

2016

MAYOR'S ESTIMATE



CITY OF CLEVELAND, OHIO

FRANK G. JACKSON
MAYOR



KEVIN J. KELLEY
COUNCIL PRESIDENT

COMMITTEE ON FINANCE

KEVIN J. KELLEY
CHAIR

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MARTIN J. KEANE
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TERRELL H. PRUITT
MATT ZONE



CITY OF CLEVELAND
Mayor Frank G. Jackson

FEBRUARY 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

A handwritten signature in black ink, reading "Jeffrey R. Egan", is positioned above the title "Executive Director".

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.



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

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

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

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

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

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

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

FEBRUARY 1, 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 \$566.7 million and a total citywide budget of \$1.6 billion.

Sincerely,

A handwritten signature in blue ink, appearing to read "Frank G. Jackson".

Frank G. Jackson
Mayor

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

The Budget as a Policy Guide

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

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

The Budget as a Financial Plan

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

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

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

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

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

The Budget as an Operations Guide

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

The Budget as a Communication Device

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

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

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

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

- ♦ Airports
- ♦ Cemeteries
- ♦ Central Collection Agency
- ♦ East Side Market
- ♦ General Fund
- ♦ Golf Courses
- ♦ 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

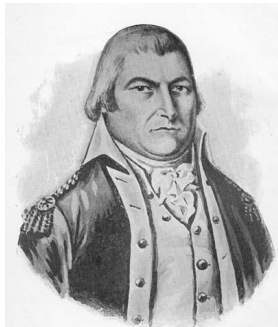
The multi-year budgets that span several years primarily consists of capital expenditures or grants. These budgets cover programs or projects which either require more than one year to complete or which bridge two calendar years.

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

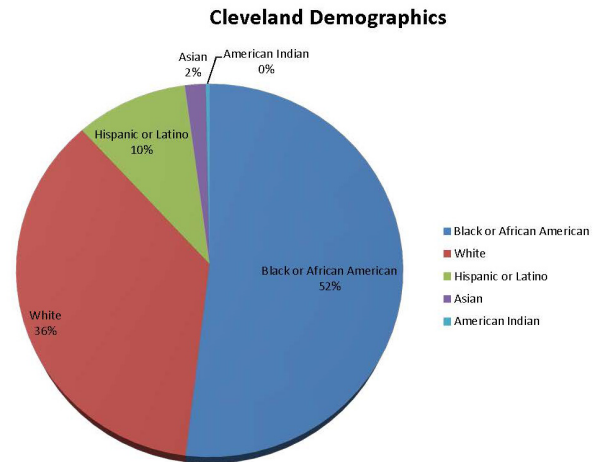


Present Day Skyline



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

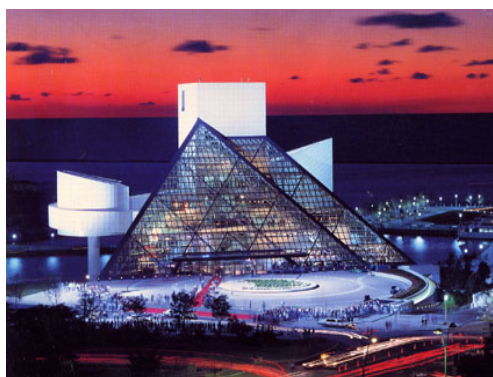
Several professional sports teams call Cleveland home, and they have drawn incredibly loyal fans and impacted the revenue of the city heavily. Despite the weather conditions, many traditions have been formed across the board.

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

The Cleveland Cavaliers basketball team has been a part of the National Basketball Association since 1970. The Cleveland Indians baseball team was established in 1901 in the Major League. The 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

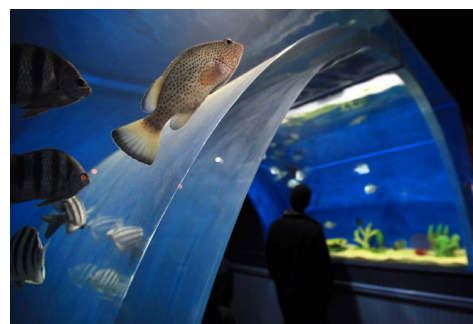


Cleveland has many attractions to appeal to all. The Rock & Roll Hall of Fame is a non profit organization that seeks to educate its visitors about the history and influence of Rock & Roll music. Since opening in 1995, the Rock & Roll Hall of Fame has driven more than \$1.7 billion in revenue averaging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



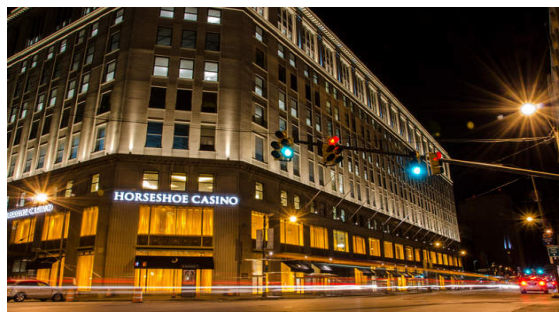
The Great Lakes Science Center is one of the nation's leading science and technology centers. The center houses many hands-on and traveling exhibits and is also known for its Omnimax Theatre. The center hosts many over night events for youth to help bring awareness to science and how it affects the world 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.

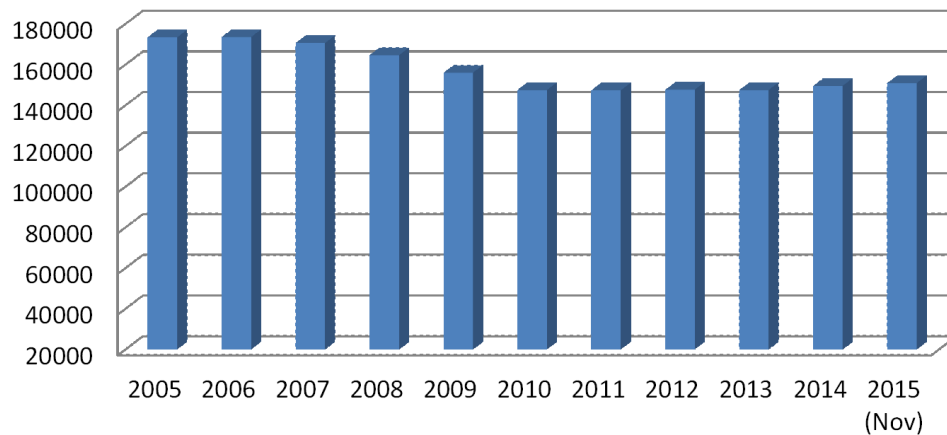
Cleveland, Ohio is home to 110 different ethnic groups, speaking over 60 different languages. The City of Cleveland maintains 21 strategic Sister City partnerships around the globe that focus on economic, cultural, and educational exchanges. In addition to the Sister City Program, the City of Cleveland 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

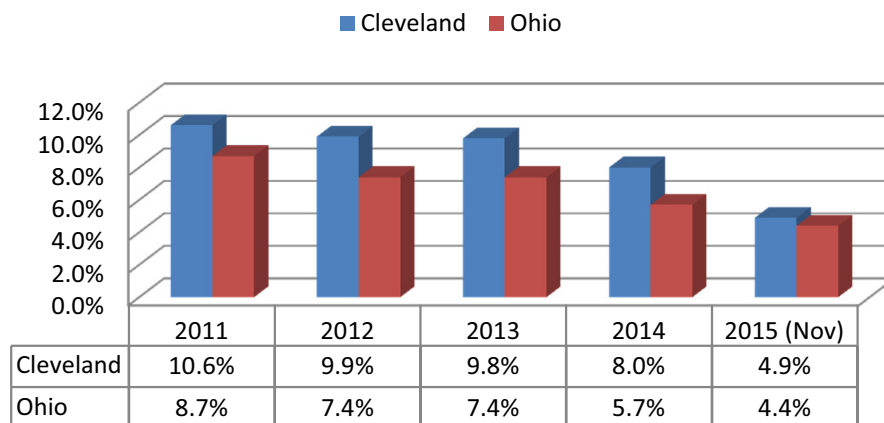
Annual Average



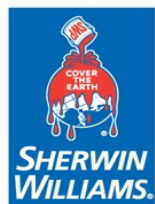
Since 2010, the unemployment rate has continued to decline, with a change of almost 4.7% by the end of 2015.

Unemployment Rate

Annual Average



MAJOR EMPLOYERS



Company

Cleveland Clinic Foundation
University Hospitals
U.S. Office of Personnel Management
Cuyahoga County
Cleveland Metropolitan School District
City of Cleveland
MetroHealth System
KeyCorp
Case Western Reserve University
Sherwin-Williams Company
SOURCE: Crain's 2016 Book of Lists

Number of Employees

32,269
15,447
11,536
7,772
7,203
6,666
5,839
4,708
4,443
3,476

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

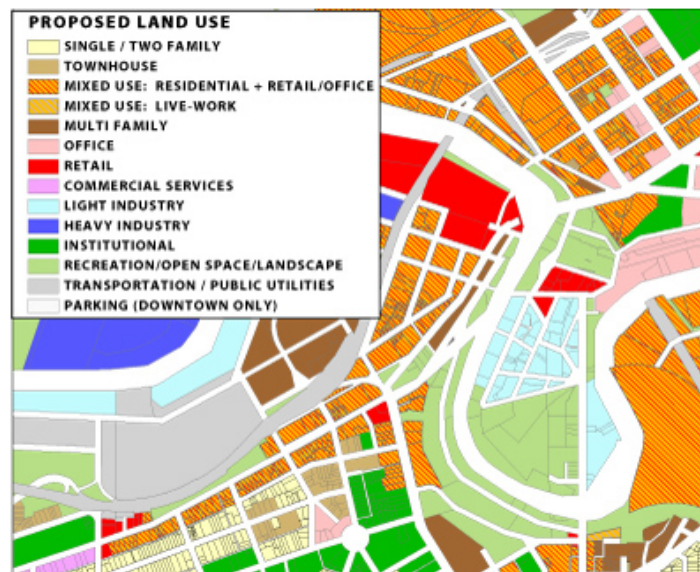
| | |
|-----------------------------|-------|
| •Parking Meters | 2,650 |
| •Coin & Debit/Credit Meters | 20 |
| •Parking Lots | 4 |
| •Parking Garages | 2 |

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.

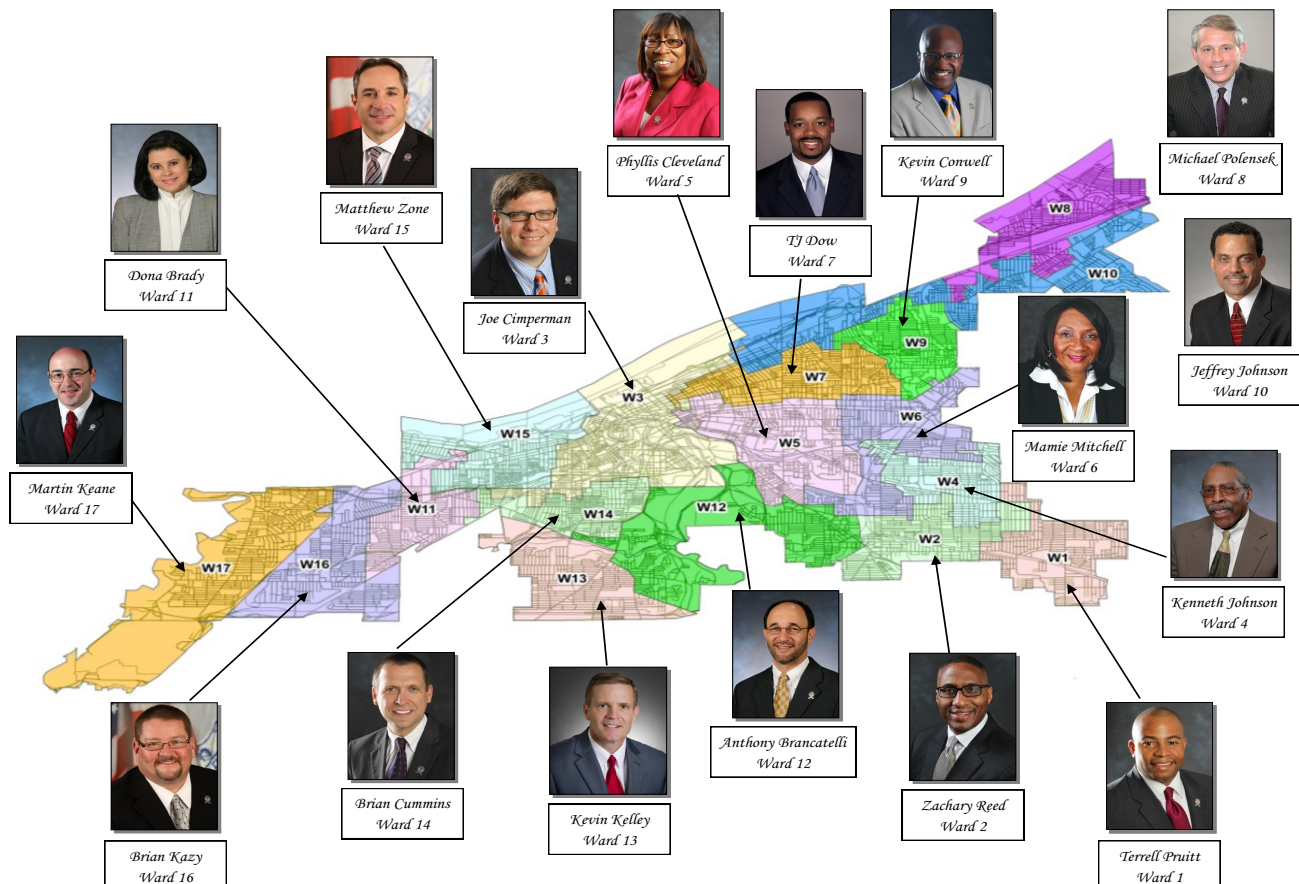
Building on the recent study known as *Reimagining a More Sustainable Cleveland*, the City of Cleveland Planning Commission and its partners assembled eight interdisciplinary Working Groups to prepare action-oriented recommendations designed to facilitate sustainable re-use of vacant land in Cleveland 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 Siegel and Shuster in 1933. D.C. Comics Publisher, Harry Donenfeld, took interest in the strip and it was published in 1938. By 1939, Superman's story was quickly spreading worldwide.

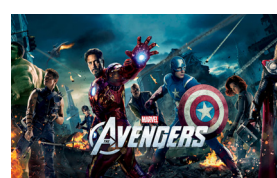
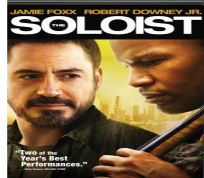
Superman, the sole survivor of the planet Krypton, came to Earth when his father, knowing Krypton would explode, put him in a starcraft. He landed on the farm of the Kent's in Smallville, Kansas. Super powers not yet apparent, the Kent's named him Clark and raised him as their own son; and, as time went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

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

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

Movies Filmed in Cleveland

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



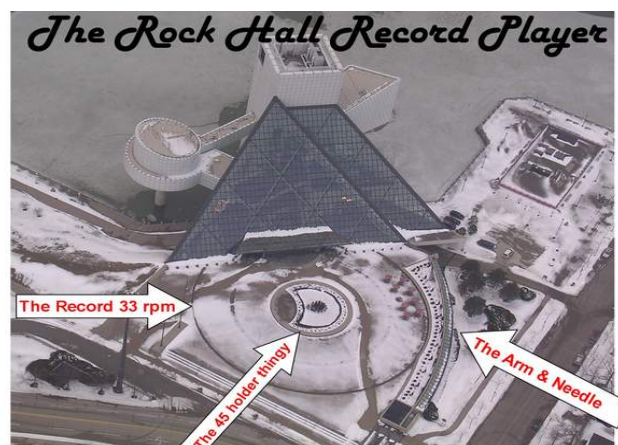
What Does the Rock & Roll Hall of Fame Have in Common With a Record Player?



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.

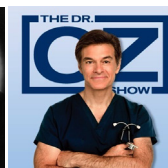
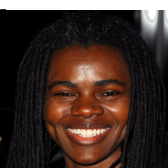
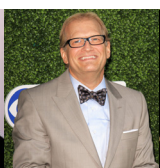
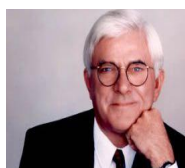
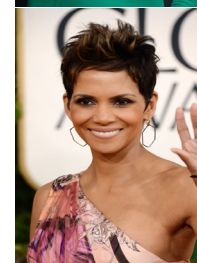
Paul Newman- Award winning actor who also is the co-founder of Newman's Own food manufacturing company in which all tax profits and royalties are donated to charity.

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.

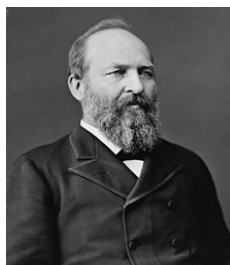
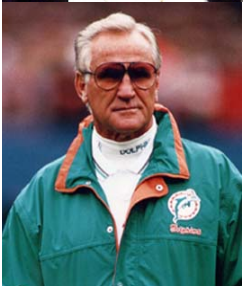
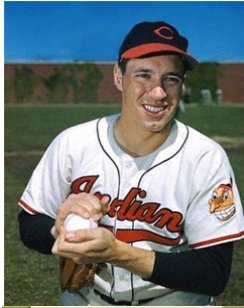
James A. Garfield- 20th president of the United States whose term only lasted 200 days because he was assassinated in July 1881.

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.



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



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

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.

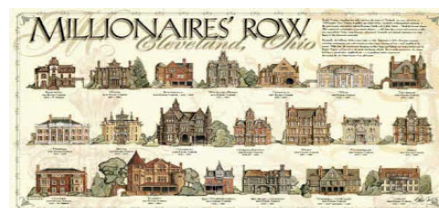
Life Savers Candy was invented in 1912 by Clarence Crane in Cleveland.



Cleveland vs Cleaveland

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

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 |

| Before | After |
|---|--|
|  |  |
|  |  |

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:

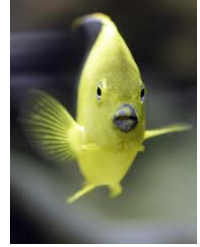
waterfront projects

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.

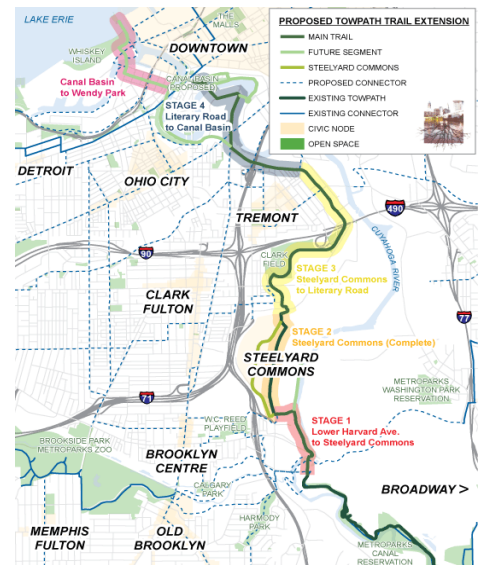
The Planning Commission staff is serving as project manager for the Canal Basin Park Framework Plan, a document that was adopted by the Planning Commission on November 20, 2015, following extensive public review by its steering committee and stakeholder advisory group. The Plan is intended to help guide 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.



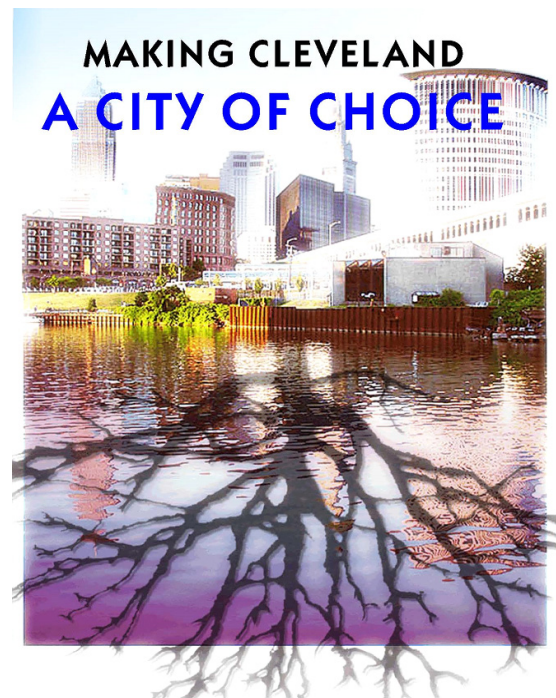
The approximately 2,500 square foot plaza utilizes a central feature – a statue sculpted by nationally recognized artist David Deming, which will serve as an alluring testament, promoting Cleveland as the birthplace of the creators of the “Man of Steel”. This beautiful stainless steel statue will be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



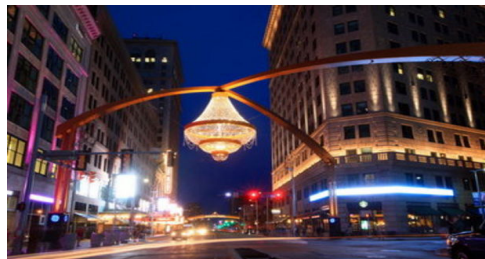
West 3rd Streetscape Improvements, Placemaking, and Long-range Plan: The objective of the West 3rd Streetscape Improvements, Pedestrian Corridor, and Experiential Nodes are to create a vibrant connection between the Civic Center, North Coast Harbor, and Warehouse Districts; while creating a sense-of-place 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.



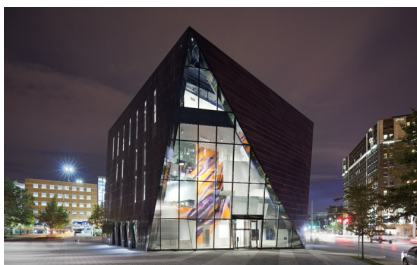
League Park Restoration: The League Park Restoration project is the complete renovation of a Historic neighborhood Baseball Park. The Park was once home to the Cleveland Indians from 1891 to 1946. The park also hosted the Negro Baseball league. The development will provide recreational amenities for 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

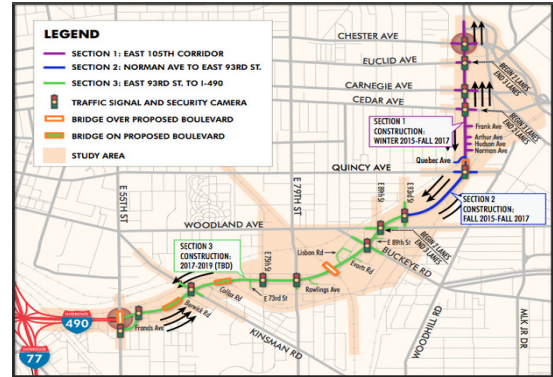


Uptown: The Uptown arts and entertainment district along Euclid Avenue in the heart of University Circle has now become a reality. The \$27 million new Museum of Contemporary Art opened to the public in October 2012, and MRN Ltd. has invested \$45 million in the development of two four-story buildings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



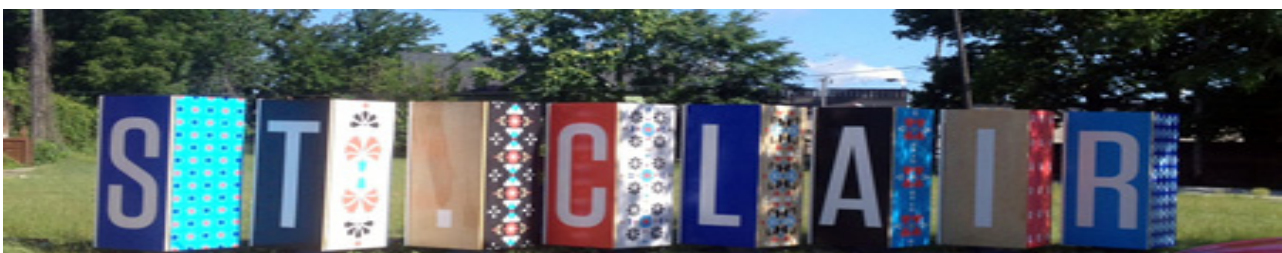
Midway Cycle Track TLCI: The goal of the Midway Cycle Track & Protected Bike Facilities plan is to determine the technical feasibility, programming, and strategic implementation of dedicated cycle tracks and protected bike facilities within the City of Cleveland. Building upon the preliminary work of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

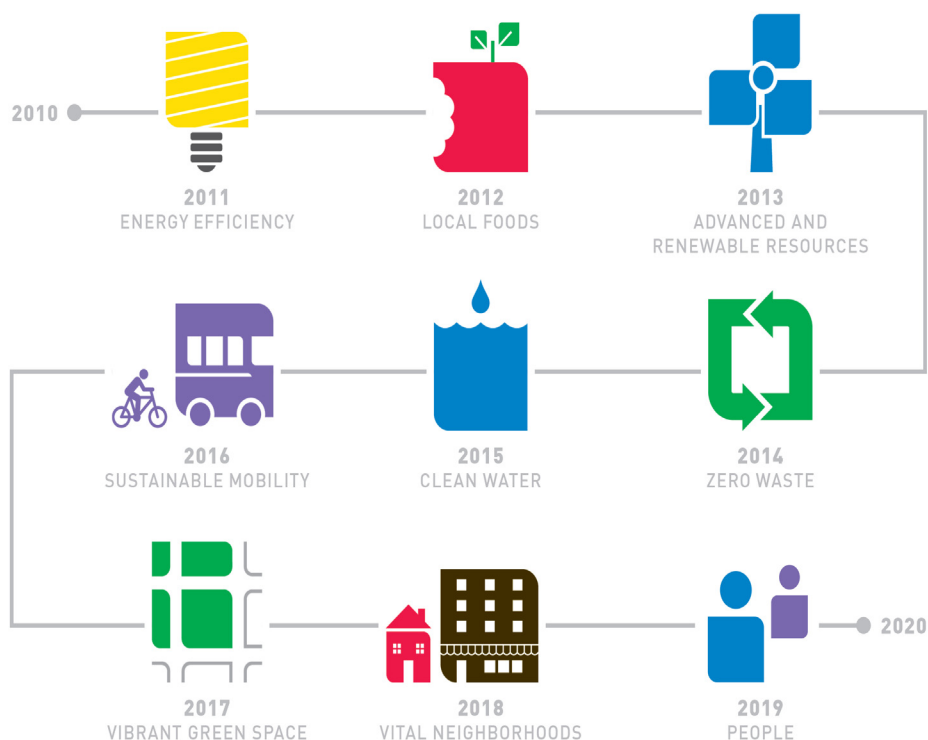
In addition to improving the efficiency and footprint of our buildings and fleet, we are also moving forward with Complete and Green Streets.

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.



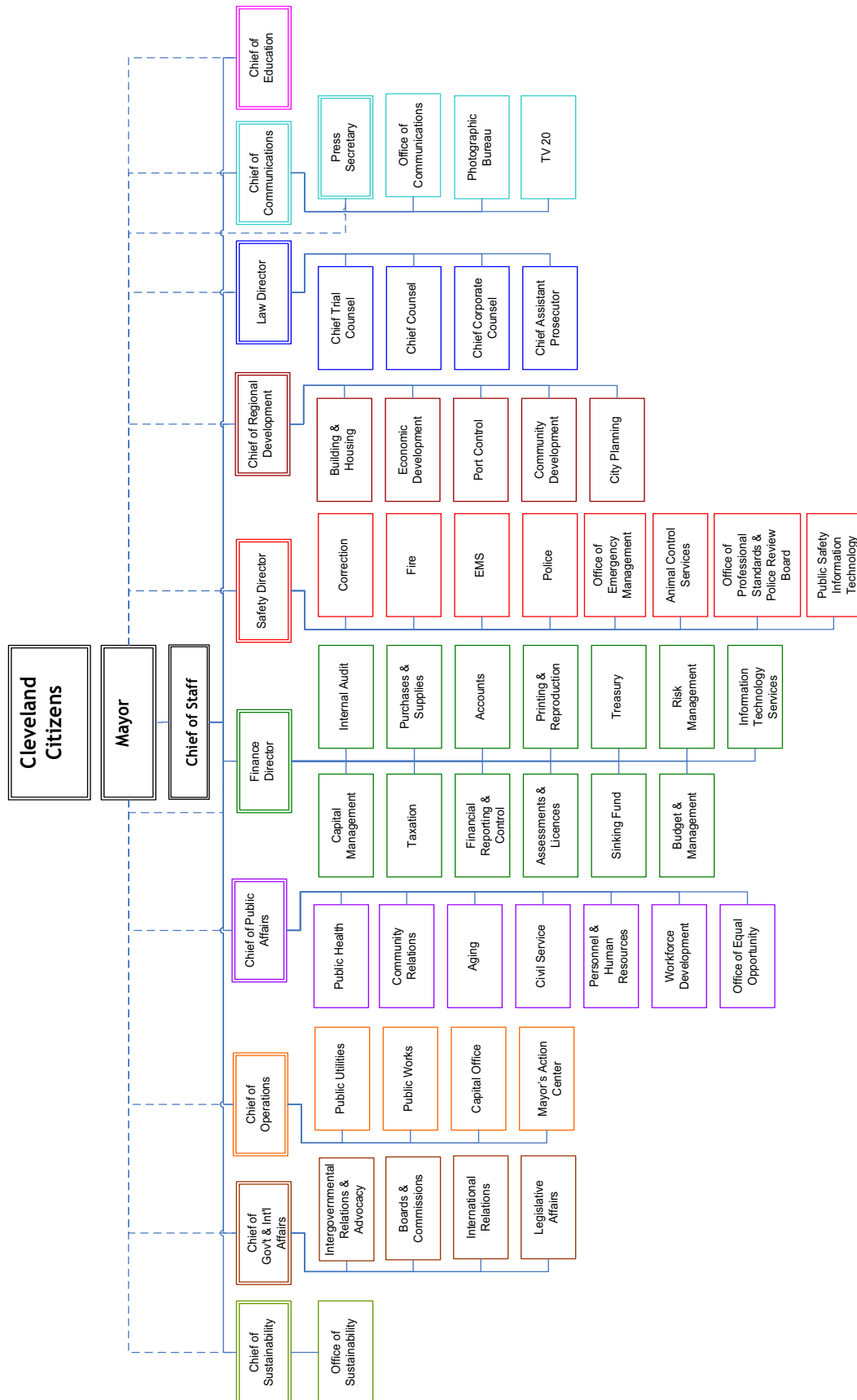
As service calls for medical needs continue to increase, the Division of Emergency Medical Service (EMS) is partnering with our hospital systems to identify opportunities to establish programs that meet those increasing needs. For example, we will identify individuals that excessively use 9-1-1, work 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)

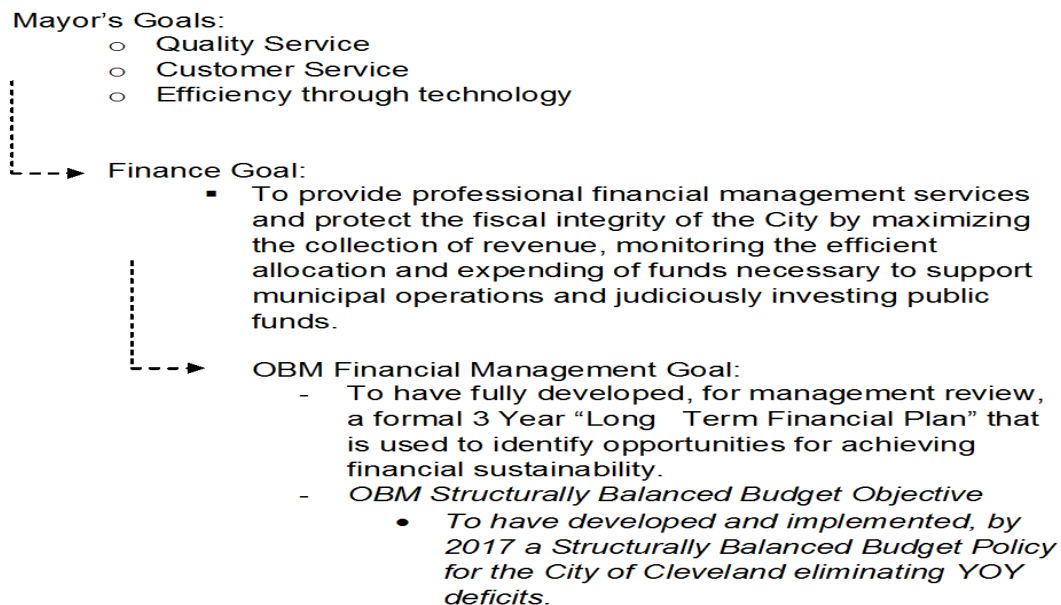
The City of Cleveland has also begun to develop and adopt a Structurally Balanced Budget (SBB) policy, per GFOA, to ensure that its recurring revenues are equal to its recurring expenditures in the adopted budget.

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.

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.

| | <u>2016 BUDGET</u> | <u>2017 ESTIMATE</u> | <u>2018 ESTIMATE</u> | <u>2019 ESTIMATE</u> | <u>2020 ESTIMATE</u> |
|---------------------------------------|-------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| <u>GENERAL FUND</u> | | | | | |
| SALARIES | \$ 309,798,432 | \$ 304,537,432 | \$ 304,537,432 | \$ 304,537,432 | \$ 304,537,432 |
| BENEFITS | 129,851,193 | 129,662,184 | 133,356,528 | 137,272,533 | 141,253,436 |
| TOTAL SALARIES & BENEFITS | \$ 439,649,625 | \$ 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 | 41,013,122 | 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 | \$ 127,095,878 | \$ 135,862,317 | \$ 138,563,982 | \$ 141,324,365 | \$ 144,131,834 |
| TOTAL GENERAL FUND | \$ 566,745,503 | \$ 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.

| | <u>2016 BUDGET</u> | <u>2017 ESTIMATE</u> | <u>2018 ESTIMATE</u> | <u>2019 ESTIMATE</u> | <u>2020 ESTIMATE</u> |
|--|---------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| <u>GENERAL FUND</u> | | | | | |
| 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.

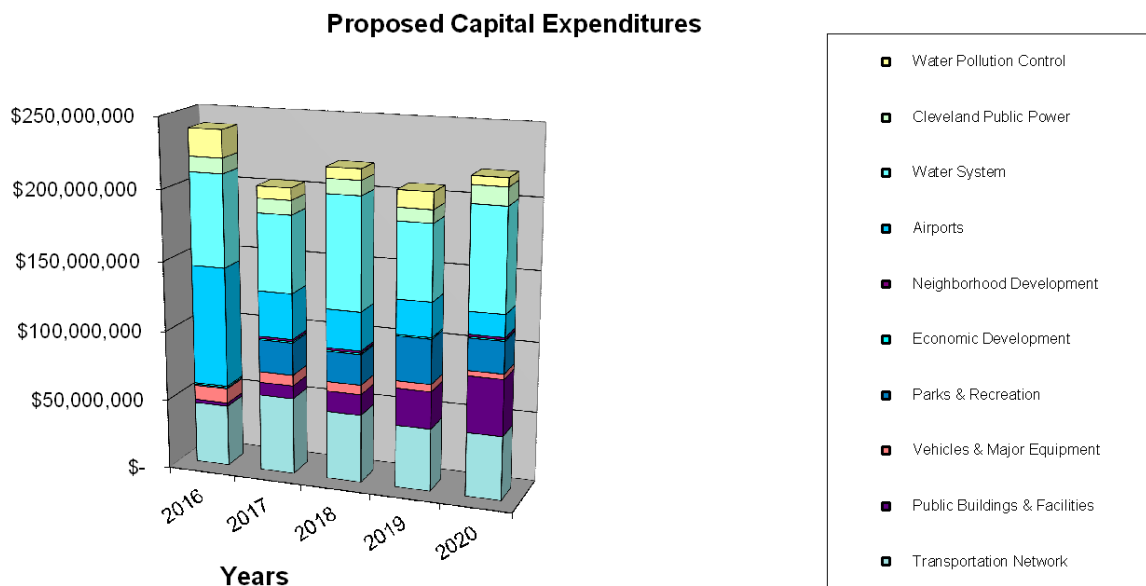
State and Federal Stimulus Moneys: We do not think we have seen the last of federal and state injections of stimulus moneys. Assuming these opportunities arise, we want to be ready to respond with well-conceived, shovel-ready projects. We will have to take some risks in paying for designs of projects 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.

