 29,682,280	\$ 29,571,929	\$ 29,862,159	\$ 30,790,334





OTHER ADMINISTRATIVE

Expenditures

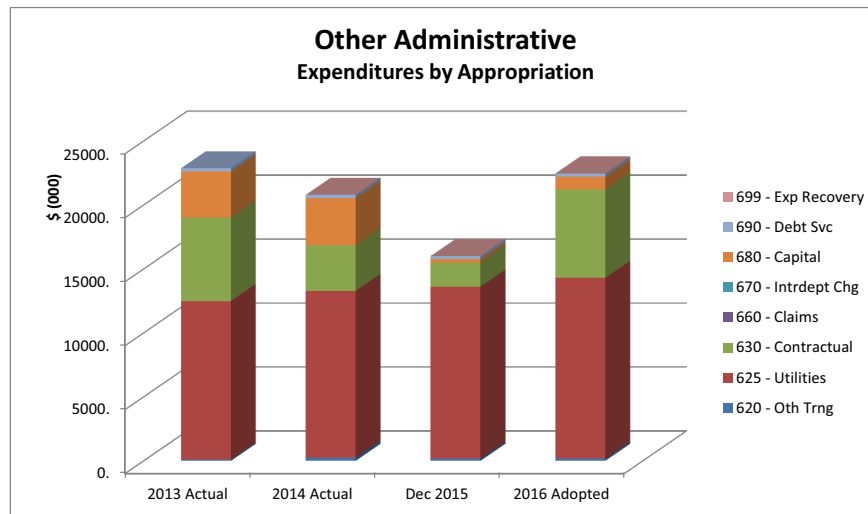
	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Other Training & Professional Dues				
Professional Dues & Subscript	\$ 3,008	\$ 52,689	\$ 27,799	\$ 30,000
Ohio Municipal League	23,441	23,441	23,441	23,441
NOACA	—	102,690	51,304	51,304
Mayors & Mgrs Assoc.	15,000	15,000	15,000	15,000
U.S. Conference Of Mayors	17,511	17,511	17,511	17,511
National League Of Cities	18,979	18,979	18,979	18,979
Greater Cleveland Partnership	40,000	27,500	25,000	25,000
	\$ 117,939	\$ 257,810	\$ 179,034	\$ 181,235
Utilities				
Electricity - Cpp	\$ 12,355,886	\$ 13,013,131	\$ 13,431,753	\$ 14,128,922
Electricity - Other	25,128	19,493	6,669	—
	\$ 12,381,014	\$ 13,032,624	\$ 13,438,422	\$ 14,128,922
Contractual Services				
Professional Services	\$ 152,309	\$ 240,000	\$ 381,520	\$ 180,000
Advertising And Public Notice	—	—	1,173	—
Insurance And Official Bonds	—	—	5,964	—
Taxes	17,236	31,173	32,804	33,000
Other Contractual	236,276	210,825	922,280	225,000
Justice Center-Tower Maint	5,958,650	3,000,000	390,823	6,304,916
Bank Service Fees	157,258	93,673	156,260	160,000
	\$ 6,521,729	\$ 3,575,671	\$ 1,890,824	\$ 6,902,916
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ (144)	\$ —	\$ —	\$ —
	\$ (144)	\$ —	\$ —	\$ —
Interdepart Service Charges				
Charges From Radio Comm System	\$ 3,361	\$ —	\$ —	\$ —
	\$ 3,361	\$ —	\$ —	\$ —
Capital Outlay				
Transfer To Capital Project	\$ 3,600,000	\$ 3,680,500	\$ 250,000	\$ 1,000,000
	\$ 3,600,000	\$ 3,680,500	\$ 250,000	\$ 1,000,000
Debt Service				
Principal	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Expenditure Recovery				
Expenditure Recovery	\$ (24,982)	\$ —	\$ —	\$ —
	\$ (24,982)	\$ —	\$ —	\$ —
	\$ 22,848,917	\$ 20,796,605	\$ 16,008,280	\$ 22,463,073



OTHER ADMINISTRATIVE

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ 1,942,562	\$ 1,822,217	\$ 1,796,545	\$ 1,520,462
Fines, Forfeitures & Settlements	—	91	444,910	—
Licenses & Permits	—	—	300	—
Miscellaneous	8,192,229	7,980,508	10,552,788	13,145,724
Other Shared Revenue	17,244,378	14,505,694	13,525,248	13,350,625
Property Tax	32,704,946	32,337,578	32,683,851	30,931,945
Sale Of City Assets	—	—	—	2,500,000
State And Local Gov Fund	28,180,328	25,021,013	26,579,767	25,093,082
Transfers In	912,147	9,595,002	3,753,880	3,800,000
Other Tax	6,081,260	3,300,471	3,068,039	3,000,000
Income Tax	300,647,885	297,124,283	308,946,753	314,800,000
	\$ 395,905,733	\$ 391,686,857	\$ 401,352,079	\$ 408,141,838





OTHER ADMINISTRATIVE

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.



	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget	\$ Change	% Change
RESTRICTED INCOME TAX FUND						
RECEIPTS	\$ 37,615,887	\$ 37,168,529	\$ 38,638,873	\$ 39,370,000	\$ 731,127	2%
EXPENDITURES	38,753,695	38,430,982	37,600,482	40,527,692	2,927,210	7%
Net	\$ (1,137,808)	\$ (1,262,453)	\$ 1,038,391	\$ (1,157,692)	\$ (2,196,083)	-211%
Decertifications	26,894	9,928	15,218	—	—	—
Beginning Balance	2,467,523	1,356,609	104,083	1,157,693	—	—
Ending Balance	\$ 1,356,609	\$ 104,083	\$ 1,157,693	\$ 1	\$ (1,157,692)	-100%
STREET CONSTRUCTION						
RECEIPTS	\$ 25,340,191	\$ 24,901,892	\$ 26,469,408	\$ 27,033,878	\$ 564,470	2%
EXPENDITURES	25,571,467	25,203,540	26,577,317	27,040,562	463,245	2%
Net	\$ (231,276)	\$ (301,648)	\$ (107,909)	\$ (6,684)	\$ 101,225	-94%
Decertifications	241,609	287,884	112,469	—	—	—
Beginning Balance	5,556	15,889	2,125	6,685	—	—
Ending Balance	\$ 15,889	\$ 2,125	\$ 6,685	\$ 1	\$ (6,684)	-100%
FT Staffing Levels	139	137	135	151	16	12%
RAINY DAY RESERVE FUND						
RECEIPTS	\$ 5,046,510	\$ 52,409	\$ 50,858	\$ 75,000	\$ 24,142	32%
EXPENDITURES	—	—	—	—	—	—
Net	\$ 5,046,510	\$ 52,409	\$ 50,858	\$ 75,000	\$ 24,142	47%
Beginning Balance	13,576,389	18,622,899	18,675,307	18,726,165	—	—
Ending Balance	\$ 18,622,899	\$ 18,675,307	\$ 18,726,165	\$ 18,801,165	\$ 75,000	0%
SCHOOL ACTIVITIES						
RECEIPTS	\$ 1,175,000	\$ 1,125,000	\$ 1,175,000	\$ 1,175,000	\$ —	0%
EXPENDITURES	1,175,000	1,125,000	1,175,000	1,175,000	—	—
Beginning Balance	—	—	—	—	—	—
Ending Balance	\$ —	\$ —	\$ —	\$ —	\$ —	0%



	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Unaudited</u>	<u>2016 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
CLEVELAND STADIUM						
RECEIPTS	\$ 20,887,741	\$ 15,833,099	\$ 9,868,062	\$ 9,562,475	\$ (305,587)	-3%
EXPENDITURES	7,435,524	10,265,614	21,173,672	10,384,225	(10,789,447)	-104%
Net	\$ 13,452,217	\$ 5,567,486	\$ (11,305,610)	\$ (821,750)	\$ 10,483,860	-93%
Decertifications	90,000	—	—	—	—	—
Beginning Balance	4,701,823	18,244,040	23,811,526	12,505,916	(11,305,610)	—
Ending Balance	<u>\$ 18,244,040</u>	<u>\$ 23,811,526</u>	<u>\$ 12,505,916</u>	<u>\$ 11,684,166</u>	<u>\$ (821,750)</u>	<u>-7%</u>



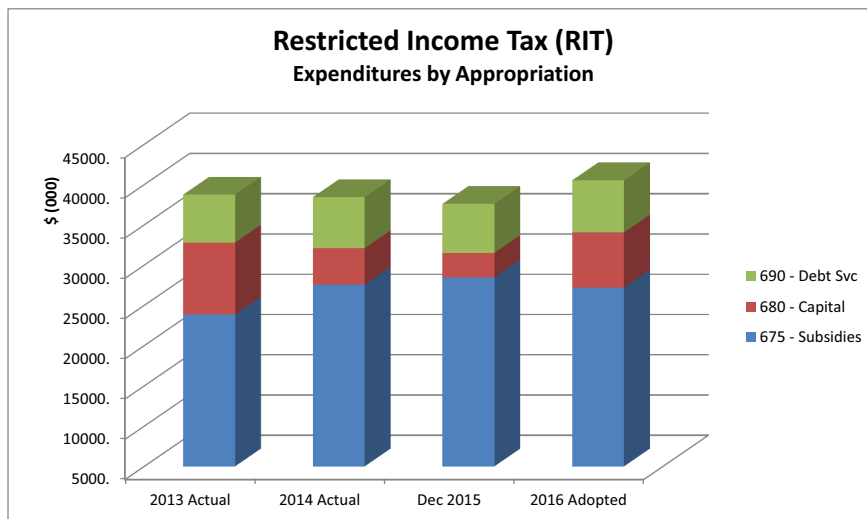
RESTRICTED INCOME TAX

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Interfund Subsidies				
Transfer to Other SubClasses	\$ 23,862,972	\$ 27,544,560	\$ 28,481,794	\$ 27,214,762
	\$ 23,862,972	\$ 27,544,560	\$ 28,481,794	\$ 27,214,762
Capital Outlay				
Transfer To Capital Project	\$ 8,939,218	\$ 4,547,058	\$ 3,029,196	\$ 6,841,261
	\$ 8,939,218	\$ 4,547,058	\$ 3,029,196	\$ 6,841,261
Debt Service				
Principal	\$ 4,931,163	\$ 5,331,055	\$ 5,150,885	\$ 5,674,361
Interest	1,020,341	1,008,308	938,608	797,308
	\$ 5,951,504	\$ 6,339,363	\$ 6,089,492	\$ 6,471,669
	\$ 38,753,694	\$ 38,430,981	\$ 37,600,482	\$ 40,527,692

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Income Tax	\$ 37,580,988	\$ 37,140,278	\$ 38,618,344	\$ 39,350,000
Interest Earnings/Investment Income	34,899	28,251	20,529	20,000
	\$ 37,615,886	\$ 37,168,529	\$ 38,638,873	\$ 39,370,000





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

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 7,542,967	\$ 7,290,762	\$ 7,568,201	\$ 8,092,453
Crafts	77,589	56,963	—	—
Seasonal	2,762,417	2,792,562	2,801,734	2,252,474
Military Leave	11,345	—	—	—
Injury Pay	13,566	—	335	—
Longevity	59,000	58,500	58,300	58,300
Wage Settlements	88,616	22,722	25,191	—
Separation Payments	44,797	51,364	24,461	—
Overtime	847,035	1,001,893	993,950	1,000,000
	\$ 11,447,331	\$ 11,274,765	\$ 11,472,171	\$ 11,403,227
Benefits				
Hospitalization	\$ 1,081,909	\$ 1,082,141	\$ 1,236,929	\$ 1,451,315
Prescription	187,326	183,904	225,756	265,775
Dental	74,880	72,455	66,464	79,800
Vision Care	7,242	6,977	6,309	8,460
Public Employees Retire System	1,523,842	1,583,184	1,595,483	1,596,452
Fica-Medicare	155,231	154,506	160,375	165,347
Workers' Compensation	492,594	541,796	515,451	466,384
Life Insurance	5,291	5,219	5,151	7,200
Unemployment Compensation	179,967	168,862	264,402	350,000
Clothing Allowance	41,707	41,507	42,310	40,475
Tool Insurance	2,630	2,870	2,870	1,910
Clothing Maintenance	16,300	16,150	16,250	11,600
	\$ 3,768,919	\$ 3,859,571	\$ 4,137,749	\$ 4,444,718
Other Training & Professional Dues				
Tuition & Registration Fees	\$ —	\$ —	\$ 1,520	\$ —
	\$ —	\$ —	\$ 1,520	\$ —
Utilities				
Brokered Gas Supply	\$ 109,772	\$ 147,502	\$ 119,533	\$ 123,119
Water	6,110	3,383	2,708	6,896
Gas	51,566	41,896	46,601	47,999
Electricity - Cpp	65,447	93,614	119,284	122,863
Electricity - Other	28,160	27,282	28,169	33,239
Security & Monitoring System	1,239	928	818	1,200
	\$ 262,294	\$ 314,605	\$ 317,112	\$ 335,316
Contractual Services				
Professional Services	\$ 5,580	\$ 16,280	\$ 7,070	\$ 11,550
Medical Services	2,882	5,734	170	2,500
Parking In City Facilities	7,193	8,215	7,861	6,604



STREET CONSTRUCTION, MAINTENANCE & REPAIR

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Property Rental	87,500	86,750	114,000	88,000
Other Contractual	—	6,059	6,058	7,200
	\$ 103,155	\$ 123,038	\$ 135,159	\$ 115,854
Materials & Supplies				
Purchase Of Tests	\$ 107	\$ —	\$ 107	\$ 200
Salt & De-Icer	2,751,635	1,966,262	3,214,125	3,000,000
Clothing	1,113	2,257	4,717	2,060
Hardware & Small Tools	5,279	4,553	2,351	10,000
Welding Supplies & Equipment	15,853	19,262	14,139	15,000
Boilers, Heaters & Cool Equip	9,800	10,800	6,000	15,450
Seed, Fertilizer & Herbicide	1,518	—	—	1,000
Small Equipment	10,053	15,499	18,649	10,740
Electrical Supplies	2,015	381	5,970	6,180
Fence, Posts & Bars	1,880	—	—	1,090
Hygiene And Cleaning Supplies	7,421	10,556	8,616	11,020
Painting Equipment & Supplies	13,293	10,417	9,133	8,000
Lumber, Glass, And Drywall	5,678	10,947	4,240	5,000
Other Supplies	140,457	171,805	219,967	133,488
Guard Rail Supplies	7,880	19,999	65,000	30,000
Bridge Maintenance Supplies	97,098	73,927	79,033	88,000
Safety Equipment	12,897	11,826	10,889	11,000
Just In Time Office Supplies	290	984	1,381	1,600
Building Maintenance Supplies	—	—	—	6,000
Paving Material	84,800	121,710	292,134	120,000
Asphalt	460,250	658,576	534,677	460,000
Cement Sand & Gravel	351,177	385,850	421,421	400,000
Misc Maintenance Supplies	27,994	69,050	61,264	51,500
	\$ 4,008,490	\$ 3,564,661	\$ 4,973,813	\$ 4,387,328
Maintenance				
Maintenance Contracts	\$ —	\$ 10,470	\$ —	\$ 11,120
Maintenance Machinery & Tools	6,000	8,811	—	15,450
Repair Parts	75	17,097	45,000	10,300
Repair Of Overhead Doors	26,770	10,995	20,653	15,450
	\$ 32,844	\$ 47,373	\$ 65,653	\$ 52,320
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 6,780	\$ 1,650	\$ 2,400	\$ 2,000
	\$ 6,780	\$ 1,650	\$ 2,400	\$ 2,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 74,648	\$ 75,900	\$ 116,689	\$ 118,143
Charges From Radio Comm System	46,387	117,018	71,614	129,922
Charges From W.P.C.	8,608	7,376	2,844	5,000
Charges From Print & Repro	10,891	11,189	13,248	14,532



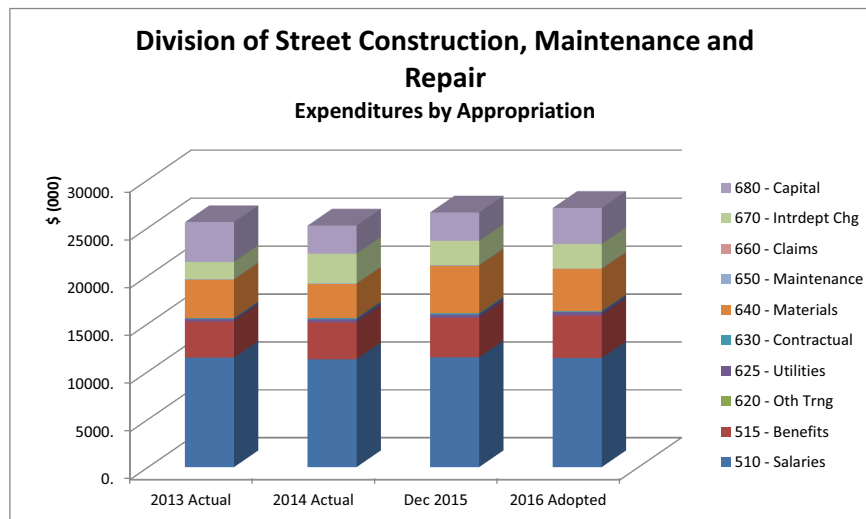
STREET CONSTRUCTION, MAINTENANCE & REPAIR

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges From Central Storeroom	113	123	143	158
Charges From M.V.M.	1,642,421	2,835,843	2,296,080	2,242,828
Charges From Division Of Maint	10,210	29,911	—	30,000
Charges From Waste Collection	7,206	8,800	7,952	5,000
	\$ 1,800,484	\$ 3,086,158	\$ 2,508,570	\$ 2,545,583
Capital Outlay				
Local Resurfacing	\$ 4,141,169	\$ 2,931,719	\$ 2,963,171	\$ 3,754,216
	\$ 4,141,169	\$ 2,931,719	\$ 2,963,171	\$ 3,754,216
	\$ 25,571,467	\$ 25,203,540	\$ 26,577,317	\$ 27,040,562

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ 15,382	\$ 16,102	\$ 41,057	\$ 25,000
Fines, Forfeitures & Settlements	—	—	250,133	—
Licenses & Permits	885,917	1,099,743	1,351,480	900,200
Miscellaneous	5,613,376	4,243,978	3,673,132	4,600,400
Other Shared Revenue	12,976,628	13,081,055	13,485,734	13,084,000
Transfers In	5,864,872	6,459,796	7,666,121	8,422,778
Interest Earnings/Investment Income	2,148	1,219	1,750	1,500
	\$ 25,358,323	\$ 24,901,892	\$ 26,469,408	\$ 27,033,878





STREET CONSTRUCTION, MAINTENANCE & REPAIR

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	0	1	Commissioner of Streets	40,314.82	145,820.32
1	0	1			
<u>PROFESSIONALS</u>					
2	1	2	Administrative Manager	27,193.55	115,424.36
0	0	1	Assistant Administrator	20,800.00	68,745.41
1	1	1	Section Chief of Engineering and Construction	50,000.00	108,011.58
3	2	4			
<u>SKILLED CRAFT</u>					
4	2	4	Asphalt Construction Unit Leader	26.37	39.56
21	20	20	Asphalt Tamber	25.29	37.91
1	1	1	Bridge Oiler	10.20	19.31
0	0	2	Carpenter	37.88	47.35
3	3	4	Construction Equipment Operator Group A	38.92	50.74
5	5	5	Construction Equipment Operator Group B	38.80	50.89
17	14	17	Electric Bridge Operator	10.00	18.80
4	4	4	Electric Bridge Operator Leader	10.00	20.13
2	1	1	Electrical Worker	45.60	57.00
3	3	3	Ironworker	42.65	53.31
1	1	1	Jackhammer Operator	25.29	37.91
1	1	1	Machinist	15.83	23.99
2	2	2	Master Mechanic	39.30	52.04
11	10	10	Paver	25.63	38.46
2	1	2	Paving Unit Leader	26.37	39.56
4	4	4	Street Equipment Maintenance Specialist	24.85	25.85
7	7	7	Street Maintenance District Unit Leader	59,446.40	67,509.31
5	7	7	Street Maintenance Foreman	21.32	23.32
2	0	0	Street Maintenance General Foreman	26.40	28.40
3	3	3	Welder/Fabricator	18.36	26.64
98	89	98			



STREET CONSTRUCTION, MAINTENANCE & REPAIR

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
<u>SERVICE & MAINTENANCE</u>					
1	1	1	Concrete Mixer Driver	23.69	24.64
2	2	2	General Shop Unit Leader	26.97	28.97
12	12	12	Municipal Service Laborer	16.86	18.86
4	2	3	Street Carry-all Driver	24.85	25.85
2	2	2	Tanker Truck Driver	24.85	25.85
24	21	24	Truck Driver	19.99	20.80
45	40	44			
<u>TECHNICIAN</u>					
4	4	4	Radio Operator	19.28	21.28
4	4	4			
151	135	151	TOTAL FULL TIME		
127	114	127	TOTAL SEASONAL (PEAK) *		
278	249	278	TOTAL DIVISION		

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



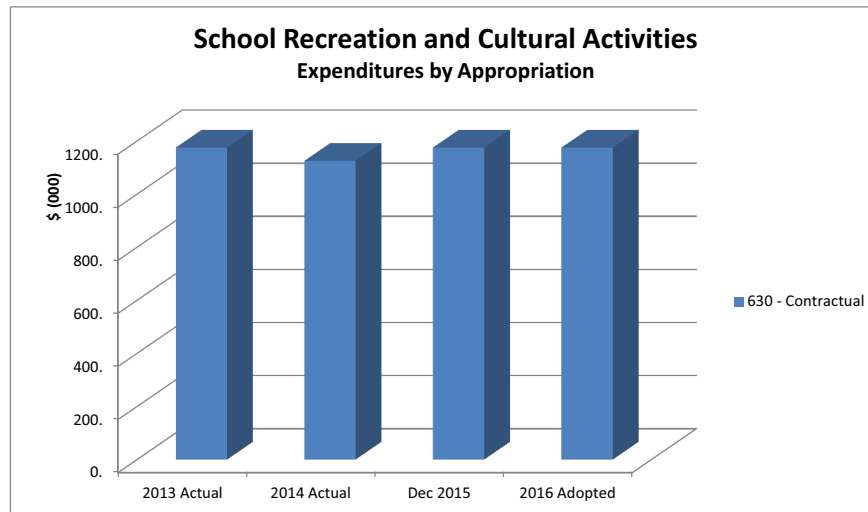
SCHOOLS RECREATION & CULTURAL

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Contractual Services				
Other Contractual	\$ 1,175,000	\$ 1,125,000	\$ 1,175,000	\$ 1,175,000
	\$ 1,175,000	\$ 1,125,000	\$ 1,175,000	\$ 1,175,000
	\$ 1,175,000	\$ 1,125,000	\$ 1,175,000	\$ 1,175,000

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Transfers In	\$ 1,175,000	\$ 1,125,000	\$ 1,175,000	\$ 1,175,000
	\$ 1,175,000	\$ 1,125,000	\$ 1,175,000	\$ 1,175,000





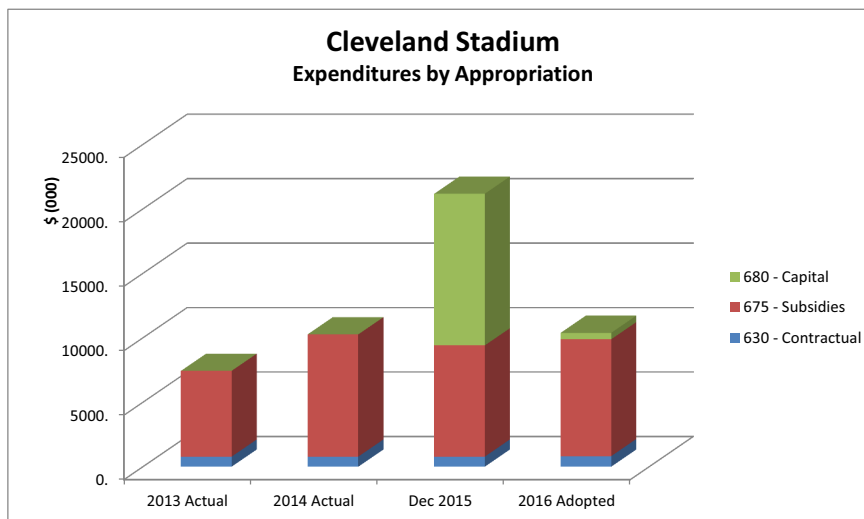
CLEVELAND STADIUM

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Contractual Services				
Professional Services	\$ 16,225	\$ 13,860	\$ 14,196	\$ 40,000
Insurance And Official Bonds	99,100	99,100	99,100	99,100
Property Rental	18,216	9,150	—	—
Stadium Property Tax	646,923	659,364	669,516	680,000
	\$ 780,464	\$ 781,474	\$ 782,812	\$ 819,100
Interfund Subsidies				
Transfer to Other SubClasses	\$ 500,060	\$ 484,140	\$ 75,662	\$ —
Transfer To Debt Service Fund	6,155,000	9,000,000	8,550,000	9,065,125
	\$ 6,655,060	\$ 9,484,140	\$ 8,625,662	\$ 9,065,125
Capital Outlay				
Transfer to other SubFunds	\$ —	\$ —	\$ 11,765,198	\$ 500,000
	\$ —	\$ —	\$ 11,765,198	\$ 500,000
	\$ 7,435,524	\$ 10,265,614	\$ 21,173,672	\$ 10,384,225

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Other Shared Revenue	13,377,951	5,861,273	—	—
Transfers In	7,250,000	9,700,000	9,600,000	9,300,475
Interest Earnings/Investment Income	9,789	21,826	18,062	12,000
	\$ 20,887,740	\$ 15,833,099	\$ 9,868,062	\$ 9,562,475



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



Major Enterprise Funds

Major Enterprise Funds Summary

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget	\$ Change	% Change
UTILITIES ADMINISTRATION						
RECEIPTS	\$ 3,330,441	\$ 3,718,595	\$ 4,346,344	\$ 6,088,762	\$ 1,742,418	40%
EXPENDITURES	3,098,942	3,736,464	4,713,210	6,112,829	1,399,619	30%
Net	\$ 231,499	\$ (17,869)	\$ (366,866)	\$ (24,067)	\$ 342,799	-93%
Decertifications	11,353	27,735	5,451	—	—	—
Beginning Balance	253,260	496,111	505,978	144,563	—	—
Ending Balance	\$ 496,111	\$ 505,978	\$ 144,563	\$ 120,496	\$ (24,067)	-17%
FT Staffing Levels	26	40	42	64	22	34%
RADIO						
RECEIPTS	\$ 2,003,360	\$ 3,285,103	\$ 2,060,378	\$ 3,358,206	\$ 1,297,828	63%
EXPENDITURES	2,689,579	2,944,811	2,800,264	3,391,856	591,592	21%
Net	(686,219)	340,293	(739,886)	(33,650)	\$ 706,236	-95%
Decertifications	40,987	356,914	19,944	—	—	—
Beginning Balance	701,619	56,387	753,593	33,651	—	—
Ending Balance	\$ 56,387	\$ 753,593	\$ 33,651	\$ 1	\$ (33,650)	-100%
FT Staffing Levels	6	8	7	8	1	13%
FISCAL CONTROL						
RECEIPTS	\$ 3,422,979	\$ 4,535,064	\$ 5,393,502	\$ 8,002,000	\$ 2,608,498	48%
EXPENDITURES	3,345,573	4,696,158	5,296,006	8,327,795	3,031,789	57%
Net	\$ 77,406	\$ (161,094)	\$ 97,496	\$ (325,795)	\$ (423,291)	-434%
Decertifications	—	3,075	917	—	—	—
Beginning Balance	403,194	480,599	322,580	420,994	—	—
Ending Balance	\$ 480,599	\$ 322,580	\$ 420,994	\$ 95,199	\$ (325,795)	-77%
FT Staffing Levels	39	53	69	79	10	13%
WATER						
RECEIPTS	\$ 273,996,702	\$ 288,150,747	\$ 295,264,808	\$ 299,500,000	\$ 4,235,192	1%
EXPENDITURES	254,558,963	279,616,373	308,648,165	315,992,588	7,344,423	2%
Net	\$ 19,437,739	\$ 8,534,373	\$ (13,383,357)	\$ (16,492,588)	\$ (3,109,231)	23%
Decertifications	3,273,559	3,777,558	2,582,248	—	—	—
Beginning Balance	145,470,148	168,181,445	180,493,376	169,692,267	—	—
Ending Balance	\$ 168,181,445	\$ 180,493,376	\$ 169,692,267	\$ 153,199,679	\$ (16,492,588)	-10%
FT Staffing Levels	968	914	902	1,130	228	20%



	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Unaudited</u>	<u>2016 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
WATER POLLUTION CONTROL						
RECEIPTS	\$ 22,848,409	\$ 21,352,067	\$ 24,165,066	\$ 26,431,570	\$ 2,266,504	9%
EXPENDITURES	21,417,816	24,686,798	25,529,519	26,431,570	902,051	3%
Net	\$ 1,430,594	\$ (3,334,730)	\$ (1,364,453)	\$ —	\$ 1,364,453	%
Decertifications	189,696	153,477	151,722	—	—	—
Beginning Balance	10,319,666	11,939,956	8,758,702	7,545,971	—	—
Ending Balance	<u>\$ 11,939,956</u>	<u>\$ 8,758,702</u>	<u>\$ 7,545,971</u>	<u>\$ 7,545,971</u>	<u>\$ 7,545,971</u>	<u>100%</u>
FT Staffing Levels	133	136	123	162	39	24%
CLEVELAND PUBLIC POWER						
RECEIPTS	\$ 167,902,121	\$ 185,140,854	\$ 192,475,721	\$ 207,111,821	\$ 14,636,100	7%
EXPENDITURES	178,928,242	183,445,194	194,238,499	207,111,821	12,873,322	6%
Net	\$ (11,026,121)	\$ 1,695,660	\$ (1,762,778)	\$ —	\$ 1,762,778	%
Decertifications	278,410	7,670,394	1,364,235	—	—	—
Beginning Balance	24,156,613	13,408,901	22,774,954	22,376,412	—	—
Ending Balance	<u>\$ 13,408,901</u>	<u>\$ 22,774,954</u>	<u>\$ 22,376,412</u>	<u>\$ 22,376,412</u>	<u>\$ 22,376,412</u>	<u>100%</u>
FT Staffing Levels	295	258	236	286	50	17%
PORT CONTROL						
RECEIPTS	\$ 139,470,221	\$ 141,514,346	\$ 148,433,706	\$ 160,341,280	\$ 11,907,574	7%
EXPENDITURES	137,669,337	136,812,442	148,735,357	160,341,280	11,605,923	7%
Net	\$ 1,800,884	\$ 4,701,904	\$ (301,651)	\$ —	\$ 301,651	%
Receivables & Adjustments	5,468,328	—	—	—	—	—
Decertifications	2,555,972	597,464	585,559	—	—	—
Beginning Balance	61,106,291	70,931,475	76,230,843	76,514,751	—	—
Ending Balance	<u>\$ 70,931,475</u>	<u>\$ 76,230,843</u>	<u>\$ 76,514,751</u>	<u>\$ 76,514,751</u>	<u>\$ 76,514,751</u>	<u>100%</u>
FT Staffing Levels	350	420	350	394	44	11%



UTILITIES GENERAL ADMINISTRATION

Robert L. Davis, Director

Mission Statement

To provide administrative control and supervision over the Division of Utilities Fiscal Control, Water, Water Pollution Control, Cleveland Public Power, the Office of Radio Communication, TV20 and the Photography Lab.

The Department of Public Utilities is comprised of the following divisions and sections: General Administration, Radio Communication, Utilities Fiscal Control, Water, Water Pollution Control, and Cleveland Public Power. Also included in the Department are TV20 and the Photography Lab sections. The Department is self-supporting but participates in obtaining federal and state grants and loans for various improvements when these monies are available.

The Division of Utilities Administration is specifically designed to have administrative charge, control, and supervision over the Divisions of Utilities Fiscal Control, Water, Water Pollution Control, Cleveland Public Power and the Office of Radio Communications. Functions and duties of the various divisions are treated separately under their respective headings. In addition, the Division of Utilities Administration is responsible for providing high quality customer service to customers of the Divisions of Water, Water Pollution Control, and Cleveland Public Power.

