

2015 BUDGET BOOK



CITY OF CLEVELAND, OHIO

FRANK G. JACKSON
MAYOR



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CITY OF CLEVELAND
Mayor Frank G. Jackson

ORDINANCE 110-115
Passed March 23, 2015
Effective April 1, 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.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Cleveland
Ohio**

For the Fiscal Year Beginning

January 1, 2014

Executive Director



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

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

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

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

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

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

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

FEBRUARY 1, 2015



To the Cleveland City Council and Citizens of Cleveland,

As required by provisions of Section 38 of the Charter of the City of Cleveland, I transmit the estimate of receipts and expenditures for all departments and divisions of the City for the year 2015. The general fund operating budget is \$542.3 million and the total citywide budget is \$1.54 billion.

The general fund operating budget as presented for fiscal year 2015 sustains existing operations with the addition of 10 police officers, continues to support efficient delivery of services for the citizens of the City of Cleveland and reflects the financial impact of reductions in revenue and increases in costs.

The global recession, the foreclosure crisis and permanent reductions in State Revenue Sharing have resulted in significant revenue losses for the City of Cleveland. Property Tax collections have declined \$18.0 million from 2007 to 2014. The loss of \$30 million dollars in Local Government Fund, Commercial Activity Tax, Tangible Personal Property Tax and Estate Tax adversely impacted our goal of a structurally balanced budget. In response, we continue to successfully monitor the carryover balance, expenses and reserve to ensure prudent financial management.

As has been reported, Cleveland is home to more than \$5 billion in planned and completed development since 2011. This includes the inner belt bridge, the VA medical center expansion, the Cleveland Convention Center and Medical Mart, Horseshoe Casino and an expansion at the Cleveland Museum of Art. Each of these projects is well in excess of \$250 million dollars. Each has created additional jobs in greater Cleveland.

However, despite substantial economic development in our area, the City's general fund revenue remains flat. In spite of prosperity in the City of Cleveland and the region, general fund revenue in fiscal 2007 was \$516.9 million compared to anticipated revenue in fiscal 2015 of \$494.5 million. The City receives no direct, measurable benefit (i.e. sales tax, business tax (CAT), etc.) from the development and daily operations of restaurants, hotels and businesses in Greater Cleveland. We continue to have challenges to our tax base like House Bill 5 (effective in 2016) and requests for exemptions from municipal tax collections by professional sports players and executive level professionals. There is no anticipation of any new taxes or fees that would positively impact revenue collection so controlling costs is imperative.

We are projecting revenue collections of \$494.5 million in fiscal 2015. This reflects the loss of camera enforcement revenue (\$6.9M), fines and forfeitures (\$1.3M) and a one-time worker's comp refund (\$3.3M). Carryover balance is \$49.6 million.

Expenses for the same period are projected at \$542.3 million. This supports all ratified union agreements, additional Civil Service testing and increases in snow removal costs.

Our challenges for fiscal 2015 are continuing contract negotiations with Public Safety and DOJ compliance. We additionally are beginning significant planning for the arrival of the Republican National Convention in 2016.

The 2015 Mayor's Estimate provides a solid base for the retention of City Services and responsible management of available resources.

Sincerely,



Frank G. Jackson
Mayor



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

The Budget as a Policy Guide

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

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

The Budget as a Financial Plan

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

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

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

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

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

The Budget as an Operations Guide

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

The Budget as a Communication Device

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

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

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

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

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

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

Examples are:

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

HISTORY

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



Moses Cleaveland

STRATEGIC LOCATION

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

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

Public Square 1912

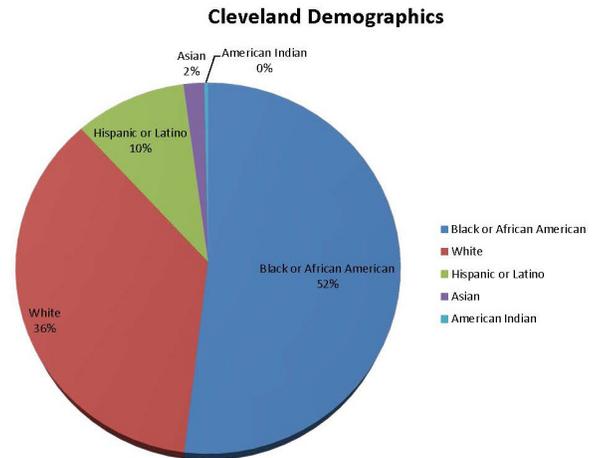


Present Day Skyline



DIVERSITY

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



EDUCATION



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



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

SPORTS

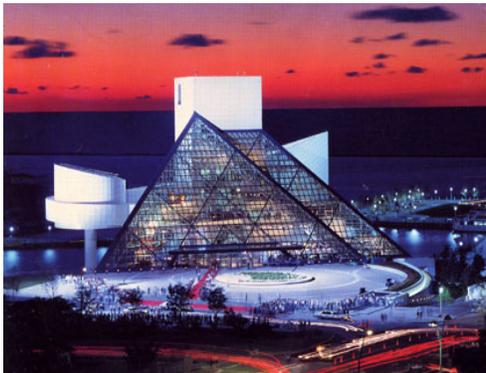
Several professional sports teams call Cleveland home, and they have drawn incredibly loyal fans and impacted the revenue of the city heavily. Despite the weather conditions, many traditions have been formed across the board.

The Cleveland Browns football team was 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

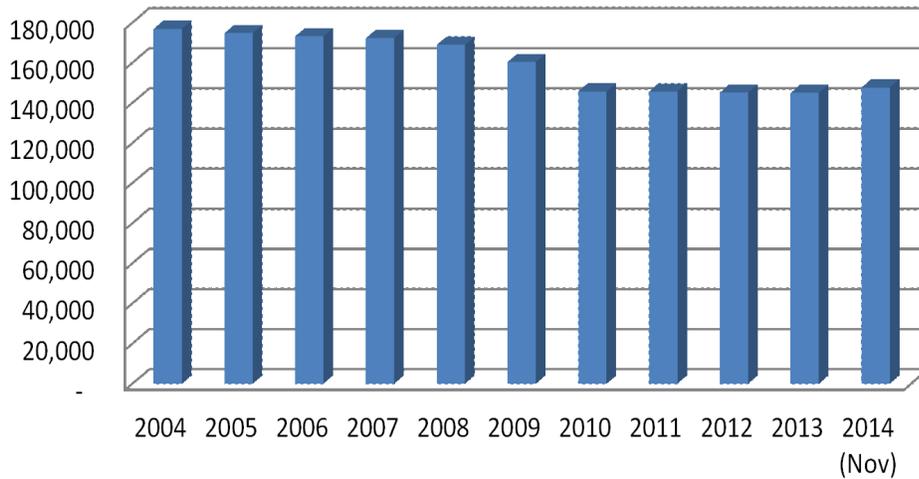
Cleveland, historically known as a hub for American manufacturing, has continued to build strong service-sector industries such as healthcare, banking/financial services, insurance, legal services, and tourism, among others.

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

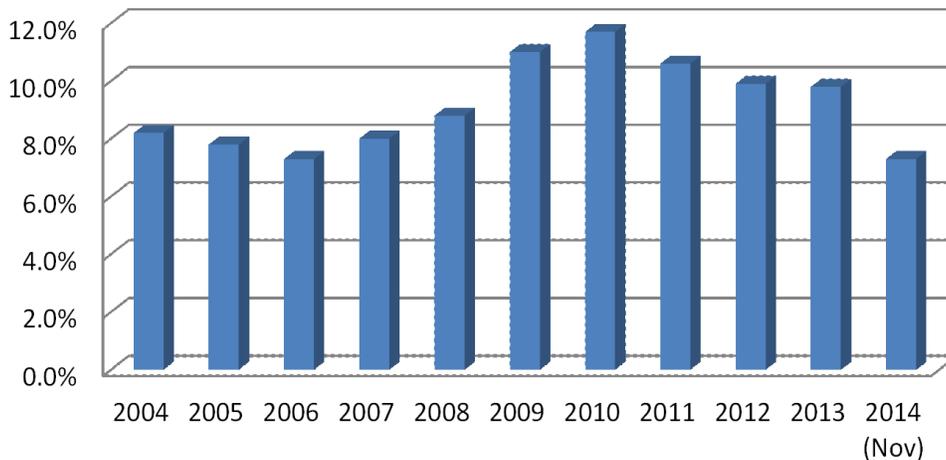
The leading industries in Cleveland, Ohio are Education and Health Services, 18.9%; Trade, Transportation, and Utilities, 17.7%; Professional and Business Services, 14.5%, Government, 12.7%; and Manufacturing 12%. According to the Bureau of Labor Statistics, the average salary for jobs in Cleveland, Ohio is \$45,385, and the median income of households in Cleveland was \$26,556.

Employed Cleveland Residents
Annual Average



Since 2010, the unemployment rate has continued to decline, with a change of almost 4.5% by the end of 2014.

Unemployment Rate
Annual Average



MAJOR EMPLOYERS



Cleveland Clinic



University Hospitals



MetroHealth



KeyBank



Achieve anything



Company

Cleveland Clinic Foundation	32,251
University Hospitals	14,518
U.S. Office of Personnel Management	11,254
Cuyahoga County	7,776
Cleveland Metropolitan School District	6,953
City of Cleveland	6,757
MetroHealth System	5,823
KeyCorp	4,812
Case Western Reserve University	4,512
Sherwin-Williams Company	3,430

SOURCE: Crain's 2015 Book of Lists

Number of Employees

AIRPORT QUICK FACTS

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

Layout:

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

Operations Per Year:

•Commercial Airline Operations	61,822
•Taxi/Commuter Commercial	59,905
•General Aviation	8,814
•Cargo Commercial Airline Operations	2,784
•Military Flights	221

Landings per day:

•General Aviation	169
•Commercial Departures	171
•Commercial Arrivals	171

Public Parking Spaces:

•CLE Smart Parking Garage (Long/Short-Term)	3,997
•Economy Parking (Blue Lot)	380
•Economy Parking (Orange Lot)	934
•Red Lot Parking	230

Services:

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

POLICE QUICK FACTS

• 911 Calls Per Year	299,876
• Investigated Cases	69,243
• Vehicles	675
• Neighborhood Watch Locations	50
• Motorcycles	31
• Canine Teams	9
• Stations	5
• Helicopters	2
• Public Safety Communications Center	1
• Police Headquarters	1



FIRE & EMS QUICK FACTS

• EMS Incoming Calls Per Year	109,045
• Fire Unit Responses	111,061
• EMS Medical Runs Per Year Dispatched	97,028
• Fire/Emergency Incidents	64,337
• Patients Transported to Hospitals by EMS	71,128
• 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	2,800
•Parking Lots	4
•Parking Garages	2

2020 FUTURE LAND USE

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

Citywide Land Use:2000

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



Proposed Citywide Land Use:2020

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

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

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

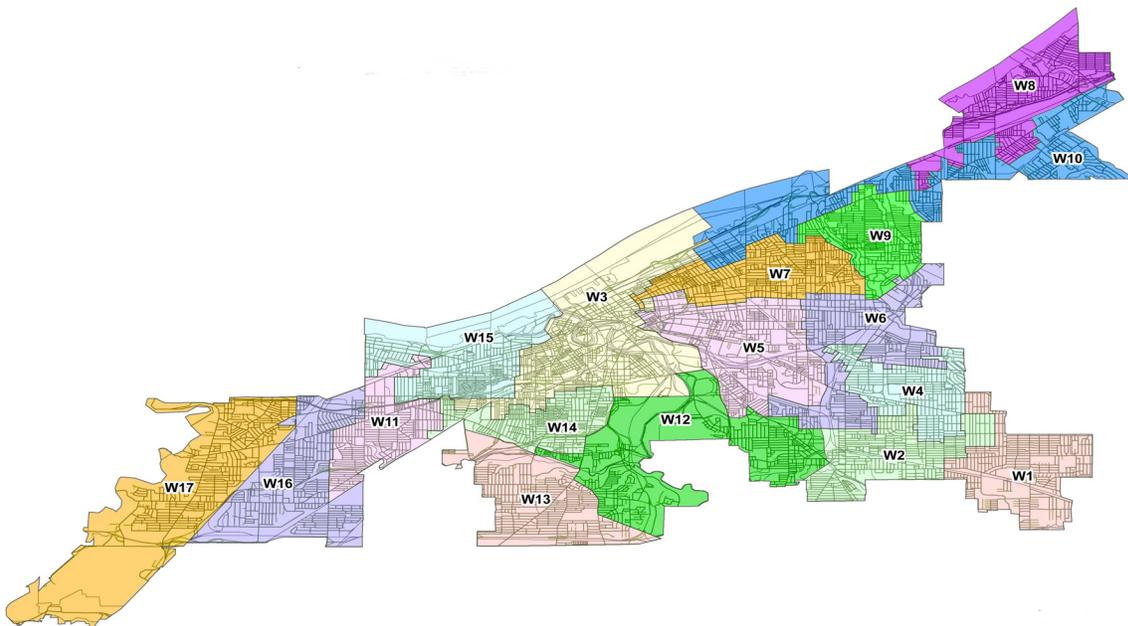
Building on the recent study known as *Reimagining a More Sustainable Cleveland*, the City of Cleveland Planning Commission and its partners assembled eight interdisciplinary Working Groups to prepare action-oriented recommendations designed to facilitate sustainable re-use of vacant land in Cleveland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

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

Roster of Elected Officials

CITY COUNCIL	WARD	TELEPHONE	E-MAIL
Frank G. Jackson	Mayor	664-3990	frankjackson@city.cleveland.oh.us
Terrell H. Pruitt	1	664-4944	tpruitt@clevelandcitycouncil.org
Zachary Reed	2	664-4945	zreed@clevelandcitycouncil.org
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Kenneth L. Johnson	4	664-4941	kjohnson@clevelandcitycouncil.org
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Matt Zone	15	664-4235	council15@clevelandcitycouncil.org
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WARDS OF THE CITY



Did You Know???



Superman Originated in Cleveland



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

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

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

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

Movies Filmed in Cleveland

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



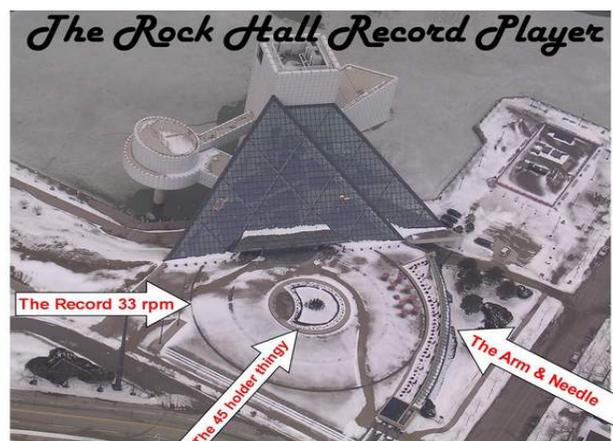
What Does the Rock & Roll Hall of Fame Have in Common With a Record Player?



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

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

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



Famous Clevelanders

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

Steven Adler- Drummer for Guns and Roses

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

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

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

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

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

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

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

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

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

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

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

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

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

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

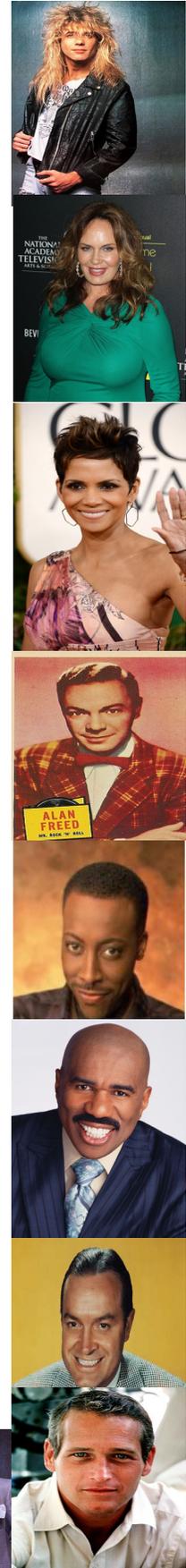
Paul Newman- Award winning actor who also is the co-founder of Newman's Own food manufacturing company in which all tax profits and royalties are donated to charity.

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

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

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

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



Famous Clevelanders

The Following Are Notable Sports Figures From Cleveland



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

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

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



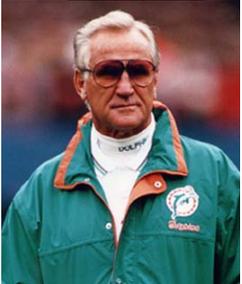
Don King- Boxing Promoter. One of his most notable matches is the heavyweight championship fight between Muhammad Ali and George Foreman, which is popularly known as "The Rumble in the Jungle". Another fight was "Thrilla in Manila" between Ali and Joe Frazier. Outside of boxing, he was manager of The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

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



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

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



The Following Are Other Notable Figures From Cleveland

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

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

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

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

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

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



Cleveland Fun Facts



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

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



SHERWIN WILLIAMS.

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

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



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

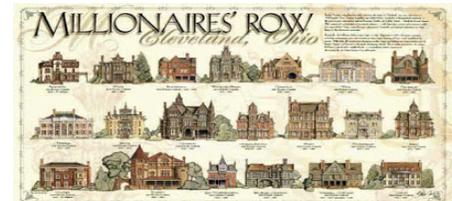
Cleveland vs Cleaveland

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



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

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



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



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



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

AUGUST

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

OCTOBER

- Preliminary budget review hearings are conducted with each Department.

NOVEMBER

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

DECEMBER

- The Temporary Appropriation Ordinance for the following year is prepared, per State Law, to provide Department / Divisions with sufficient level of appropriation to continue services through the first quarter of the calendar year until the final budget is passed by City Council by April 1.
- The City presents the Transfer Ordinance, Supplemental Appropriation Ordinance, and the Temporary Appropriation Ordinance to City Council and files the approved ordinances with the Cuyahoga County Budget Commission.

FEBRUARY

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

MARCH

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

APRIL**CITY BUDGET APPROVED**

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



MAY

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

JUNE

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

THROUGH THE YEAR AS REQUIRED

CERTIFICATE / AMENDED CERTIFICATE OF RESOURCES

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

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

Budgetary Control

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

Capital and Debt

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

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

Capital Assets

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

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

Cash Management & Investments

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

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

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

Fees and Charges

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



Economic Analysis

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

Indirect Costs

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

Operational

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

Revenues and Reserves

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

Salaries

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

Unencumbered Funds

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

Vacancy Replacements

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

County Tax Budget

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

Transfer of Appropriations

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

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

Mayor's Estimate

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

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

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

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

The City is required by State Law to adopt annual budgets for the General fund, certain Debt Service and Special Revenue Funds, Restricted Income Tax Fund, Rainy Day Reserve Fund, Reserve Fund, and the Schools Recreation and Cultural Activities Fund. The Mayor's estimate must be formally delivered to Council no later than February 1. City Council must adopt a permanent appropriation ordinance for the fiscal year by April 1. The Cuyahoga County Auditor must certify that the City's appropriation measure does not exceed the amounts set forth in the County Budget Commission's Certificate of Estimated Resources.