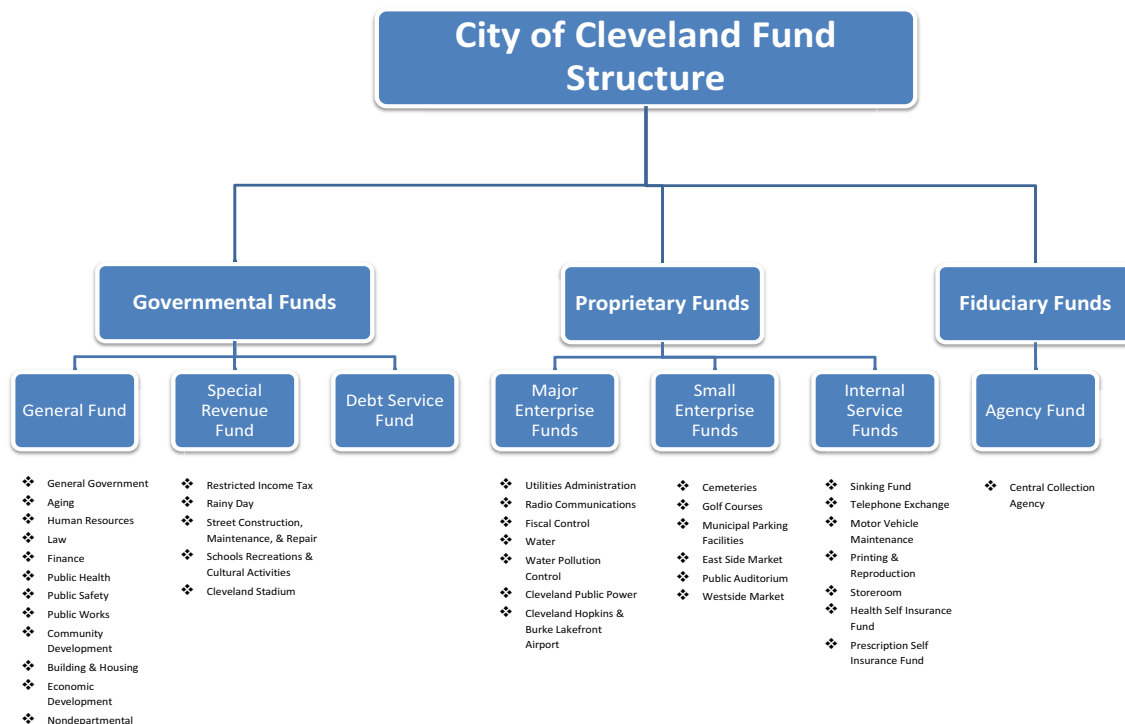
| PROJECT TYPE | PROPOSED CAPITAL EXPENDITURES | | | | | 5 YEAR |
|--------------------------------|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------|
| | 2016 | 2017 | 2018 | 2019 | 2020 | TOTAL |
| 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



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 | DEPARTMENT | DEPARTMENTAL BUDGET |
|------------------------|---|-----------------------|
| Agency | CCA Income Tax Administration | pp 479-484 |
| Debt Service Fund | Sinking Fund General Operations | pp 452-456 |
| Enterprise Major Funds | Department of Public Utilities | pp 360-402 |
| | Department of Port Control | pp 403-411 |
| General Fund | General Government | pp 80-127, pp 204-207 |
| | Municipal Courts | pp 128-149 |
| | Department of Aging | pp 150-156 |
| | Department of Human Resources | pp 157-161 |
| | Department of Law Department of Finance | pp 162-165 |
| | Department of Public Health | pp 166-203 |
| | Department of Public Safety | pp 208-228 |
| | Department of Public Works | pp 229-283 |
| | Department of Community Development | pp 284-317 |
| | Department of Building and Housing | pp 318-321 |
| | Department of Economic Development | pp 322-335 |
| | Non-Departmental | pp 336-339 |
| Internal Service Funds | Telephone Exchange | pp 340-343 |
| | Motor Vehicle Maintenance | pp 457-459 |
| | Printing & Reproduction | pp 460-465 |
| | Storeroom & Warehouse | pp 466-470 |
| | Health Self Insurance Fund | pp 471-473 |
| | Prescription Self Insurance Fund | pg 474 |
| | Radio | pg 475 |
| Small Enterprise Funds | Public Auditorium | pp 366-370 |
| | West Side Market | pp 427-432 |
| | Cemeteries | pp 433-436 |
| | Golf | pp 416-419 |
| | Parking Facilities | pp 420-421 |
| | East Side Market | pp 422-425 |
| Special Revenue | Restricted Income Tax | pg 426 |
| Stadium | Cleveland Stadium | pg 347 |
| Streets | Division of Street Construction, Maintenance & Repair | pg 355 |
| | | pp 348-353 |

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 | \$ 566,745,503 | \$ (41,374,212) | \$ 42,096,567 | \$ 722,355 |
| 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 | \$ 1,323,027,089 | \$ (60,518,924) | \$ 326,436,617 | \$ 265,917,693 |

*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 | - | - | - | - | - | - |
| | \$ 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 | \$ 309,798,432 | \$ 11,274,765 | \$ 11,472,171 | \$ 11,403,227 | \$ - | \$ - | \$ - |
| Benefits | 116,365,734 | 123,486,397 | 129,851,193 | 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 | 41,013,122 | 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 | \$ 566,745,503 | \$ 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 | \$ 722,354 | \$ 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) | \$ (41,374,212) | \$ 4,353,606 | \$ (10,196,584) | \$ (1,911,126) | \$ 2,498,143 | \$ 8,924,950 | \$ (6,941,474) |
| % Change | 0.7% | -15.2% | -98.3% | 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 | \$ 86,471,353 | \$ 39 | \$ 25,283 | \$ - | \$ 715,664,799 | \$ 773,002,096 | \$ 816,280,305 |
| - | 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 | 26,136,982 | 2,693,205 | 2,792,857 | 3,385,829 | 86,807,359 | 78,060,669 | 84,244,872 |
| - | - | - | - | - | - | - | - | - | 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 |
| - | - | - | - | - | - | - | - | - | 25,021,013 | 26,579,767 | 25,093,082 |
| 1,616,248 | 2,005,582 | 2,039,423 | 491,478 | 504,243 | 643,488 | - | - | - | 39,000,031 | 41,763,990 | 31,596,364 |
| - | - | - | - | - | - | 6,160,000 | 6,510,000 | 8,255,000 | 373,639,652 | 388,247,130 | 394,150,024 |
| 542,246 | 645,144 | 600,100 | 10,953 | 8,988 | 8,000 | 7,446 | 9,632 | - | 1,133,163 | 1,221,932 | 1,171,600 |
| - | - | - | - | - | - | - | - | - | 12,289,312 | 14,826,393 | 14,500,000 |
| - | - | - | - | - | - | - | - | - | 2,830,808 | 3,088,390 | 3,000,000 |
| 471,234 | 558,194 | 626,487 | - | - | - | - | - | - | 12,290,199 | 13,548,433 | 13,526,487 |
| 2,801,048 | 3,068,039 | 3,000,000 | - | - | - | - | - | - | 6,101,519 | 6,136,078 | 6,000,000 |
| - | - | - | - | - | - | - | - | - | 5,141,242 | 6,046,548 | 6,022,500 |
| (5,371,479) | (5,407,432) | - | - | - | - | - | - | - | (5,337,127) | (5,376,043) | 30,000 |
| \$ (2,099,197) | \$ (1,781,199) | \$ 3,626,487 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 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 | \$ 726,071,361 | \$ 74,735,691 | \$ 103,966,241 | \$ 113,276,823 | \$ 8,860,690 | \$ 9,337,772 | \$ 11,640,829 | \$ 1,426,198,201 | \$ 1,499,555,381 | \$ 1,511,670,864 |
| | | | | | | | | | | | |
| \$ 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 | \$ 452,622,177 |
| 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 | 187,540,718 |
| 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 | 108,466,962 |
| 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 | 80,431,722 | 446,484 | 458,514 | 519,550 | 47,146,151 | 86,828,325 | 96,583,102 |
| 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 | \$ 112,751,647 | \$ 8,791,125 | \$ 9,302,487 | \$ 11,640,829 | \$ 1,411,674,982 | \$ 1,526,839,424 | \$ 1,580,072,291 |
| 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 | \$ 253,248,319 | \$ 6,667,986 | \$ 6,478,585 | \$ 7,003,761 | \$ 397,247 | \$ 478,542 | \$ 478,542 | \$ 398,046,979 | \$ 377,772,808 | \$ 309,371,381 |
| \$ 14,767,627 | \$ (11,364,276) | \$ (18,699,791) | \$ 6,144,524 | \$ (189,401) | \$ 525,176 | \$ 91,126 | \$ 81,295 | \$ - | \$ 28,178,920 | \$ (20,274,171) | \$ (68,401,427) |
| 62.8% | -32.6% | -62.5% | 1173.8% | -2.8% | 8.1% | 29.8% | 20.5% | 0.0% | 1297.7% | 3.7% | -187.0% |



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 88.73% 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 | 49,096,567.35 | 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 | - | - | 69,981,454.00 | 74,961,728.52 |
| Prescription Self Insurance Fund | 1,308,936.22 | - | - | 16,408,899.00 | 17,717,835.22 |
| 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 | \$1,435,796,094.70 | \$1,889,443,684.05 |

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

- 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.



Departmental Goals & Objectives

- 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
- 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.



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.

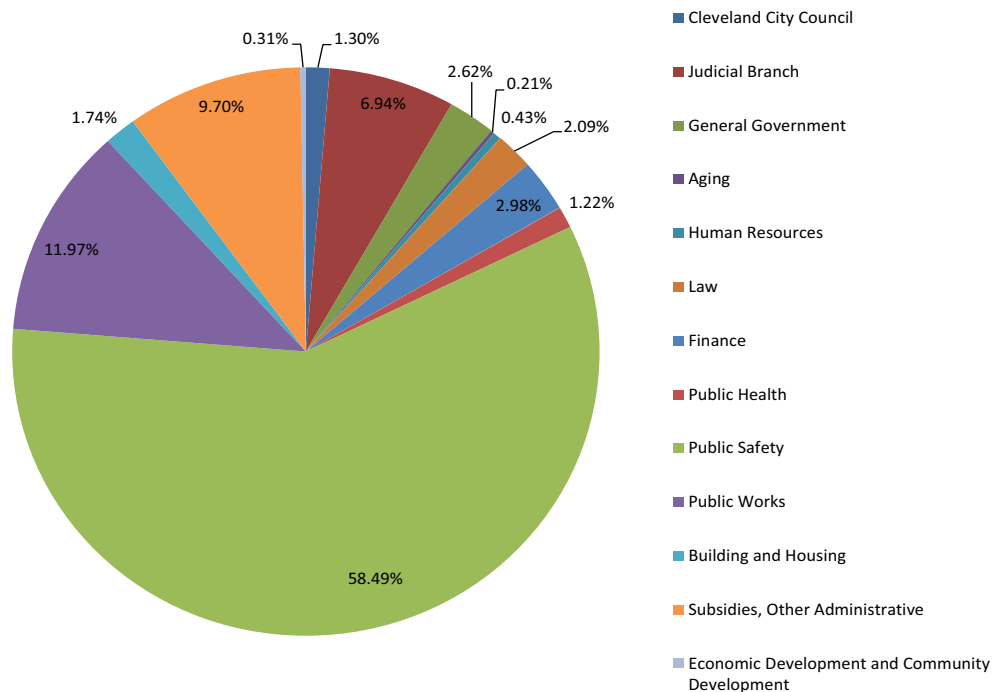
The 2016 General Fund budget is comprised of \$566.7 million in expenditures. The 2016 proposed revenues are estimated at \$525.4 million.

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 (57%) is devoted to Public Safety, with 12% of all funds going to Public Works (including Waste Collection and the General Fund Operating Transfer to Streets). Only 7% 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.

| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget | \$ Change | % Change |
|--------------------------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|-------------|
| 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 | 11,534,408 | 476,904 | 4% |
| 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 | \$ 39,333,002 | \$ 3,133,368 | 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 | 1,288,133 | (17,694) | -1% |
| 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 | 5,352 | 106 | 2% |
| 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 | \$ 14,823,495 | \$ 2,357,766 | 19% |
| 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% |



| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget | \$ Change | % Change |
|------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------------|-------------|
| 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% |
| 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 | \$ 1,298,807 | \$ 194,725 | 18% |
| Health | 2,762,592 | 3,240,089 | 3,377,182 | 3,807,019 | 429,837 | 13% |
| 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 | \$ 6,874,079 | \$ 523,490 | 8% |
| DEPARTMENT OF PUBLIC SAFETY | | | | | | |
| Director's Office | \$ 3,930,666 | \$ 4,732,144 | \$ 5,335,911 | \$ 5,298,699 | \$ (37,212) | -1% |
| Police | 174,664,787 | 174,585,152 | 179,374,000 | 190,736,623 | 11,362,623 | 6% |
| Fire | 85,362,544 | 84,839,753 | 88,923,387 | 87,039,122 | (1,884,265) | -2% |
| Emergency Medical Service | 21,834,731 | 21,858,606 | 22,979,538 | 24,952,593 | 1,973,055 | 9% |
| Animal Care and Control | 1,331,746 | 1,454,979 | 1,454,980 | 1,522,099 | 67,119 | 5% |
| Correction | 13,951,227 | 12,326,464 | 11,717,254 | 14,486,406 | 2,769,152 | 24% |
| 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 | \$ 309,785,070 | \$ 331,439,843 | \$ 21,654,773 | 7% |

| | <u>2013 Actual</u> | <u>2014 Actual</u> | <u>2015 Unaudited</u> | <u>2016 Budget</u> | <u>\$ Change</u> | <u>% Change</u> |
|--|------------------------|------------------------|---------------------------|------------------------|----------------------|---------------------|
| 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 | 24,731,873 | 25,336,455 | 604,582 | 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 | \$ 65,340,710 | \$ 67,805,937 | \$ 2,465,227 | 4% |
| COMMUNITY DEVELOPMENT DIRECTOR'S OFFICE | | | | | | |
| | \$ 172,206 | \$ 238,217 | \$ 270,209 | \$ 303,015 | \$ 32,806 | 12% |
| 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 | \$ 449,514,338 | \$ 448,736,738 | \$ 456,931,111 | \$ 494,458,365 | \$ 37,527,254 | 8% |
| TOTAL GENERAL FUND | \$ 515,595,034 | \$ 517,156,192 | \$ 524,865,666 | \$ 566,745,503 | \$ 41,879,837 | 8% |



| | <u>2013 Staff</u> | <u>2014 Staff</u> | <u>2015 Actual</u> | <u>2016 Budget</u> | <u>HC Change</u> | <u>% Change</u> |
|--------------------------------------|-----------------------|-----------------------|------------------------|------------------------|----------------------|---------------------|
| LEGISLATIVE BRANCH | | | | | | |
| COUNCIL | 62 | 58 | 60 | 62 | 2 | 3% |
| JUDICIAL BRANCH | | | | | | |
| Municipal Court | 253 | 249 | 253 | 276 | 23 | 9% |
| Clerk of Courts | 153 | 150 | 156 | 188 | 32 | 21% |
| Housing Court | 41 | 46 | 48 | 50 | 2 | 4% |
| TOTAL JUDICIAL BRANCH | 447 | 445 | 457 | 514 | 57 | 12% |
| 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% |

| | 2013 Staff | 2014 Staff | 2015 Actual | 2016 Budget | HC Change | % Change |
|------------------------------------|---------------|---------------|----------------|----------------|--------------|-------------|
| DEPARTMENT OF FINANCE | | | | | | |
| Director's Office | 6 | 7 | 11 | 12 | 1 | 9% |
| Accounts | 17 | 15 | 16 | 17 | 1 | 6% |
| Assessments & Licenses | 29 | 29 | 30 | 33 | 3 | 10% |
| Treasury | 7 | 7 | 6 | 7 | 1 | 17% |
| 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 | 24 | 34 | 10 | 42% |
| TOTAL FINANCE | 99 | 103 | 115 | 135 | 20 | 17% |
| DEPARTMENT OF PUBLIC HEALTH | | | | | | |
| Director's Office | 8 | 9 | 8 | 11 | 3 | 38% |
| 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 | 57 | 10 | 21% |
| 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% |



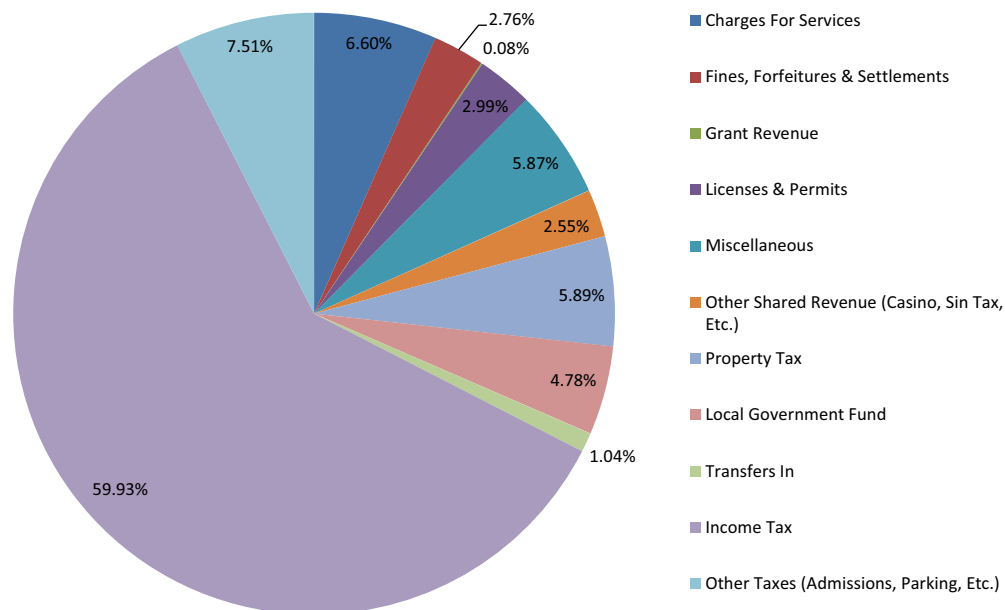
| | <u>2013 Staff</u> | <u>2014 Staff</u> | <u>2015 Actual</u> | <u>2016 Budget</u> | <u>HC Change</u> | <u>% Change</u> |
|--|-----------------------|-----------------------|------------------------|------------------------|----------------------|---------------------|
| DEPARTMENT OF PUBLIC WORKS | | | | | | |
| 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% |
| 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 | <u>3,777</u> | <u>3,771</u> | <u>3,697</u> | <u>4,006</u> | <u>309</u> | <u>8%</u> |
| TOTAL GENERAL FUND | <u>4,485</u> | <u>4,477</u> | <u>4,417</u> | <u>4,800</u> | <u>383</u> | <u>9%</u> |

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 waivable traffic violations. Revenues from fines and forfeitures include collections from parking violations and court levied civil and criminal fines. This revenue is directly related to the number of parking and moving violations issued by the City and court fines and costs.

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

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

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

Other Shared Revenue:

Casino: Ohio Casinos are taxed at a rate of 33 percent on Gross Casino Revenue. The state then disburses 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.

| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget | \$ Change | % Change |
|---|-----------------------|-----------------------|-----------------------|-----------------------|---------------------|-------------|
| 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 TRANSFERS IN | \$ 28,180,328 | \$ 25,021,013 | \$ 26,579,767 | \$ 25,093,082 | \$ (1,486,685) | -6% |
| INCOME TAX | \$ 2,443,862 | \$ 11,329,409 | \$ 5,446,498 | \$ 5,416,592 | \$ (29,906) | -1% |
| INVESTMENT INCOME | \$ 300,647,900 | \$ 297,124,281 | \$ 308,946,752 | \$ 314,800,000 | \$ 5,853,248 | 2% |
| OTHER TAXES | \$ 466,980 | \$ 454,363 | \$ 445,624 | \$ 430,000 | \$ (15,624) | -4% |
| 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 |

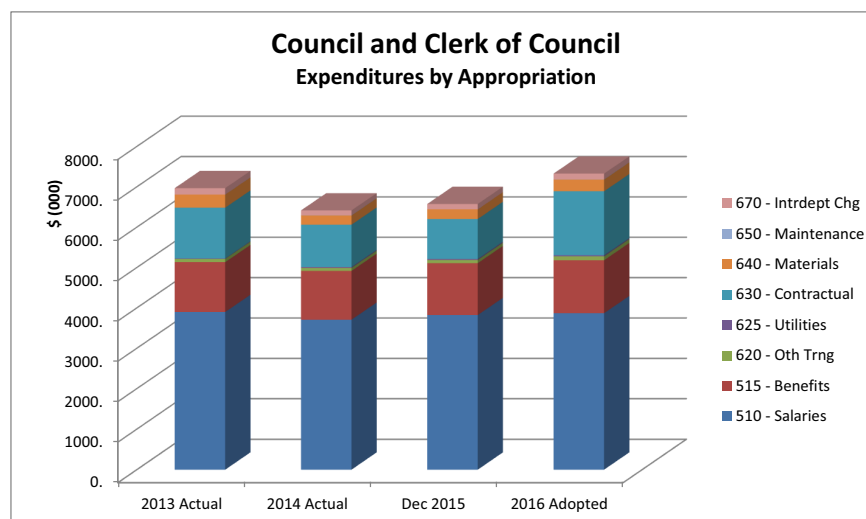
COUNCIL AND CLERK OF COUNCIL

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 | 106,865.05 |
| 1 | 1 | 1 | Council President | 86,259.22 | 86,259.22 |
| 16 | 16 | 16 | Councilman | 76,259.21 | 76,259.21 |
| 1 | 1 | 1 | Director of Communication | 24,974.46 | 79,830.83 |
| 1 | 1 | 1 | Director of Policy Research | 24,974.46 | 79,830.83 |
| 20 | 20 | 20 | | | |
| <u>ADMINISTRATIVE SUPPORT</u> | | | | | |
| 1 | 1 | 1 | Council Receptionist | 20,800.00 | 47,898.49 |
| 16 | 16 | 16 | Executive Assistant Council | 20,800.00 | 46,359.00 |
| 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 | 75,668.09 |
| 1 | 1 | 1 | Chief City Archivist | 21,851.06 | 79,830.83 |
| 1 | 1 | 1 | Chief Legislative Secretary | 21,851.06 | 79,830.83 |
| 1 | 1 | 1 | Deputy City Archivist | 20,800.00 | 75,688.09 |
| 1 | 1 | 1 | Deputy Clerk | 21,851.06 | 73,469.32 |
| 1 | 1 | 1 | Executive Assistant-Clerk of Council | 24,974.46 | 79,830.83 |
| 1 | 1 | 1 | Financial Assistant | 20,800.00 | 47,898.49 |
| 1 | 1 | 1 | Financial Officer | 20,800.00 | 75,688.09 |
| 1 | 1 | 1 | Information & Technology Administrator | 21,851.06 | 75,688.09 |
| 5 | 4 | 5 | Legislative Assistant | 20,800.00 | 63,864.66 |
| 2 | 2 | 2 | Legislative Committee Clerk | 20,800.00 | 63,864.66 |
| 1 | 1 | 1 | Personnel/Human Resources | 21,851.06 | 79,830.83 |
| 1 | 0 | 1 | Planning and Development Advisor | 55,000.00 | 79,565.97 |
| 1 | 1 | 1 | Policy Research Analyst | 21,851.06 | 75,688.09 |
| 1 | 1 | 1 | Public Relations Manager | 21,851.06 | 79,830.83 |
| 1 | 1 | 1 | Special Counsel | 41,416.04 | 85,249.26 |
| 21 | 19 | 21 | | | |



COUNCIL AND CLERK OF COUNCIL

COMPARISON OF STAFFING LEVEL

| Budget 2015 | No. of Employees December 2015 | Budget 2016 | Position | Salary Schedule | |
|----------------|--------------------------------------|----------------|-----------------------------------|-----------------|-----------|
| | | | | Minimum | Maximum |
| | | | <u>NON EEO REPORTING</u> | | |
| 1 | 1 | 1 | Executive Assistant-Admin/Council | 24,974.46 | 79,830.83 |
| 1 | 1 | 1 | | | |
| 60 | 58 | 60 | TOTAL FULL TIME | | |
| | | | <u>PART TIME</u> | | |
| 1 | 1 | 1 | Legislative Assistant | 20,800.00 | 63,864.66 |
| 1 | 1 | 1 | Special Counsel | 41,416.04 | 85,249.26 |
| 2 | 2 | 2 | TOTAL PART TIME | | |
| 62 | 60 | 62 | TOTAL DIVISION | | |

OFFICE OF THE MAYOR

Frank G. Jackson, Mayor

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

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

PROGRAM NAME: 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 |

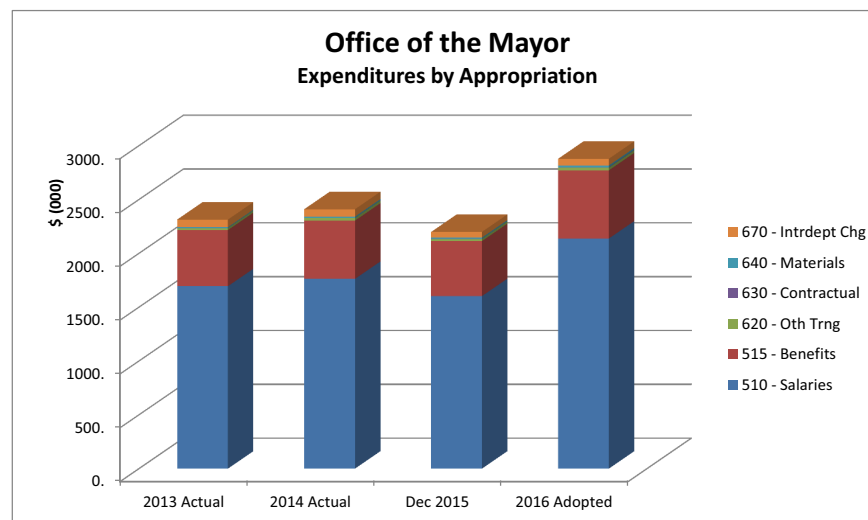
OFFICE OF THE MAYOR

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 |
| <u>ADMINISTRATORS & OFFICIALS</u> | | | | | |
| 6 | 5 | 6 | Executive Assistant to the Mayor | 50,795.81 | 182,067.01 |
| 1 | 1 | 1 | Mayor | 132,775.20 | 132,775.20 |
| 1 | 1 | 1 | Secretary to the Mayor | 50,795.78 | 183,340.00 |
| 19 | 14 | 19 | Special Assistant to the Mayor | 20,800.00 | 112,639.75 |
| 27 | 21 | 27 | TOTAL FULL TIME | | |
| <u>PART TIME</u> | | | | | |
| 1 | 2 | 2 | Special Assistant to the Mayor | 20,800.00 | 112,639.75 |
| 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 |

OFFICE OF CAPITAL PROJECTS

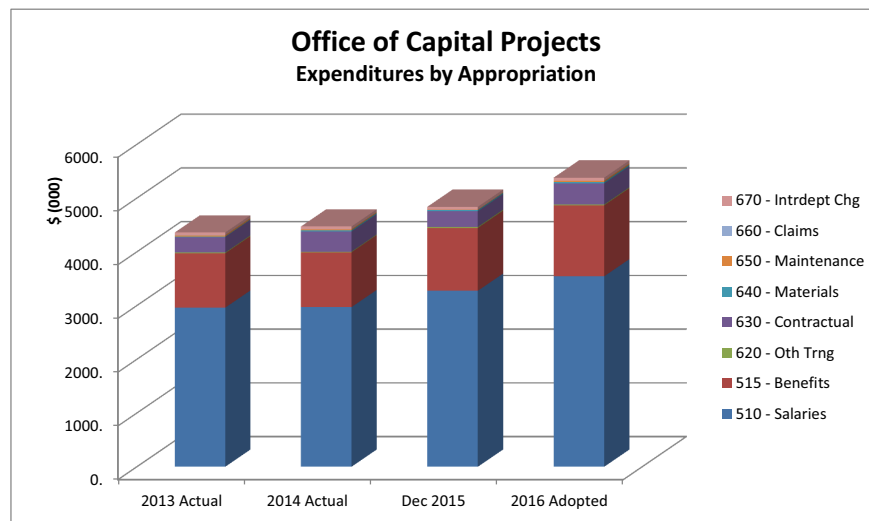
Expenditures (Continued)

| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|
| Materials & Supplies | | | | |
| Office Supplies | \$ 115 | \$ 2,522 | \$ 302 | \$ 2,800 |
| Postage | — | — | 20 | — |
| 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 | 146,639.64 |
| 1 | 1 | 1 | Commissioner of Real Estate | 40,314.82 | 125,582.86 |
| 1 | 1 | 1 | Executive Assistant to the Mayor | 50,795.81 | 182,067.01 |
| 2 | 2 | 2 | Special Assistant to the Mayor | 20,800.00 | 112,639.75 |
| 1 | 1 | 1 | Superintendent of Sidewalks | 22,333.40 | 65,528.58 |
| 6 | 5 | 5 | | | |
| | | | <u>ADMINISTRATIVE SUPPORT</u> | | |
| 2 | 2 | 2 | Administrative Officer | 20,800.00 | 58,499.94 |
| 1 | 1 | 1 | Junior Personnel Assistant | 20,800.00 | 40,556.67 |
| 2 | 2 | 2 | Principal Clerk | 14.88 | 21.12 |
| 5 | 5 | 5 | | | |
| | | | <u>PROFESSIONALS</u> | | |
| 3 | 2 | 2 | Chief Architect | 23,647.11 | 104,877.59 |
| 1 | 0 | 0 | Chief Sidewalk Inspector | 20,800.00 | 47,332.96 |
| 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 | 64,734.08 |
| 1 | 1 | 1 | Landscape Architect | 10.00 | 30.32 |
| 1 | 1 | 1 | Prevailing Wage Coordinator | 27,193.50 | 69,367.62 |
| 2 | 2 | 2 | Project Coordinator | 27,325.56 | 99,702.63 |
| 2 | 2 | 2 | Project Director | 22,333.40 | 82,706.96 |
| 3 | 3 | 3 | Section Chief Engineering and Construction | 50,000.00 | 100,773.99 |
| 3 | 3 | 3 | Senior Assistant Designer | 10.00 | 25.84 |
| 1 | 1 | 1 | Senior Budget and Management Analyst | 26,273.96 | 80,628.83 |
| 1 | 2 | 2 | Senior Landscape Architect | 10.00 | 32.09 |
| 1 | 1 | 1 | Section Chief Arch & Site Development | 40,000.00 | 100,773.99 |
| 1 | 1 | 1 | Surveyor | 10.00 | 28.78 |
| 2 | 2 | 2 | Survey Party Chief | 20,800.00 | 58,026.67 |
| 33 | 32 | 32 | | | |
| | | | <u>TECHNICIANS</u> | | |
| 1 | 1 | 1 | Chief Engineering and Construction Inspector | 26.77 | 28.77 |

**OFFICE OF CAPITAL PROJECTS****COMPARISON OF STAFFING LEVEL**

| Budget 2015 | No. of Employees | | Position | Salary Schedule | |
|------------------------|--------------------------|------------------------|--------------------------------------|------------------------|----------------|
| | December 2015 | Budget 2016 | | Minimum | Maximum |
| 9 | 11 | 12 | Engineering & Construction Inspector | 20.12 | 22.12 |
| 10 | 12 | 13 | | | |
| 54 | 54 | 55 | TOTAL FULL TIME | | |
| 5 | 3 | 4 | TOTAL PART TIME | | |
| 59 | 57 | 59 | TOTAL DIVISION | | |

LANDMARKS COMMISSION

Don Petit, Interim 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: 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 regarding 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

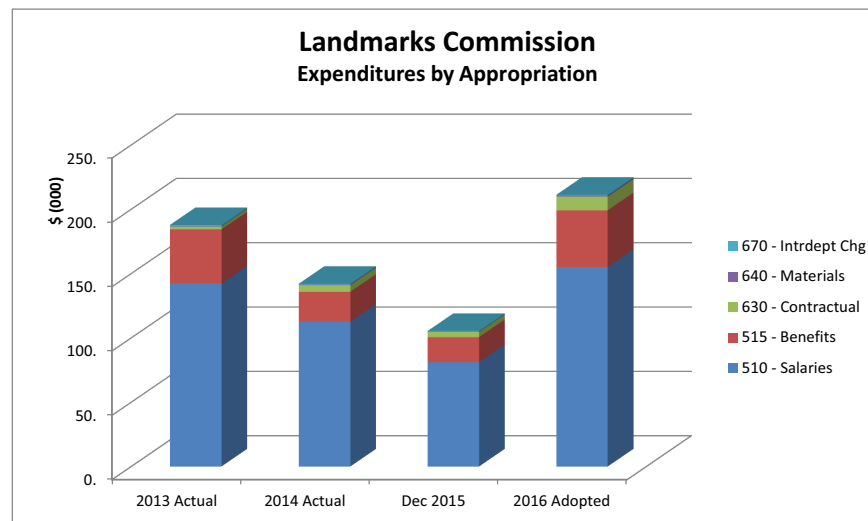
Expenditures

| | 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 | |
|-----------------------------|------------------|----------------|----------------------------------|-----------------|-----------|
| | December 2015 | Budget 2016 | | Minimum | Maximum |
| <u>PROFESSIONALS</u> | | | | | |
| 1 | 0 | 1 | Sr. Assistant City Planner | 10.00 | 25.84 |
| 1 | 1 | 1 | City Planner | 30,000.00 | 62,541.14 |
| 2 | 1 | 2 | TOTAL FULL TIME | | |
| <u>BOARD MEMBERS</u> | | | | | |
| 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 |
| 7 | 5 | 7 | TOTAL BOARD MEMBERS | | |
| 9 | 6 | 9 | TOTAL DIVISION | | |

BOARD OF BUILDING STANDARDS AND APPEALS

Antoinette Cobb, Executive Secretary**Mission Statement**

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

PROGRAM NAME: APPEALS REVIEW

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

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

PROGRAM NAME: OHIO BUILDING CODE REVIEW

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

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

PROGRAM NAME: PERMITS AND CASES

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

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

PROGRAM NAME: RECORD MAINTENANCE

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

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



BOARD OF BUILDING STANDARDS AND APPEALS

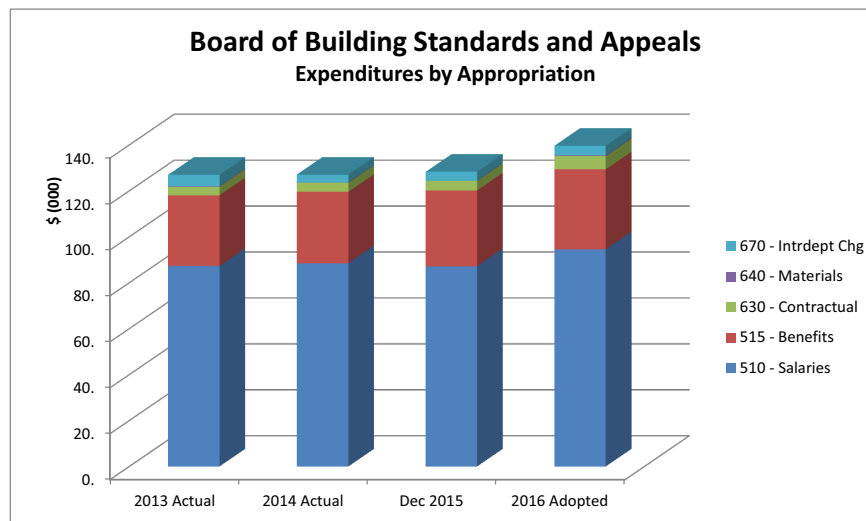
Expenditures

| | 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 |
| | | | <u>ADMINISTRATORS & OFFICIALS</u> | | |
| 1 | 1 | 1 | Secretary to Board of Building Standards & Appeals | 23,647.11 | 85,281.07 |
| 1 | 1 | 1 | TOTAL FULL TIME | | |
| | | | <u>BOARD MEMBERS</u> | | |
| 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

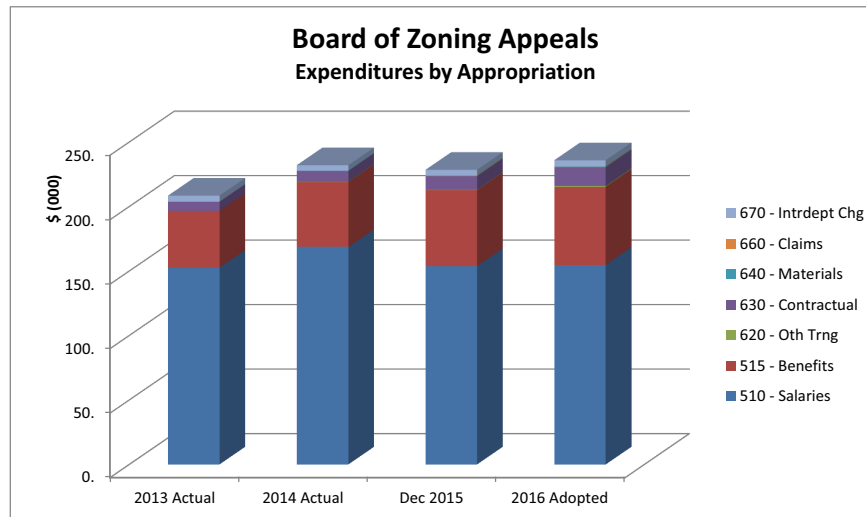
Expenditures

| | 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 |
| | | | <u>ADMINISTRATIVE SUPPORT</u> | | |
| 1 | 1 | 1 | Secty Board of Zoning Appeals | 23,647.11 | 85,281.07 |
| 1 | 1 | 1 | Principal Clerk | 14.88 | 21.12 |
| 2 | 2 | 2 | TOTAL FULL TIME | | |
| | | | <u>BOARD MEMBERS</u> | | |
| 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 |
| 5 | 4 | 5 | TOTAL BOARD MEMBERS | | |
| 7 | 6 | 7 | TOTAL DIVISION | | |

CIVIL SERVICE COMMISSION

Lucille Ambroz, Secretary

Mission Statement

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

PROGRAM NAME: POLICY-MAKING

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

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

PROGRAM NAME: RECORD MAINTENANCE

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

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

PROGRAM NAME: TESTING

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

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



CIVIL SERVICE COMMISSION

Expenditures

| | 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 |

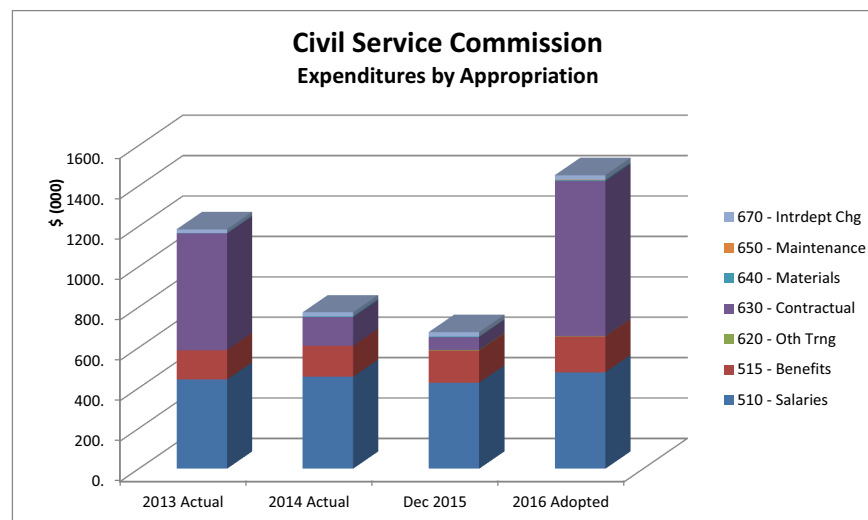
CIVIL SERVICE COMMISSION

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 | |
|--|------------------|----------------|---|-----------------|------------|
| | December 2015 | Budget 2016 | | Minimum | Maximum |
| <u>ADMINISTRATORS & OFFICIALS</u> | | | | | |
| 1 | 1 | 1 | Secretary of the Civil Service Commission | 25,011.85 | 102,338.45 |
| 1 | 1 | 1 | | | |
| <u>ADMINISTRATIVE SUPPORT</u> | | | | | |
| 1 | 0 | 1 | Private Secretary | 10.00 | 22.29 |
| 1 | 0 | 1 | | | |
| <u>PROFESSIONALS</u> | | | | | |
| 1 | 1 | 1 | Chief Civil Service Examiner | 26,273.96 | 72,945.53 |
| 1 | 1 | 1 | Civil Service Examiner III | 20,800.00 | 51,677.50 |
| 1 | 1 | 1 | Civil Service Examiner II | 20,800.00 | 45,020.62 |
| 1 | 1 | 1 | Deputy Project Director | 20,800.00 | 64,734.08 |
| 1 | 1 | 1 | Personnel Administrator | 26,273.96 | 84,984.86 |
| 1 | 1 | 1 | Supervisor of Civil Service Records | 20,800.00 | 58,564.01 |
| 6 | 6 | 6 | | | |
| 8 | 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.