PROGRAM NAME: ADMINISTRATION

OBJECTIVES: To coordinate and manage the activities of the Department of Public Utilities.

ACTIVITIES: Monitor the promotion of Cleveland Small Business Enterprise involvement in the procurement process. Direct operating and financial performance of Water, Water Pollution, Cleveland Public Power, and the Office of Radio Communications. Manage priorities and oversee capital improvement plans. Provide oversight and control of customer service, finance, human resources, information technology and public affairs functions for all divisions.

PROGRAM NAME: CABLE TELEVISION

OBJECTIVE: To educate and inform the citizens of Cleveland regarding City services, programs initiatives and events by way of the City of Cleveland cable access television station

ACTIVITIES: TV20 "LIVE" on-line streaming 24 hours a day and video on demand. Provide original programming to promote the many services made available to the residents of the City of Cleveland. Features Mayoral press conferences, "LIVE" broadcasts of Cleveland City Council Committee Meetings, a Weekly News show and programs regarding education, housing, healthcare, economic development, arts and entertainment.

PROGRAM NAME: PHOTOGRAPHIC BUREAU

OBJECTIVE: To visually document the activities, events and business of the City of Cleveland.

ACTIVITIES: Serve as the Mayor's photographers; provide photographic services to all City entities, including departments, divisions and Cleveland City Council; offer digital images for use in City government print publications and electronic media. Photograph current events happening in the City for public relations and historical purposes.



UTILITIES GENERAL ADMINISTRATION

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,616,754	\$ 2,095,988	\$ 2,594,111	\$ 3,293,656
Seasonal	16,306	—	—	42,222
Part-Time Permanent	—	—	2,139	29,268
Student Trainees	—	15,725	2,555	25,332
Longevity	7,450	7,950	15,425	13,175
Wage Settlements	—	1,162	1,162	—
Separation Payments	117,421	32,400	43,357	26,000
Overtime	41,101	42,043	40,042	42,000
	\$ 1,799,031	\$ 2,195,267	\$ 2,698,790	\$ 3,471,653
Benefits				
Hospitalization	\$ 228,004	\$ 318,455	\$ 429,233	\$ 655,613
Flex Save Admin Fees	309	—	—	—
Prescription	49,175	66,132	89,863	139,626
Dental	16,020	21,635	23,937	35,772
Vision Care	1,583	2,022	2,361	3,468
Public Employees Retire System	226,554	304,336	367,624	487,680
Fica-Medicare	23,780	21,769	35,849	50,512
Workers' Compensation	21,303	22,086	20,396	24,464
Life Insurance	1,089	1,393	1,781	2,772
Unemployment Compensation	—	—	—	1,000
	\$ 567,817	\$ 757,828	\$ 971,043	\$ 1,400,907
Other Training & Professional Dues				
Travel	\$ 3,372	\$ 4,870	\$ 3,721	\$ 15,000
Tuition & Registration Fees	480	—	3,096	8,500
Other Training Supplies	—	56	—	—
Professional Dues & Subscript	6,217	9,556	9,165	6,500
	\$ 10,069	\$ 14,482	\$ 15,982	\$ 30,000
Contractual Services				
Professional Services	\$ —	\$ 8,158	\$ 13,007	\$ 9,000
Mileage (Private Auto)	1,388	2,075	1,738	2,000
Advertising And Public Notice	6,705	—	2,445	8,000
Program Promotion	625	23,157	27,320	30,000
Parking In City Facilities	21,612	24,784	24,318	21,800
Insurance And Official Bonds	100	100	145	—
Property Rental	118,728	118,728	118,728	120,700
Other Contractual	148,723	194,412	195,984	225,000
	\$ 297,880	\$ 371,414	\$ 383,684	\$ 416,500



UTILITIES GENERAL ADMINISTRATION

Expenditures (Continued)

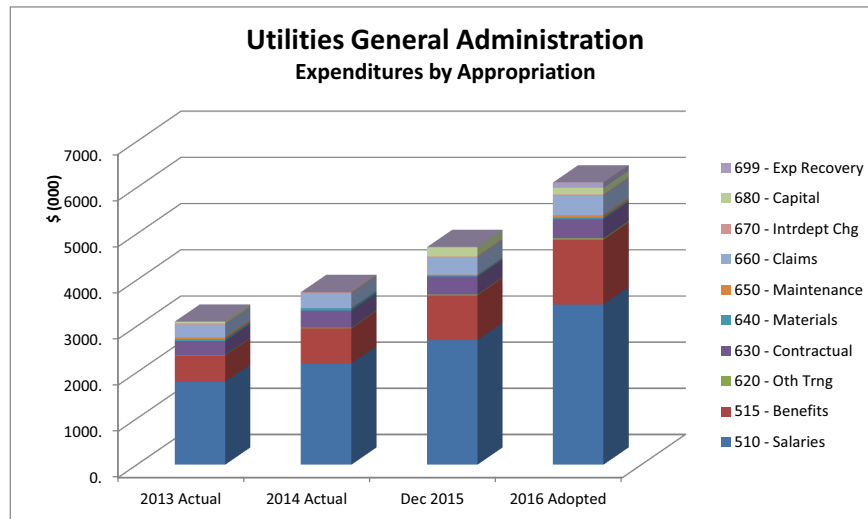
	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Materials & Supplies				
Postage	\$ 858	\$ 897	\$ 115	\$ 1,000
Computer Supplies	—	—	—	1,500
Computer Hardware	10,873	8,267	113	4,000
Computer Software	1,095	2,767	3,223	4,000
Office Furniture & Equipment	—	350	—	5,000
Photographic Supplies	22,638	12,719	4,744	14,000
Other Supplies	2,860	17,953	22,251	2,500
Special Events Supplies	186	—	—	—
Just In Time Office Supplies	4,222	5,850	4,390	4,000
	\$ 42,731	\$ 48,802	\$ 34,835	\$ 36,000
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 500
Maintenance Contracts	5,605	—	—	12,000
Computer Hardware Maintenance	—	—	7,620	—
Maintenance Utility Systems	33,734	5,403	1,046	35,000
	\$ 39,339	\$ 5,403	\$ 8,666	\$ 47,500
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ —	\$ —	\$ 1,500	\$ —
Indirect Cost	277,382	305,835	373,195	426,493
	\$ 277,382	\$ 305,835	\$ 374,695	\$ 426,493
Interdepart Service Charges				
Charges From Telephone Exch	\$ 7,959	\$ 8,171	\$ 6,706	\$ 6,789
Charges From Radio Comm System	11	—	—	—
Charges From Print & Repro	10,643	12,129	5,868	6,437
Charges From Central Storeroom	341	81	575	634
Charges From M.V.M.	3,313	10,324	12,366	9,916
	\$ 22,267	\$ 30,704	\$ 25,515	\$ 23,776
Capital Outlay				
Professional Services	\$ 3,970	\$ —	\$ —	\$ —
Other Equipment	38,456	6,729	—	140,000
Transfer To Capital Project	—	—	200,000	—
	\$ 42,426	\$ 6,729	\$ 200,000	\$ 140,000
Expenditure Recovery				
Expenditure Recovery	\$ —	\$ —	\$ —	\$ 120,000
	\$ —	\$ —	\$ —	\$ 120,000
	\$ 3,098,942	\$ 3,736,464	\$ 4,713,210	\$ 6,112,829



UTILITIES GENERAL ADMINISTRATION

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ 2,190,528	\$ 2,601,470	\$ 2,983,421	\$ 4,444,370
Miscellaneous	1,138,966	1,117,125	1,362,923	1,644,392
	\$ 3,329,494	\$ 3,718,595	\$ 4,346,344	\$ 6,088,762





UTILITIES GENERAL ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		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	0	0	Cable Production Manager	20,800.00	102,766.79
1	1	1	Director of Public Utilities	100,000.00	248,531.48
1	2	2	General Manager of Administrative Services	26,273.96	100,653.14
2	2	2	Manager of Marketing	30,214.95	114,691.24
1	1	1	Network/Data Center Operations Manager	55,000.00	117,737.72
1	0	1	Special Assistant to the Mayor	20,800.00	118,362.30
9	8	9			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Chief Clerk	22,050.00	52,504.47
2	2	2	Legal Secretary	20,800.00	50,700.42
3	3	3			
<u>PROFESSIONALS</u>					
3	3	3	Administrative Manager	27,193.55	115,424.36
1	1	1	Administrative Officer	20,800.00	58,499.94
8	4	7	Assistant Administrator	20,800.00	68,745.41
1	1	1	Assistant Contract Compliance Officer	20,800.00	62,770.08
1	2	2	Assistant Director of Law I (s)	26,250.00	93,199.31
2	3	3	Assistant Manager of Marketing	20,800.00	64,468.16
0	1	1	Assistant Personnel Administrator	20,800.00	61,601.02
0	0	1	Business Process Analyst	55,000.00	108,044.90
1	1	1	Chief Assistant Director of Law	31,500.00	136,692.31
1	1	1	Chief Photographer	20,800.00	56,521.12
1	1	1	Civil Service Examiner II	20,800.00	53,765.27
0	1	1	Data Base Coordinator	30,214.00	87,813.65
2	1	2	Desktop Publishing Specialist	20,800.00	64,170.48
0	0	1	GIS/IS Coordinator	52,000.00	103,593.76
0	0	1	Network Analyst II	30,214.00	97,709.06
1	1	1	Personnel Administrator	26,273.96	91,088.49
1	1	1	Photographer	10.00	23.30
3	1	2	Project Coordinator	27,325.56	99,702.63



UTILITIES GENERAL ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
1	0	1	Project Director	22,333.40	88,646.98
0	2	3	Reporter/Producer-TV20	20,800.00	75,084.85
3	1	3	Senior Systems Analyst	20,800.00	87,543.86
0	0	1	Systems Analyst	20,800.00	68,251.13
2	2	2	Telecommunications Specialist	30,215.00	66,351.39
<u>32</u>	<u>28</u>	<u>41</u>			
<u>PROTECTIVE SERVICES</u>					
8	0	8	Safety Programs Officer II	25,000.00	51,187.74
<u>8</u>	<u>0</u>	<u>8</u>			
<u>TECHNICIANS</u>					
1	1	1	Cable Production Specialist	20,800.00	41,314.46
2	2	2	Senior Computer Operator	10.00	28.78
<u>3</u>	<u>3</u>	<u>3</u>			
<u>55</u>	<u>42</u>	<u>64</u>	TOTAL FULL TIME		
<u>2</u>	<u>0</u>	<u>2</u>	TOTAL SEASONALS		
<u>0</u>	<u>1</u>	<u>1</u>	TOTAL PART TIME		
<u>2</u>	<u>0</u>	<u>2</u>	TOTAL STUDENT ASSISTANT		
<u>59</u>	<u>43</u>	<u>69</u>	TOTAL DIVISION		



OFFICE OF RADIO COMMUNICATIONS

Brad A. Handke, Administrative Manager

Mission Statement

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

PROGRAM NAME: EQUIPMENT PURCHASE PROGRAM

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

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

PROGRAM NAME: LEASE OF FACILITIES FOR WIRELESS COMMUNICATIONS USE

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

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

PROGRAM NAME: ORC SERVICE CENTER FACILITIES

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

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

PROGRAM NAME: RADIO NETWORK PARTICIPATION

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

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



OFFICE OF RADIO COMMUNICATIONS

PROGRAM NAME: RADIO SYSTEM ADMINISTRATION

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

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

PROGRAM NAME: RADIO SYSTEM MAINTENANCE & OPERATION

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

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



OFFICE OF RADIO COMMUNICATIONS

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 244,739	\$ 288,300	\$ 393,132	\$ 412,931
Longevity	2,825	2,875	2,875	2,875
Wage Settlements	—	807	930	—
Separation Payments	29,549	—	5,495	—
Overtime	54,872	14,560	5,645	20,000
	\$ 331,986	\$ 306,543	\$ 408,078	\$ 435,806
Benefits				
Hospitalization	\$ 43,897	\$ 52,250	\$ 73,910	\$ 76,372
Prescription	9,164	10,322	15,528	15,779
Dental	2,988	3,259	3,874	3,960
Vision Care	346	384	480	516
Public Employees Retire System	40,680	41,696	56,548	61,013
Fica-Medicare	3,614	3,725	5,216	5,617
Workers' Compensation	4,504	4,262	3,518	4,308
Life Insurance	183	213	304	384
Unemployment Compensation	—	6,191	—	—
Clothing Allowance	1,275	2,150	2,675	2,675
Clothing Maintenance	540	860	1,100	1,100
	\$ 107,191	\$ 125,311	\$ 163,153	\$ 171,724
Other Training & Professional Dues				
Travel	\$ —	\$ 8,558	\$ 5,312	\$ 10,000
Tuition & Registration Fees	—	2,697	—	15,000
	\$ —	\$ 11,255	\$ 5,312	\$ 25,000
Utilities				
Brokered Gas Supply	\$ 47	\$ 53	\$ 33	\$ —
Gas	1,990	5,017	3,775	3,888
Electricity - Cpp	15,889	13,585	15,068	15,520
Electricity - Other	29,577	58,254	73,382	86,590
	\$ 47,503	\$ 76,909	\$ 92,257	\$ 105,998
Contractual Services				
Professional Services	\$ 35,946	\$ 820	\$ 540	\$ 2,400
Parking In City Facilities	1,210	1,320	1,410	1,302
Taxes	—	2,472	2,506	2,500
Property Rental	247,324	260,233	323,143	301,325
Other Contractual	—	428	427	—
	\$ 284,480	\$ 265,272	\$ 328,026	\$ 307,527
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 500
Computer Hardware	—	2,850	—	—
Hardware & Small Tools	8,296	5,705	13,456	10,000
Small Equipment	24,324	7,242	5,000	35,000



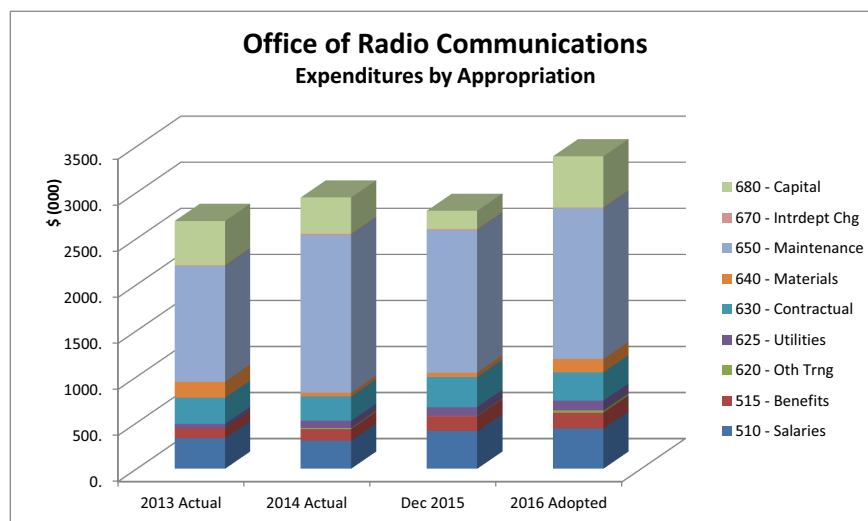
OFFICE OF RADIO COMMUNICATIONS

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Other Supplies	141,167	24,778	29,241	100,000
	\$ 173,788	\$ 40,575	\$ 47,697	\$ 145,500
Maintenance				
Maintenance Contracts	\$ 1,168,697	\$ 1,668,383	\$ 1,444,445	\$ 1,445,000
Maintenance Utility Systems	85,804	46,067	100,842	190,000
	\$ 1,254,501	\$ 1,714,450	\$ 1,545,286	\$ 1,635,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 7,011	\$ 6,810	\$ 7,151	\$ 7,240
Charges From Print & Repro	164	—	82	90
Charges From M.V.M.	2,623	2,821	3,977	2,971
	\$ 9,798	\$ 9,631	\$ 11,210	\$ 10,301
Capital Outlay				
Radio Equipment	\$ —	\$ 359,565	\$ 103,042	\$ 300,000
Other Equipment	95,334	35,299	96,202	255,000
Transfer To Water Capital Proj	385,000	—	—	—
	\$ 480,334	\$ 394,864	\$ 199,244	\$ 555,000
	\$ 2,689,579	\$ 2,944,811	\$ 2,800,264	\$ 3,391,856

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ 299,940	\$ 312,437	\$ 304,929	\$ 281,340
Miscellaneous	1,698,365	2,965,194	1,749,126	3,071,866
Interest Earnings/Investment Income	5,055	7,472	6,323	5,000
	\$ 2,003,360	\$ 3,285,103	\$ 2,060,378	\$ 3,358,206





OFFICE OF RADIO COMMUNICATIONS

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Supervisor of Radio Services	24.86	26.38
1	1	1			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	27,193.55	115,424.36
1	1	1	Assistant Administrator	20,800.00	68,745.41
2	2	2			
<u>TECHNICIANS</u>					
5	4	5	Radio Technician	19.85	22.05
5	4	5			
8	7	8	TOTAL FULL TIME		
8	7	8	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

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 2,279,363	\$ 3,033,102	\$ 3,387,036	\$ 3,964,177
Longevity	17,675	18,850	27,825	29,450
Wage Settlements	—	16,328	16,328	—
Separation Payments	48,214	60,603	13,268	40,000
Overtime	31,300	60,975	54,878	55,000
	\$ 2,376,552	\$ 3,189,859	\$ 3,499,335	\$ 4,088,627
Benefits				
Hospitalization	\$ 266,198	\$ 376,640	\$ 524,443	\$ 715,564
Flex Save Admin Fees	420	—	—	—
Prescription	63,142	85,219	105,599	147,969
Dental	18,424	27,407	28,587	39,672
Vision Care	2,606	3,590	4,591	4,920
Public Employees Retire System	314,753	427,492	474,338	574,249
Fica-Medicare	30,198	42,614	48,229	59,292
Workers' Compensation	28,569	33,279	27,107	35,766
Life Insurance	1,680	2,170	2,450	3,588
Clothing Allowance	—	—	1,080	1,290
Clothing Maintenance	—	—	900	2,213
	\$ 725,990	\$ 998,411	\$ 1,217,325	\$ 1,584,523
Other Training & Professional Dues				
Travel	\$ 7,581	\$ 1,838	\$ —	\$ 9,000
Tuition & Registration Fees	6,338	2,490	1,882	7,000
Other Training Supplies	—	—	86	—
Professional Dues & Subscript	5,871	7,247	3,135	7,000
	\$ 19,790	\$ 11,575	\$ 5,102	\$ 23,000
Contractual Services				
Professional Services	\$ 3,275	\$ 50,458	\$ 11,434	\$ 250,000
Freight Expense	—	150	—	—
Advertising And Public Notice	—	—	585	—
Parking In City Facilities	2,161	2,420	2,820	2,000
Other Contractual	57,411	37,442	20,926	15,000
	\$ 62,847	\$ 90,471	\$ 35,766	\$ 267,000
Materials & Supplies				
Office Supplies	\$ 4,585	\$ —	\$ 449	\$ 6,000
Postage	719	—	—	1,000
Computer Supplies	12,197	—	1,425	—
Computer Hardware	—	—	—	5,000
Computer Software	11,564	21,464	—	4,000
Office Furniture & Equipment	669	—	37,717	10,000
Other Supplies	585	399	569	2,000
Just In Time Office Supplies	13,056	17,966	8,327	20,000

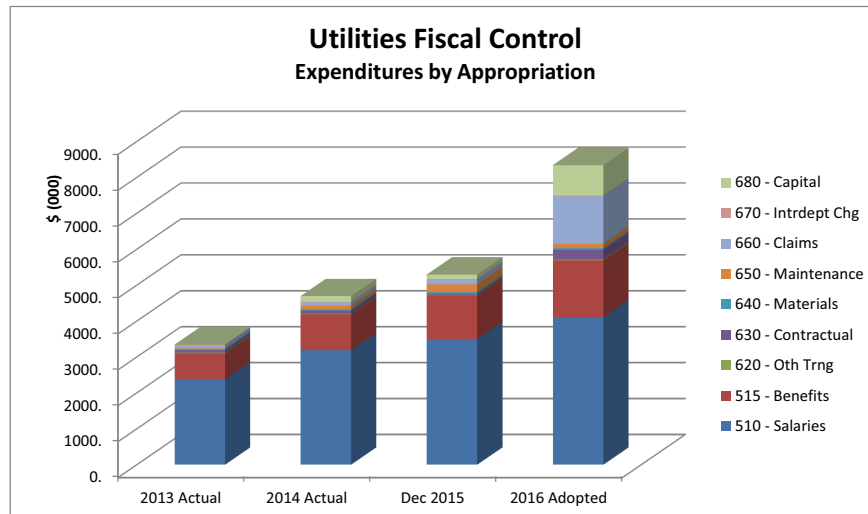
UTILITIES FISCAL CONTROL

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
	\$ 43,374	\$ 39,829	\$ 48,487	\$ 48,000
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 5,000
Maintenance Contracts	10,464	93,497	46,026	125,000
Computer Software Maintenance	—	—	174,064	—
	\$ 10,464	\$ 93,497	\$ 220,090	\$ 130,000
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ —	\$ 833	\$ —	\$ —
Indirect Cost	86,265	94,840	137,025	1,322,521
	\$ 86,265	\$ 95,673	\$ 137,025	\$ 1,322,521
Interdepart Service Charges				
Charges From Print & Repro	\$ 19,491	\$ 14,246	\$ 12,876	\$ 14,124
	\$ 19,491	\$ 14,246	\$ 12,876	\$ 14,124
Capital Outlay				
Computer Hardware	\$ 800	\$ —	\$ —	\$ 50,000
Other Equipment	—	162,598	—	800,000
Transfer To Capital Project	—	—	120,000	—
	\$ 800	\$ 162,598	\$ 120,000	\$ 850,000
	\$ 3,345,573	\$ 4,696,157	\$ 5,296,006	\$ 8,327,795

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ 3,395,000	\$ 4,505,989	\$ 5,389,140	\$ 7,880,000
Miscellaneous	25,683	25,669	—	120,000
Interest Earnings/Investment Income	3,096	3,077	4,147	2,000
Non Operating Other/Other	147	328	214	—
	\$ 3,423,925	\$ 4,535,064	\$ 5,393,502	\$ 8,002,000





UTILITIES FISCAL CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Administrative Bureau Manager	40,314.82	145,820.32
1	1	1	Assistant Director	36,590.39	154,089.52
1	2	2	Budget Administrator	30,214.95	114,691.24
1	1	1	Utilities Comptroller	26,273.96	98,678.77
4	5	5			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Chief Clerk	22,050.00	52,504.47
5	5	6	Head Storekeeper	17.85	24.24
1	1	1	Principal Cashier	14.66	24.95
1	1	1	Principal Clerk	14.88	21.12
5	4	5	Senior Cashier	12.57	21.23
1	0	1	Senior Clerk	12.47	17.43
0	0	1	Stock Clerk	13.11	19.16
6	7	7	Storekeeper	16.66	21.82
20	19	23			
<u>PROFESSIONALS</u>					
2	3	3	Accountant I	14.39	21.23
3	1	3	Accountant II	14.88	23.30
1	1	1	Accountant III	15.48	25.84
2	1	2	Accountant IV	20,800.00	65,610.28
4	4	4	Accountant Supervisor	23,647.11	80,096.82
3	2	2	Administrative Manager	27,193.55	115,424.36
0	1	2	Administrative Officer	20,800.00	58,499.94
4	7	6	Assistant Administrator	20,800.00	68,745.41
3	3	3	Auditor	20,800.00	64,697.92
0	1	1	Budget and Management Analyst	20,800.00	61,601.02
1	1	1	Buyer	20,800.00	53,516.01
1	1	1	Chief Auditor	23,647.11	93,401.98
1	0	0	Deputy Project Director	20,800.00	69,383.29
2	3	3	Fiscal Manager	23,647.11	93,401.98
2	3	3	Personnel Assistant	20,800.00	52,381.41
1	0	0	Project Director	22,333.40	88,646.98



UTILITIES FISCAL CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
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
1	1	1	Senior Personnel Assistant	20,800.00	55,388.98
2	2	2	Warehouse Inventory Manager	22,333.40	88,646.98
37	39	42			
<u>TECHNICIANS</u>					
6	6	9	Senior Data Conversion Operator	13.47	19.37
6	6	9			
67	69	79	TOTAL FULL TIME		
67	69	79	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

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 49,745,808	\$ 46,907,012	\$ 46,743,342	\$ 54,737,924
Seasonal	—	—	30,646	—
Military Leave	1,902	885	899	—
Part-Time Permanent	64,056	52,849	54,872	63,369
Injury Pay	26,176	7,083	10,210	—
Student Trainees	45,601	14,459	16,281	35,404
Longevity	450,550	448,425	421,125	452,850
Wage Settlements	2,000	419,692	245,750	—
Separation Payments	671,600	573,849	614,451	600,000
Bonus Incentive	500	—	—	—
Overtime	4,723,206	4,972,852	4,466,985	4,600,000
	\$ 55,731,399	\$ 53,397,107	\$ 52,604,562	\$ 60,489,547
Benefits				
Hospitalization	\$ 8,171,815	\$ 8,013,607	\$ 8,679,647	\$ 10,906,393
Flex Save Admin Fees	2,020	—	—	—
Prescription	1,581,387	1,471,507	1,628,772	2,069,016
Dental	575,349	527,870	475,265	589,860
Vision Care	65,006	59,523	55,231	74,072
Public Employees Retire System	7,452,625	7,388,101	7,223,401	8,384,537
Fica-Medicare	711,539	693,574	692,583	877,098
Workers' Compensation	1,725,295	1,975,623	1,658,826	1,493,708
Life Insurance	41,857	38,345	36,643	51,072
Unemployment Compensation	52,098	64,805	57,677	100,000
Clothing Allowance	219,918	198,980	203,969	234,860
Tool Insurance	6,860	7,930	7,410	8,720
Clothing Maintenance	102,720	101,450	102,955	140,130
	\$ 20,708,490	\$ 20,541,314	\$ 20,822,376	\$ 24,929,466
Other Training & Professional Dues				
Travel	\$ 12,653	\$ 22,175	\$ 27,086	\$ 87,600
Tuition & Registration Fees	4,180	18,410	30,482	124,592
Other Training Supplies	2,203	5,899	379	26,575
Mileage (Priv Auto) Trng Prps	—	—	—	300
Professional Dues & Subscript	179,486	167,217	164,574	212,077
	\$ 198,521	\$ 213,702	\$ 222,521	\$ 451,144
Utilities				
Brokered Gas Supply	\$ 523,561	\$ 630,344	\$ 485,707	\$ 500,279
Cellular Servicess	—	19,440	—	—
Sewer-Other	3,303,653	2,971,924	2,796,387	3,968,500



DIVISION OF WATER

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Telephone	1,609,700	1,458,132	924,230	1,400,000
Water	110,000	100,000	66	100,000
Gas	617,035	630,945	554,389	571,021
Electricity - Cpp	13,328,099	15,307,733	15,934,438	16,412,471
Electricity - Other	4,233,207	3,733,068	4,722,248	5,572,252
Steam	36,246	31,237	45,882	45,000
	\$ 23,761,501	\$ 24,882,823	\$ 25,463,347	\$ 28,569,523
Contractual Services				
Professional Services	\$ 7,504,678	\$ 7,695,618	\$ 8,964,915	\$ 9,270,965
Mileage (Private Auto)	523	316	74	1,238
Advertising And Public Notice	181,713	162,434	226,797	177,250
Program Promotion	—	—	—	130,000
Parking In City Facilities	3,936	2,803	2,920	3,390
Taxes	131,827	133,316	128,552	131,000
Property Rental	11,000	35,701	141,904	148,344
Equipment Rental	387,446	392,004	543,458	942,970
Other Contractual	1,362,117	3,399,380	2,352,146	3,877,056
State Auditor Examination	69,000	78,000	64,000	70,000
Bank Service Fees	78,219	114,356	107,441	20,000
Credit Card Processing Fees	1,196,905	1,229,520	1,476,828	1,500,000
	\$ 10,927,362	\$ 13,243,448	\$ 14,009,034	\$ 16,272,213
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 288	\$ 2,760
Postage	1,389,926	1,432,553	1,704,717	1,800,000
Computer Supplies	16,031	4,638	11,620	90,550
Computer Hardware	94,739	179,574	436,420	761,900
Computer Software	69,390	17,096	125,637	992,995
Fuel	190,344	114,030	75,977	173,200
Chemical	5,750,750	6,948,876	4,878,788	6,923,400
Salt & De-Icer	13,188	13,003	26,443	31,744
Clothing	15,437	1,380	5,484	11,900
Hardware & Small Tools	201,629	152,719	249,364	285,038
Small Equipment	109,602	100,771	202,943	479,584
Office Furniture & Equipment	14,188	28,667	47,983	32,950
Electrical Supplies	231,739	263,032	367,615	356,950
Hygiene And Cleaning Supplies	142,244	116,842	118,280	122,654
Motors And Pumps	22,675	23,716	121,312	181,200
Laboratory Supplies	170,566	197,129	225,510	361,200



DIVISION OF WATER

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Paper And Other Printing Suppl	—	—	—	800
Other Supplies	55,425	60,472	67,397	120,719
Safety Equipment	598,648	409,572	399,384	657,384
Just In Time Office Supplies	46,846	53,356	48,016	77,970
Building Maintenance Supplies	26,826	16,451	89,598	102,241
Cement Sand & Gravel	1,997,067	1,835,152	1,921,716	2,252,200
Misc Maintenance Supplies	155,222	205,822	224,487	259,820
	\$ 11,312,482	\$ 12,174,851	\$ 11,348,980	\$ 16,079,159
Maintenance				
Maintenance Office Equipment	\$ 460	\$ —	\$ —	\$ 6,550
Maintenance Contracts	334,966	308,816	285,339	598,000
Computer Hardware Maintenance	557,814	474,412	387,427	953,490
Computer Software Maintenance	3,019,910	1,947,852	2,999,265	3,222,810
Maintenance Machinery & Tools	47,375	158,095	88,774	247,900
Maintenance Vehicles	1,850	1,845	780,926	25,500
Maintenance Utility Systems	14,816,084	15,724,784	19,664,920	18,352,038
Maintenance Misc. Equipment	348,396	428,776	603,203	627,000
Maintenance Building	657,866	492,149	733,364	951,866
	\$ 19,784,721	\$ 19,536,729	\$ 25,543,218	\$ 24,985,154
Claims, Refunds, Maintenance				
Court Costs	\$ 759	\$ 51	\$ 1,632	\$ 2,000
Judgements, Damages, & Claims	483,771	493,536	501,675	600,000
Indirect Cost	2,654,595	2,675,107	4,084,479	4,020,784
	\$ 3,139,124	\$ 3,168,694	\$ 4,587,786	\$ 4,622,784
Interdepart Service Charges				
Charges From General Fund	\$ 750	\$ 1,799	\$ 2,304	\$ —
Charges From Telephone Exch	926,921	1,000,287	1,302,245	1,012,456
Charges From Utilities Admin	1,403,906	1,870,656	2,142,720	3,247,012
Charges From Fiscal Control	2,557,000	3,244,282	3,880,080	5,673,600
Charges From Radio Comm System	164,214	292,497	171,777	333,008
Charges From W.P.C.	78,861	31,314	106,270	105,500
Charges From Print & Repro	212,991	220,053	183,184	200,948
Charges From M.V.M.	2,771,354	3,041,107	2,406,926	2,380,979
Charges Frm Str Cnst Mnt & Rep	152,350	340,130	172,833	250,000
Charges From Waste Collection	57,879	67,544	56,936	71,000
	\$ 8,326,227	\$ 10,109,668	\$ 10,425,275	\$ 13,274,503
Interfund Subsidies				
Transfer to Other SubClasses	\$ —	\$ —	\$ 683	\$ —
	\$ —	\$ —	\$ 683	\$ —



DIVISION OF WATER

Expenditures (Continued)