Basis of Budgeting

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

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

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

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

Art in Everything! a Cleveland Initiative

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



Automated Waste Collection Program

The Division of Waste Collection services weekly approximately 140,000 households. And, in 2014 disposed of 209,000 tons of landfill debris; in addition to 17,900 tons of recyclable materials. Services include residential collection, curbside recycling, commercial collections, recycling drop-off program and the operation of a Transfer Station.

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



Full implementation of this program requires the purchase of 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 planned to phase in the program citywide over a five year period. Each year the city allocates funds via the Restricted Income Tax (R.I.T.) and other Capital Funding. In 2007 the City implemented a Pilot Program for the automated program which yielded positive results and led to the following Program Roll Out:

PHASE	ROLL OUT DATE	NUMBER OF HOUSEHOLDS	PERCENTAGE OF CITY
Pilot	October 2007	15,000	10%
Phase I	September 2011	25,000	26%
Phase II	June 2012	30,000	46%
Phase III	October 2013	25,000	62%
Phase IV	October 2014	25,000	80%
Phase V	October 2015	18,000	98%

Currently, 120,000 of the 138,000 households in the City of Cleveland participate in the Automated Collection and Curbside Recycling program. Another 18,000 households are scheduled to participate by October, 2015. Each resident will receive one (1) cart for regular household waste, and one (1) cart for recyclables adhering to their normally scheduled collection service day. Recycling and cart utilization is mandatory! Monitoring and enforcement procedures have been established in order to ensure the proper utilization of the system. Each cart is equipped with a Radio Frequency Identification tag (RFID) that allows tracking of various collection and routing data.

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

PROGRAM RESULTS

As of December 31,2014, Cleveland has processed 17,900 tons of recyclable material. (Glass, plastic, metal, paper and cardboard from both residents and commercial businesses)

- ♦ Drop off recycling 3,720 tons
- ♦ Residential recycling 14,180 tons
- ♦ Commercial recycling 4,367.81 tons

The City of Cleveland has a Recycling Contract which issues a cash rebate for each ton of uncontaminated recyclables processed. In 2014, the City was reimbursed for 17,900 tons of recyclables processed! The overall results from this year's program are as follows:

- ♦ 2014* generated \$374,856 in recycling revenue; market rate fluctuations in 2014 were volatile
- ♦ Landfill Diversion (Disposal cost savings): *\$610,218
- ♦ Total Savings and Revenue: *\$985,074
- ♦ These savings were generated with 120,000 households participating in the recycling program; as the program expands so does the potential for landfill cost avoidance savings and revenue reimbursements.

*Numbers as reported through December 31,2014

In October of 2015, the program expanded to an additional 18,000 households or more!. Education and Awareness is provided to the residents. Our citywide recycling goal is 24%, by 4th quarter of 2015.

Citywide Municipal Wireless Broadband Network Initiative

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

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

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

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

Clean Cleveland Initiative

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

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

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

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



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

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

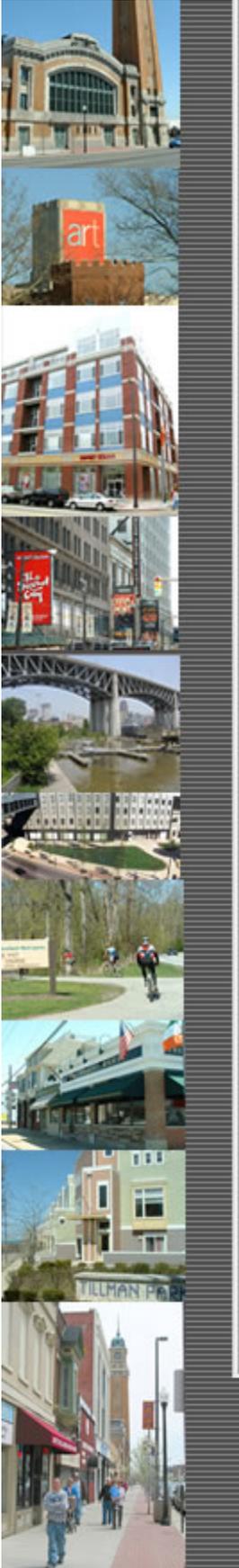
311 captures citizen service requests through one location and ensures they are addressed within a specified service level communicated to the resident.

While the CitiStat process supports 311 by:

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

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

Department	Service
Building and Housing	<ul style="list-style-type: none"> • The City demolished over 271 condemned structures in 2014. This is significantly lower than other years since 2007, all due to available demolition funds. • Building & Housing estimates that the City will demolish at least 1,000 structures in 2015 because more demolition funds are expected to become available. • The City issued over 3,581 board-up permits in 2014. These permits were for boarding unsecured structures that were a public safety hazard.
Health	<ul style="list-style-type: none"> • Performed 12,774 proactive nuisance inspections in 2011 down 16% from previous year. Nuisance complaints decreased overall by 51%, from 17,685 in 2010 to 8,695 in 2011.
Public Service and Parks, Recreation and Properties (Services now provided by Public Works in 2011)	<ul style="list-style-type: none"> • 47,539 vacant properties were cleaned in 2011 which was an increase of 2.39% compared to 2010
Public Utilities	<ul style="list-style-type: none"> • Cleaned 18,266 catch basins in 2011



Connecting Cleveland 2020 Citywide Plan

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

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

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

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

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

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

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

Connecting Cleveland: Developing Healthier Communities

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

Connecting Cleveland: The Waterfront District Plan

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



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

waterfront projects

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

•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.

Connecting Cleveland: Opportunity Corridor

"Creating economic opportunity through physical development": Cleveland's Opportunity Corridor is a transportation and economic development project aimed at connecting I-490 to the University Circle neighborhood. It will bring development and jobs to the neighborhoods along the route of the project. Construction is expected to begin in 2015.

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

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



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

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.

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



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 Theare District, the project cost totals \$16 million.

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.



Neighborhoods

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.

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



Courtyard by Marriott: The 150-room courtyard by Marriott is open on Cornell Road in University Circle. The \$26 million development was built to help meet the substantial demand generated by the hospitals, university, and other institutions in and around University Circle.



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

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



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

Intesa University Circle: Mixed-use development; apartments, retail, parking, and offices located at University Circle and Mayfield Road north of Circle Drive. The development will sit on 2.2 acres with 3 separate buildings (8-10 stories); 200 apartments, 700-space parking garage, 100,000 square feet of office space. Groundbreaking scheduled for fall 2014, completion scheduled for 2016. The cost of the project is \$110 million.

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 aread 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.



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.

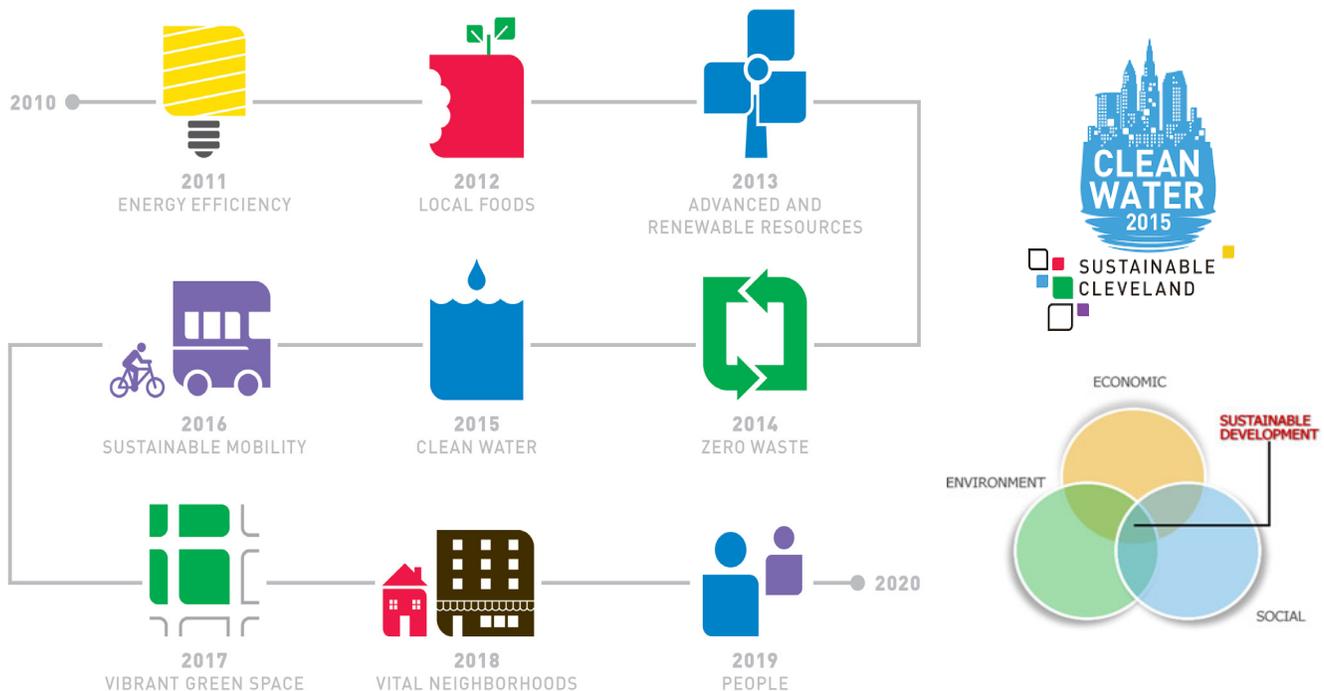
Sustainability is integral to many of the projects within the Capital Budget. Since 2013, the City of Cleveland has been implementing its sustainable building policy on new construction, renovations and "Fix it First" projects. This policy sets the standard of LEED Silver for new construction. As Cleveland 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. More than ten percent of the Capital Budget is dedicated to green infrastructure, bicycle facilities and improving the walkability of our neighborhoods.

Sustainability Improvement	Cost
Pedestrian Bridge Mall C to Lakefront	10,000,000
Pearl/Broadview	1,900,000
Scranton Road	600,000
East 93 rd Streetscape	250,000
Bike Lanes & Racks	100,000
Thermoplastic Bike Lanes	100,000
Bike Trail Johnson Mill Run	280,000
West Side Market Parking Lot	600,000
Total	\$13,830,000

2014 Sustainability accomplishments include:

- Launched a bikeway implementation plan and coordinating the addition of 13 additional miles of bikeway in 2014;
- Coordinated the Great Lakes Restoration Initiative funded tree planting program and the Cleveland Tree Master Plan;
- Garnered a \$500,000 Great Lakes Restoration Initiative grant to install permeable pavers at the West Side Market Parking Lot;
- Publishing the Sustainable Cleveland Report from the Community which charts progress five years into the Sustainable Cleveland initiative;
- Received grants from local and national funders to launch the Cleveland Climate Action Fund supporting community-based climate action projects;
- Coordinated the Year of Zero Waste including publishing Year of Zero Waste Primer, a series of Zero Waste Videos, Curbside Recycling PSA and Zero Waste signage; Zero Waste Posters
- Worked with the Division of Waste to install 70 downtown recycling bins
- Collaborated on the Sustainable Food Cluster Roadmap
- Conducted a City Hall Waste Audit;
- Completing a citywide Renewable Energy Site Screening for large scale solar energy projects;
- 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;
- Cleveland was named an EPA Green Power Community for its 100% renewable municipal energy aggregation;
- Curating monthly sustainability conversations in the Sustainable Cleveland Center;
- Managing and reporting on utility and energy data for all city facilities;
- Became a member of the Sustainable Purchasing Leadership Council;
- Participated in a Carbon Neutral Cities/C40 cities convening in Copenhagen, Denmark;
- Named a 3-STAR city in sustainability by STAR Communities;
- Worked with Division of Waste on the Curbside Value Partnership recycling campaign;



The Future of Public Safety

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



The Cleveland Department of Public Safety is more than Police, Fire and Emergency Medical Service (EMS). Public Safety also includes the Divisions of Animal 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.

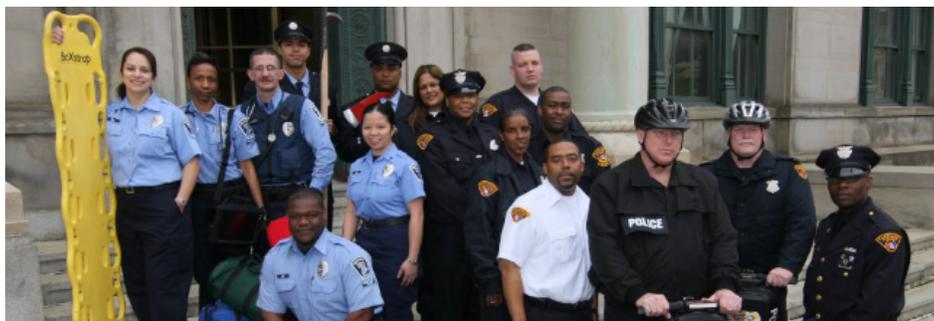
In November of 2013, Mayor Jackson, along with then Director Martin Flask, and then Chief Michael McGrath, the Department of Public Safety broke ground on a new Division of Police Third District Headquarters. The state-of-the-art facility will be completed in the second quarter of 2015 and in addition to Division of Police field and support functions, it will also be home to a new Public Safety Communications Center. The facility will also feature community meeting rooms for citizen gatherings, and will be LEED silver certified. In the spring of 2014, the Department of Public Safety will break ground for a new Division of Fire, Rescue and Emergency Medical Service facility replacing outdated Fire Station 36. The new facility at 3552 East 131 Street is designed to headquarter cross-trained, dual role firefighter-paramedics. The first station of the new era of fire and medical service for our community, like the new Third District Police Headquarters, will be LEED silver certified and have a community meeting room. A site for a new Kennel at 9203 Detroit Avenue was approved. Public Safety engaged community stakeholders in the design of the new Kennel and groundbreaking is scheduled for the third quarter of 2014.

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

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



New for 2015 will be the initiation of the long awaited upgrade to the Records Management System (RMS) for the Division of Police. 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.



The Division of Fire graduated a class of 36 Fire Cadets in June to augment the staff of uniformed firefighters. In addition to this class, our Fire Training Academy was involved in many projects in 2014. Some of these include:

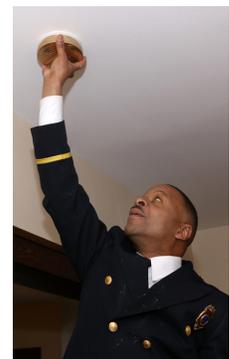
- The entire Division was provided initial training in Ebola awareness and given an overview of donning & doffing of protective gear. Additional follow-up training in this will be provided.
- Newly promoted officers have completed the inaugural the Fire Officer I program. Newly promoted officers are completing their six homework assignments and term paper that were assigned. The program was a successful and will be utilized for future promoted members. It has been submitted to the Ohio Fire Academy for approval for official NFPA Fire Officer I certification.
- Working with a National Coalition (Underwriters Laboratories') to revise and establish a National Curriculum on Fire Fighting Tactics in a Modern Fire Environment;
- Participating in additional National Research Projects with Underwriter's Laboratories and the National Institute of Standards and Technology;
- Created a Return to Duty Training Program for members who have been injured and are returning to work after an extended period of time off;
- Hosted an annual Doctor Day for residents of MetroHealth Hospital;
- In addition to the citywide created the number of "officer roll call" training programs for all CFD supervisory personnel to ten (10) for the year.
- Completed Hook & Ladder training in standardized fireground operations
- Completed Search & Rescue training for our Engine Companies

The Division of Fire Public Education (PE) Unit provides a key service in the reduction of the risk of fire incidence through public education and prevention efforts. In collaboration with the Red Cross Association who provides the Smoke Alarms, 150,000 smoke alarms have been installed in Cleveland residents' homes by Cleveland Firefighters, since this program began in 1992. The Smoke Alarm Hotline is 361-5535 to obtain this service. Also, the PE unit has provided fire safety hands-on assimilation practice, and learning with the smoke house, fire safety trailer for children and adults, at numerous requested public events during the seasonal time of the year. The PE unit has presented hundreds of fire safety presentations to all ages, seniors, children, and adults. These are educational tool to reducing risk and saves lives strategy to educate all ages, seniors, children and adults in the City of Cleveland. In addition, the PE unit has increased its presence at the city schools.



In 2014 the Division of Fire worked with the Civil Service Commission to conduct promotional examinations for the ranks of Battalion Chief, Captain and Lieutenant of Fire. These examinations resulted in the promotions of 17 Captains and 27 Lieutenants. In addition, the Division acquired and issued 240 sets of new turnout gear for front line firefighters. The gear provides essential lifesaving protection from heat and flame for firefighters when entering dangerous atmospheres while performing their duties at fire alarms. The Division has also received a new Engine Company that was placed into service at Engine 22 (East 73 & Superior) in September.

Although significant administrative progress has been made to integrate the Divisions of Fire and EMS through the consolidation of payroll, time keeping, medical equipment purchasing and distribution, as well as, the co-location of EMS ambulances into neighborhood fire stations, we have been unable to fully operationalize our plan. The tentative agreement the City reached with Local 93 was overwhelmingly rejected by the rank and file. At this time there are no plans to attempt to operationalize the plan. As service calls for medical needs continue to increase, we are 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.