COMMUNITY RELATIONS BOARD

- ACTIVITIES:** The Community Relation Board hosts workshops and resource fairs and refer formerly incarcerated individuals that return to our community to community and faith-based social services, training and employment opportunities. The CRB also has special programs to teach entrepreneurship and other skills to help the formerly incarcerated individuals help contribute our community. The CRB also provides advocacy for this group of individuals to help them overcome any potential barriers to social and economic inclusion in our society.
- PROGRAM NAME:** ***HUMAN RELATIONS CIVIL RIGHTS TRAINING AND COMMUNITY EDUCATION***
- OBJECTIVES:** To support and direct members and staff in fulfilling the community relations goals of the Board and city government. To develop the skills of city employees and community groups that will increase community cooperation and minority participation in the productive life of the City. To increase public awareness 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 | \$ — | \$ 1,355 |
| 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 | \$ 10,855 |



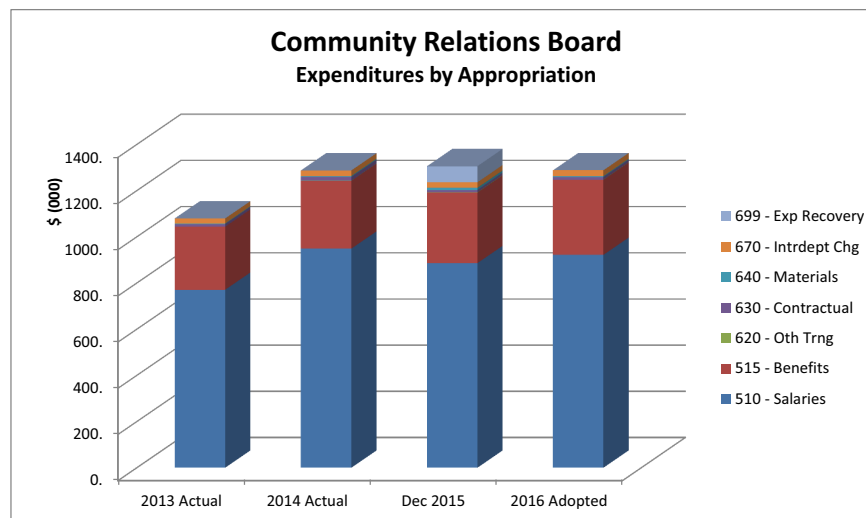
COMMUNITY RELATIONS BOARD

Expenditures (Continued)

| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|------------------------------------|---------------------|---------------------|---------------------|---------------------|
| Materials & Supplies | | | | |
| Office Supplies | \$ — | \$ 151 | \$ 6,411 | \$ — |
| Food | 800 | 1,106 | 83 | 1,500 |
| Other Supplies | — | 206 | — | — |
| 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 | \$ 1,288,133 |

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 | |
|----------------|------------------|------------------|--|-----------------|------------|
| | Budget 2015 | December 2015 | | Minimum | Maximum |
| | | | | | |
| | | | <u>ADMINISTRATORS & OFFICIALS</u> | | |
| 1 | 1 | 1 | Exec. Director Community Relations Board | 50,795.81 | 182,067.01 |
| 1 | 1 | 1 | | | |
| | | | <u>PROFESSIONALS</u> | | |
| 1 | 1 | 1 | Administrative Assistant | 21,851.06 | 75,668.09 |
| 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 | 82,706.96 |
| 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

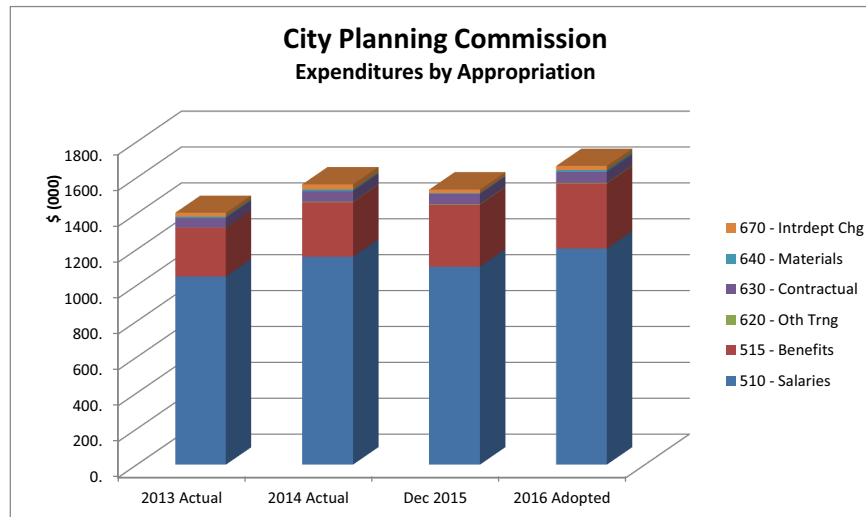
Expenditures

| | 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 | |
|--|------------------|----------------|--|-----------------|------------|
| | December 2015 | Budget 2016 | | Minimum | Maximum |
| <u>ADMINISTRATORS & OFFICIALS</u> | | | | | |
| 1 | 1 | 1 | Planning Director | 50,795.81 | 182,067.01 |
| 1 | 1 | 1 | Secretary to the Director of City Planning | 36,590.00 | 106,355.69 |
| 2 | 2 | 2 | | | |
| <u>ADMINISTRATIVE SUPPORT</u> | | | | | |
| 1 | 1 | 1 | Secretary | 10.00 | 18.59 |
| 1 | 1 | 1 | | | |
| <u>PROFESSIONALS</u> | | | | | |
| 2 | 2 | 2 | Assistant Administrator | 20,800.00 | 58,564.01 |
| 4 | 4 | 4 | Chief City Planner | 30,000.00 | 85,281.07 |
| 6 | 6 | 6 | City Planner | 30,000.00 | 62,541.14 |
| 1 | 1 | 1 | Office Manager | 20,800.00 | 51,170.01 |
| 2 | 2 | 2 | Senior Assistant City Planner | 10.00 | 25.84 |
| 15 | 15 | 15 | | | |
| 18 | 18 | 18 | TOTAL FULL TIME | | |
| <u>PART TIME</u> | | | | | |
| 1 | 0 | 1 | City Planner | 30,000.00 | 62,541.14 |
| 1 | 0 | 1 | TOTAL PART TIME | | |
| <u>BOARD MEMBERS</u> | | | | | |
| 6 | 5 | 6 | Member of City Planning Commission | 7,820.00 | 7,820.00 |
| 6 | 5 | 6 | TOTAL BOARD MEMBERS | | |
| 25 | 23 | 25 | TOTAL DIVISION | | |



BOXING AND WRESTLING COMMISSION

Abdul A. Muhaymin, Chairman

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



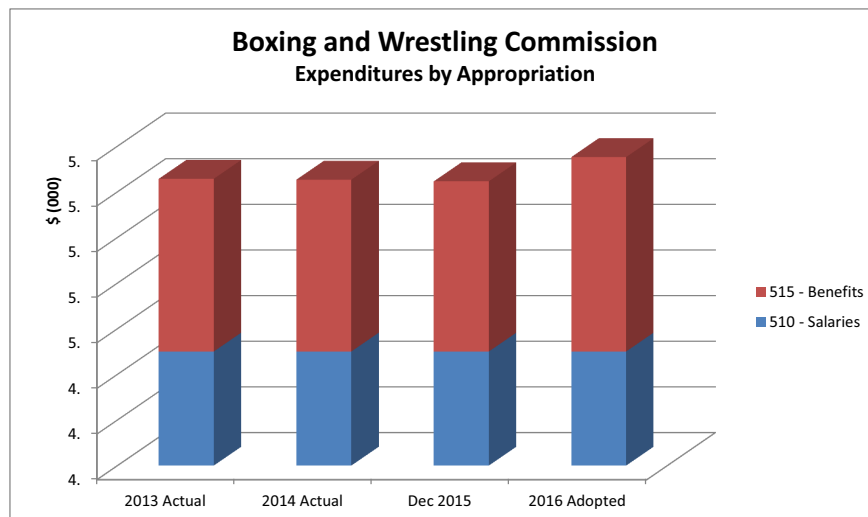
BOXING AND WRESTLING COMMISSION

Expenditures

| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|--------------------------------|-----------------|-----------------|-------------------|-----------------|
| Salaries and Wages | | | | |
| Board Members | \$ 2,400 | \$ 2,400 | \$ 2,400 | \$ 2,400 |
| Part-Time Permanent | 2,100 | 2,100 | 2,100 | 2,100 |
| | \$ 4,500 | \$ 4,500 | \$ 4,500 | \$ 4,500 |
| Benefits | | | | |
| Public Employees Retire System | \$ 630 | \$ 630 | \$ 630 | \$ 700 |
| Fica-Medicare | 65 | 65 | 65 | 100 |
| Workers' Compensation | 62 | 57 | 51 | 52 |
| | \$ 757 | \$ 753 | \$ 746 | \$ 852 |
| | \$ 5,257 | \$ 5,253 | \$ 5,246 | \$ 5,352 |

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 | |
|----------------|------------------|----------------|--|-----------------|----------|
| | Budget 2015 | Budget 2016 | | Minimum | Maximum |
| | | | <u>BOARD MEMBERS</u> | | |
| 1 | 1 | 1 | Chairman Boxing & Wrestling Commission | 2,400.00 | 2,400.00 |
| 2 | 1 | 1 | Commission Member | 2,100.00 | 2,100.00 |
| 3 | 2 | 2 | TOTAL BOARD MEMBERS | | |
| 3 | 2 | 2 | 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.

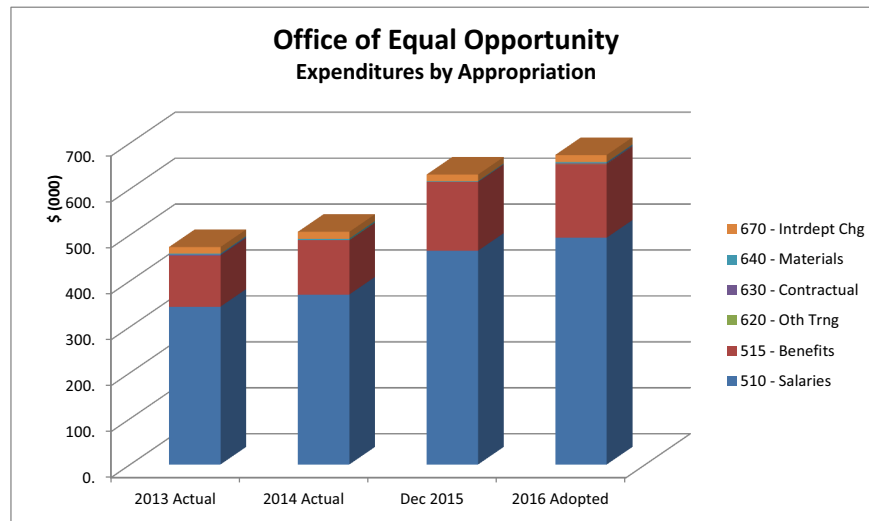
ACTIVITIES: Use our web-based compliance system (B2GNow); to e-blast information; coordinate with the Department of Community Development on Section 3; partner with other municipal entities to provide technical assistance and support; coordinate with the Division of Purchases and Supplies to provide 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 | |
|----------------|------------------|----------------|--|-----------------|------------|
| | Budget 2015 | Budget 2016 | | Minimum | Maximum |
| | | | <u>ADMINISTRATORS & OFFICIALS</u> | | |
| 1 | 1 | 1 | Minority Business Development Administrator | 27,325.56 | 85,577.88 |
| 1 | 1 | 1 | | | |
| | | | <u>ADMINISTRATIVE SUPPORT</u> | | |
| 1 | 1 | 1 | Director of Office of Equal Opportunity | 50,795.81 | 171,581.77 |
| 1 | 1 | 1 | | | |
| | | | <u>PROFESSIONALS</u> | | |
| 1 | 1 | 1 | Administrative Manager | 27,193.55 | 115,424.36 |
| 3 | 3 | 3 | Assistant Administrator | 20,800.00 | 58,564.01 |
| 2 | 1 | 1 | Assistant Contract Compliance Officer | 20,800.00 | 58,564.01 |
| 2 | 1 | 2 | Contract Supervisor | 20,800.00 | 64,734.08 |
| 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-

CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

violence, non-threatening behavior, respect, support and trust, accountability and honesty, sexual respect, partnership and negotiation, and fairness.

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

DRUG COURT

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

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

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

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

GET ON TRACK (GOT)

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

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

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

MENTAL HEALTH DOCKET

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

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

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



CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

Judge Lauren C. Moore, involves 250-350 Cleveland students and their teachers who end up spending an entire day at the Justice Center presenting both sides of a hypothetical case that is based upon similar cases before the court, such as stalking, driving under the influence, and children getting access to firearms. The ultimate aim of the Mock Trial Competition is to improve student listening, speaking and reasoning skills.

PROJECT HOPE

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

REDIRECTING OUR CURFEW KIDS (ROCK)

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

SELECTIVE INTERVENTION PROGRAM (SIP)

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

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

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

SMALL CLAIMS MEDIATION

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

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

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).

CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

TRUANCY ENFORCEMENT

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

VETERANS TREATMENT DOCKET

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

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

WEED AND SEED

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

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

SERVICES

CLEVELAND JUSTICE

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

INTERPRETERS UNIT

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

TOWN HALL MEETINGS

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



CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

Expenditures

| | 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 |

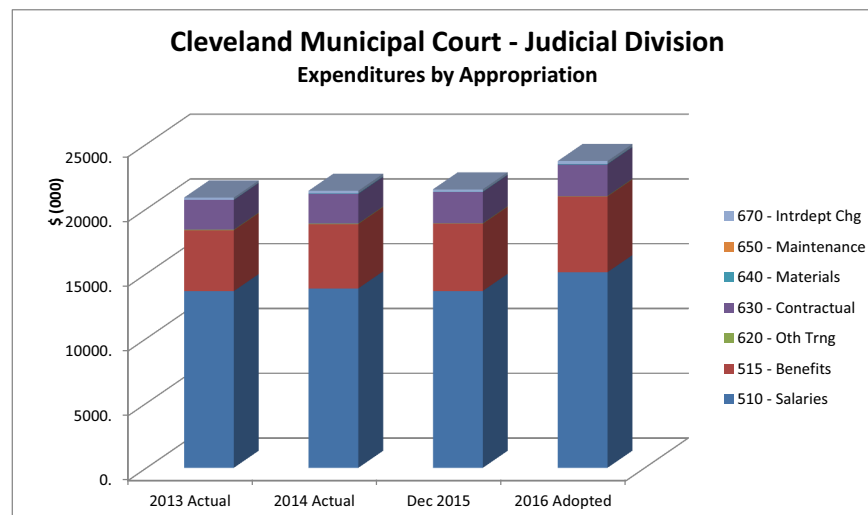
CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

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 | 95,172.00 |
| 1 | 1 | 1 | Deputy Bailiff Chief Probation Officer | 58,333.00 | 95,172.00 |
| 1 | 1 | 1 | Deputy Bailiff Court Administrator | 79,167.00 | 120,966.08 |
| 2 | 2 | 2 | Deputy Bailiff Deputy Court Administrator | 71,667.00 | 109,506.14 |
| 1 | 1 | 1 | Deputy Bailiff Dir Central Scheduling | 52,500.00 | 77,868.00 |
| 8 | 8 | 8 | Deputy Bailiff Probation Officer Supervisor | 48,750.00 | 72,306.00 |
| 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 | 100,805.07 |
| 1 | 1 | 1 | Court Interpreter Coordinator | 39,167.00 | 58,678.56 |
| 62 | 59 | 62 | Deputy Bailiff | 27,491.00 | 59,612.94 |
| 1 | 1 | 1 | Deputy Bailiff Accounts Coordinator | 45,492.00 | 72,305.72 |
| 6 | 1 | 5 | Deputy Bailiff Administrative Assistant I | 34,167.00 | 52,206.42 |
| 3 | 3 | 3 | Deputy Bailiff Administrative Assistant II | 39,167.00 | 58,092.00 |
| 12 | 11 | 12 | Deputy Bailiff Clerk Typist | 24,525.00 | 52,378.31 |
| 2 | 2 | 2 | Deputy Bailiff Clerk Typist Supervisor | 39,167.00 | 58,092.00 |
| 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 | 86,520.00 |
| 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 | 72,306.00 |
| 9 | 8 | 9 | Deputy Bailiff Scheduler I | 22,284.00 | 50,117.58 |
| 6 | 5 | 6 | Deputy Bailiff Supervisor | 44,167.00 | 66,849.68 |
| 6 | 5 | 6 | Deputy Bailiff Warrant Officer | 27,492.00 | 58,092.00 |
| 12 | 11 | 12 | Personal Bailiff | 63,969.00 | 79,065.89 |
| 128 | 115 | 127 | | | |
| <u>PROFESSIONALS</u> | | | | | |
| 1 | 1 | 1 | Dep Bail Alcohol & Drug Treatment Case Manager | 48,750.00 | 74,489.64 |

CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

COMPARISON OF STAFFING LEVEL

| Budget 2015 | No. of Employees December 2015 | Budget 2016 | Position | Salary Schedule | |
|----------------------------|--------------------------------------|----------------|--|-----------------|------------|
| | | | | Minimum | Maximum |
| 1 | 0 | 1 | Deputy Bailiff Caseflow Coordinator | 52,500.00 | 78,654.24 |
| 1 | 1 | 1 | Deputy Bailiff Chief Court Reporter | 52,500.00 | 80,219.61 |
| 1 | 1 | 1 | Deputy Bailiff Chief Magistrate | 71,667.00 | 106,296.00 |
| 1 | 1 | 1 | Deputy Bailiff Chief Social Worker | 48,750.00 | 77,868.00 |
| 6 | 5 | 6 | Deputy Bailiff Court Reporter | 52,500.00 | 80,219.61 |
| 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 | 95,172.00 |
| 1 | 1 | 1 | Deputy Bailiff Director IT | 71,667.00 | 106,296.00 |
| 1 | 1 | 1 | Deputy Bailiff Drug Court Coordinator | 52,500.00 | 77,868.00 |
| 1 | 1 | 1 | Deputy Bailiff Education & Training Specialist | 50,212.00 | 79,809.08 |
| 1 | 0 | 1 | Deputy Bailiff Employment Specialist | 48,750.00 | 73,036.08 |
| 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 | 86,520.00 |
| 1 | 1 | 1 | Deputy Bailiff Mediation Coordinator | 48,750.00 | 73,036.08 |
| 1 | 0 | 0 | Deputy Bailiff Network Engineer I | 39,167.00 | 58,092.00 |
| 1 | 0 | 1 | Deputy Bailiff Network Engineer II | 44,167.00 | 64,890.00 |
| 1 | 1 | 1 | Deputy Bailiff Probation Systems Admin/Trainer | 48,750.00 | 72,306.00 |
| 1 | 1 | 1 | Deputy Bailiff Probation Training Coordinator | 44,167.00 | 64,890.00 |
| 1 | 0 | 1 | Deputy Bailiff Program Analyst I | 39,167.00 | 58,092.00 |
| 1 | 2 | 2 | Deputy Bailiff Program Analyst II | 52,500.00 | 77,868.00 |
| 4 | 4 | 4 | Deputy Bailiff Project Manager II | 64,167.00 | 95,172.00 |
| 1 | 1 | 1 | Deputy Bailiff Psychiatric Social Worker | 34,167.00 | 50,676.00 |
| 1 | 1 | 1 | Deputy Bailiff Senior Magistrate | 58,333.00 | 92,595.60 |
| 2 | 1 | 2 | Deputy Bailiff System Analyst II | 52,500.00 | 77,868.00 |
| 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 | 61,981.28 |
| 1 | 1 | 1 | Small Claims Magistrate | 20,800.00 | 56,244.49 |
| 94 | 86 | 94 | | | |
| PROTECTIVE SERVICES | | | | | |
| 1 | 0 | 1 | Deputy Bailiff Chief of Security | 48,750.00 | 72,306.00 |
| 1 | 0 | 1 | | | |



CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

COMPARISON OF STAFFING LEVEL

| Budget 2015 | No. of Employees | | Position | Salary Schedule | |
|----------------|------------------|----------------|---|-----------------|------------|
| | December 2015 | Budget 2016 | | Minimum | Maximum |
| | | | <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 | 86,520.00 |
| 1 | 1 | 1 | Deputy Bailiff Finance Director | 52,500.00 | 77,868.00 |
| 1 | 1 | 1 | Deputy Bailif Network Eng III | 52,500.00 | 77,868.00 |
| 1 | 1 | 1 | Deputy Bailiff Technical Support Specialist I | 27,083.00 | 40,170.00 |
| 2 | 2 | 2 | Deputy Bailiff Technical Support Specialist II | 39,167.00 | 58,092.00 |
| 1 | 1 | 1 | Deputy Bailiff Technical Support Specialist III | 44,167.00 | 64,890.00 |
| 6 | 6 | 7 | | | |
| 266 | 243 | 266 | TOTAL FULL TIME | | |
| | | | <u>PART TIME</u> | | |
| 1 | 2 | 2 | Deputy Bailiff Court Reporter | 52,500.00 | 80,219.61 |
| 2 | 4 | 4 | Deputy Bailiff Law Clerk | 20,000.00 | 25,466.54 |
| 1 | 1 | 1 | Deputy Bailiff Spec Proj Off | 48,750.00 | 74,489.64 |
| 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, statutes 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 | 58,191 |
| 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 | 20,000 |
| | \$ 6,334,432 | \$ 6,279,588 | \$ 6,455,846 | \$ 6,801,870 |
| 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 | — |



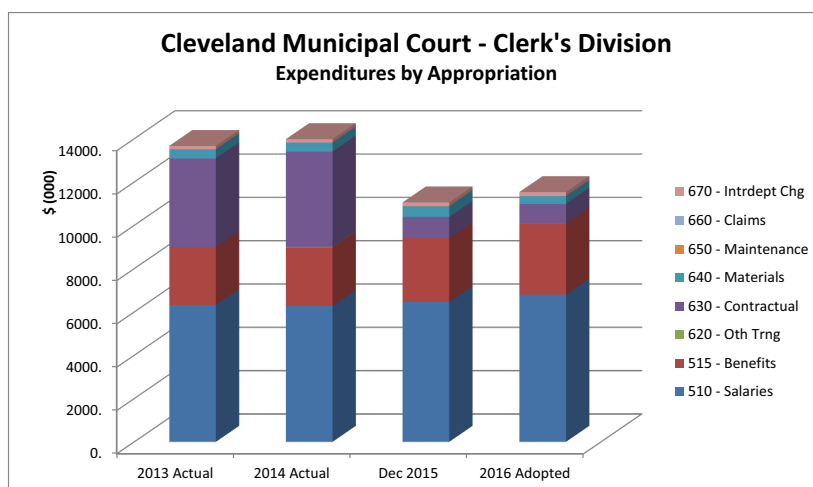
CLEVELAND MUNICIPAL COURT - CLERK'S DIVISION

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 | \$ 11,534,408 |

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 | |
|----------------|------------------|------------------|--|-----------------|-----------|
| | Budget 2015 | December 2015 | | Minimum | Maximum |
| | | | | | |
| | | | <u>ADMINISTRATORS & OFFICIALS</u> | | |
| 157 | 147 | 157 | Chief Deputy Clerk | 20,800.00 | 93,435.40 |
| 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 | 93,435.40 |
| 17 | 0 | 17 | Student Assistant | 10.00 | 11.37 |
| 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 |

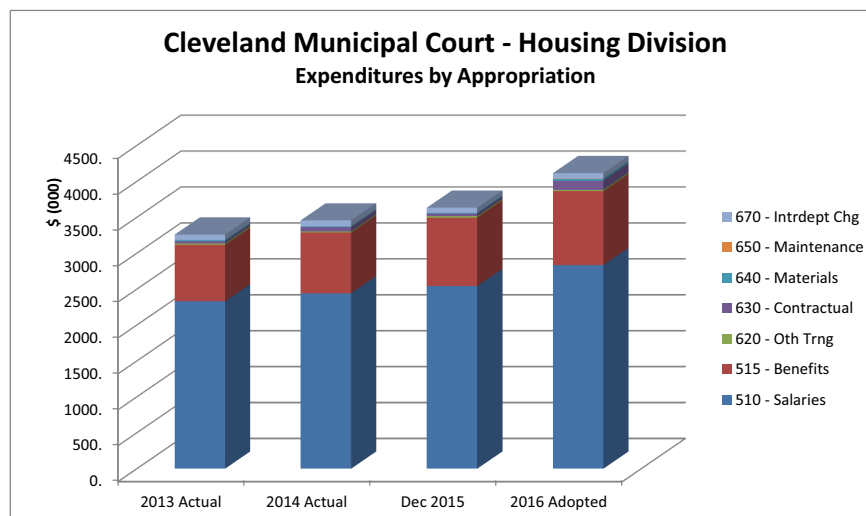
CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

Expenditures (Continued)

| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|------------------------------------|---------------------|---------------------|---------------------|---------------------|
| Materials & Supplies | | | | |
| Office Supplies | \$ 2,077 | \$ 1,269 | \$ 141 | \$ 1,750 |
| Postage | 82 | — | — | 100 |
| Clothing | 694 | 743 | 100 | 3,500 |
| 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

| No. of Employees | | | Salary Schedule | | |
|--|------------------|----------------|---|-----------|------------|
| Budget 2015 | December 2015 | Budget 2016 | Position | Minimum | Maximum |
| <u>ADMINISTRATORS & OFFICIALS</u> | | | | | |
| 1 | 1 | 1 | Housing Court Administrator | 64,815.84 | 103,878.54 |
| 1 | 1 | 1 | Judge | 37,050.00 | 37,050.00 |
| 1 | 0 | 1 | Personal Bailiff | 63,969.00 | 79,065.89 |
| 3 | 2 | 3 | | | |
| <u>ADMINISTRATIVE SUPPORT</u> | | | | | |
| 1 | 1 | 1 | Housing Court Administrative Assistant | 23,063.94 | 58,939.38 |
| 1 | 1 | 1 | Housing Court Receptionist | 23,064.00 | 37,603.68 |
| 1 | 1 | 1 | Housing Court Secretary | 20,815.92 | 40,891.00 |
| 1 | 1 | 1 | Housing Court Scheduler | 23,063.94 | 54,755.16 |
| 4 | 4 | 4 | | | |
| <u>PROFESSIONALS</u> | | | | | |
| 1 | 1 | 1 | Chief Housing Court Specialist | 52,158.83 | 92,427.06 |
| 1 | 1 | 1 | Deputy Bailiff Finance Officer | 38,544.06 | 66,470.10 |
| 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 | 52,500.00 | 80,219.61 |
| 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 |
| 37 | 36 | 37 | | | |
| <u>PROTECTIVE SERVICES</u> | | | | | |
| 2 | 2 | 2 | Deputy Bailiff Supervisor | 44,167.00 | 66,849.68 |
| 2 | 2 | 2 | | | |
| 46 | 44 | 46 | TOTAL FULL TIME | | |



CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

COMPARISON OF STAFFING LEVEL

| Budget 2015 | No. of Employees December 2015 | Budget 2016 | Position | Salary Schedule | |
|----------------|--------------------------------------|----------------|--|-----------------|-----------|
| | | | | Minimum | Maximum |
| | | | <u>PART TIME</u> | | |
| | | | Deputy Bailiff Special Project Officer | 48,750.00 | 74,489.64 |
| 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 | 11.37 |
| 2 | 4 | 4 | TOTAL PART TIME | | |
| 48 | 48 | 50 | 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.



DEPARTMENT OF AGING

PROGRAM NAME: SPECIAL EVENTS

OBJECTIVES: To provide helpful service information to Cleveland seniors.

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

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

Senior Power - is a collaborative program with the Division of Police, Emergency Medical Services, the Division of Fire and the Department of Aging designed to increase knowledge and awareness among older persons in the areas of crime prevention, fire hazards, emergency services, scams, fall prevention and other programs for the elderly.

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

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

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

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

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 |



DEPARTMENT OF AGING

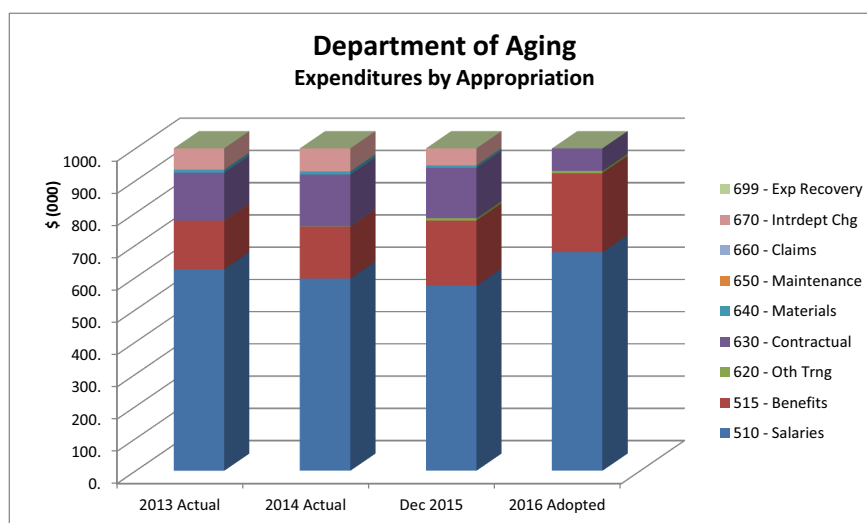
Expenditures (Continued)

| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|
| Food | 2,645 | 3,232 | 3,258 | 8,200 |
| Printed Materials | 120 | 140 | 140 | 205 |
| Other Supplies | 1,132 | 636 | 400 | 739 |
| 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





DEPARTMENT OF AGING

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 Aging | 50,795.81 | 182,067.01 |
| 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 | 77,446.20 |
| 2 | 2 | 2 | Project Coordinator | 27,325.56 | 99,702.63 |
| 1 | 0 | 0 | Supervisor Admin Services-Data | 20,800.00 | 58,564.01 |
| 6 | 6 | 6 | | | |
| 10 | 10 | 10 | TOTAL FULL TIME | | |
| <u>PART TIME</u> | | | | | |
| 1 | 0 | 0 | Asst Aging Services Administrator | 20,800.00 | 64,132.74 |
| 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 | 82,706.96 |
| 3 | 3 | 3 | TOTAL PART TIME | | |
| 13 | 13 | 13 | TOTAL DIVISION | | |

DEPARTMENT OF HUMAN RESOURCES

Deborah Southerington, Director

Mission Statement

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

PROGRAM NAME: EMPLOYEE HEALTH AND BENEFITS

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

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

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

PROGRAM NAME: EMPLOYEE RECORDS

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

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

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

PROGRAM NAME: GENERAL ADMINISTRATION

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

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



DEPARTMENT OF HUMAN RESOURCES

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

PROGRAM NAME: HRIS

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

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

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

PROGRAM NAME: LABOR RELATIONS

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

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

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

PROGRAM NAME: PERFORMANCE MANAGEMENT

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

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

PROGRAM NAME: TRAINING AND DEVELOPMENT

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

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

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

DEPARTMENT OF HUMAN RESOURCES

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 |



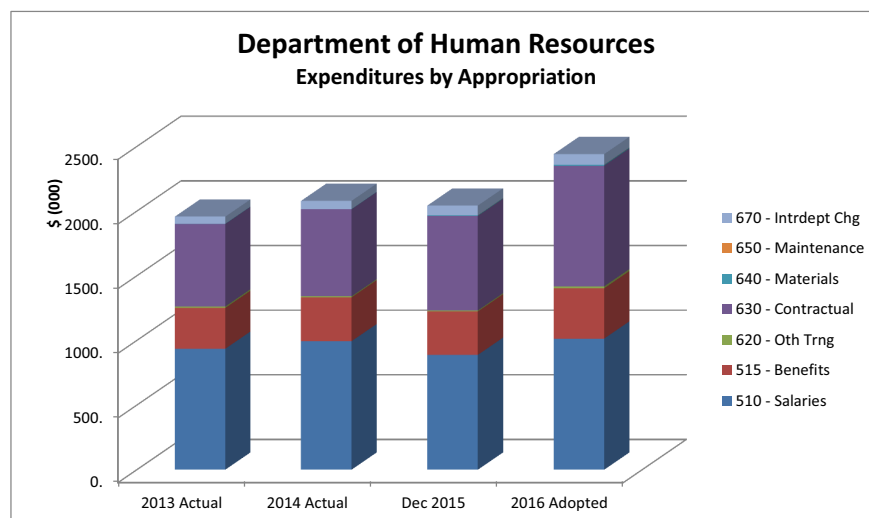
DEPARTMENT OF HUMAN RESOURCES

Expenditures (Continued)

| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|------------------------------------|---------------------|---------------------|---------------------|---------------------|
| Materials & Supplies | | | | |
| Office Supplies | \$ — | \$ 204 | \$ 74 | \$ 1,500 |
| Postage | — | — | 48 | — |
| Computer Supplies | 170 | — | 1,980 | 2,000 |
| 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 | 146,639.64 |
| 1 | 1 | 1 | Director of Personnel and Human Resources | 50,795.81 | 182,067.01 |
| 1 | 1 | 1 | Labor Relations Manager | 30,214.95 | 115,924.76 |
| 0 | 1 | 1 | HR Fiscal Administrator | 22,333.40 | 65,528.58 |
| 7 | 7 | 7 | HR Program Planning and Mgmt Administration | 26,273.96 | 84,984.86 |
| 10 | 10 | 10 | | | |
| <u>ADMINISTRATIVE SUPPORT</u> | | | | | |
| 1 | 1 | 1 | Private Secretary to the Director | 20,800.00 | 48,986.27 |
| 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 | 54,612.13 |
| 1 | 0 | 1 | Labor Relations Assistant | 20,800.00 | 55,528.34 |
| 2 | 1 | 2 | Labor Relations Officer | 27,325.56 | 85,577.88 |
| 1 | 1 | 1 | Senior Systems Analyst | 20,800.00 | 42,414.34 |
| 1 | 1 | 1 | Supervisor of Computer Operations | 30,214.95 | 91,848.40 |
| 7 | 4 | 6 | | | |
| 18 | 15 | 17 | TOTAL FULL TIME | | |
| <u>PART TIME</u> | | | | | |
| 0 | 1 | 1 | Student Assistant | 10.00 | 11.37 |
| 1 | 1 | 1 | Junior Personnel Assistant | 20,800.00 | 40,556.67 |
| 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 |

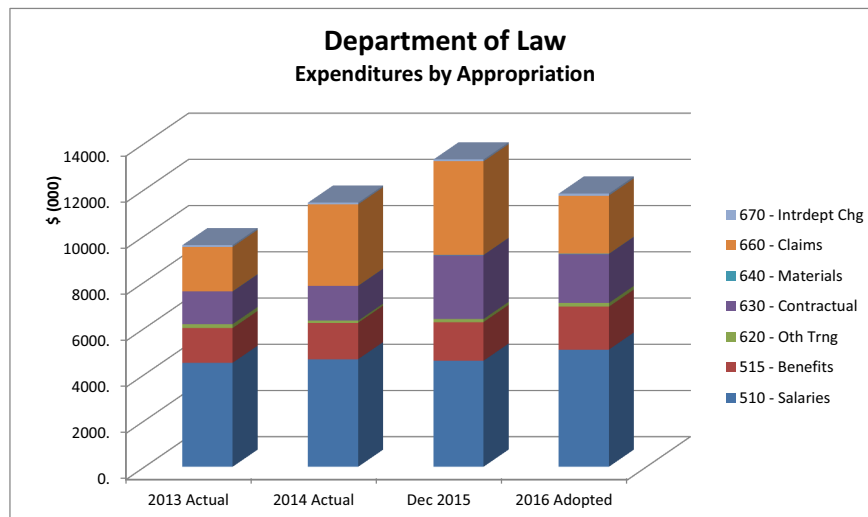
DEPARTMENT OF LAW

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 December 2015 | Budget 2016 | Position | Salary Schedule | |
|--|--------------------------------------|----------------|-----------------------------------|-----------------|------------|
| | | | | Minimum | Maximum |
| <u>ADMINISTRATORS & OFFICIALS</u> | | | | | |
| 6 | 5 | 5 | Chief Assistant Director of Law | 31,500.00 | 130,083.54 |
| 1 | 1 | 1 | Chief Assistant Prosecutor | 36,750.00 | 143,195.23 |
| 1 | 1 | 1 | Chief Corporate Counsel | 36,750.00 | 143,195.23 |
| 1 | 1 | 1 | Chief Counsel | 36,750.00 | 143,195.23 |
| 1 | 1 | 1 | Chief Trial Counsel | 36,750.00 | 143,195.23 |
| 1 | 1 | 1 | Director of Law | 50,795.81 | 182,067.01 |
| 1 | 0 | 1 | First Assistant Prosecutor | 31,500.00 | 130,083.54 |
| 1 | 1 | 1 | Supervisor of Hardware Evaluation | 30,214.95 | 91,848.40 |
| 13 | 11 | 12 | | | |
| <u>ADMINISTRATIVE SUPPORT</u> | | | | | |
| 6 | 3 | 4 | Legal Secretary | 20,800.00 | 47,303.11 |
| 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 | 69,041.87 |
| 1 | 1 | 1 | Claims Examiner | 10.00 | 24.50 |
| 3 | 3 | 3 | Docket Clerk | 20,800.00 | 37,422.27 |
| 0 | 0 | 1 | Paralegal | 20,800.00 | 45,020.62 |
| 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 | 58,564.01 |
| 24 | 20 | 23 | Assistant Director of Law I (S) | 26,250.00 | 88,693.33 |
| 3 | 2 | 2 | Assistant Director of Law I | 26,250.00 | 82,780.43 |
| 1 | 1 | 1 | Assistant Director of Law II | 31,500.00 | 100,519.11 |
| 17 | 15 | 17 | Assistant Prosecutor | 23,100.00 | 100,519.11 |
| 3 | 3 | 3 | Misdemeanor Investigator | 20,800.00 | 48,972.49 |
| 1 | 1 | 1 | Personnel Administrator | 26,273.96 | 84,984.86 |
| 1 | 1 | 1 | Project Director | 22,333.40 | 82,706.96 |
| 54 | 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 |



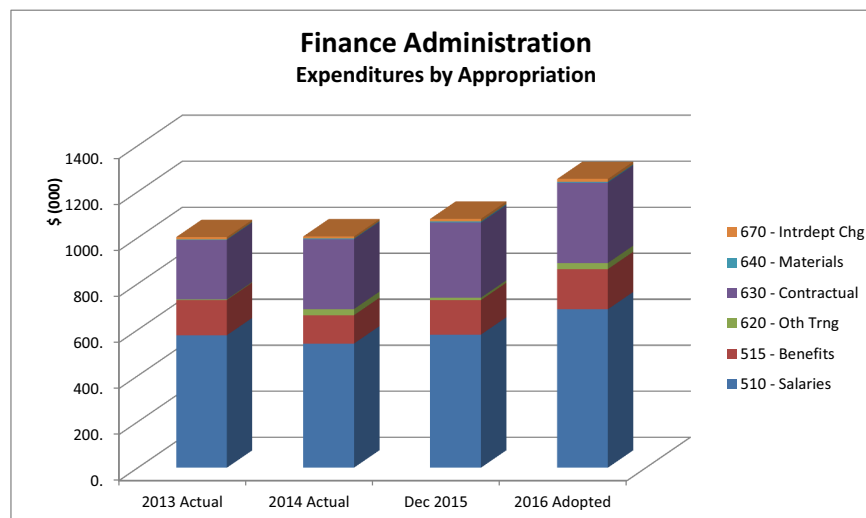
FINANCE ADMINISTRATION

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 | |
|----------------|------------------|------------------|--|-----------------|------------|
| | Budget 2015 | December 2015 | | Minimum | Maximum |
| | | | | | |
| | | | <u>ADMINISTRATORS & OFFICIALS</u> | | |
| 1 | 1 | 1 | Director of Finance | 50,795.81 | 182,067.01 |
| 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 | 132,880.22 |
| 4 | 1 | 2 | | | |
| | | | <u>ADMINISTRATIVE SUPPORT</u> | | |
| 1 | 1 | 1 | Jr Personnel Assistant | 20,800.00 | 40,556.67 |
| 1 | 0 | 0 | Private Secretary to Director | 20,800.00 | 48,986.27 |
| 2 | 1 | 1 | | | |
| | | | <u>PARA-PROFESSIONALS</u> | | |
| 1 | 0 | 0 | Chief Legal Investigator | 23,647.11 | 69,041.87 |
| 1 | 0 | 0 | | | |
| | | | <u>PROFESSIONALS</u> | | |
| 1 | 1 | 1 | Assistant Administrator | 20,800.00 | 58,564.01 |
| 1 | 1 | 1 | Deputy Project Director | 20,800.00 | 64,734.08 |
| 1 | 2 | 2 | Project Coordinator | 27,325.56 | 99,702.63 |
| 1 | 1 | 1 | Risk Manager | 27,325.56 | 108,011.58 |
| 4 | 5 | 5 | | | |
| 11 | 7 | 8 | TOTAL FULL TIME | | |
| | | | <u>PART TIME</u> | | |
| 4 | 4 | 4 | Student Aide | 10.00 | 11.37 |
| 4 | 4 | 4 | TOTAL PART TIME | | |
| 15 | 11 | 12 | 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 |