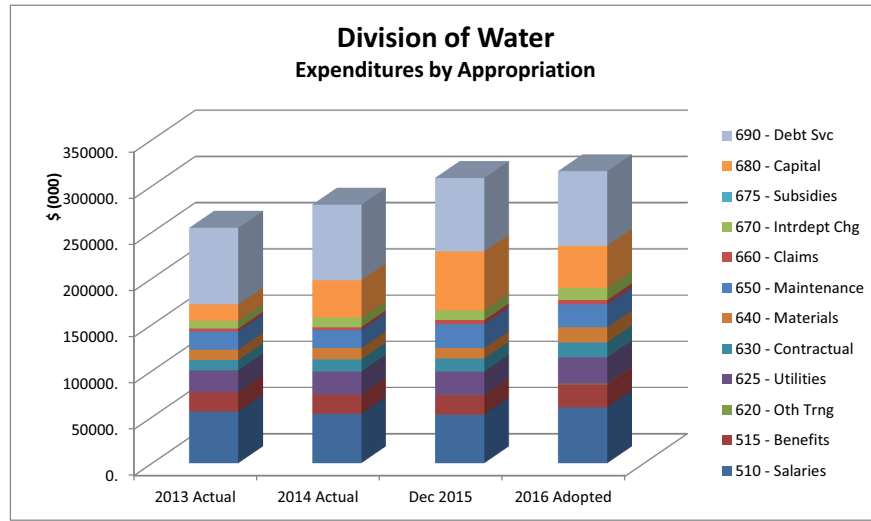
	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Capital Outlay				
Infrastructure	\$ —	\$ —	\$ —	\$ 16,500,000
Professional Services	—	—	—	11,100,000
Building Betterments -Existing	—	—	—	6,400,000
Computer Software	—	—	—	850,000
Computer Hardware	—	—	—	2,506,300
Motorized Equipment	—	—	—	1,096,000
Automobiles	—	—	—	377,000
Trucks	—	—	—	2,398,000
Machinery, Tools, Instruments	—	—	—	1,577,000
Other Equipment	—	—	—	2,716,425
Transfer To Water Capital Proj	17,745,542	40,550,488	63,844,323	—
	\$ 17,745,542	\$ 40,550,488	\$ 63,844,323	\$ 45,520,725
Debt Service				
Professional Svcs-Debt Svc	\$ 652,180	\$ 668,689	\$ 588,352	\$ 1,000,000
Principal	46,684,332	48,194,976	48,693,860	48,438,021
Interest	35,587,084	32,913,804	30,493,848	31,360,349
	\$ 82,923,596	\$ 81,777,469	\$ 79,776,060	\$ 80,798,370
Expenditure Recovery				
Expenditure Recovery	\$ —	\$ 20,077	\$ —	\$ —
	\$ —	\$ 20,077	\$ —	\$ —
	\$ 254,558,966	\$ 279,616,370	\$ 308,648,165	\$ 315,992,588

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ 272,459,811	\$ 285,638,226	\$ 294,392,332	\$ 298,864,850
Grant Revenue	69,450	—	—	—
Licenses & Permits	92,879	152,081	230,515	250,000
Miscellaneous	1,057,237	2,059,841	176,934	10,150
Sale Of City Assets	13,999	—	12,735	—
Transfers In	—	—	48,741	—
Interest Earnings/Investment Income	303,325	300,602	403,550	375,000
	\$ 273,996,700	\$ 288,150,749	\$ 295,264,808	\$ 299,500,000



DIVISION OF WATER





DIVISION OF WATER

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	3	3	Administration Bureau Manager	40,314.82	145,820.32
0	0	1	Administrator of Engineering and Planning	30,214.95	124,250.48
3	2	2	Assistant Chief of Water Distribution	23,647.11	95,698.26
3	3	3	Assistant Director	36,590.39	154,089.52
9	4	5	Assistant Manager-App. Dev. and Technical Support	46,224.91	137,831.29
3	3	3	Assistant Water Plant Manager - Parma	10.00	35.56
1	1	1	Chief of Purification	23,647.11	95,698.26
1	0	0	Chief of Water Distribution	26,273.96	101,400.83
1	1	1	Commissioner of Water	45,201.46	227,462.95
4	3	4	Customer Support Center Manager	65,000.00	105,625.89
1	0	0	Deputy Commissioner of Water	30,214.95	143,228.70
1	1	1	Executive Assistant to the Mayor	50,795.81	191,316.74
1	1	1	General Manager of Administrative Services	26,273.96	100,653.14
0	0	1	HR Program Plan and Management Administrator	26,273.96	91,088.49
1	0	0	Manager of Compensation and Classifications	27,325.56	128,618.41
1	1	1	Manager of Education and Research	27,325.56	96,798.67
3	3	3	Manager of General Maintenance	23,647.11	86,215.32
1	1	1	Manager of Telecommunications	30,214.95	114,691.24
0	1	1	Manager of Water Distribution Systems	30,219.95	128,618.41
1	0	1	Network Data Center Operations Manager	55,000.00	117,737.72
1	1	2	Safety Programs Officer I	25,000.00	73,126.73
1	1	1	Secretary to Director of Public Utilities	36,590.00	178,000.00
6	5	7	Superintendent of Distribution	20,800.00	79,972.99
1	0	0	Supervisor of Hardware Evaluation	30,214.95	98,444.95
45	35	43			
<u>ADMINISTRATIVE SUPPORT</u>					
4	4	4	Chief Clerk	22,050.00	52,504.47
125	89	124	Customer Service Representative	12.15	18.57
1	0	0	Data Control Clerk	10.00	17.84
1	1	1	General Storekeeper	19.25	26.23
4	3	4	Head Storekeeper	17.85	24.24
16	15	19	Principal Clerk	14.88	21.12
2	2	2	Secretary	10.00	18.59
10	6	8	Senior Clerk	12.47	17.43



DIVISION OF WATER

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
9	7	8	Storekeeper	16.66	21.82
2	2	2	Telephone Operator	10.00	17.99
174	129	172			
PROFESSIONALS					
0	1	1	Accountant I	14.39	21.23
0	1	1	Accounts Payable Manager	22,333.40	77,171.05
15	15	15	Administrative Manager	27,193.55	115,424.36
13	8	10	Administrative Officer	20,800.00	58,499.94
0	1	1	AMR Data Analyst	20,800.00	72,883.76
0	1	1	AMR Field Engineer	27,325.56	94,320.17
25	21	28	Assistant Administrator	20,800.00	68,745.41
5	5	5	Assistant Director of Law I (s)	26,250.00	93,199.31
0	0	1	Assistant Manager of Marketing	20,800.00	64,468.16
6	6	6	Assistant Security Manager	20,800.00	68,175.93
10	3	8	Associate Engineer	17.83	30.02
5	4	4	Business Process Analyst	55,000.00	108,044.90
0	1	1	Chief Civil Engineer	23,647.11	93,401.98
3	2	3	Chief Miscellaneous Investigator	10.00	24.50
1	1	1	Chief of Laboratories	23,647.11	88,725.73
9	6	8	Chief Systems Analyst	27,325.56	108,011.58
1	0	1	Chief Training Officer	26,273.96	78,184.48
2	2	2	Construction Technician	12.02	24.50
11	8	10	Consulting Engineer	36,000.00	104,888.34
1	1	1	Contract Compliance Officer	26,273.96	78,184.48
1	1	1	Data Base Administrator	39,937.34	118,853.53
1	1	1	Data Base Coordinator	30,214.00	87,813.65
5	4	4	Deputy Project Director	20,800.00	69,383.29
0	1	2	Desktop Publishing Specialist	20,800.00	64,170.48
0	0	1	Engineer	22.78	36.56
1	0	0	Engineer of Hydraulic Surveys	29.11	30.70
1	1	1	Environmental Program Manager	45,000.00	96,330.79
3	3	3	Hazardous Materials Specialist	21.63	35.00
2	2	2	Information Systems Coordinator	21,851.00	82,183.44
0	0	1	IT Security Officer	30,215.00	87,471.01
1	1	2	IT Telecommunications Technician II	44,803.00	79,867.88
2	2	3	Labor Relations Officer	27,325.56	85,577.88
10	5	6	Miscellaneous Investigator	15.35	19.57



DIVISION OF WATER

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
1	1	1	Network Analyst I	14.52	37.08
2	0	5	Network Analyst II	30,214.00	97,709.06
2	1	1	Office Manager	20,800.00	54,845.04
10	8	10	Personnel Assistant	20,800.00	52,381.41
8	8	10	Project Coordinator	27,325.56	99,702.63
16	13	13	Project Director	22,333.40	88,646.98
1	1	1	Regulatory Compliance Manager	50,000.00	94,970.71
1	0	0	Safety Programs Manager	30,214.95	98,444.95
2	1	1	Senior Budget and Management Analyst	26,273.96	88,147.99
5	3	3	Senior Personnel Assistant	20,800.00	55,388.98
8	4	4	Senior Systems Analyst	20,800.00	87,543.86
1	1	1	Software Analyst	45,000.00	96,330.79
1	0	1	Supervisor Applications Development	39,937.34	94,166.89
1	1	1	Supervisor of Systems and Technical Support	55,000.00	93,199.31
8	7	11	Systems Analyst	20,800.00	68,251.13
0	1	1	Talent Development Specialist	20,800.00	80,386.51
15	14	18	Unit Supervisor	23.06	24.46
1	1	1	Warehouse Inventory Manager	22,333.40	88,646.98
1	0	0	Water Business Plan Assistant Manager	22,333.40	88,646.98
1	0	0	Water Business Plan Manager	27,325.56	99,702.63
5	5	5	Water Plant Manager	23,647.11	107,738.40
0	0	2	Web Developer	30,215.00	90,533.02
224	178	225			
<u>PARA-PROFESSIONALS</u>					
1	1	1	Chief Legal Investigator	23,647.11	74,000.47
1	1	0	Claims Examiner	10.00	24.50
2	2	1			
<u>PROTECTIVE SERVICES</u>					
1	0	0	Security Manager	23,647.11	100,133.34
55	47	55	Security Officer	14.16	21.96
56	47	55			
<u>SKILLED CRAFT</u>					
1	1	1	Asbestos Worker	45.40	56.75
12	11	12	Assistant Water Plant Manager	10.00	35.56
2	2	2	Bricklayer	38.25	47.81
1	1	1	Bricklayer Foreman	39.50	48.56



DIVISION OF WATER

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
2	2	2	Bricklayer Helper	25.96	38.94
5	3	5	Carpenter	37.88	47.35
1	1	1	Carpenter Unit Leader	39.13	48.50
7	8	8	Cement Finisher	38.24	47.80
1	1	1	Cement Finisher Unit Leader	39.49	48.55
2	2	2	Chief Building Stationary Engineer	21.43	28.93
13	10	14	Construction Equipment Operator Group A	38.92	50.74
2	2	2	Construction Equipment Operator Group B	38.80	50.89
14	13	14	Electrical Worker	45.60	57.00
1	1	1	Ironworker	42.65	53.31
7	6	7	Machinist Unit Leader	14.28	27.62
3	3	3	Painter	33.24	41.55
1	1	1	Painter Foreman	34.49	42.55
2	2	2	Pipefitter	46.70	58.37
4	4	4	Plumber	45.98	57.48
4	2	3	Sheet Metal Worker	47.59	59.49
38	37	40	Water Plant Operator I	20.09	23.51
18	12	16	Water Plant Operator II	22.68	27.54
1	0	0	Water System Construction Inspector Supervisor	20,800.00	69,078.99
2	1	2	Welder Fabricator	18.36	26.64
144	126	144			
<u>SERVICE & MAINTENANCE</u>					
13	9	12	Custodial Worker	11.83	15.74
2	1	2	Custodial Worker Supervisor	19.78	21.78
2	2	2	Ground Maintenance Man	16.86	18.86
11	8	10	Labor Foreman	21.32	23.32
18	15	27	Machinist	15.83	23.99
12	4	5	Machinist Helper	13.72	20.11
58	44	55	Municipal Service Laborer	16.86	18.86
2	1	1	Small Equipment Repair Worker	12.26	21.02
27	24	29	Truck Driver	19.99	20.80
13	8	11	Water Hydraulic Repairman	18.16	20.25
1	0	0	Water Hydraulic Supervisor	24.93	26.53
8	4	7	Water Hydraulic Unit Leader	22.11	23.53
4	4	4	Water Meter Department Supervisor	24.93	26.53
11	10	16	Water Meter Department Unit Leader	22.11	23.53
44	35	48	Water Meter Repairman	16.18	20.25



DIVISION OF WATER

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
13	12	14	Water Pipe Repair Supervisor	25.85	27.51
29	25	34	Water Pipe Repair Unit Leader	22.49	23.94
97	86	102	Water Pipe Repairman	16.77	21.68
13	8	8	Water System Construction Inspector	18.97	25.31
378	300	387			
TECHNICIANS					
3	2	3	Accident and Safety Inspector	21.49	23.49
5	5	5	Chemist	18.49	28.21
3	2	2	Chief Radio Dispatcher	23.34	24.78
1	1	1	Computer Operator	10.00	24.50
6	3	5	Instrumentation Technician II	22.81	25.13
4	3	3	Laboratory Assistant	10.00	20.27
24	21	22	Meter Reader	15.53	20.25
13	9	14	Meter Reader Collections	15.53	19.27
6	5	5	Meter Reader Commercial	15.53	19.27
3	2	2	Meter Reader Investigation	15.53	19.27
4	3	3	Meter Reader Machine	15.53	19.27
5	5	5	Meter Reader Supervisor	23.03	24.44
2	0	0	Quality Assurance Analyst	10.00	28.77
19	14	19	Radio Dispatcher	17.33	22.05
3	3	3	Senior Chemist	17.61	24.50
4	4	4	Senior Draftsman	11.69	20.83
1	1	5	Senior Programmer Analyst	23,647.11	76,592.09
2	2	2	Telecommunications Analyst I	14.53	44.60
108	85	103			
1,131	902	1,130	TOTAL FULL TIME		
3	1	1	TOTAL PART TIME		
0	2	0	TOTAL SEASONAL		
4	0	7	TOTAL STUDENT ASSISTANT		
1,138	905	1,138	TOTAL DIVISION		



WATER POLLUTION CONTROL

Rachid F. Zoghaib, Commissioner

Mission Statement

Provide services that sustain the free-flow of surface water through cleaning and maintaining a network of sewers and sewer connections.

The Division of Water Pollution Control manages the sanitary sewage, stormwater drainage, and combined collections systems in the City of Cleveland. The Division is responsible for the network of sewers conveying sanitary sewage and industrial waste in the City of Cleveland from their point of origin to an interceptor sewer or treatment facility for processing.

Water Pollution Control is responsible for cleaning and maintaining a network of 1,436 miles of sewer lines, approximately 43,000 catch basins and adjoining laterals, and 15 pump stations. The Division is also charged with managing and supervising the elimination, control or regulation of any matter relating to pollution of water courses within the City limits.

Water Pollution Control has expanded services by extending regular business days, and the Division continues to upgrade service equipment to insure adequate resources are available to address sewer concerns. The Division has established a preventive maintenance program in known flooding areas to eliminate potential street and basement flooding problems before they occur. As the storm water agent for the City of Cleveland, Water Pollution Control has established storm water best management demonstration projects at its Kirby Avenue headquarters to test alternatives to divert storm water from entering combined sewer systems.

PROGRAM NAME: CAPITAL

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

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

PROGRAM NAME: MAINTENANCE OPERATIONS

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

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

PROGRAM NAME: MARKETING

OBJECTIVE: Provide Public Education and Community Participation

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

PROGRAM NAME: PERMITS AND INSPECTION

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



WATER POLLUTION CONTROL

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

PROGRAM NAME: TEST TEE PROGRAM

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

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



WATER POLLUTION CONTROL

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 6,629,127	\$ 6,494,024	\$ 5,927,621	\$ 7,171,259
Seasonal	—	—	17,512	—
Part-Time Permanent	48,398	26,968	22,905	50,000
Injury Pay	13,622	10,537	1,542	—
Longevity	57,175	57,300	51,225	53,075
Wage Settlements	—	56,884	28,054	35,000
Separation Payments	80,776	40,439	42,542	—
Bonus Incentive	200	200	800	—
Overtime	208,918	347,166	228,595	250,000
	\$ 7,038,216	\$ 7,033,518	\$ 6,320,796	\$ 7,559,334
Benefits				
Hospitalization	\$ 1,094,228	\$ 1,098,441	\$ 1,150,216	\$ 1,464,393
Flex Save Admin Fees	283	—	—	—
Prescription	192,100	182,282	195,366	277,100
Dental	73,991	70,632	60,367	82,218
Vision Care	8,960	8,590	6,919	9,970
Public Employees Retire System	940,733	969,517	883,312	1,095,262
Fica-Medicare	96,879	97,671	87,833	105,361
Workers' Compensation	533,499	611,880	404,584	448,095
Life Insurance	5,692	5,438	4,949	7,064
Unemployment Compensation	23,386	—	—	—
Clothing Allowance	21,511	23,162	24,040	27,195
Tool Insurance	1,880	2,140	2,690	2,430
Clothing Maintenance	33,575	33,820	37,693	20,975
	\$ 3,026,716	\$ 3,103,573	\$ 2,857,969	\$ 3,540,063
Other Training & Professional Dues				
Travel	\$ 1,621	\$ 925	\$ 5,298	\$ 7,500
Tuition & Registration Fees	1,740	1,438	2,035	2,500
Other Training Supplies	—	3,957	116	3,500
Professional Dues & Subscript	9,673	12,980	10,835	12,000
	\$ 13,034	\$ 19,300	\$ 18,284	\$ 25,500
Utilities				
Brokered Gas Supply	\$ 48,162	\$ 66,430	\$ 53,325	\$ 54,916
Sewer-Other	—	1,045	591	5,000
Telephone	—	—	1,809	—
Water	—	26,059	22,027	4,244
Gas	27,964	20,751	19,577	20,164
Electricity - Cpp	217,528	237,171	240,938	248,167
Electricity - Other	45,975	42,065	48,316	57,013
	\$ 339,629	\$ 393,522	\$ 386,583	\$ 389,504



WATER POLLUTION CONTROL

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Contractual Services				
Professional Services	\$ 539,549	\$ 252,535	\$ 478,723	\$ 1,443,000
Court Reporter	397	—	—	—
Mileage (Private Auto)	—	—	8	—
Advertising And Public Notice	14,516	12,347	1,068	15,000
Program Promotion	42,243	23,470	37,012	40,000
Parking In City Facilities	2,805	3,334	3,195	3,500
Property Rental	28	107	107	110
Equipment Rental	—	—	61,200	1,500
Other Contractual	6,121	14,807	67,805	144,600
State Auditor Examination	14,000	14,000	14,000	15,000
Bank Service Fees	1,597	1,725	1,811	15,000
Credit Card Processing Fees	2,343	860	1,305	2,200
	\$ 623,598	\$ 323,184	\$ 666,234	\$ 1,679,910
Materials & Supplies				
Office Supplies	\$ —	\$ 98	\$ —	\$ —
Computer Supplies	—	1,847	1,847	2,500
Computer Hardware	62,234	316	—	25,000
Computer Software	784	180	—	2,500
Clothing	5,756	1,159	—	10,000
Hardware & Small Tools	14,766	23,198	30,506	30,000
Small Equipment	6,211	4,114	4,751	5,000
Office Furniture & Equipment	—	5,587	5,879	7,500
Hygiene And Cleaning Supplies	—	838	5,193	5,000
Other Supplies	27,468	16,973	25,681	20,000
Safety Equipment	61,848	64,522	91,579	80,000
Just In Time Office Supplies	5,380	5,811	2,396	5,000
Building Maintenance Supplies	258,975	279,089	229,619	252,500
Misc Maintenance Supplies	181	1,475	180	2,000
	\$ 443,603	\$ 405,207	\$ 397,631	\$ 447,000
Maintenance				
Maintenance Office Equipment	\$ 1,250	\$ —	\$ —	\$ 7,500
Computer Hardware Maintenance	—	2,500	5,879	5,000
Computer Software Maintenance	3,847	8,353	49,603	65,000
Maintenance Machinery & Tools	2,000	—	—	1,500
Maintenance Vehicles	449,335	363,565	440,284	425,000
Maintenance Utility Systems	1,117,467	1,419,396	1,089,516	1,400,000
Maintenance Misc. Equipment	—	—	5,000	—
	\$ 1,573,899	\$ 1,793,813	\$ 1,590,281	\$ 1,904,000
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 45,293	\$ 85,622	\$ 9,370	\$ 65,000
Other Refunds & Adjustments	—	—	—	1,000



WATER POLLUTION CONTROL

Expenditures (Continued)

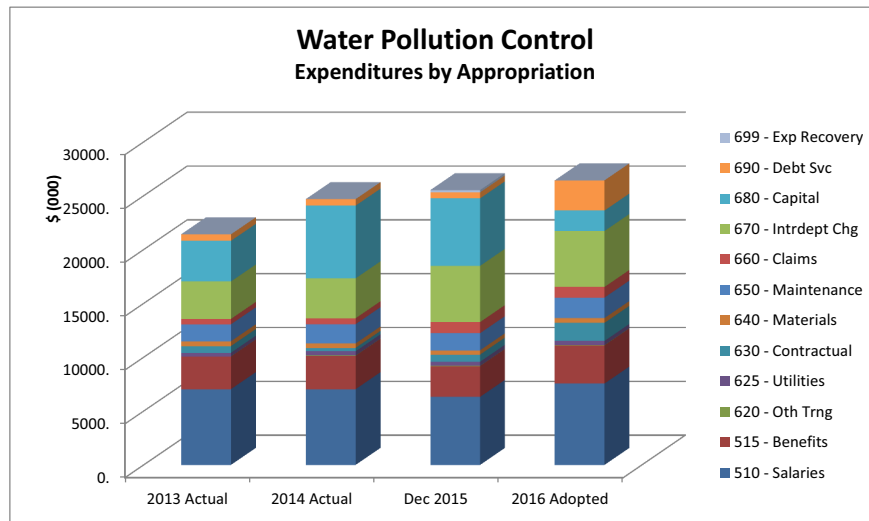
	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Indirect Cost	454,310	464,522	1,021,267	917,780
	\$ 499,603	\$ 550,144	\$ 1,030,637	\$ 983,780
Interdepart Service Charges				
Charges From General Fund	\$ —	\$ —	\$ 10,345	\$ —
Charges From Telephone Exch	20,219	18,043	25,915	26,238
Charges From Utilities Admin	242,608	259,841	297,600	573,931
Charges From Fiscal Control	249,000	450,609	538,900	788,000
Charges From Radio Comm System	37,104	63,466	32,962	70,610
Charges From Water	2,538,339	2,440,576	3,912,258	3,150,000
Charges From Print & Repro	20,781	28,604	23,164	25,410
Charges From M.V.M.	363,188	406,551	295,212	306,695
Charges Frm Str Cnst Mnt & Rep	4,950	34,275	81,100	250,000
Charges From Waste Collection	2,208	2,622	4,451	6,000
	\$ 3,478,398	\$ 3,704,587	\$ 5,221,908	\$ 5,196,884
Capital Outlay				
Computer Software	\$ —	\$ 3,295	\$ —	\$ 25,000
Computer Hardware	—	—	—	175,000
Transfer To Wpc Capital Proj	3,774,271	6,749,805	6,270,690	1,700,300
	\$ 3,774,271	\$ 6,753,100	\$ 6,270,690	\$ 1,900,300
Debt Service				
Principal	\$ 524,794	\$ 545,579	\$ 514,814	\$ 2,775,295
Interest	82,056	61,272	39,624	30,000
	\$ 606,850	\$ 606,850	\$ 554,438	\$ 2,805,295
Expenditure Recovery				
Expenditure Recovery	\$ —	\$ —	\$ 214,069	\$ —
	\$ —	\$ —	\$ 214,069	\$ —
	\$ 21,417,816	\$ 24,686,798	\$ 25,529,519	\$ 26,431,570

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ 22,342,308	\$ 21,035,348	\$ 23,898,629	\$ 26,080,400
Grant Revenue	52,222	—	—	—
Licenses & Permits	303,406	179,441	213,562	300,000
Miscellaneous	92,735	83,712	1,209	1,170
Interest Earnings/Investment Income	57,549	53,566	51,665	50,000
	\$ 22,848,220	\$ 21,352,067	\$ 24,165,066	\$ 26,431,570



WATER POLLUTION CONTROL





WATER POLLUTION CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees December 2015	Budget 2016	Position	Salary Schedule	
				Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Administrator of Engineering and Planning	30,214.95	124,250.48
1	0	0	Budget Administrator	30,214.95	114,691.24
1	1	1	Commissioner of Water Pollution Control	40,314.82	145,820.32
2	1	2	Deputy Commissioner of Water Pollution Control	30,214.95	114,691.24
1	0	0	General Manager of Administrative Services	26,273.96	100,653.14
1	1	1	Manager of General Maintenance	23,647.11	86,215.32
1	1	1	Safety Programs Officer I	25,000.00	73,126.73
1	1	1	Superintendent of Sewer Maintenance	20,800.00	82,388.18
<hr/>	<hr/>	<hr/>			
9	6	7			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Chief Clerk	22,050.00	52,504.47
4	3	4	Customer Service Representative	12.15	18.57
2	2	2	Data Control Clerk	10.00	17.84
1	0	0	Head Storekeeper	17.85	24.24
1	1	0	Senior Clerk	12.47	17.43
1	0	0	Stock Clerk	13.11	19.16
1	0	0	Storekeeper	16.66	21.82
<hr/>	<hr/>	<hr/>			
11	7	7			
<u>PROFESSIONALS</u>					
1	0	0	Accountant I	14.39	21.23
1	2	1	Administrative Manager	27,193.55	115,424.36
3	0	1	Administrative Officer	20,800.00	58,499.94
1	1	1	Assistant Administrator	20,800.00	68,745.41
1	0	0	Assistant Director of Law I (S)	26,250.00	93,199.31
1	0	0	Assistant Manager Of Marketing	20,800.00	64,468.16
1	0	0	Assistant Personnel Administrator	20,800.00	61,601.02
5	5	9	Associate Engineer	17.83	30.02
1	0	0	Budget and Management Analyst	20,800.00	61,601.02
1	1	1	Chief Civil Engineer	23,647.11	93,401.98
1	1	1	Construction Technician	12.02	24.50
2	1	2	Consulting Engineer	36,000.00	104,888.34
1	0	0	Data Base Coordinator	30,214.00	87,813.65
1	0	0	GIS/IS Coordinator	52,000.00	103,593.76
1	0	0	Network Analyst II	30,214.00	97,709.06
1	0	0	Personnel Assistant	20,800.00	52,381.41
1	0	0	Project Director	22,333.40	88,646.98
1	0	1	Safety Programs Manager	30,214.95	98,444.95



WATER POLLUTION CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	Budget 2015	December 2015		Budget 2016	Minimum
1	0	0	Systems Analyst	20,800.00	68,251.13
1	1	1	Unit Supervisor	23.06	24.46
27	12	18			
<u>SKILLED CRAFT</u>					
2	2	2	Bricklayer	38.25	47.81
2	1	1	Bricklayer Helper	25.96	38.94
4	1	5	Const. Equipment Operator Group A	38.92	50.74
1	1	1	Const. Equipment Operator Group B	38.80	50.89
1	1	1	Electrical Worker	45.60	57.00
2	2	2	Heavy Duty Mechanic	15.75	26.65
1	1	1	Heavy Duty Unit Leader	23.85	33.07
4	3	4	Machinist	15.83	23.99
2	1	2	Machinist Unit Leader	14.28	27.62
19	13	19			
<u>SERVICE & MAINTENANCE</u>					
2	2	3	Custodial Worker	11.83	15.74
1	1	1	Custodial Worker Supervisor	19.78	21.78
6	6	6	House Connection Inspector	15.39	19.84
1	0	0	Machinist Helper	13.72	20.11
3	2	3	Municipal Service Laborer	16.86	18.86
5	4	6	Sewer Construction & Maint. Operations Supervisor	25.45	27.08
11	7	14	Sewer Maintenance Unit Leader	22.06	23.53
14	13	14	Sewer Maintenance Unit Leader Operator	23.18	24.66
50	48	60	Sewer Service Man	18.16	20.25
93	83	107			
<u>TECHNICIANS</u>					
3	2	4	Radio Dispatcher WPC	17.33	22.05
3	2	4			
162	123	162	TOTAL FULL TIME		
0	1	0	TOTAL SEASONAL		
4	0	4	TOTAL PART TIME		
166	124	166	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

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 18,067,220	\$ 15,392,742	\$ 15,786,392	\$ 16,487,539
Seasonal	287,717	—	5,679	—
Part-Time Permanent	—	—	—	34,493
Injury Pay	6,730	1,326	8,045	—
Student Trainees	—	234,937	166,247	297,249
Longevity	137,050	135,875	117,600	128,050
Wage Settlements	—	286,921	73,868	50,000
Separation Payments	269,878	137,412	235,302	175,000
Bonus Incentive	—	400	800	—
Overtime	1,540,427	1,612,749	1,809,137	1,600,000
	\$ 20,309,021	\$ 17,802,361	\$ 18,203,070	\$ 18,772,331
Benefits				
Hospitalization	\$ 2,489,587	\$ 2,203,390	\$ 2,410,936	\$ 2,797,938
Flex Save Admin Fees	446	—	—	—
Prescription	528,049	440,844	544,967	562,499
Dental	175,362	142,871	137,866	152,064
Vision Care	18,733	15,396	14,614	16,851
Public Employees Retire System	2,705,993	2,449,688	2,538,078	2,587,013
Fica-Medicare	254,083	227,892	239,242	251,919
Workers' Compensation	751,153	1,048,509	479,796	274,231
Life Insurance	12,916	10,772	10,339	12,700
Unemployment Compensation	4,434	19,337	5,595	12,500
Clothing Allowance	140,650	137,845	147,150	124,700
Tool Insurance	3,300	2,750	3,300	3,300
Clothing Maintenance	83,736	80,180	74,900	72,300
	\$ 7,168,442	\$ 6,779,473	\$ 6,606,782	\$ 6,868,015
Other Training & Professional Dues				
Travel	\$ 19,106	\$ 16,422	\$ 13,779	\$ 31,500
Tuition & Registration Fees	44,534	3,540	37,304	36,860
Other Training Supplies	—	316	—	—
Professional Dues & Subscript	84,386	39,080	44,708	28,500
	\$ 148,025	\$ 59,357	\$ 95,791	\$ 96,860
Utilities				
Brokered Gas Supply	\$ 193,312	\$ 169,469	\$ 130,976	\$ 134,905
Telephone	78,974	23,900	28,059	74,675
Water	205,973	34,456	25,100	25,750
Gas	79,400	55,755	90,299	93,008
Electricity - Other	1,688,241	1,674,847	1,719,741	2,029,295
Steam	55,397	43,935	51,048	69,958
	\$ 2,301,298	\$ 2,002,362	\$ 2,045,223	\$ 2,427,591



CLEVELAND PUBLIC POWER

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Contractual Services				
Professional Services	\$ 2,407,003	\$ 2,635,718	\$ 2,246,821	\$ 2,960,819
Court Reporter	—	5,206	57	—
Waste Disposal	—	15,000	54,955	—
Advertising And Public Notice	73,604	35,459	27,747	40,000
Program Promotion	121,074	111,268	61,356	200,000
Parking In City Facilities	1,393	1,450	1,655	2,000
Insurance And Official Bonds	510,475	560,102	669,336	625,000
Taxes	278	—	46	500
Property Rental	307,161	292,204	268,884	293,300
Equipment Rental	10,638	17	15,040	—
Other Contractual	452,816	620,056	6,354,955	850,000
State Auditor Examination	15,000	15,000	17,000	15,000
Bank Service Fees	19,254	19,910	33,159	45,000
Credit Card Processing Fees	555,848	598,886	694,816	575,000
	\$ 4,474,544	\$ 4,910,274	\$ 10,445,826	\$ 5,606,619
Materials & Supplies				
Office Supplies	\$ 358	\$ —	\$ —	\$ —
Postage	406,614	442,402	456,647	460,000
Computer Hardware	2,248	29,745	76,076	120,000
Computer Software	15,285	40,755	2,892	—
Fuel	—	80,439	120,249	127,500
Purchased Power	93,980,888	96,041,864	80,916,153	110,903,000
Power Transmission Costs	11,242,584	13,162,760	14,482,732	10,426,000
Capacity Charges	850,027	7,083,335	21,834,447	14,429,000
Heavy Truck Parts	—	—	16,171	—
Clothing	12,247	12,849	7,251	7,500
Hardware & Small Tools	54,470	95,289	140,479	85,000
Small Equipment	15,687	65,713	145,145	25,000
Office Furniture & Equipment	2,926	990	6,537	—
Electrical Supplies	269,151	746,558	383,991	675,000
Hygiene And Cleaning Supplies	19,239	28,882	23,349	20,400
Paper And Other Printing Suppl	276	—	—	—
Other Supplies	1,905,943	86,603	100,304	73,960
Safety Equipment	334,010	172,914	248,366	165,000
Motor Oil & Lubricants	2,936	—	—	—
Batteries	—	—	172	—
Capital Improvement Inventory	2,151,449	3,725,188	3,513,205	4,750,000