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

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



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

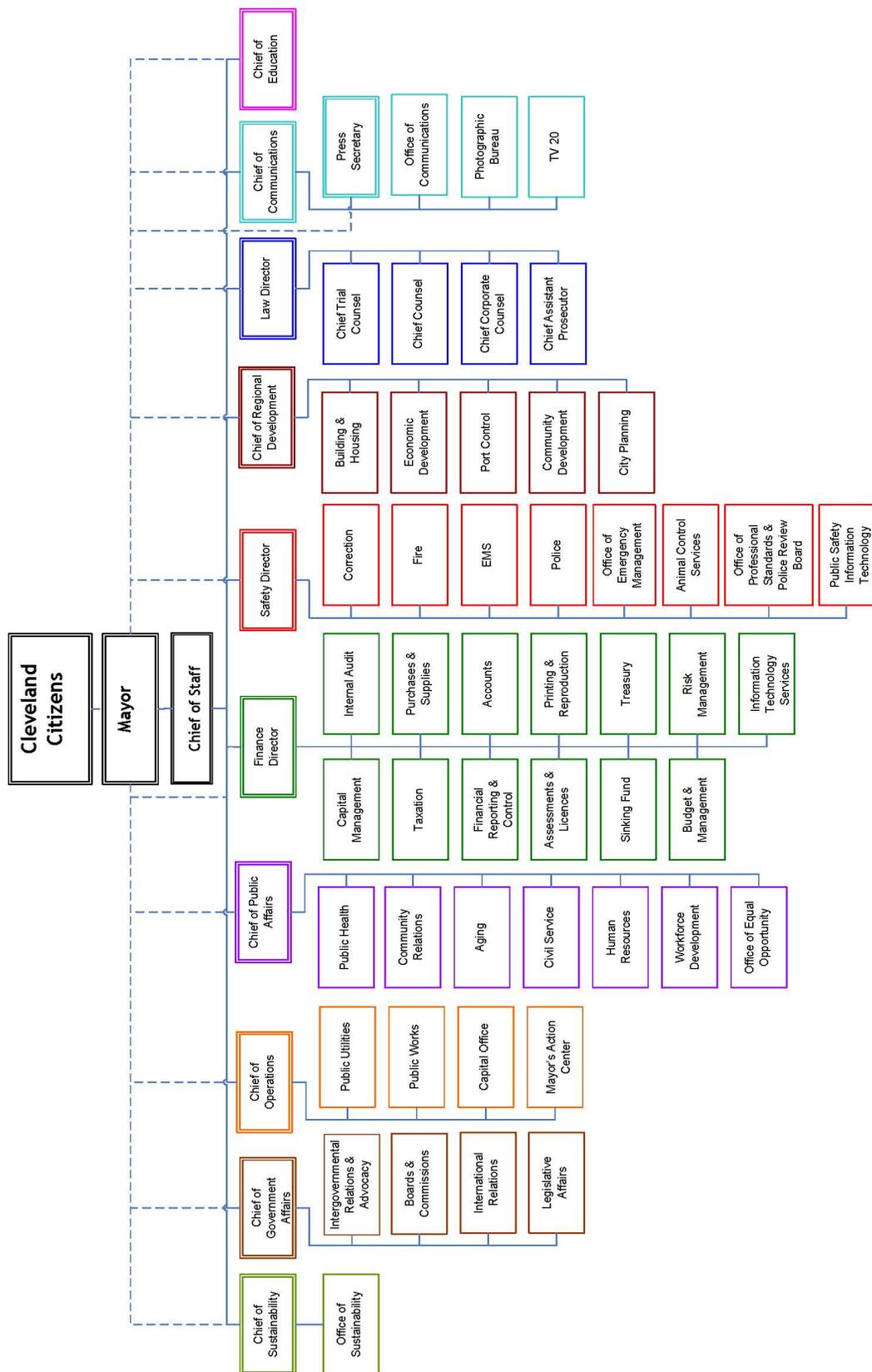
Adding to technology, the Division of Police will initiate a body camera project in 2015. Every officer will be issued a body camera to wear while working. These cameras will allow the activities of each officer to be recorded while interacting with all citizens.

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



The year 2014 saw the U.S. Department of Justice (DOJ) review the Division of Police resulting in a letter of findings. Going forward, one immediate response to the DOJ findings will be 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.

The Division of Police in partnership with the law enforcement community will be 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.



Official Certificate of Estimated Resources



OFFICIAL CERTIFICATE OF ESTIMATED RESOURCES
 Form Prescribed by the Bureau of Inspection and Supervision of Public Offices.
 County Auditor's Form No. 32A
AMENDED OFFICIAL CERTIFICATE OF ESTIMATED RESOURCES
 Based on 88.73% current & delinquent collection of current levy for previous tax year

Fund	Unencumbered Balance, Jan. 1, 2015	General Property Tax	Local Government	Other Sources	Total
General Fund	\$49,626,721.09	\$34,026,073.00	\$23,494,791.00	\$434,390,945.00	\$541,538,530.09
Fire Pension	-	1,317,138.00	-	-	1,317,138.00
Police Pension	-	1,317,138.00	-	-	1,317,138.00
Total General Fund	49,626,721.09	36,660,349.00	23,494,791.00	434,390,945.00	544,172,806.09
Restricted Income Tax	104,083.33	-	-	37,496,438.00	37,600,521.33
Schools Rec & Cult Activities	-	-	-	1,175,000.00	1,175,000.00
Rainy Day Fund	18,675,307.35	-	-	65,000.00	18,740,307.35
Street Construction, Mtc & Rep	2,124.82	-	-	27,152,774.00	27,154,898.82
Cleveland Stadium	23,811,525.63	-	-	9,715,125.00	33,526,650.63
Debt Service	15,449,596.59	19,098,506.00	-	47,248,491.00	81,796,593.59
Utilities Administration	505,977.99	-	-	5,230,402.00	5,736,379.99
Utilities Radio Communications	753,592.84	-	-	2,685,484.00	3,439,076.84
Utilities Fiscal Control	322,580.40	-	-	5,837,546.00	6,160,126.40
Water	180,493,376.29	-	-	295,596,500.00	476,089,876.29
Water Pollution Control	8,758,702.15	-	-	26,750,000.00	35,508,702.15
Cleveland Public Power	22,774,954.49	-	-	202,260,000.00	225,034,954.49
Airport Operations	66,444,225.53	-	-	152,700,000.00	219,144,225.53
Cemetery	64,790.38	-	-	1,651,518.00	1,716,308.38
Golf	126,466.14	-	-	53,152.00	179,618.14
Parking Facilities	1,695,575.57	-	-	8,292,491.00	9,988,066.57
Public Auditorium	1,038.72	-	-	2,584,354.00	2,585,392.72
West Side Market	1,371,079.57	-	-	1,283,000.00	2,654,079.57
East Side Market	25.76	-	-	40,000.00	40,025.76
Sinking Fund General Oper	5,736.63	-	-	758,366.00	764,102.63
Telephone Exchange	129,583.86	-	-	7,074,673.00	7,204,256.86
Workers Compensation Reserve	-	-	-	-	-
Health Self Insurance Fund	5,717,027.40	-	-	57,218,638.00	62,935,665.40
Prescription Self Insurance Fund	248,328.28	-	-	12,952,173.00	13,200,501.28
Motor Vehicle Maintenance	447,018.55	-	-	16,809,808.00	17,256,826.55
Printing	90,299.39	-	-	2,353,732.00	2,444,031.39
Storeroom	29,990.53	-	-	558,835.00	588,825.53
Central Collection Agency	397,247.73	-	-	11,354,483.00	11,751,730.73
Total	\$398,046,977.01	\$55,758,855.00	\$23,494,791.00	\$1,371,288,928.00	\$1,848,589,551.01

Transfers	Amount:
General Fund To:	
Stadium Fund	\$ 9,465,125.00
Streets Fund	7,623,211.00
Other Subfunds	2,000,000.00
Debt Service Fund	11,362,190.00
Schools Fund	1,175,000.00
IX Center Fund	125,000.00
Sinking Fund	642,366.00
Cemetery Fund	131,246.00
Public Auditorium Fund	1,649,862.00
	\$ 34,174,000.00

In order to properly forecast and extrapolate behavior several years into the future, one must first completely understand the past and current major revenues and expenditure categories and trends. This practice also supports the organizational alignment process of strategic planning which ensures that we continue to balance available resources with proposed policies and assumptions.

Constant evaluation of key financial indicator trends has consistently been the most relevant exercise in guiding future policy and programmatic decisions. Trend data evaluation of this nature has consistently helped in providing information about the current financial position, and required changes in the future financial positioning for guiding future policy and programmatic decisions by evaluating current past and current fiscal conditions. Forecasts resulting from this exercise are then be used to identify potential challenges to fiscal stability.

Below is a summary overview history of the major revenues and expenditures, by appropriation budgeted by the City of Cleveland.

	2011 Actual	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
510- Salaries	\$ 407,347,839	\$ 404,764,243	\$ 417,520,458	\$ 408,584,064	\$ 436,232,131
515-Benefits	165,929,755	160,435,776	160,108,990	164,599,271	179,339,730
Total Personnel	\$ 573,277,594	\$ 565,200,018	\$ 577,629,447	\$ 573,183,335	\$ 615,571,861
620- Other Training	\$ 1,292,348	\$ 1,428,102	\$ 1,466,015	\$ 1,459,176	\$ 2,307,307
625- Utilities	57,207,111	55,229,437	58,532,894	60,881,019	63,333,444
630- Contractual	78,043,420	80,293,251	82,012,158	92,657,566	96,366,621
640- Materials	140,083,035	139,347,232	147,752,023	159,558,139	179,002,814
650- Maintenance	28,555,792	27,357,966	32,792,706	31,867,726	37,278,841
660- Claims	9,045,045	10,159,473	9,711,749	47,146,151	75,789,587
670- Interdepartmental Charges	44,719,007	45,045,921	43,452,009	49,633,721	51,013,107
675- Subsidies	68,909,567	53,903,152	62,133,045	68,547,273	71,045,919
680- Capital	27,444,053	37,946,223	40,640,491	62,311,760	101,892,508
690- Debt Service	213,006,425	210,701,726	266,864,289	260,451,311	250,586,707
699-Expenditure Recovery	(15,890)	95,583	(24,982)	297,305	70,000
Total Other	\$ 668,289,913	\$ 661,861,823	\$ 748,932,396	\$ 838,491,647	\$ 928,686,855
Total Expenses	\$ 1,241,567,507	\$ 1,227,061,841	\$ 1,326,561,843	\$ 1,411,674,982	\$ 1,544,258,716
400- Charges for Services	\$ 583,485,206	\$ 624,119,312	\$ 625,097,663	\$ 716,196,419	\$ 778,654,074
405- Fines & Forfeitures	24,087,922	21,626,439	20,173,616	23,732,685	15,758,445
410- Grant Revenue	4,056,767	8,492,860	8,036,758	3,017,605	3,077,766
415- Licenses & Permits	15,972,055	13,924,919	14,803,640	14,536,862	15,212,845
420- Miscellaneous	75,235,853	78,560,084	90,563,841	87,075,660	75,487,289
425- Other Shared Revenue	40,856,932	43,721,563	48,791,035	38,624,566	32,002,339
430- Property Tax	54,986,428	54,751,115	49,739,412	49,184,325	50,896,835
435- Sale on City Assets	1,235,140	522,798	727,082	1,531,988	500,000
440- State & Local Gov't Fund	47,256,961	34,672,706	28,180,328	25,021,013	25,949,421
445- Transfers In	28,155,174	35,513,644	29,410,242	39,000,031	29,096,105
455- Due to Member Municipalities	1,965	1,800	1,830	1,800	2,000
460- Other Taxes	34,090,072	386,326	393,332	38,687,432	37,788,516
465- Income Tax	346,816,908	73,932,952	73,285,205	373,639,652	379,313,859
470- Interest	1,305,361	742,258	720,535	1,133,163	710,080
475- Non Operating-Other	(5,325,904)	(5,197,649)	(5,297,601)	(5,371,058)	—
480- Passenger Facility Charges	(700,228)	1,435	126,286	—	—
485- Premiums on Bond	—	—	—	878,200	—
490- Proceeds from Sale of Bonds	—	—	25,360,000	20,110,000	5,693,000
Total Revenue	\$ 1,251,516,612	\$ 1,311,879,243	\$ 1,348,937,542	\$ 1,427,000,342	\$ 1,450,542,574

A LETTER FROM MAYOR JACKSON

This 2015 Five Year Capital Improvement Program represents our ninth annual installment since I took office in 2006.

We are proposing to issue \$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 2015, 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. Using \$2 million from our 2014 bond issue, we leveraged an additional \$10 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 have an equally aggressive program planned for 2015, and we are also attempting to leverage State and County monies for resurfacing projects. By 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

I am proposing \$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 are proposing over \$20 million in facilities improvements. Additionally, our \$20 million investment in vehicles will significantly upgrade the condition of-and the productivity of-the City's fleet.

Our entire 2015 Five Year Capital Improvement Program will be posted on the City of Cleveland website, and we invite your comments and suggestions.

More than ten percent of the Capital Budget is dedicated to green infrastructure, bicycle facilities and improving the walkability of our neighborhoods.

Sustainability Improvement	Cost
Pedestrian Bridge Mall C to Lakefront	\$10,000,000
Pearl/Broadview	1,900,000
Scranton Road	\$600,000
East 93 rd Streetscape	\$250,000
Bike Lanes & Racks	\$100,000
Thermoplastic Bike Lanes	\$100,000
Bike Trail Johnston Mill Run	\$280,000
West Side Market Parking Lot	\$600,000
Total	\$13,830,000

Sincerely,



Frank G. Jackson, Mayor



I. Capital Improvement Questions and Answers

What is a Capital Improvement Program?

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

What are Capital Projects?

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

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

How Does the City Prioritize Capital Projects?

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

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

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

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

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

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

Projects listed in the first year of the Capital Plan are adopted as part of that year's Capital Budget. The inclusion of a project in later years signifies 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 2014 and the Division of Water is planning a project for the same street in 2015, the two divisions may be able to do all work at the same time, ensuring that the street is excavated only once. This will save taxpayer dollars and reduce the disruption of daily life for nearby residents.

III. General Obligation Bond Capacity

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

Legal Limitations on General Obligation Bond Capacity

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

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



Bond Capacity and the Five Year Capital Improvements Program

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:

- ♦ \$87 million in year 2016;
- ♦ \$86 million in year 2017;
- ♦ \$104 million in year 2018; and
- ♦ \$94 million in year 2019.

Accordingly, for years 2016-2019 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.

\$20 MILLION PROPOSED VEHICLE CAPITAL PLAN IMPACT

Current Status			Impact of \$20 million proposal		
Snow Fleet					
Poor	47	73%	Poor	17	26.5%
Fair	8	13%	Fair	8	12.5%
Good	9	14%	Good	39	61%
<i>Good/Fair Total</i>	<i>17</i>	<i>27%</i>	<i>Good/Fair Total</i>	<i>47</i>	<i>73.5%</i>
Total 64 (73.5%)					
Waste Fleet					
Rear Loaders					
Poor	51	84%	Poor	26	43%
Fair	10	16%	Fair	10	16%
Good	0	N/A	Good	25	41%
<i>Good/Fair Total</i>	<i>10</i>	<i>16%</i>	<i>Good/Fair Total</i>	<i>35</i>	<i>57%</i>
Total 61 (61%)					
Automated Side Loader					
Poor	0		Poor	0	
Fair	3	8%	Fair	3	8%
Good	26	70%	Good	26	70%
New	8	22%	New	8	22%
<i>Good/Fair Total</i>	<i>29</i>	<i>78%</i>	<i>Good/Fair Total</i>	<i>29%</i>	<i>78%</i>
Total 29/37 (92%)					
Total Waste Fleet					
The total Waste Fleet including the new current order units will total 98. The combined fleet condition (Rear Loaders and Automated Side Loaders) is listed below					
Poor	51	52%	Poor	26	27%
Fair	13	13%	Fair	13	13%
Good	26	27%	Good	51	52%
New	8	8%	New	8	8%
<i>Good/Fair/New Total</i>	<i>47</i>	<i>48%</i>	<i>Good/Fair/New Total</i>	<i>72</i>	<i>73%</i>
Total 98 (73%)					
Parks					
Tractors					
Poor	65	49%	Poor	49	37%
Fair	37	28%	Fair	37	28%
Good	30	23%	Good	46	35%
<i>Good/Fair Total</i>	<i>67</i>	<i>51%</i>	<i>Good/Fair Total</i>	<i>83</i>	<i>63%</i>
Total 132 (63%)					



Capital Improvement Plan

Current Status			Impact of \$20 million proposal		
Super Z Riding Mower/TrimStar Walk Behind Mowers					
Poor	29	28%	Poor	6	6%
Fair	25	25%	Fair	25	25%
Good	48	47%	Good	71	69%
<i>Good/Fair Total</i>	<i>73</i>	<i>72%</i>	<i>Good/Fair Total</i>	<i>73</i>	<i>94%</i>
Total 102 (94%)					
Aerial Bucket Trucks					
Poor	4	44.5%	Poor	2	22
Fair	1	11%	Fair	1	11
Good	4	44.5%	Good	6	67
<i>Good/Fair Total</i>	<i>5</i>	<i>55.5%</i>	<i>Good/Fair Total</i>	<i>7</i>	<i>78%</i>
Total 9 (78%)					
Recreation					
Passenger Bus/Passenger Van					
Poor	8	16	Poor	6	12%
Fair	26	51	Fair	26	51%
Good	17	33	Good	19	37%
<i>Good/Fair Total</i>	<i>43</i>	<i>84%</i>	<i>Good/Fair Total</i>	<i>45</i>	<i>88%</i>
Total 51 (88%)					
Traffic Engineering					
Aerial Bucket Truck					
Poor	1	50%	Poor	0	0
Fair	1	50%	Fair	1	50%
Good			Good	1	50%
<i>Good/Fair Total</i>	<i>1</i>	<i>50%</i>	<i>Good/Fair Total</i>	<i>2</i>	<i>100%</i>
Total 2 (100%)					

Current Status			Impact of \$20 million proposal		
Police					
Passenger Cars (Marked & Unmarked)					
Poor	283	39.5%	Poor	253	35.5%
Fair	183	25.5%	Fair	183	25.5%
Good	247	35	Good	277	39%
<i>Good/Fair Total</i>	430	60.5%	<i>Good/Fair Total</i>	460	64.5%
Total 713 (64.5%)					
Motorcycle					
Poor	5	13%	Poor	0	0%
Fair	10	26%	Fair	10	26%
Good	24	61%	Good	29	64%
<i>Good/Fair Total</i>	26	87%	<i>Good/Fair Total</i>	39	100%
Total 39 (100%)					
Fire					
Pumpers & Aerials					
Poor	13	32%	Poor	7	17%
Fair	17	41%	Fair	17	41.5%
Good	11	27%	Good	17	41.5%
<i>Good/Fair Total</i>	28	68%	<i>Good/Fair Total</i>	34	83%
Total 41 (83%)					
EMS					
Poor	15	47%	Poor	11	34.5%
Fair	10	31%	Fair	10	31%
Good	7	22%	Good	11	34.5%
<i>Good/Fair Total</i>	17	53%	<i>Good/Fair Total</i>	22	65.5%
Total 32 (65.5%)					

MVM

- Auto and light trucks will distributed to all divisions city wide to replace units that have been removed from service and current units in poor condition