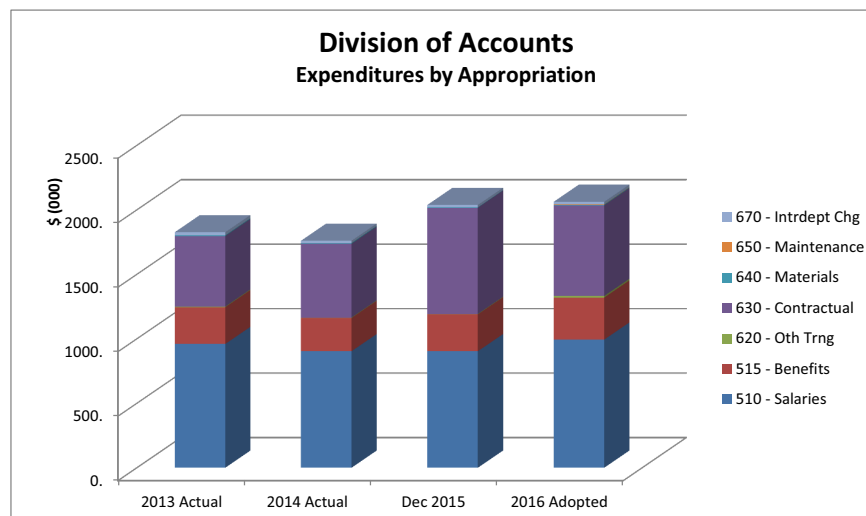
DIVISION OF ACCOUNTS

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 | |
|----------------|------------------|------------------|--|-----------------|------------|
| | Budget 2015 | December 2015 | | Minimum | Maximum |
| | | | | | |
| | | | <u>ADMINISTRATORS & OFFICIALS</u> | | |
| 1 | 1 | 1 | Commissioner of Accounts | 40,314.82 | 136,049.25 |
| 1 | 0 | 1 | Deputy Commissioner of Accounts | 26,273.96 | 91,058.48 |
| 2 | 1 | 2 | | | |
| | | | <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 | 15.24 |
| 7 | 5 | 5 | | | |
| | | | <u>PROFESSIONALS</u> | | |
| 2 | 2 | 2 | Accountant II | 14.88 | 23.30 |
| 1 | 1 | 1 | Accountant IV | 20,800.00 | 61,213.89 |
| 1 | 1 | 1 | Administrative Officer | 20,800.00 | 58,499.94 |
| 1 | 1 | 1 | Central Payroll Supervisor | 20,800.00 | 58,564.01 |
| 1 | 1 | 1 | Chief Systems Analyst | 27,325.56 | 108,011.58 |
| 1 | 1 | 1 | Deputy Central Payroll Supervisor | 20,800.00 | 65,000.00 |
| 1 | 2 | 2 | Personnel Administrator | 26,273.96 | 84,984.86 |
| 1 | 1 | 1 | Senior Personnel Assistant | 20,800.00 | 51,677.50 |
| 9 | 10 | 10 | | | |
| 18 | 16 | 17 | TOTAL FULL TIME | | |
| | | | <u>PART TIME</u> | | |
| 1 | 1 | 1 | Auditor | 20,800.00 | 60,614.58 |
| 19 | 17 | 18 | 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

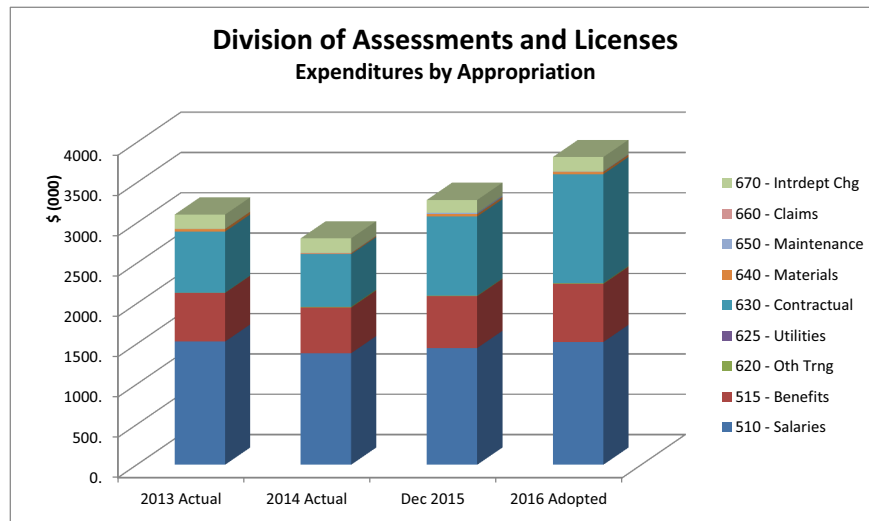
Expenditures (Continued)

| | 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 | | Minimum | Maximum |
| | | | <u>ADMINISTRATORS & OFFICIALS</u> | | |
| 1 | 1 | 1 | Assistant Commissioner of Assessments and Licenses | 23,647.11 | 87,143.34 |
| 1 | 1 | 1 | Commissioner of Assessments and Licenses | 40,314.82 | 125,582.86 |
| 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 | 69,041.87 |
| 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 | 52,843.08 |
| 2 | 2 | 2 | Assistant Administrator | 20,800.00 | 58,564.01 |
| 1 | 1 | 1 | Assistant Director of Law I | 26,250.00 | 88,693.33 |
| 1 | 1 | 1 | Auditor | 20,800.00 | 60,614.58 |
| 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 | 65,556.14 |
| 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 |

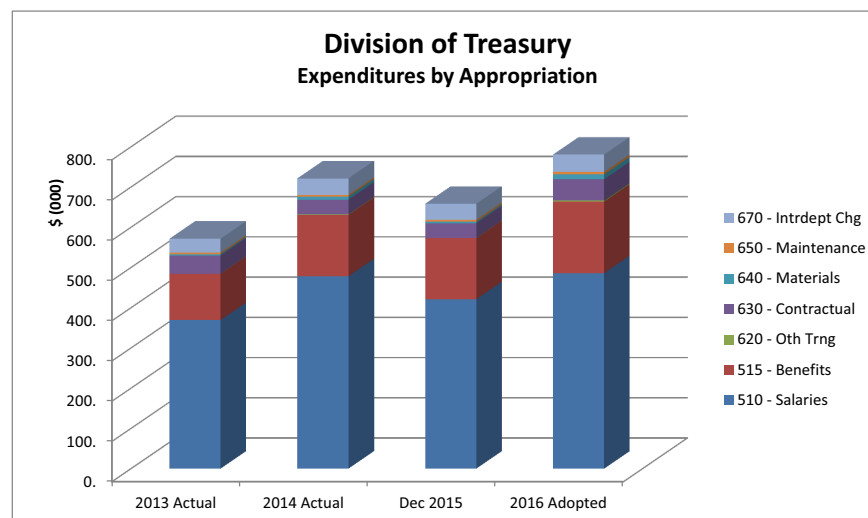
DIVISION OF TREASURY

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 | 131,098.50 |
| 1 | 1 | 1 | Deputy City Treasurer | 26,273.96 | 85,815.69 |
| 2 | 2 | 2 | | | |
| <u>ADMINISTRATIVE SUPPORT</u> | | | | | |
| 1 | 1 | 1 | Principal Cashier | 14.66 | 24.95 |
| 1 | 1 | 1 | | | |
| <u>PROFESSIONALS</u> | | | | | |
| 2 | 1 | 2 | Fiscal Manager | 23,647.11 | 87,143.34 |
| 1 | 1 | 1 | Investment Manager | 23,647.11 | 87,143.34 |
| 1 | 1 | 1 | Senior Personnel Assistant | 20,800.00 | 51,677.50 |
| 4 | 3 | 4 | | | |
| 7 | 6 | 7 | TOTAL FULL TIME | | |
| 7 | 6 | 7 | TOTAL DIVISION | | |

DIVISION OF PURCHASES AND SUPPLIES

Tiffany White, Commissioner**Mission Statement**

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

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

PROGRAM NAME: PURCHASES AND SUPPLIES

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

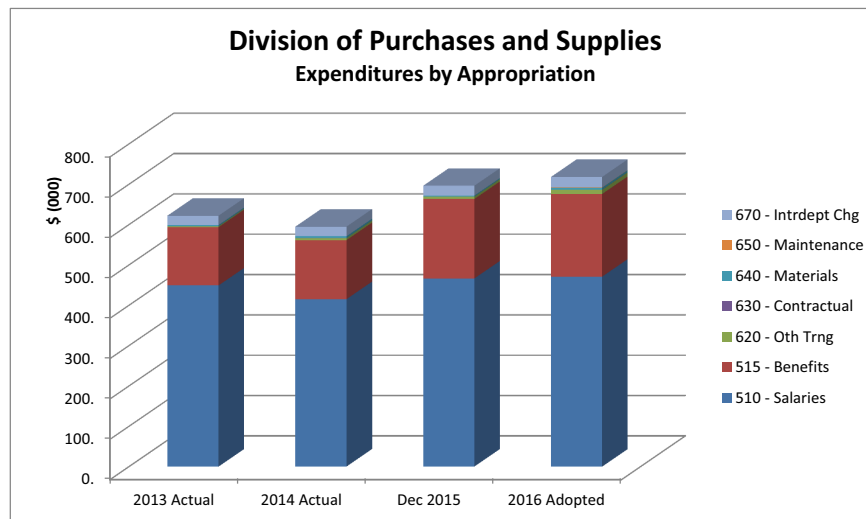
Expenditures

| | 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 | 131,098.50 |
| 2 | 2 | 2 | | | |
| <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 |
| 3 | 3 | 3 | | | |
| <u>PROFESSIONALS</u> | | | | | |
| 4 | 3 | 4 | Buyer | 20,800.00 | 49,930.03 |
| 1 | 1 | 1 | Purch Supv Div of Purch & Supp | 23,647.11 | 69,041.87 |
| 5 | 4 | 5 | | | |
| 10 | 9 | 10 | TOTAL FULL TIME | | |
| 10 | 9 | 10 | 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 |

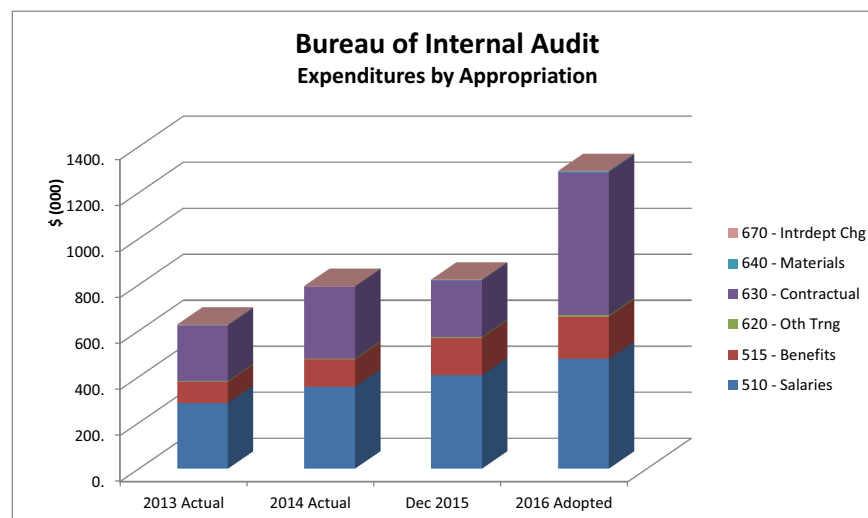
BUREAU OF INTERNAL AUDIT

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 | — | — | — | — |
| | \$ 43,863 | \$ 11,903 | \$ 4,814 | \$ — |





BUREAU OF INTERNAL AUDIT

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 | Manager of Internal Audit | 40,314.82 | 125,582.86 |
| 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 | 60,614.58 |
| 1 | 1 | 1 | In-Charge Senior Internal Auditor | 49,500.00 | 86,918.31 |
| 6 | 5 | 6 | | | |
| 7 | 6 | 7 | TOTAL FULL TIME | | |
| <u>PART TIME</u> | | | | | |
| 2 | 2 | 2 | Student Aide | 10.00 | 11.37 |
| 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 |



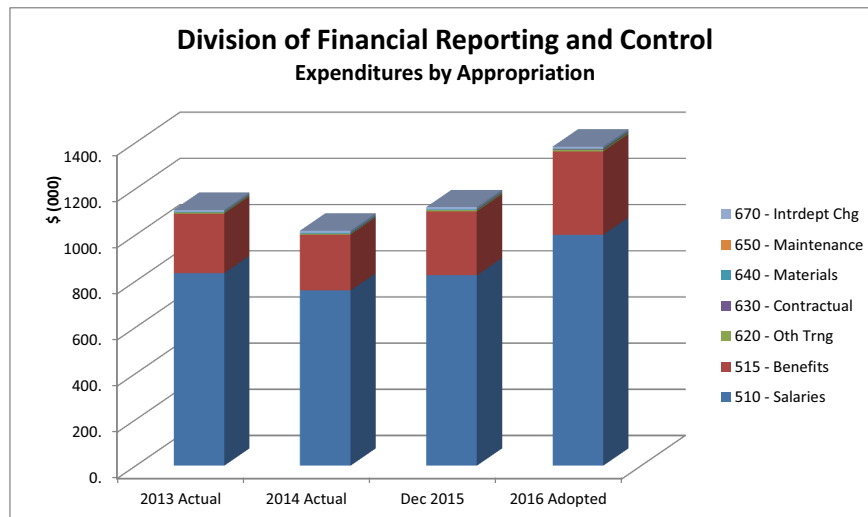
DIVISION OF FINANCIAL REPORTING AND CONTROL

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 | December 2015 | | Minimum | Maximum |
| | | | | | |
| | | | <u>ADMINISTRATORS & OFFICIALS</u> | | |
| 1 | 0 | 1 | Assistant City Comptroller | 41,312.22 | 117,075.20 |
| 1 | 1 | 1 | City Controller | 42,758.15 | 142,024.13 |
| 2 | 1 | 2 | | | |
| | | | <u>ADMINISTRATIVE SUPPORT</u> | | |
| 1 | 0 | 0 | Private Secretary | 10.00 | 22.29 |
| 1 | 0 | 0 | | | |
| | | | <u>PROFESSIONALS</u> | | |
| 2 | 1 | 2 | Accountant III | 15.48 | 25.84 |
| 4 | 4 | 4 | Accountant IV | 20,800.00 | 61,213.89 |
| 1 | 2 | 2 | Assistant Administrator | 20,800.00 | 58,564.01 |
| 3 | 3 | 3 | Accountant Supervisor | 23,647.11 | 74,729.73 |
| 1 | 1 | 1 | Fiscal Manager | 23,647.11 | 87,143.34 |
| 1 | 1 | 1 | Project Coordinator | 27,325.56 | 99,702.63 |
| 12 | 12 | 13 | | | |
| 15 | 13 | 15 | TOTAL FULL TIME | | |
| | | | <u>PART TIME</u> | | |
| 1 | 1 | 1 | Student Aide | 10.00 | 11.37 |
| 1 | 1 | 1 | TOTAL PART TIME | | |
| 16 | 14 | 16 | 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

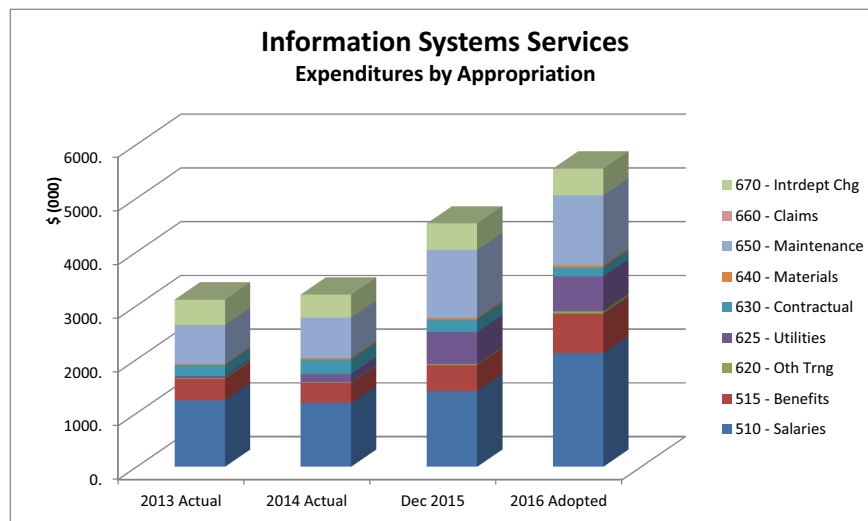
Expenditures (Continued)

| | 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 | 128,595.56 |
| 1 | 1 | 1 | Commissioner of Information Technology & Services | 52,734.82 | 150,984.16 |
| 1 | 0 | 0 | Project Manager I | 20,800.00 | 65,723.30 |
| 1 | 1 | 1 | Secretary to Directors De | 36,590.39 | 146,639.64 |
| 2 | 2 | 2 | Supervisor of Hardware Evaluation | 30,214.95 | 91,848.40 |
| 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 | 54,612.13 |
| 1 | 1 | 1 | Building Manager | 23,647.11 | 80,438.24 |
| 1 | 1 | 1 | Data Base Coordinator | 30,214.00 | 87,813.65 |
| 1 | 0 | 1 | Deputy Commissioner of Information Systems | 30,214.95 | 102,907.21 |
| 1 | 1 | 1 | Fiscal Manager | 23,647.11 | 87,143.34 |
| 0 | 0 | 1 | HelpDesk Analyst | 12.02 | 27.14 |
| 1 | 0 | 1 | IT Security Officer | 30,215.00 | 80,801.77 |
| 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 | 89,875.90 |
| 1 | 1 | 1 | Supervisor of Systems and Tech Support | 55,000.00 | 93,199.31 |
| 2 | 1 | 2 | Systems Analyst | 20,800.00 | 63,677.78 |
| 1 | 0 | 0 | Building Stationary Engineer | 18.52 | 19.33 |
| 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

| No. of Employees | | | Salary Schedule | | |
|---------------------------|------------------|----------------|------------------------------|-----------|-----------|
| Budget 2015 | December 2015 | Budget 2016 | Position | Minimum | Maximum |
| <u>TECHNICIANS</u> | | | | | |
| 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 | | |
| <u>PART TIME</u> | | | | | |
| 1 | 1 | 1 | Asset Management Coordinator | 22,333.00 | 83,969.85 |
| 1 | 1 | 1 | Sr. Budget & Mgmt Analyst | 26,273.96 | 80,628.83 |
| 1 | 0 | 2 | Student Aide | 10.00 | 11.37 |
| 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

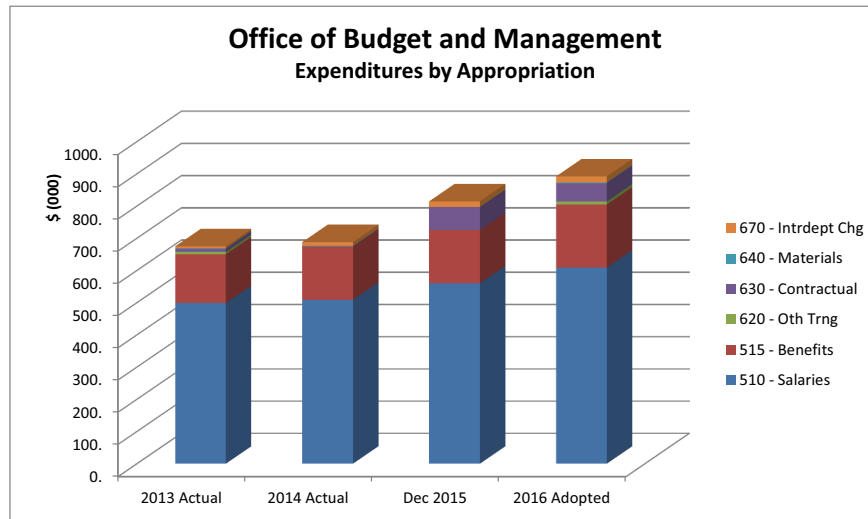
| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|---|-------------------|-------------------|-------------------|-------------------|
| Salaries and Wages | | | | |
| Full Time Permanent | \$ 485,827 | \$ 498,251 | \$ 489,769 | \$ 593,253 |
| Part-Time Permanent | — | — | 8,420 | — |
| 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 | |
|----------------|------------------|------------------|--|-----------------|------------|
| | Budget 2015 | December 2015 | | Minimum | Maximum |
| | | | | | |
| | | | <u>ADMINISTRATORS & OFFICIALS</u> | | |
| 1 | 1 | 1 | Budget Administrator | 30,214.95 | 107,006.06 |
| 1 | 1 | 1 | | | |
| | | | <u>PROFESSIONALS</u> | | |
| 2 | 1 | 1 | Accountant IV | 20,800.00 | 61,213.89 |
| 3 | 2 | 2 | Budget Analyst | 20,800.00 | 54,612.13 |
| 1 | 2 | 2 | Deputy Budget Administrator | 26,273.96 | 84,984.86 |
| 3 | 2 | 3 | Senior Budget & Management Analyst | 26,273.96 | 80,628.83 |
| 9 | 7 | 8 | | | |
| 10 | 8 | 9 | TOTAL FULL TIME | | |
| | | | <u>PART TIME</u> | | |
| 1 | 0 | 0 | Budget Analyst | 20,800.00 | 54,612.13 |
| 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 in 2014. Grants and revenue from federal, state, and local sources will support more than \$9.3 million in programs in 2014.

DIVISION OF PUBLIC HEALTH ADMINISTRATION

Expenditures

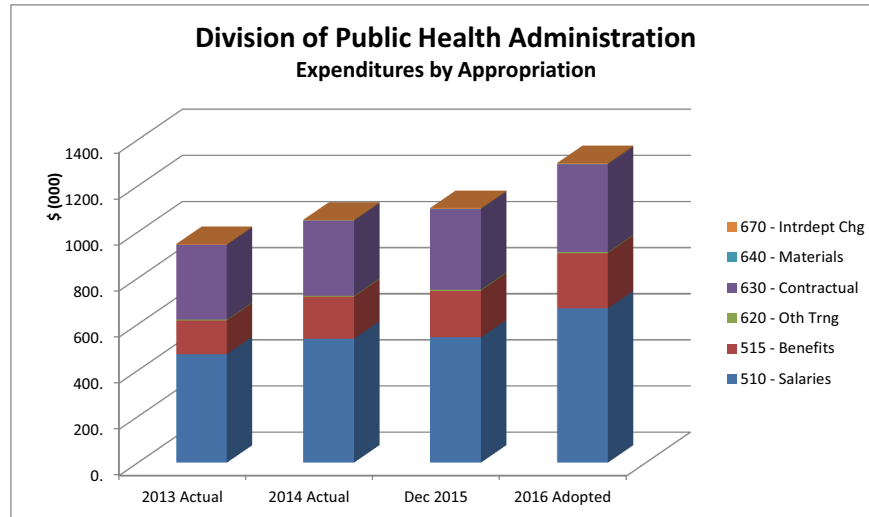
| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|---|-------------------|---------------------|---------------------|---------------------|
| Salaries and Wages | | | | |
| Full Time Permanent | \$ 467,881 | \$ 494,679 | \$ 524,980 | \$ 665,584 |
| Longevity | 2,725 | 3,600 | 3,375 | 3,200 |
| Wage Settlements | — | 443 | 443 | — |
| Separation Payments | — | 37,039 | 14,001 | — |
| Overtime | — | 1,269 | — | — |
| | \$ 470,606 | \$ 537,030 | \$ 542,799 | \$ 668,784 |
| 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 |
| 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 | \$ 1,298,807 |



DIVISION OF PUBLIC HEALTH ADMINISTRATION

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 | |
|----------------|------------------|------------------|--|-----------------|------------|
| | Budget 2015 | December 2015 | | Minimum | Maximum |
| | | | | | |
| | | | <u>ADMINISTRATORS & OFFICIALS</u> | | |
| 1 | 0 | 1 | Director of Public Health | 50,795.81 | 182,067.01 |
| 1 | 0 | 1 | | | |
| | | | <u>ADMINISTRATIVE SUPPORT</u> | | |
| 1 | 1 | 1 | Personnel Administrator | 26,273.96 | 84,984.86 |
| 1 | 1 | 1 | Stock Clerk | 13.11 | 19.16 |
| 2 | 2 | 2 | | | |
| | | | <u>PROFESSIONALS</u> | | |
| 0 | 0 | 1 | Administrative Manager | 27,193.55 | 115,424.36 |
| 1 | 1 | 1 | Chief of Computer Operations | 23,647.11 | 87,143.34 |
| 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 | 87,143.34 |
| 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 | 82,706.96 |
| 1 | 1 | 1 | Sr. Programmer Analyst | 23,647.11 | 71,459.83 |
| 6 | 6 | 8 | | | |
| 9 | 8 | 11 | TOTAL FULL TIME | | |
| 9 | 8 | 11 | 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 | \$ 822,993 |
| 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 |
| Freight Expense | 549 | 166 | — | 520 |



DIVISION OF HEALTH

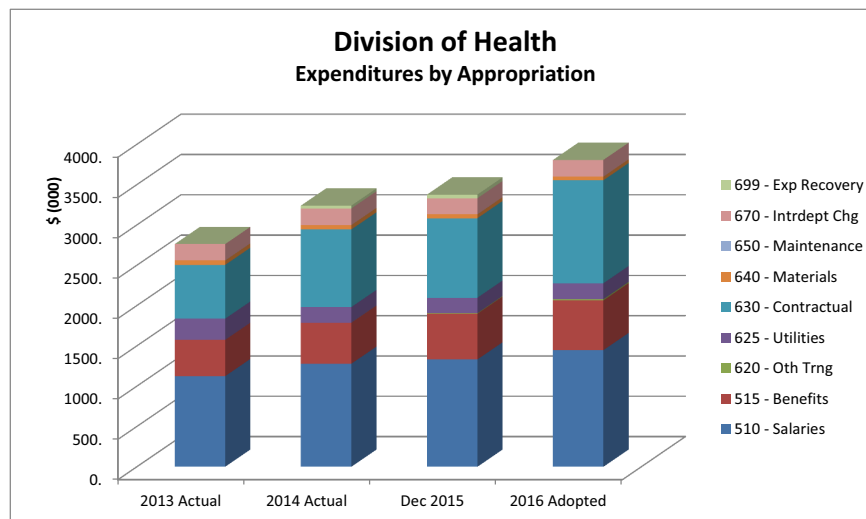
Expenditures (Continued)

| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|------------------------------------|---------------------|---------------------|---------------------|---------------------|
| 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 | \$ 1,277,104 |
| 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 |
| Expenditure Recovery | | | | |
| Expenditure Recovery | \$ — | \$ 35,357 | \$ 45,824 | \$ — |
| | \$ — | \$ 35,357 | \$ 45,824 | \$ — |
| | \$ 2,762,592 | \$ 3,240,089 | \$ 3,377,181 | \$ 3,807,019 |

DIVISION OF HEALTH

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 | — | — | — | — |
| 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 December 2015 | Budget 2016 | Position | Salary Schedule | |
|--|--------------------------------------|----------------|------------------------------------|-----------------|------------|
| | | | | Minimum | Maximum |
| <u>ADMINISTRATORS & OFFICIALS</u> | | | | | |
| 1 | 0 | 1 | Commissioner of Health | 45,021.46 | 150,984.16 |
| 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 | 58,564.01 |
| 1 | 1 | 1 | Chief of Laboratories | 23,647.11 | 82,780.43 |
| 1 | 1 | 1 | Computer Operator | 10.00 | 24.50 |
| 1 | 1 | 1 | Director Of Public Hlth Nursg | 26,273.96 | 84,984.86 |
| 1 | 1 | 1 | Grant Aministrator | 22,333.40 | 77,446.20 |
| 1 | 1 | 1 | Health Center Director | 22,333.40 | 77,446.20 |
| 2 | 2 | 2 | Project Coordinator | 27,325.56 | 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 | 80,628.83 |
| 1 | 1 | 1 | Supervisor Of Vital Statistics | 20,800.00 | 57,473.28 |
| 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.

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



DIVISION OF ENVIRONMENT

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 |

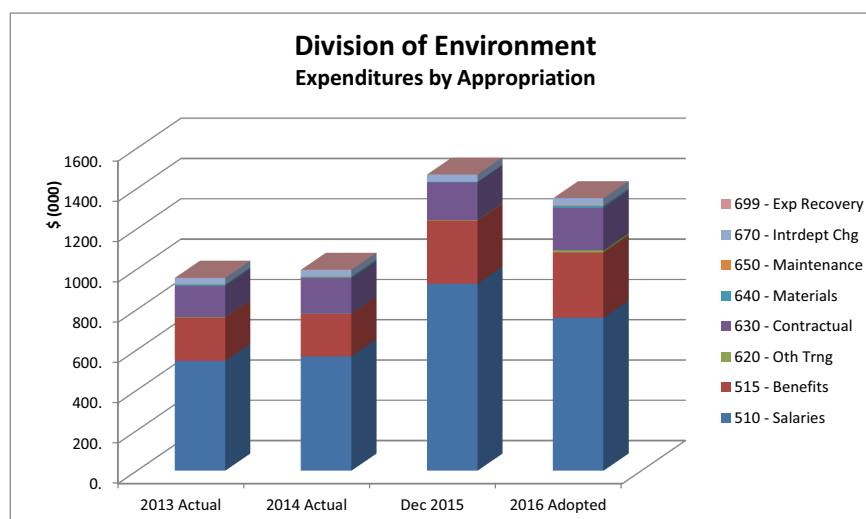
DIVISION OF ENVIRONMENT

Expenditures (Continued)

| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|------------------------------------|-------------------|-------------------|---------------------|---------------------|
| Maintenance | | | | |
| Maintenance Office Equipment | \$ 713 | \$ — | \$ — | \$ 600 |
| 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 | — | — | — | — |
| | \$ 17,576 | \$ 13,072 | \$ 75,343 | \$ 33,730 |





DIVISION OF ENVIRONMENT

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 Environment | 42,758.15 | 142,024.13 |
| 1 | 0 | 1 | | | |
| <u>ADMINISTRATIVE SUPPORT</u> | | | | | |
| 1 | 1 | 1 | Assistant Administrator | 20,800.00 | 58,564.01 |
| 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 | 62,541.14 |
| 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

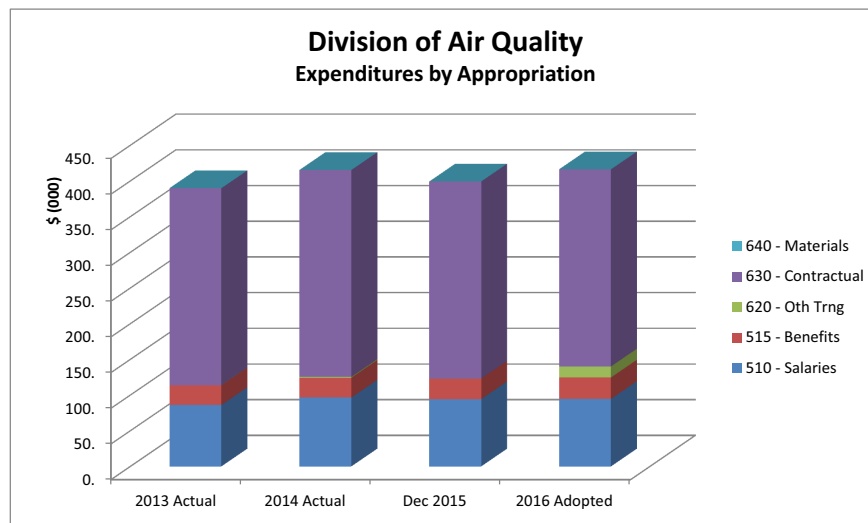
Expenditures

| | 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 | |
|------------------------|--------------------------|------------------------|--|------------------------|----------------|
| | December 2015 | Budget 2016 | | Minimum | Maximum |
| | | | <u>ADMINISTRATORS & OFFICIALS</u> | | |
| 1 | 1 | 1 | Commissioner of Air Quality | 42,758.15 | 142,024.13 |
| 1 | 1 | 1 | TOTAL FULL TIME | | |
| 1 | 1 | 1 | TOTAL DIVISION | | |

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 | \$ 2,589,762 |
| 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 | \$ 2,719,262 |
| Benefits | | | | |
| Hospitalization | \$ 216,613 | \$ 307,568 | \$ 381,420 | \$ 360,926 |
| Flex Save Admin Fees | 219 | — | — | — |
| Prescription | 53,425 | 59,766 | 72,462 | 69,362 |
| Dental | 16,757 | 20,770 | 21,083 | 20,280 |
| Vision Care | 1,560 | 1,924 | 2,024 | 2,148 |
| Public Employees Retire System | 264,758 | 361,886 | 386,273 | 370,197 |
| Police & Firemens Disab & Pens | — | (634) | — | — |
| Fica-Medicare | 25,454 | 34,424 | 37,381 | 39,429 |
| Workers' Compensation | 24,619 | 39,532 | 25,831 | 28,968 |
| Life Insurance | 1,209 | 1,531 | 1,649 | 1,872 |
| Unemployment Compensation | — | 6,403 | — | — |
| Clothing Allowance | 530 | 1,168 | 1,060 | 1,060 |
| | \$ 605,143 | \$ 834,338 | \$ 929,183 | \$ 894,242 |
| 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

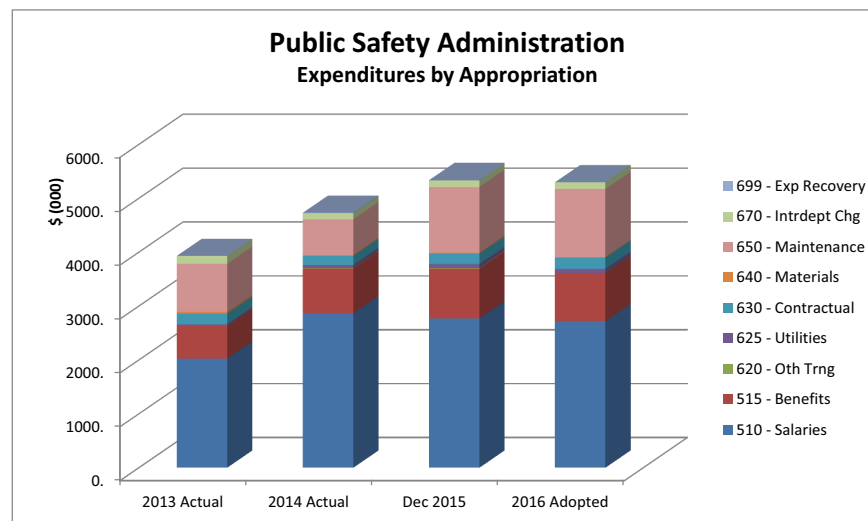
Expenditures (Continued)

| | 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 | \$ 5,298,699 |

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

| No. of Employees | | | Salary Schedule | | |
|--|------------------|----------------|--|-----------|------------|
| Budget 2015 | December 2015 | Budget 2016 | Position | Minimum | Maximum |
| <u>ADMINISTRATORS & OFFICIALS</u> | | | | | |
| 1 | 1 | 1 | Director of Public Safety | 50,795.81 | 182,067.01 |
| 1 | 0 | 0 | Publice Safety Medical Director | 80,000.00 | 250,000.00 |
| 1 | 0 | 0 | Office of Professional Standards Administrator | 26,273.96 | 72,945.53 |
| 1 | 0 | 0 | Public Safety IT Manager | 65,000.00 | 115,588.44 |
| 1 | 1 | 1 | Secretary to the Director | 36,590.39 | 146,639.64 |
| 1 | 1 | 1 | Supervisor Of Computer Operations | 30,214.95 | 91,848.40 |
| 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 | 58,564.01 |
| 1 | 1 | 1 | Budget Analyst | 20,800.00 | 54,612.13 |
| 0 | 1 | 1 | Budget Administrator | 30,214.95 | 107,006.06 |
| 1 | 1 | 1 | Executive Commission Public Safety Project - Grants | 36,590.39 | 146,639.64 |
| 2 | 2 | 2 | Executive Commissioner of Public Safety - Operations | 36,590.39 | 146,639.64 |
| 1 | 1 | 1 | Fiscal Manager | 23,647.11 | 87,143.34 |
| 1 | 1 | 1 | Grant Administrator | 22,333.40 | 77,446.20 |
| 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 Adminstrator | 26,273.96 | 84,984.86 |
| 1 | 1 | 1 | Personnel Assistant | 20,800.00 | 48,871.45 |
| 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 | 82,706.96 |
| 2 | 2 | 2 | Public Health Nurse III | 39,098.75 | 56,231.40 |
| 1 | 0 | 0 | Senior Personnel Assistant | 20,800.00 | 51,677.50 |

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 | | |
| 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 | 99,691,001 |
| 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 | 3,100,000 |
| 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 | \$ 128,419,103 |
| 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 |

DIVISION OF POLICE

Expenditures (Continued)

| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|---------------------------------|---------------------|---------------------|---------------------|---------------------|
| Utilities | | | | |
| Brokered Gas Supply | \$ 72,522 | \$ 96,238 | \$ 75,279 | \$ 77,538 |
| Cellular Servicess | — | — | 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 | — | — | — |



DIVISION OF POLICE

Expenditures (Continued)

| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|-------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Printed Materials | 1,531 | 32,478 | 11,732 | 15,000 |
| 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 | \$ 190,736,623 |

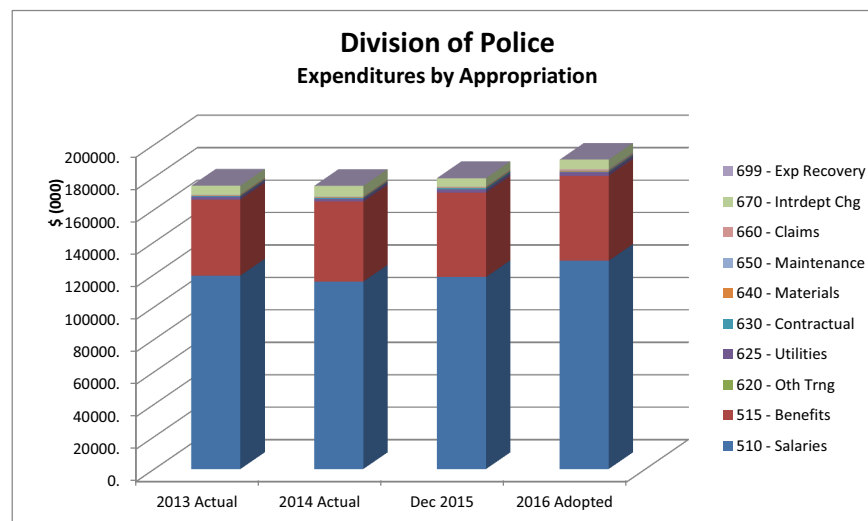
Revenues

| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|----------------------|----------------|----------------|-------------------|----------------|
| Charges For Services | \$ 639,270 | \$ 636,348 | \$ 708,791 | \$ 545,000 |

DIVISION OF POLICE

Revenues

| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|-------------------------------------|----------------------|----------------------|----------------------|----------------------|
| 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

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 | Chief of Police | 69,682.20 | 175,910.15 |
| 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 | 100,062.71 | 100,562.71 |
| 4 | 4 | 4 | Deputy Chief of Police | 63,966.00 | 148,201.09 |
| 54 | 53 | 54 | Lieutenant of Police | 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 | 37,422.27 |
| 2 | 2 | 2 | | | |
| | | | <u>PROFESSIONALS</u> | | |
| 0 | 0 | 1 | Accountant I | 20,800.00 | 60,614.58 |
| 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 |
| 2 | 1 | 1 | Project Coordinator | 27,325.56 | 99,702.63 |
| 1 | 1 | 1 | Project Director | 22,333.40 | 82,706.96 |
| 1 | 1 | 1 | Systems Analyst | 20,800.00 | 63,677.78 |
| 12 | 8 | 9 | | | |

DIVISION OF POLICE

COMPARISON OF STAFFING LEVEL

| Budget 2015 | No. of Employees December 2015 | Budget 2016 | Position | Salary Schedule | |
|---|--------------------------------------|----------------|---------------------------------|-----------------|-----------|
| | | | | Minimum | Maximum |
| <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 | 29.58 |
| 14 | 11 | 14 | Traffic Controller | 15.55 | 16.18 |
| 371 | 325 | 371 | TOTAL PART TIME | | |
| 2,145 | 2,035 | 2,144 | TOTAL DIVISION | | |

* Denotes amount not included in Total Headcount



DIVISION OF FIRE

Calvillo Angelo, Acting 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. Re-certify Firefighters as Emergency Medical Technicians and maintain and update the Division Drill manual. Conduct classes on safe driving, pump operations, aerial ladder operation, rescue techniques and other pertinent subjects. Maintain training records, test and evaluate new equipment and operations methods.