CLEVELAND PUBLIC POWER

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Just In Time Office Supplies	17,641	21,404	14,803	3,000
Paving Material	124,405	30,398	6,083	25,000
Misc Maintenance Supplies	72,536	—	2,935	—
	\$ 111,480,919	\$ 121,868,088	\$ 122,497,988	\$ 142,295,360
Maintenance				
Maintenance Office Equipment	\$ —	\$ 9,500	\$ 10,637	\$ —
Maintenance Contracts	343,018	27,145	40,839	—
Computer Hardware Maintenance	104,058	5,000	10,895	54,900
Computer Software Maintenance	27,967	290,190	241,932	318,900
Maintenance Vehicles	469,572	233,353	562,542	475,000
Maintenance Utility Systems	915,775	298,705	2,584,114	660,000
Maintenance Misc. Equipment	—	—	8,000	—
Maintenance Building	61,796	72,610	244,970	70,000
	\$ 1,922,186	\$ 936,504	\$ 3,703,928	\$ 1,578,800
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 109,076	\$ 15,681	\$ 12,404	\$ 60,000
Indirect Cost	1,108,829	1,105,920	1,739,291	1,776,457
	\$ 1,217,905	\$ 1,121,601	\$ 1,751,695	\$ 1,836,457
Interdepart Service Charges				
Charges From General Fund	\$ 1,220	\$ 1,150	\$ 1,900	\$ —
Charges From Telephone Exch	935,143	1,226,602	2,166,877	1,214,948
Charges From Utilities Admin	539,129	467,624	535,680	620,427
Charges From Fiscal Control	589,000	811,098	970,020	1,418,400
Charges From Radio Comm System	32,992	143,218	75,196	142,368
Charges From Water	432,244	426,953	1,555,437	450,730
Charges From W.P.C.	18,573	9,997	9,780	24,100
Charges From Print & Repro	51,692	61,092	52,181	57,241
Charges From M.V.M.	626,361	656,401	394,329	459,205
Charges Frm Str Cnst Mnt & Rep	495	470	—	—
Charges From Waste Collection	33,777	41,634	29,548	24,100
	\$ 3,260,626	\$ 3,846,239	\$ 5,790,948	\$ 4,411,519
Capital Outlay				
Infrastructure	\$ —	\$ —	\$ —	\$ 2,735,028
Contractual Services	35,000	—	—	—
Building Betterments -Existing	—	—	—	453,972
Computer Software	—	—	—	700,000
Automobiles	—	—	—	235,000
Trucks	—	—	—	1,130,000
Other Equipment	—	—	—	50,000
Trans To Light&Power Cap Proj	4,074,005	5,086,813	8,657,458	—
	\$ 4,109,005	\$ 5,086,813	\$ 8,657,458	\$ 5,304,000



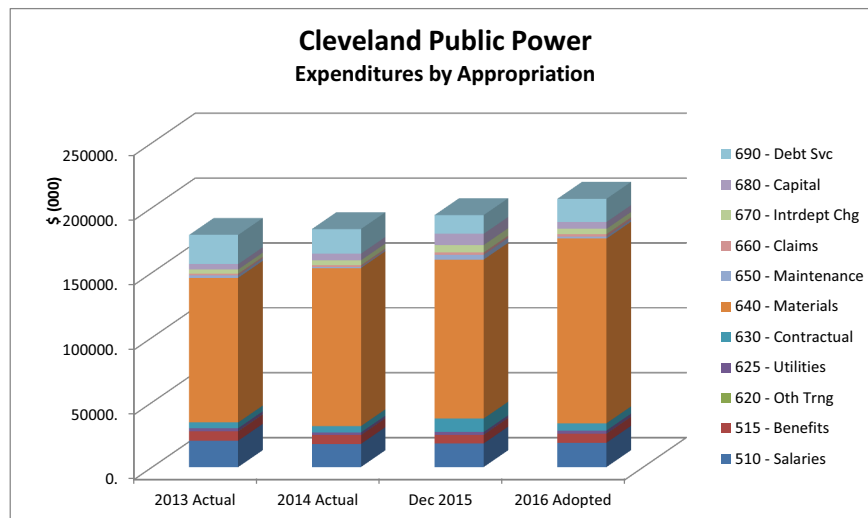
CLEVELAND PUBLIC POWER

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Debt Service				
Professional Svcs-Debt Srvc	\$ —	\$ 4,400	\$ —	\$ —
Principal	12,774,167	10,995,833	6,342,500	9,243,763
Interest	9,762,102	8,031,891	8,097,289	8,670,506
	\$ 22,536,269	\$ 19,032,124	\$ 14,439,789	\$ 17,914,269
	\$ 178,928,242	\$ 183,445,196	\$ 194,238,499	\$ 207,111,821

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ 171,050,584	\$ 184,547,533	\$ 194,534,416	\$ 204,050,000
Grant Revenue	763,980	29,700	—	—
Miscellaneous	1,117,528	3,098,549	209,527	6,821
Sale Of City Assets	216,840	—	—	—
Other Tax	—	2,801,048	3,068,039	3,000,000
Interest Earnings/Investment Income	51,937	35,499	71,171	55,000
Non Operating Other/Other	(5,298,747)	(5,371,479)	(5,407,432)	—
	\$ 167,902,122	\$ 185,140,851	\$ 192,475,721	\$ 207,111,821





CLEVELAND PUBLIC POWER

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
2	2	2	Administrator of Engineering and Planning	30,214.95	124,250.48
3	3	3	Assistant Commissioner of Cleveland Public Power	27,325.56	134,991.09
6	3	5	Assistant Supt. Of Electric Transmission and Distribution	26,273.96	93,856.07
1	1	1	Chief of Street Lighting and Electrical Services	23,647.11	107,738.40
1	1	1	Commissioner of Cleveland Public Power	45,201.46	190,126.56
1	1	1	Customer Support Center Manager	65,000.00	105,625.89
2	2	2	Deputy Commissioner of Cleveland Public Power	46,224.91	143,228.70
1	1	1	Safety Programs Officer I	25,000.00	73,126.73
4	4	4	Supt. of Electrical Transmission and Distribution	50,000.00	109,687.67
1	1	1	Superintendent of Electric Trouble Operations	27,325.56	85,577.88
22	19	21			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Chief Clerk	22,050.00	52,504.47
24	19	24	Customer Service Representative	12.15	18.57
3	2	2	Principal Clerk	14.88	21.12
2	1	2	Senior Clerk	12.47	17.43
30	23	29			
<u>PARA-PROFESSIONALS</u>					
3	3	3	Junior Electric Switchboard Operator	25.17	25.76
3	3	3			
<u>PROFESSIONALS</u>					
1	1	1	Accountant IV	20,800.00	65,610.28
4	3	3	Administrative Manager	27,193.55	115,424.36
3	2	3	Administrative Officer	20,800.00	58,499.94
4	3	4	Assistant Administrator	20,800.00	68,745.41
1	1	1	Assistant Manager of Marketing	20,800.00	64,468.16
5	3	5	Chief Electric Transmission Operator	22,333.40	88,335.12
1	0	1	Chief Systems Analyst	27,325.56	108,011.58
6	4	6	Consulting Engineer	36,000.00	104,888.34
0	1	1	Energy Marketing Manager	30,214.95	123,259.31
6	5	5	Project Coordinator	27,325.56	99,702.63



CLEVELAND PUBLIC POWER

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
1	1	1	Project Director	22,333.40	88,646.98
1	1	1	Safety Program Manager	30,214.95	98,444.95
1	1	1	Senior Budget and Management Analyst	26,273.96	88,147.99
2	2	2	Unit Supervisor	23.06	24.46
36	28	35			
<u>SKILLED CRAFT</u>					
0	0	2	Apprentice Cable Splicer III	34,424.00	51,767.04
5	8	12	Apprentice Lineman	25.20	27.14
1	3	0	Apprentice Lineman II	30,971.20	52,148.93
7	0	0	Apprentice Lineman III	34,798.40	52,148.93
2	3	6	Apprentice Lineman IV	30,971.20	52,148.93
2	2	2	Cement Finisher	38.24	47.80
1	1	1	Cement Finisher Unit Leader	39.49	48.55
1	1	1	Construction Equipment Operator Group A	38.92	50.74
1	0	1	Construction Equipment Operator Group B	38.80	50.89
5	4	4	Electric Transmission and Distribution Inspector	33.38	34.47
9	9	9	Electric Worker	45.60	57.00
1	1	1	Electrical Worker Foreman	46.85	58.56
5	4	5	Heavy Duty Mechanic	15.75	26.65
1	1	1	Heavy Duty Unit Leader	23.85	33.07
2	2	2	Line Clearance Man	26.19	26.76
7	5	9	Line Foreman	35.78	36.35
8	5	6	Lineman Leader	34.48	35.06
7	6	7	Low Tension Lineman	29.58	30.15
1	1	1	Painter	33.24	41.55
21	17	17	Senior Lineman	33.38	33.96
1	0	1	Transformer Repair Foreman	35.78	36.35
12	10	14	Trouble Line Worker	34.52	35.09
100	83	102			
<u>SERVICE & MAINTENANCE</u>					
1	1	1	Cable Foreman	35.78	36.35
2	2	3	Cable Splicer Helper II	12.62	24.24
5	4	5	Custodial Worker	11.83	15.74
1	1	1	Electric Meter Industrial Installer	31.59	32.16
1	1	1	Electric Meter Instrument Specialist and General Tester	31.94	32.52



CLEVELAND PUBLIC POWER

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
2	1	2	Electric Meter Service Foreman	35.78	36.35
3	2	3	Electric Meter Service Installer I	29.43	30.57
7	3	7	Electric Meter Service Installer II	27.42	27.99
1	1	1	Electric Meterman Apprentice 2nd	14.55	24.52
2	2	2	Gas Turbine Mechanic	29.43	30.57
2	1	2	General Construction Foreman	33.41	35.41
7	5	5	Intern Apprentice	14.86	15.62
15	15	15	Line Helper Driver	19.95	26.23
16	14	16	Line Helper Driver II	20.80	23.72
2	3	3	Line Switchman	35.33	35.90
6	6	7	Municipal Service Laborer	16.86	18.86
6	5	6	Senior Cable Splicer	33.38	33.96
2	2	2	Underground Conduit Foreman	35.78	36.35
81	69	82			
TECHNICIANS					
5	4	5	Dispatcher Electric System Operator	30.70	31.27
5	4	5	Meter Reader	15.53	20.25
1	0	1	Meter Reader Supervisor	23.03	24.44
3	3	3	Senior Draftsman	11.69	20.83
14	11	14			
286	236	286	TOTAL FULL TIME		
1	0	1	TOTAL PART TIME		
14	11	14	TOTAL STUDENTS		
301	247	301	TOTAL DIVISION		



AIRPORT GENERAL OPERATIONS

Fred Szabo, Interim 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

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 18,693,124	\$ 18,262,144	\$ 18,099,456	\$ 19,565,383
Seasonal	553,405	458,230	665,572	896,509
Military Leave	3,161	1,724	2,804	3,000
Part-Time Permanent	96,539	142,902	145,361	106,329
Injury Pay	—	—	3,496	—
Longevity	134,450	138,925	136,050	138,675
Wage Settlements	—	117,461	140,276	—
Separation Payments	263,324	92,853	204,079	95,000
Bonus Incentive	—	—	2,400	—
Overtime	1,329,394	1,356,236	1,343,256	1,300,000
	\$ 21,073,396	\$ 20,570,475	\$ 20,742,750	\$ 22,104,896
Benefits				
Hospitalization	\$ 2,866,085	\$ 2,924,190	\$ 3,231,059	\$ 3,676,665
Flex Save Admin Fees	1,349	—	—	—
Prescription	660,102	621,572	702,101	796,280
Dental	208,928	196,056	179,738	204,648
Vision Care	21,810	20,398	18,578	22,145
Public Employees Retire System	2,797,537	2,852,440	2,827,557	2,962,849
Fica-Medicare	284,960	281,347	283,314	294,123
Workers' Compensation	546,668	491,359	539,253	579,065
Life Insurance	14,991	14,355	13,679	17,284
Unemployment Compensation	173,909	69,670	69,362	65,000
Clothing Allowance	20,500	21,725	117,556	74,290
Tool Insurance	4,400	5,500	5,500	6,050
Clothing Maintenance	42,475	43,400	43,750	44,500
	\$ 7,643,713	\$ 7,542,011	\$ 8,031,448	\$ 8,742,899
Other Training & Professional Dues				
Travel	\$ 50,218	\$ 61,810	\$ 80,580	\$ 58,700
Tuition & Registration Fees	38,063	37,170	37,920	53,065
Other Training Supplies	81,564	2,288	10,533	—
Professional Dues & Subscript	277,713	295,164	338,466	129,465
	\$ 447,558	\$ 396,431	\$ 467,499	\$ 241,230
Utilities				
Brokered Gas Supply	\$ 432,736	\$ 492,786	\$ 395,725	\$ 407,597
Telephone	409	10	—	600
Water	916,729	930,950	641,856	920,834
Gas	230,397	172,511	202,992	209,082
Electricity - Cpp	235,084	242,301	255,580	263,247



AIRPORT GENERAL OPERATIONS

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Electricity - Other	3,782,912	3,611,122	4,153,719	4,901,388
	\$ 5,598,268	\$ 5,449,680	\$ 5,649,872	\$ 6,702,748
Contractual Services				
Professional Services	\$ 4,144,809	\$ 2,529,876	\$ 3,617,460	\$ 3,654,662
Travel- Non-Training	21,964	14,219	32,270	25,000
Waste Disposal	1,719,307	3,109,781	3,209,737	1,519,408
Medical Services	1,818	6,070	230	3,000
Advertising And Public Notice	—	—	1,015	1,000
Program Promotion	67,178	130,514	132,718	110,500
Parking In City Facilities	4,437	4,620	4,137	4,000
Insurance And Official Bonds	922,453	1,419,559	919,323	990,000
Taxes	5,964,627	5,842,253	5,431,989	5,591,400
Parking Tax	790,342	1,580,684	1,583,011	1,836,695
Equipment Rental	80,689	824	199,488	201,497
Other Contractual	4,464,040	7,441,728	6,942,570	6,423,607
Indigent Relief	—	—	70	—
State Auditor Examination	29,000	39,000	33,000	50,000
Transfer To Other Airport Fnd	—	4,200,000	4,200,000	7,800,000
Customized	88,108	176,216	172,963	188,414
Bank Service Fees	4,160	3,190	440,568	—
Credit Card Processing Fees	37,258	90,388	232,657	30,000
	\$ 18,340,190	\$ 26,588,921	\$ 27,153,206	\$ 28,429,183
Materials & Supplies				
Postage	\$ 11,200	\$ 11,349	\$ 11,608	\$ 11,000
Computer Hardware	13,917	12,290	167,894	43,902
Computer Software	55,384	53,152	8,100	—
Fuel	—	162,234	—	—
Fuel Tax	—	42,804	—	—
Chemical	580,340	1,476,486	1,291,746	1,299,995
Clothing	145,756	121,372	63,825	60,337
Hardware & Small Tools	7,028	6,115	7,695	6,000
Boilers, Heaters & Cool Equip	19,151	—	21,654	20,000
Seed, Fertilizer & Herbicide	—	12,496	10,000	5,000
Small Equipment	19,135	104,646	74,584	75,000
Office Furniture & Equipment	5,583	5,904	—	—
Fence, Posts & Bars	50,000	72,121	50,000	37,200
Hygiene And Cleaning Supplies	417,956	433,468	372,502	355,500
Medical Supplies	29,700	30,209	39,209	31,500



AIRPORT GENERAL OPERATIONS

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Food	70,348	14,178	16,130	18,500
Photographic Supplies	—	—	—	500
Other Supplies	666,165	694,703	854,096	691,505
Safety Equipment	140,850	39,000	101,245	100,000
Special Events Supplies	2,571	2,241	6,247	2,500
Just In Time Office Supplies	58,604	48,518	37,086	40,000
Building Maintenance Supplies	235,984	288,556	293,768	235,450
Cement Sand & Gravel	451,748	77,486	131,000	70,000
	\$ 2,981,419	\$ 3,709,328	\$ 3,558,390	\$ 3,103,889
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 4,000
Computer Hardware Maintenance	40,152	12,840	233,214	446,867
Computer Software Maintenance	277,168	122,209	302,570	1,034,866
Maintenance Machinery & Tools	1,871,293	1,480,380	1,264,595	1,465,000
Maintenance Fire Apparatus	15,000	18,075	19,989	23,000
Maintenance Vehicles	606,435	812,931	1,080,990	865,600
Maintenance Misc. Equipment	947,171	1,154,192	1,053,024	1,120,500
	\$ 3,757,218	\$ 3,600,626	\$ 3,954,381	\$ 4,959,833
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 82,824	\$ 41,040	\$ 109,635	\$ 82,000
Indirect Cost	1,444,822	1,454,064	1,416,226	3,219,380
	\$ 1,527,646	\$ 1,495,104	\$ 1,525,861	\$ 3,301,380
Interdepart Service Charges				
Charges From General Fund	\$ 6,407,944	\$ 6,559,609	\$ 6,936,683	\$ 7,311,470
Charges From Telephone Exch	621,057	710,465	983,804	911,211
Charges From Utilities Admin	—	—	2,088	2,100
Charges From Radio Comm System	119,414	304,882	204,131	207,486
Charges From W.P.C.	641	—	—	5,000
Charges From Print & Repro	70,975	61,984	59,670	65,456
Charges From Central Storeroom	1,874	2,946	1,531	1,689
Charges From M.V.M.	502,573	223,654	156,447	166,177
Charges From Division Of Maint	—	—	8,693	35,000
Charges From Waste Collection	78,332	69,046	60,047	90,420
	\$ 7,802,810	\$ 7,932,585	\$ 8,413,092	\$ 8,796,009
Capital Outlay				
Transfer To Airports Cap Proj	\$ 1,392,124	\$ 1,407,000	\$ 1,407,000	\$ 1,407,000
	\$ 1,392,124	\$ 1,407,000	\$ 1,407,000	\$ 1,407,000



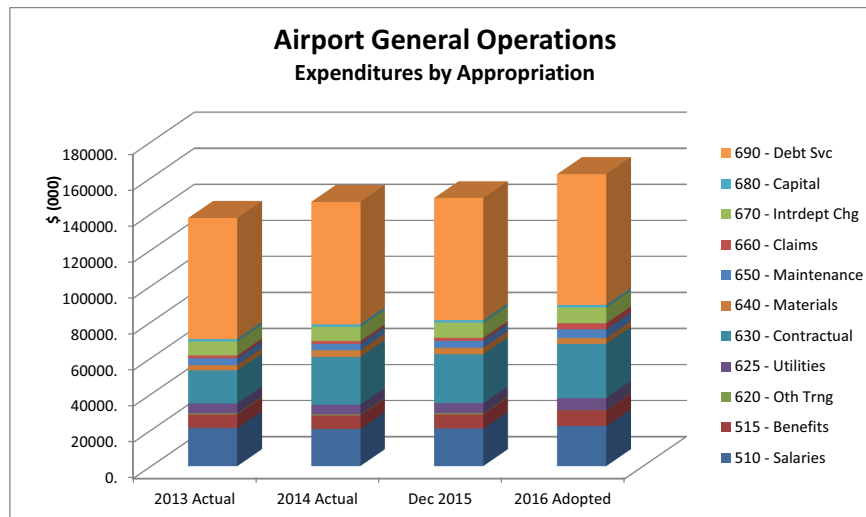
AIRPORT GENERAL OPERATIONS

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Debt Service				
Principal	\$ 31,716,000	\$ 33,137,390	\$ 34,415,000	\$ 39,765,000
Interest	35,388,996	34,770,416	33,416,858	32,787,212
	\$ 67,104,996	\$ 67,907,806	\$ 67,831,858	\$ 72,552,212
	\$ 137,669,337	\$ 146,599,968	\$ 148,735,356	\$ 160,341,279

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ 109,210,628	\$ 127,331,173	\$ 131,040,168	\$ 141,761,284
Fines, Forfeitures & Settlements	—	—	278,031	—
Grant Revenue	4,243,790	1,213,773	785,437	2,429,998
Miscellaneous	25,760,044	14,525,718	16,235,529	16,050,000
Interest Earnings/Investment Income	129,473	71,147	94,543	100,000
Passenger Facility Charges	126,286	—	—	—
	\$ 139,470,221	\$ 143,141,811	\$ 148,433,707	\$ 160,341,282





AIRPORT GENERAL OPERATIONS

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Administrator of Engineering and Planning	30,214.95	124,250.48
6	5	6	Administration Bureau Manager	40,314.82	145,820.32
2	2	2	Asst. Manager Appl Dev/Technical Support	46,224.91	137,831.29
1	1	1	Chief Safety Signal System	18.60	40.64
1	1	1	Commissioner of Burke Airport	40,314.92	134,602.24
1	0	1	Commissioner of Cleve. Hopkins Int. Airport	42,758.15	163,046.16
3	4	4	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	0	0	Manager of Education and Research	27,325.56	96,798.67
1	1	1	Minority Business Development Administrator	27,325.56	85,577.88
21	18	21			
<u>ADMINISTRATIVE SUPPORT</u>					
1	0	0	Junior Clerk	11.97	14.86
2	1	2	Chief Clerk	22,050.00	52,504.47
6	5	5	Principal Clerk	14.88	21.12
2	2	2	Private Secretary	10.00	22.29
1	1	1	Private Secretary to the Director	20,800.00	52,504.47
2	2	2	Head Storekeeper	17.85	24.24
1	0	1	Messenger	10.00	16.01
1	1	1	Network/Data Center Operations Manager	55,000.00	117,737.72
1	1	1	Secretary	10.00	18.59
2	2	2	Stock Clerk	13.11	19.16
2	2	2	Storekeeper	16.66	21.82
21	17	19			
<u>PROFESSIONALS</u>					
1	1	1	Accountant I	14.39	21.23
1	1	1	Accountant III	15.48	25.84
4	4	4	Accountant IV	20,800.00	65,610.28
12	11	11	Administrative Manager	27,193.55	115,424.36
4	4	4	Administrative Officer	20,800.00	58,499.94
1	1	1	Airport Chief Engineer	30,214.95	124,250.48
1	1	1	Airport Comptroller	30,214.95	124,250.48
5	5	5	Airport Maintenance Manager	26,273.96	98,678.77
6	6	6	Airport Maintenance Superintendent	20,800.00	69,713.09



AIRPORT GENERAL OPERATIONS

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
2	2	2	Airport Maintenance Supervisor	21,019.66	67,178.06
1	1	1	Airport Operations/ Sec Manager	26,273.96	98,678.77
1	1	1	Airport Planning Envir. Officer	30,214.95	98,444.95
1	1	1	Airport Safety Manager	26,273.96	98,678.77
1	1	1	Air Trade Development Manager	30,214.95	114,691.24
4	4	4	Assistant Administrator	20,800.00	68,745.41
2	2	2	Assistant Director of Law I (S)	26,250.00	93,199.31
1	0	1	Auditor	20,800.00	64,697.92
1	1	1	Budget Analyst	20,800.00	58,534.37
1	1	1	Chief Civil Engineer	23,647.11	93,401.98
1	0	1	Chief Engineering & Construction Inspector	26.77	28.77
1	0	1	Chief Training Officer	26,273.96	78,184.48
5	5	5	Consulting Engineer	36,000.00	104,888.34
1	1	1	Contract Compliance Officer	26,273.96	78,184.48
1	0	0	Deputy Project Director	20,800.00	69,383.29
3	3	3	Fiscal Manager	23,647.11	93,401.98
1	1	1	Office Manager	20,800.00	54,845.04
2	2	2	Personnel Administrator	26,273.96	91,088.49
24	19	22	Project Coordinator	27,325.56	99,702.63
2	1	2	Project Director	22,333.40	88,646.98
1	0	1	Safety Programs Manager	30,214.95	98,444.95
1	1	1	Senior Personnel Assistant	20,800.00	55,388.98
2	2	2	Super Admin Services-Data	20,800.00	62,770.08
1	0	1	Systems Analyst	20,800.00	68,251.13
1	1	1	Warehouse Inventory Manager	22,333.40	88,646.98
97	84	93			
SKILLED CRAFT					
3	3	3	Carpenter	37.88	47.35
9	9	9	Electrical Worker	45.60	57.00
1	1	1	Electrical Worker Foreman	46.85	58.56
11	11	11	Heavy Duty Mechanic	15.75	26.65
2	2	2	Heavy Duty Unit Leader	23.85	33.07
3	3	3	Painter	33.24	41.55
1	1	1	Painter Foreman	34.49	42.55
2	1	2	Plumber	45.98	57.48
32	31	32			
SERVICE & MAINTENANCE					
16	13	16	Airport Field Foreman	21.32	23.32
55	53	55	Airport Maintenance Man	19.09	19.86
56	43	52	Custodial Worker	11.83	15.74



AIRPORT GENERAL OPERATIONS

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	Budget 2015	December 2015		Minimum	Maximum
7	4	7	Custodial Worker Supervisor	19.78	21.78
1	1	1	Municipal Service Laborer	16.86	18.86
1	0	1	Supt Vehicle Admin Services	20,800.00	78,184.48
6	5	6	Window Washer	14.40	21.73
<u>142</u>	<u>119</u>	<u>138</u>			
			<u>TECHNICIANS</u>		
5	3	4	Airport Information Representative	12.14	17.84
4	6	7	Airport Operations Agent I	17.13	22.05
8	6	7	Airport Operations Agent II	21.52	25.96
6	6	6	Airport Operations Agent III	20,800.00	61,601.02
3	2	3	Airport Operations Superintendent	23,333.40	72,693.58
12	12	12	Airport Safety Supervisor	38,762.61	58,144.74
3	2	3	Airport Security Coordinator	23,333.40	70,234.84
4	4	4	Engineering & Construction Inspector	20.12	22.12
3	2	2	Radio Dispatcher	17.33	22.05
<u>48</u>	<u>43</u>	<u>48</u>			
			<u>PROTECTIVE SERVICE</u>		
42	35	40	Airport Safety Man	17.19	24.24
3	3	3	Airport Safety Shift Commander	20,800.00	79,225.56
<u>45</u>	<u>38</u>	<u>43</u>			
<u>406</u>	<u>350</u>	<u>394</u>	TOTAL FULL TIME		
<u>10</u>	<u>8</u>	<u>10</u>	TOTAL PART TIME		
<u>53</u>	<u>28</u>	<u>53</u>	TOTAL SEASONAL		
<u>7</u>	<u>1</u>	<u>7</u>	TOTAL STUDENT TRAINEES		
<u>476</u>	<u>387</u>	<u>464</u>	TOTAL DIVISION		



AIRPORT GENERAL OPERATIONS

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.



	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget	\$ Change	% Change
CEMETERIES						
RECEIPTS	\$ 1,527,997	\$ 1,630,978	\$ 1,543,376	\$ 1,702,072	\$ 158,696	10%
EXPENDITURES	1,504,521	1,638,701	1,591,821	1,722,742	130,921	8%
Net	\$ 23,476	\$ (7,723)	\$ (48,445)	\$ (20,670)	\$ 27,775	-57%
Decertifications	242	5,352	4,325	—	—	—
Beginning Balance	43,444	67,161	64,790	20,670	—	—
Ending Balance	\$ 67,161	\$ 64,790	\$ 20,670	\$ —	\$ (20,670)	-100%
FT Staffing Levels	16	18	15	18	3	20%
GOLF COURSES						
RECEIPTS	\$ 55,900	\$ 58,515	\$ 35,741	\$ 53,152	\$ 17,411	49%
EXPENDITURES	39,400	38,054	22,965	18,338	(4,627)	-20%
Net	\$ 16,500	\$ 20,461	\$ 12,776	\$ 34,814	\$ 22,038	172%
Decertifications	29,174	51,050	—	—	—	—
Beginning Balance	9,281	54,955	126,466	139,242	—	—
Ending Balance	\$ 54,955	\$ 126,466	\$ 139,242	\$ 174,056	\$ 34,814	25%
MUNICIPAL PARKING FACILITIES						
RECEIPTS	\$ 8,256,901	\$ 8,403,292	\$ 9,262,467	\$ 9,479,363	\$ 216,896	2%
EXPENDITURES	8,275,314	8,391,335	8,866,789	11,018,354	2,151,565	24%
Net	\$ (18,413)	\$ 11,957	\$ 395,678	\$ (1,538,991)	\$ (1,934,669)	-489%
Decertifications	29,261	16,781	25,166	—	—	—
Beginning Balance	1,655,990	1,666,838	1,695,576	2,116,420	—	—
Ending Balance	\$ 1,666,838	\$ 1,695,576	\$ 2,116,420	\$ 577,429	\$ (1,538,991)	-73%
FT Staffing Levels	17	13	15	17	2	13%
EAST SIDE MARKET						
RECEIPTS	\$ 117	\$ 11,826	\$ 40,000	\$ 39,974	\$ (26)	0%
EXPENDITURES	40,000	39,992	40,000	40,000	—	%
Net	\$ (39,883)	\$ (28,166)	\$ —	\$ (26)	\$ (26)	%
Decertifications	166	—	—	—	—	—
Beginning Balance	67,909	28,192	26	26	—	—
Ending Balance	\$ 28,192	\$ 26	\$ 26	\$ 0	\$ (26)	-99%



	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Unaudited</u>	<u>2016 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
PUBLIC AUDITORIUM						
RECEIPTS	\$ 2,466,872	\$ 2,542,744	\$ 2,885,249	\$ 2,680,161	\$ (205,088)	-7%
EXPENDITURES	2,487,031	2,550,713	2,881,545	2,685,225	(196,320)	-7%
Net	\$ (20,159)	\$ (7,969)	\$ 3,704	\$ (5,064)	\$ (8,768)	-237%
Decertifications	22,995	1,129	321	—	—	—
Beginning Balance	5,043	7,879	1,039	5,064	—	—
Ending Balance	<u>\$ 7,879</u>	<u>\$ 1,039</u>	<u>\$ 5,064</u>	<u>\$ —</u>	<u>\$ (5,064)</u>	<u>-100%</u>
FT Staffing Levels	11	9	9	10	1	11%
WEST SIDE MARKET						
RECEIPTS	\$ 1,278,287	\$ 1,298,106	\$ 1,290,084	\$ 1,283,000	\$ (7,084)	-1%
EXPENDITURES	1,115,873	1,151,318	1,374,884	1,576,756	201,872	15%
Net	\$ 162,414	\$ 146,788	\$ (84,800)	\$ (293,756)	\$ (208,956)	246%
Decertifications	3,783	341	17,013	—	—	—
Beginning Balance	1,057,754	1,223,951	1,371,080	1,303,293	—	—
Ending Balance	<u>\$ 1,223,951</u>	<u>\$ 1,371,080</u>	<u>\$ 1,303,293</u>	<u>\$ 1,009,537</u>	<u>\$ (293,756)</u>	<u>-23%</u>
FT Staffing Levels	6	5	5	6	1	20%