Streets

- Light Truck/Dump will replace current units in poor condition

Park Maintenance

- Light Truck Dump will replace current units that are in poor condition
- Attachments will replace current 709 cutters, Bush Hog Cutters and Buffalo Turbine Blowers that have been removed from service and/or in poor condition

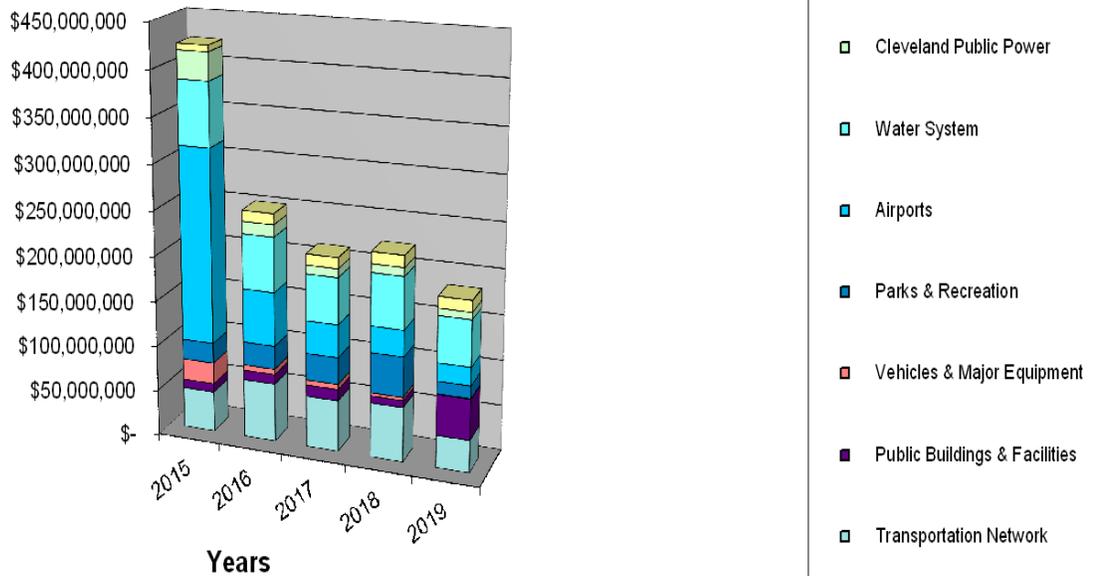
SUMMARY OF 2015 - 2019 CITY-WIDE DEVELOPMENT PROGRAM BY PROJECT TYPE

PROPOSED CAPITAL EXPENDITURES

PROJECT TYPE	2015	2016	2017	2018	2019	5 YEAR TOTAL
BASIC SERVICES						
Transportation Network	\$ 44,821,940	\$ 64,483,107	\$ 56,645,575	\$ 60,135,900	\$ 35,618,160	\$ 261,704,682
Public Buildings & Facilities	9,454,500	10,661,000	12,400,000	7,660,000	44,728,000	84,903,500
Vehicles & Major Equipment	23,610,220	6,062,488	5,736,226	3,423,172	507,500	39,339,606
Parks & Recreation	22,291,643	25,707,793	29,420,000	44,003,000	13,687,000	135,109,436
Total Basic Services	\$ 100,178,303	\$ 106,914,388	\$ 104,201,801	\$ 115,222,072	\$ 94,540,660	\$ 521,057,224
MAJOR ENTERPRISES						
Airports	\$ 215,154,901	\$ 59,292,058	\$ 36,071,303	\$ 29,006,403	\$ 19,865,000	\$ 359,389,665
Water System	70,996,000	60,425,000	51,246,000	57,375,000	50,600,000	290,642,000
Cleveland Public Power	30,860,000	13,575,000	9,565,000	9,390,000	7,765,000	71,155,000
Water Pollution Control	6,964,000	11,900,000	11,900,000	12,850,000	12,550,000	56,164,000
Total Major Enterprises	\$ 323,974,901	\$ 145,192,058	\$ 108,782,303	\$ 108,621,403	\$ 90,780,000	\$ 777,350,665
TOTAL CITYWIDE CAPITAL PROGRAM	\$ 424,153,204	\$ 252,106,446	\$ 212,984,104	\$ 223,843,475	\$ 185,320,660	\$ 1,298,407,889

Note: 2016 - 2019 are estimated budgets

Proposed Capital Expenditures



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	\$ 494,546,085	\$ 542,330,786	\$ (47,784,701)	\$ 49,626,721	\$ 1,842,020
SPECIAL REVENUE FUNDS					
Street Maint & Construction*	\$ 27,152,774	\$ 27,154,898	\$ (2,124)	\$ 2,125	\$ 1
Cleveland Stadium*	9,715,125	22,198,588	(12,483,463)	23,811,526	11,328,063
	<u>\$ 36,867,899</u>	<u>\$ 49,353,486</u>	<u>\$ (12,485,587)</u>	<u>\$ 23,813,650</u>	<u>\$ 11,328,063</u>
ENTERPRISES					
MAJOR					
Water	\$ 295,596,500	\$ 329,941,591	\$ (34,345,091)	\$ 180,493,376	\$ 146,148,285
Water Control	26,750,000	26,541,771	208,229	8,758,702	8,966,931
Cleveland Public Power	202,260,000	202,253,097	6,903	22,774,954	22,781,857
Airport-General Operations	152,700,000	152,700,000	—	66,444,226	66,444,226
	<u>\$ 677,306,500</u>	<u>\$ 711,436,459</u>	<u>\$ (34,129,959)</u>	<u>\$ 278,471,258</u>	<u>\$ 244,341,299</u>
SMALL					
Cemeteries*	\$ 1,651,518	\$ 1,716,308	\$ (64,790)	\$ 64,790	\$ —
Golf	53,152	50,649	2,503	126,466	128,969
Parking Facilities	8,292,491	8,883,171	(590,680)	1,695,576	1,104,896
Public Auditorium*	2,584,354	2,585,392	(1,038)	1,039	1
West Side Market	1,283,000	1,358,117	(75,117)	1,371,080	1,295,963
East Side Market	40,000	40,000	—	26	26
	<u>\$ 13,904,515</u>	<u>\$ 14,633,637</u>	<u>\$ (729,122)</u>	<u>\$ 3,258,976</u>	<u>\$ 2,529,854</u>
AGENCY FUND					
Central Collection Agency	\$ 11,354,483	\$ 11,354,483	\$ —	\$ 397,248	\$ 397,248
Less: Interfund Subsidies	\$ 18,869,444	\$ 18,869,444	\$ —	\$ —	\$ —
from GF					
NET CITY OF CLEVELAND OPERATING BUDGET FOR 2015	<u>\$ 1,215,110,038</u>	<u>\$ 1,310,239,407</u>	<u>\$ (95,129,369)</u>	<u>\$ 355,567,854</u>	<u>\$ 260,438,485</u>

*Includes General Fund Subsidy

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 2015, 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 2015 operating budget supports an enhanced downtown public safety and services and scheduled debt service for the stadium.



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

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

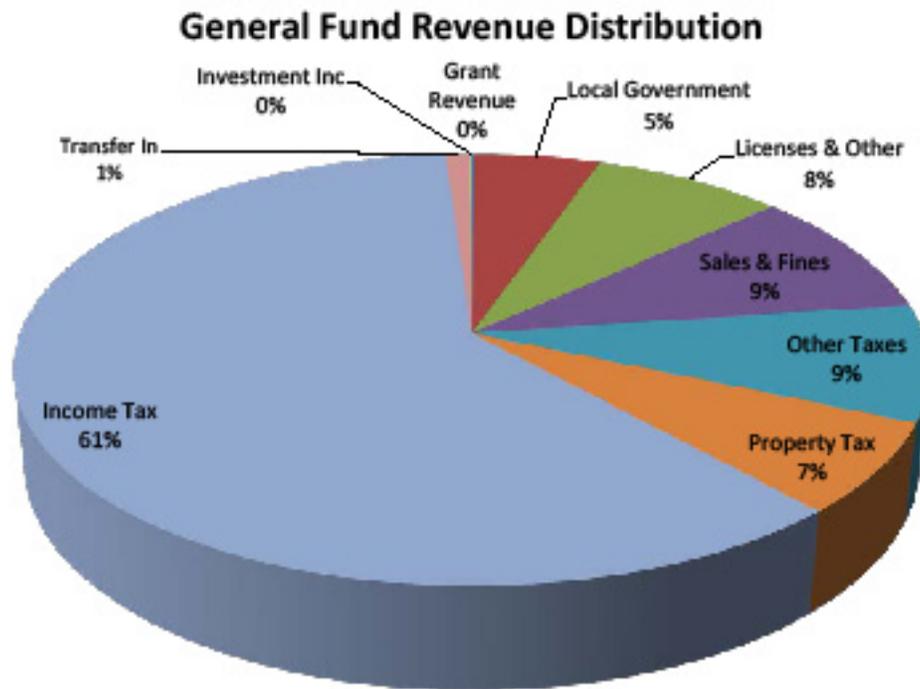


Fund Structure

FUND	DEPARTMENT	DEPARTMENTAL BUDGET
Agency	CCA Income Tax Administration	pp 214-219
Debt Service Fund	Sinking Fund General Operations	pp 228-232
Enterprise Major Funds	Department of Public Utilities	pp 262-267, pp 274-307
	Department of Port Control	pp 308-316
General Fund	General Government	pp 95-143, pp 258-261
	Municipal Courts	pp 144-167
	Department of Aging	pp 168-174
	Department of Human Resources	pp 175-180
	Department of Law	pp 183-186
	Department of Finance	pp 187-213, pp 241-251, pp 255-257
	Department of Public Health	pp 319-341
	Department of Public Safety	pp 342-377
	Department of Public Works	pp 378-409
	Department of Community Development	pp 448-451
	Department of Building and Housing	pp 452-465
	Department of Economic Development	pp 466-469
	Non-Departmental	pp 470-473
Internal Service Funds	Telephone Exchange	pp 252-254
	Motor Vehicle Maintenance	pp 418-423
	Printing & Reproduction	pp 220-224
	Storeroom & Warehouse	pp 225-227
	Health Self Insurance Fund	pg 181
	Prescription Self Insurance Fund	pg 182
	Radio	pp 268-273
Small Enterprise Funds	Public Auditorium	pp 436-441
	West Side Market	pp 442-445
	Cemeteries	pp 430-433
	Golf	pp 434-435
	Parking Facilities	pp 414-417
	East Side Market	pg 447
Special Revenue	Restricted Income Tax	pg 474
Stadium	Cleveland Stadium	pg 446
Streets	Division of Street Construction, Maintenance & Repair	pp 424-429

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 2015 General Fund budget is comprised of \$542.3 million in expenditures. The 2015 proposed revenues are estimated at \$494.5 million.





REVENUE

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

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

The Local Government Fund is State of Ohio revenue sharing program in which cities share in the collection of the State Income, Sales, Corporate Franchise and Public Utilities Excise Taxes. These funds are distributed in two ways nine-tenths (90%) to counties divided among all towns, villages and municipalities, and one-tenth directly to cities which collect an income tax.

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

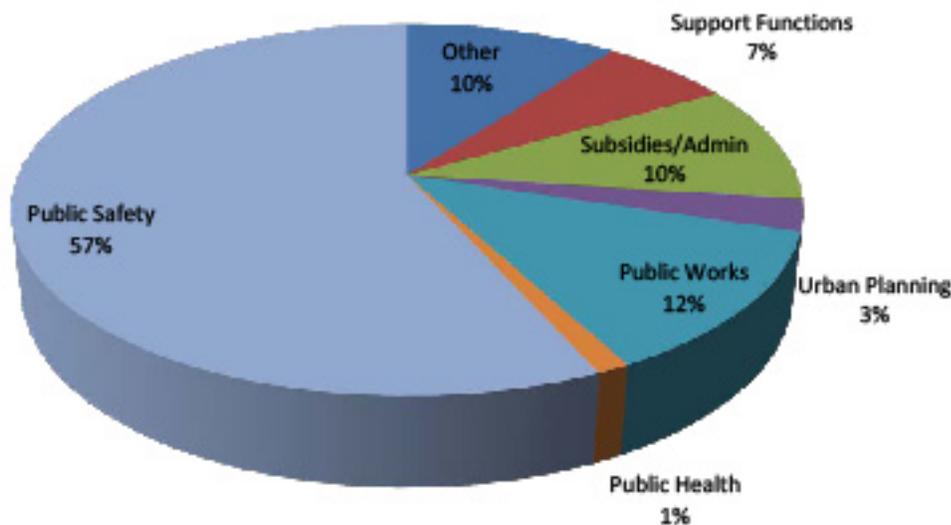
The Other Tax Category now includes both locally and state collected sources. Locally, the City receives Admission Tax for most entertainment events scheduled in the City as well as a tax on the leasing of motor vehicles. Both of these taxes were previously increased as part of an overall funding plan for the reconstruction/rebuilding of Cleveland Municipal Stadium. The Motor Vehicle Lessor Tax was raised from \$4 to \$6 per transaction as of August 1, 1996. The Admission Tax was increased from 6% to 8% effective January 1, 1997. The State distributes a portion of Estate, Liquor and Cigarette taxes to their municipality of origin. Estate Tax has been eliminated by the State of Ohio effective 2014.

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

EXPENDITURES

The City delivers tax-supported services to its residents in several basic program areas including Safety, Service, Public Works, Health, and Urban Planning and Development. The following chart shows that well over half of the General Fund budget (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 Expenditure Distribution



In the following pages, financial data is presented for all divisions for comparison with previous years. Staffing levels are also included for every division. For 2014, 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.



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 and businesses are continuing to expand as demands for manufactured products grow. 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.

Year-over-Year Unemployment (Annual)

<u>Year</u>	<u>City of Cleveland</u>	<u>State of Ohio</u>
• 2014	7.3%	4.5%
• 2013	9.8%	7.4%
• 2012	9.9%	7.4%
• 2011	10.6%	8.7%
• 2010	11.7%	10.0%

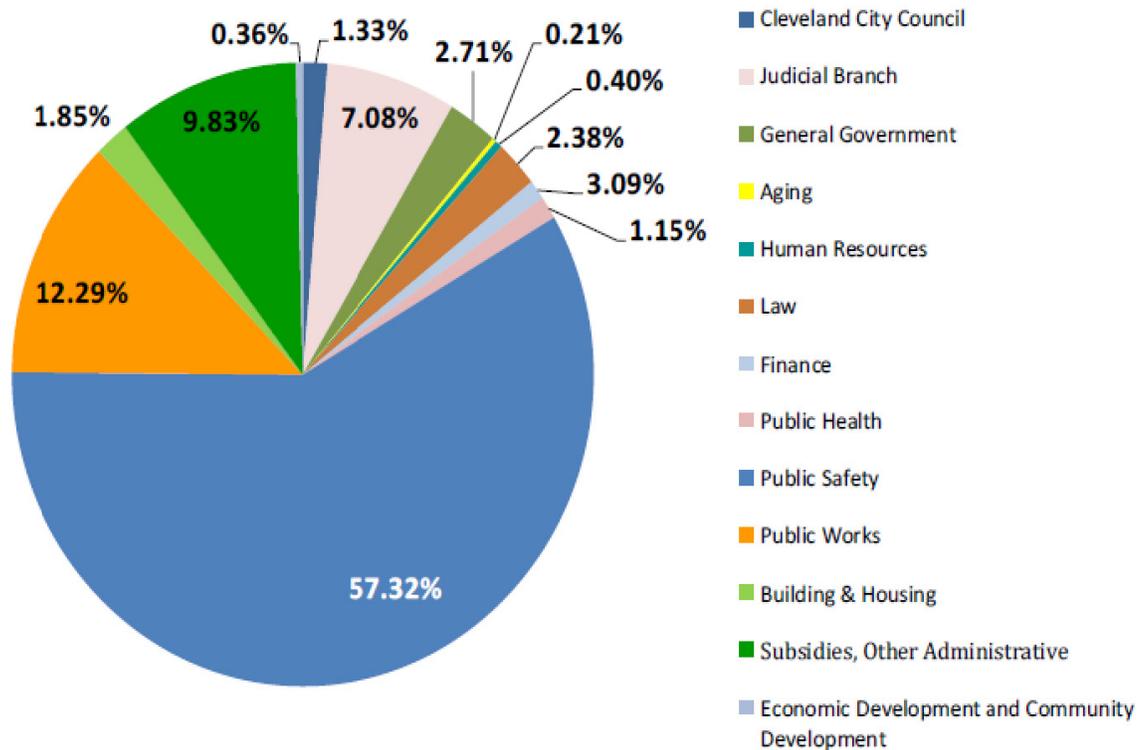
Year-over-Year Labor Force

<u>Year</u>	<u>Labor Force</u>
•2014	159,300
•2013	161,501
•2012	162,741
•2011	163,875
•2010	165,647

PRELIMINARY 2015 EXPENSES BY DEPARTMENT

General Fund costs, by Department, remain relatively stable from year to year. 2015 expenses include

- Additional Civil Service Testing for Police and Fire exams.
- A projected 3% Health Care increase due to the City becoming self-insured in this area.
- A significant increase resulting in the cost of salt for snow removal almost doubling.

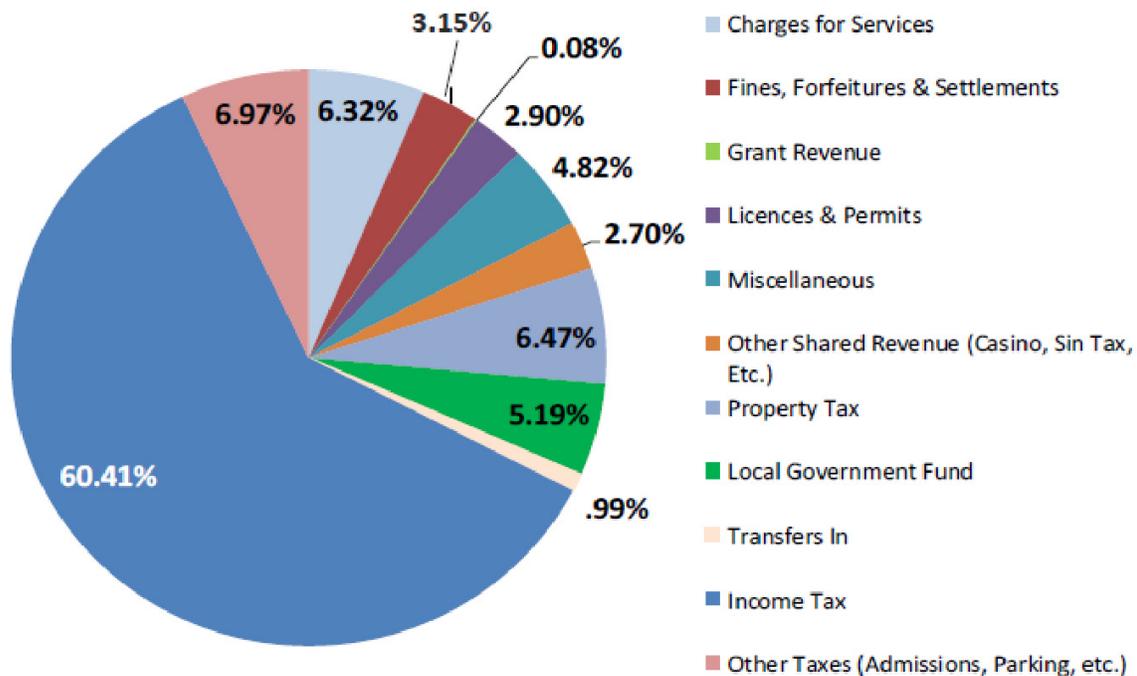


PRELIMINARY 2015 SOURCE OF REVENUE

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 \$39 million of income and property tax and an additional \$30 million loss of the Local Government Fund.