DIVISION OF FIRE

Expenditures

| | 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 | 47,961,796 |
| 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 | 1,889,718 |
| 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 | \$ 56,458,935 |
| 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 |

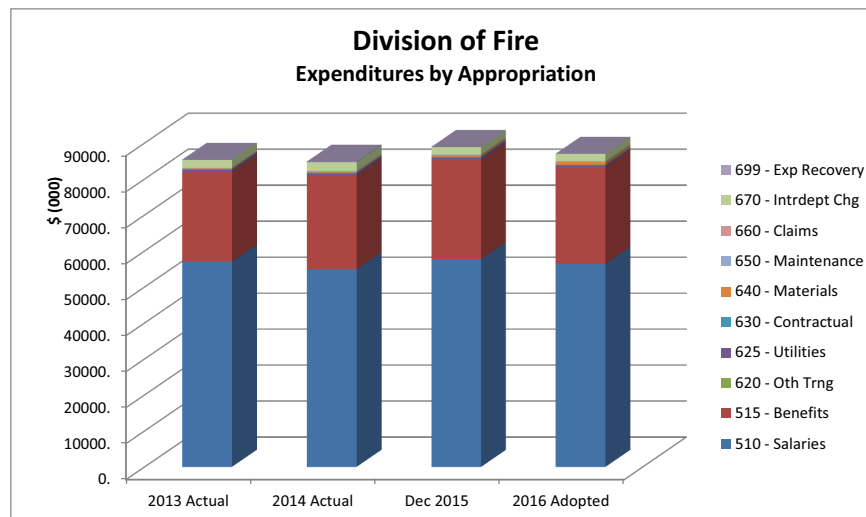
DIVISION OF FIRE

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 | \$ 87,039,122 |

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 2015 | December 2015 | | Minimum | Maximum |
| | | | | | |
| | | | <u>ADMINISTRATORS & OFFICIALS</u> | | |
| 6 | 2 | 6 | Assistant Chief of Fire | 56,790.30 | 128,087.58 |
| 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 | 175,910.15 |
| 163 | 158 | 163 | Lieutenant of Fire | 62,512.82 | 67,659.38 |
| 251 | 239 | 251 | | | |
| | | | <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 |
| 5 | 5 | 5 | | | |
| | | | <u>PROFESSIONALS</u> | | |
| 1 | 1 | 1 | Assistant Personnel Administrator | 20,800.00 | 57,473.28 |
| 1 | 1 | 1 | Project Director | 22,333.40 | 82,706.96 |
| 1 | 1 | 1 | Sr Internal Auditor | 23,647.11 | 69,041.87 |
| 3 | 3 | 3 | | | |
| | | | <u>PROTECTIVE SERVICES</u> | | |
| 0 | 39 | 39 | Apprentice-Medic I Fire | | |
| 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 |
| 492 | 502 | 492 | | | |
| 751 | 749 | 751 | TOTAL FULL TIME | | |
| 751 | 749 | 751 | TOTAL DIVISION | | |

* Denotes amount not included in Total Headcount



DIVISION OF EMERGENCY MEDICAL SERVICE

Nicole A. Carlton, Acting Commissioner

Mission Statement

To provide advanced out-of-hospital medical care and transportation to victims of illness or injury. We are committed to improving the quality of life in the City of Cleveland by maintaining the highest ethical and professional standards of pre-hospital care, treating our patients with dignity and respect, and caring for each patient as if they were a member of our own family.

The Division of Emergency Medical Service (EMS) is responsible for providing advanced life support pre-hospital care and transportation to the appropriate medical facility for the City of Cleveland through a coordinated communications network in cooperation with the Department of Fire. The Division of EMS ensures that patients receive optimal care through an initial cadet training program, Certificate of Approval #1366 for continuing education and paramedic certification accredited by the State of Ohio Department of Public Safety, comprehensive performance improvement program, state of the art technologies, and medical oversight from prominent medical professionals throughout the greater Cleveland area.

PROGRAM NAME: ADMINISTRATION

OBJECTIVES: To plan, direct, coordinate, control, and evaluate all aspects of the Division of EMS.

ACTIVITIES: Prepare, plan, and coordinate the Division's operating and capital budgets. Recruit and hire employees; maintain disciplinary records, record payroll and personnel records. Maintain patient care records; provide copies for legal, medical and billing purposes. Conduct performance improvement activities and ensure quality service to the public.

PROGRAM NAME: COMMUNICATIONS

OBJECTIVES: To effectively respond, control and direct all emergency communications via telephone, radio and data transmissions in a cooperative manner with the Division of Fire.

ACTIVITIES: Evaluate 9-1-1 calls for assistance through call prioritizing system designed to determine the call type, priority level and subsequent type of response for the Divisions of EMS and Fire. Provide pre-arrival patient care instructions to callers and coordinate appropriate third party resources to assist in the treatment and transportation of patients. Assist other City of Cleveland agencies in checking on the welfare of community members.

PROGRAM NAME: EMPLOYEE TRAINING AND EDUCATION

OBJECTIVES: To plan, direct, coordinate, and assist in all educational activities in a consolidated and cooperative manner with the Division of Fire for all pre-hospital medical care, through State of Ohio Certificate of Approval #1366, for the Department of Public Safety, including state certification at all levels; including recertification, cadet training, continuing education, as well as, quality assurance/performance improvement.

ACTIVITIES: Provide initial cadet training for all divisional employees. Conduct State of Ohio recertification and continuing education programs and classes for all levels of pre-hospital providers. Conduct professional development activities for administrative, supervisory, field, and communication's center employees. Provide professional recognized enhancement programs for all employees. Provide clinical experience for pre-hospital care providers through the Field Training Officer Program. Perform pre-hospital paramedic and EMT functioning testing as directed by the Department of Public Safety Medical Director. Implement and maintain divisional performance standards to patient care protocols, operating procedures, policies and procedures. Set performance benchmarks and monitor compliance to benchmarks. Conduct education and remediation for employee performance that is substandard to performance benchmarks.



DIVISION OF EMERGENCY MEDICAL SERVICE

PROGRAM NAME: OPERATIONS

OBJECTIVES: To respond to emergency scenes, in cooperation with the Division of Fire, to provide basic and advanced life support, transport patients to appropriate medical facilities, ensure preparedness and response for domestic terrorism.

ACTIVITIES: To respond to emergency scenes in a safe and expeditious manner. Provide basic and advanced pre-hospital medical interventions in accordance with State of Ohio Department of Public Safety guidelines. Transport patients to appropriate medical facilities. Document medical patient care and billing information to be used for performance review and service billing. Provide medical supply purchasing and distribution for the Divisions of EMS and Fire, and oversee logistical and technological support for all pre-hospital care functions. Provide supervisory oversight for all pre-hospital medical care and transportation.

PROGRAM NAME: PUBLIC EDUCATION

OBJECTIVES: To plan, direct, and coordinate all awareness and educational activities for the general public in first aid, CPR, AED, 9-1-1 education, and general health screenings.

ACTIVITIES: Provide certification and training in first aid, CPR, and AED in accordance with established American Heart Association standards. Provide training and certification in babysitting in accordance with established RED Cross standards. Provide training in Safe Sitter courses. Function as community training center for the American Heart Association. Provide general health screenings for the general population through a series of coordinated neighborhood locations throughout the City of Cleveland. Promote general health and wellness education through cooperative efforts with other leading health agencies. Install and maintain all City of Cleveland AED's.



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 | 2,200,000 |
| Deferred Overtime Payments | 101,765 | 102,220 | 98,594 | 102,500 |
| | \$ 14,115,097 | \$ 13,839,108 | \$ 14,354,633 | \$ 15,446,991 |
| 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 |

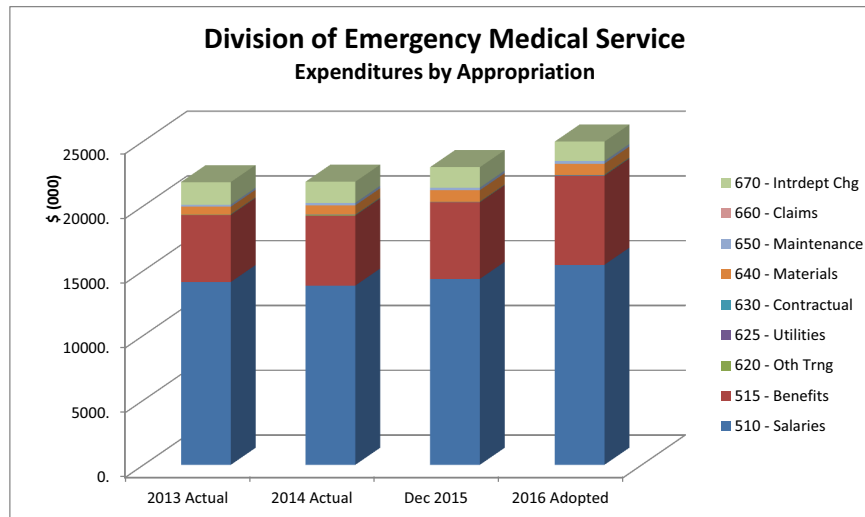
DIVISION OF EMERGENCY MEDICAL SERVICE

Expenditures (Continued)

| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|-------------------------------------|----------------------|----------------------|----------------------|----------------------|
| Contractual Services | | | | |
| Professional Services | \$ 18,234 | \$ 14,411 | \$ 9,152 | \$ 20,000 |
| 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 | \$ 24,952,593 |

**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 December 2015 | Budget 2016 | Position | Salary Schedule | |
|--|--------------------------------------|----------------|---|-----------------|------------|
| | | | | Minimum | Maximum |
| <u>ADMINISTRATORS & OFFICIALS</u> | | | | | |
| 1 | 1 | 1 | Commissioner of Emergency Medical Service | 42,758.15 | 142,024.13 |
| 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 |



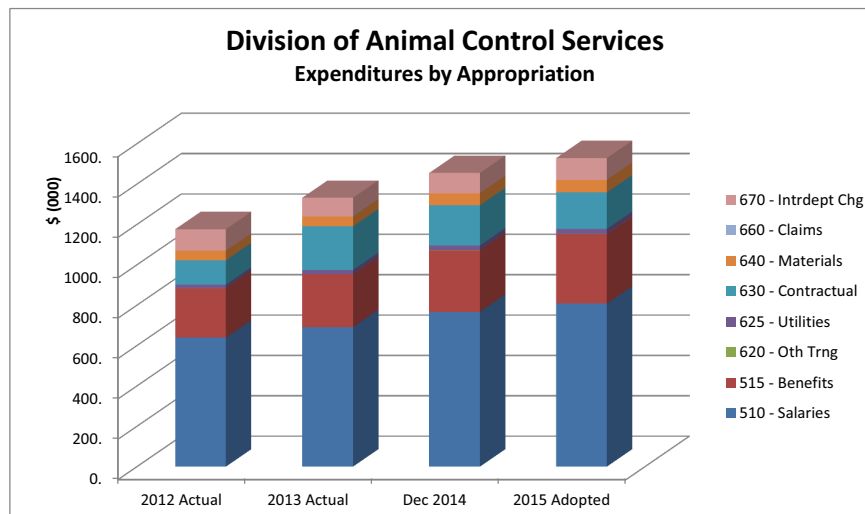
DIVISION OF ANIMAL CARE AND CONTROL

Expenditures (Continued)

| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|
| Materials & Supplies | | | | |
| Hardware & Small Tools | \$ 874 | \$ 1,205 | \$ 1,073 | \$ 1,500 |
| Small Equipment | 7,022 | 9,828 | 11,281 | 4,800 |
| 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 December 2015 | Budget 2016 | Position | Salary Schedule | |
|----------------|--------------------------------------|----------------|--|-----------------|-----------|
| | | | | Minimum | Maximum |
| | | | <u>ADMINISTRATORS & OFFICIALS</u> | | |
| 1 | 1 | 1 | Chief Animal Control Officer | 20,800.00 | 84,555.45 |
| 1 | 1 | 1 | | | |
| | | | <u>ADMINISTRATION SUPPORT</u> | | |
| 2 | 2 | 2 | Senior Clerk | 12.47 | 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 | 45,000.00 |
| 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 | 11.37 |
| 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 | 86,950 |
| 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 | \$ 7,244,287 |
| 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 | 86,825 |
| Clothing Maintenance | 48,750 | 44,500 | 49,925 | 123,225 |
| | \$ 3,063,140 | \$ 2,774,565 | \$ 2,506,358 | \$ 3,657,123 |
| 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

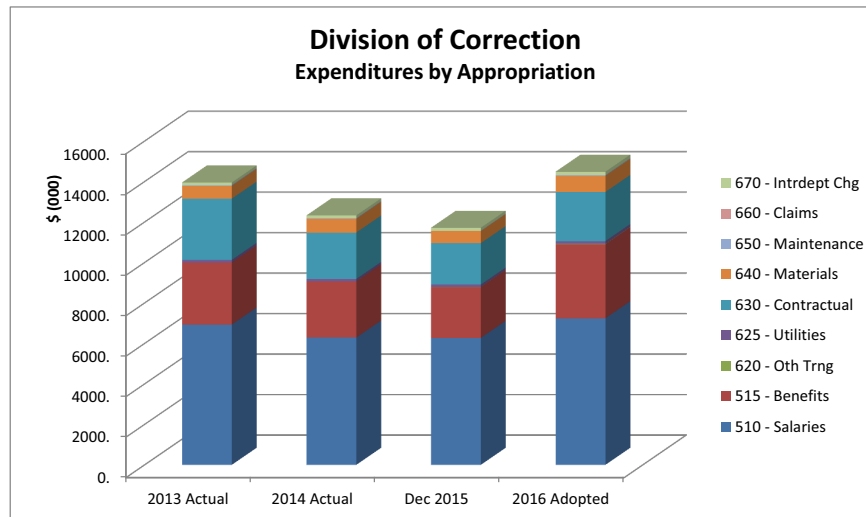
Expenditures (Continued)

| | 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 | \$ 14,486,406 |

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 December 2015 | Budget 2016 | Position | Salary Schedule | |
|--|--------------------------------------|----------------|-----------------------------|-----------------|-----------|
| | | | | Minimum | Maximum |
| <u>ADMINISTRATORS & OFFICIALS</u> | | | | | |
| 12 | 13 | 12 | Correctional Supervisor | 20,800.00 | 52,733.77 |
| 12 | 13 | 12 | | | |
| <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 | 54,612.13 |
| 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 | 51,677.50 |
| 6 | 6 | 6 | | | |
| <u>PROTECTIVE SERVICE</u> | | | | | |
| 104 | 89 | 114 | Correctional Officer | 17.29 | 19.37 |
| 104 | 89 | 114 | | | |
| <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.

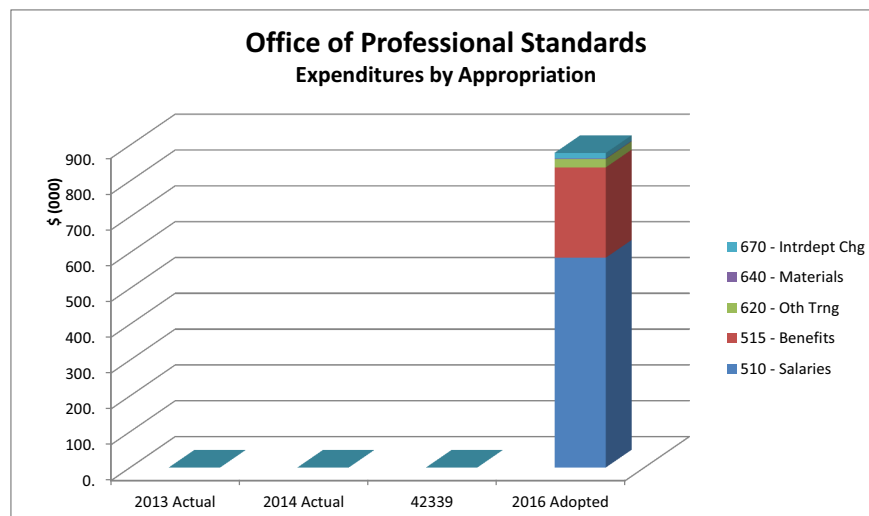
ACTIVITIES: Present the complete investigations to the Civilian Police Review Board (CPRB) for hearing and disposition.



OFFICE OF PROFESSIONAL STANDARDS

Expenditures

| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|---|----------------|----------------|-------------------|-------------------|
| 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 | |
|--|------------------|----------------|---|-----------------|------------|
| | December 2015 | Budget 2016 | | Minimum | Maximum |
| <u>ADMINISTRATORS & OFFICIALS</u> | | | | | |
| 0 | 0 | 1 | General Manager of Administrator Services | 26,273.96 | 93,908.62 |
| 0 | 0 | 1 | | | |
| <u>ADMINISTRATIVE SUPPORT</u> | | | | | |
| 0 | 0 | 1 | Private Secretary | 10.00 | 22.29 |
| 0 | 0 | 1 | Intake Specialist | 10.00 | 17.21 |
| 0 | 0 | 2 | | | |
| <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 | 7 | | | |
| 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

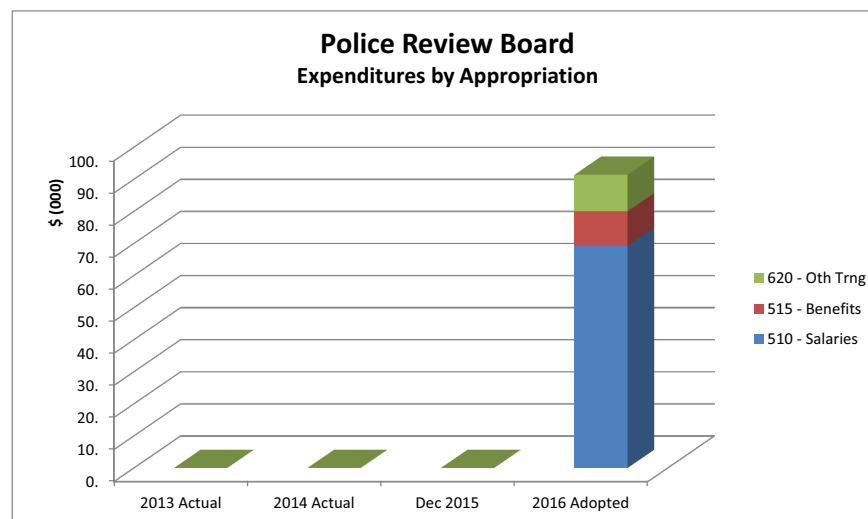
OBJECTIVES: To review the completed investigations of each citizen complaint alleging police misconduct, use of deadly force incidents and situations involving in-custody injury or death. To conduct hearings concerning various police incidents. To recommend disciplinary dispositions to the Chief of Police 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 |
| | | | <u>BOARD MEMBERS</u> | | |
| 0 | 0 | 8 | Police Review Board Chair | 7,775.00 | 7,775.00 |
| 0 | 0 | 1 | Police Review Board Member | 7,200.00 | 7,200.00 |
| 0 | 0 | 9 | TOTAL BOARD MEMBERS | | |
| | | | <u>PART TIME</u> | | |
| 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

To leverage the experience and expertise of the people of Cleveland, and to ensure that the Division of Police recognizes and operates in a manner consistent with cooperative community understanding and engagement, the City established a Community Police Commission consisting of 13 members who represent the many and diverse communities in Cleveland.

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.

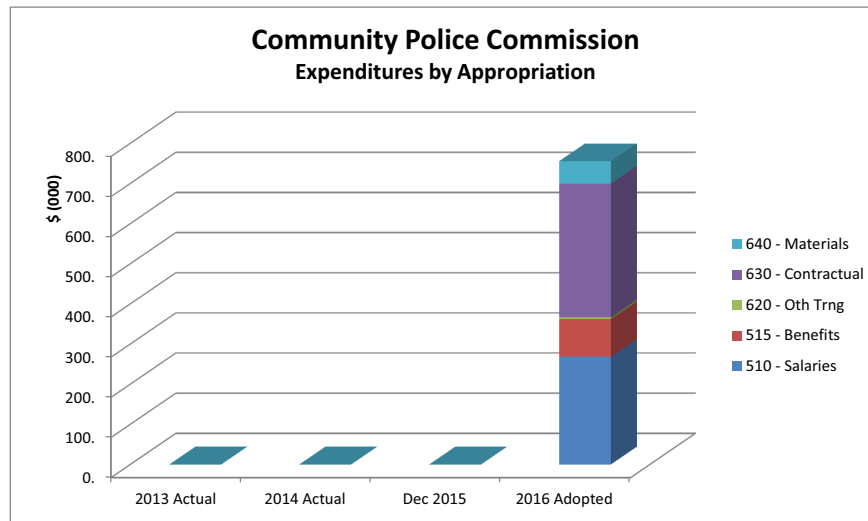


COMMUNITY POLICE COMMISSION

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 |
| | | | <u>PROFESSIONALS</u> | | |
| 0 | 0 | 1 | Administrative Manager | 27,193.55 | 115,424.36 |
| 0 | 0 | 1 | Administrative Assistant | 21,851.06 | 75,668.09 |
| 0 | 0 | 2 | Project Coordinator | 27,325.56 | 99,702.63 |
| 0 | 0 | 1 | Assistant Administrator | 20,800.00 | 58,564.01 |
| 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: ADMINISTRATIVE OPERATIONS

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.

PROGRAM NAME: FIELD OPERATIONS

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

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

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

PROGRAM NAME: HOMELAND 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.



POLICE INSPECTOR GENERAL

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.

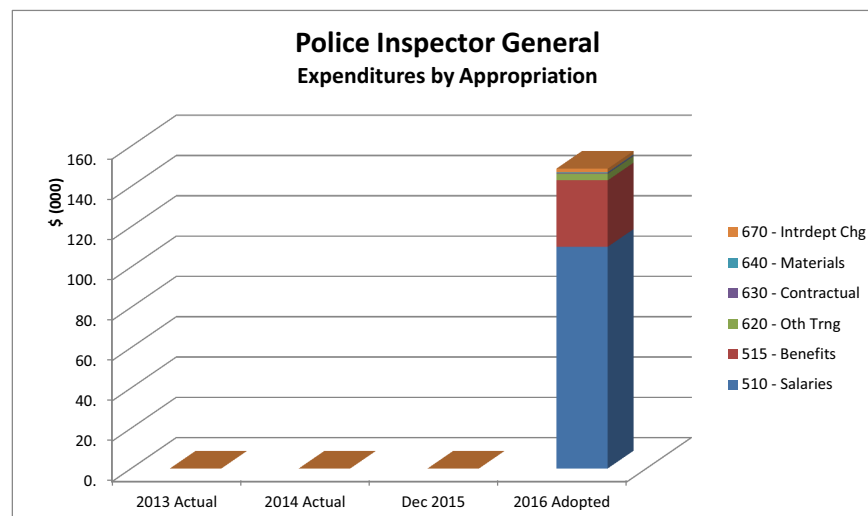
ACTIVITIES: Aggressively investigate crimes that occur in the City of Cleveland. Conduct enforcement activities against specific crimes within a target neighborhood using decoy, surveillance or search operations based upon crime analysis and trends.

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).

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 |
| | | | <u>ADMINISTRATORS & OFFICIALS</u> | | |
| 0 | 0 | 1 | Manager of Internal Audit | 40,314.82 | 125,582.86 |
| 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.

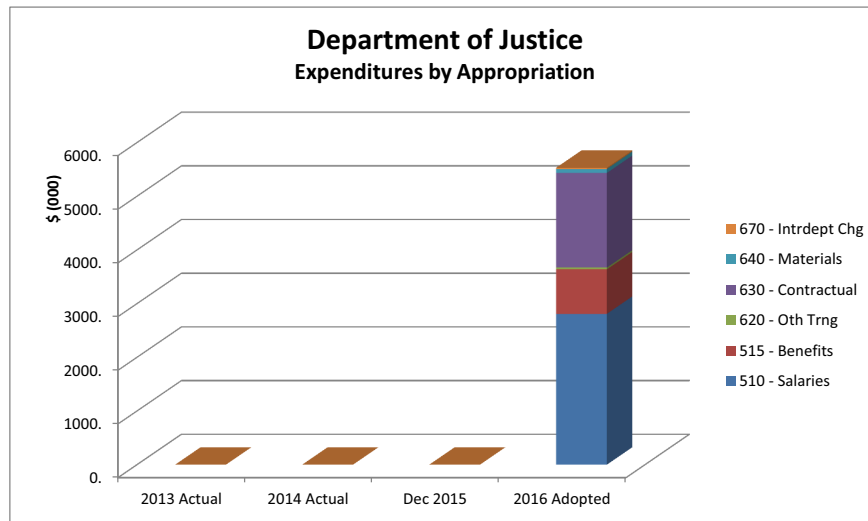
ACTIVITIES: Develop and implement a written training plan for the Division of Police's recruit academy, probationary field training, and in-service training to ensure that recruits, and officers are trained to effectively and lawfully carry out their duties in accordance with the policies of the Division 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 | 112,639.75 |
| 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 | 75,668.09 |
| 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 | 63,677.78 |
| 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 ADMIN

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 ADMIN

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 |
| Interdepart Service Charges | | | | |
| Charges From Telephone Exch | \$ 15,655 | \$ 16,116 | \$ 16,015 | \$ 20,214 |
| Charges From Radio Comm System | 1 | — | — | — |



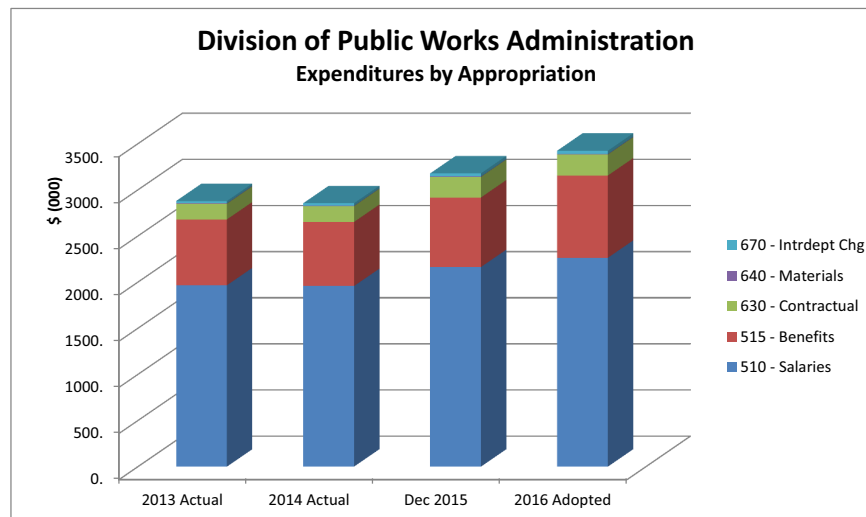
DIVISION OF PUBLIC WORKS ADMIN

Expenditures (Continued)

| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|--------------------------------|---------------------|---------------------|---------------------|---------------------|
| 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 ADMIN

COMPARISON OF STAFFING LEVEL

| Budget 2015 | No. of Employees December 2015 | Budget 2016 | Position | Salary Schedule | |
|--|--------------------------------------|----------------|--------------------------------------|-----------------|------------|
| | | | | Minimum | Maximum |
| <u>ADMINISTRATORS & OFFICIALS</u> | | | | | |
| 2 | 3 | 3 | Asst. Director of Public Works | 36,590.39 | 146,639.64 |
| 1 | 1 | 1 | Deputy Commissioner of Recreation | 26,273.96 | 84,984.86 |
| 1 | 1 | 1 | Director of Public Works | 50,795.81 | 182,067.01 |
| 1 | 1 | 1 | Manager of Administration | 40,314.82 | 125,582.86 |
| 1 | 0 | 1 | Manager of Events | 23,647.11 | 80,438.24 |
| 1 | 1 | 1 | Manager of Marketing | 30,214.95 | 107,006.06 |
| 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 | 40,556.67 |
| 2 | 2 | 2 | Principal Clerk | 14.88 | 21.12 |
| 1 | 1 | 1 | Private Secretary to the Director | 20,800.00 | 48,986.27 |
| 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 | 58,564.01 |
| 1 | 1 | 1 | Assistant Manager of Audit Cont/Per | 20,800.00 | 60,614.58 |
| 1 | 1 | 1 | Assistant Manager of Marketing | 20,800.00 | 58,564.01 |
| 1 | 1 | 1 | Assistant Manager of Recreation | 20,800.00 | 58,564.01 |
| 3 | 2 | 4 | Budget Analyst | 20,800.00 | 54,612.13 |
| 1 | 1 | 1 | Data Base Administrator | 39,937.34 | 118,853.53 |
| 3 | 4 | 4 | Personnel Administrator | 26,273.96 | 84,984.86 |
| 3 | 3 | 3 | Project Coordinator | 27,325.56 | 99,702.63 |
| 2 | 1 | 1 | Senior Budget and Management Analyst | 26,273.96 | 80,628.83 |
| 1 | 0 | 1 | Senior Personnel Assistant | 20,800.00 | 51,677.50 |
| 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

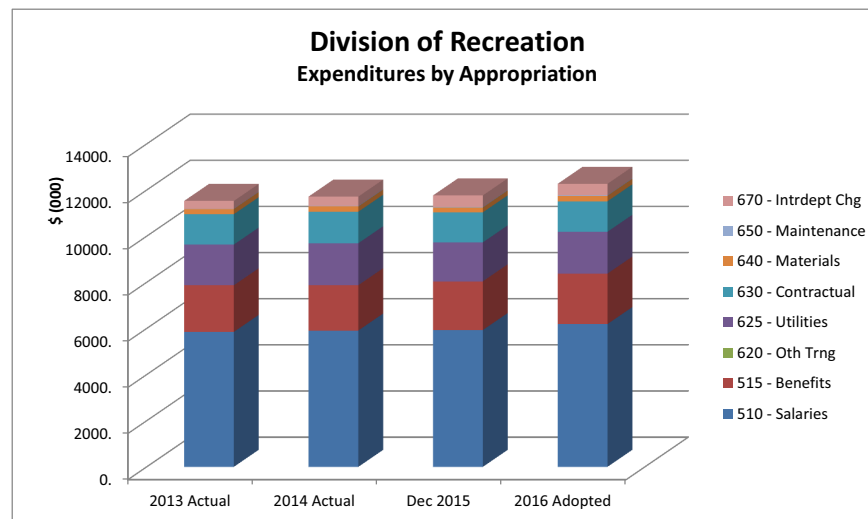
Expenditures (Continued)

| | 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 | |
|--|------------------|----------------|-----------------------------------|-----------------|------------|
| | December 2015 | Budget 2016 | | Minimum | Maximum |
| <u>ADMINISTRATORS & OFFICIALS</u> | | | | | |
| 1 | 1 | 1 | Commissioner of Recreation | 42,758.15 | 152,120.83 |
| 2 | 1 | 2 | Deputy Commissioner of Recreation | 26,273.96 | 84,984.86 |
| 6 | 5 | 6 | Manager of Recreation | 40,000.00 | 80,438.24 |
| 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 | 58,564.01 |
| 1 | 0 | 1 | Deputy Project Director | 20,800.00 | 64,734.08 |
| 1 | 1 | 1 | Project Coordinator | 27,325.56 | 99,702.63 |
| 23 | 23 | 23 | Recreation Center Manager | 32,500.00 | 73,916.85 |
| 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

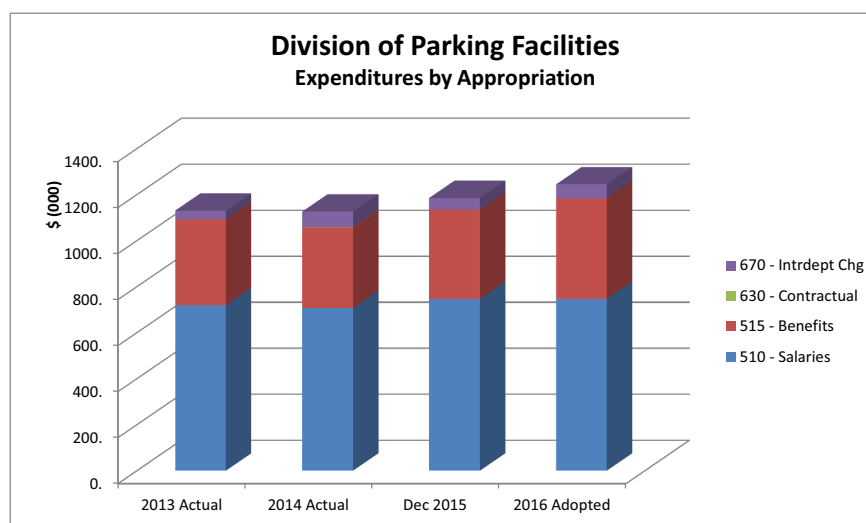
Expenditures

| | 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 | |
|---|------------------|----------------|-----------------------------------|-----------------|-----------|
| | December 2015 | Budget 2016 | | Minimum | Maximum |
| <u>PROFESSIONALS</u> | | | | | |
| 2 | 2 | 2 | Supervisor of Parking Enforcement | 20,800.00 | 41,895.39 |
| 2 | 2 | 2 | | | |
| <u>SERVICE & MAINTENANCE</u> | | | | | |
| 16 | 14 | 16 | Parking Enforcement Officer | 15.55 | 16.18 |
| 16 | 14 | 16 | | | |
| <u>TECHNICIANS</u> | | | | | |
| 1 | 1 | 1 | Parking Meter Foreman | 24,679.38 | 42,476.36 |
| 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)

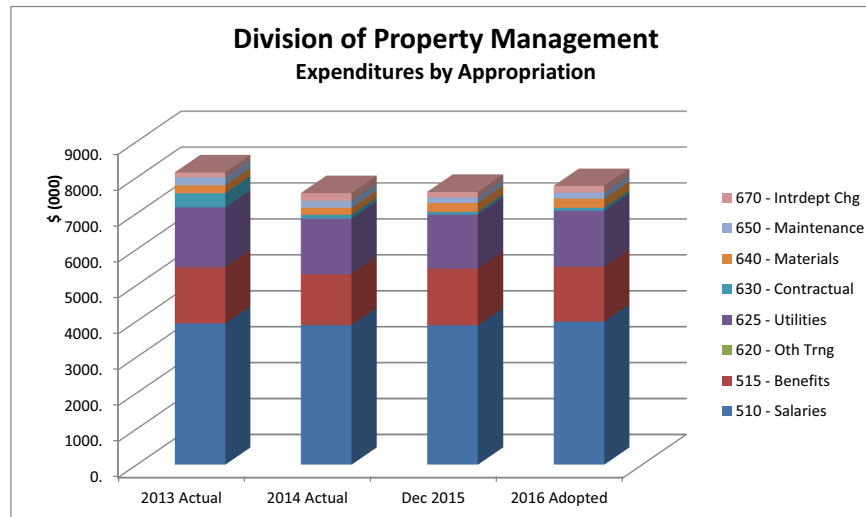
| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|------------------------------------|---------------------|---------------------|---------------------|---------------------|
| Other Contractual | 53,755 | 29,444 | 36,829 | 2,103 |
| Local Match-Grant Programs | — | 4,445 | — | — |
| | \$ 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 | 150,984.16 |
| 1 | 1 | 1 | Manager of Enterprise Unit | 23,647.11 | 80,438.24 |
| 1 | 1 | 1 | Manager of General Maintenance | 23,647.11 | 80,438.24 |
| 3 | 3 | 3 | | | |
| <u>ADMINISTRATIVE SUPPORT</u> | | | | | |
| 1 | 1 | 1 | Private Secretary | 10.00 | 22.29 |
| 1 | 1 | 1 | | | |
| <u>PROFESSIONALS</u> | | | | | |
| 1 | 1 | 1 | Administrative Manager | 27,193.55 | 115,424.36 |
| 2 | 2 | 2 | Assistant Custodian | 20,800.00 | 49,927.75 |
| 6 | 4 | 6 | Building Stationary Engineer | 18.52 | 19.33 |
| 9 | 7 | 9 | | | |
| <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 | 72,945.53 |
| 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 |
| 40 | 36 | 40 | | | |
| <u>SKILLED CRAFT</u> | | | | | |
| 1 | 0 | 1 | Chief Building Stationary Engineer | 19.80 | 20.64 |
| 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 December 2015 | Budget 2016 | Position | Salary Schedule | |
|------------------------|---|------------------------|------------------------|------------------------|----------------|
| | | | | 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 |

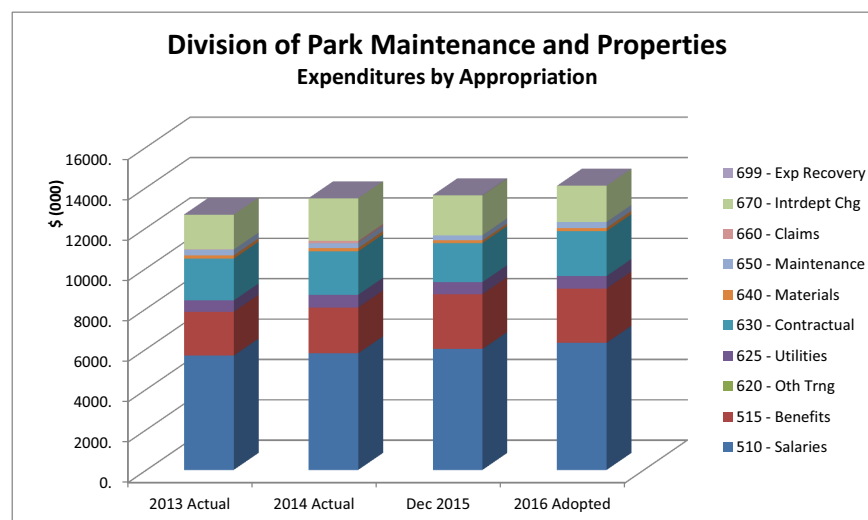
DIVISION OF PARK MAINTENANCE AND PROPERTIES

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

| No. of Employees | | | Salary Schedule | | |
|--|------------------|----------------|--|-----------|------------|
| Budget 2015 | December 2015 | Budget 2016 | Position | Minimum | Maximum |
| <u>ADMINISTRATORS & OFFICIALS</u> | | | | | |
| 1 | 1 | 1 | Commissioner of Park Maint. & Properties | 42,758.15 | 152,120.83 |
| 3 | 3 | 3 | Manager of Urban Forestry | 22,333.40 | 76,344.01 |
| 4 | 4 | 4 | | | |
| <u>ADMINISTRATIVE SUPPORT</u> | | | | | |
| 3 | 2 | 3 | Field Operations Forester | 32,445.00 | 62,378.11 |
| 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.