CEMETERIES

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 706,612	\$ 766,036	\$ 748,977	\$ 799,232
Longevity	7,375	7,225	8,200	7,950
Wage Settlements	—	1,392	1,392	—
Separation Payments	21,956	—	1,509	—
Overtime	29,764	32,964	34,487	48,068
	\$ 765,707	\$ 807,618	\$ 794,565	\$ 855,250
Benefits				
Hospitalization	\$ 159,220	\$ 183,513	\$ 194,007	\$ 219,245
Flex Save Admin Fees	84	—	—	—
Prescription	25,695	28,302	26,992	30,303
Dental	10,597	11,792	10,373	11,424
Vision Care	944	1,007	880	1,104
Public Employees Retire System	100,783	111,447	112,044	119,126
Fica-Medicare	9,663	10,547	10,309	12,964
Workers' Compensation	11,528	40,322	17,535	16,193
Life Insurance	653	679	656	864
Clothing Allowance	4,911	4,811	5,750	5,900
Tool Insurance	550	550	550	550
Clothing Maintenance	1,800	1,700	2,100	2,300
	\$ 326,428	\$ 394,669	\$ 381,195	\$ 419,973
Other Training & Professional Dues				
Professional Dues & Subscript	\$ —	\$ —	\$ —	\$ 52
	\$ —	\$ —	\$ —	\$ 52
Utilities				
Brokered Gas Supply	\$ 5,433	\$ 7,082	\$ 6,087	\$ 6,270
Sewer-Other	—	—	—	2,060
Gas	5,805	4,952	5,738	5,912
Electricity - Cpp	35,390	37,642	39,067	40,240
Electricity - Other	5,527	6,165	7,303	8,620
Security & Monitoring System	5,796	—	3,840	3,378
	\$ 57,951	\$ 55,841	\$ 62,035	\$ 66,480
Contractual Services				
Professional Services	\$ —	\$ —	\$ —	\$ 515
Medical Services	—	87	—	309
Other Contractual	208,568	209,305	209,305	208,568
Bank Service Fees	1,926	1,890	2,018	2,060
Credit Card Processing Fees	11,651	13,236	14,425	12,360
	\$ 222,145	\$ 224,518	\$ 225,748	\$ 223,812



CEMETERIES

Expenditures (Continued)

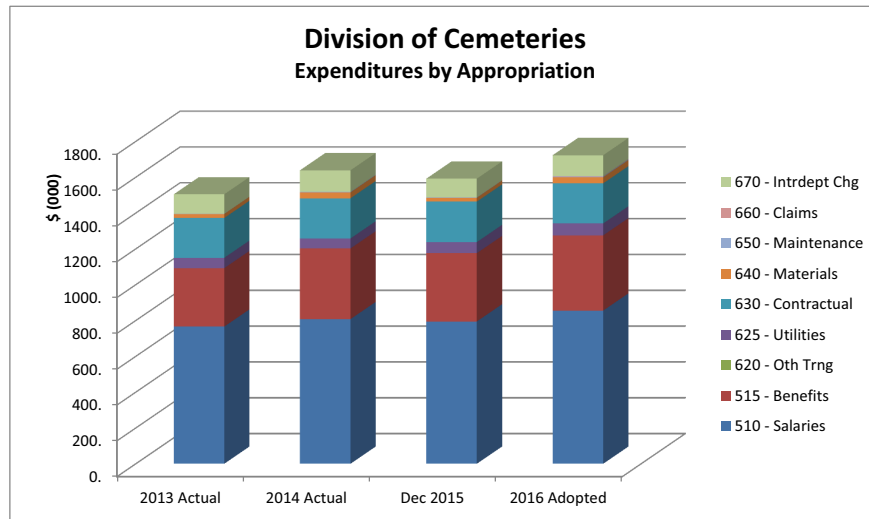
	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Materials & Supplies				
Hardware & Small Tools	\$ 268	\$ 723	\$ 1,097	\$ 1,030
Seed, Fertilizer & Herbicide	6,476	6,704	4,778	8,240
Small Equipment	1,079	3,970	—	3,605
Hygiene And Cleaning Supplies	—	83	1,473	1,365
Clay, Soil & Turf	2,748	3,084	3,832	3,708
Lumber, Glass, And Drywall	4,961	9,105	7,321	8,240
Other Supplies	6,519	8,652	2,623	7,210
Safety Equipment	135	309	363	206
Just In Time Office Supplies	429	227	490	824
	\$ 22,615	\$ 32,858	\$ 21,978	\$ 34,428
Maintenance				
Maintenance Contracts	\$ —	\$ 2,088	\$ —	\$ 103
Maintenance Machinery & Tools	61	429	—	2,090
Maintenance Fire Apparatus	—	—	—	258
Maintenance Building	504	—	1,196	1,258
	\$ 565	\$ 2,517	\$ 1,196	\$ 3,709
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ —	\$ —	\$ —	\$ 1,751
	\$ —	\$ —	\$ —	\$ 1,751
Interdepart Service Charges				
Charges From Telephone Exch	\$ 12,645	\$ 11,218	\$ 13,377	\$ 11,757
Charges From Radio Comm System	709	—	—	—
Charges From W.P.C.	—	—	922	—
Charges From Print & Repro	2,481	2,034	3,357	2,813
Charges From Central Storeroom	775	773	623	840
Charges From M.V.M.	85,801	101,941	76,712	78,076
Charges From Division Of Maint	3,053	1,880	6,469	13,500
Charges From Waste Collection	3,645	2,835	3,645	10,300
	\$ 109,109	\$ 120,681	\$ 105,105	\$ 117,286
	\$ 1,504,521	\$ 1,638,701	\$ 1,591,822	\$ 1,722,741



CEMETERIES

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ 983,360	\$ 933,977	\$ 921,533	\$ 933,150
Miscellaneous	20,927	9,055	215	12,642
Property Tax	—	—	4,803	—
Sale Of City Assets	495,684	488,332	495,315	490,000
Transfers In	—	133,442	113,260	253,780
Interest Earnings/Investment Income	28,026	66,079	8,249	12,500
Non Operating Other/Other	—	93	—	—
	\$ 1,527,997	\$ 1,630,978	\$ 1,543,376	\$ 1,702,072





CEMETERIES

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	Budget 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Manager of Urban Forestry	22,333.40	81,827.04
1	1	1			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Senior Clerk	12.47	17.43
1	1	1			
<u>PROFESSIONALS</u>					
1	1	1	Assistant Administrator	20,800.00	68,745.41
1	1	1			
<u>SERVICE & MAINTENANCE</u>					
9	8	9	Cemetery Maintenance Worker I	16.86	18.86
2	1	2	Cemetery Maintenance Worker II	26.02	28.02
2	2	2	Cemetery Foreman	21.33	23.33
1	1	1	Cemetery Supervisor	24.42	26.42
14	12	14			
<u>SKILLED CRAFT</u>					
1	0	1	Automobile Repair Worker	12.60	22.26
1	0	1			
18	15	18	TOTAL FULL TIME		
20	0	20	TOTAL SEASONAL *		
38	15	38	TOTAL DIVISION		

* Seasonals are reflected during peak periods, May - September



GOLF COURSE

Expenditures

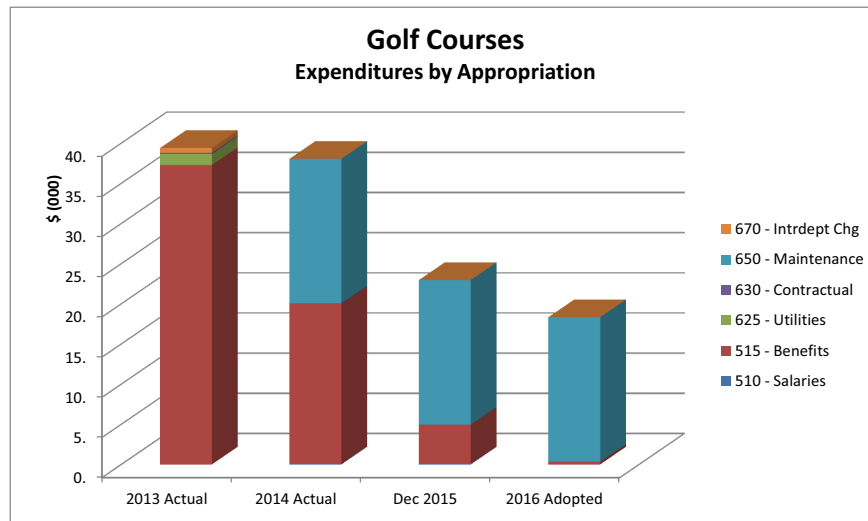
	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Seasonal	\$ —	\$ —	\$ 32	\$ —
Wage Settlements	—	29	—	—
	\$ —	\$ 29	\$ 32	\$ —
Benefits				
Public Employees Retire System	\$ 124	\$ —	\$ 4	\$ —
Fica-Medicare	141	—	0	—
Workers' Compensation	14,135	15,542	4,986	138
Life Insurance	2	38	41	—
Unemployment Compensation	22,865	4,364	(137)	200
	\$ 37,267	\$ 19,945	\$ 4,895	\$ 338
Utilities				
Gas	\$ 298	\$ —	\$ —	\$ —
Electricity - Other	1,088	—	—	—
	\$ 1,386	\$ —	\$ —	\$ —
Contractual Services				
Other Contractual	\$ —	\$ 15	\$ —	\$ —
Bank Service Fees	147	65	38	—
	\$ 147	\$ 80	\$ 38	\$ —
Maintenance				
Maintenance Building	\$ —	\$ 18,000	\$ 18,000	\$ 18,000
	\$ —	\$ 18,000	\$ 18,000	\$ 18,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 200	\$ —	\$ —	\$ —
Charges From Waste Collection	400	—	—	—
	\$ 600	\$ —	\$ —	\$ —
	\$ 39,400	\$ 38,054	\$ 22,965	\$ 18,338

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Miscellaneous	\$ 55,900	\$ 58,515	\$ 35,741	\$ 53,152
	\$ 55,900	\$ 58,515	\$ 35,741	\$ 53,152



GOLF COURSE





PARKING LOTS GENERAL OPERATIONS

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 609,520	\$ 568,276	\$ 603,737	\$ 770,807
Military Leave	217	—	—	—
Part-Time Permanent	91,442	115,802	154,343	150,064
Longevity	7,775	8,175	7,350	7,500
Wage Settlements	—	3,489	3,330	—
Separation Payments	29,287	23,410	54,076	—
Overtime	49,630	40,713	36,667	59,280
	\$ 787,871	\$ 759,864	\$ 859,503	\$ 987,651
Benefits				
Hospitalization	\$ 115,688	\$ 125,736	\$ 140,294	\$ 189,823
Prescription	25,834	25,430	28,603	40,268
Dental	7,793	8,085	7,767	10,704
Vision Care	999	1,030	898	1,164
Public Employees Retire System	102,409	111,243	109,978	133,487
Fica-Medicare	10,749	10,827	10,472	12,730
Workers' Compensation	11,202	10,109	8,687	12,791
Life Insurance	656	629	537	816
Unemployment Compensation	6,038	1,368	3,618	6,000
Clothing Allowance	3,225	3,875	2,500	3,825
Clothing Maintenance	600	600	450	600
	\$ 285,192	\$ 298,932	\$ 313,805	\$ 412,208
Other Training & Professional Dues				
Professional Dues & Subscript	\$ 2,195	\$ 3,153	\$ 1,596	\$ 1,400
	\$ 2,195	\$ 3,153	\$ 1,596	\$ 1,400
Utilities				
Electricity - Cpp	\$ 178,164	\$ 214,058	\$ 206,813	\$ 213,017
Electricity - Other	10,044	10,074	9,360	13,450
	\$ 188,208	\$ 224,132	\$ 216,173	\$ 226,467
Contractual Services				
Professional Services	\$ 1,544,573	\$ 1,828,940	\$ 1,813,595	\$ 1,800,000
Security Services	39,737	—	—	20,000
Taxes	221,638	225,900	229,378	230,000
Parking Tax	393,332	471,234	558,194	626,487
Property Rental	99,612	99,612	99,612	100,000
Equipment Rental	22,999	12,500	9,999	18,000
Special Assessment	—	—	—	4,350
Other Contractual	31,900	23,297	25,032	23,400
Bank Service Fees	5,116	79,663	31,644	78,000



PARKING LOTS GENERAL OPERATIONS

Expenditures (Continued)

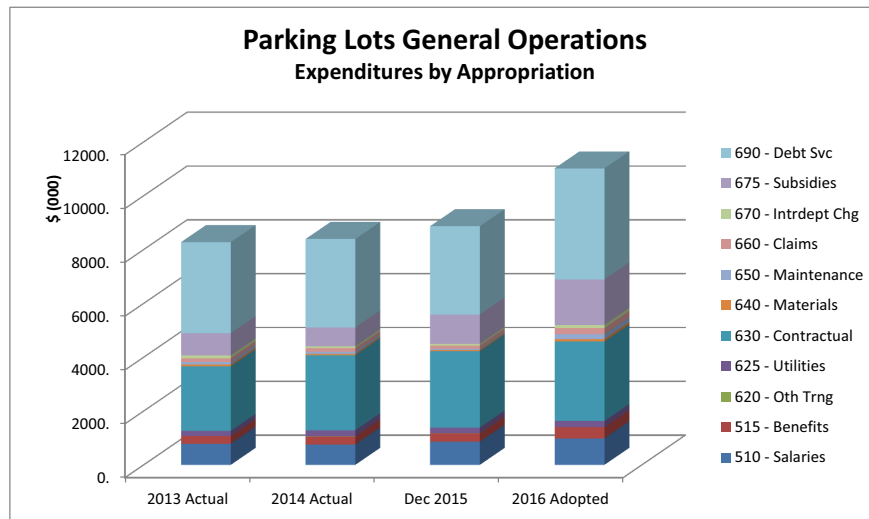
	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Credit Card Processing Fees	39,476	52,320	64,271	55,000
	\$ 2,398,383	\$ 2,793,467	\$ 2,831,725	\$ 2,955,237
Materials & Supplies				
Clothing	\$ 9,999	\$ —	\$ 5,999	\$ 10,000
Hardware & Small Tools	1,500	1,000	489	2,000
Welding Supplies & Equipment	200	—	—	100
Electrical Supplies	9,900	14,899	16,999	15,500
Hygiene And Cleaning Supplies	406	1,335	—	1,350
Medical Supplies	—	—	—	100
Other Supplies	31,113	24,395	10,922	31,000
Special Events Supplies	—	—	—	13,500
Batteries	8,055	2,745	11,189	10,000
Just In Time Office Supplies	2,879	2,871	3,319	3,100
	\$ 64,052	\$ 47,244	\$ 48,917	\$ 86,650
Maintenance				
Maintenance Contracts	\$ 97,496	\$ 52,215	\$ 35,544	\$ 165,000
Repair Parts	6,500	29,624	5,300	25,000
Car Washes	630	960	996	1,000
	\$ 104,627	\$ 82,799	\$ 41,840	\$ 191,000
Claims, Refunds, Maintenance				
Indirect Cost	\$ 131,341	\$ 127,635	\$ 123,098	\$ 222,697
	\$ 131,341	\$ 127,635	\$ 123,098	\$ 222,697
Interdepart Service Charges				
Charges From Telephone Exch	\$ 13,872	\$ 15,012	\$ 15,558	\$ 15,800
Charges From W.P.C.	154	—	678	—
Charges From Print & Repro	6,931	6,106	8,507	7,859
Charges From Central Storeroom	73	68	305	77
Charges From M.V.M.	10,404	8,573	10,601	8,380
Charges From Division Of Maint	2,884	12,155	4,079	8,000
Charges From Waste Collection	960	1,120	1,020	1,500
Charges From Parks Maintenance	72,777	28,402	22,160	75,000
	\$ 108,055	\$ 71,436	\$ 62,906	\$ 116,616
Interfund Subsidies				
Transfer to Other SubClasses	\$ 823,720	\$ 698,279	\$ 1,090,552	\$ 1,694,703
	\$ 823,720	\$ 698,279	\$ 1,090,552	\$ 1,694,703
Debt Service				
Principal	\$ 1,737,947	\$ 1,988,388	\$ 2,076,635	\$ 2,880,000
Interest	1,643,725	1,296,006	1,200,038	1,243,725
	\$ 3,381,672	\$ 3,284,394	\$ 3,276,673	\$ 4,123,725
	\$ 8,275,314	\$ 8,391,335	\$ 8,866,789	\$ 11,018,354



PARKING LOTS GENERAL OPERATIONS

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ 7,552,048	\$ 7,891,615	\$ 8,625,911	\$ 8,794,426
Miscellaneous	291,617	43,600	80,929	57,850
Other Tax	393,332	471,234	558,194	626,487
Interest Earnings/Investment Income	398	343	933	600
	\$ 8,237,394	\$ 8,406,792	\$ 9,265,967	\$ 9,479,363





PARKING LOTS GENERAL OPERATIONS

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	Budget 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Commissioner of Parking Facilities	40,314.82	145,820.32
2	2	2	Manager of Parking	23,647.11	86,215.32
3	3	3			
<u>ADMINISTRATIVE SUPPORT</u>					
2	2	2	Senior Clerk	12.47	17.43
2	2	2			
<u>PROFESSIONALS</u>					
1	1	1	Accountant IV	20,800.00	65,610.28
1	1	1	Budget Analyst	20,800.00	58,534.37
2	2	2			
<u>SERVICE & MAINTENANCE</u>					
4	4	4	Parking Coordinator	10.00	17.18
3	2	3	Parking Attendant	10.00	16.87
7	6	7			
<u>TECHNICIANS</u>					
3	2	3	Parking Meter Collector	22.50	24.50
3	2	3			
17	15	17	TOTAL FULL TIME		
19	16	19	TOTAL PART TIME		
36	31	36	TOTAL DIVISION		

EASTSIDE MARKET

Expenditures

Contractual Services

Security Services

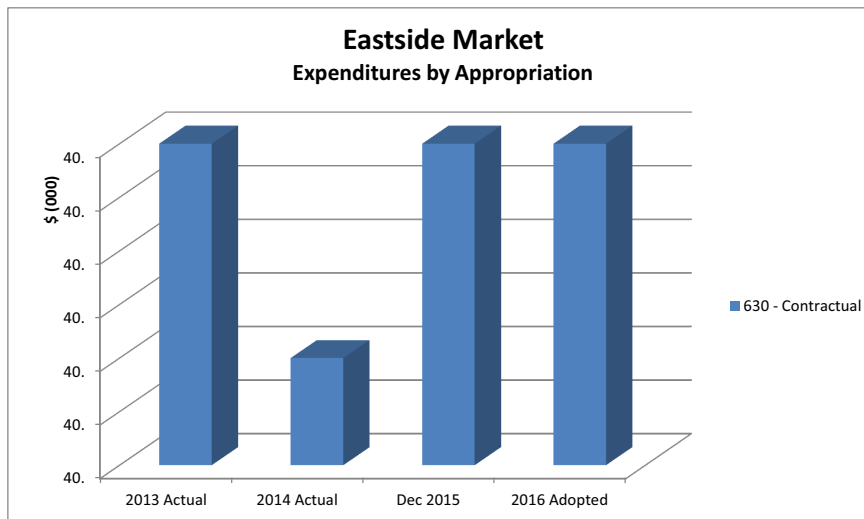
	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
	\$ 40,000	\$ 39,992	\$ 40,000	\$ 40,000
	\$ 40,000	\$ 39,992	\$ 40,000	\$ 40,000
	\$ 40,000	\$ 39,992	\$ 40,000	\$ 40,000

Revenues

Transfers In

Interest Earnings/Investment Income

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
	\$ —	\$ 11,777	\$ 40,000	\$ 39,975
	117	49	—	—
	\$ 117	\$ 11,826	\$ 40,000	\$ 39,975





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

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 504,168	\$ 487,516	\$ 464,854	\$ 510,330
Part-Time Permanent	379,992	447,360	480,223	380,000
School Guards	1,859	1,259	2,903	—
Longevity	5,550	5,650	5,200	4,400
Wage Settlements	—	1,647	2,214	—
Separation Payments	—	4,933	3,334	—
Overtime	88,258	108,162	120,830	100,000
	\$ 979,827	\$ 1,056,527	\$ 1,079,558	\$ 994,730
Benefits				
Hospitalization	\$ 72,274	\$ 64,712	\$ 71,475	\$ 85,296
Prescription	14,784	13,189	17,128	19,672
Dental	4,861	4,509	3,933	4,920
Vision Care	519	475	439	600
Public Employees Retire System	131,027	162,254	151,182	145,858
Fica-Medicare	13,055	13,914	14,145	15,425
Workers' Compensation	15,026	12,720	14,899	11,547
Life Insurance	407	389	355	516
Unemployment Compensation	12,263	2,143	2,047	5,000
Clothing Allowance	1,050	1,480	1,022	1,460
Tool Insurance	—	150	150	150
Clothing Maintenance	1,525	1,625	1,250	1,625
Union Welfare Payment	13,992	22,270	21,536	19,024
	\$ 280,785	\$ 299,831	\$ 299,561	\$ 311,093
Other Training & Professional Dues				
Professional Dues & Subscript	\$ 50	\$ 50	\$ 50	\$ 250
	\$ 50	\$ 50	\$ 50	\$ 250
Utilities				
Brokered Gas Supply	\$ 3,473	\$ 3,034	\$ 2,351	\$ 3,439
Gas	2,985	2,667	2,742	3,028
Electricity - Cpp	355,935	415,598	478,337	492,687
Steam	496,842	399,614	601,729	619,781
	\$ 859,235	\$ 820,913	\$ 1,085,159	\$ 1,118,935
Contractual Services				
Professional Services	\$ 28	\$ 500	\$ 1,622	\$ 575
Parking In City Facilities	2,692	2,229	2,302	2,000
Equipment Rental	—	—	—	2,500
Other Contractual	51,613	61,350	62,658	71,500
Bank Service Fees	—	63	—	—



PUBLIC AUDITORIUM

Expenditures (Continued)

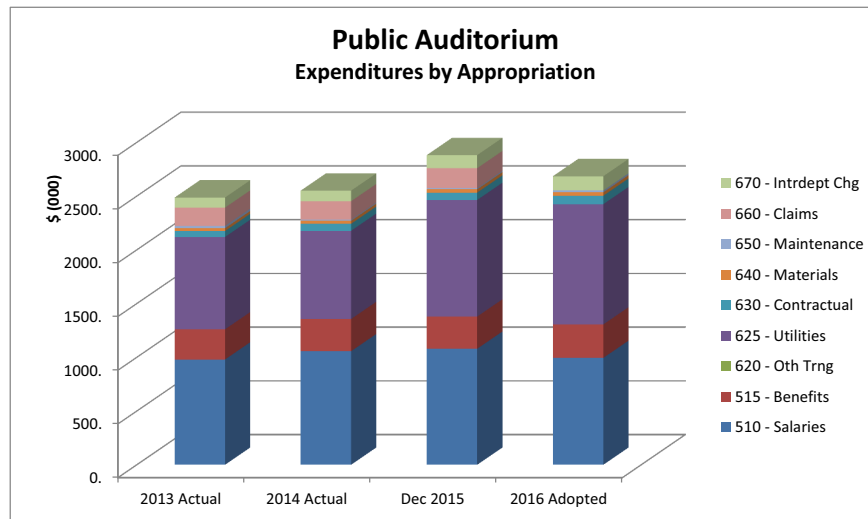
	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Credit Card Processing Fees	955	805	1,751	2,250
	\$ 55,287	\$ 64,948	\$ 68,333	\$ 78,825
Materials & Supplies				
Electrical Supplies	\$ 11,470	\$ 10,327	\$ 12,803	\$ 7,000
Hygiene And Cleaning Supplies	6,906	5,375	12,685	12,000
Painting Equipment & Supplies	—	—	499	500
Plumbing Supplies And Equip	5,000	—	1,407	2,000
Motors And Pumps	6	—	—	3,000
Lumber, Glass, And Drywall	—	—	—	1,000
Other Supplies	—	210	914	1,000
Safety Equipment	—	—	—	500
Batteries	46	—	—	200
Just In Time Office Supplies	627	553	753	1,000
Building Maintenance Supplies	1,850	11,456	1,465	2,690
	\$ 25,905	\$ 27,921	\$ 30,526	\$ 30,890
Maintenance				
Maintenance Machinery & Tools	\$ —	\$ 2,244	\$ —	\$ 1,400
Maintenance Fire Apparatus	—	—	—	1,000
Maintenance Vehicles	—	—	—	4,000
Maintenance Utility Systems	—	—	5,037	6,000
Maintenance Misc. Equipment	1,717	206	478	1,000
Maintenance Building	20,078	7,453	5,188	4,120
	\$ 21,795	\$ 9,903	\$ 10,703	\$ 17,520
Claims, Refunds, Maintenance				
Indirect Cost	\$ 169,957	\$ 172,450	\$ 185,949	\$ —
	\$ 169,957	\$ 172,450	\$ 185,949	\$ —
Interdepart Service Charges				
Charges From Telephone Exch	\$ 64,377	\$ 74,705	\$ 97,389	\$ 78,711
Charges From Radio Comm System	4,570	12,074	6,172	17,837
Charges From Water	2,859	—	—	—
Charges From Print & Repro	1,788	3,041	1,689	3,083
Charges From Central Storeroom	30	146	194	158
Charges From M.V.M.	18,754	8,205	16,263	10,692
Charges From Division Of Maint	383	—	—	500
Charges From Waste Collection	—	—	—	12,000
Charges From Parks Maintenance	1,431	—	—	10,000
	\$ 94,191	\$ 98,170	\$ 121,707	\$ 132,981
	\$ 2,487,031	\$ 2,550,713	\$ 2,881,545	\$ 2,685,224



PUBLIC AUDITORIUM

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ 916,238	\$ 634,568	\$ 652,212	\$ 495,177
Miscellaneous	23,609	442,093	429,376	439,315
Transfers In	1,526,993	1,471,029	1,803,581	1,745,669
Interest Earnings/Investment Income	51	54	81	—
	\$ 2,466,890	\$ 2,547,744	\$ 2,885,249	\$ 2,680,161





PUBLIC AUDITORIUM

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Deputy Commissioner	26,273.96	91,088.19
1	1	1			
<u>SERVICE & MAINTENANCE</u>					
3	3	3	Custodial Worker	11.83	15.74
2	1	2	Guard	17.29	18.27
1	1	1	Municipal Service Laborer	16.86	18.86
6	5	6			
<u>SKILLED CRAFT</u>					
1	1	1	Chief Building Stationary Engineer	21.43	28.93
1	1	1	Electrical Worker	45.60	57.00
1	1	1	Plumber	45.98	57.48
3	3	3			
10	9	10	TOTAL FULL TIME		
48	13	48	TOTAL PART TIME		
58	22	58	TOTAL DIVISION		



WESTSIDE MARKET GENERAL OPERATIONS

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 235,918	\$ 203,572	\$ 188,710	\$ 271,242
Part-Time Permanent	8,164	10,262	24,939	25,996
Longevity	1,825	1,925	1,625	1,625
Wage Settlements	—	135	702	—
Separation Payments	—	1,961	—	—
Overtime	9,092	6,113	6,142	20,000
	\$ 254,999	\$ 223,968	\$ 222,118	\$ 318,863
Benefits				
Hospitalization	\$ 49,600	\$ 56,926	\$ 51,743	\$ 77,978
Flex Save Admin Fees	48	—	—	—
Prescription	11,145	12,498	12,582	18,183
Dental	3,387	3,436	2,868	4,884
Vision Care	319	339	227	360
Public Employees Retire System	34,057	31,791	30,258	49,030
Fica-Medicare	3,528	3,176	3,133	4,623
Workers' Compensation	3,756	19,099	16,305	7,146
Life Insurance	226	240	169	288
Clothing Allowance	1,660	1,660	1,230	880
Tool Insurance	300	300	150	—
Clothing Maintenance	500	500	400	400
	\$ 108,525	\$ 129,964	\$ 119,065	\$ 163,772
Other Training & Professional Dues				
Professional Dues & Subscript	\$ 100	\$ 50	\$ —	\$ 1,640
	\$ 100	\$ 50	\$ —	\$ 1,640
Utilities				
Brokered Gas Supply	\$ 71,654	\$ 45,217	\$ 40,520	\$ 41,740
Gas	28,706	14,590	15,872	16,532
Electricity - Cpp	133,087	157,496	245,843	253,220
Security & Monitoring System	1,350	1,080	—	7,000
	\$ 234,797	\$ 218,383	\$ 302,236	\$ 318,492
Contractual Services				
Professional Services	\$ —	\$ —	\$ 35,000	\$ 35,000
Mileage (Private Auto)	333	326	451	500
Security Services	—	—	86,000	86,000
Janitorial Services	201,500	200,325	201,600	203,940
Other Contractual	204,401	243,853	207,565	199,000
	\$ 406,234	\$ 444,504	\$ 530,616	\$ 524,440
Materials & Supplies				
Chemical	\$ 581	\$ —	\$ 167	\$ 1,600



WESTSIDE MARKET GENERAL OPERATIONS

Expenditures (Continued)

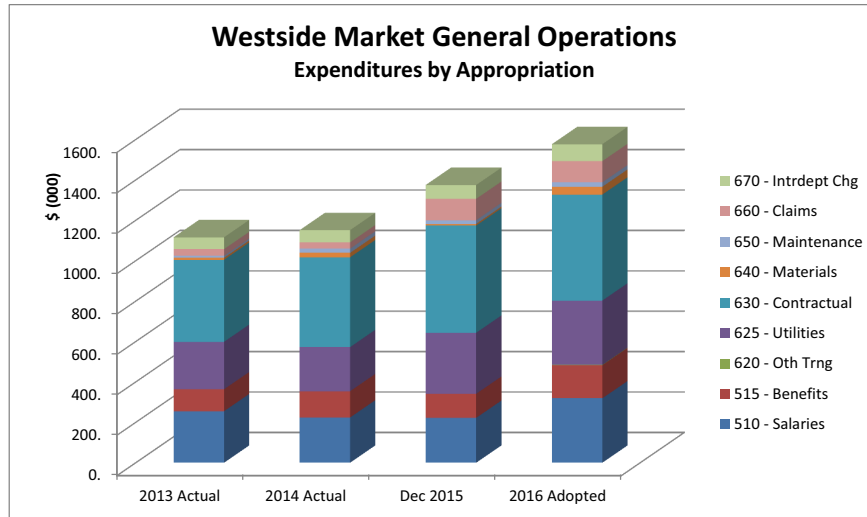
	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Fire/Ems Apparatus Parts	—	388	—	450
Salt & De-Icer	756	995	907	1,000
Boilers, Heaters & Cool Equip	2,302	9,991	4,179	16,500
Small Equipment	—	792	—	2,000
Electrical Supplies	—	1,290	943	6,000
Hygiene And Cleaning Supplies	5,133	534	—	1,000
Doors, Shutters And Windows	—	4,500	—	4,600
Plumbing Supplies And Equip	—	1,586	219	2,800
Medical Supplies	138	54	—	450
Other Supplies	223	525	628	1,350
Just In Time Office Supplies	680	1,159	1,018	1,183
	\$ 9,813	\$ 21,815	\$ 8,061	\$ 38,933
Maintenance				
Maintenance Machinery & Tools	\$ 2,574	\$ 7,200	\$ —	\$ —
Maintenance Fire Apparatus	—	—	—	900
Maintenance Misc. Equipment	—	614	—	—
Maintenance Building	6,906	12,954	18,207	20,800
	\$ 9,479	\$ 20,768	\$ 18,207	\$ 21,700
Claims, Refunds, Maintenance				
Indirect Cost	\$ 33,283	\$ 31,365	\$ 105,937	\$ 105,062
	\$ 33,283	\$ 31,365	\$ 105,937	\$ 105,062
Interdepart Service Charges				
Charges From Telephone Exch	\$ 3,630	\$ 3,995	\$ 9,284	\$ 14,400
Charges From W.P.C.	—	—	—	500
Charges From Print & Repro	1,618	1,357	1,565	1,717
Charges From Central Storeroom	—	41	—	50
Charges From M.V.M.	—	5,617	15,404	9,187
Charges From Division Of Maint	14,045	1,987	—	16,000
Charges From Waste Collection	39,349	47,505	42,391	40,000
Charges From Community Develop	—	—	—	2,000
	\$ 58,642	\$ 60,501	\$ 68,644	\$ 83,854
	\$ 1,115,873	\$ 1,151,318	\$ 1,374,884	\$ 1,576,756



WESTSIDE MARKET GENERAL OPERATIONS

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ 1,270,840	\$ 1,290,835	\$ 1,285,002	\$ 1,283,000
Miscellaneous	3,249	2,913	600	—
Interest Earnings/Investment Income	4,198	4,358	4,482	—
	\$ 1,278,287	\$ 1,298,106	\$ 1,290,084	\$ 1,283,000





WESTSIDE MARKET GENERAL OPERATIONS

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	Budget 2015	Budget 2016		December 2015	Minimum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Manager of Markets	23,647.11	86,215.32
1	1	1			
<u>PROFESSIONALS</u>					
1	1	1	Assistant Administrator	20,800.00	68,745.41
2	1	2	Building Stationary Engineer	20.05	27.55
3	2	3			
<u>SERVICE & MAINTENANCE</u>					
2	2	2	Municipal Service Laborer	16.86	18.86
2	2	2			
6	5	6	TOTAL FULL TIME		
1	1	1	TOTAL PART TIME		
7	6	7	TOTAL DIVISION		

Debt Service Fund



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



	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Unaudited</u>	<u>2016 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
DEBT SERVICE						
RECEIPTS	\$ 83,382,155	\$ 85,009,342	\$ 106,065,934	\$ 58,094,207	\$ (47,971,727)	-45%
EXPENDITURES	85,530,365	82,511,200	97,140,979	65,035,680	(32,105,299)	-33%
Net	\$ (2,148,210)	\$ 2,498,142	\$ 8,924,955	\$ (6,941,473)	\$ (15,866,428)	-178%
Decertifications	—	—	—	—		—
Beginning Balance	15,099,664	12,951,454	15,449,596	24,374,551		—
Ending Balance	<u>\$ 12,951,454</u>	<u>\$ 15,449,596</u>	<u>\$ 24,374,551</u>	<u>\$ 17,433,078</u>	<u>\$ (15,866,428)</u>	<u>-65%</u>
FT Staffing Levels	2	2	2	2	—	%



2015 ACTIVITY

On April 9, 2015, the City issued \$86,105,000 Subordinate Lien Income Tax Bonds, Series 2015A. The proceeds of these bonds will be used to pay the costs of various public improvements including public facility improvements, bridge and roadway improvements, parks and recreation facility improvements and housing and neighborhood development. The principal and interest on these bonds will be paid from Restricted Income Tax receipts.