It should be noted here that the final 2015 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 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)

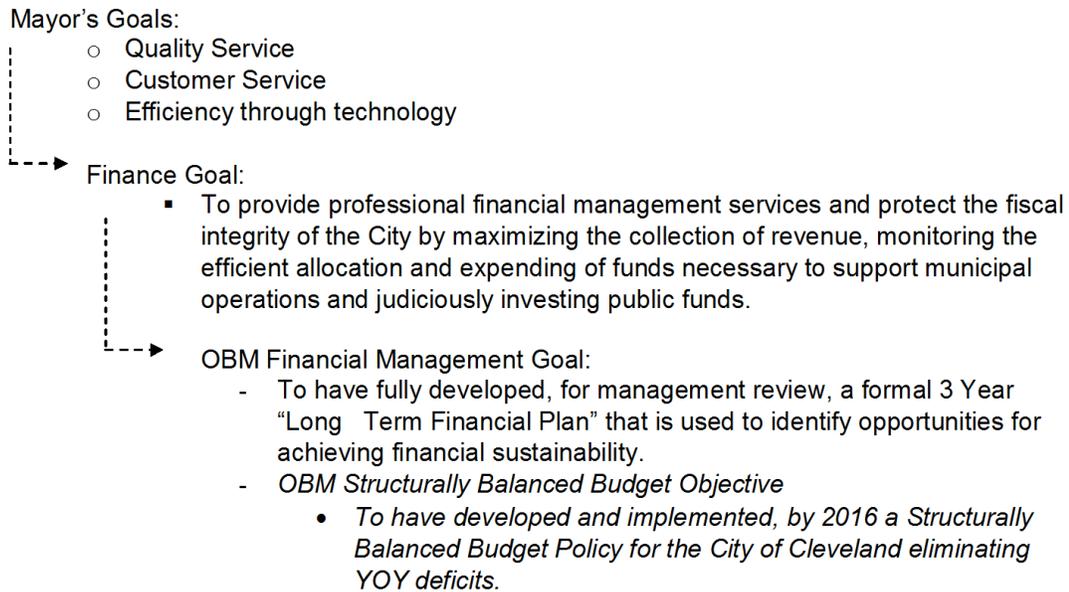
The City of Cleveland has also begun to develop and adopt a Structurally Balanced Budget (SBB) policy, per GFOA, to ensure that its recurring revenues are equal to its recurring expenditures in the adopted budget.

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 2013, the City had no capacity under the indirect debt limitation to issue any additional unvoted debt.

Five Year Forecast

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

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

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

Expense Forecast

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

	2014 BUDGET	2015 ESTIMATE	2016 ESTIMATE	2017 ESTIMATE	2018 ESTIMATE
GENERAL FUND					
SALARIES	\$ 289,418,540	\$ 301,859,988	\$ 303,446,426	\$ 303,446,426	\$ 303,446,426
BENEFITS	122,890,661	129,871,994	130,161,739	133,510,291	137,049,085
TOTAL SALARIES & BENEFITS	\$ 412,309,201	\$ 431,731,982	\$ 433,608,165	\$ 436,956,717	\$ 440,495,511
TRAVEL & TRAINING	\$ 857,339	\$ 843,449	\$ 860,318	\$ 877,525	\$ 895,075
UTILITIES	21,039,494	21,075,099	21,111,416	21,148,459	21,186,244
CONTRACTUAL SERVICES	38,299,284	36,501,767	37,241,221	37,995,813	39,965,858
MATERIALS & SUPPLIES	4,672,944	4,766,403	4,861,731	4,958,966	5,058,145
MAINTENANCE	3,364,411	3,431,699	3,500,333	3,570,340	3,641,747
CLAIMS & MISC. AND CAPITAL	3,091,721	3,153,555	3,216,627	3,280,959	3,346,578
INTERDEPARTMENTAL	19,782,167	20,655,914	21,025,033	21,380,534	21,745,032
INTERFUND SUBSIDIES	32,923,220	33,453,596	34,066,365	34,598,339	35,135,964
DEBT SERVICE	250,000	250,000	250,000	250,000	250,000
TOTAL OTHER	\$ 119,771,975	\$ 122,667,436	\$ 126,718,082	\$ 129,345,997	\$ 131,224,642
TOTAL GENERAL FUND	\$ 540,589,781	\$ 555,863,465	\$ 559,741,208	\$ 565,017,652	\$ 571,720,153

Revenue Forecast

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

	2014 BUDGET	2015 ESTIMATE	2016 ESTIMATE	2017 ESTIMATE	2018 ESTIMATE
GENERAL FUND					
CHARGES FOR SERVICES	\$ 31,564,200	\$ 31,597,042	\$ 31,630,540	\$ 31,664,708	\$ 31,699,560
FINES & FORFEITURES	18,779,584	18,779,584	18,779,584	18,779,584	18,779,584
GRANT REVENUE	1,831,809	—	—	—	—
LICENSES & PERMITS	14,466,695	14,466,695	14,466,695	14,466,695	14,466,695
MISCELLANEOUS	18,415,696	18,415,696	18,415,696	18,415,696	18,415,696
OTHER SHARED REVENUE	13,983,005	13,983,005	13,983,005	13,983,005	13,983,005
PROPERTY TAX	33,965,041	33,965,041	33,965,041	33,965,041	33,965,041
STATE & LOCAL GOVERNMENT FUND	27,629,037	28,181,618	28,745,250	29,320,155	29,906,558
TRANSFERS IN	2,984,407	2,973,426	2,993,707	3,006,965	3,020,985
OTHER TAXES	33,514,325	34,123,772	34,745,407	35,379,475	36,026,225
INCOME TAX	296,275,000	302,200,500	308,244,018	314,409,400	320,697,588
INVESTMENT INCOME	400,000	400,000	400,000	400,000	400,000
TOTAL GENERAL FUND	\$ 493,776,994	\$ 498,586,382	\$ 505,869,439	\$ 513,290,729	\$ 520,860,941



Monitoring / Evolution of Performance Measures

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

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

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

Monthly Operational Analysis

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

Monthly Financial Economic Analysis

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

CitiStat

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

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

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

311 Call Center

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

The 311 solution creates a customer service oriented government which:

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

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

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

Conclusion

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

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

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

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



Expenditure by Program

(000's Omitted)

	2012 Actual	Staff	2013 Actual	Staff	2014 Unaudited	Staff	2015 Budget	Staff
LEGISLATIVE BRANCH								
COUNCIL	\$ 6,317	63	\$ 6,967	62	\$ 6,414	58	\$ 7,265	60
JUDICIAL BRANCH								
Municipal Court	\$ 19,926	246	\$ 20,863	253	\$ 21,393	249	\$ 22,818	266
Clerk of Courts	13,813	150	13,670	153	13,980	150	11,638	158
Housing Court	2,971	40	3,259	41	3,457	46	3,852	46
TOTAL JUDICIAL BRANCH	\$ 36,710	436	\$ 37,792	447	\$ 38,830	445	\$ 38,308	470
EXECUTIVE BRANCH								
GENERAL GOVERNMENT								
Office of the Mayor	\$ 2,238	25	\$ 2,313	25	\$ 2,409	22	\$ 2,724	27
Office of Capital Projects	4,114	46	4,360	47	4,472	50	5,398	54
Landmarks Commission	230	2	188	2	142	1	205	2
Building Standards and Appeals	117	1	127	1	127	1	136	1
Zoning Appeals	201	2	208	2	232	2	229	2
Civil Service Commission	863	8	1,185	8	774	8	1,026	8
Community Relations Board	1,155	14	1,079	12	1,287	14	1,470	18
City Planning Commission	1,423	16	1,403	15	1,562	18	1,658	18
Boxing & Wrestling Commission	6	—	5	—	5	—	6	—
Office of Equal Opportunity	486	8	473	7	506	9	815	10
Office of Budget & Management	669	6	675	8	688	8	900	10
TOTAL GENERAL GOVERNMENT	\$ 11,502	128	\$ 12,016	127	\$ 12,204	133	\$ 14,567	150
DEPARTMENT OF AGING	\$ 769	9	\$ 1,019	10	\$ 1,024	10	\$ 1,112	10
DEPARTMENT OF HUMAN RESOURCES	\$ 1,901	16	\$ 1,957	17	\$ 2,079	16	\$ 2,163	18
COMMUNITY DEVELOPMENT DIRECTOR'S OFFICE	\$ 148	2	\$ 172	3	\$ 238	4	\$ 291	4
DEPARTMENT OF LAW	\$ 9,043	75	\$ 9,591	74	\$ 11,430	75	\$ 12,828	81
DEPARTMENT OF FINANCE								
Director's Office	\$ 820	8	\$ 1,002	6	\$ 1,005	7	\$ 1,421	11
Accounts	1,823	18	1,827	17	1,760	15	2,065	18
Assessments & Licenses	3,830	32	3,104	29	2,809	29	3,675	34
Treasury	552	6	571	7	721	7	756	7
Purchases & Supplies	554	9	622	8	595	10	695	10
Bureau of Internal Audit	606	5	626	4	794	7	1,273	7

Expenditure by Program



(000's Omitted)

	2012 Actual	Staff	2013 Actual	Staff	2014 Unaudited	Staff	2015 Budget	Staff
Financial Reporting & Control	1,072	12	1,108	11	1,018	11	1,408	15
Information Technology Services	2,801	20	3,112	17	3,204	17	5,299	30
Information Technology & Planning	166	2	—	—	—	—	—	—
TOTAL FINANCE	\$ 12,224	112	\$ 11,972	99	\$ 11,906	103	\$ 16,592	132
DEPARTMENT OF PORT CONTROL HARBORS	\$ 26	—	\$ —	—	\$ —	—	\$ —	—
DEPARTMENT OF PUBLIC HEALTH								
Director's Office	\$ 887	5	\$ 947	8	\$ 1,052	9	\$ 1,190	9
Health	3,173	28	2,763	28	3,240	29	3,739	30
Environment	890	11	957	11	997	11	1,082	12
Air Quality	386	1	390	1	415	1	407	1
TOTAL PUBLIC HEALTH	\$ 5,336	45	\$ 5,057	48	\$ 5,704	50	\$ 6,418	52
DEPARTMENT OF PUBLIC SAFETY								
Director's Office	\$ 3,554	29	\$ 3,931	35	\$ 4,732	44	\$ 5,703	46
Police-Uniform	171,975	1,470	174,664	1,474	174,585	1,527	177,430	1,520
Civilian	—	222	—	228	—	223	—	254
Fire-Uniform	84,289	753	85,362	773	84,839	743	84,600	743
Civilian	—	8	—	9	—	7	—	8
Emergency Medical Service	20,670	243	21,835	252	21,859	237	24,652	261
Animal Care and Control	1,176	14	1,332	15	1,455	15	1,507	16
Correction	13,082	140	13,951	128	12,326	129	13,344	141
TOTAL PUBLIC SAFETY	\$ 294,746	2,879	\$ 301,075	2,914	\$ 299,796	2,925	\$ 307,236	2,989
DEPARTMENT OF PUBLIC WORKS								
Division of Public Works Administration	\$ 2,658	34	\$ 2,878	37	\$ 2,854	38	\$ 3,209	39
Recreation	11,841	101	11,526	99	11,716	93	12,171	109
Parking Facilities	1,176	21	1,130	20	1,126	19	1,276	21
Property Management	7,938	74	8,140	72	7,564	73	7,764	74
Parks Maintenance & Properties	12,622	97	12,651	99	13,458	96	14,381	107
Division of Waste Disposal	24,242	188	24,413	194	24,935	181	24,803	232
Division of Traffic Engineering	3,371	30	3,088	29	3,320	29	3,543	32
TOTAL PUBLIC WORKS	\$ 63,848	545	\$ 63,826	550	\$ 64,973	529	\$ 67,147	614
DEPARTMENT OF BUILDING & HOUSING								
Director's Office	\$ 1,975	22	\$ 2,384	22	\$ 1,897	21	\$ 2,217	23
Code Enforcement	5,132	76	5,441	78	5,515	75	6,153	84



Expenditure by Program

(000's Omitted)

	2012 Actual	Staff	2013 Actual	Staff	2014 Unaudited	Staff	2015 Budget	Staff
Construction Permit	1,210	14	1,210	15	1,245	17	1,567	19
TOTAL BUILDING & HOUSING	\$ 8,317	112	\$ 9,035	115	\$ 8,657	113	\$ 9,937	126
ECONOMIC DEVELOPMENT	\$ 1,413	14	\$ 1,456	19	\$ 1,538	16	\$ 1,693	19
NON-DEPARTMENTAL								
County Auditor Deductions	\$ 1,787	—	\$ 1,124	—	\$ 1,982	—	\$ 1,080	—
Other Administrative	14,442	—	22,849	—	20,796	—	21,520	—
Subsidies to Other Funds	17,941	—	29,682	—	29,572	—	34,174	—
TOTAL NON-DEPARTMENTAL	\$ 34,170	—	\$ 53,655	—	\$ 52,350	—	\$ 56,774	—
TOTAL EXECUTIVE BRANCH	\$ 443,443	3,937	\$ 470,831	3,976	\$ 471,899	3,974	\$ 496,758	4,195
TOTAL GENERAL FUND	\$ 480,216	4,436	\$ 515,590	4,485	\$ 517,143	4,477	\$ 542,331	4,725

GENERAL FUND

Receipts

2015 General Fund revenue is projected to decrease by 4% (\$20.7 million) from 2014 actual levels. Fines and Forfeitures and Miscellaneous revenue account for the largest decreases in 2015 budgeted revenue. All of these numbers reflect the City's conservative approach to budgeting revenues each year.

Charges for services: Medical transport billing, waste collection fees, and other recoverable fees. The 2015 budget for Charges for Services is approximately \$1.8 million less than 2014 actual. Cable franchise fees, solid waste disposal fees and weed cutting charges account for \$1.4 million of the total reduction in charges for services.

Fines, Forfeitures & Settlements: Receipt of criminal fines and court costs from convictions of misdemeanor, felony offenses, camera enforcement program, parking, and non waiverable traffic violations. Fines and forfeiture is projected to decrease by 33.6%, an \$8 million reduction, in 2015 budget due to the loss of traffic camera light and speed violation fines as a result of a voter referendum.

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. Revenues from Licenses and Permits are expected to increase by \$1.3 million from 2014 actual. The 2015 budgeted amount is \$14.5 million compared to \$13.1 million in 2014. The increase is mainly attributed to building permits being issued for the many construction projects taking place throughout the City. The pace for construction projects is accelerating in anticipation of finishing projects before the start of the 2016 Republican National Convention.

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. The 2015 budget for Miscellaneous Revenue is projected to decrease by \$14.8 million or 36.9% from 2014 actual levels due to the absence of the one-time revenue receipts in 2014 related to workers' compensation reimbursements, land sales and grant revenue.

Other Shared Revenue

The 2015 budget for this category is \$47.8 million, which represents a \$2 million decrease from 2014 actual collections. The 2015 budget reflects modest decreases in parking, motor vehicle lessor and hotel taxes from 2014 level.

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. The City is projecting to receive \$9.3 million in casino revenue for the General Fund, which represents 85% of the total City collections from Other Shared Revenue.



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

Admission Tax: Admission tax is an 8% tax on ticket receipts for entertainment events held within the city.

Electric Excise Tax: Excise Tax is revenue derived from a fee paid to a municipality from a franchisee for "rental" or "toll" for the use of city streets and rights-of-way. In consideration of the cost incurred to construct, install, operate, or provide services using facilities in the public rights-of-way. As in 2014, electric excise tax receipts are being split between the General Fund and Cleveland Public Power (CPP), with the General Fund portion estimated at \$3 million.

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

Motor Vehicle Lessor Tax: Tax on Rental Cars

Parking Tax: 8% Commercial parking tax assessment

Property Taxes

Property tax revenue is projected to increase by 3.5% over 2014 actual. The County certifies property tax receipts for the City. In recent years, new construction projects have been adding residential property value to the City's total assessed valuation. With the City being awarded the 2016 Republican National Convention (RNC), the pace of new construction projects will also pick up for the next sixteen months

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

- ♦ **Commercial/ Industrial:**

- Schools:** 60.12%

- Cleveland:** 12.70%

- County:** 19.83%

- Library:** 6.45%

- ♦ **Residential:**

- Schools:** 52.43%

- Cleveland:** 12.70%

- County:** 20.01%

- Library:** 6.33%

Sale of City Assets

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

State and Local Government Fund

Local Government fund is a state of Ohio revenue sharing program established in 1934 in which cities share in the collection of the state income, sales, public utility excise tax, and corporate franchise taxes. The distribution basis is basically a function of population and property tax values. The basis was collectively reduced by 50% by the State of Ohio.

State and Local Government Fund (SLGF) revenue is projected to increase by \$928,000 from 2014 actual receipts, which is a 3.7% increase. As a result of the State's budget balancing measures implemented in 2011, the City collected 55% less in SLGF in 2014 than it did in 2011. The City is not anticipating any more cuts to SLGF.

Transfer In

Income tax receipts, the largest revenue source for the General Fund, are projected to increase by less than 1 percent or \$2.6 million higher than 2014 actual receipts.

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



Revenue Summaries

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.