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 | — |



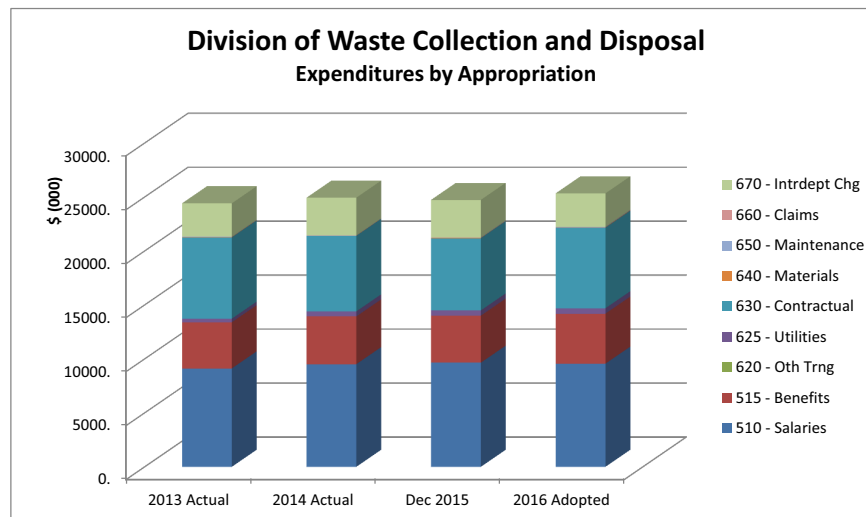
DIVISION OF WASTE COLLECTION AND DISPOSAL

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 | | Minimum | Maximum |
| | | | | | |
| | | | <u>ADMINISTRATORS & OFFICIALS</u> | | |
| 5 | 2 | 5 | Asst. Superintendent of Waste Collection | 26.95 | 28.95 |
| 1 | 0 | 1 | Commissioner of Waste Collection & Disposal | 40,314.82 | 136,049.25 |
| 1 | 1 | 1 | General Superintendent of Waste Collection | 30,473.96 | 65,693.91 |
| 7 | 3 | 7 | | | |
| | | | <u>PROFESSIONALS</u> | | |
| 1 | 0 | 1 | Project Coordinator | 27,325.56 | 99,702.63 |
| 1 | 1 | 1 | Project Director | 22,333.40 | 82,706.96 |
| 2 | 1 | 2 | | | |
| | | | <u>SKILLED CRAFT</u> | | |
| 2 | 2 | 2 | Construction Equipment Operator Group B | 38.80 | 49.60 |
| 2 | 2 | 2 | | | |
| | | | <u>SERVICE & MAINTENANCE</u> | | |
| 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 |
| 219 | 158 | 209 | | | |
| | | | <u>TECHNICIANS</u> | | |
| 2 | 2 | 2 | Radio Operator | 19.28 | 21.28 |
| 2 | 2 | 2 | | | |
| 232 | 166 | 222 | TOTAL FULL TIME | | |
| 15 | 5 | 15 | TOTAL SEASONAL (Average) * | | |
| 1 | 0 | 1 | TOTAL PART TIME | | |
| 248 | 171 | 238 | 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 | — | — |
| Just In Time Office Supplies | 328 | 2,123 | 525 | 1,000 |
| | \$ 95,827 | \$ 73,184 | \$ 84,451 | \$ 99,000 |



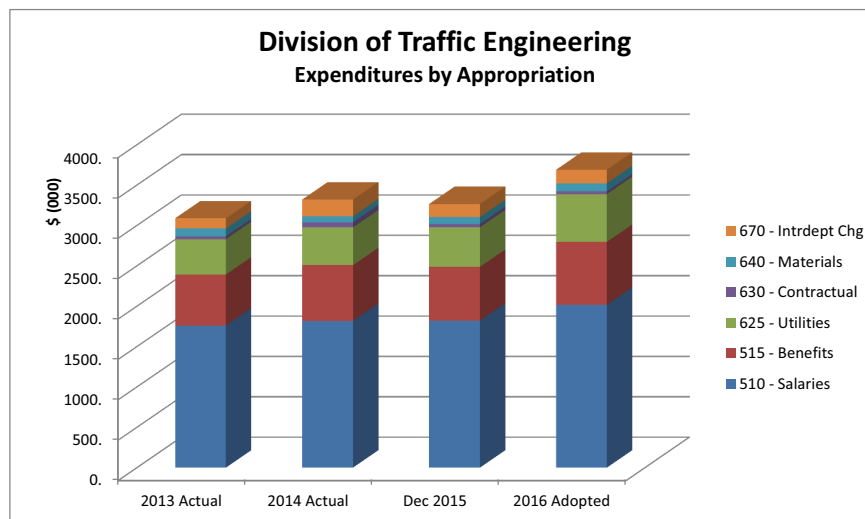
DIVISION OF TRAFFIC ENGINEERING

Expenditures (Continued)

| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|------------------------------------|---------------------|---------------------|---------------------|---------------------|
| 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 | December 2015 | | Minimum | Maximum |
| | | | | | |
| | | | <u>ADMINISTRATORS & OFFICIALS</u> | | |
| 1 | 1 | 1 | Commissioner of Traffic Engineering | 42,758.15 | 131,098.50 |
| 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 | 58,564.01 |
| 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 | 37.91 |
| 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 |



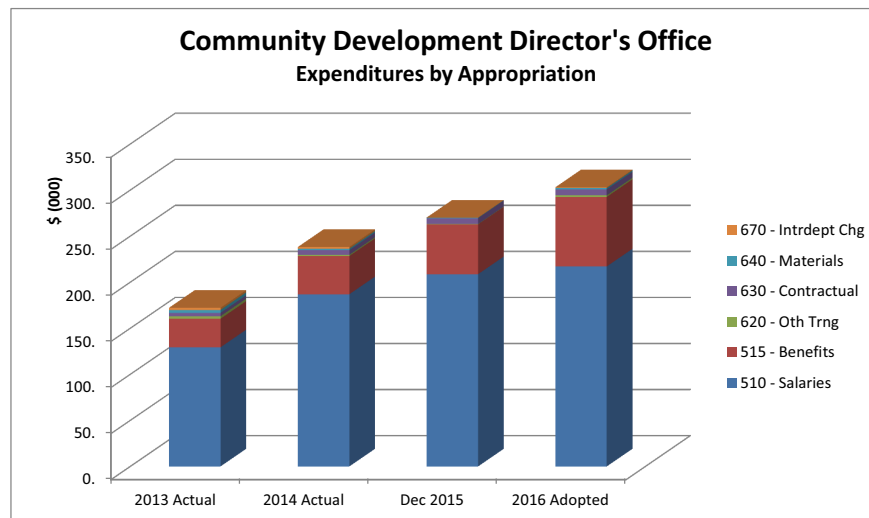
COMMUNITY DEVELOPMENT DIRECTOR'S OFFICE

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 | December 2015 | | Minimum | Maximum |
| | | | | | |
| | | | <u>ADMINISTRATORS & OFFICIALS</u> | | |
| 1 | 1 | 1 | Administrative Manager | 27,193.55 | 115,424.36 |
| 1 | 1 | 1 | | | |
| | | | <u>PROFESSIONALS</u> | | |
| 1 | 1 | 1 | Assistant Administrator | 20,800.00 | 58,564.01 |
| 2 | 0 | 2 | Consumer Protection Specialist | 10.00 | 19.37 |
| 3 | 1 | 3 | | | |
| 4 | 2 | 4 | TOTAL FULL TIME | | |
| | | | | | |
| | | | <u>BOARD MEMBERS</u> | | |
| 1 | 1 | 1 | Member of Fair Housing Board-Chair | 5,075.00 | 5,075.00 |
| 4 | 4 | 4 | Member of Fair Housing Board-Member | 4,500.00 | 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

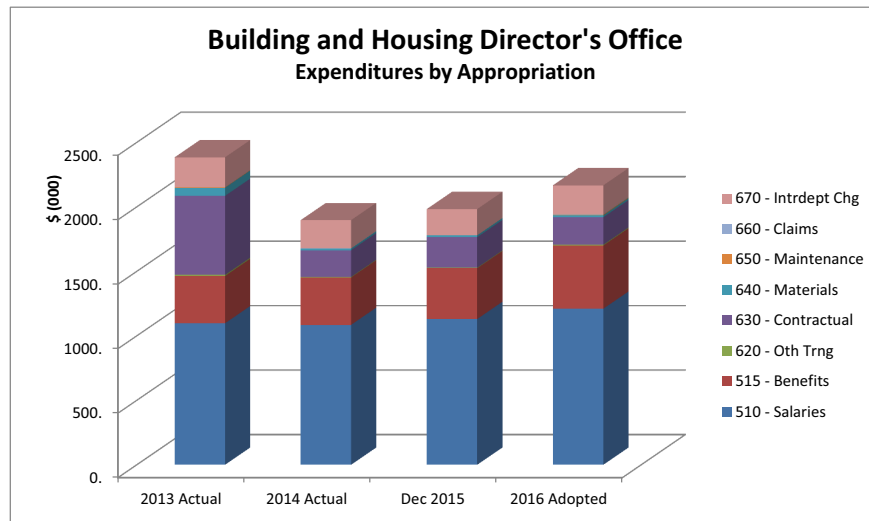
Expenditures (Continued)

| | 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 | 58,564.01 |
| 1 | 1 | 1 | Director of Building & Housing | 50,795.81 | 182,067.01 |
| 1 | 1 | 1 | Legal Secretary | 20,800.00 | 47,303.11 |
| 1 | 0 | 1 | Secretary to the Director | 36,590.39 | 146,639.64 |
| 4 | 3 | 4 | | | |
| <u>ADMINISTRATIVE SUPPORT</u> | | | | | |
| 1 | 1 | 1 | Paralegal | 20,800.00 | 45,020.62 |
| 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 |
| 9 | 7 | 7 | | | |
| <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 | 100,805.07 |
| 0 | 1 | 1 | Demolition Compliance Officer | 20,800.00 | 51,170.01 |
| 1 | 0 | 0 | Deputy Project Director | 20,800.00 | 64,734.08 |
| 0 | 1 | 1 | Fiscal Manager | | |
| 1 | 1 | 1 | Project Coordinator | 27,325.56 | 99,702.63 |
| 1 | 0 | 0 | Senior Budget & Management Analyst | 26,273.96 | 80,628.83 |
| 8 | 8 | 8 | | | |
| <u>TECHNICIAN</u> | | | | | |
| 1 | 1 | 1 | Data Base Administrator | 39,937.34 | 118,853.53 |
| 1 | 1 | 1 | Financial Systems Coordinator | 23,647.11 | 69,041.87 |
| 0 | 1 | 2 | Sr Data Conversion Operator | 13.47 | 19.37 |
| 2 | 3 | 4 | | | |
| 23 | 21 | 23 | TOTAL FULL TIME | | |
| 23 | 21 | 23 | 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 |

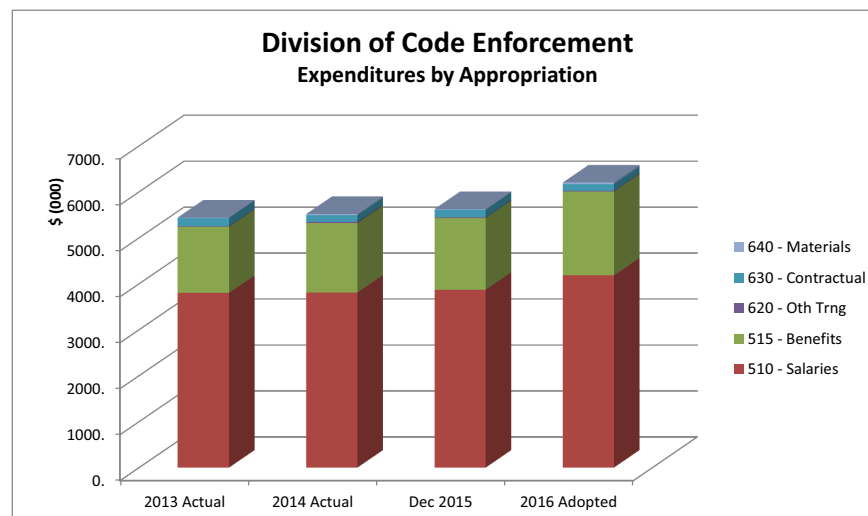
DIVISION OF CODE ENFORCEMENT

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 | 84,633.53 |
| 1 | 1 | 1 | Bureau Manager - Building | 26,797.11 | 84,633.53 |
| 1 | 1 | 1 | Commissioner of Code Enforcement | 42,758.15 | 142,024.13 |
| 3 | 4 | 4 | | | |
| <u>ADMINISTRATIVE SUPPORT</u> | | | | | |
| 1 | 1 | 1 | Paralegal | 20,800.00 | 45,020.62 |
| 1 | 1 | 1 | Principal Clerk | 14.88 | 21.12 |
| 7 | 0 | 3 | Senior Clerk | 12.47 | 17.43 |
| 9 | 2 | 5 | | | |
| <u>PROFESSIONALS</u> | | | | | |
| 2 | 1 | 1 | Building Inspector Interim | 19.00 | 21.39 |
| 5 | 3 | 5 | Chief Building Inspector | 20,800.00 | 70,053.60 |
| 1 | 1 | 1 | Chief Electrical Inspector | 20,800.00 | 70,053.60 |
| 1 | 1 | 1 | Chief Elevator Inspector | 20,800.00 | 70,053.60 |
| 9 | 6 | 8 | | | |
| <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 | 14.83 | 25.86 |
| 3 | 3 | 3 | Plumbing Inspector 2 | 15.66 | 27.32 |
| 33 | 27 | 32 | Residential Building Inspector | 17.69 | 21.36 |



DIVISION OF CODE ENFORCEMENT

COMPARISON OF STAFFING LEVEL

| Budget 2015 | No. of Employees December 2015 | Budget 2016 | Position | Salary Schedule | |
|------------------|--------------------------------------|----------------|---------------------------------|-----------------|-----------|
| | | | | 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 | 84,633.53 |
| 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 |



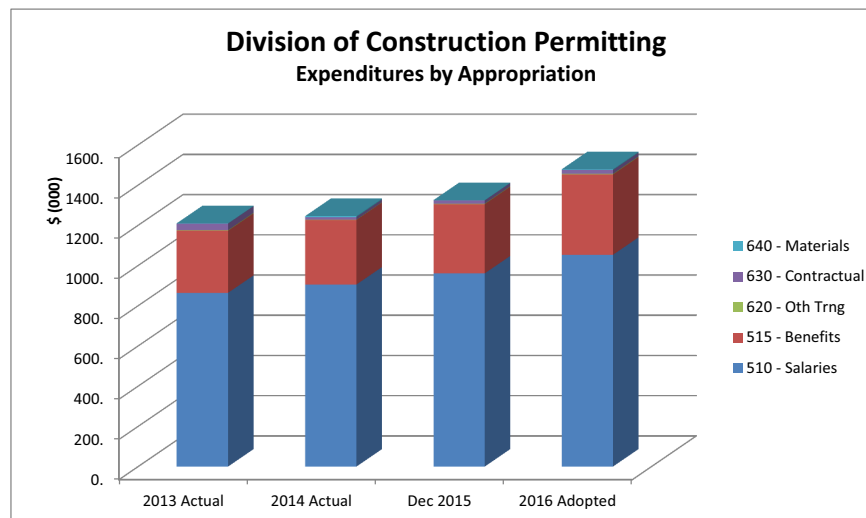
DIVISION OF CONSTRUCTION PERMITTING

Expenditures (Continued)

| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|---------------------------------|------------------------|------------------------|---------------------------|------------------------|
| Materials & Supplies | | | | |
| Office Supplies | \$ — | \$ — | \$ — | \$ 400 |
| Computer Supplies | — | — | — | 300 |
| 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 | |
|----------------|------------------|----------------|---|-----------------|------------|
| | Budget 2015 | Budget 2016 | | Minimum | Maximum |
| | | | <u>ADMINISTRATORS & OFFICIALS</u> | | |
| 1 | 1 | 1 | Assistant Commissioner of Construction Permitting | 26,273.96 | 92,066.54 |
| 1 | 1 | 1 | Commissioner of Construction Permitting | 42,758.15 | 142,024.13 |
| 2 | 2 | 2 | | | |
| | | | <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 | | |
| 1 | 0 | 1 | Customer Support Rep | 12.15 | 18.57 |
| 2 | 1 | 1 | Senior Clerk | 12.47 | 17.43 |
| 4 | 2 | 3 | | | |
| | | | <u>PROFESSIONALS</u> | | |
| 4 | 4 | 4 | Assistant Plan Examiner | 16.29 | 24.50 |
| 5 | 4 | 5 | Master Plan Examiner | 23,647.11 | 104,877.59 |
| 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 |
| 13 | 13 | 14 | | | |
| 19 | 17 | 19 | TOTAL FULL TIME | | |
| 19 | 17 | 19 | 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

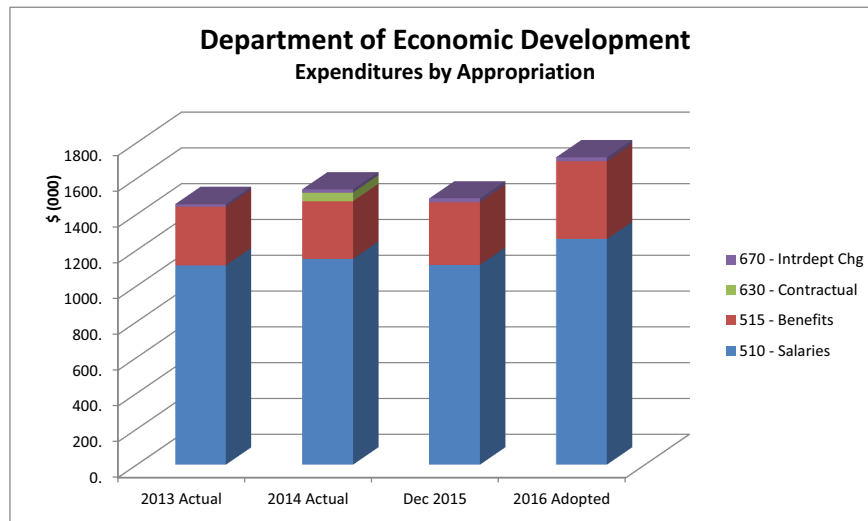
| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|------------------------------------|---------------------|---------------------|---------------------|---------------------|
| Salaries and Wages | | | | |
| Full Time Permanent | \$ 1,110,213 | \$ 1,083,048 | \$ 1,068,682 | \$ 1,257,843 |
| 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

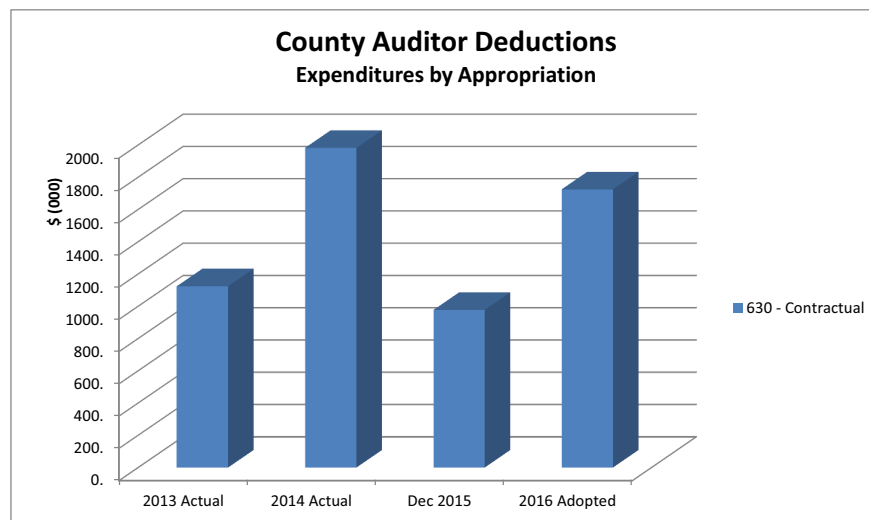
| Budget 2015 | No. of Employees | | Position | Salary Schedule | |
|----------------|------------------|------------------|--|-----------------|------------|
| | Budget 2015 | December 2015 | | Minimum | Maximum |
| | | | | | |
| | | | <u>ADMINISTRATORS & OFFICIALS</u> | | |
| 0 | 1 | 1 | Assistant Director HR/Economic Development | 30,214.95 | 115,924.76 |
| 1 | 1 | 1 | Budget Administrator | 30,214.95 | 107,006.06 |
| 1 | 1 | 1 | Director of Economic Development | 50,795.81 | 182,067.01 |
| 1 | 1 | 1 | Executive Assistant To The Mayor | 50,795.81 | 182,067.01 |
| 1 | 0 | 0 | Secretary to Directors | 36,590.39 | 146,639.64 |
| 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 | 58,564.01 |
| 1 | 1 | 1 | Auditor | 20,800.00 | 60,614.58 |
| 0 | 1 | 1 | Development Finance Analyst I | 34,000.00 | 62,034.52 |
| 2 | 2 | 3 | Development Finance Analyst II | 51,043.20 | 87,567.00 |
| 0 | 2 | 3 | Economic Development Specialist | 40,000.00 | 52,000.00 |
| 1 | 0 | 1 | Office Manager | 20,800.00 | 51,170.01 |
| 6 | 4 | 4 | Project Coordinator | 27,325.56 | 99,702.63 |
| 1 | 0 | 0 | Project Director | 22,333.40 | 82,706.96 |
| 15 | 12 | 15 | | | |
| 19 | 16 | 19 | TOTAL FULL TIME | | |
| | | | | | |
| 19 | 16 | 19 | TOTAL DIVISION | | |



COUNTY AUDITOR DEDUCTIONS

Expenditures

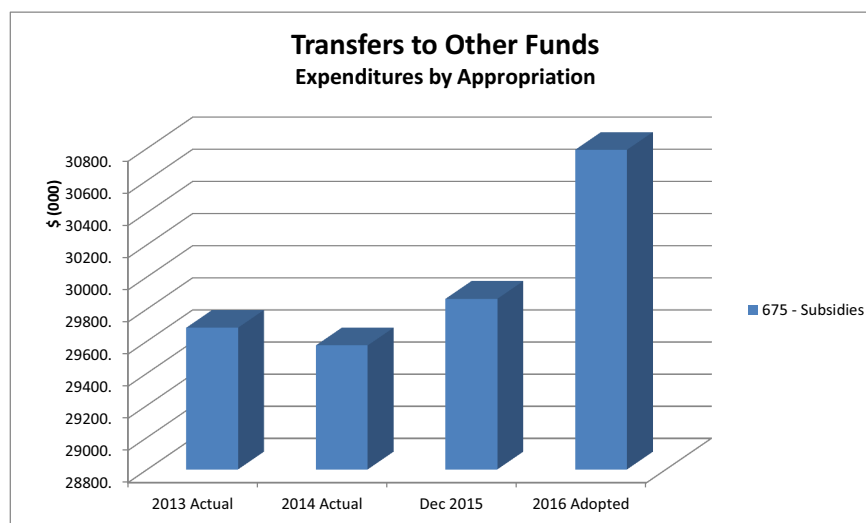
| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|-----------------------------|---------------------|---------------------|-------------------|---------------------|
| Contractual Services | | | | |
| Non Productive Land Sales | \$ 35,375 | \$ 14,203 | \$ 8,216 | \$ 10,000 |
| Board Of 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

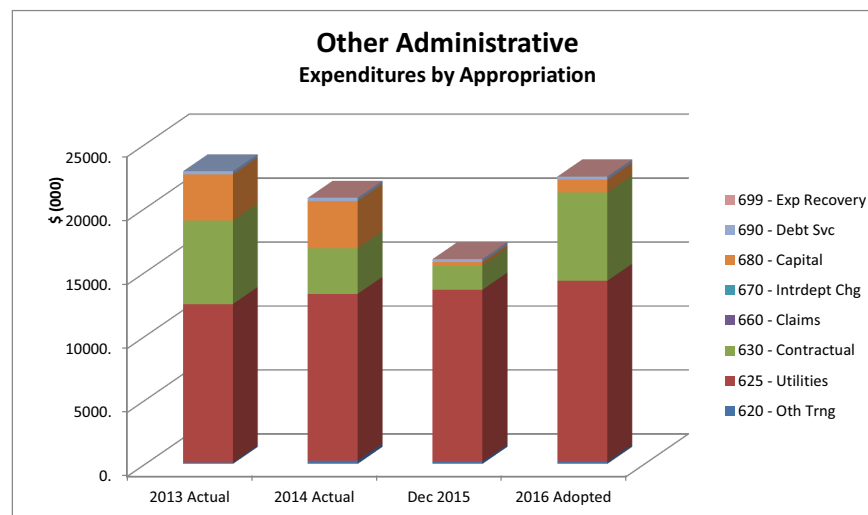
Expenditures

| | 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 |





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.



Special Revenue Funds

Special Revenue Fund Summary

| | 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% |
| 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 | \$ 18,244,040 | \$ 23,811,526 | \$ 12,505,916 | \$ 11,684,166 | \$ (821,750) | -7% |

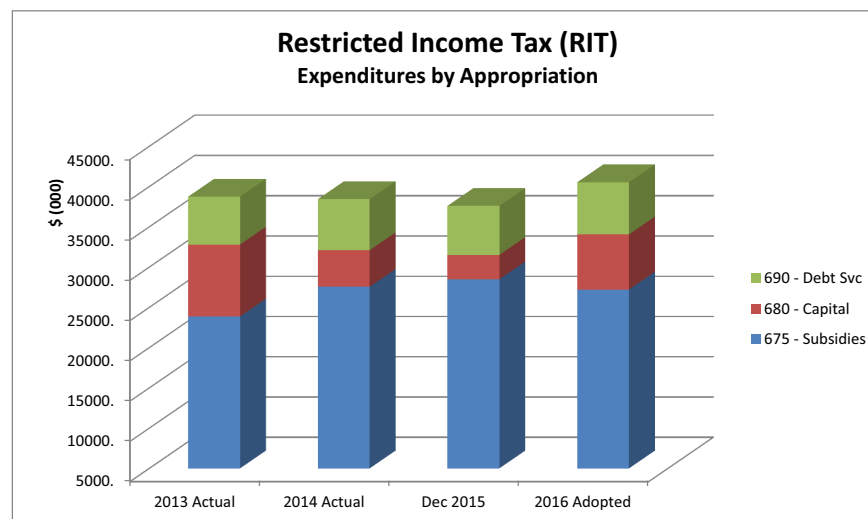
RESTRICTED INCOME TAX

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 | \$ 37,168,528 | \$ 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 |



Special Revenue Funds

Department of Public Works

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 |

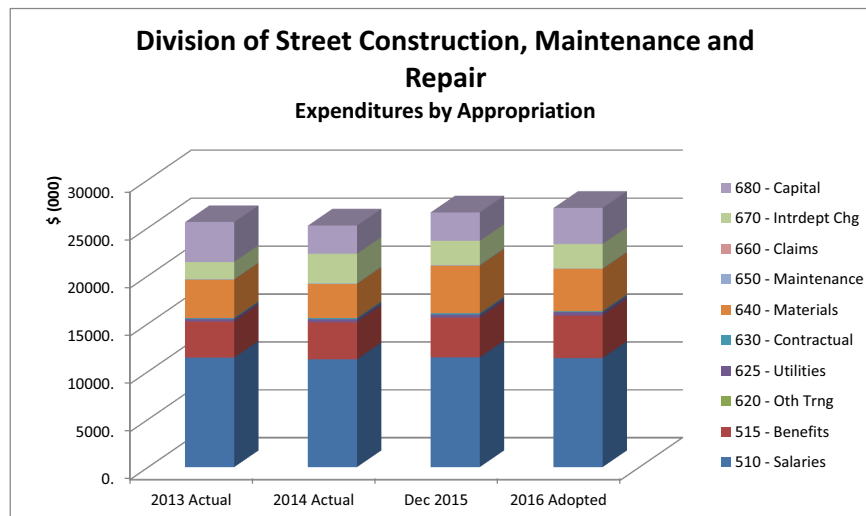
STREET CONSTRUCTION, MAINTENANCE & REPAIR

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

| No. of Employees | | | Salary Schedule | | |
|--|------------------|----------------|---|-----------|------------|
| Budget 2015 | December 2015 | Budget 2016 | Position | Minimum | Maximum |
| <u>ADMINISTRATORS & OFFICIALS</u> | | | | | |
| 1 | 0 | 1 | Commissioner of Streets | 40,314.82 | 136,049.25 |
| 1 | 0 | 1 | | | |
| <u>PROFESSIONALS</u> | | | | | |
| 2 | 1 | 2 | Administrative Manager | 27,193.55 | 115,424.36 |
| 0 | 0 | 1 | Assistant Administrator | 20,800.00 | 58,564.01 |
| 1 | 1 | 1 | Section Chief of Engineering and Construction | 50,000.00 | 100,773.99 |
| 3 | 2 | 4 | | | |
| <u>SKILLED CRAFT</u> | | | | | |
| 4 | 2 | 4 | Asphalt Construction Unit Leader | 26.37 | 39.56 |
| 21 | 20 | 20 | Asphalt Tamper | 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 | 49.75 |
| 5 | 5 | 5 | Construction Equipment Operator Group B | 38.80 | 49.60 |
| 17 | 14 | 17 | Electric Bridge Operator | 10.00 | 17.89 |
| 4 | 4 | 4 | Electric Bridge Operator Leader | 10.00 | 19.16 |
| 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 | 50.25 |
| 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 December 2015 | Budget 2016 | Position | Salary Schedule | |
|----------------|--------------------------------------|----------------|---|-----------------|---------|
| | | | | 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****Contractual Services**

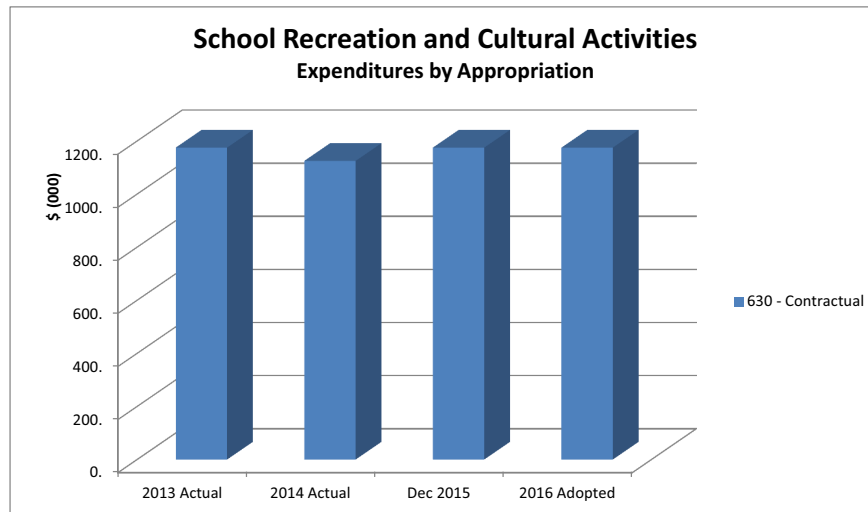
Other Contractual

| 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|---------------------|---------------------|---------------------|---------------------|
| \$ 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

Transfers In

| 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|---------------------|---------------------|---------------------|---------------------|
| \$ 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 |



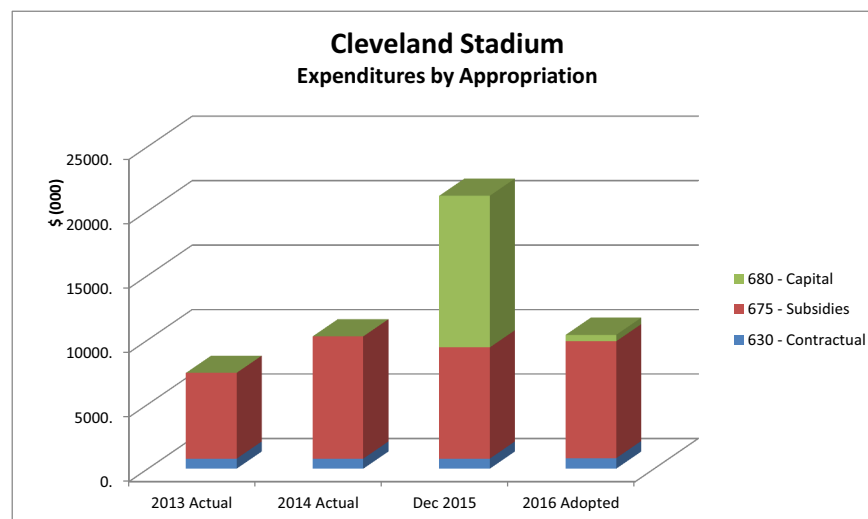
CLEVELAND STADIUM

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 | 60 | 18 | 30% |
| 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 | 77 | 8 | 10% |
| 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% |

| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget | \$ Change | % Change |
|--------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-------------|
| FT Staffing Levels | 968 | 914 | 902 | 1,130 | 228 | 20% |
| 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 | \$ 11,939,956 | \$ 8,758,702 | \$ 7,545,971 | \$ 7,545,971 | \$ 7,545,971 | 100% |
| 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 | \$ 13,408,901 | \$ 22,774,954 | \$ 22,376,412 | \$ 22,376,412 | \$ 22,376,412 | 100% |
| 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 | \$ 70,931,475 | \$ 76,230,843 | \$ 76,514,751 | \$ 76,514,751 | \$ 76,514,751 | 100% |
| FT Staffing Levels | 350 | 420 | 350 | 360 | 10 | 3% |



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

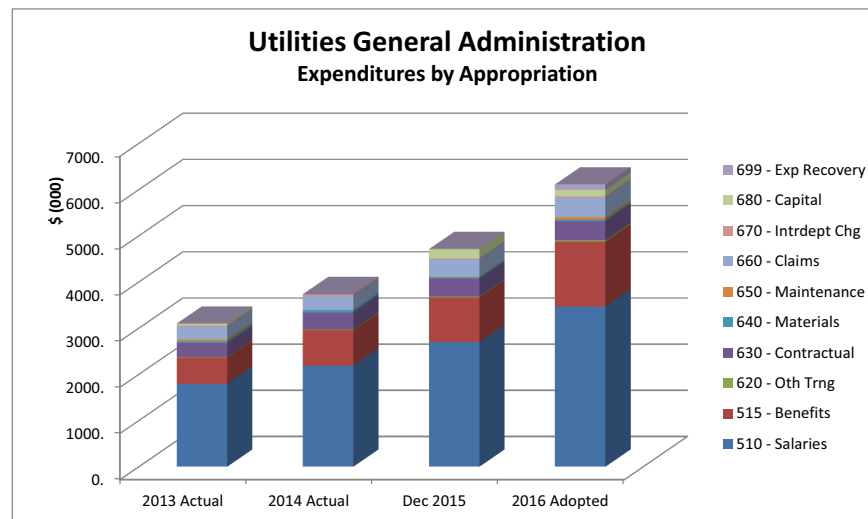
Expenditures (Continued)

| | 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 | 146,639.64 |
| 1 | 1 | 1 | Assistant Manager-App. Dev. and Technical Support | 46,224.91 | 128,595.56 |
| 1 | 0 | 0 | Cable Production Manager | 20,800.00 | 95,880.64 |
| 1 | 1 | 1 | Director of Public Utilities | 100,000.00 | 236,515.54 |
| 1 | 2 | 2 | General Manager of Administrative Services | 26,273.96 | 93,908.62 |
| 2 | 2 | 2 | Manager of Marketing | 30,214.95 | 107,006.06 |
| 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 | 112,639.75 |
| 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 | 47,303.11 |
| 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 | 58,564.01 |
| 1 | 1 | 1 | Assistant Contract Compliance Officer | 20,800.00 | 58,564.01 |
| 1 | 2 | 2 | Assistant Director of Law I (s) | 26,250.00 | 88,693.33 |
| 2 | 3 | 3 | Assistant Manager of Marketing | 20,800.00 | 58,564.01 |
| 0 | 1 | 1 | Assistant Personnel Administrator | 20,800.00 | 57,473.28 |
| 0 | 0 | 1 | Business Process Analyst | 55,000.00 | 100,805.07 |
| 1 | 1 | 1 | Chief Assistant Director of Law | 31,500.00 | 130,083.54 |
| 1 | 1 | 1 | Chief Photographer | 20,800.00 | 56,521.12 |
| 1 | 1 | 1 | Civil Service Examiner II | 20,800.00 | 45,020.62 |
| 0 | 1 | 1 | Data Base Coordinator | 30,214.00 | 87,813.65 |
| 2 | 1 | 2 | Desktop Publishing Specialist | 20,800.00 | 59,870.58 |
| 1 | 1 | 1 | Personnel Administrator | 26,273.96 | 84,984.86 |
| 1 | 1 | 1 | Photographer | 10.00 | 23.30 |
| 3 | 1 | 2 | Project Coordinator | 27,325.56 | 99,702.63 |
| 1 | 0 | 0 | Project Director | 22,333.40 | 82,706.96 |
| 0 | 2 | 3 | Reporter/Producer-TV20 | | |



UTILITIES GENERAL ADMINISTRATION

COMPARISON OF STAFFING LEVEL

| Budget 2015 | No. of Employees December 2015 | Budget 2016 | Position | Salary Schedule | |
|-----------------------------------|--------------------------------------|----------------|--------------------------------|-----------------|-----------|
| | | | | Minimum | Maximum |
| 3 | 1 | 3 | Senior Systems Analyst | 20,800.00 | 42,414.34 |
| 2 | 2 | 2 | Telecommunications Specialist | 30,215.00 | 66,351.39 |
| 32 | 28 | 37 | | | |
| <u>PROTECTIVE SERVICES</u> | | | | | |
| 8 | 0 | 8 | Safety Programs Officer II | 25,000.00 | 51,187.74 |
| 8 | 0 | 8 | | | |
| <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 |
| 3 | 3 | 3 | | | |
| 55 | 42 | 60 | TOTAL FULL TIME | | |
| 2 | 0 | 2 | TOTAL SEASONALS | | |
| 0 | 1 | 1 | TOTAL PART TIME | | |
| 2 | 0 | 2 | TOTAL STUDENT ASSISTANT | | |
| 59 | 43 | 65 | 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.

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.



OFFICE OF RADIO COMMUNICATIONS

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 | — | — |

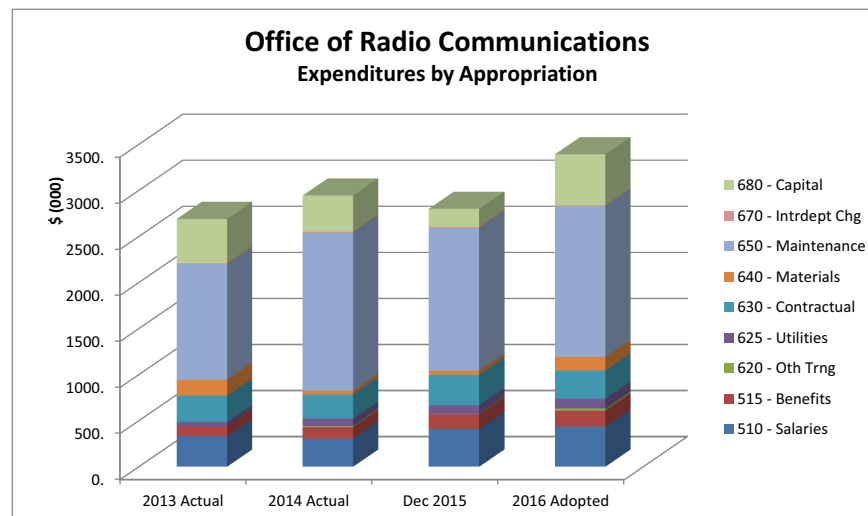
OFFICE OF RADIO COMMUNICATIONS

Expenditures (Continued)

| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|------------------------------------|---------------------|---------------------|---------------------|---------------------|
| Hardware & Small Tools | 8,296 | 5,705 | 13,456 | 10,000 |
| Small Equipment | 24,324 | 7,242 | 5,000 | 35,000 |
| 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 | 58,564.01 |
| 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 |

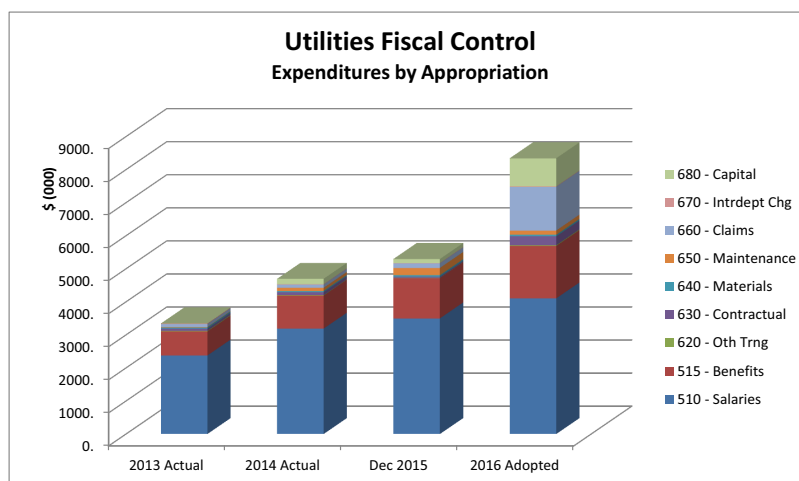
UTILITIES FISCAL CONTROL

Expenditures (Continued)

| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|
| Just In Time Office Supplies | 13,056 | 17,966 | 8,327 | 20,000 |
| | \$ 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 | \$ 5,389,100 | \$ 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 | \$ 5,393,462 | \$ 8,002,000 |





UTILITIES FISCAL CONTROL

COMPARISON OF STAFFING LEVEL

| No. of Employees | | | Salary Schedule | | |
|--|------------------|----------------|-------------------------------|-----------|------------|
| Budget 2015 | December 2015 | Budget 2016 | Position | Minimum | Maximum |
| <u>ADMINISTRATORS & OFFICIALS</u> | | | | | |
| 1 | 1 | 1 | Administrative Bureau Manager | 40,314.82 | 136,049.25 |
| 1 | 1 | 1 | Assistant Director | 36,590.39 | 146,639.64 |
| 1 | 2 | 2 | Budget Administrator | 30,214.95 | 107,006.06 |
| 1 | 1 | 1 | Utilities Comptroller | 26,273.96 | 92,066.54 |
| 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 | 61,213.89 |
| 4 | 4 | 4 | Accountant Supervisor | 23,647.11 | 74,729.73 |
| 3 | 2 | 2 | Administrative Manager | 27,193.55 | 115,424.36 |
| 0 | 1 | 1 | Administrative Officer | 20,800.00 | 58,499.94 |
| 4 | 7 | 6 | Assistant Administrator | 20,800.00 | 58,564.01 |
| 3 | 3 | 3 | Auditor | 20,800.00 | 60,614.58 |
| 0 | 1 | 1 | Budget and Management Analyst | 20,800.00 | 57,473.28 |
| 1 | 1 | 1 | Buyer | 20,800.00 | 49,930.03 |
| 1 | 1 | 1 | Chief Auditor | 23,647.11 | 87,143.34 |
| 1 | 0 | 0 | Deputy Project Director | 20,800.00 | 64,734.08 |
| 2 | 3 | 2 | Fiscal Manager | 23,647.11 | 87,143.34 |
| 2 | 3 | 3 | Personnel Assistant | 20,800.00 | 48,871.45 |
| 1 | 0 | 0 | Project Director | 22,333.40 | 82,706.96 |



UTILITIES FISCAL CONTROL

COMPARISON OF STAFFING LEVEL

| Budget 2015 | No. of Employees December 2015 | Budget 2016 | Position | Salary Schedule | |
|--------------------|--------------------------------------|----------------|--------------------------------------|-----------------|-----------|
| | | | | Minimum | Maximum |
| 1 | 1 | 1 | Senior Budget and Management Analyst | 26,273.96 | 80,628.83 |
| 3 | 3 | 3 | Senior Internal Auditor | 23,647.11 | 69,041.87 |
| 1 | 1 | 1 | Senior Personnel Assistant | 20,800.00 | 51,677.50 |
| 2 | 2 | 2 | Warehouse Inventory Manager | 22,333.40 | 82,706.96 |
| 37 | 39 | 40 | | | |
| TECHNICIANS | | | | | |
| 6 | 6 | 9 | Senior Data Conversion Operator | 13.47 | 19.37 |
| 6 | 6 | 9 | | | |
| 67 | 69 | 77 | TOTAL FULL TIME | | |
| 67 | 69 | 77 | TOTAL DIVISION | | |



DIVISION OF WATER

Alex Margevicius, Interim Commissioner

Mission Statement

To provide a reliable supply of high quality water and customer services to promote public health and safety, economy, and quality of life of Greater Cleveland.