On the same day as the issuance of the 2015A Subordinate Lien Income Tax Bonds above, the City issued \$15,280,000 Taxable Economic and Community Development Revenue Bonds, Series 2015 (Core City Fund). The proceeds of these bonds will be used to provide funds for eligible projects, including, but not limited to, the acquisition, construction, equipping or improvement of multi-unit housing and commercial development and the preparation or remediation of sites for these purposes. These bonds are to be paid from non-tax revenues of the City and net project revenues.

Effective May 27, 2015, Water Revenue Bonds, Series Y, 2015, were issued in the amount of \$116,205,000. The bonds were issued to refund \$117,950,000 of outstanding Series O Water Revenue Bonds, 2007. Certain of the Series O Bonds in the amount of \$30,000,000 were tendered by the bondholder for purchase by the City and canceled in lieu of being refunded. As a result of this refunding, the City realized net present value debt service savings of \$12,176,000 or 10.3%. At the same time the City sold the Series Y Bonds, the City also sold \$15,930,000 Water Revenue Bonds, Series Z, on a forward delivery basis. The Series Z Bonds were ultimately issued effective October 5, 2015 to refund \$16,155,000 of outstanding Water Revenue Bonds, Series N, 2005. The City realized present value savings of \$663,000 or 4.1% from this refunding.

Also on May 27, 2015, the City issued \$90,800,000 Water Revenue Bonds, Series AA, 2015. These bonds were issued to refund the outstanding \$90,800,000 Water Revenue Bonds, Series Q, 2008 upon the expiration of the existing letter of credit. The Bonds were directly purchased by Bank of America Merrill Lynch as variable rate bonds.

Effective August 6, 2015, the City issued \$60,905,000 Various Purpose General Obligation Refunding Bonds, Series 2015. The proceeds of these bonds were used to refund \$64,910,000 of the outstanding Series 2005A, 2007A, 2007B, 2008A and 2009A General Obligation Bonds. As a result of this refunding, the City realized \$4,100,000 of net present value debt service savings or 6.33%.

On September 16, 2015, the City issued \$27,445,000 Subordinate Lien Income Tax Refunding Bonds, Series 2015B. These bonds refunded \$28,745,000 of the outstanding 2008 Subordinate Lien Income Tax Bonds. This refunding produced net present value debt service savings of \$1,045,000 or 3.6%.

Lastly, on November 18, 2015, the City issued \$28,975,000 Subordinate Lien Unrestricted Income Tax Bonds, Series 2015 (Police & Fire Pension). The City issued these bonds in order to refund \$30,310,000 of the outstanding Series 2008 Subordinate Lien Unrestricted Income Tax Bonds (Police & Fire Pension). This refunding resulted in \$1,809,000 of net present value debt service savings or 6.0%.



2016 ACTIVITY

In 2016, the City is planning or reviewing the feasibility of the following financings:

- Issuance of approximately \$28 million of general obligation bonds in the first quarter to fund various public improvements to roads and bridges, recreation facilities and other public facilities;
- Issuance of approximately \$40 million of Water Pollution Control System bonds to fund upgrades to the system;
- Refunding of the 2000C Airport System Revenue Bonds to obtain a minimum of 3% debt service savings;
- Replacement of the Airport Series 2008D and Series 2009D letters of credit when they expire in June 2016;
- Replacement of the Airport Series 2013A Direct Placement when it expires in April 2016 and replacement of the Water Series U and Series V Direct Placements when they expire in December 2016; 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, 2015 the City's Bond Ratings for various types of obligations were as follows:

	Moody's Investors Service	Standard & Poor's	Fitch Ratings
General Obligation Bonds	A1	AA	A+
Subordinate Lien Income Tax Bonds	A1	AA	N/A
Nontax Revenue Bonds	A2	A	N/A
Waterworks Revenue Bonds	Aa1	AA	N/A
Subordinate Lien Water Revenue Bonds	Aa2	AA-	N/A
Cleveland Public Power Revenue Bonds	A3	A-	N/A
Airport Revenue Bonds	Baa1	A-	BBB+
Stadium Certificates of Participation Series	A2	A	N/A
Parking Revenue Bonds+	A2	AA	N/A

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

The Ohio Revised Code provides that the net debt of the municipal corporation, whether or not approved by the electors, shall not exceed 10.5% of the assessed value of all property in the municipal corporation as listed and assessed for taxation. In addition, the unvoted net debt of municipal corporations cannot exceed 5.5% of total assessed value of property. The City's total debt limit (10.5%) is \$418,890,967 and unvoted debt limit (5.5%) is \$252,419,028. At January 1, 2016, the City had capacity under the indirect debt limitation calculation per the Ohio Revised Code to issue less than \$60 million in additional unvoted debt. However, the debt limitations are not expected to affect the financing of any currently planned facilities or services.



	2014 Actual	2015 Unaudited	2016 Budget
Water Revenue Bonds + EXPENDITURES:			
Principal	\$ 39,910,000	\$ 41,200,000	\$ 42,110,000
Interest	32,782,432	28,385,124	26,064,751
Total Expenditures	\$ 72,692,432	\$ 69,585,124	\$ 68,174,751
RECEIPTS			
Utility Reimbursement	\$ 72,692,432	\$ 69,585,124	\$ 68,174,751
Total Receipts	\$ 72,692,432	\$ 69,585,124	\$ 68,174,751
Airport System Revenue Bonds + EXPENDITURES:			
Principal	\$ 32,120,000	\$ 33,155,000	\$ 34,415,000
Interest	35,143,462	33,969,254	35,131,074
Total Expenditures	\$ 67,263,462	\$ 67,124,254	\$ 69,546,074
RECEIPTS			
Enterprise Reimbursement	\$ 67,263,462	\$ 67,124,254	\$ 69,546,074
Total Receipts	\$ 67,263,462	\$ 67,124,254	\$ 69,546,074
Ohio Water Development Authority Loans - Water + EXPENDITURES:			
Principal	\$ 7,012,211	\$ 7,019,657	\$ 7,468,883
Interest	3,452,599	3,218,885	2,995,927
Total Expenditures	\$ 10,464,810	\$ 10,238,542	\$ 10,464,810
RECEIPTS			
Utility Reimbursement	\$ 10,464,810	\$ 10,238,542	\$ 10,464,810
Total Receipts	\$ 10,464,810	\$ 10,238,542	\$ 10,464,810
+ Amounts shown above are actual amounts paid to bondholders or swap counterparties during the year and therefore may not match the debt service amounts in the budget of enterprise funds which reflect deposit requirements in anticipation of these payments.			
Ohio Water Development Authority Loans - Water Pollution Control + EXPENDITURES:			
Principal	\$ 545,579	\$ 514,813	\$ 481,639
Interest	61,272	39,624	20,387
Total Expenditures	\$ 606,851	\$ 554,437	\$ 502,026



	<u>2014 Actual</u>	<u>2015 Unaudited</u>	<u>2016 Budget</u>
RECEIPTS			
Utility Reimbursement	\$ 606,851	\$ 554,437	\$ 502,026
Total Receipts	<u>\$ 606,851</u>	<u>\$ 554,437</u>	<u>\$ 502,026</u>
Public Power System - Revenue Bonds + EXPENDITURES:			
Principal	\$ 10,770,000	\$ 7,500,000	\$ 8,055,000
Interest	8,061,556	10,410,464	9,859,269
Total Expenditures	<u>\$ 18,831,556</u>	<u>\$ 17,910,464</u>	<u>\$ 17,914,269</u>
RECEIPTS			
Utility Reimbursement	\$ 18,831,556	\$ 17,910,464	\$ 17,914,269
Total Receipts	<u>\$ 18,831,556</u>	<u>\$ 17,910,464</u>	<u>\$ 17,914,269</u>
Parking Facilities Revenue Refunding Bonds + EXPENDITURES:			
Principal	\$ 2,645,000	\$ 2,770,000	\$ 2,880,000
Interest	1,472,762	1,334,880	1,243,725
Total Expenditures	<u>\$ 4,117,762</u>	<u>\$ 4,104,880</u>	<u>\$ 4,123,725</u>
RECEIPTS			
Enterprise Reimbursement	\$ 4,117,762	\$ 4,104,880	\$ 4,123,725
Total Receipts	<u>\$ 4,117,762</u>	<u>\$ 4,104,880</u>	<u>\$ 4,123,725</u>

+ 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.



	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
PROPERTY TAXES	\$ 17,566,014	\$ 17,378,070	\$ 17,558,419	\$ 16,640,630
INTERGOVERNMENTAL REVENUE	4,659,755	4,644,946	4,621,017	4,593,308
RESTRICTED INCOME TAX	23,862,973	27,544,561	28,481,794	27,214,761
SUBORDINATED INCOME TAX	5,681,244	5,670,532	5,690,240	4,530,264
INVESTMENT EARNINGS	18,084	14,450	21,345	25,000
BOND FEES & SERVICES	265,173	108,713	119,500	75,000
NOTE / BOND PROCEEDS	25,360,000	23,394,461	45,178,737	—
TRANSFERS FROM OTHER SUBFUNDS	2,749,100	2,799,591	1,791,374	1,554,728
TIF / DEVELOPER RECEIPTS	436,460	667,274	461,142	450,000
GENERAL FUND TRANSFER	2,963,940	2,896,452	2,277,196	3,237,368
FEDERAL SUBSIDY	522,007	506,454	505,908	508,637
DRAW/(ADD) OF FUND BALANCE	2,148,516	(2,498,371)	505,908	6,941,473
TOTAL RECEIPTS	\$ 86,233,266	\$ 83,127,133	\$ 97,787,460	\$ 65,771,169



	2014 Actual	2015 Unaudited	2016 Budget
Unvoted Tax Supported General Obligation Bonds			
Bonds Redeemed	\$ 24,985,000	\$ 24,820,000	\$ 22,635,000
Interest on Bonds	13,378,213	11,802,265	11,764,316
	<u>\$ 38,363,213</u>	<u>\$ 36,622,265</u>	<u>\$ 34,399,316</u>
Subordinated Income Tax Bonds (Police & Fire Pension)			
Bonds Redeemed	\$ 3,265,000	\$ 3,430,000	\$ 3,610,000
Interest on Bonds	2,336,200	2,168,825	1,841,928
Other	—	286,577	—
Transfer to Escrow Agent	—	33,492,387	—
Transfer to Other Subclass	—	238,000	—
	<u>\$ 5,601,200</u>	<u>\$ 39,615,789</u>	<u>\$ 5,451,928</u>
2013A Core City Fund			
Bonds Redeemed	\$ 675,000	\$ 625,000	\$ 750,000
Interest on Bonds	223,288	223,705	360,000
Other	3,500	—	—
	<u>\$ 901,788</u>	<u>\$ 848,705</u>	<u>\$ 1,110,000</u>
Lower Euclid TIF Bonds			
Bonds Redeemed	\$ 155,000	\$ 169,000	\$ 191,000
Interest on Bonds	148,362	144,400	140,038
	<u>\$ 303,362</u>	<u>\$ 313,400</u>	<u>\$ 331,038</u>
Nontax Revenue Refunding Bonds - Stadium			
Bonds Redeemed	\$ 1,170,000	\$ 610,000	\$ 1,325,000
Interest on Bonds	332,019	314,600	302,400
Transfer to Escrow Agent	8,478,644	—	—
Transfer to Other Subclass	3,121	—	—
Other	139,182	—	—
	<u>\$ 10,122,966</u>	<u>\$ 924,600</u>	<u>\$ 1,627,400</u>

	2014 Actual	2015 Unaudited	2016 Budget
2004 Core City Bonds			
Bonds Redeemed	\$ 895,000	\$ —	\$ —
Interest on Bonds	353,531	—	—
Transfer to Other Subclass	1,245,244	—	—
Other	6,032	—	—
	<u>\$ 2,499,807</u>	<u>\$ —</u>	<u>\$ —</u>
2014 Core City Bonds			
Bonds Redeemed	\$ —	\$ 250,000	\$ 1,235,000
Interest on Bonds	—	395,568	317,078
Transfer to Other Subclass	—	599,650	—
Transfer to Escrow Agent	12,156,019	—	—
Other	207,696	—	—
	<u>\$ 12,363,715</u>	<u>\$ 1,245,218</u>	<u>\$ 1,552,078</u>
2015 Core City Bonds			
Interest on Bonds	—	325,852	505,633
	<u>\$ —</u>	<u>\$ 325,852</u>	<u>\$ 505,633</u>
Subordinate Lien Income Tax Bonds			
Bonds Redeemed	\$ 5,355,000	\$ 7,145,000	\$ 6,960,000
Interest on Bonds	5,960,219	8,175,757	10,856,956
Transfer to Escrow Agent	—	558,062	—
	<u>\$ 11,315,219</u>	<u>\$ 15,878,819</u>	<u>\$ 17,816,956</u>
Subordinate Lien Inc. Tax Bonds (GF)			
Bonds Redeemed	\$ —	\$ —	\$ 875,000
Interest on Bonds	1,039,930	1,366,331	1,366,332
	<u>\$ 1,039,930</u>	<u>\$ 1,366,331</u>	<u>\$ 2,241,332</u>
Sinking Fund Operations			
Personnel	\$ 187,532	\$ 190,601	\$ 195,638
Other	428,401	455,880	539,850
	<u>\$ 615,933</u>	<u>\$ 646,481</u>	<u>\$ 735,488</u>
Total Expenditures	<u><u>\$ 83,127,133</u></u>	<u><u>\$ 97,787,460</u></u>	<u><u>\$ 65,771,169</u></u>



PURPOSE	Month Due	Issue Date	MATURITY DATE	INTEREST RATE	12/31/15 BALANCE	2016 PRINCIPAL	2016 INTEREST	TOTAL DUE
BRIDGES & ROADS	JUNE/DEC	2009	2026	VAR	2,260,000	830,000	96,550	926,550
BRIDGES & ROADS	JUNE/DEC	2011	2029	VAR	12,225,000	655,000	554,881	1,209,881
BRIDGES & ROADS	JUNE/DEC	2012	2030	VAR	17,410,000	850,000	804,050	1,654,050
BRIDGES & ROADS	MAY/NOV	2007A	2027	VAR	795,000	795,000	39,750	834,750
CEMETERY IMPROVEMENT	JUNE/DEC	2009	2029	VAR	335,000	125,000	14,550	139,550
CEMETERY IMPROVEMENT	JUNE/DEC	2011	2031	VAR	625,000	30,000	28,369	58,369
CEMETERY IMPROVEMENT	JUNE/DEC	2012	2032	VAR	450,000	20,000	21,100	41,100
CEMETERY IMPROVEMENT	MAY/NOV	2007A	2027	VAR	25,000	25,000	1,250	26,250
CONVENTION CENTER	JUNE/DEC	2009	2029	VAR	110,000	40,000	4,663	44,663
DEMO/REVITALIZATION	MAY/NOV	2007A	2032	VAR	1,985,000	190,000	88,031	278,031
FINAL JUDGMENT	MAY/NOV	2008	2033	VAR	4,600,000	290,000	243,775	533,775
FINAL JUDGMENT	MAY/NOV	2007B	2031	VAR	855,000	70,000	36,863	106,863
NEIGHBORHOOD DEVELOP.	JUNE/DEC	2009	2029	VAR	700,000	255,000	29,788	284,788
PARKS & RECREATION	JUNE/DEC	2009	2029	VAR	1,545,000	560,000	66,088	626,088
PARKS & RECREATION	JUNE/DEC	2011	2031	VAR	1,935,000	30,000	89,163	119,163
PARKS & RECREATION	JUNE/DEC	2012	2032	VAR	3,520,000	145,000	164,750	309,750
PARKS & RECREATION	APR/OCT	2005A	2016	VAR	170,000	170,000	8,500	178,500
PARKS & RECREATION	MAY/NOV	2007A	2026	VAR	135,000	135,000	6,750	141,750
PUBLIC FACILITIES	JUNE/DEC	2009	2029	VAR	695,000	255,000	29,775	284,775
PUBLIC FACILITIES	JUNE/DEC	2011	2029	VAR	11,470,000	615,000	520,588	1,135,588
PUBLIC FACILITIES	JUNE/DEC	2012	2030	VAR	12,375,000	605,000	571,450	1,176,450
PUBLIC FACILITIES	MAY/NOV	2007A	2024	VAR	920,000	920,000	46,000	966,000
SERIES 2005 REFUNDING	APR/OCT	2005	2023	VAR	50,955,000	7,775,000	2,802,525	10,577,525
SERIES 2007C REFUNDING	MAY/NOV	2007C	2027	VAR	20,155,000	1,350,000	1,041,550	2,391,550
SERIES 2009 REFUNDING	JUNE/DEC	2009	2018	VAR	2,470,000	905,000	105,625	1,010,625
SERIES 2012 REFUNDING	JUNE/DEC	2012	2017	VAR	5,370,000	4,490,000	250,900	4,740,900
SERIES 2012 REFUNDING	JUNE/DEC	2012A	2021	VAR	13,745,000	110,000	549,800	659,800
SERIES 2015 REFUNDING	JUNE/DEC	2015	2029	VAR	60,905,000	395,000	2,963,900	3,358,900

Total					<u>\$ 228,740,000</u>	<u>\$ 22,635,000</u>	<u>\$ 11,180,981</u>	<u>\$ 33,815,981</u>
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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.



	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget	\$ Change	% Change
SINKING FUND						
RECEIPTS	\$ 703,386	\$ 616,161	\$ 640,745	\$ 735,488	\$ 94,743	15%
EXPENDITURES	702,877	615,933	646,481	735,488	89,007	14%
Net	\$ 509	\$ 228	\$ (5,736)	\$ —	\$ 5,736	-100%
Decertifications	—	—	—	—	—	—
Beginning Balance	4,999	5,508	5,736	—	—	—
Ending Balance	\$ 5,508	\$ 5,736	\$ —	\$ —	\$ —	%
FT Staffing Levels	2	2	2	2	—	%
TELEPHONE EXCHANGE						
RECEIPTS	\$ 6,128,464	\$ 6,528,851	\$ 7,210,653	\$ 7,522,177	\$ 311,524	4%
EXPENDITURES	6,115,837	6,584,467	7,336,355	7,527,634	191,279	3%
Net	\$ 12,627	\$ (55,616)	\$ (125,702)	\$ (5,457)	\$ 120,245	-96%
Decertifications	625	18,443	1,575	—	—	—
Beginning Balance	153,505	166,757	129,584	5,457	—	—
Ending Balance	\$ 166,757	\$ 129,584	\$ 5,457	\$ —	\$ (5,457)	-100%
FT Staffing Levels	15	17	18	18	—	%
MOTOR VEHICLE MAINTENANCE						
RECEIPTS	\$ 16,806,498	\$ 19,530,084	\$ 16,360,421	\$ 15,778,844	\$ (581,577)	-4%
EXPENDITURES	18,862,323	19,182,078	16,771,465	15,845,613	(925,852)	-6%
Net	\$ (2,055,824)	\$ 348,006	\$ (411,044)	\$ (66,769)	\$ 344,275	-84%
Decertifications	69,735	31,744	30,795	—	—	—
Beginning Balance	2,053,358	67,268	447,019	66,769	—	—
Ending Balance	\$ 67,268	\$ 447,019	\$ 66,769	\$ 0	\$ (66,769)	-100%
FT Staffing Levels	69	67	72	76	4	6%

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget	\$ Change	% Change
PRINTING & REPRODUCTION						
RECEIPTS	\$ 2,199,521	\$ 2,332,804	\$ 2,128,227	\$ 2,333,905	\$ 205,678	10%
EXPENDITURES	2,105,875	2,524,305	2,161,773	2,390,767	228,994	11%
Net	\$ 93,646	\$ (191,501)	\$ (33,546)	\$ (56,862)	\$ (23,316)	70%
Decertifications	4,723	14,096	109	—	—	—
Beginning Balance	169,335	267,704	90,299	56,862	—	—
Ending Balance	\$ 267,704	\$ 90,299	\$ 56,862	\$ —	\$ (56,862)	-100%
FT Staffing Levels	13	12	11	14	3	27%
STOREROOM						
RECEIPTS	\$ 520,198	\$ 515,598	\$ 468,046	\$ 516,056	\$ 48,010	10%
EXPENDITURES	523,764	501,831	438,270	576,341	138,071	32%
Net	\$ (3,566)	\$ 13,767	\$ 29,776	\$ (60,285)	\$ (90,061)	-302%
Decertifications	2,370	—	518	—	—	—
Beginning Balance	17,420	16,224	29,991	60,285	—	—
Ending Balance	\$ 16,224	\$ 29,991	\$ 60,285	\$ —	\$ (60,285)	-100%
FT Staffing Levels	1	1	2	2	—	%
HEALTH SELF INSURANCE FUND						
RECEIPTS	\$ —	\$ 37,042,989	\$ 62,128,607	\$ 78,281,452	\$ 16,152,845	26%
EXPENDITURES	—	31,325,962	62,869,171	77,788,870	14,919,699	24%
Net	\$ —	\$ 5,717,027	\$ (740,564)	\$ 492,582	\$ 1,233,146	-167%
Decertifications	—	—	3,811	—	—	—
Beginning Balance	—	—	5,717,027	4,980,274	—	—
Ending Balance	\$ —	\$ 5,717,027	\$ 4,980,274	\$ 5,472,856	\$ 492,582	10%
PRESCRIPTION SELF INSURANCE FUND						
RECEIPTS	\$ —	\$ 8,169,202	\$ 15,029,542	\$ 18,219,618	\$ 3,190,076	21%
EXPENDITURES	—	7,920,874	13,968,934	17,997,652	4,028,718	29%
Net	\$ —	\$ 248,328	\$ 1,060,608	\$ 221,966	\$ (838,642)	-79%
Decertifications	—	—	—	—	—	—
Beginning Balance	—	—	248,328	1,308,936	—	—
Ending Balance	\$ —	\$ 248,328	\$ 1,308,936	\$ 1,530,902	\$ 221,966	17%



SINKING FUND GENERAL OPERATIONS

Debt Service

Sinking Fund Commission

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

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

DEBT MANAGEMENT POLICY

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

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

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

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

PROGRAM NAME: DEBT ADMINISTRATION AND RECORD MAINTENANCE

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

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



SINKING FUND GENERAL OPERATIONS

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

PROGRAM NAME: DEBT ISSUANCE AND COMPLIANCE

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

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



SINKING FUND GENERAL OPERATIONS

Expenditures

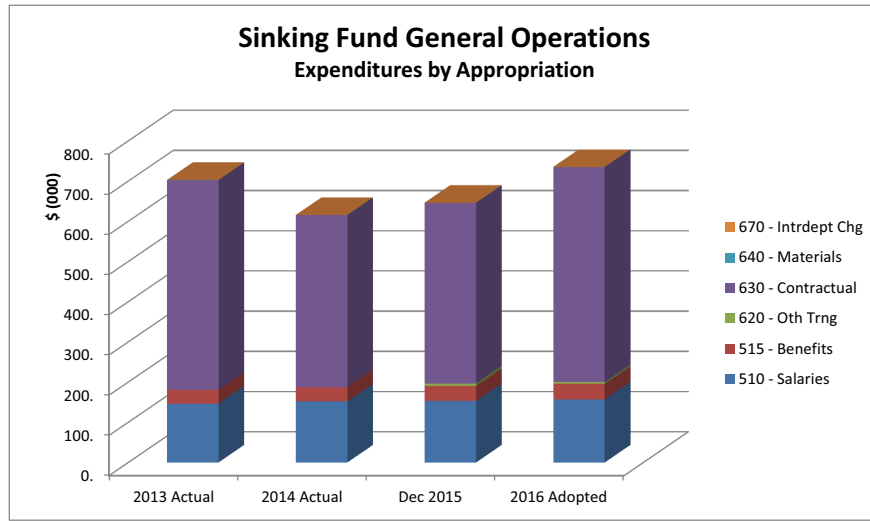
	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 146,281	\$ 151,361	\$ 152,695	\$ 156,698
Longevity	475	475	475	575
	\$ 146,756	\$ 151,836	\$ 153,170	\$ 157,273
Benefits				
Hospitalization	\$ 7,230	\$ 7,828	\$ 9,015	\$ 9,202
Prescription	2,197	2,109	2,459	2,498
Dental	477	463	450	468
Vision Care	113	108	103	120
Public Employees Retire System	19,880	21,071	21,418	22,099
Fica-Medicare	2,091	2,162	2,180	2,280
Workers' Compensation	2,050	1,874	1,726	1,602
Life Insurance	73	81	81	96
	\$ 34,111	\$ 35,696	\$ 37,431	\$ 38,365
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ 6,097	\$ 4,000
Professional Dues & Subscript	—	—	—	350
	\$ —	\$ —	\$ 6,097	\$ 4,350
Contractual Services				
Professional Services	\$ 147,729	\$ 40,413	\$ 75,911	\$ 135,000
Parking In City Facilities	—	—	24	—
County Aud & Treas Coll Fee	374,034	387,407	373,539	400,000
	\$ 521,763	\$ 427,819	\$ 449,474	\$ 535,000
Materials & Supplies				
Postage	\$ 248	\$ 582	\$ 158	\$ 500
Office Furniture & Equipment	—	—	150	—
	\$ 248	\$ 582	\$ 308	\$ 500
	\$ 702,877	\$ 615,933	\$ 646,481	\$ 735,488

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Miscellaneous	\$ 265,173	\$ 108,714	\$ 119,500	\$ 75,000
Other Shared Revenue	15,492	15,970	17,002	17,000
Transfers In	422,721	491,478	504,243	643,488
	\$ 703,386	\$ 616,161	\$ 640,745	\$ 735,488



SINKING FUND GENERAL OPERATIONS





SINKING FUND GENERAL OPERATIONS

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Assistant Secretary Of Sinking Fund	27,325.56	108,011.58
1	1	1			
<u>PROFESSIONALS</u>					
2	1	1	Budget Analyst	20,800.00	58,534.37
2	1	1			
3	2	2	TOTAL FULL TIME		

TELEPHONE EXCHANGE

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 783,262	\$ 865,118	\$ 938,310	\$ 995,308
Longevity	5,250	7,125	6,700	6,700
Wage Settlements	—	142	142	—
Separation Payments	28,673	7,559	1,296	60,000
Overtime	4,775	19,675	97	—
	\$ 821,960	\$ 899,618	\$ 946,544	\$ 1,062,008
Benefits				
Hospitalization	\$ 117,056	\$ 141,241	\$ 170,001	\$ 197,634
Flex Save Admin Fees	142	—	—	—
Prescription	27,438	28,355	34,575	38,207
Dental	8,368	8,991	9,263	10,452
Vision Care	1,029	1,066	1,063	1,404
Public Employees Retire System	106,098	123,762	132,022	140,281
Fica-Medicare	9,581	11,146	11,707	15,399
Workers' Compensation	11,622	10,568	10,306	9,985
Life Insurance	616	635	635	864
Clothing Allowance	3,600	4,500	5,250	4,500
Clothing Maintenance	2,100	2,625	2,625	2,625
	\$ 287,650	\$ 332,889	\$ 377,448	\$ 421,351
Other Training & Professional Dues				
Tuition & Registration Fees	\$ —	\$ —	\$ —	\$ 7,800
	\$ —	\$ —	\$ —	\$ 7,800
Utilities				
Cellular Servicess	\$ 480,000	\$ 410,053	\$ 426,495	\$ 650,000
At&T Equipment	—	203,000	—	—
Telephone-Ohio Bell	3,765,048	3,870,251	4,763,283	4,500,000
Telephone-Long Distance	31,344	56,285	58,120	59,000
Telephone	338,289	486,279	461,601	510,000
Data Communication (Telephone)	—	47,000	40,000	49,000
Security & Monitoring System	25,467	30,333	29,325	50,000
	\$ 4,640,148	\$ 5,103,201	\$ 5,778,824	\$ 5,818,000
Contractual Services				
Professional Services	\$ 23,382	\$ 34,520	\$ 18,625	\$ 30,000
Advertising And Public Notice	2,000	—	—	1,500
Parking In City Facilities	9,167	10,233	20,000	11,000
Pager Rental	1,862	2,273	2,871	3,154
Other Contractual	—	4,875	75	—
	\$ 36,411	\$ 51,901	\$ 41,571	\$ 45,654



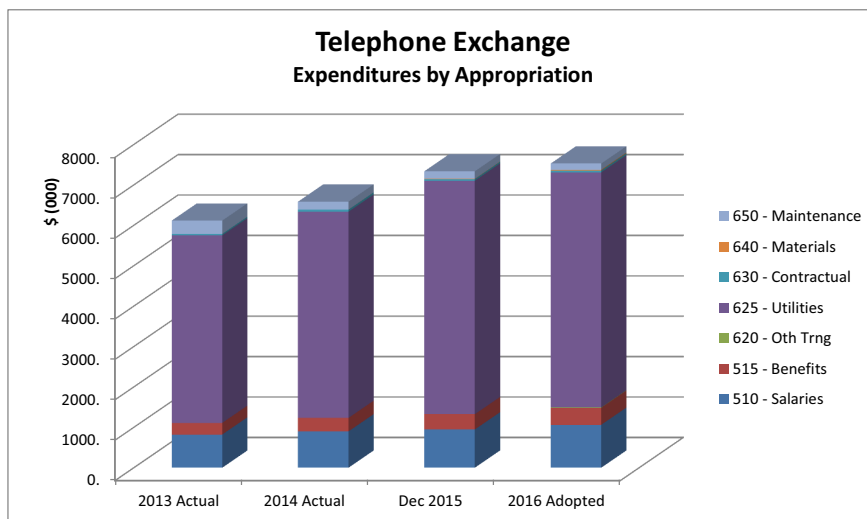
TELEPHONE EXCHANGE

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Materials & Supplies				
Computer Hardware	\$ —	\$ 2	\$ 4,394	\$ 3,000
Hardware & Small Tools	—	—	1,198	1,000
Other Supplies	—	300	131	11,000
Just In Time Office Supplies	338	904	49	2,821
	\$ 338	\$ 1,206	\$ 5,772	\$ 17,821
Maintenance				
Maintenance Contracts	\$ 9,500	\$ 13,957	\$ 9,500	\$ 25,000
Computer Hardware Maintenance	1,173	68,152	6,075	—
Computer Software Maintenance	318,692	113,542	170,622	130,000
	\$ 329,365	\$ 195,652	\$ 186,197	\$ 155,000
	\$ 6,115,872	\$ 6,584,467	\$ 7,336,355	\$ 7,527,634

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ 59,356	\$ 46,563	\$ 33,775	\$ 50,000
Miscellaneous	6,066,832	6,481,224	7,176,365	7,472,177
Interest Earnings/Investment Income	2,276	1,064	513	—
	\$ 6,128,464	\$ 6,528,851	\$ 7,210,653	\$ 7,522,177