Revenue by Source



(000's Omitted)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
RECEIPTS				
CHARGES FOR SERVICES	\$ 33,837	\$ 32,954	\$ 33,418	\$ 31,617
FINES, FORFEITURES & SETTLEMENTS	\$ 21,626	\$ 20,174	\$ 23,733	\$ 15,758
GRANT REVENUE	\$ 5,464	\$ 2,903	\$ 1,774	\$ 417
LICENSES & PERMITS	\$ 12,372	\$ 13,521	\$ 13,106	\$ 14,449
MISCELLANEOUS	\$ 19,359	\$ 24,747	\$ 25,971	\$ 19,925
OTHER SHARED REVENUE				
CAT Tax	\$ 203	\$ 102	\$ 102	\$ 102
Property Tax-State Subsidy	3,936	3,278	3,254	3,229
Cigarette & Liquor Tax	772	779	766	775
Estate Tax	3,766	3,453	736	100
Casino	2,911	9,605	9,616	9,252
Other	(12)	27	33	33
	\$ 11,576	\$ 17,244	\$ 14,506	\$ 13,490
PROPERTY TAX	\$ 35,999	\$ 32,705	\$ 32,338	\$ 33,465
SALE OF CITY ASSETS	\$ 2	\$ 1	\$ 1,044	\$ —
STATE AND LOCAL GOVERNMENT FUND	\$ 34,673	\$ 28,180	\$ 25,021	\$ 25,949
TRANSFERS IN	\$ 16,981	\$ 2,444	\$ 11,329	\$ 4,993
INCOME TAX	\$ 290,474	\$ 300,648	\$ 297,124	\$ 299,732
INVESTMENT INCOME	\$ 250	\$ 467	\$ 454	\$ 400
OTHER TAXES				
Admission Tax	\$ 10,842	\$ 12,052	\$ 12,289	\$ 12,275
Motor Vehicle License Tax	2,680	2,762	2,831	2,725
Parking Tax	11,343	12,041	11,819	11,500
Electric Excise Tax	6,001	6,081	3,300	3,000
Hotel Tax	4,474	4,735	5,141	4,850
Other	42	39	34	—
	\$ 35,382	\$ 37,710	\$ 35,415	\$ 34,350
TOTAL RECEIPTS	\$ 517,995	\$ 513,698	\$ 515,233	\$ 494,546
EXPENDITURES	486,484	515,594	517,156	542,331
NET	\$ 31,511	\$ (1,896)	\$ (1,923)	\$ (47,785)
DECERTIFICATIONS	2,181	639	2,247	—
CHANGE IN RECEIVABLES	7	—	—	—
BEGINNING BALANCE	\$ 16,861	\$ 50,559	\$ 49,303	\$ 49,627
ENDING BALANCE	\$ 50,559	\$ 49,303	\$ 49,627	\$ 1,842



Special Revenue Fund Group

(000's Omitted)

	2012 Actual	Staff	2013 Actual	Staff	2014 Unaudited	Staff	2015 Budget	Staff
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RESTRICTED INCOME TAX FUND

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

RECEIPTS	\$ 36,326		\$ 37,616		\$ 37,169		\$ 37,496	
EXPENDITURES	35,599		38,754		38,431		37,601	
Net	726		(1,138)		(1,262)		(104)	
Decertifications	45		27		10		—	
Beginning Balance	1,696		2,468		1,357		104	
Ending Balance	\$ 2,468		\$ 1,357		\$ 104		\$ 0	

STREET CONSTRUCTION

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

RECEIPTS	\$ 23,718		\$ 25,340		\$ 24,902		\$ 27,153	
EXPENDITURES	23,963	139	25,571	139	25,204	137	27,155	151
Net	(245)		(231)		(302)		(2)	
Decertifications	133		242		288		—	
Beginning Balance	117		6		16		2	
Ending Balance	\$ 6		\$ 16		\$ 2		\$ 0	

RAINY DAY RESERVE FUND

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

RECEIPTS	\$ 25		\$ 5,047		\$ 52		\$ 65	
EXPENDITURES	—		—		—		—	
Net	25		5,047		52		65	
Beginning Balance	13,551		13,576		18,623		18,675	
Ending Balance	\$ 13,576		\$ 18,623		\$ 18,675		\$ 18,740	



(000's Omitted)

	<u>2012</u> <u>Actual</u>	<u>Staff</u>	<u>2013</u> <u>Actual</u>	<u>Staff</u>	<u>2014</u> <u>Unaudited</u>	<u>Staff</u>	<u>2015</u> <u>Budget</u>	<u>Staff</u>
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SCHOOL ACTIVITIES

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

RECEIPTS	\$ 1,000		\$ 1,175		\$ 1,125		\$ 1,175	
EXPENDITURES	1,000		1,175		1,125		1,175	
Net	—		—		—		—	
Beginning Balance	—		—		—		—	
Ending Balance	<u>\$ —</u>		<u>\$ —</u>		<u>\$ —</u>		<u>\$ —</u>	

CLEVELAND STADIUM

RECEIPTS	\$ 13,826		\$ 20,888		\$ 15,833		\$ 9,715	
EXPENDITURES	9,391		7,436		10,266		22,199	
Net	4,435		13,452		5,567		(12,484)	
Decertifications	—		90		—		—	
Beginning Balance	267		4,702		18,244		23,811	
Ending Balance	<u>\$ 4,702</u>		<u>\$ 18,244</u>		<u>\$ 23,811</u>		<u>\$ 11,327</u>	

Enterprise Funds are used to account for operations that function in a manner similar to private business enterprises and are financed primarily by user fees to the general public. The City of Cleveland operates two categories of enterprises. Major Enterprises, consisting of Public Utilities and Airports, are totally self-supporting, whereas the Small Enterprise group, consisting of Cemeteries, Golf Courses, Municipal Parking Facilities, the Cleveland Public Auditorium and the West Side Market, do not maintain full accrual accounting and may require tax support.

(000's Omitted)

	<u>2012 Actual</u>	<u>Staff</u>	<u>2013 Actual</u>	<u>Staff</u>	<u>2014 Unaudited</u>	<u>Staff</u>	<u>2015 Budget</u>	<u>Staff</u>
UTILITIES ADMINISTRATION								
RECEIPTS	\$ 2,809		\$ 3,330		\$ 3,719		\$ 5,230	
EXPENDITURES	2,882	27	3,099	26	3,736	40	5,420	55
Net	<u>(74)</u>		<u>231</u>		<u>(18)</u>		<u>(190)</u>	
Decertifications	83		11		28		—	
Beginning Balance	245		253		496		506	
Ending Balance	<u><u>\$ 253</u></u>		<u><u>\$ 496</u></u>		<u><u>\$ 506</u></u>		<u><u>\$ 316</u></u>	
RADIO								
RECEIPTS	\$ 2,598		\$ 2,003		\$ 3,285		\$ 2,685	
EXPENDITURES	2,216	5	2,690	6	2,945	8	3,439	8
Net	<u>382</u>		<u>(686)</u>		<u>340</u>		<u>(754)</u>	
Decertifications	116		41		357		—	
Beginning Balance	203		702		56		754	
Ending Balance	<u><u>\$ 702</u></u>		<u><u>\$ 56</u></u>		<u><u>\$ 754</u></u>		<u><u>\$ 0</u></u>	
FISCAL CONTROL								
RECEIPTS	\$ 3,073		\$ 3,423		\$ 4,535		\$ 5,838	
EXPENDITURES	2,923	40	3,346	39	4,696	53	5,919	67
Net	<u>150</u>		<u>77</u>		<u>(161)</u>		<u>(81)</u>	
Decertifications	16		—		3		—	
Beginning Balance	237		403		481		323	
Ending Balance	<u><u>\$ 403</u></u>		<u><u>\$ 481</u></u>		<u><u>\$ 323</u></u>		<u><u>\$ 242</u></u>	

(000's Omitted)

	2012 Actual	Staff	2013 Actual	Staff	2014 Unaudited	Staff	2015 Budget	Staff
WATER								
RECEIPTS	\$ 266,402		\$ 273,997		\$ 288,151		\$ 295,597	
EXPENDITURES	234,953	1,038	254,559	968	279,616	914	329,942	1,131
Net	<u>31,449</u>		<u>19,438</u>		<u>8,534</u>		<u>(34,345)</u>	
Decertifications	11,873		3,274		3,778		—	
Beginning Balance	102,148		145,470		168,181		180,493	
Ending Balance	<u>\$ 145,470</u>		<u>\$ 168,181</u>		<u>\$ 180,493</u>		<u>\$ 146,148</u>	
WATER POLLUTION CONTROL								
RECEIPTS	\$ 23,147		\$ 22,848		\$ 21,352		\$ 26,750	
EXPENDITURES	19,909	139	21,418	133	24,687	136	26,542	162
Net	<u>3,238</u>		<u>1,431</u>		<u>(3,335)</u>		<u>208</u>	
Decertifications	975		190		153		—	
Beginning Balance	6,107		10,320		11,940		8,759	
Ending Balance	<u>\$ 10,320</u>		<u>\$ 11,940</u>		<u>\$ 8,759</u>		<u>\$ 8,967</u>	
CLEVELAND PUBLIC POWER								
RECEIPTS	\$ 164,573		\$ 167,902		\$ 185,141		\$ 202,260	
EXPENDITURES	163,539	319	178,928	295	183,445	258	202,253	286
Net	<u>1,034</u>		<u>(11,026)</u>		<u>1,696</u>		<u>7</u>	
Decertifications	2,107		278		7,670		—	
Beginning Balance	21,016		24,157		13,409		22,775	
Ending Balance	<u>\$ 24,157</u>		<u>\$ 13,409</u>		<u>\$ 22,775</u>		<u>\$ 22,782</u>	
PORT CONTROL								
RECEIPTS	\$ 144,319		\$ 139,470		\$ 141,514		\$ 152,700	
EXPENDITURES	132,063	367	137,669	350	136,812	420	152,700	406
Net	<u>12,256</u>		<u>1,801</u>		<u>4,702</u>		<u>—</u>	
Receivables & Adjustments	—		5,468		—		—	
Decertifications	1,811		2,556		597		—	
Beginning Balance	47,039		61,106		70,932		76,231	
Ending Balance	<u>\$ 61,106</u>		<u>\$ 70,931</u>		<u>\$ 76,231</u>		<u>\$ 76,231</u>	



(000's Omitted)

	2012 Actual	Staff	2013 Actual	Staff	2014 Unaudited	Staff	2015 Budget	Staff
CEMETERIES								
RECEIPTS	\$ 1,603		\$ 1,528		\$ 1,631		\$ 1,651	
EXPENDITURES	1,598	16	1,504	16	1,639	18	1,716	18
Net	<u>5</u>		<u>24</u>		<u>(8)</u>		<u>(65)</u>	
Decertifications	1		—		5		—	
Beginning Balance	37		43		67		65	
Ending Balance	<u><u>\$ 43</u></u>		<u><u>\$ 67</u></u>		<u><u>\$ 65</u></u>		<u><u>\$ 0</u></u>	
GOLF COURSES								
RECEIPTS	\$ 834		\$ 56		\$ 59		\$ 53	
EXPENDITURES	827		39		38		51	
Net	<u>7</u>		<u>17</u>		<u>20</u>		<u>3</u>	
Decertifications	2		29		51		—	
Beginning Balance	—		9		55		126	
Ending Balance	<u><u>\$ 9</u></u>		<u><u>\$ 55</u></u>		<u><u>\$ 126</u></u>		<u><u>\$ 129</u></u>	
MUNICIPAL PARKING FACILITIES								
RECEIPTS	\$ 7,940		\$ 8,264		\$ 8,407		\$ 8,292	
EXPENDITURES	7,939	17	8,275	17	8,391	13	8,883	17
Net	<u>1</u>		<u>(11)</u>		<u>15</u>		<u>(591)</u>	
Receivables & Adjustments	—		(7)		(4)		—	
Decertifications	65		29		17		—	
Beginning Balance	1,590		1,656		1,667		1,696	
Ending Balance	<u><u>\$ 1,656</u></u>		<u><u>\$ 1,667</u></u>		<u><u>\$ 1,696</u></u>		<u><u>\$ 1,105</u></u>	
EAST SIDE MARKET								
RECEIPTS	\$ —		\$ —		\$ 12		\$ 40	
EXPENDITURES	40		40		40		40	
Net	<u>(40)</u>		<u>(40)</u>		<u>(28)</u>		<u>—</u>	
Decertifications	2		—		—		—	
Beginning Balance	106		68		28		0	
Ending Balance	<u><u>\$ 68</u></u>		<u><u>\$ 28</u></u>		<u><u>\$ 0</u></u>		<u><u>\$ 0</u></u>	

(000's Omitted)

	<u>2012</u> <u>Actual</u>	<u>Staff</u>	<u>2013</u> <u>Actual</u>	<u>Staff</u>	<u>2014</u> <u>Unaudited</u>	<u>Staff</u>	<u>2015</u> <u>Budget</u>	<u>Staff</u>
PUBLIC AUDITORIUM								
RECEIPTS	\$ 2,443		\$ 2,467		\$ 2,548		\$ 2,584	
EXPENDITURES	2,464	9	2,487	11	2,551	9	2,585	10
Net	<u>(21)</u>		<u>(20)</u>		<u>(3)</u>		<u>(1)</u>	
Receivables & Adjustments	—		—		(5)		—	
Decertifications	10		23		1		—	
Beginning Balance	16		5		8		1	
Ending Balance	<u>\$ 5</u>		<u>\$ 8</u>		<u>\$ 1</u>		<u>\$ 0</u>	
WEST SIDE MARKET								
RECEIPTS	\$ 1,304		\$ 1,278		\$ 1,298		\$ 1,285	
EXPENDITURES	1,044	6	1,116	6	1,151	5	1,358	6
Net	<u>260</u>		<u>162</u>		<u>147</u>		<u>(73)</u>	
Decertifications	1		4		0		—	
Beginning Balance	797		1,058		1,224		1,371	
Ending Balance	<u>\$ 1,058</u>		<u>\$ 1,224</u>		<u>\$ 1,371</u>		<u>\$ 1,298</u>	

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

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

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

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

Internal Service Funds Goals

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

Internal Service Funds Cost Strategy

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

Internal Service Fund Revenue Reimbursement Strategy

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

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

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

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

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

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

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

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



Internal Service Fund Group

(000's Omitted)

	2012 Actual	Staff	2013 Actual	Staff	2014 Unaudited	Staff	2015 Budget	Staff
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This fund group provides services to other City Divisions. Their operations are supported by charges to user Divisions.

SINKING FUND

RECEIPTS	\$ 884		\$ 703		\$ 616		\$ 758	
EXPENDITURES	879	2	703	2	616	2	764	3
Net	5		1		—		(6)	
Decertifications	—		—		—		—	
Beginning Balance	—		5		6		6	
Ending Balance	\$ 5		\$ 6		\$ 6		\$ —	

TELEPHONE EXCHANGE

RECEIPTS	\$ 5,866		\$ 6,128		\$ 6,529		\$ 7,074	
EXPENDITURES	5,738	17	6,116	15	6,584	17	7,204	18
Net	128		13		(55)		(130)	
Decertifications	2		1		18		—	
Beginning Balance	23		153		167		130	
Ending Balance	\$ 153		\$ 167		\$ 130		\$ —	

MOTOR VEHICLE MAINTENANCE

RECEIPTS	\$ 19,802		\$ 16,806		\$ 19,530		\$ 16,810	
EXPENDITURES	18,459	69	18,862	69	19,182	67	17,257	77
Net	1,343		(2,056)		348		(447)	
Decertifications	88		70		32		—	
Beginning Balance	622		2,053		67		447	
Ending Balance	\$ 2,053		\$ 67		\$ 447		\$ 0	

PRINTING & REPRODUCTION

RECEIPTS	\$ 2,189		\$ 2,200		\$ 2,333		\$ 2,354	
EXPENDITURES	2,194	13	2,106	13	2,524	12	2,444	13
Net	(5)		94		(191)		(90)	
Decertifications	107		5		14		—	
Beginning Balance	67		169		267		90	
Ending Balance	\$ 169		\$ 268		\$ 90		\$ 0	

(000's Omitted)

	<u>2012 Actual</u>	<u>Staff</u>	<u>2013 Actual</u>	<u>Staff</u>	<u>2014 Unaudited</u>	<u>Staff</u>	<u>2015 Budget</u>	<u>Staff</u>
STOREROOM								
RECEIPTS	\$ 495		\$ 520		\$ 516		\$ 549	
EXPENDITURES	567	1	524	1	502	1	565	2
Net	<u>(72)</u>		<u>(4)</u>		<u>—</u>		<u>(16)</u>	
Decertifications	—		2		—		—	
Beginning Balance	90		18		16		16	
Ending Balance	<u>\$ 18</u>		<u>\$ 16</u>		<u>\$ 16</u>		<u>\$ 0</u>	
HEALTH SELF INSURANCE FUND								
RECEIPTS	\$ —		\$ —		\$ 37,043		\$ 57,219	
EXPENDITURES	—		—		31,326		53,745	
Net	<u>—</u>		<u>—</u>		<u>5,717</u>		<u>3,474</u>	
Decertifications	—		—		—		—	
Beginning Balance	—		—		—		5,717	
Ending Balance	<u>\$ —</u>		<u>\$ —</u>		<u>\$ 5,717</u>		<u>\$ 9,191</u>	
PRESCRIPTION SELF INSURANCE FUND								
RECEIPTS	\$ —		\$ —		\$ 8,169		\$ 12,952	
EXPENDITURES	—		—		7,921		12,826	
Net	<u>—</u>		<u>—</u>		<u>248</u>		<u>126</u>	
Decertifications	—		—		—		—	
Beginning Balance	—		—		—		248	
Ending Balance	<u>\$ —</u>		<u>\$ —</u>		<u>\$ 248</u>		<u>\$ 374</u>	



Agency Fund

(000's Omitted)

	2012 Actual	Staff	2013 Actual	Staff	2014 Unaudited	Staff	2015 Budget	Staff
CENTRAL COLLECTION								
AGENCY								
RECEIPTS	\$ 8,611		\$ 8,859		\$ 8,860		\$ 11,354	
EXPENDITURES	8,706	82	9,020	82	8,791	75	11,354	101
Net	<u>(95)</u>		<u>(161)</u>		<u>69</u>		<u>—</u>	
Decertifications	91		24		22		—	
Beginning Balance	447		443		306		397	
Ending Balance	<u>\$ 443</u>		<u>\$ 306</u>		<u>\$ 397</u>		<u>\$ 397</u>	

DEBT SERVICE

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

RECEIPTS	\$ 66,330		\$ 83,382		\$ 85,009		\$ 66,347	
EXPENDITURES	61,685	2	85,530	2	82,511	2	66,767	3
Net	<u>4,645</u>		<u>(2,148)</u>		<u>2,498</u>		<u>(420)</u>	
Decertifications	—		—		—		—	
Beginning Balance	10,455		15,100		12,952		15,450	
Ending Balance	<u>\$ 15,100</u>		<u>\$ 12,952</u>		<u>\$ 15,450</u>		<u>\$ 15,030</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 specifically for staff 2015.