The Division of Water (CWD) was created in 1853 and charged with the responsibility of 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

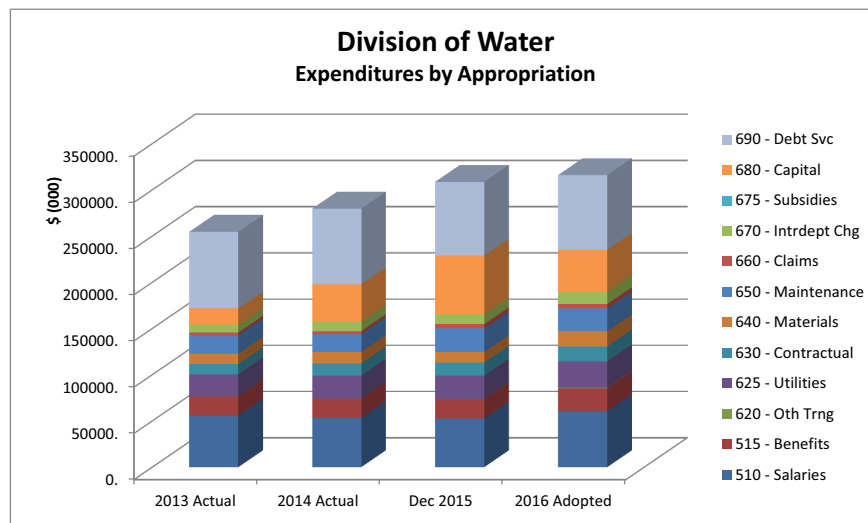
Expenditures (Continued)

| | 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 | \$ 63,844,324 | \$ 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 | \$ 308,648,168 | \$ 315,992,588 |

Revenues

| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|-------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Charges For Services | \$ 272,459,811 | \$ 285,638,226 | \$ 294,392,332 | \$ 298,864,860 |
| 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

| No. of Employees | | | Salary Schedule | | |
|--|------------------|----------------|---|-----------|------------|
| Budget 2015 | December 2015 | Budget 2016 | Position | Minimum | Maximum |
| <u>ADMINISTRATORS & OFFICIALS</u> | | | | | |
| 1 | 3 | 3 | Administration Bureau Manager | 40,314.82 | 136,049.25 |
| 0 | 0 | 1 | Administrator of Engineering and Planning | 30,214.95 | 115,924.76 |
| 3 | 2 | 2 | Assistant Chief of Water Distribution | 23,647.11 | 89,285.75 |
| 3 | 3 | 3 | Assistant Director | 36,590.39 | 146,639.64 |
| 9 | 4 | 5 | Assistant Manager-App. Dev. and Technical Support | 46,224.91 | 128,595.56 |
| 3 | 3 | 3 | Assistant Water Plant Manager - Parma | 10.00 | 34.11 |
| 1 | 1 | 1 | Chief of Purification | 23,647.11 | 89,285.75 |
| 1 | 0 | 0 | Chief of Water Distribution | 26,273.96 | 94,606.21 |
| 1 | 1 | 1 | Commissioner of Water | 45,201.46 | 212,221.20 |
| 4 | 3 | 4 | Customer Support Center Manager | 65,000.00 | 105,625.89 |
| 1 | 0 | 0 | Deputy Commissioner of Water | 30,214.95 | 133,631.28 |
| 1 | 1 | 1 | Executive Assistant to the Mayor | 50,795.81 | 182,067.01 |
| 1 | 1 | 1 | General Manager of Administrative Services | 26,273.96 | 93,908.62 |
| 0 | 0 | 1 | HR Program Plan and Management Administrator | 26,273.96 | 84,984.86 |
| 1 | 0 | 0 | Manager of Compensation and Classifications | 27,325.56 | 87,664.94 |
| 1 | 1 | 1 | Manager of Education and Research | 27,325.56 | 96,798.67 |
| 3 | 3 | 3 | Manager of General Maintenance | 23,647.11 | 80,438.24 |
| 1 | 1 | 1 | Manager of Telecommunications | 30,214.95 | 107,006.06 |
| 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 | 73,916.85 |
| 1 | 0 | 0 | Supervisor of Hardware Evaluation | 30,214.95 | 91,848.40 |
| 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 December 2015 | Budget 2016 | Position | Salary Schedule | |
|-----------------------------|--------------------------------------|----------------|-------------------------------------|-----------------|------------|
| | | | | Minimum | Maximum |
| 9 | 7 | 8 | Storekeeper | 16.66 | 21.82 |
| 2 | 2 | 2 | Telephone Operator | 10.00 | 17.99 |
| 174 | 129 | 172 | | | |
| <u>PROFESSIONALS</u> | | | | | |
| 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 | 58,564.01 |
| 5 | 5 | 5 | Assistant Director of Law I (s) | 26,250.00 | 88,693.33 |
| 0 | 0 | 1 | Assistant Manager of Marketing | 20,800.00 | 58,564.01 |
| 6 | 6 | 6 | Assistant Security Manager | 20,800.00 | 60,614.58 |
| 10 | 3 | 8 | Associate Engineer | 17.83 | 30.02 |
| 5 | 4 | 4 | Business Process Analyst | 55,000.00 | 100,805.07 |
| 0 | 1 | 1 | Chief Civil Engineer | 23,647.11 | 87,143.34 |
| 3 | 2 | 3 | Chief Miscellaneous Investigator | 10.00 | 24.50 |
| 1 | 1 | 1 | Chief of Laboratories | 23,647.11 | 82,780.43 |
| 9 | 6 | 8 | Chief Systems Analyst | 27,325.56 | 108,011.58 |
| 1 | 0 | 1 | Chief Training Officer | 26,273.96 | 72,945.53 |
| 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 | 72,945.53 |
| 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 | 64,734.08 |
| 0 | 1 | 2 | Desktop Publishing Specialist | 20,800.00 | 59,870.58 |
| 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 | 89,875.90 |
| 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 | 80,801.77 |
| 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 December 2015 | Budget 2016 | Position | Salary Schedule | |
|-----------------------------------|--------------------------------------|----------------|---|-----------------|------------|
| | | | | 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 | 51,170.01 |
| 10 | 8 | 10 | Personnel Assistant | 20,800.00 | 48,871.45 |
| 8 | 8 | 10 | Project Coordinator | 27,325.56 | 99,702.63 |
| 16 | 13 | 13 | Project Director | 22,333.40 | 82,706.96 |
| 1 | 1 | 1 | Regulatory Compliance Manager | 50,000.00 | 94,970.71 |
| 1 | 0 | 0 | Safety Programs Manager | 30,214.95 | 91,848.40 |
| 2 | 1 | 1 | Senior Budget and Management Analyst | 26,273.96 | 80,628.83 |
| 5 | 3 | 3 | Senior Personnel Assistant | 20,800.00 | 51,677.50 |
| 8 | 4 | 4 | Senior Systems Analyst | 20,800.00 | 42,414.34 |
| 1 | 1 | 1 | Software Analyst | 45,000.00 | 89,875.90 |
| 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 | 63,677.78 |
| 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 | 82,706.96 |
| 1 | 0 | 0 | Water Business Plan Assistant Manager | 22,333.40 | 82,706.96 |
| 1 | 0 | 0 | Water Business Plan Manager | 27,325.56 | 99,702.63 |
| 5 | 5 | 5 | Water Plant Manager | 23,647.11 | 100,519.11 |
| 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 | 69,041.87 |
| 1 | 1 | 0 | Claims Examiner | 10.00 | 24.50 |
| 2 | 2 | 1 | | | |
| <u>PROTECTIVE SERVICES</u> | | | | | |
| 1 | 0 | 0 | Security Manager | 23,647.11 | 93,423.65 |
| 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 | 34.11 |
| 2 | 2 | 2 | Bricklayer | 38.25 | 47.81 |
| 1 | 1 | 1 | Bricklayer Foreman | 39.50 | 48.56 |
| 2 | 2 | 2 | Bricklayer Helper | 25.96 | 38.94 |

DIVISION OF WATER

COMPARISON OF STAFFING LEVEL

| Budget 2015 | No. of Employees December 2015 | Budget 2016 | Position | Salary Schedule | |
|---|--------------------------------------|----------------|--|-----------------|-----------|
| | | | | Minimum | Maximum |
| 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 | 19.80 | 20.64 |
| 13 | 10 | 14 | Construction Equipment Operator Group A | 38.92 | 49.75 |
| 2 | 2 | 2 | Construction Equipment Operator Group B | 38.80 | 49.60 |
| 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 | 25.77 |
| 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 | 20.28 | 21.14 |
| 18 | 12 | 16 | Water Plant Operator II | 21.72 | 22.62 |
| 1 | 0 | 0 | Water System Construction Inspector Supervisor | 20,800.00 | 64,449.34 |
| 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 |
| 13 | 12 | 14 | Water Pipe Repair Supervisor | 25.85 | 27.51 |



DIVISION OF WATER

COMPARISON OF STAFFING LEVEL

| Budget 2015 | No. of Employees December 2015 | Budget 2016 | Position | Salary Schedule | |
|--------------------|--------------------------------------|----------------|-------------------------------------|-----------------|-----------|
| | | | | Minimum | Maximum |
| 29 | 25 | 34 | Water Pipe Repair Unit Leader | 22.49 | 23.94 |
| 97 | 86 | 102 | Water Pipe Repairman | 16.44 | 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 | 71,459.83 |
| 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.

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



WATER POLLUTION CONTROL

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 |

WATER POLLUTION CONTROL

Expenditures (Continued)

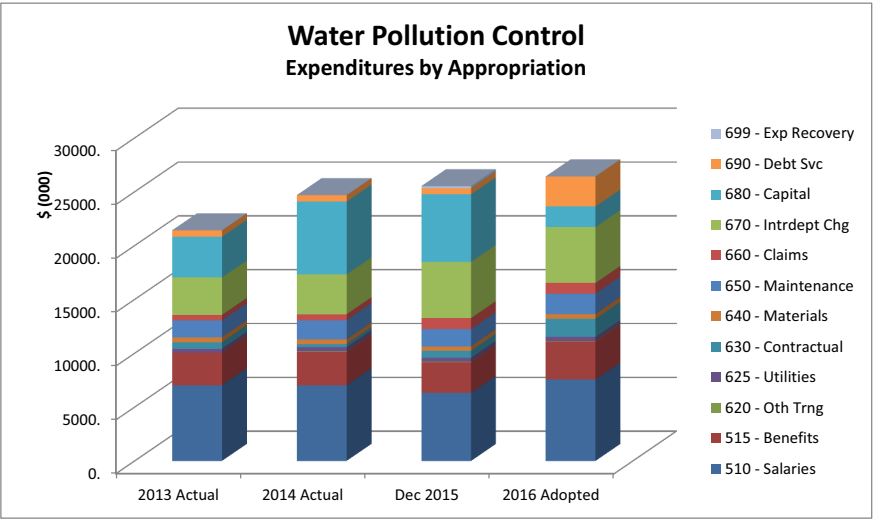
| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|-------------------------------------|----------------------|----------------------|----------------------|----------------------|
| Claims, Refunds, Maintenance | | | | |
| Judgements, Damages, & Claims | \$ 45,293 | \$ 85,622 | \$ 9,370 | \$ 65,000 |
| Other Refunds & Adjustments | — | — | — | 1,000 |
| 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 | 115,924.76 |
| 1 | 0 | 0 | Budget Administrator | 30,214.95 | 107,006.06 |
| 1 | 1 | 1 | Commissioner of Water Pollution Control | 40,314.82 | 136,049.25 |
| 2 | 1 | 2 | Deputy Commissioner of Water Pollution Control | 30,214.95 | 107,006.06 |
| 1 | 0 | 0 | General Manager of Administrative Services | 26,273.96 | 93,908.62 |
| 1 | 1 | 1 | Manager of General Maintenance | 23,647.11 | 80,438.24 |
| 1 | 1 | 1 | Safety Programs Officer I | 25,000.00 | 73,126.73 |
| 1 | 1 | 1 | Superintendent of Sewer Maintenance | 20,800.00 | 76,867.55 |
| 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 |
| 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 | 58,564.01 |
| 1 | 0 | 0 | Assistant Director of Law I (S) | 26,250.00 | 88,693.33 |
| 1 | 0 | 0 | Assistant Manager Of Marketing | 20,800.00 | 58,564.01 |
| 1 | 0 | 0 | Assistant Personnel Administrator | 20,800.00 | 57,473.28 |
| 5 | 5 | 9 | Associate Engineer | 17.83 | 30.02 |
| 1 | 0 | 0 | Budget and Management Analyst | 20,800.00 | 57,473.28 |
| 1 | 1 | 1 | Chief Civil Engineer | 23,647.11 | 87,143.34 |
| 1 | 1 | 1 | Construction Technician | 12.02 | 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 | 96,652.20 |
| 1 | 0 | 0 | Network Analyst II | 30,214.00 | 97,709.06 |
| 1 | 0 | 0 | Personnel Assistant | 20,800.00 | 48,871.45 |
| 1 | 0 | 0 | Project Director | 22,333.40 | 82,706.96 |
| 1 | 0 | 1 | Safety Programs Manager | 30,214.95 | 91,848.40 |



WATER POLLUTION CONTROL

COMPARISON OF STAFFING LEVEL

| Budget 2015 | No. of Employees December 2015 | Budget 2016 | Position | Salary Schedule | |
|---|--------------------------------------|----------------|---|-----------------|-----------|
| | | | | Minimum | Maximum |
| 1 | 0 | 0 | Systems Analyst | 20,800.00 | 63,677.78 |
| 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 | 49.75 |
| 1 | 1 | 1 | Const. Equipment Operator Group B | 38.80 | 49.60 |
| 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 | 25.77 |
| 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 |

CLEVELAND PUBLIC POWER

Expenditures (Continued)

| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|---------------------------------|---------------------|---------------------|----------------------|---------------------|
| Steam | 55,397 | 43,935 | 51,048 | 69,958 |
| | \$ 2,301,298 | \$ 2,002,362 | \$ 2,045,223 | \$ 2,427,591 |
| 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 |
| CapacityCharges | 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 | — | — | — |



CLEVELAND PUBLIC POWER

Expenditures (Continued)

| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|-------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Batteries | — | — | 172 | — |
| Capital Improvement Inventory | 2,151,449 | 3,725,188 | 3,513,205 | 4,750,000 |
| 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 |

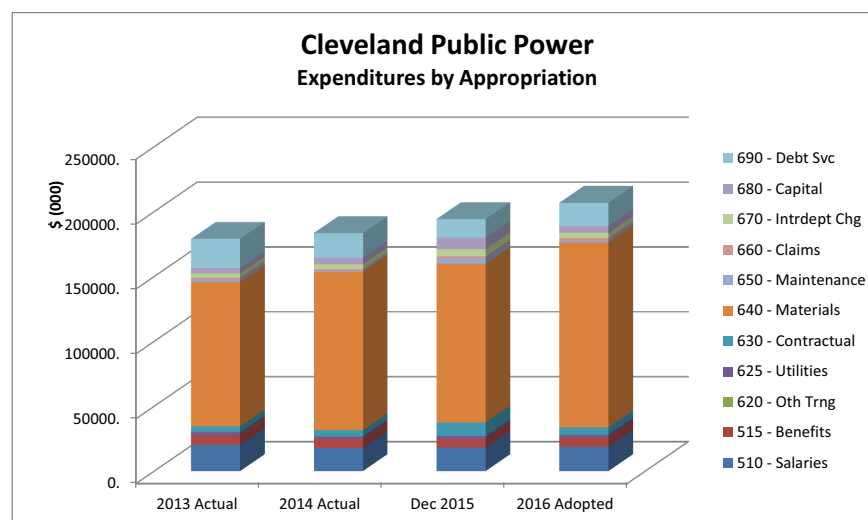
CLEVELAND PUBLIC POWER

Expenditures (Continued)

| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 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 |
| 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 | \$ 195,534,416 | \$ 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

| No. of Employees | | | Salary Schedule | | |
|--|------------------|----------------|---|-----------|------------|
| Budget 2015 | December 2015 | Budget 2016 | Position | Minimum | Maximum |
| <u>ADMINISTRATORS & OFFICIALS</u> | | | | | |
| 2 | 2 | 2 | Administrator of Engineering and Planning | 30,214.95 | 115,924.76 |
| 3 | 3 | 3 | Assistant Commissioner of Cleveland Public Power | 27,325.56 | 125,945.67 |
| 6 | 3 | 5 | Assistant Supt. Of Electric Transmission and Distribution | 26,273.96 | 87,567.00 |
| 1 | 1 | 1 | Chief of Street Lighting and Electrical Services | 23,647.11 | 100,519.11 |
| 1 | 1 | 1 | Commissioner of Cleveland Public Power | 45,201.46 | 177,386.65 |
| 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 | 133,631.28 |
| 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 | 102,337.75 |
| 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 | 61,213.89 |
| 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 | 58,564.01 |
| 1 | 1 | 1 | Assistant Manager of Marketing | 20,800.00 | 58,564.01 |
| 5 | 3 | 5 | Chief Electric Transmission Operator | 22,333.40 | 82,416.00 |
| 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 December 2015 | Budget 2016 | Position | Salary Schedule | |
|-----------------------------|--------------------------------------|----------------|--|-----------------|-----------|
| | | | | Minimum | Maximum |
| 1 | 1 | 1 | Project Director | 22,333.40 | 82,706.96 |
| 1 | 1 | 1 | Safety Program Manager | 30,214.95 | 91,848.40 |
| 1 | 1 | 1 | Senior Budget and Management Analyst | 26,273.96 | 80,628.83 |
| 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 | 49.75 |
| 1 | 0 | 1 | Construction Equipment Operator Group B | 38.80 | 49.60 |
| 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 | | | |

**CLEVELAND PUBLIC POWER****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 | 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 |
| 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 | | | |
| | | | <u>TECHNICIANS</u> | | |
| 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 |
| 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 |



AIRPORT GENERAL OPERATIONS

Expenditures (Continued)

| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|---------------------------------|----------------------|----------------------|----------------------|----------------------|
| 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 |
| 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 |

AIRPORT GENERAL OPERATIONS

Expenditures (Continued)

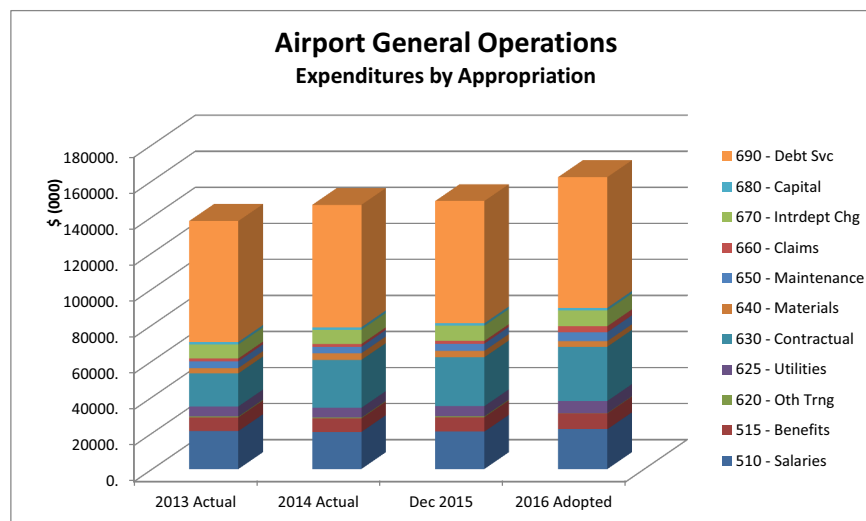
| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|-------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Just In Time Office Supplies | 58,604 | 48,518 | 37,086 | 40,000 |
| Building Maintenance Supplies | 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 |
| 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 | 32,787,213 |
| | \$ 67,104,996 | \$ 67,907,806 | \$ 67,831,858 | \$ 72,552,213 |
| | \$ 137,669,337 | \$ 146,599,968 | \$ 148,735,356 | \$ 160,341,280 |



AIRPORT GENERAL OPERATIONS

Revenues

| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|-------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Charges For Services | \$ 109,210,628 | \$ 127,331,173 | \$ 131,040,168 | \$ 141,761,282 |
| 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 | \$ 160,341,280 |



AIRPORT GENERAL OPERATIONS

COMPARISON OF STAFFING LEVEL

| Budget 2015 | No. of Employees | | Budget 2016 | Position | Salary Schedule | |
|--|------------------|----|---|------------|-----------------|---------|
| | December 2015 | | | | Minimum | Maximum |
| <u>ADMINISTRATORS & OFFICIALS</u> | | | | | | |
| 1 | 1 | 1 | Administrator of Engineering and Planning | 30,214.95 | 115,924.76 | |
| 6 | 5 | 7 | Administration Bureau Manager | 40,314.82 | 136,049.25 | |
| 2 | 2 | 2 | Asst. Manager Appl Dev/Technical Support | 46,224.91 | 128,595.56 | |
| 1 | 1 | 1 | Chief Safety Signal System | 18.60 | 36.80 | |
| 1 | 1 | 1 | Commissioner of Burke Airport | 40,314.92 | 125,582.86 | |
| 1 | 0 | 1 | Commissioner of Cleve. Hopkins Int. Airport | 42,758.15 | 152,120.83 | |
| 3 | 4 | 3 | Deputy Comm. of Cleve. Hopkins Int. Airport | 30,214.95 | 107,006.06 | |
| 1 | 1 | 1 | Director of Port Control | 100,000.00 | 236,515.54 | |
| 1 | 0 | 0 | Secretary to Directors of Departments | 41,312.22 | 152,120.83 | |
| 1 | 1 | 1 | General Manager of Administrative Services | 26,273.96 | 93,908.62 | |
| 1 | 1 | 1 | HR Fiscal Administrator | 22,333.40 | 65,528.58 | |
| 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 | 20 | | | | |
| <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 | 48,986.27 | |
| 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 | 61,213.89 | |
| 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 | 115,924.76 | |



AIRPORT GENERAL OPERATIONS

COMPARISON OF STAFFING LEVEL

| Budget 2015 | No. of Employees December 2015 | Budget 2016 | Position | Salary Schedule | |
|-----------------------------|--------------------------------------|----------------|--|-----------------|------------|
| | | | | Minimum | Maximum |
| 1 | 1 | 1 | Airport Comptroller | 30,214.95 | 115,924.76 |
| 5 | 5 | 5 | Airport Maintenance Manager | 26,273.96 | 92,066.54 |
| 6 | 6 | 6 | Airport Maintenance Superintendent | 20,800.00 | 65,041.78 |
| 2 | 2 | 2 | Airport Maintenance Supervisor | 21,019.66 | 62,676.62 |
| 1 | 1 | 1 | Airport Operations/ Sec Manager | 26,273.96 | 92,066.54 |
| 1 | 1 | 1 | Airport Planning Envir. Officer | 30,214.95 | 91,848.40 |
| 1 | 1 | 1 | Airport Safety Manager | 26,273.96 | 92,066.54 |
| 1 | 1 | 1 | Air Trade Development Manager | 30,214.95 | 107,006.06 |
| 4 | 4 | 4 | Assistant Administrator | 20,800.00 | 58,564.01 |
| 2 | 2 | 2 | Assistant Director of Law I (S) | 26,250.00 | 88,693.33 |
| 1 | 0 | 1 | Auditor | 20,800.00 | 60,614.58 |
| 1 | 1 | 1 | Budget Analyst | 20,800.00 | 54,612.13 |
| 1 | 1 | 1 | Chief Civil Engineer | 23,647.11 | 87,143.34 |
| 1 | 0 | 1 | Chief Engineering & Construction Inspector | 26.77 | 28.77 |
| 1 | 0 | 0 | Chief Training Officer | 26,273.96 | 72,945.53 |
| 5 | 5 | 5 | Consulting Engineer | 36,000.00 | 104,888.34 |
| 1 | 1 | 1 | Contract Compliance Officer | 26,273.96 | 72,945.53 |
| 1 | 0 | 0 | Deputy Project Director | 20,800.00 | 64,734.08 |
| 3 | 3 | 4 | Fiscal Manager | 23,647.11 | 87,143.34 |
| 1 | 1 | 1 | Office Manager | 20,800.00 | 51,170.01 |
| 2 | 2 | 2 | Personnel Administrator | 26,273.96 | 84,984.86 |
| 24 | 19 | 22 | Project Coordinator | 27,325.56 | 99,702.63 |
| 2 | 1 | 2 | Project Director | 22,333.40 | 82,706.96 |
| 1 | 0 | 1 | Safety Programs Manager | 30,214.95 | 91,848.40 |
| 1 | 1 | 1 | Senior Personnel Assistant | 20,800.00 | 51,677.50 |
| 2 | 2 | 2 | Super Admin Services-Data | 20,800.00 | 58,564.01 |
| 1 | 0 | 1 | Systems Analyst | 20,800.00 | 63,677.78 |
| 1 | 1 | 1 | Warehouse Inventory Manager | 22,333.40 | 82,706.96 |
| 97 | 84 | 93 | | | |
| <u>SKILLED CRAFT</u> | | | | | |
| 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 | 9 | 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 |

AIRPORT GENERAL OPERATIONS

COMPARISON OF STAFFING LEVEL

| Budget 2015 | No. of Employees December 2015 | Budget 2016 | Position | Salary Schedule | |
|----------------|--------------------------------------|----------------|---|-----------------|-----------|
| | | | | Minimum | Maximum |
| 2 | 1 | 2 | Plumber | 45.98 | 57.48 |
| 32 | 31 | 30 | | | |
| | | | <u>SERVICE & MAINTENANCE</u> | | |
| 16 | 13 | 10 | Airport Field Foreman | 21.32 | 23.32 |
| 55 | 53 | 45 | Airport Maintenance Man | 19.09 | 19.86 |
| 56 | 43 | 50 | Custodial Worker | 11.83 | 15.74 |
| 7 | 4 | 6 | 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 | 72,945.53 |
| 6 | 5 | 6 | Window Washer | 14.40 | 21.73 |
| 142 | 119 | 119 | | | |
| | | | <u>TECHNICIANS</u> | | |
| 5 | 3 | 3 | Airport Information Representative | 12.14 | 17.84 |
| 4 | 6 | 3 | Airport Operations Agent I | 17.13 | 22.05 |
| 8 | 6 | 5 | Airport Operations Agent II | 21.52 | 25.96 |
| 6 | 6 | 5 | Airport Operations Agent III | 20,800.00 | 57,473.28 |
| 3 | 2 | 2 | Airport Operations Superintendent | 23,333.40 | 67,822.56 |
| 12 | 12 | 12 | Airport Safety Supervisor | 38,762.61 | 58,144.74 |
| 3 | 2 | 3 | Airport Security Coordinator | 23,333.40 | 65,528.58 |
| 4 | 4 | 4 | Engineering & Construction Inspector | 20.12 | 22.12 |
| 3 | 2 | 2 | Radio Dispatcher | 17.33 | 22.05 |
| 48 | 43 | 39 | | | |
| | | | <u>PROTECTIVE SERVICE</u> | | |
| 42 | 35 | 37 | Airport Safety Man | 17.19 | 24.24 |
| 3 | 3 | 3 | Airport Safety Shift Commander | 20,800.00 | 73,916.85 |
| 45 | 38 | 40 | | | |
| 406 | 350 | 360 | TOTAL FULL TIME | | |
| 10 | 8 | 10 | TOTAL PART TIME | | |
| 53 | 28 | 28 | TOTAL SEASONAL | | |
| 7 | 1 | 0 | TOTAL STUDENT TRAINEES | | |
| 476 | 387 | 398 | TOTAL DIVISION | | |



Small Enterprise Funds



Enterprise Funds are used to account for operations that function in a manner similar to private business enterprises and are financed primarily by user fees to the general public. Small Enterprise Group, consisting of Cemeteries, Golf Courses, Municipal Parking Facilities, the Cleveland Public Auditorium and the West Side Market, do not maintain full accrual accounting and may require tax support.



| | 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 | — | 0% |
| 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% |

| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget | \$ Change | % Change |
|---------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------|
| 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 | \$ 7,879 | \$ 1,039 | \$ 5,064 | \$ — | \$ (5,064) | -100% |
| 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 | \$ 1,223,951 | \$ 1,371,080 | \$ 1,303,293 | \$ 1,009,537 | \$ (293,756) | -23% |
| 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)

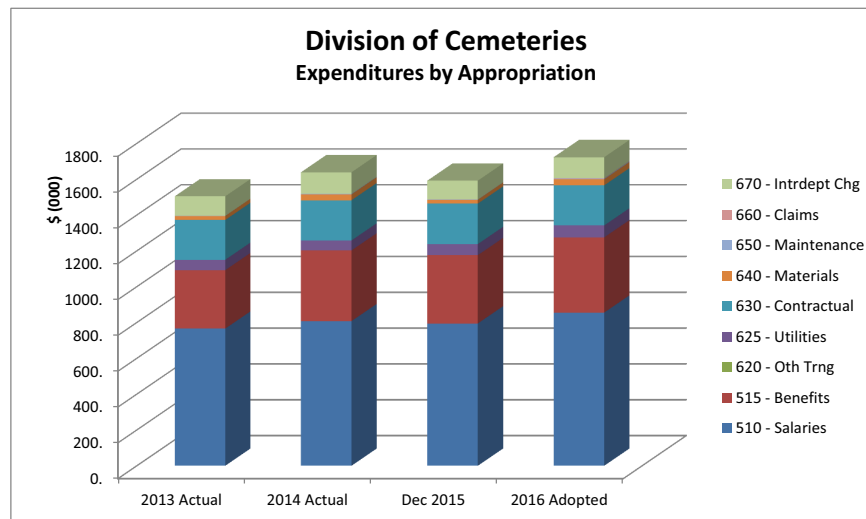
| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|
| Materials & Supplies | | | | |
| Hardware & Small Tools | \$ 268 | \$ 723 | \$ 1,097 | \$ 1,030 |
| Seed, Fertilizer & 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 | December 2015 | | Minimum | Maximum |
| | | | | | |
| | | | <u>ADMINISTRATORS & OFFICIALS</u> | | |
| 1 | 1 | 1 | Manager of Urban Forestry | 22,333.40 | 76,344.01 |
| 1 | 1 | 1 | | | |
| | | | <u>ADMINISTRATIVE SUPPORT</u> | | |
| 1 | 1 | 1 | Senior Clerk | 12.47 | 17.43 |
| 1 | 1 | 1 | | | |
| | | | <u>PROFESSIONALS</u> | | |
| 1 | 1 | 1 | Assistant Administrator | 20,800.00 | 58,564.01 |
| 1 | 1 | 1 | | | |
| | | | <u>SERVICE & MAINTENANCE</u> | | |
| 9 | 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

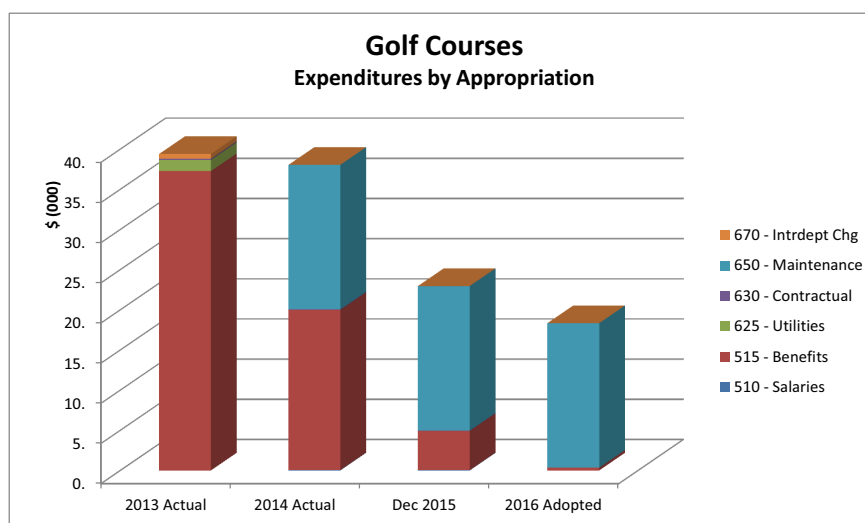
Expenditures

| | 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 |
| Credit Card Processing Fees | 39,476 | 52,320 | 64,271 | 55,000 |
| | \$ 2,398,383 | \$ 2,793,467 | \$ 2,831,725 | \$ 2,955,237 |

PARKING LOTS GENERAL OPERATIONS

Expenditures (Continued)

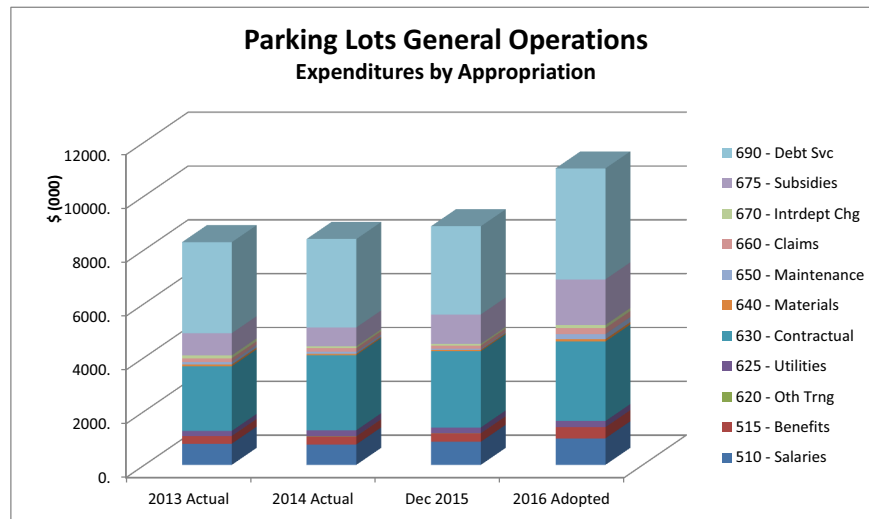
| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|-------------------------------------|---------------------|---------------------|---------------------|----------------------|
| Materials & Supplies | | | | |
| Clothing | \$ 9,999 | \$ — | \$ 5,999 | \$ 10,000 |
| Hardware & Small Tools | 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 | December 2015 | | Minimum | Maximum |
| | | | | | |
| | | | <u>ADMINISTRATORS & OFFICIALS</u> | | |
| 1 | 1 | 1 | Commissioner of Parking Facilities | 40,314.82 | 136,049.25 |
| 2 | 2 | 2 | Manager of Parking | 23,647.11 | 80,438.24 |
| 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 | 61,213.89 |
| 1 | 1 | 1 | Budget Analyst | 20,800.00 | 54,612.13 |
| 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

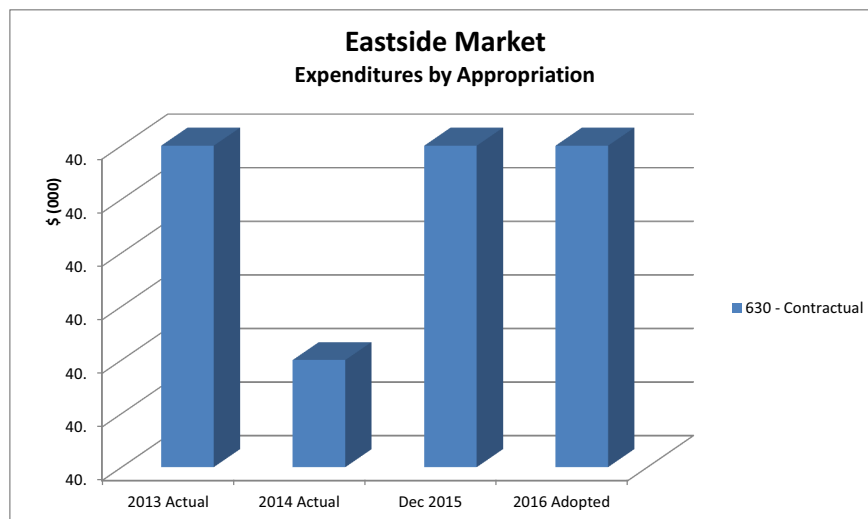
| 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|------------------|------------------|-------------------|------------------|
| \$ 40,000 | \$ 39,992 | \$ 40,000 | \$ 40,000 |
| \$ 40,000 | \$ 39,992 | \$ 40,000 | \$ 40,000 |
| \$ 40,000 | \$ 39,992 | \$ 40,000 | \$ 40,000 |

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 | — | — |
| Credit Card Processing Fees | 955 | 805 | 1,751 | 2,250 |
| | \$ 55,287 | \$ 64,948 | \$ 68,333 | \$ 78,825 |



PUBLIC AUDITORIUM

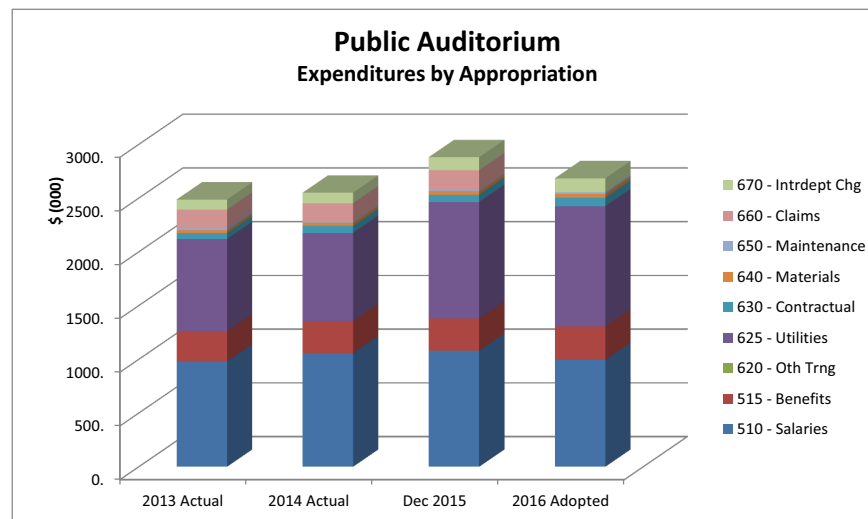
Expenditures (Continued)

| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|
| 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 | 84,984.86 |
| 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 | 19.80 | 20.64 |
| 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 |

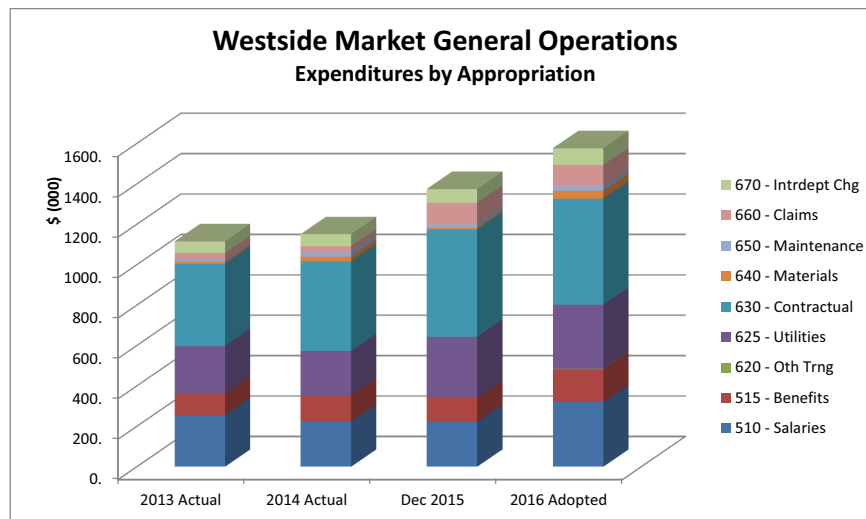

WESTSIDE MARKET GENERAL OPERATIONS
Expenditures (Continued)

| | 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 | | Minimum | Maximum |
| | | | <u>ADMINISTRATORS & OFFICIALS</u> | | |
| 1 | 1 | 1 | Manager of Markets | 23,647.11 | 80,438.24 |
| 1 | 1 | 1 | | | |
| | | | <u>PROFESSIONALS</u> | | |
| 1 | 1 | 1 | Assistant Administrator | 20,800.00 | 58,564.01 |
| 2 | 1 | 2 | Building Stationary Engineer | 18.52 | 19.33 |
| 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.