TELEPHONE EXCHANGE

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	0	0	Chief Safety Signal System	18.60	40.64
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>3</u>	<u>2</u>	<u>2</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
2	2	2	Billing Clerk	10.00	17.12
4	5	5	Telephone Operator	10.00	17.99
<u>6</u>	<u>7</u>	<u>7</u>			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	27,193.55	115,424.36
1	1	1	Assistant Commissioner	23,647.11	94,883.60
1	1	1	Supervisor Administration Services-Data	20,800.00	62,770.08
<u>3</u>	<u>3</u>	<u>3</u>			
<u>TECHNICIANS</u>					
1	1	1	IT Telecom Analyst I	14.53	44.60
5	5	5	Telecommunications Tech	33.10	33.67
<u>6</u>	<u>6</u>	<u>6</u>			
<u>18</u>	<u>18</u>	<u>18</u>	TOTAL FULL TIME		
<u>18</u>	<u>18</u>	<u>18</u>	TOTAL DIVISION		



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

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 3,628,314	\$ 3,523,212	\$ 3,557,692	\$ 3,889,967
Injury Pay	369	—	—	—
Longevity	36,050	35,100	32,900	33,050
Wage Settlements	—	12,880	13,379	—
Separation Payments	74,403	88,850	15,973	—
Bonus Incentive	1,400	3,600	3,000	—
Overtime	74,943	69,409	58,414	75,000
	\$ 3,815,479	\$ 3,733,051	\$ 3,681,358	\$ 3,998,017
Benefits				
Hospitalization	\$ 616,054	\$ 612,058	\$ 689,571	\$ 798,025
Flex Save Admin Fees	68	—	—	—
Prescription	128,672	122,203	137,476	160,286
Dental	46,710	44,519	39,897	45,780
Vision Care	4,100	3,884	3,477	4,440
Public Employees Retire System	503,836	508,072	506,419	559,722
Fica-Medicare	44,546	43,369	44,371	57,971
Workers' Compensation	100,154	81,381	104,086	112,220
Life Insurance	2,898	2,761	2,758	3,648
Unemployment Compensation	—	238	4,881	—
Clothing Allowance	860	860	830	18,710
Tool Insurance	29,700	30,250	28,600	32,450
Clothing Maintenance	200	200	200	13,100
	\$ 1,477,799	\$ 1,449,797	\$ 1,562,566	\$ 1,806,352
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 376	\$ 504	\$ 1,074	\$ 2,060
Professional Dues & Subscript	3,967	4,116	3,810	4,120
	\$ 4,343	\$ 4,620	\$ 4,884	\$ 6,180
Utilities				
Brokered Gas Supply	\$ 124,556	\$ 142,673	\$ 126,702	\$ 130,503
Gas	44,325	34,208	42,006	43,266
Electricity - Cpp	22,467	24,797	23,868	24,584
Electricity - Other	—	46	621	733
Security & Monitoring System	4,915	—	3,293	3,296
	\$ 196,264	\$ 201,724	\$ 196,491	\$ 202,382
Contractual Services				
Professional Services	\$ —	\$ 16,796	\$ 5,000	\$ 3,090
Travel- Non-Training	—	2	—	—
Medical Services	344	334	—	750
Parking In City Facilities	21,384	23,961	25,127	24,800
Towing	150,431	137,708	146,942	154,500



MOTOR VEHICLE MAINTENANCE

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Special Assessment	30,853	27,600	19,000	27,600
Other Contractual	4,976	24,437	12,932	5,150
	\$ 207,987	\$ 230,838	\$ 209,001	\$ 215,890
Materials & Supplies				
Computer Supplies	\$ —	\$ —	\$ —	\$ 1,000
Computer Software	708	—	—	1,000
Fuel	7,505,513	7,371,344	4,947,513	3,484,978
Fuel Tax	706,291	750,735	771,408	721,000
Chemical	15,000	7,500	7,500	7,500
Air Compressor Parts	9,800	55,000	45,000	50,000
Fire/Ems Apparatus Parts	175,000	179,810	129,997	180,220
Auto & Light Truck Parts	1,078,450	1,045,249	1,022,773	1,030,000
Heavy Truck Parts	1,179,515	1,371,970	1,321,213	1,350,000
Construction Equipment Parts	174,800	139,799	170,000	120,000
Snow Removal Equipment Parts	63,000	120,000	70,000	96,000
Clothing	15,878	19,194	28,214	20,600
Sweeper Parts	174,998	205,000	267,607	225,000
Welding Supplies & Equipment	3,086	3,000	—	3,000
Hygiene And Cleaning Supplies	5,928	5,609	6,779	5,000
Painting Equipment & Supplies	5,000	15,000	2,500	15,450
Shop Tools	—	119	—	—
Shop Supplies	2,601	639	683	1,000
Other Supplies	6,873	646	2,746	1,000
Anti-Freeze	—	25,000	25,000	25,000
Motor Oil & Lubricants	168,702	275,481	304,979	300,000
Batteries	99,850	98,447	99,518	103,000
Tires	574,876	685,000	684,000	669,500
Just In Time Office Supplies	2,450	4,431	3,550	3,708
Building Maintenance Supplies	5,829	—	458	1,000
	\$ 11,974,147	\$ 12,378,974	\$ 9,911,437	\$ 8,414,956
Maintenance				
Maintenance Office Equipment	\$ —	\$ 582	\$ —	\$ —
Computer Hardware Maintenance	4,470	8,000	8,632	10,000
Computer Software Maintenance	17,410	17,932	14,570	18,000
Maintenance Machinery & Tools	30,885	20,000	15,000	20,000
Fuel Pump Repair & Maintenance	124,831	40,000	55,000	50,000
Generator Repair	16,500	89,972	42,000	51,500
Accident Repair-Other Vehicles	98,806	91,251	102,133	103,000
Accident Repair-Safety Vehicles	117,741	85,924	97,598	128,750
Heavy Truck Repair	59,400	84,989	69,986	85,000
Frame Repair & Alignment	138,145	98,604	98,946	51,500



MOTOR VEHICLE MAINTENANCE

Expenditures (Continued)

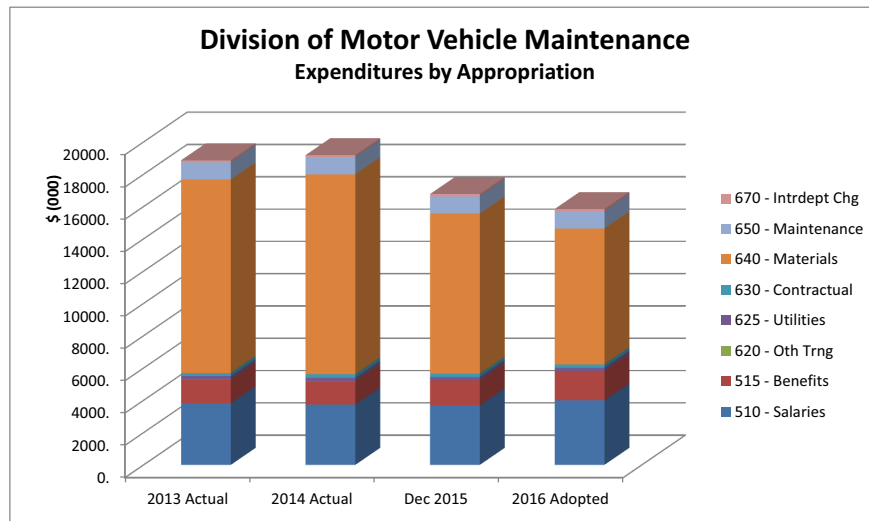
	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Hydraulic Repair Cyl Pmps Mtrs	44,596	80,000	150,000	100,000
Glass Repair	20,000	10,000	29,935	10,000
Radiator & Gas Tank Repair	35,000	40,000	34,950	51,500
Maintenance Building	14,660	19,600	6,841	10,300
Repair Of Overhead Doors	10,000	9,805	15,400	15,450
Spring Repair	132,989	226,712	188,002	225,980
Tire Repair Road Service	49,985	79,903	66,545	51,500
Transmission Repair	157,863	56,975	80,000	80,000
Cushman Repair	—	—	—	2,500
	\$ 1,073,280	\$ 1,060,250	\$ 1,075,538	\$ 1,064,980
Interdepart Service Charges				
Charges From Telephone Exch	\$ 79,407	\$ 82,486	\$ 90,869	\$ 92,001
Charges From Radio Comm System	103	3,019	2,502	4,450
Charges From W.P.C.	2,921	384	1,995	1,500
Charges From Print & Repro	7,569	5,416	8,029	8,807
Charges From Central Storeroom	67	67	89	98
Charges From Division Of Maint	9,410	10,032	7,515	10,000
Charges From Waste Collection	13,546	21,420	19,193	20,000
	\$ 113,023	\$ 122,824	\$ 130,191	\$ 136,856
	\$ 18,862,323	\$ 19,182,077	\$ 16,771,465	\$ 15,845,613

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ 113,416	\$ 45,604	\$ 85,619	\$ 86,000
Grant Revenue	4,088	—	—	—
Miscellaneous	16,676,587	19,476,781	16,268,028	15,684,844
Interest Earnings/Investment Income	12,407	7,698	6,773	8,000
	\$ 16,806,498	\$ 19,530,083	\$ 16,360,421	\$ 15,778,844



MOTOR VEHICLE MAINTENANCE





MOTOR VEHICLE MAINTENANCE

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	Budget 2015	Budget 2016		December 2015	Minimum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	0	0	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	4	4			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	General Storekeeper	19.25	26.23
1	1	1	Principal Clerk	14.88	21.12
4	4	4	Storekeeper	16.66	21.82
6	6	6			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	27,193.55	115,424.36
4	3	3	Buyer	20,800.00	53,516.01
1	1	1	Fleet Management Data Manager	30,000.00	73,734.66
0	1	1	Project Coordinator	27,325.56	99,702.63
6	6	6			
<u>SKILLED CRAFT</u>					
21	20	21	Automobile Repair Worker	12.60	22.26
3	4	4	Automobile Repairman Unit Leader	17.78	27.01
2	2	2	Heavy Duty Auto Body Repair Worker	15.73	23.56
26	23	26	Heavy Duty Mechanic	15.75	26.65
5	4	4	Heavy Duty Unit Leader	23.85	33.07
0	1	1	Welder/Fabricator	18.36	26.64
57	54	58			
<u>SERVICE & MAINTENANCE</u>					
1	1	1	Tanker Truck Driver	24.85	25.85
2	1	1	Tire Repair Worker	14.08	20.56
3	2	2			
77	72	76	TOTAL FULL TIME		
77	72	76	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

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 564,614	\$ 569,303	\$ 550,144	\$ 634,673
Longevity	5,500	5,500	5,725	5,050
Wage Settlements	—	4,269	3,269	—
Separation Payments	1,230	359	5,289	—
Overtime	872	1,712	592	5,635
	\$ 572,216	\$ 581,143	\$ 565,018	\$ 645,358
Benefits				
Hospitalization	\$ 92,705	\$ 87,373	\$ 83,006	\$ 94,753
Flex Save Admin Fees	81	—	—	—
Prescription	13,982	13,803	17,297	22,430
Dental	5,676	5,246	4,736	5,760
Vision Care	861	805	680	756
Public Employees Retire System	77,121	80,249	78,432	90,261
Fica-Medicare	8,087	8,234	7,969	9,349
Workers' Compensation	14,591	19,655	35,123	51,541
Life Insurance	535	504	453	624
Clothing Allowance	760	800	—	1,000
Clothing Maintenance	1,168	1,168	1,770	3,000
	\$ 215,565	\$ 217,836	\$ 229,466	\$ 279,474
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ —	\$ 1,000
Tuition & Registration Fees	685	790	407	1,000
Other Training Supplies	—	—	—	250
Professional Dues & Subscript	1,653	2,770	1,488	5,000
	\$ 2,338	\$ 3,560	\$ 1,895	\$ 7,250
Utilities				
Gas	\$ 3,812	\$ 4,074	\$ 3,245	\$ 3,343
Electricity - Cpp	33,590	37,409	39,336	40,516
Security & Monitoring System	—	—	2,025	5,000
	\$ 37,402	\$ 41,482	\$ 44,606	\$ 48,859
Contractual Services				
Professional Services	\$ 562	\$ 3,778	\$ 792	\$ 1,500
Janitorial Services	—	10,000	15,000	15,000
Parking In City Facilities	364	809	160	250
Taxes	—	—	23,450	—
Photocopy Machine Rental	621,500	617,172	691,294	679,523
Other Contractual	—	1,731	2,351	1,500
	\$ 622,426	\$ 633,489	\$ 733,046	\$ 697,773



PRINTING & REPRODUCTION

Expenditures (Continued)

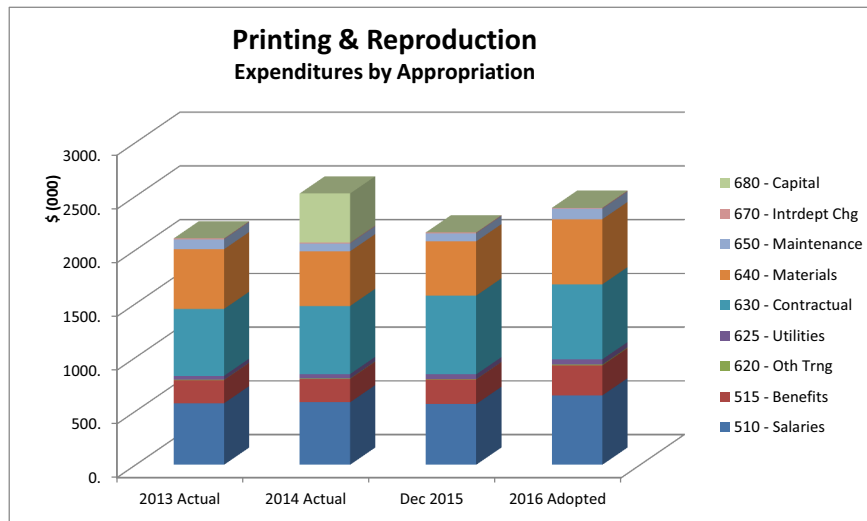
	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 1,000
Computer Hardware	13,344	14,995	7,274	7,500
Computer Software	—	2,880	2,500	3,500
Small Equipment	—	9,000	—	10,000
Electrical Supplies	—	927	—	750
Hygiene And Cleaning Supplies	2,496	—	—	1,500
Paper And Other Printing Suppl	533,280	473,638	492,563	577,711
Other Supplies	1,437	1,079	195	1,000
Just In Time Office Supplies	4,994	6,268	1,922	3,500
	\$ 555,551	\$ 508,787	\$ 504,454	\$ 606,461
Maintenance				
Maintenance Contracts	\$ 84,260	\$ 69,741	\$ 74,147	\$ 90,000
Computer Hardware Maintenance	4,330	—	—	500
Computer Software Maintenance	2,693	—	—	500
Maintenance Machinery & Tools	1,000	2,204	954	5,000
Car Washes	—	240	—	150
Repair Of Overhead Doors	—	701	—	500
	\$ 92,284	\$ 72,886	\$ 75,101	\$ 96,650
Interdepart Service Charges				
Charges From Telephone Exch	\$ 4,869	\$ 3,080	\$ 3,973	\$ 4,023
Charges From M.V.M.	1,828	2,317	2,073	1,919
Charges From Division Of Maint	1,283	1,851	2,141	3,000
Charges From Parks Maintenance	114	—	—	—
	\$ 8,094	\$ 7,249	\$ 8,187	\$ 8,942
Capital Outlay				
Other Equipment	\$ —	\$ 457,873	\$ —	\$ —
	\$ —	\$ 457,873	\$ —	\$ —
	\$ 2,105,875	\$ 2,524,305	\$ 2,161,774	\$ 2,390,767

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ 1,307	\$ 2,591	\$ 3,673	\$ —
Miscellaneous	2,196,169	2,328,140	2,123,078	2,333,905
Interest Earnings/Investment Income	2,046	2,074	1,477	—
	\$ 2,199,521	\$ 2,332,804	\$ 2,128,227	\$ 2,333,905



PRINTING & REPRODUCTION





PRINTING & REPRODUCTION

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Asst. Commissioner of Printing and Reproduction	23,647.11	93,401.98
1	1	1	Commissioner of Printing and Reproduction	40,314.82	145,820.32
1	1	1	Printing Foreman	28,404.92	57,522.83
<u>3</u>	<u>3</u>	<u>3</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	2	2	Principal Clerk	14.88	21.12
0	0	1	Receptionist	10.00	16.38
1	0	0	Senior Clerk	12.47	17.43
<u>2</u>	<u>2</u>	<u>3</u>			
<u>PROFESSIONALS</u>					
1	0	1	Desktop Publishing Specialist	20,800.00	64,170.48
<u>1</u>	<u>0</u>	<u>1</u>			
<u>SERVICE AND MAINTENANCE</u>					
1	1	2	Mailing Specialist	20,800.00	55,734.65
2	2	2	Print Shop Helper	12.85	15.72
<u>3</u>	<u>3</u>	<u>4</u>			
<u>SKILLED CRAFT</u>					
2	1	1	Copy Center Operator	10.00	19.70
<u>2</u>	<u>1</u>	<u>1</u>			
<u>TECHNICIANS</u>					
0	1	1	First Press Operator	12.00	23.38
1	1	1	PC Technician	25,000.00	53,769.65
1	0	0	Second Press Operator	10.00	20.91
<u>2</u>	<u>2</u>	<u>2</u>			
<u>13</u>	<u>11</u>	<u>14</u>	TOTAL FULL TIME		
<u>13</u>	<u>11</u>	<u>14</u>	TOTAL DIVISION		

STOREROOM & WAREHOUSE

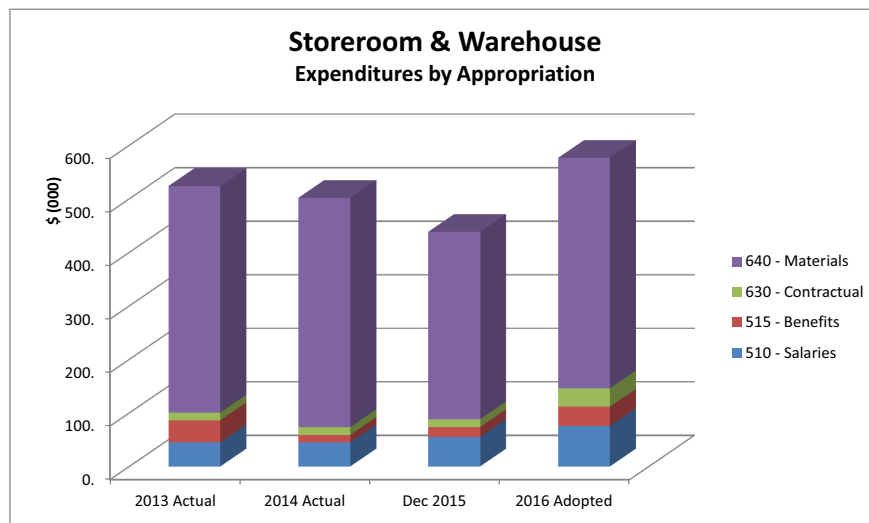
Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 44,803	\$ 44,501	\$ 54,062	\$ 74,696
Longevity	300	300	300	875
Wage Settlements	—	194	380	—
Overtime	—	248	402	—
	\$ 45,103	\$ 45,242	\$ 55,144	\$ 75,571
Benefits				
Hospitalization	\$ 3,765	\$ 4,596	\$ 7,587	\$ 17,759
Prescription	1,146	1,112	1,842	4,153
Dental	284	278	375	984
Vision Care	81	81	97	144
Public Employees Retire System	6,198	6,290	7,274	10,580
Fica-Medicare	635	636	770	1,099
Workers' Compensation	28,992	576	514	577
Life Insurance	42	41	47	96
Clothing Allowance	—	—	—	220
Clothing Maintenance	—	—	—	400
	\$ 41,144	\$ 13,609	\$ 18,506	\$ 36,012
Contractual Services				
Equipment Rental	\$ 14,517	\$ 14,517	\$ 14,517	\$ 25,000
Other Contractual	—	103	103	9,480
	\$ 14,517	\$ 14,619	\$ 14,619	\$ 34,480
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 200
Postage	423,000	425,000	350,000	428,475
Computer Supplies	—	2,442	—	1,603
Computer Hardware	—	919	—	—
	\$ 423,000	\$ 428,361	\$ 350,000	\$ 430,278
	\$ 523,764	\$ 501,831	\$ 438,270	\$ 576,341

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Miscellaneous	\$ 520,002	\$ 515,481	\$ 467,821	\$ 516,057
Interest Earnings/Investment Income	196	83	225	—
	\$ 520,198	\$ 515,564	\$ 468,046	\$ 516,057

STOREROOM & WAREHOUSE





STOREROOM & WAREHOUSE

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	Budget 2015	Budget 2016		Minimum	Maximum
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Messenger	10.00	16.01
1	1	1	Storekeeper	16.66	21.82
<u>2</u>	<u>2</u>	<u>2</u>	TOTAL FULL TIME		
<u>2</u>	<u>2</u>	<u>2</u>	TOTAL DIVISION		



HEALTH SELF INSURANCE FUND

Expenditures

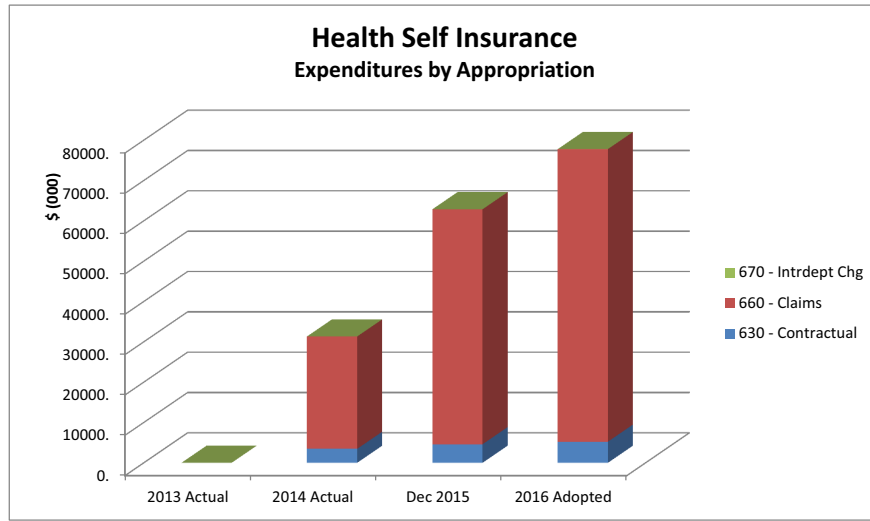
	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Contractual Services				
Professional Services	\$ —	\$ —	\$ —	\$ 400,000
Stop Loss Insurance Med Mutal	—	798,490	1,161,205	1,488,609
Admin Fee Med Mutual	—	1,380,960	1,888,889	1,927,594
Admin Fee Anthem	—	421,339	683,603	733,474
Stop Loss Insurance Anthem	—	350,879	629,709	596,454
Program Promotion	—	—	50	—
Wellness Expense Anthem	—	31,092	32,822	39,996
Wellness Expense Medical Mutual	—	16,634	34,977	39,996
Wellness Expense Healthspan	—	13,812	4,990	15,000
Healthcare Consulting	—	449,949	—	—
Other Contractual	—	—	170,000	—
	\$ —	\$ 3,463,153	\$ 4,606,247	\$ 5,241,123
Claims, Refunds, Maintenance				
Health Care Reform Tax	\$ —	\$ 57,726	\$ 7,665	\$ —
Claims Healthcare Med Mut	—	21,827,178	42,839,956	52,139,148
Claims Healthcare Anthem	—	5,974,807	14,226,121	19,805,640
ACA Reinsurance Fee	—	—	1,186,484	600,000
	\$ —	\$ 27,859,710	\$ 58,260,226	\$ 72,544,788
Interdepart Service Charges				
Charges From Print & Repro	\$ —	\$ 3,099	\$ 2,697	\$ 2,959
	\$ —	\$ 3,099	\$ 2,697	\$ 2,959
	\$ —	\$ 31,325,963	\$ 62,869,170	\$ 77,788,870

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ —	\$ 37,042,988	\$ 62,110,735	\$ 78,226,452
Miscellaneous	—	—	17,873	55,000
	\$ —	\$ 37,042,988	\$ 62,128,608	\$ 78,281,452



HEALTH SELF INSURANCE FUND





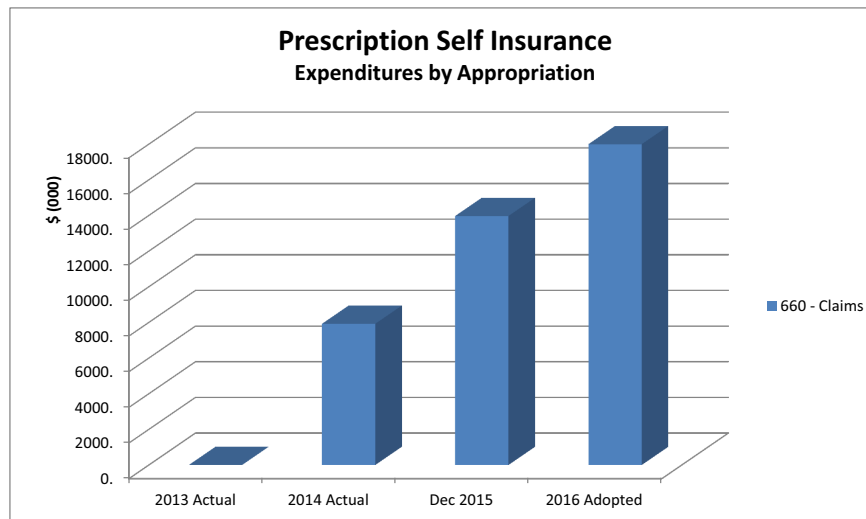
PRESCRIPTION SELF INSURANCE FUND

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Claims, Refunds, Maintenance				
Claims Health Care	\$ —	\$ 7,920,874	\$ 13,968,934	\$ 17,997,652
	\$ —	\$ 7,920,874	\$ 13,968,934	\$ 17,997,652
	\$ —	\$ 7,920,874	\$ 13,968,934	\$ 17,997,652

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ —	\$ 8,119,540	\$ 15,029,542	\$ 18,219,618
Miscellaneous	—	49,662	—	—
	\$ —	\$ 8,169,202	\$ 15,029,542	\$ 18,219,618



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>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Unaudited</u>	<u>2016 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
CENTRAL COLLECTION AGENCY						
RECEIPTS	\$ 8,859,115	\$ 8,860,690	\$ 9,337,772	\$ 11,640,829	\$ 2,303,057	25%
EXPENDITURES	9,020,459	8,791,124	9,302,487	11,640,829	2,338,342	25%
Net	\$ (161,344)	\$ 69,566	\$ 35,285	\$ —	\$ (35,285)	-100%
Decertifications	24,059	21,561	46,010	—	—	—
Beginning Balance	443,406	306,121	397,248	478,543	—	—
Ending Balance	\$ 306,121	\$ 397,248	\$ 478,543	\$ 478,543	\$ (35,285)	-7%
FT Staffing Levels	82	75	79	101	22	28%



CCA INCOME TAX ADMINISTRATION

Nassim M. Lynch, Administrator

Mission Statement

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

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

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

PROGRAM NAME: AUDIT

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

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

PROGRAM NAME: COLLECTION

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

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

PROGRAM NAME: COMPLIANCE

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

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

PROGRAM NAME: DATA ENTRY

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

ACTIVITIES: Verify that all individuals and businesses subject to the tax, file returns and pay all taxes due, including penalties and interest due for late payment of taxes.

PROGRAM NAME: RECORD RETENTION

OBJECTIVES: To provide retention filing and legally secure storage of all tax records by the municipal income tax ordinance.

ACTIVITIES: Maintenance of tax records, assuring accessibility to Central Collection Agency staff.

PROGRAM NAME: TAXPAYER ASSISTANCE

OBJECTIVES: To provide information and assistance to all taxpayers in the area served by CCA.

ACTIVITIES: Work with the member communities to reduce the number of errors on returns filed through individual assistance and tax educational programs.