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.
- 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

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

Quality Service

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

CAPITAL PROJECTS

Customer Service

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

Efficiency through Technology

- Implement the newly developed MOCAP Sharepoint program for the whole Department starting in First Quarter, 2014 and modify as needed to be fully operational by December 31, 2014.
- Upgrade and maintain MOCAP website by providing more access to project information to the internal and external stakeholders starting in First Quarter, 2014 and completing first round of improvements by September 1, 2014. (Also Customer Service)
- Provide training and mentoring to all Department staff in regards to project delivery reporting and project delivery methodologies consistent with the recommendations of the nearly completed efficiency study. Train at least ten (10) Project Managers to the first level of a recognized project management training program by December 1, 2014.

Quality Service

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

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.



Departmental Goals & Objectives

- **Optimize Technology.** Optimize use of technology to automate processes, facilitate communications and connections, manage data, increase access to information, and support organization learning.
- **Advance CPC Relationship Network.** Advance a network of strategic partnerships/alliances and collaborations essential to the CPC mission.
- **Promote the CPC Mission.** Consistently communicate and promote the CPC Department's message to the CPC at large, the City of Cleveland Administration, the CPC relationship networks and the Cleveland community.

Quality Service

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

CIVIL SERVICE

Customer Service

- Explore Options for full online testing application.

Efficiency through Technology

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

Quality Service

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

COMMUNITY DEVELOPMENT

Efficiency through Technology

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

Quality Service

- Complete the tasks/performance to successfully close-out stimulus funded grants that expire early 2013.
- Continue to emphasize housing and multi-family renovation with NSP and housing Trust Fund programs with houses meeting the green building standards.
- Successfully integrate the lead hazard control grant into the CD program offerings for improving the existing housing stock.

COMMUNITY RELATIONS BOARD

Efficiency through Technology

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

Quality Service

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

Customer Service

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

ECONOMIC DEVELOPMENT

Customer Service

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

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 by Q4 2014

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.



Departmental Goals & Objectives

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.

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.



General Government

COUNCIL AND CLERK OF COUNCIL

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 2,039,734	\$ 2,260,013	\$ 2,217,731	\$ 2,310,772
Seasonal	—	—	5,208	—
Elected Officials	1,458,926	1,450,467	1,306,269	1,444,470
Part-Time Permanent	98,420	86,161	87,495	100,336
Longevity	12,025	13,925	14,950	23,200
Separation Payments	610	87,374	75,132	60,000
	\$ 3,609,715	\$ 3,897,940	\$ 3,706,785	\$ 3,938,778
Benefits				
Hospitalization	\$ 429,896	\$ 456,538	\$ 441,019	\$ 521,648
Flex Save Admin Fees	660	490	—	600
Prescription	110,961	113,577	98,194	110,793
Dental	35,561	35,046	29,613	32,030
Vision Care	3,582	3,587	3,115	3,104
Public Employees Retire System	495,437	522,284	521,035	519,614
Fica-Medicare	45,368	49,924	49,795	48,953
Workers' Compensation	52,739	50,613	49,773	42,796
Life Insurance	2,780	2,595	2,363	2,563
Unemployment Compensation	2,187	—	14,117	15,000
	\$ 1,179,171	\$ 1,234,655	\$ 1,209,024	\$ 1,297,101
Other Training & Professional Dues				
Travel	\$ 33,910	\$ 44,909	\$ 37,281	\$ 50,476
Tuition & Registration Fees	23,667	30,760	33,390	32,279
Professional Dues & Subscript	4,214	4,849	3,386	5,217
	\$ 61,791	\$ 80,518	\$ 74,057	\$ 87,972
Utilities				
Steam	\$ —	\$ 11,887	\$ 22,774	\$ 18,000
	\$ —	\$ 11,887	\$ 22,774	\$ 18,000
Contractual Services				
Professional Services	\$ 340,434	\$ 433,200	\$ 575,310	\$ 565,155
Court Reporter	—	—	334	—
Expense Account Reimbursement	212,329	139,557	132,142	244,800
Freight Expense	—	—	1,034	—
Advertising And Public Notice	503,689	658,148	296,641	662,650
Parking In City Facilities	34,986	26,765	42,129	32,500
Insurance And Official Bonds	250	—	—	100
Taxes	5	—	—	—
	\$ 1,091,692	\$ 1,257,670	\$ 1,047,590	\$ 1,505,205

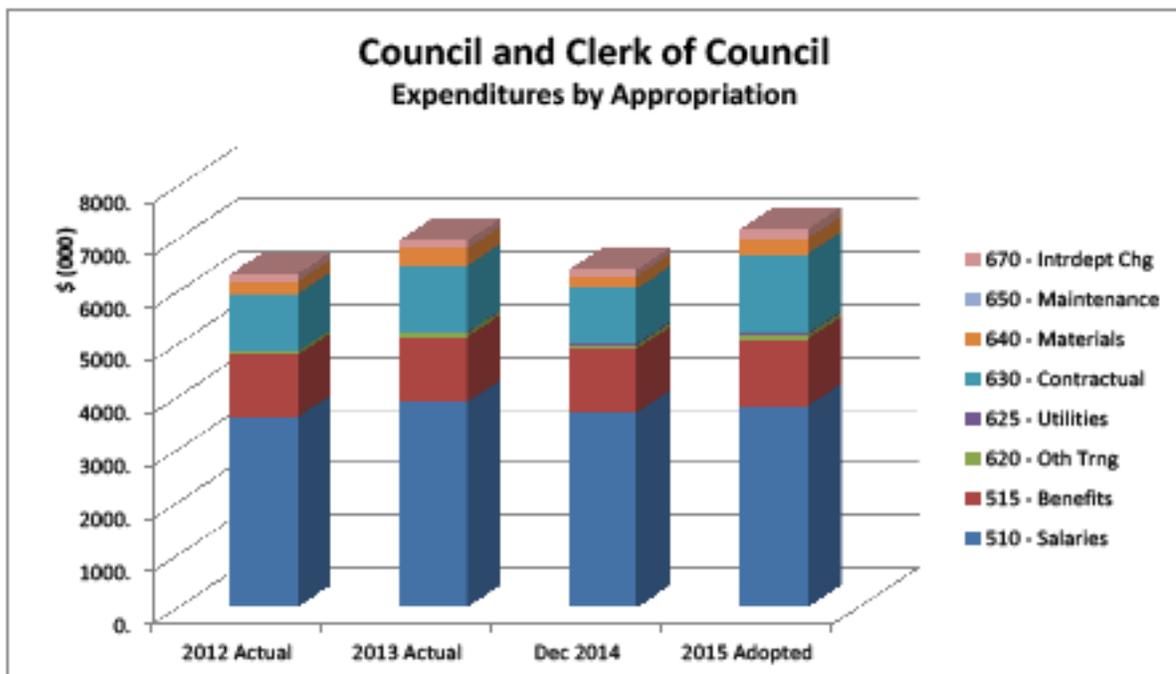
COUNCIL AND CLERK OF COUNCIL

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Materials & Supplies				
Office Supplies	\$ 13,018	\$ 15,770	\$ 11,468	\$ 13,400
Postage	200,258	289,620	200,495	259,403
Computer Software	315	—	—	—
Food	12,814	13,710	12,751	12,000
Just In Time Office Supplies	11,097	4,730	4,820	5,000
	\$ 237,503	\$ 323,830	\$ 229,534	\$ 289,803
Maintenance				
Maintenance Office Equipment	\$ 3,039	\$ 2,084	\$ 4,533	\$ 5,000
	\$ 3,039	\$ 2,084	\$ 4,533	\$ 5,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 56,031	\$ 30,353	\$ 41,475	\$ 41,450
Charges From Print & Repro	45,311	77,807	40,744	41,310
Charges From Central Storeroom	33,654	50,143	37,955	41,189
	\$ 134,996	\$ 158,303	\$ 120,175	\$ 123,949
	\$ 6,317,907	\$ 6,966,887	\$ 6,414,472	\$ 7,265,808

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ 1,260	\$ —	\$ —	\$ —
Miscellaneous	1,941	45,446	46,888	200
	\$ 3,201	\$ 45,446	\$ 46,888	\$ 200





COUNCIL AND CLERK OF COUNCIL

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		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
0	1	1	Director of Communication	24,974.46	79,830.83
1	1	1	Director of Policy Research	24,974.46	79,830.83
<u>19</u>	<u>20</u>	<u>20</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Council Receptionist	20,800.00	47,898.49
16	15	16	Executive Assistant Council	20,800.00	46,359.00
1	1	1	Executive Assistant Council President		
<u>18</u>	<u>17</u>	<u>18</u>			
<u>PROFESSIONALS</u>					
1	0	0	Administrative Assistant	21,851.06	75,668.09
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	5	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
<u>22</u>	<u>20</u>	<u>21</u>			



COUNCIL AND CLERK OF COUNCIL

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	Budget 2014	December 2014		Budget 2015	Minimum
NON EEO REPORTING					
1	1	1	Executive Assistant-Admin/Council	24,974.46	79,830.83
1	1	1			
60	58	60	TOTAL FULL TIME		
PART TIME					
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

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,474,690	\$ 1,531,142	\$ 1,568,219	\$ 1,792,626
Elected Officials	135,597	136,758	140,995	142,946
Part-Time Permanent	14,078	14,237	14,840	20,000
Longevity	4,250	5,375	7,225	5,275
Wage Settlements	—	—	187	—
Separation Payments	3,393	7,071	31,310	20,000
Overtime	—	1	—	—
	\$ 1,632,007	\$ 1,694,585	\$ 1,762,776	\$ 1,980,847
Benefits				
Hospitalization	\$ 178,559	\$ 189,331	\$ 198,141	\$ 237,777
Flex Save Admin Fees	60	110	—	120
Prescription	39,303	40,551	37,582	45,405
Dental	12,965	13,471	13,081	15,398
Vision Care	1,374	1,416	1,286	1,356
Public Employees Retire System	226,363	228,469	243,205	273,778
Fica-Medicare	23,347	24,154	25,118	29,438
Workers' Compensation	24,010	22,617	21,638	20,254
Life Insurance	1,039	1,022	990	1,106
	\$ 507,020	\$ 521,141	\$ 541,041	\$ 624,632
Other Training & Professional Dues				
Travel	\$ 14,289	\$ 11,983	\$ 15,564	\$ 15,000
Tuition & Registration Fees	739	1,300	2,270	4,000
Professional Dues & Subscript	5,983	5,449	6,349	5,700
	\$ 21,012	\$ 18,732	\$ 24,183	\$ 24,700
Contractual Services				
Professional Services	\$ 552	\$ 468	\$ 514	\$ 2,656
Mileage (Private Auto)	688	377	296	500
Security Services	—	—	—	600
Expense Account Reimbursement	339	198	368	500
Insurance And Official Bonds	250	—	—	250
Other Contractual	—	—	99	—
	\$ 1,829	\$ 1,043	\$ 1,277	\$ 4,506
Materials & Supplies				
Computer Supplies	\$ —	\$ —	\$ —	\$ 3,000
Computer Software	560	—	—	—
Food	1,000	326	968	1,000
Special Events Supplies	3,720	3,000	3,838	4,750
Just In Time Office Supplies	4,139	3,849	7,200	7,000

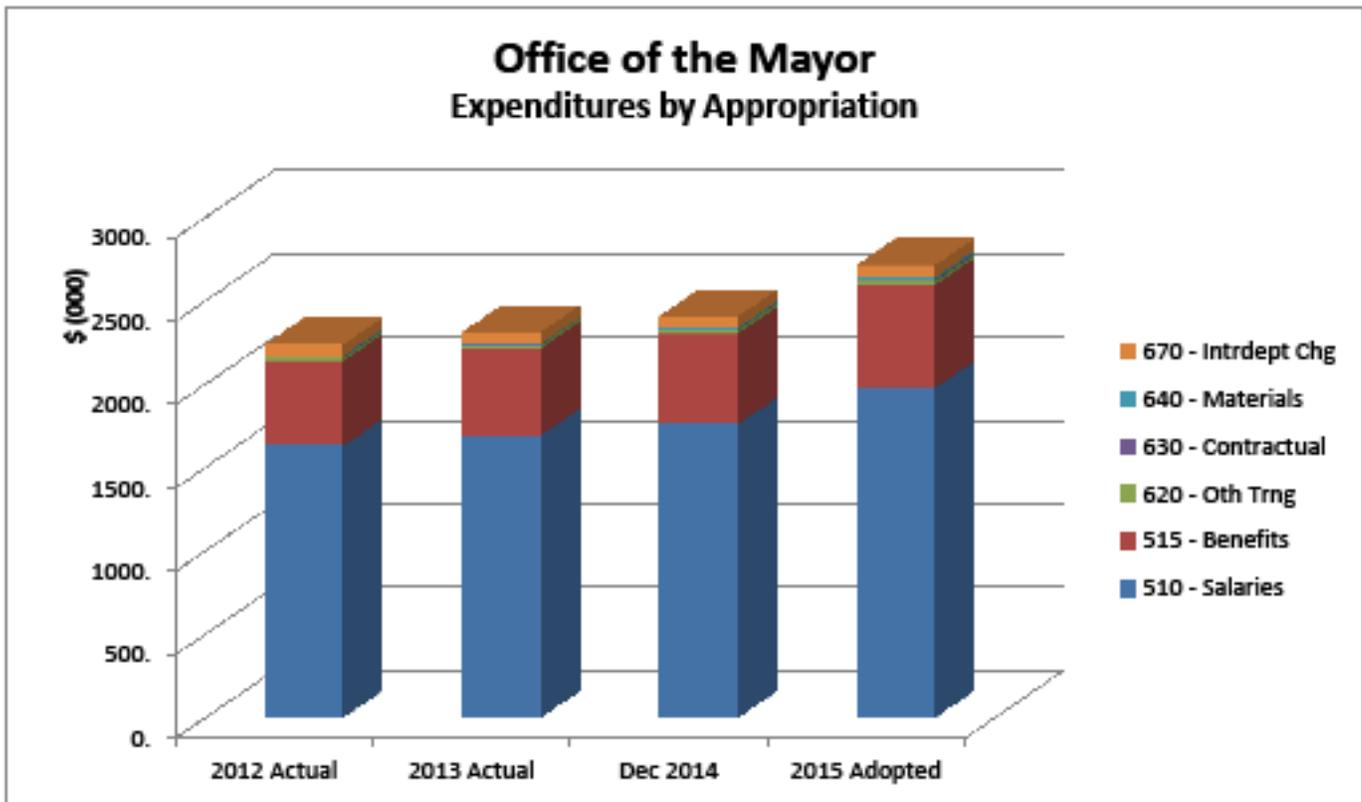


Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
	\$ 9,419	\$ 7,176	\$ 12,006	\$ 15,750
Interdepart Service Charges				
Charges From Telephone Exch	\$ 26,124	\$ 24,731	\$ 25,419	\$ 25,620
Charges From Print & Repro	19,331	22,584	28,870	29,271
Charges From Central Storeroom	5,905	7,516	4,225	4,585
Charges From M.V.M.	15,847	15,913	9,878	14,070
	\$ 67,207	\$ 70,744	\$ 68,393	\$ 73,546
	\$ 2,238,494	\$ 2,313,421	\$ 2,409,676	\$ 2,723,981

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Miscellaneous	\$ 259	\$ 20,285	\$ 23,537	\$ —
	\$ 259	\$ 20,285	\$ 23,537	\$ —





OFFICE OF THE MAYOR

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		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
18	15	19	Special Assistant to the Mayor	20,800.00	112,639.75
26	22	27	TOTAL FULL TIME		
<u>PART TIME</u>					
1	1	1	Special Assistant to the Mayor	20,800.00	112,639.75
1	1	1	TOTAL PART TIME		
27	23	28	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

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 2,633,546	\$ 2,721,842	\$ 2,730,897	\$ 3,402,616
Part-Time Permanent	64,045	118,565	126,873	170,690
Longevity	19,950	19,875	21,550	21,325
Wage Settlements	—	—	44	—
Separation Payments	1,684	92,256	71,282	—
Overtime	15,169	8,626	20,284	10,000
	\$ 2,734,394	\$ 2,961,163	\$ 2,970,930	\$ 3,604,631
Benefits				
Hospitalization	\$ 390,027	\$ 411,517	\$ 417,444	\$ 537,642
Flex Save Admin Fees	300	303	—	—
Prescription	83,795	85,968	80,496	102,609
Dental	29,461	29,941	28,504	34,395
Vision Care	2,852	2,847	2,723	2,921
Public Employees Retire System	381,877	385,718	404,156	501,662
Fica-Medicare	35,541	39,536	40,049	50,255
Workers' Compensation	40,403	49,060	39,690	34,199
Life Insurance	2,053	1,894	1,832	2,181
Unemployment Compensation	2,820	—	—	—
Clothing Allowance	3,820	3,420	4,220	4,620
Clothing Maintenance	1,200	1,050	1,350	1,650
	\$ 974,147	\$ 1,011,254	\$ 1,020,464	\$ 1,272,134
Other Training & Professional Dues				
Travel	\$ 3,262	\$ 2,423	\$ 3,157	\$ 2,000
Tuition & Registration Fees	3,196	3,750	3,515	5,000
Professional Dues & Subscript	6,694	8,436	6,277	8,650
	\$ 13,152	\$ 14,609	\$ 12,950	\$ 15,650
Contractual Services				
Professional Services	\$ 128,603	\$ 122,810	\$ 133,549	\$ 179,000
Mileage (Private Auto)	6,668	2,971	3,077	5,000
Advertising And Public Notice	—	683	3,445	1,500
Appraisal Fees	9,250	500	13,900	6,000
Parking In City Facilities	12,661	11,580	14,462	13,000
Taxes	127,425	149,495	92,297	200,000
Property Rental	5,753	—	—	—
Equipment Rental	—	—	—	1,000
Other Contractual	575	624	114,316	500
	\$ 290,934	\$ 288,662	\$ 375,046	\$ 406,000