Debt Service Fund

Debt Service Fund Summary

| | <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 | — | 0% |

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 \$481,890,967 and unvoted debt limit (5.5%) is \$252,419,078. 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 |
| RECEIPTS | | | |
| Utility Reimbursement | \$ 606,851 | \$ 554,437 | \$ 502,026 |
| Total Receipts | \$ 606,851 | \$ 554,437 | \$ 502,026 |



| | 2014 Actual | 2015 Unaudited | 2016 Budget |
|---|------------------------|---------------------------|------------------------|
| 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 | \$ 18,831,556 | \$ 17,910,464 | \$ 17,914,269 |
| RECEIPTS | | | |
| Utility Reimbursement | \$ 18,831,556 | \$ 17,910,464 | \$ 17,914,269 |
| Total Receipts | \$ 18,831,556 | \$ 17,910,464 | \$ 17,914,269 |
| 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 | \$ 4,117,762 | \$ 4,104,880 | \$ 4,123,725 |
| RECEIPTS | | | |
| Enterprise Reimbursement | \$ 4,117,762 | \$ 4,104,880 | \$ 4,123,725 |
| Total Receipts | \$ 4,117,762 | \$ 4,104,880 | \$ 4,123,725 |

+ 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 |



Debt Service Fund

Debt Service Expenditures

| | 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> |
| 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 Actual | 2015 Unaudited | 2016 Budget |
|---|-----------------------------|-----------------------------|-----------------------------|
| 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> |



Debt Service Fund

Unvoted Tax Supported Obligations

| 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 | | | | | \$ 228,740,000 | \$ 22,635,000 | \$ 11,180,981 | \$ 33,815,981 |
|-------|--|--|--|--|----------------|---------------|---------------|---------------|

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.



Internal Service Funds

Internal Service Fund Summary

| | 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 | \$ — | \$ — | \$ — | 0% |
| FT Staffing Levels | 2 | 2 | 2 | 2 | — | 0% |
| 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 | — | 0% |
| 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% |
| 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% |

| | <u>2013 Actual</u> | <u>2014 Actual</u> | <u>2015 Unaudited</u> | <u>2016 Budget</u> | <u>\$ Change</u> | <u>% Change</u> |
|---|------------------------|------------------------|---------------------------|------------------------|----------------------|---------------------|
| 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 | — | 0% |
| HEALTH SELF INSURANCE FUND | | | | | | |
| RECEIPTS | \$ — | \$ 37,042,989 | \$ 62,128,607 | \$ 69,981,454 | \$ 7,852,847 | 13% |
| EXPENDITURES | — | 31,325,962 | 62,869,171 | 69,488,871 | 6,619,700 | 11% |
| Net | — | 5,717,027 | (740,564) | 492,583 | 1,233,147 | -167% |
| Decertifications | — | — | 3,811 | — | | |
| Beginning Balance | — | — | 5,717,027 | 4,980,274 | | |
| Ending Balance | \$ — | \$ 5,717,027 | \$ 4,980,274 | \$ 5,472,857 | \$ 492,583 | 10% |
| PRESCRIPTION SELF INSURANCE FUND | | | | | | |
| RECEIPTS | \$ — | \$ 8,169,202 | \$ 15,029,542 | \$ 16,408,899 | \$ 1,379,357 | 9% |
| EXPENDITURES | — | 7,920,874 | 13,968,934 | 16,186,933 | 2,217,999 | 16% |
| 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

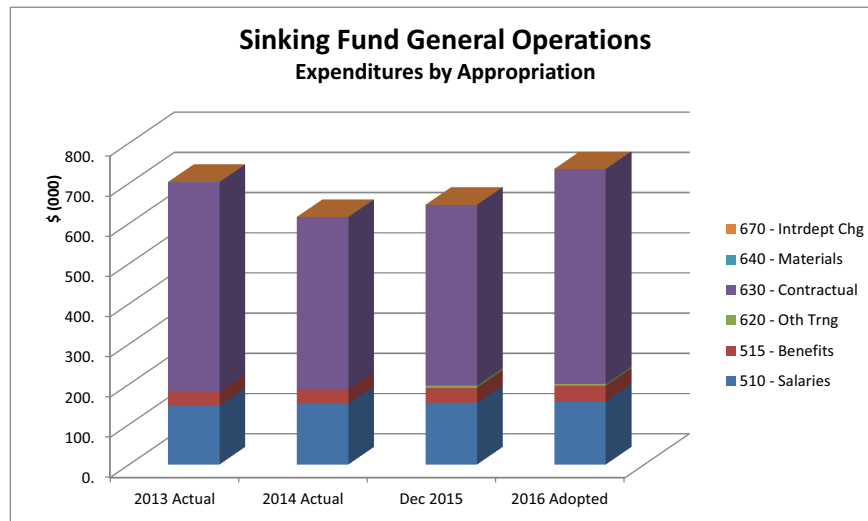
Expenditures

| | 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 | 54,612.13 |
| 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 |



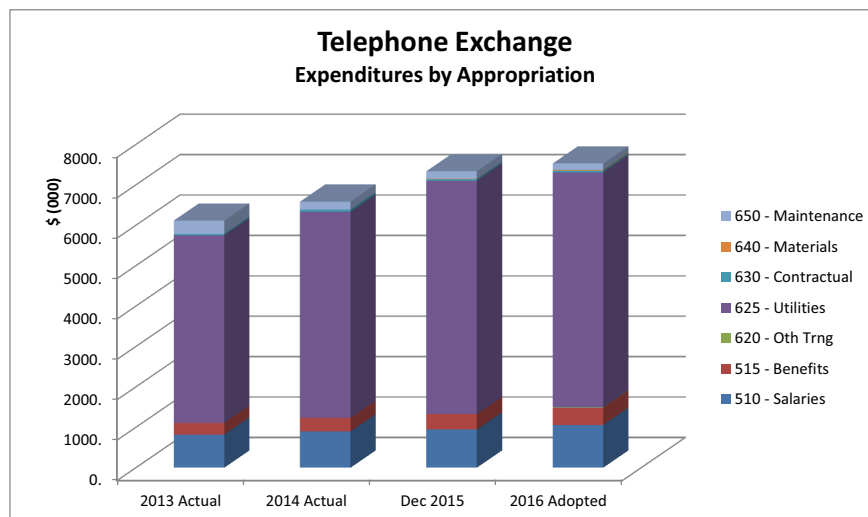
TELEPHONE EXCHANGE

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 | |
|----------------|------------------|------------------|--|-----------------|------------|
| | Budget 2015 | December 2015 | | Minimum | Maximum |
| | | | | | |
| | | | <u>ADMINISTRATORS & OFFICIALS</u> | | |
| 1 | 0 | 0 | Chief Safety Signal System | 18.60 | 36.80 |
| 1 | 1 | 1 | Customer Support Call Center Manger | 65,000.00 | 105,625.89 |
| 1 | 1 | 1 | Manager Of Telecommunications | 30,214.95 | 107,006.06 |
| 3 | 2 | 2 | | | |
| | | | <u>ADMINISTRATIVE SUPPORT</u> | | |
| 2 | 2 | 2 | Billing Clerk | 10.00 | 17.12 |
| 4 | 5 | 5 | Telephone Operator | 10.00 | 17.99 |
| 6 | 7 | 7 | | | |
| | | | <u>PROFESSIONALS</u> | | |
| 1 | 1 | 1 | Administrative Manager | 27,193.55 | 115,424.36 |
| 1 | 1 | 1 | Assistant Commissioner | 23,647.11 | 88,525.69 |
| 1 | 1 | 1 | Supervisor Administration Services-Data | 20,800.00 | 58,564.01 |
| 3 | 3 | 3 | | | |
| | | | <u>TECHNICIANS</u> | | |
| 1 | 1 | 1 | IT Telecom Analyst I | 14.53 | 44.60 |
| 5 | 5 | 5 | Telecommunications Tech | 33.10 | 33.67 |
| 6 | 6 | 6 | | | |
| 18 | 18 | 18 | TOTAL FULL TIME | | |
| 18 | 18 | 18 | TOTAL DIVISION | | |



MOTOR VEHICLE MAINTENANCE

Jeffrey L. Brown, Interim Commissioner

Mission Statement

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

PROGRAM NAME: AUTO BODY WORK

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

ACTIVITIES: Make minor and major auto body repairs.

PROGRAM NAME: EMERGENCY REPAIRS AND TOWING

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

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

PROGRAM NAME: FUELING

OBJECTIVES: To provide the City's fleet with 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 |



MOTOR VEHICLE MAINTENANCE

Expenditures (Continued)

| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|---------------------------------|----------------------|----------------------|---------------------|---------------------|
| Parking In City Facilities | 21,384 | 23,961 | 25,127 | 24,800 |
| Towing | 150,431 | 137,708 | 146,942 | 154,500 |
| 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 |

MOTOR VEHICLE MAINTENANCE

Expenditures (Continued)

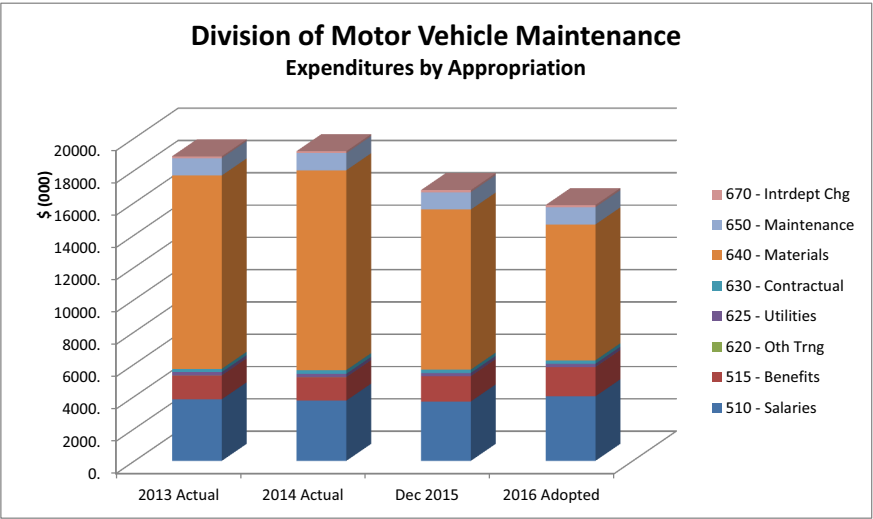
| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|------------------------------------|----------------------|----------------------|----------------------|----------------------|
| Generator Repair | 16,500 | 89,972 | 42,000 | 51,500 |
| Accident Repair-Other Vehicles | 98,806 | 91,251 | 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 |
| 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 | December 2015 | | Minimum | Maximum |
| | | | | | |
| | | | <u>ADMINISTRATORS & OFFICIALS</u> | | |
| 1 | 0 | 0 | Assistant Commissioner of Motor Vehicle Maintenance | 26,273.96 | 92,066.54 |
| 1 | 1 | 1 | Commissioner of Motor Vehicle Maintenance | 40,314.82 | 136,049.25 |
| 2 | 2 | 2 | Superintendent of Motorized Equipment | 26,273.96 | 72,945.53 |
| 1 | 1 | 1 | Superintendent of Vehicles Administrative Services | 20,800.00 | 72,945.53 |
| 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 | 49,930.03 |
| 1 | 1 | 1 | Fleet Management Data Manager | 30,000.00 | 68,793.87 |
| 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

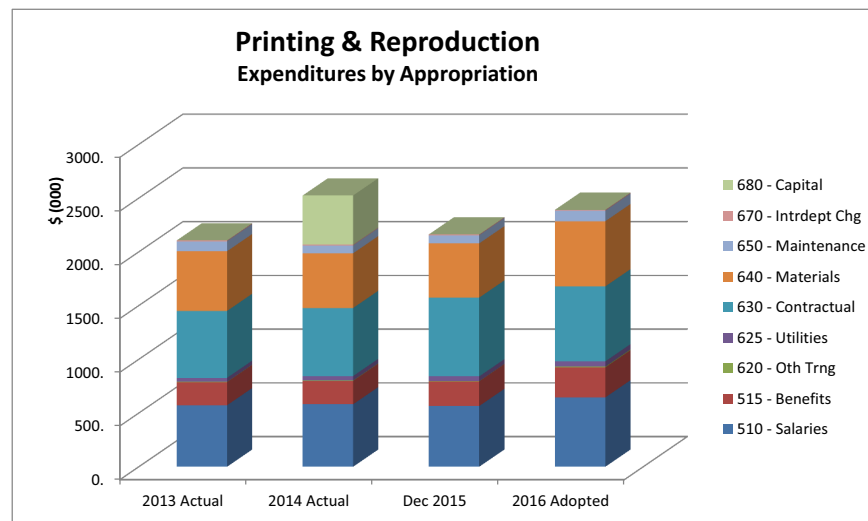
Expenditures (Continued)

| | 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 | 87,143.34 |
| 1 | 1 | 1 | Commissioner of Printing and Reproduction | 40,314.82 | 136,049.25 |
| 1 | 1 | 1 | Printing Foreman | 28,404.92 | 53,668.36 |
| 3 | 3 | 3 | | | |
| <u>ADMINISTRATIVE SUPPORT</u> | | | | | |
| 1 | 2 | 2 | Principal Clerk | 14.88 | 21.12 |
| 0 | 0 | 1 | Receptionist | 10.00 | 15.24 |
| 1 | 0 | 0 | Senior Clerk | 12.47 | 17.43 |
| 2 | 2 | 3 | | | |
| <u>PROFESSIONALS</u> | | | | | |
| 1 | 0 | 1 | Desktop Publishing Specialist | 20,800.00 | 59,870.58 |
| 1 | 0 | 1 | | | |
| <u>SERVICE AND MAINTENANCE</u> | | | | | |
| 1 | 1 | 2 | Mailing Specialist | 20,800.00 | 52,000.00 |
| 2 | 2 | 2 | Print Shop Helper | 12.85 | 15.72 |
| 3 | 3 | 4 | | | |
| <u>SKILLED CRAFT</u> | | | | | |
| 2 | 1 | 1 | Copy Center Operator | 10.00 | 19.70 |
| 2 | 1 | 1 | | | |
| <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 |
| 2 | 2 | 2 | | | |
| 13 | 11 | 14 | TOTAL FULL TIME | | |
| 13 | 11 | 14 | TOTAL DIVISION | | |

STOREROOM & WAREHOUSE

Expenditures

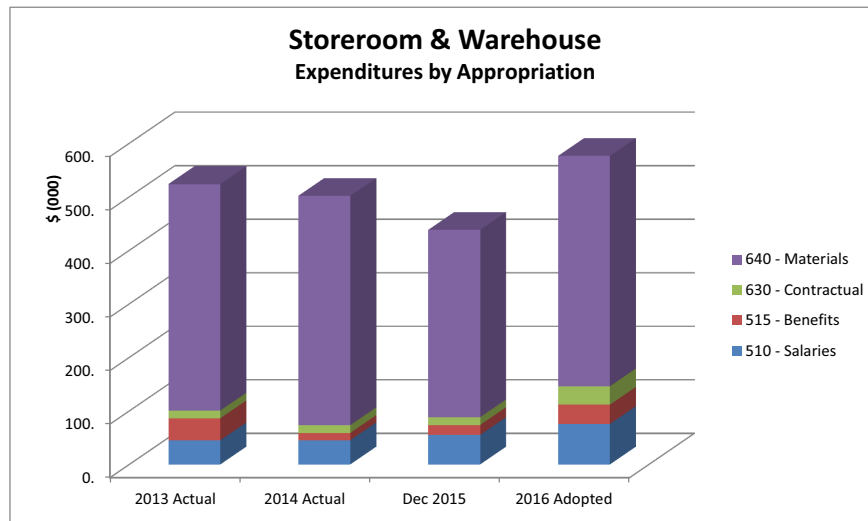
| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|
| Salaries and Wages | | | | |
| Full Time Permanent | \$ 44,803 | \$ 44,501 | \$ 54,062 | \$ 74,696 |
| Longevity | 300 | 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 | December 2015 | | Minimum | Maximum |
| | | | | | |
| | | | <u>ADMINISTRATIVE SUPPORT</u> | | |
| 1 | 1 | 1 | Messenger | 10.00 | 16.01 |
| 1 | 1 | 1 | Storekeeper | 16.66 | 21.82 |
| 2 | 2 | 2 | TOTAL FULL TIME | | |
| 2 | 2 | 2 | TOTAL DIVISION | | |



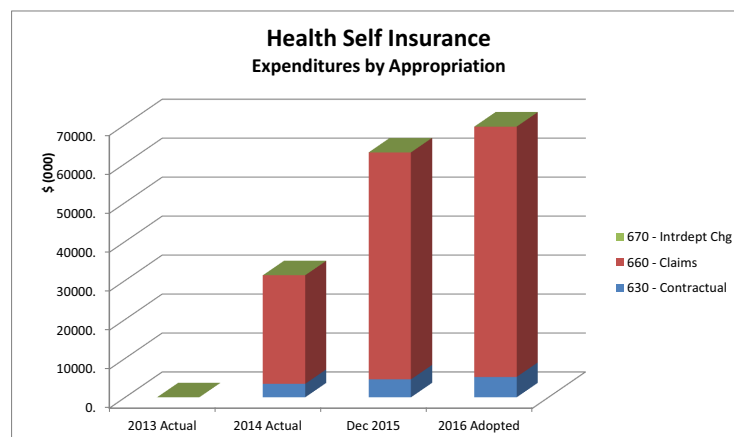
HEALTH SELF INSURANCE FUND

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 | 47,989,149 |
| Claims Healthcare Anthem | — | 5,974,807 | 14,226,121 | 15,655,640 |
| ACA Reinsurance Fee | — | — | 1,186,484 | 600,000 |
| | \$ — | \$ 27,859,710 | \$ 58,260,226 | \$ 64,244,789 |
| 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 | \$ 69,488,871 |

Revenues

| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|----------------------|----------------|----------------------|----------------------|----------------------|
| Charges For Services | \$ — | \$ 37,042,988 | \$ 62,110,735 | \$ 69,926,454 |
| Miscellaneous | — | — | 17,873 | 55,000 |
| | \$ — | \$ 37,042,988 | \$ 62,128,608 | \$ 69,981,454 |



PRESCRIPTION SELF INSURANCE FUND

Expenditures

Claims, Refunds, Maintenance

Claims Health Care

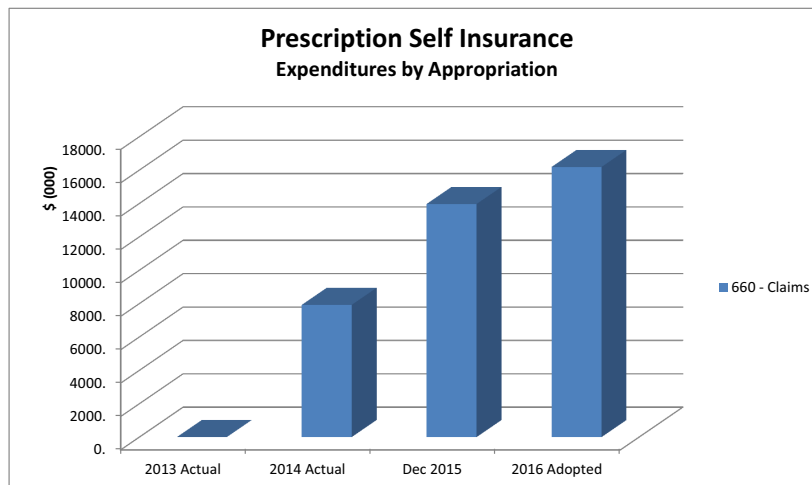
| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|--|----------------|---------------------|----------------------|----------------------|
| | \$ — | \$ 7,920,874 | \$ 13,968,934 | \$ 16,186,933 |
| | \$ — | \$ 7,920,874 | \$ 13,968,934 | \$ 16,186,933 |
| | \$ — | \$ 7,920,874 | \$ 13,968,934 | \$ 16,186,933 |

Revenues

Charges For Services

Miscellaneous

| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget |
|--|----------------|---------------------|----------------------|----------------------|
| | \$ — | \$ 8,119,540 | \$ 15,029,542 | \$ 16,408,899 |
| | — | 49,662 | — | — |
| | \$ — | \$ 8,169,202 | \$ 15,029,542 | \$ 16,408,899 |





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.



| | 2013 Actual | 2014 Actual | 2015 Unaudited | 2016 Budget | \$ Change | % Change |
|----------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|-------------|
| 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 |



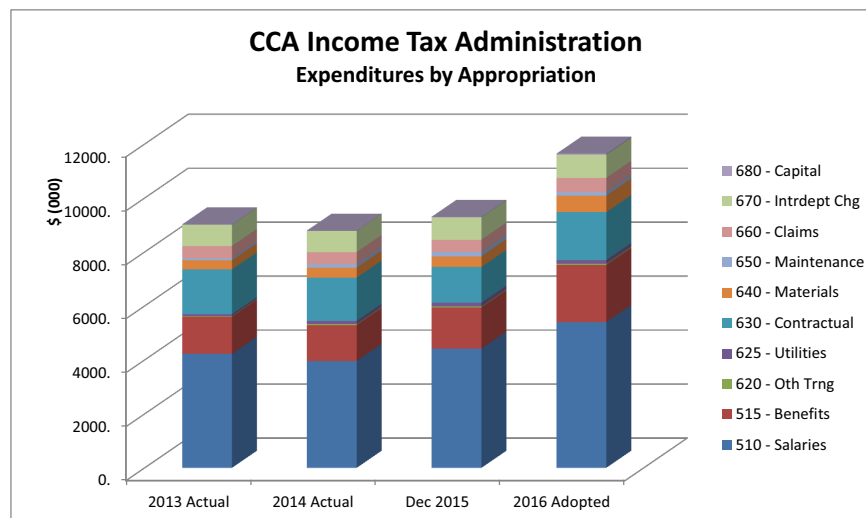
CCA INCOME TAX ADMINISTRATION

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 | | Minimum | Maximum |
| | | | | | |
| | | | <u>ADMINISTRATORS & OFFICIALS</u> | | |
| 1 | 1 | 1 | Asst. Income Tax Administrator | 26,273.96 | 92,066.54 |
| 1 | 1 | 1 | Income Tax Administrator | 42,758.15 | 142,024.13 |
| 1 | 1 | 1 | Chief Bureau of Accounts and Collections | 22,333.40 | 65,528.58 |
| 1 | 1 | 1 | Chief of Tax Auditing Bureau | 22,333.40 | 67,822.56 |
| 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 | 48,986.27 |
| 1 | 1 | 1 | Stock Clerk | 13.11 | 19.16 |
| 41 | 23 | 36 | | | |
| | | | <u>PROFESSIONALS</u> | | |
| 1 | 1 | 1 | Accountant IV | 20,800.00 | 61,213.89 |
| 4 | 3 | 3 | Administrative Manager | 27,193.55 | 115,424.36 |
| 5 | 5 | 5 | Assistant Administrator | 20,800.00 | 58,564.01 |
| 3 | 2 | 3 | Assistant Director of Law | 26,250.00 | 88,693.33 |
| 11 | 10 | 12 | Auditor | 20,800.00 | 60,614.58 |
| 1 | 0 | 0 | Building Manager | 23,647.11 | 80,438.24 |
| 1 | 1 | 1 | Fiscal Manager | 23,647.11 | 87,143.34 |
| 2 | 2 | 3 | Income Tax Supervisor | 20,800.00 | 58,564.01 |
| 1 | 1 | 1 | Personnel Administrator | 26,273.96 | 84,984.86 |
| 3 | 2 | 5 | Senior Tax Auditor | 20,800.00 | 50,312.58 |
| 4 | 4 | 4 | Supervising Tax Auditor | 20,800.00 | 58,564.01 |
| 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 December 2015 | Budget 2016 | Position | Salary Schedule | |
|----------------|--------------------------------------|----------------|----------------------------------|-----------------|------------|
| | | | | Minimum | Maximum |
| | | | <u>PARA-PROFESSIONALS</u> | | |
| 2 | 2 | 2 | Paralegal | 20,800.00 | 45,020.62 |
| 2 | 2 | 2 | | | |
| | | | <u>TECHNICIANS</u> | | |
| 1 | 1 | 1 | Citizens Info Representative | 10.00 | 20.27 |
| 1 | 1 | 1 | | | |
| 101 | 79 | 101 | TOTAL FULL TIME | | |
| | | | <u>PART TIME</u> | | |
| 0 | 1 | 1 | Administrative Manager | 27,193.55 | 115,424.36 |
| 4 | 4 | 4 | Assistant Administrator | 20,800.00 | 58,564.01 |
| 3 | 2 | 3 | Auditor | 20,800.00 | 60,614.58 |
| 1 | 1 | 1 | Income Tax Tracer | 12.60 | 19.82 |
| 11 | 6 | 10 | Student Aide | 10.00 | 11.37 |
| 19 | 14 | 19 | TOTAL PART TIME | | |
| 120 | 93 | 120 | TOTAL DIVISION | | |

| | |
|--------------------------------------|-------------------------|
| Legislative Branch | \$ 7,326,653 |
| Judicial Branch | \$ 39,333,002 |
| Executive Branch | |
| General Government | \$ 14,823,495 |
| 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 | 6,874,079 |
| Department of Public Safety | 331,439,843 |
| 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 | \$ 520,085,848 |
| TOTAL GENERAL FUND | \$ 566,745,503 |
| Special Revenue Funds | \$ 79,127,479 |
| Internal Service Funds | 112,751,647 |
| Enterprise Funds | 744,771,152 |
| Agency Funds | 11,640,829 |
| Debt Service Funds | 65,035,681 |
| TOTAL APPROPRIATIONS FOR 2016 | \$ 1,580,072,291 |

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 | \$ 7,326,653 |

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 | \$ 11,534,408 |
| I Personnel and Related Expenses | \$ 10,075,746 |
| II Other Expenses | 1,458,662 |



Appropriation Ordinance

| | | |
|--|--------------|----------------------|
| Municipal Court - Housing Division | | \$ 4,114,081 |
| I Personnel and Related Expenses | \$ 3,861,863 | |
| II Other Expenses | 252,218 | |
| TOTAL JUDICIAL BRANCH | | \$ 39,333,002 |
| 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 | | \$ 1,288,133 |
| I Personnel and Related Expenses | \$ 1,246,740 | |
| II Other Expenses | 41,393 | |
| City Planning Commission | | \$ 1,664,543 |
| I Personnel and Related Expenses | \$ 1,567,274 | |
| II Other Expenses | 97,269 | |
| Boxing and Wrestling Commission | | \$ 5,352 |
| I Personnel and Related Expenses | \$ 5,352 | |
| 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 | | \$ 14,823,495 |
| <hr/> | | |
| 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 |
| <hr/> | | |
| DEPARTMENT OF HUMAN RESOURCES | | |
| Department of Human Resources | | \$ 2,440,965 |
| I Personnel and Related Expenses | \$ 1,403,343 | |
| II Other Expenses | 1,037,622 | |
| TOTAL DEPARTMENT OF HUMAN RESOURCES | | \$ 2,440,965 |
| <hr/> | | |
| 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 |
| <hr/> | | |
| 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 | |



Appropriation Ordinance

| | | |
|--|----------------|-----------------------|
| 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 | | \$ 1,298,807 |
| I Personnel and Related Expenses | \$ 908,343 | |
| II Other Expenses | 390,464 | |
| Division of Health | | \$ 3,807,019 |
| I Personnel and Related Expenses | \$ 2,064,310 | |
| II Other Expenses | 1,742,709 | |
| 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 | | \$ 6,874,079 |
| DEPARTMENT OF PUBLIC SAFETY | | |
| Public Safety Administration | | \$ 5,298,699 |
| I Personnel and Related Expenses | \$ 3,613,504 | |
| II Other Expenses | 1,685,195 | |
| Division of Police | | \$ 190,736,623 |
| I Personnel and Related Expenses | \$ 180,837,000 | |
| II Other Expenses | 9,899,623 | |
| Division of Fire | | \$ 87,039,122 |
| I Personnel and Related Expenses | \$ 83,152,783 | |
| II Other Expenses | 3,886,339 | |
| Division of Emergency Medical Services | | \$ 24,952,593 |
| I Personnel and Related Expenses | \$ 22,325,137 | |
| 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 | | \$ 14,486,406 |
| I Personnel and Related Expenses | \$ 10,901,410 | |
| 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 | | \$ 331,439,843 |
| 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 | |



Appropriation Ordinance

| | | |
|----------------------------------|---------------|----------------------|
| 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 |
|---|--|----------------------|

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 |
|--|--|-------------------|

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 | | \$ 520,085,848 |
| TOTAL GENERAL FUND | | \$ 566,745,503 |

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 | |
| II Other Expenses | 6,044,275 | |



Appropriation Ordinance

| | | |
|--|---------------|-----------------------|
| 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 | | \$ 69,488,871 |
| II Other Expenses | \$ 69,488,871 | |
| Prescription Self Insurance | | \$ 16,186,933 |
| II Other Expenses | \$ 16,186,933 | |
| TOTAL INTERNAL SERVICE FUNDS | | \$ 112,751,647 |

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 |

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
TOTAL ENTERPRISE FUNDS
\$ 744,771,152

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



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

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

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

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

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

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

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

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

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

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

CCA - Central Collection Agency

CMSD - Cleveland Metropolitan School District

COC - City of Cleveland

CPI - Consumer Price Index

CRB - Community Relations Board

CSB - Cleveland Small Businesses

CWD - Cleveland Water Department

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

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

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

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

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

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

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

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

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

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

DPC - The Department of Port Control

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

Decertification - The withdrawal of financial obligation.

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

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

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

EMS - Emergency Medical Service

Economic Indicator - A piece of economic data, usually of macroeconomic scale, that is used by investors to interpret current or future investment possibilities and judge the overall health of an economy. Economic indicators can potentially be anything the investor chooses, but specific pieces of data released by government and non-profit organizations have become widely followed.

Encumbrance - Commitment of funds related to an as yet imperforate contract for goods or services.

Enterprise Funds - are used to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges.

Expenditure Recovery - The reimbursement of money from one funding source to another in which the reimbursing entity has an interest in the purchase of the goods or services.

Expenditures - Dispensing of available resources for the purpose of accomplishing a specific goal or objective.

FBE - Female Business Enterprises

Fee - A charge to the party who only benefits directly from the City's service, such as individual building permit fees.

Fiscal Year - A twelve month period (January 1 through December 31) at the beginning of which the city implements a new budget based on expected revenues and expenditures, and at the end of which the city determines its financial position and the results of its operations.

Fund - An accounting entity with a self-balancing set of accounts designated for a particular purpose.



Fund Balance - The balance in a fund remaining from all revenues, expenditures and carryover funds that is subject to future appropriation.

GIS - Geographic Information System

General Bond Ordinance - A general obligation bond is a common type of municipal bond that is secured by a state or local government's pledge to use legally available resources, including tax revenues, to repay bond holders. The issuance and sale of all bonds or notes of the City is governed by "PART ONE: ADMINISTRATIVE CODE, TITLE XIII: FISCAL MANAGEMENT, CHAPTER 177 - BONDS AND NOTES" of the City Ordinances.

General Fund - The General Fund is the general operating fund of the City. It is used to account for all financial resources, except those required to be accounted for in another fund.

General Obligation (G.O.) Bond - are backed by the full faith and credit of the City. Such bonds are payable from ad valorem property taxes levied within the limitations provided by law, irrespective of whether such bonds are secured by other receipts of the City in addition to such ad valorem property taxes.

Generally Accepted Accounting Principals (GAAP) - A widely accepted set of rules, conventions, standards, and procedures for reporting financial information, as established by the Financial Accounting Standards Board.

Government Finance Officers Association (GFOA) - a professional association of approximately 17,500 state, provincial, and local government finance officers in the United States and Canada who's purpose is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and best practices and promoting their use through education, training, facilitation of member networking, and leadership.

Grant - A contribution by a government or other organization to support a particular function.

Grant Match - City funds, private funds, or in-kind services required to be contributed or raised by the receiving entity for the purpose of matching funds obtained from Federal and State grant programs.

Inter-fund Subsidies - A grant of money from one fund to another to assist in operations which have been deemed advantageous to the public.

Internal Service Funds - Are used to account for the financing of goods or services provided by one department or division to other departments or divisions or to other governments on a cost-reimbursement basis. The City's most significant Internal Service Funds are used to account for Motor Vehicle Maintenance, Municipal Income Tax Administration and the Worker's Compensation Reserve.

LEED - Leadership in Energy and Environmental Design

LPE - Local Producer Enterprises

MBE - Minority Business Enterprises

Maturity - Refers to the final payment date of a loan or other financial instrument.

Modified Accrual Accounting - A basis of Accounting according to which (1) revenues are recognized in the accounting period in which they become available and measurable and (2) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for un-matured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due.

OBC - Ohio Building Code

OBM - Office of Budget & Management

ODOT - Ohio Department of Transportation

OEO - Office of Equal Opportunity

Object Code - Identifies the reason for which the appropriation (money) will be spent, i.e. electricity, asphalt, etc.

Operating Budget - Plan of current program expenditures and the proposed means of financing them.

Program - Service performed by division representing the purpose of funds spent.

Property Tax (Ad Valorem) - Ad Valorem is Latin for "according to value". Municipal property owners have their property assessed on a periodic basis by a public tax assessor and assessed value is then used to compute an annual tax, which is levied on the owner.

Proprietary Funds - A set of segregated revenue and expenditure accounts, set up for the purpose of showing net income, financial position, and changes in financial position. Enterprise Fund and the Internal Service Fund are Proprietary Funds.

Receipts - Cash recognized upon collection.

Reserve Fund - The City of Cleveland's current policy is to maintain a General Fund operating reserve of 5 percent of the total General Fund Operating budget.

Restricted Income Tax Fund (RIT) - Revenue legislation for the support of Debt and ongoing General Fund Capital expenses from allocating 1/9 of the General Fund Income Tax for this purpose.

Revenues - Anticipated income.

Revenue Bonds - A revenue bond is a special type of municipal bond distinguished by its guarantee of repayment solely from revenues generated rather than from a tax.

SC2019 - Sustainable Cleveland 2019

SUBE - Sustainable Urban Business Enterprises

Self Generated Revenue - Income generated by means of fees or charges for services rendered by a division.

Sinking Fund Ordinance - A fund set up and accumulated by regular deposits for paying off the principal on a debt or for other specified purposes. The City's Sinking Fund Commission was established by "PART ONE: ADMINISTRATIVE CODE, TITLE XIII: FISCAL MANAGEMENT, CHAPTER 179 - SINKING FUND" of the City Ordinances. The Commission, consisting of the Mayor, the Director of Finance, and the President of the Council, was established pursuant to Section 110 of the Charter of the City of Cleveland to manage and control the Sinking Fund in the manner provided by ordinance and by general law to the extent not provided by ordinance.

Source - Identifies a broad category of origin of receipts i.e., Local Taxes, Licenses and Permits, Sales and Charges for Service.

Special Revenue Funds - are used to account for revenues derived from specific taxes, grants or other restricted revenue sources. The uses and limitations of each Special Revenue Fund is specified by legal, regulatory or administrative provisions. These funds include most major federal and state grants.

Subordinate Income Tax (SIT) - Debt instruments which pledge the full faith and credit of the City as the primary source of repayment. They are generally used for capital projects associated with the provision of basic services

Taxes - Compulsory charges levied by a government to finance services performed for the common benefit of people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

Transfers In - Revenue generated and transferred from other sub funds (i.e., land sales, Rainy Day Fund, Economic Development Funds, etc.)

Turnover - The loss and gain of personnel in employment.

Type - Reflects the detailed source of revenue, i.e., Income Tax, Building Licenses, Permits, Rental of City Property, etc.

Unencumbered Balance - An amount of cash free of financial obligation and available for expense.



Glossary

User Fees - Charges for services rendered or for goods provided.

Worker Adjustment & Retraining Notification Act (WARN) - The WARN act provides protection to workers, their families and communities by requiring employers to provide notification 60 calendar days in advance of plant closings and mass layoffs. WARN Notices are provided by employers to the Ohio Department of Job and Family Services, Bureau of WIA, Rapid Response Section.

Workforce Investment Act (WIA) - The Workforce Investment Act of 1998 provides a framework to ensure coordination of workforce development activities, under five separate titles: Job Training / Adult Education / Wagner-Peyser / Vocational Rehab / General Provisions. The act also maintains separate funding streams for Adults, Dislocated Workers, and Youths.

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DEPARTMENT OF FINANCE

Sharon Dumas

Finance Director

OFFICE OF BUDGET AND MANAGEMENT

Joanna Henderson

Accountant IV

Gregory Cordek

Budget Administrator

Briana Cleveland

Budget Analyst

Shola Ojo

Deputy Budget Administrator

Nicole Gallagher

Deputy Budget Administrator

Stanley Kolenda

Senior Budget and Management Analyst

Tina Magistro

Senior Budget and Management Analyst

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Division of Printing

Desktop Publishing and Printing Support

OFFICES

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REFERENCE DOCUMENTS

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

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.