CCA INCOME TAX ADMINISTRATION

Expenditures

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Salaries and Wages				
Full Time Permanent	\$ 3,430,848	\$ 3,386,234	\$ 3,875,711	\$ 4,744,467
Part-Time Permanent	254,472	230,868	268,975	357,336
Longevity	33,875	30,350	29,000	31,800
Wage Settlements	—	38,536	38,536	—
Separation Payments	173,073	29,826	2,409	20,000
Overtime	334,646	247,381	206,162	250,000
	\$ 4,226,913	\$ 3,963,194	\$ 4,420,793	\$ 5,403,603
Benefits				
Hospitalization	\$ 540,041	\$ 535,203	\$ 642,864	\$ 955,422
Flex Save Admin Fees	517	—	—	—
Prescription	116,390	106,402	131,787	207,241
Dental	37,362	33,912	34,427	53,184
Vision Care	5,028	4,461	4,668	6,384
Public Employees Retire System	549,372	541,839	609,115	753,705
Fica-Medicare	54,583	53,709	60,417	78,352
Workers' Compensation	66,548	54,411	42,281	46,856
Life Insurance	3,289	2,941	3,116	4,848
Unemployment Compensation	216	—	220	12,000
Clothing Allowance	—	—	—	130
Clothing Maintenance	—	—	—	150
	\$ 1,373,345	\$ 1,332,878	\$ 1,528,895	\$ 2,118,272
Other Training & Professional Dues				
Travel	\$ 7,061	\$ 4,083	\$ 3,146	\$ 6,000
Tuition & Registration Fees	660	1,182	1,461	2,000
Professional Dues & Subscript	12,404	26,446	26,454	32,000
	\$ 20,125	\$ 31,711	\$ 31,061	\$ 40,000
Utilities				
Electricity - Cpp	\$ 28,405	\$ 30,099	\$ 32,952	\$ 34,000
Steam	47,549	91,097	111,285	106,000
	\$ 75,953	\$ 121,196	\$ 144,237	\$ 140,000
Contractual Services				
Professional Services	\$ 1,321,258	\$ 1,249,613	\$ 942,106	\$ 1,330,000
Mileage (Private Auto)	20,474	15,300	8,782	18,000
Advertising And Public Notice	1,442	1,672	2,250	5,000
Parking In City Facilities	2,449	2,689	2,833	3,000
Insurance And Official Bonds	580	—	—	700
Property Rental	20,865	21,822	22,913	26,000
Other Contractual	21,290	39,069	38,538	40,000

CCA INCOME TAX ADMINISTRATION

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
State Auditor Examination	40,000	38,000	36,000	50,000
Bank Service Fees	102,154	100,269	100,460	150,000
Credit Card Processing Fees	126,337	130,772	164,423	150,000
	\$ 1,656,849	\$ 1,599,206	\$ 1,318,305	\$ 1,772,700
Materials & Supplies				
Office Supplies	\$ 16,617	\$ 3,568	\$ 4,160	\$ 5,000
Postage	204,866	221,678	290,550	450,000
Computer Supplies	789	2,804	—	3,000
Computer Hardware	56,976	33,547	34,130	75,000
Computer Software	13,530	44,086	37,192	35,000
Office Furniture & Equipment	23,030	26,180	3,288	5,000
Hygiene And Cleaning Supplies	—	336	—	500
Medical Supplies	—	—	—	500
Paper And Other Printing Suppl	—	—	—	500
Other Supplies	941	1,565	993	1,500
Batteries	—	—	—	500
Just In Time Office Supplies	21,737	36,387	30,345	39,000
	\$ 338,486	\$ 370,152	\$ 400,658	\$ 615,500
Maintenance				
Maintenance Office Equipment	\$ 10,016	\$ 11,251	\$ 7,468	\$ 17,600
Maintenance Contracts	—	3,800	3,280	5,000
Computer Hardware Maintenance	9,910	—	74,085	45,000
Computer Software Maintenance	60,032	64,236	67,004	67,000
Car Washes	600	168	—	200
Maintenance Building	—	54,105	—	—
	\$ 80,557	\$ 133,560	\$ 151,838	\$ 134,800
Claims, Refunds, Maintenance				
Court Costs	\$ 16,631	\$ 11,484	\$ 11,489	\$ 20,000
Indirect Cost	434,533	435,000	447,025	499,550
	\$ 451,164	\$ 446,484	\$ 458,514	\$ 519,550
Interdepart Service Charges				
Charges From Telephone Exch	\$ 90,900	\$ 40,431	\$ 159,944	\$ 161,937
Charges From Print & Repro	253,512	295,429	235,168	257,972
Charges From M.V.M.	12,051	18,368	7,934	11,495
Charges From Division Of Maint	425,000	425,000	425,000	425,000
	\$ 781,464	\$ 779,227	\$ 828,046	\$ 856,404



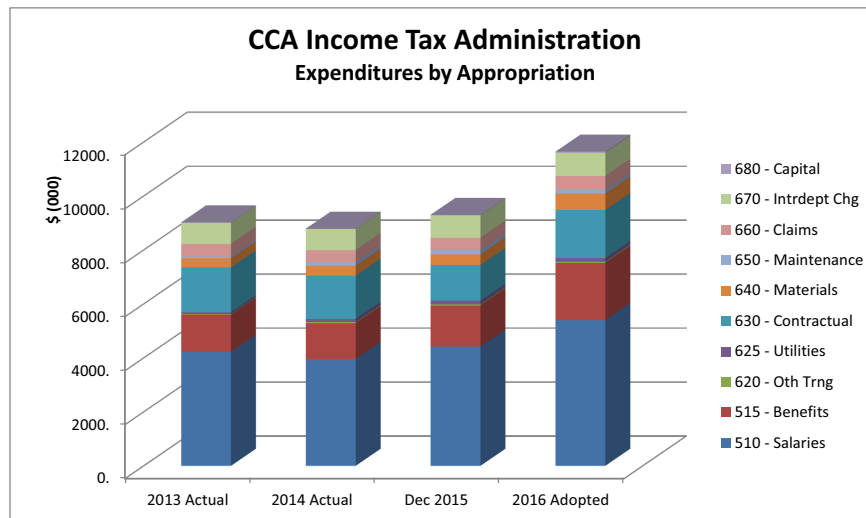
CCA INCOME TAX ADMINISTRATION

Expenditures (Continued)

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Capital Outlay				
Office Equipment	\$ —	\$ 13,516	\$ —	\$ 10,000
Automobiles	15,603	—	20,139	30,000
	\$ 15,603	\$ 13,516	\$ 20,139	\$ 40,000
	\$ 9,020,459	\$ 8,791,124	\$ 9,302,487	\$ 11,640,829

Revenues

	2013 Actual	2014 Actual	2015 Unaudited	2016 Budget
Charges For Services	\$ —	\$ 39	\$ 25,283	\$ —
Miscellaneous	2,688,390	2,691,405	2,790,908	3,383,829
Due To Member Municipalities	1,830	1,800	1,950	2,000
Income Tax	6,160,000	6,160,000	6,510,000	8,255,000
Interest Earnings/Investment Income	8,895	7,446	9,632	—
	\$ 8,859,115	\$ 8,860,690	\$ 9,337,772	\$ 11,640,829





CCA INCOME TAX ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	Budget 2015	December 2015		Budget 2016	Minimum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Asst. Income Tax Administrator	26,273.96	98,678.77
1	1	1	Income Tax Administrator	42,758.15	152,224.32
1	1	1	Chief Bureau of Accounts and Collections	22,333.40	65,528.58
1	1	1	Chief of Tax Auditing Bureau	22,333.40	72,693.58
4	4	4			
<u>ADMINISTRATIVE SUPPORT</u>					
4	0	2	Accountant Clerk II	10.00	18.58
2	1	2	Customer Service Rep	12.15	18.57
25	14	20	Income Tax Tracer	12.60	19.82
3	1	3	Junior Cashier	11.14	17.83
2	2	4	Junior Clerk	11.97	14.86
1	1	1	Principal Cashier	14.66	24.95
1	1	1	Principal Clerk	14.88	21.12
2	2	2	Private Secretary to the Director	20,800.00	52,504.47
1	1	1	Stock Clerk	13.11	19.16
41	23	36			
<u>PROFESSIONALS</u>					
1	1	1	Accountant IV	20,800.00	65,610.28
4	3	3	Administrative Manager	27,193.55	115,424.36
5	5	5	Assistant Administrator	20,800.00	68,745.41
3	2	3	Assistant Director of Law	26,250.00	93,199.31
11	10	12	Auditor	20,800.00	64,697.92
1	0	0	Building Manager	23,647.11	86,215.32
1	1	1	Fiscal Manager	23,647.11	93,401.98
2	2	3	Income Tax Supervisor	20,800.00	62,770.08
1	1	1	Personnel Administrator	26,273.96	91,088.49
3	2	5	Senior Tax Auditor	20,800.00	53,926.03
4	4	4	Supervising Tax Auditor	20,800.00	64,468.16
8	10	10	Tax Auditor I	14.39	20.76
9	8	10	Tax Auditor II	15.48	22.84
53	49	58			



CCA INCOME TAX ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2015	No. of Employees		Position	Salary Schedule	
	December 2015	Budget 2016		Minimum	Maximum
PARA-PROFESSIONALS					
2	2	2	Paralegal	20,800.00	48,254.00
2	2	2			
TECHNICIANS					
1	1	1	Citizens Info Representative	10.00	20.27
1	1	1			
101	79	101	TOTAL FULL TIME		
PART TIME					
0	1	1	Administrative Manager	27,193.55	115,424.36
4	4	4	Assistant Administrator	20,800.00	68,745.41
3	2	3	Auditor	20,800.00	64,697.92
1	1	1	Income Tax Tracer	12.60	19.82
11	6	10	Student Aide	10.00	11.94
19	14	19	TOTAL PART TIME		
120	93	120	TOTAL DIVISION		



Legislative Branch		\$ 7,326,653
Judicial Branch		\$ 39,365,935
Executive Branch		
General Government		14,942,983
Department of Aging		1,173,863
Department of Human Resources		2,440,965
Department of Law		11,821,850
Department of Finance		16,860,237
Department of Public Health		7,479,561
Department of Public Safety		330,753,065
Department of Public Works		67,805,937
Department of Community Development		303,015
Department of Building and Housing		9,846,265
Department of Economic Development		1,717,892
Nondepartmental		54,978,407
Total Executive Branch		520,124,040
TOTAL GENERAL FUND		566,816,628
Special Revenue Funds		79,127,479
Internal Service Funds		122,862,366
Enterprise Funds		744,771,152
Agency Funds		11,640,829
Debt Service Funds		65,035,681
TOTAL APPROPRIATIONS FOR 2016		<u><u>\$ 1,590,254,135</u></u>

GENERAL FUND

LEGISLATIVE BRANCH

Council and Clerk of Council		\$ 7,326,653
I Personnel and Related Expenses	\$	5,180,810
II Other Expenses		2,145,843
TOTAL LEGISLATIVE BRANCH		<u><u>\$ 7,326,653</u></u>



Appropriation Ordinance

JUDICIAL BRANCH

Municipal Court - Judicial Division		\$	23,684,513
I Personnel and Related Expenses	\$	20,952,710	
II Other Expenses		2,731,803	
Municipal Court - Clerk's Division		\$	11,567,341
I Personnel and Related Expenses	\$	10,108,679	
II Other Expenses		1,458,662	
Municipal Court - Housing Division		\$	4,114,081
I Personnel and Related Expenses	\$	3,861,863	
II Other Expenses		252,218	
TOTAL JUDICIAL BRANCH		\$	<u><u>39,365,935</u></u>

EXECUTIVE BRANCH

GENERAL GOVERNMENT

Office of the Mayor		\$	2,878,487
I Personnel and Related Expenses	\$	2,771,030	
II Other Expenses		107,457	
Office of Capital Projects		\$	5,380,959
I Personnel and Related Expenses	\$	4,864,932	
II Other Expenses		516,027	
Landmarks Commission		\$	211,221
I Personnel and Related Expenses	\$	199,233	
II Other Expenses		11,988	
Board of Building Standards and Appeals		\$	139,614
I Personnel and Related Expenses	\$	129,324	
II Other Expenses		10,290	
Board of Zoning Appeals		\$	235,910
I Personnel and Related Expenses	\$	215,263	



II Other Expenses	20,647		
Civil Service Commission		\$	1,453,301
I Personnel and Related Expenses	\$	654,955	
II Other Expenses	798,346		
Community Relations Board		\$	1,363,133
I Personnel and Related Expenses	\$	1,246,740	
II Other Expenses	116,393		
City Planning Commission		\$	1,664,543
I Personnel and Related Expenses	\$	1,567,274	
II Other Expenses	97,269		
Boxing and Wrestling Commission		\$	49,840
I Personnel and Related Expenses	\$	49,840	
Office of Equal Opportunity		\$	673,928
I Personnel and Related Expenses	\$	653,931	
II Other Expenses	19,997		
Office of Budget & Management-Budget Admin.		\$	892,047
I Personnel and Related Expenses	\$	804,493	
II Other Expenses	87,554		
TOTAL GENERAL GOVERNMENT		\$	14,942,983
DEPARTMENT OF AGING			
Department of Aging		\$	1,173,863
I Personnel and Related Expenses	\$	923,273	
II Other Expenses	250,590		
TOTAL DEPARTMENT OF AGING		\$	1,173,863
DEPARTMENT OF HUMAN RESOURCES			
Department of Human Resources		\$	2,440,965
I Personnel and Related Expenses	\$	1,403,343	



Appropriation Ordinance

II Other Expenses 1,037,622

TOTAL DEPARTMENT OF HUMAN RESOURCES \$ 2,440,965

DEPARTMENT OF LAW

Department of Law \$ 11,821,850

I Personnel and Related Expenses \$ 6,928,465

II Other Expenses 4,893,385

TOTAL DEPARTMENT OF LAW \$ 11,821,850

DEPARTMENT OF FINANCE

Finance Administration \$ 1,254,826

I Personnel and Related Expenses \$ 863,132

II Other Expenses 391,694

Division of Accounts \$ 2,062,394

I Personnel and Related Expenses \$ 1,319,790

II Other Expenses 742,604

Division of Assessments and Licenses \$ 3,818,377

I Personnel and Related Expenses \$ 2,243,267

II Other Expenses 1,575,110

Division of Treasury \$ 780,692

I Personnel and Related Expenses \$ 663,598

II Other Expenses 117,094

Division of Purchases and Supplies \$ 718,159

I Personnel and Related Expenses \$ 675,893

II Other Expenses 42,266

Bureau of Internal Audit \$ 1,294,326

I Personnel and Related Expenses \$ 660,690

II Other Expenses 633,636



Division of Financial Reporting and Control		\$	1,382,318
I Personnel and Related Expenses	\$		1,361,383
II Other Expenses			20,935
Information Systems Services		\$	5,549,145
I Personnel and Related Expenses	\$		2,851,141
II Other Expenses			2,698,004
TOTAL DEPARTMENT OF FINANCE		\$	16,860,237

DEPARTMENT OF PUBLIC HEALTH

Public Health Administration		\$	1,318,807
I Personnel and Related Expenses	\$		928,343
II Other Expenses			390,464
Division of Health		\$	4,392,501
I Personnel and Related Expenses	\$		2,064,310
II Other Expenses			2,328,191
Division of Environment		\$	1,351,980
I Personnel and Related Expenses	\$		1,083,415
II Other Expenses			268,565
Division of Air Quality		\$	416,273
I Personnel and Related Expenses	\$		124,573
II Other Expenses			291,700
TOTAL DEPARTMENT OF PUBLIC HEALTH		\$	7,479,561

DEPARTMENT OF PUBLIC SAFETY

Public Safety Administration		\$	5,178,921
I Personnel and Related Expenses	\$		3,493,726
II Other Expenses			1,685,195
Division of Police		\$	190,636,623
I Personnel and Related Expenses	\$		180,737,000



Appropriation Ordinance

II Other Expenses	9,899,623	
Division of Fire		\$ 86,839,122
I Personnel and Related Expenses	\$ 82,952,783	
II Other Expenses	3,886,339	
Division of Emergency Medical Services		\$ 24,852,593
I Personnel and Related Expenses	\$ 22,225,137	
II Other Expenses	2,627,456	
Division of Animal Control Services		\$ 1,522,099
I Personnel and Related Expenses	\$ 1,148,385	
II Other Expenses	373,714	
Division of Correction		\$ 14,319,406
I Personnel and Related Expenses	\$ 10,734,410	
II Other Expenses	3,584,996	
Office of Professional Standards		\$ 878,008
I Personnel and Related Expenses	\$ 837,790	
II Other Expenses	40,218	
Police Review Board		\$ 91,368
I Personnel and Related Expenses	\$ 80,006	
II Other Expenses	11,362	
Community Police Commission		\$ 755,210
I Personnel and Related Expenses	\$ 361,800	
II Other Expenses	393,410	
Police Inspector General		\$ 148,760
I Personnel and Related Expenses	\$ 142,960	
II Other Expenses	5,800	
Department of Justice		\$ 5,530,955
I Personnel and Related Expenses	\$ 3,637,550	
II Other Expenses	1,893,405	
TOTAL DEPARTMENT OF PUBLIC SAFETY		\$ 330,753,065



DEPARTMENT OF PUBLIC WORKS

Division of Public Works Administration		\$	3,423,573
I Personnel and Related Expenses	\$		3,155,148
II Other Expenses			268,425
Division of Recreation		\$	12,269,754
I Personnel and Related Expenses	\$		8,376,666
II Other Expenses			3,893,088
Division of Parking Facilities-On Street		\$	1,244,531
I Personnel and Related Expenses	\$		1,184,880
II Other Expenses			59,651
Division of Property Management		\$	7,764,389
I Personnel and Related Expenses	\$		5,510,646
II Other Expenses			2,253,743
Division of Park Maintenance and Properties		\$	14,077,504
I Personnel and Related Expenses	\$		8,986,464
II Other Expenses			5,091,040
Division of Waste		\$	25,336,455
I Personnel and Related Expenses	\$		14,194,775
II Other Expenses			11,141,680
Division of Traffic Engineering		\$	3,689,731
I Personnel and Related Expenses	\$		2,795,792
II Other Expenses			893,939
TOTAL DEPARTMENT OF PUBLIC WORKS		\$	67,805,937

DEPART OF COMM DEVELMT DIRECTOR'S OFFICE

Department of Community Development Director's Office		\$	303,015
I Personnel and Related Expenses	\$		292,589
II Other Expenses			10,426
TOTAL DEPARTMENT OF COMMUNITY DEVELOPMENT		\$	303,015



Appropriation Ordinance

DEPARTMENT OF BUILDING AND HOUSING

Building and Housing Dir Office		\$	2,167,020
I Personnel and Related Expenses	\$	1,700,463	
II Other Expenses		466,557	
Division of Code Enforcement		\$	6,200,779
I Personnel and Related Expenses	\$	6,007,949	
II Other Expenses		192,830	
Division of Construction Permit		\$	1,478,466
I Personnel and Related Expenses	\$	1,452,823	
II Other Expenses		25,643	

TOTAL DEPARTMENT OF BUILDING AND HOUSING \$ **9,846,265**

DEPARTMENT OF ECONOMIC DEVELOPMENT

Economic Development		\$	1,717,892
I Personnel and Related Expenses	\$	1,694,833	
II Other Expenses		23,059	

TOTAL DEPARTMENT OF ECONOMIC DEVELOPMENT \$ **1,717,892**

NONDEPARTMENTAL

County Auditor Deductions		\$	1,725,000
II Other Expenses	\$	1,725,000	
Other Administrative		\$	22,463,073
II Other Expenses	\$	22,463,073	
Transfers to Other Funds		\$	30,790,334
II Other Expenses	\$	30,790,334	

TOTAL NONDEPARTMENTAL \$ **54,978,407**



TOTAL EXECUTIVE BRANCH	\$ 520,124,040
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TOTAL GENERAL FUND	\$ 566,816,628
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SPECIAL REVENUE FUND

Restricted Income Tax Fund		\$ 40,527,692
I Capital	\$ 6,841,261	
II Debt Service	33,686,431	
Street Construction, Maintenance & Repair Fund		\$ 27,040,562
I Personnel and Related Expenses	\$ 15,847,945	
II Other Expenses	11,192,617	
Schools Recreation & Cultural Activities Fund		\$ 1,175,000
II Other Expenses	\$ 1,175,000	
Division of Public Auditorium & Stadium-Stadium		\$ 10,384,225
II Other Expenses	\$ 10,384,225	
TOTAL SPECIAL REVENUE FUNDS		\$ 79,127,479

DEBT SERVICE FUND

Sinking Fund Commission		\$ 65,035,681
III Debt Service	\$ 65,035,681	
TOTAL DEBT SERVICE FUNDS		\$ 65,035,681

INTERNAL SERVICE FUND

Sinking Fund Commission		\$ 735,488
I Personnel and Related Expenses	\$ 195,638	
II Other Expenses	\$ 539,850	
Information Systems Services-Telephone Exchange		\$ 7,527,634
I Personnel and Related Expenses	\$ 1,483,359	



Appropriation Ordinance

II Other Expenses		6,044,275	
Division of Motor Vehicle Maintenance			\$ 15,845,613
I Personnel and Related Expenses	\$	5,804,369	
II Other Expenses		10,041,244	
Division of Printing and Reproduction			\$ 2,390,767
I Personnel and Related Expenses	\$	924,832	
II Other Expenses		1,465,935	
City Storeroom and Central Warehouse			\$ 576,341
I Personnel and Related Expenses	\$	111,583	
II Other Expenses		464,758	
Health Self Insurance			\$ 77,788,871
II Other Expenses	\$	77,788,871	
Prescription Self Insurance			\$ 17,997,652
II Other Expenses	\$	17,997,652	
TOTAL INTERNAL SERVICE FUNDS			\$ 122,862,366

ENTERPRISE FUNDS

DEPARTMENT OF PUBLIC UTILITIES

Utilities Administration			\$ 6,112,829
I Personnel and Related Expenses	\$	4,872,560	
II Other Expenses		1,240,269	
Radio			\$ 3,391,856
I Personnel and Related Expenses	\$	607,530	
II Other Expenses		2,784,326	
Division of Fiscal Control			\$ 8,327,795
I Personnel and Related Expenses	\$	5,673,150	
II Other Expenses		2,654,645	
Division of Water			\$ 315,992,588
I Personnel and Related Expenses	\$	85,419,013	



II Other Expenses	230,573,575	
Division of Water Pollution Control		\$ 26,431,570
I Personnel and Related Expenses	\$ 11,099,397	
II Other Expenses	15,332,173	
Division of Cleveland Public Power		\$ 207,111,821
I Personnel and Related Expenses	\$ 25,640,346	
II Other Expenses	181,471,475	
TOTAL DEPARTMENT OF PUBLIC UTILITIES		\$ 567,368,459

DEPARTMENT OF PORT CONTROL

Divisions of Cleveland Hopkins & Burke Lakefront		
Airports - Operations		\$ 160,341,280
I Personnel and Related Expenses	\$ 30,847,795	
II Other Expenses	129,493,485	
TOTAL DEPARTMENT OF PORT CONTROL		\$ 160,341,280

DEPARTMENT OF PUBLIC WORKS

Division of Cemeteries		\$ 1,722,741
I Personnel and Related Expenses	\$ 1,275,223	
II Other Expenses	447,518	
Golf Course Fund		\$ 18,338
I Personnel and Related Expenses	\$ 338	
II Other Expenses	18,000	
Division of Parking Facilities-Off Street Parking		\$ 11,018,354
I Personnel and Related Expenses	\$ 1,399,859	
II Other Expenses	9,618,495	
Division of Public Auditorium		\$ 2,685,224
I Personnel and Related Expenses	\$ 1,305,823	
II Other Expenses	1,379,401	



Appropriation Ordinance

Division of West Side Market		\$	1,576,756
I Personnel and Related Expenses	\$	482,635	
II Other Expenses		1,094,121	

Division of Property Management - East Side Market		\$	40,000
II Other Expenses	\$	40,000	

TOTAL DEPARTMENT OF PUBLIC WORKS		\$	17,061,413
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TOTAL ENTERPRISE FUNDS		\$	744,771,152
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AGENCY FUND

Central Collection Agency		\$	11,640,829
I Personnel and Related Expenses	\$	7,521,875	
II Other Expenses		4,118,954	

TOTAL AGENCY FUND		\$	11,640,829
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- Accrual Accounting** - Method of accounting in which liabilities are reported in the year in which they occur regardless of when payment is made and revenue must be reported in the year in which the services are provided.
- Agency Funds** - Are used to account for assets held by the City as an agent for individuals, private organizations and other governments. The Agency Funds are custodial in nature (assets equal liabilities) and do not have a measurement focus. However, the accrual basis of accounting is used to recognize receivables and payables. The City's more significant Agency Funds are used to account for Municipal Court and income tax collections for other municipalities.
- Appropriation** - Money authorized by formal legal action (City Council Ordinance) to be used for a specific purpose.
- Assessed Value** - The dollar value assigned to a property for purposes of measuring applicable taxes. In Cleveland the property tax equates to 35% of the appraised value.
- Attrition** - The loss of personnel in employment through resignation, retirement, etc.
- Bed Tax** - A levy imposed by the City Government on hotel stays within its jurisdiction.
- Bond** - A long-term IOU or promise to pay. It is a promise to repay a specific amount of money (the face amount of the bond) on a particular date (the maturity date). Bond proceeds are primarily used to finance capital projects.
- Bond Ratings** - A grade given to bonds that indicates the bond issuer's financial strength or it's the ability to pay a bond's principal and interest in a timely fashion. City ratings are from Moody's Investors Service, Standard & Poor's, and Fitch.
- Budget** - A plan of financial activity for a specified fiscal year indicating all planned revenues and appropriations for the year.
- Budget Basis** - Method of accounting in which revenues are recorded when received in cash, and expenditures are recorded when paid in cash or encumbered.
- CCA** - Central Collection Agency
- CMSD** - Cleveland Metropolitan School District
- COC** - City of Cleveland
- CPI** - Consumer Price Index
- CRB** - Community Relations Board
- CSB** - Cleveland Small Businesses
- CWD** - Cleveland Water Department
- Capital Improvement Program (CIP)** - The City developed a comprehensive 5 year plan which classifies and prioritizes capital projects by function. See page 24 for details.
- Capital Outlay** - Expenditures which cost more than \$5,000 or have a useful life of at least 5 years. See page 24 for details.
- Capital Projects** - The construction, rehabilitation or acquisition of fixed assets or permanent improvements.
- Carry-Forward Balance** - An amount of cash in excess of all financial obligations at the end of a fiscal year and recognized as such at the beginning of the following year.
- Cash Basis** - Method of accounting in which transactions are recognized only when cash is received or disbursed.



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

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

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

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

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

DPC - The Department of Port Control

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

Decertification - The withdrawal of financial obligation.

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

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

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

EMS - Emergency Medical Service

Economic Indicator - A piece of economic data, usually of macroeconomic scale, that is used by investors to interpret current or future investment possibilities and judge the overall health of an economy. Economic indicators can potentially be anything the investor chooses, but specific pieces of data released by government and non-profit organizations have become widely followed.

Encumbrance - Commitment of funds related to an as yet imperforate contract for goods or services.

Enterprise Funds - are used to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges.

Expenditure Recovery - The reimbursement of money from one funding source to another in which the reimbursing entity has an interest in the purchase of the goods or services.

Expenditures - Dispensing of available resources for the purpose of accomplishing a specific goal or objective.

FBE - Female Business Enterprises

Fee - A charge to the party who only benefits directly from the City's service, such as individual building permit fees.

- Fiscal Year** - A twelve month period (January 1 through December 31) at the beginning of which the city implements a new budget based on expected revenues and expenditures, and at the end of which the city determines its financial position and the results of its operations.
- Fund** - An accounting entity with a self-balancing set of accounts designated for a particular purpose.
- Fund Balance** - The balance in a fund remaining from all revenues, expenditures and carryover funds that is subject to future appropriation.
- GIS** - Geographic Information System
- General Bond Ordinance** - A general obligation bond is a common type of municipal bond that is secured by a state or local government's pledge to use legally available resources, including tax revenues, to repay bond holders. The issuance and sale of all bonds or notes of the City is governed by "PART ONE: ADMINISTRATIVE CODE, TITLE XIII: FISCAL MANAGEMENT, CHAPTER 177 - BONDS AND NOTES" of the City Ordinances.
- General Fund** - The General Fund is the general operating fund of the City. It is used to account for all financial resources, except those required to be accounted for in another fund.
- General Obligation (G.O.) Bond** - are backed by the full faith and credit of the City. Such bonds are payable from ad valorem property taxes levied within the limitations provided by law, irrespective of whether such bonds are secured by other receipts of the City in addition to such ad valorem property taxes.
- Generally Accepted Accounting Principals (GAAP)** - A widely accepted set of rules, conventions, standards, and procedures for reporting financial information, as established by the Financial Accounting Standards Board.
- Government Finance Officers Association (GFOA)** - a professional association of approximately 17,500 state, provincial, and local government finance officers in the United States and Canada who's purpose is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and best practices and promoting their use through education, training, facilitation of member networking, and leadership.
- Grant** - A contribution by a government or other organization to support a particular function.
- Grant Match** - City funds, private funds, or in-kind services required to be contributed or raised by the receiving entity for the purpose of matching funds obtained from Federal and State grant programs.
- Inter-fund Subsidies** - A grant of money from one fund to another to assist in operations which have been deemed advantageous to the public.
- Internal Service Funds** - Are used to account for the financing of goods or services provided by one department or division to other departments or divisions or to other governments on a cost-reimbursement basis. The City's most significant Internal Service Funds are used to account for Motor Vehicle Maintenance, Municipal Income Tax Administration and the Worker's Compensation Reserve.
- LEED** - Leadership in Energy and Environmental Design
- LPE** - Local Producer Enterprises
- MBE** - Minority Business Enterprises
- Maturity** - Refers to the final payment date of a loan or other financial instrument.
- Modified Accrual Accounting** - A basis of Accounting according to which (1) revenues are recognized in the accounting period in which they become available and measurable and (2) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for un-matured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due.
- OBC** - Ohio Building Code



OBM - Office of Budget & Management

ODOT - Ohio Department of Transportation

OEO - Office of Equal Opportunity

Object Code . Identifies the reason for which the appropriation (money) will be spent, i.e. electricity, asphalt, etc.

Operating Budget. Plan of current program expenditures and the proposed means of financing them.

Program. Service performed by division representing the purpose of funds spent.

Property Tax (Ad Valorem) - Ad Valorem is Latin for "according to value". Municipal property owners have their property assessed on a periodic basis by a public tax assessor and assessed value is then used to compute an annual tax, which is levied on the owner.

Proprietary Funds - A set of segregated revenue and expenditure accounts, set up for the purpose of showing net income, financial position, and changes in financial position. Enterprise Fund and the Internal Service Fund are Proprietary Funds.

Receipts. Cash recognized upon collection.

Reserve Fund - The City of Cleveland's current policy is to maintain a General Fund operating reserve of 5 percent of the total General Fund Operating budget.

Restricted Income Tax Fund (RIT) - Revenue legislation for the support of Debt and ongoing General Fund Capital expenses from allocating 1/9 of the General Fund Income Tax for this purpose.

Revenues. Anticipated income.

Revenue Bonds - A revenue bond is a special type of municipal bond distinguished by its guarantee of repayment solely from revenues generated rather than from a tax.

SC2019 - Sustainable Cleveland 2019

SUBE - Sustainable Urban Business Enterprises

Self Generated Revenue. Income generated by means of fees or charges for services rendered by a division.

Sinking Fund Ordinance - A fund set up and accumulated by regular deposits for paying off the principal on a debt or for other specified purposes. The City's Sinking Fund Commission was established by "PART ONE: ADMINISTRATIVE CODE, TITLE XIII: FISCAL MANAGEMENT, CHAPTER 179 - SINKING FUND" of the City Ordinances. The Commission, consisting of the Mayor, the Director of Finance, and the President of the Council, was established pursuant to Section 110 of the Charter of the City of Cleveland to manage and control the Sinking Fund in the manner provided by ordinance and by general law to the extent not provided by ordinance.

Source - Identifies a broad category of origin of receipts i.e., Local Taxes, Licenses and Permits, Sales and Charges for Service.

Special Revenue Funds - are used to account for revenues derived from specific taxes, grants or other restricted revenue sources. The uses and limitations of each Special Revenue Fund is specified by legal, regulatory or administrative provisions. These funds include most major federal and state grants.

Subordinate Income Tax (SIT) - Debt instruments which pledge the full faith and credit of the City as the primary source of repayment. They are generally used for capital projects associated with the provision of basic services

Taxes - Compulsory charges levied by a government to finance services performed for the common benefit of people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

Transfers In - Revenue generated and transferred from other sub funds (i.e., land sales, Rainy Day Fund, Economic Development Funds, etc.)

Turnover. The loss and gain of personnel in employment.

Type - Reflects the detailed source of revenue, i.e., Income Tax, Building Licenses, Permits, Rental of City Property,

Unencumbered Balance - An amount of cash free of financial obligation and available foretc. expense.

User Fees - Charges for services rendered or for goods provided.

Worker Adjustment & Retraining Notification Act (WARN) - The WARN act provides protection to workers, their families and communities by requiring employers to provide notification 60 calendar days in advance of plant closings and mass layoffs. WARN Notices are provided by employers to the Ohio Department of Job and Family Services, Bureau of WIA, Rapid Response Section.

Workforce Investment Act (WIA) - The Workforce Investment Act of 1998 provides a framework to ensure coordination of workforce development activities, under five separate titles: Job Training / Adult Education / Wagner-Peyser / Vocational Rehab / General Provisions. The act also maintains separate funding streams for Adults, Dislocated Workers, and Youths.



Alphabetic Listing

A			
Airport General Operations	401		
B			
Board of Building Standards and Appeals	98		
Board of Zoning Appeals	102		
Boxing and Wrestling Commission	120		
Building and Housing Director's Office	320		
Bureau of Internal Audit	186		
C			
CCA Income Tax Administration	477		
Cemeteries	414		
City Planning Commission	115		
Civil Service Commission	106		
Cleveland Municipal Court - Clerk's Division	136		
Cleveland Municipal Court - Housing Division	141		
Cleveland Municipal Court - Judicial Division	127		
Cleveland Public Power	393		
Cleveland Stadium	354		
Community Development Director's Office	316		
Community Police Commission	269		
Community Relations Board	110		
Council and Clerk of Council	80		
County Auditor Deductions	338		
D			
Department of Aging	148		
Department of Economic Development	334		
Department of Human Resources	154		
Department of Justice	276		
Department of Law	159		
Division of Accounts	167		
Division of Air Quality	222		
Division of Animal Care and Control	254		
Division of Assessments and Licenses	171		
Division of Code Enforcement	325		
Division of Construction Permitting	330		
Division of Correction	258		
Division of Emergency Medical Service	248		
Division of Environment	216		
Division of Financial Reporting and Control	190		
Division of Fire	242		
Division of Health	209		
Division of Park Maintenance and Properties	300		
Division of Parking Facilities	290		
Division of Police	233		
Division of Property Management	294		
Division of Public Health Administration	205		
Division of Public Works Administration	281		
Division of Purchases and Supplies	182		
Division of Recreation	285		
Division of Traffic Engineering	312		
Division of Treasury	178		
Division of Waste Collection and Disposal	306		
Division Of Water	374		
E			
Eastside Market	424		
F			
Finance Administration	163		
G			
Golf Course	418		
H			
Health Self Insurance Fund	472		
I			
Information Systems Services	195		
L			
Landmarks Commission	94		
M			
Motor Vehicle Maintenance	458		
O			
Office of Budget and Management	201		
Office of Capital Projects	89		
Office of Equal Opportunity	123		
Office of Professional Standards	263		
Office of Radio Communications	364		
Office of the Mayor	85		
Other Administrative	340		
P			
Parking Lots General Operations	420		
Police Inspector General	273		
Police Review Board	266		
Prescription Self Insurance Fund	474		
Printing & Reproduction	464		
Public Auditorium	425		
Public Safety Administration	226		
R			
Restricted Income Tax	346		
S			
Schools Recreation & Cultural	353		
Sinking Fund General Operations	450		
Storeroom & Warehouse	469		
Street Construction, Maintenance & Repair	347		
T			
Telephone Exchange	455		
Transfers to Other Funds	339		
U			
Utilities Fiscal Control	369		
Utilities General Administration	358		
W			
Water Pollution Control	385		
Westside Market General Operations	431		

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REFERENCE DOCUMENTS

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

2015 Comprehensive Annual Financial Report

Bureau of Labor Statistics

Department of Commerce

Ohio Labor Market Information; Leading Indicators

Position Salary Bands taken from updates to Ordinance No. 323-15, passed March 30, 2015



City of Cleveland

Mission Statement

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