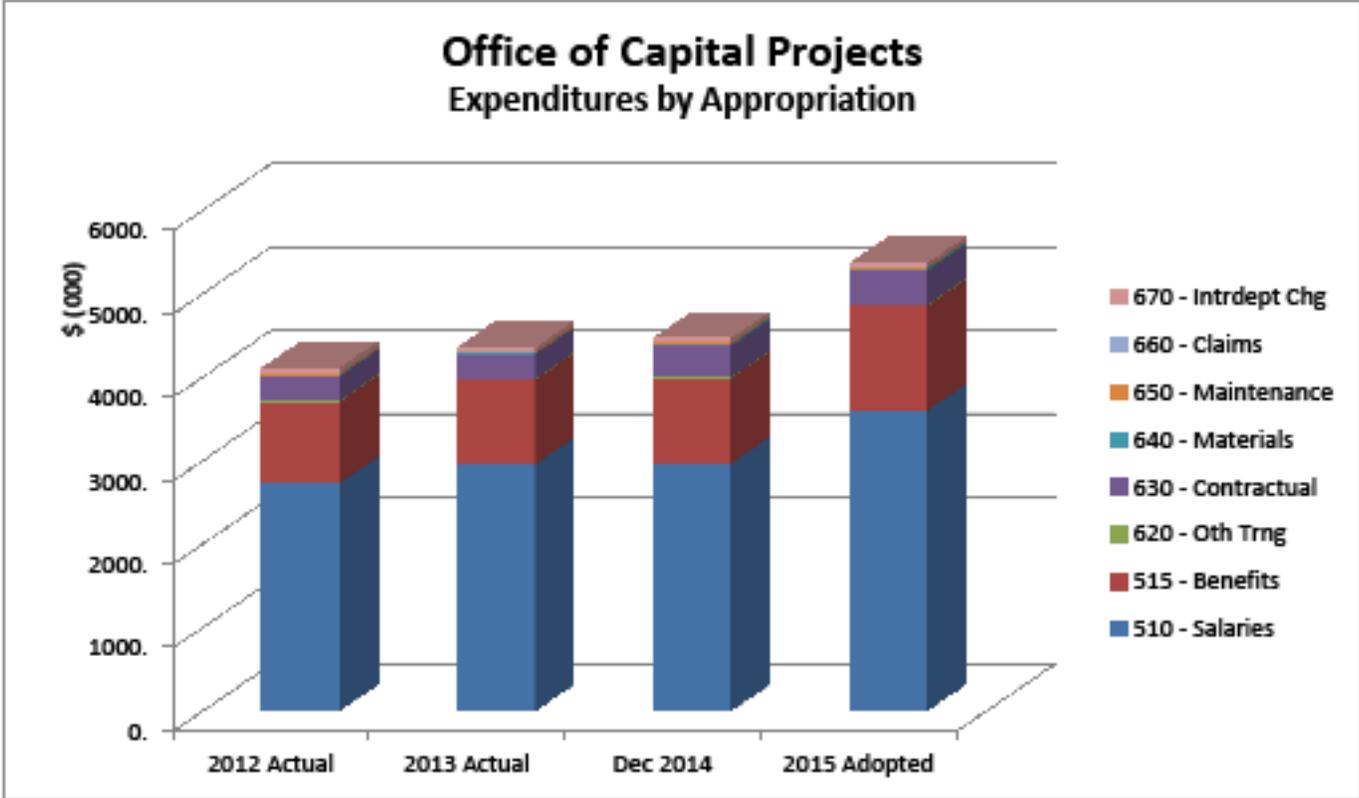
Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Materials & Supplies				
Office Supplies	\$ 716	\$ 115	\$ 2,522	\$ 2,800
Computer Supplies	627	—	550	1,000
Computer Hardware	—	—	144	—
Computer Software	249	—	1,495	—
Small Equipment	—	4,000	1,888	3,000
Paper And Other Printing Suppl	2,352	—	—	—
Other Supplies	—	—	—	500
Bridge Maintenance Supplies	—	—	—	5,000
Safety Equipment	—	—	5,195	5,000
Just In Time Office Supplies	8,084	4,389	10,423	9,343
	\$ 12,028	\$ 8,504	\$ 22,218	\$ 26,643
Maintenance				
Maintenance Office Equipment	\$ 616	\$ 686	\$ —	\$ —
Computer Software Maintenance	21,462	24,702	18,040	20,000
Car Washes	—	—	480	—
	\$ 22,078	\$ 25,388	\$ 18,520	\$ 20,000
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 496	\$ 1,371	\$ —	\$ —
	\$ 496	\$ 1,371	\$ —	\$ —
Interdepart Service Charges				
Charges From Telephone Exch	\$ 8,225	\$ 8,710	\$ 9,083	\$ 9,229
Charges From Radio Comm System	3,931	1,463	2,415	1,772
Charges From Print & Repro	20,636	24,402	26,481	26,849
Charges From Central Storeroom	798	471	629	682
Charges From M.V.M.	31,707	13,412	13,511	14,250
Charges From Waste Collection	1,452	595	—	—
	\$ 66,749	\$ 49,053	\$ 52,118	\$ 52,782
	\$ 4,113,978	\$ 4,360,004	\$ 4,472,245	\$ 5,397,840

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ 24,019	\$ 14,968	\$ 25,551	\$ —
Licenses & Permits	81,875	69,935	47,370	57,000
Miscellaneous	1,195,844	1,236,316	1,252,575	1,200,300
Sale Of City Assets	—	560	25,086	—
	\$ 1,301,738	\$ 1,321,779	\$ 1,350,582	\$ 1,257,300

OFFICE OF CAPITAL PROJECTS





COMPARISON OF STAFFING LEVEL

No. of Employees			Position	Salary Schedule	
Budget 2014	December 2014	Budget 2015		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	0	1	Assistant Director	36,590.39	146,639.64
1	1	1	Commissioner of Real Estate	40,314.82	125,582.86
1	1	1	Executive Assistant to the Mayor	50,795.81	182,067.01
2	1	2	Special Assistant to the Mayor	20,800.00	112,639.75
1	1	1	Superintendent of Sidewalks	22,333.40	65,528.58
<u>6</u>	<u>4</u>	<u>6</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
2	2	2	Administrative Officer	20,800.00	54,579.99
1	1	1	Junior Personnel Assistant	20,800.00	40,556.67
2	2	2	Principal Clerk	14.88	20.71
<u>5</u>	<u>5</u>	<u>5</u>			
<u>PROFESSIONALS</u>					
1	0	0	Architect	10.00	31.47
0	3	3	Chief Architect	23,647.11	104,877.59
1	1	1	Chief Sidewalk Inspector	20,800.00	47,332.96
2	2	2	Construction Technician	12.02	24.02
7	8	8	Consulting Engineer	36,000.00	97,860.03
1	1	1	Deputy Project Director	20,800.00	64,734.08
1	1	1	Landscape Designer	10.00	29.73
1	0	0	Manager of Site Development	22,333.40	76,344.01
0	1	1	Prevailing Wage Coordinator	27,193.50	69,367.62
2	1	2	Project Coordinator	27,325.56	93,021.80
2	2	2	Project Director	22,333.40	82,706.96
1	0	0	Project Manager	20,800.00	62,545.73
3	3	3	Section Chief Engineering and Construction	50,000.00	100,773.99
3	3	3	Senior Assistant Designer	10.00	25.33
1	1	1	Senior Budget and Management Analyst	26,273.96	80,628.83
1	1	1	Senior Landscape Architect	10.00	31.46
1	1	1	Section Chief Arch & Site Development	40,000.00	100,773.99
1	1	1	Surveyor	10.00	28.22
2	2	2	Survey Party Chief	20,800.00	58,026.67
<u>31</u>	<u>32</u>	<u>33</u>			



OFFICE OF CAPITAL PROJECTS

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
TECHNICIANS					
1	1	1	Chief Engineering and Construction Inspector	26.21	28.21
11	8	9	Engineering & Construction Inspector	19.69	21.69
12	9	10			
54	50	54	TOTAL FULL TIME		
4	3	5	TOTAL PART TIME		
58	53	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: The Landmarks Commission staff attends local Design Review Committee meetings. It prepares staff reviews of designs submitted by applicants to Design Review Committees. The Commission staff is also involved in the training and staff support to Design Review Committees.

PROGRAM NAME: PERMITS AND CASES

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

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

PROGRAM NAME: SURVEY

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

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

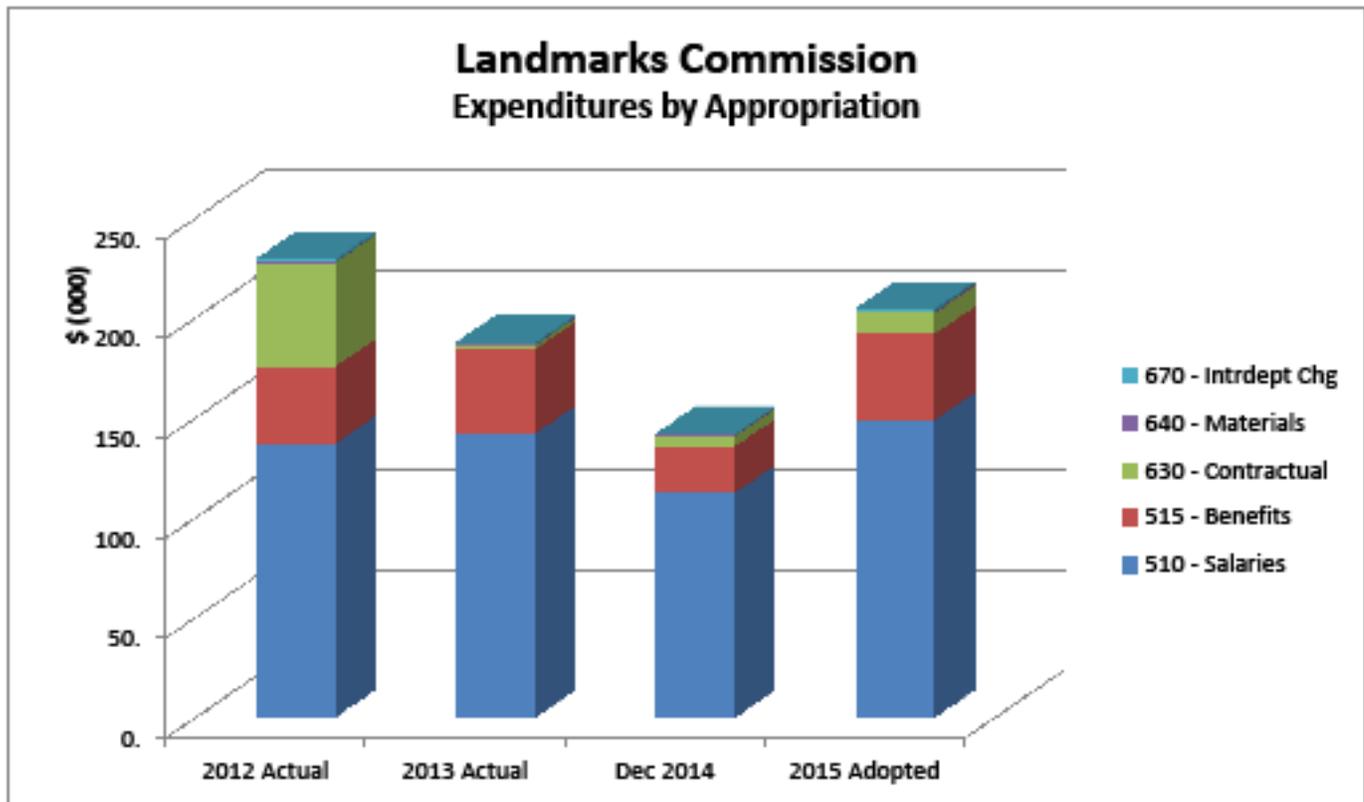
LANDMARKS COMMISSION

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 96,321	\$ 100,931	\$ 48,346	\$ 102,305
Board Members	39,575	40,134	29,425	46,073
Longevity	1,375	1,375	1,500	700
Separation Payments	—	—	33,318	—
	\$ 137,271	\$ 142,440	\$ 112,589	\$ 149,078
Benefits				
Hospitalization	\$ 10,904	\$ 13,628	\$ 6,435	\$ 14,990
Prescription	3,233	3,782	1,603	3,717
Dental	886	1,067	460	997
Vision Care	118	118	69	100
Public Employees Retire System	18,971	19,377	11,771	20,776
Fica-Medicare	1,155	1,191	1,055	2,169
Workers' Compensation	2,144	1,888	1,819	893
Life Insurance	90	84	51	77
Unemployment Compensation	959	759	—	—
	\$ 38,460	\$ 41,895	\$ 23,263	\$ 43,719
Contractual Services				
Professional Services	\$ 50,948	\$ 918	\$ 4,059	\$ 9,100
Advertising And Public Notice	645	554	255	800
Parking In City Facilities	513	664	775	650
	\$ 52,107	\$ 2,136	\$ 5,089	\$ 10,550
Materials & Supplies				
Just In Time Office Supplies	\$ 374	\$ 247	\$ 589	\$ 900
	\$ 374	\$ 247	\$ 589	\$ 900
Interdepart Service Charges				
Charges From Telephone Exch	\$ —	\$ —	\$ 5	\$ 5
Charges From Print & Repro	1,145	894	554	562
Charges From Central Storeroom	196	193	21	22
	\$ 1,341	\$ 1,087	\$ 579	\$ 589
	\$ 229,553	\$ 187,804	\$ 142,109	\$ 204,836

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Miscellaneous	\$ 3	\$ 1,978	\$ 1,858	\$ —
	\$ 3	\$ 1,978	\$ 1,858	\$ —





LANDMARKS COMMISSION

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	Budget 2014	Budget 2015		Minimum	Maximum
<u>PROFESSIONALS</u>					
1	0	1	Sr. Assistant City Planner	10.00	25.33
1	1	1	City Planner	30,000.00	62,541.14
<u>2</u>	<u>1</u>	<u>2</u>	TOTAL FULL TIME		
<u>BOARD MEMBERS</u>					
1	1	1	Chairman of Landmarks Commission	7,775.00	7,775.00
6	4	6	Member of Landmarks Commission	6,500.00	6,500.00
<u>7</u>	<u>5</u>	<u>7</u>	TOTAL BOARD MEMBERS		
<u>9</u>	<u>6</u>	<u>9</u>	TOTAL DIVISION		



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.

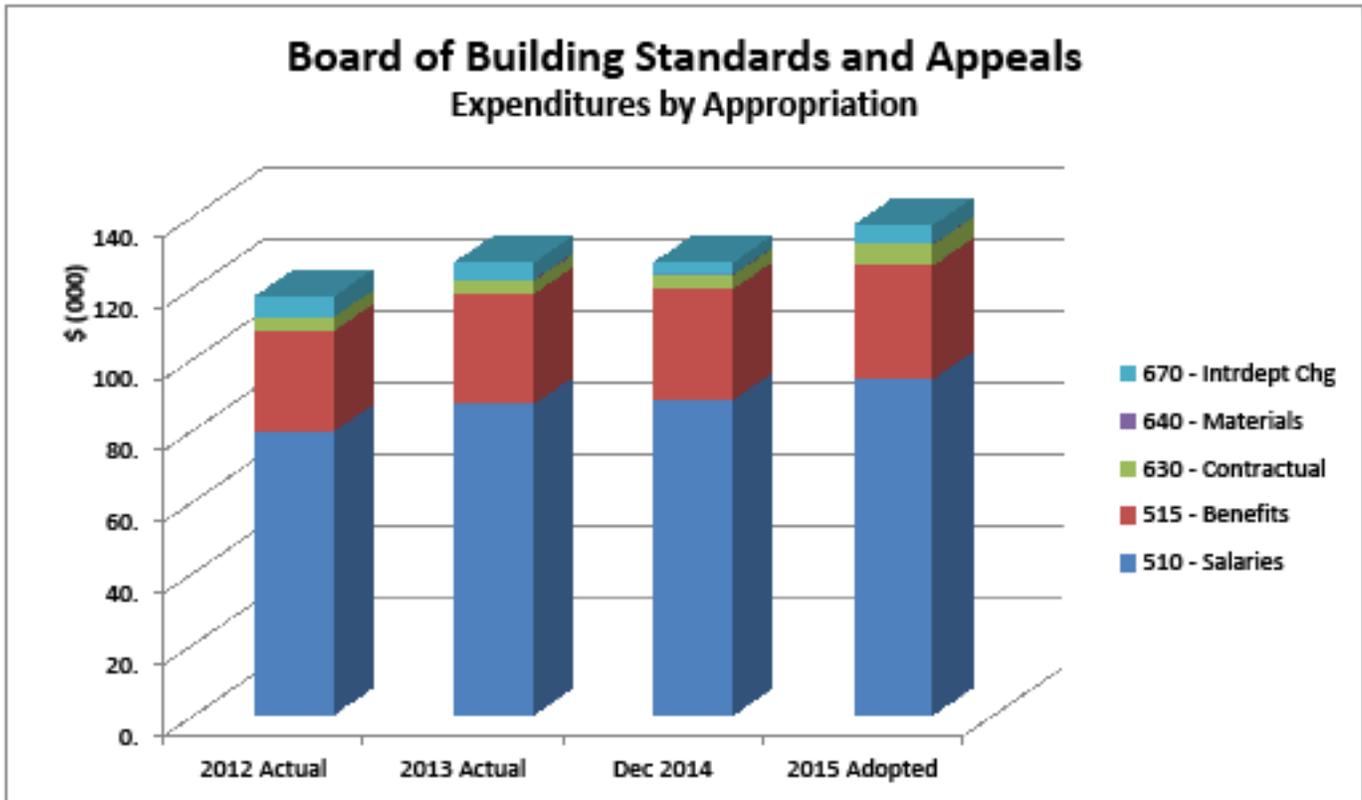
BOARD OF BUILDING STANDARDS AND APPEALS

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 45,182	\$ 49,535	\$ 53,663	\$ 54,352
Board Members	33,745	36,965	34,090	39,139
Longevity	700	800	800	800
	\$ 79,627	\$ 87,300	\$ 88,553	\$ 94,291
Benefits				
Hospitalization	\$ 11,171	\$ 12,753	\$ 12,895	\$ 13,731
Prescription	2,576	2,636	2,443	2,504
Dental	770	782	728	738
Vision Care	59	59	54	52
Public Employees Retire System	11,141	12,187	12,502	13,076
Fica-Medicare	1,134	1,244	1,257	1,364
Workers' Compensation	1,222	1,095	1,115	1,017
Life Insurance	45	42	41	41
	\$ 28,117	\$ 30,800	\$ 31,035	\$ 32,523
Contractual Services				
Professional Services	\$ 169	\$ 50	\$ 40	\$ 100
Court Reporter	2,983	3,022	3,132	5,000
Parking In City Facilities	753	663	758	720
	\$ 3,905	\$ 3,735	\$ 3,929	\$ 5,820
Materials & Supplies				
Just In Time Office Supplies	\$ —	\$ 240	\$ 186	\$ 180
	\$ —	\$ 240	\$ 186	\$ 180
Interdepart Service Charges				
Charges From Telephone Exch	\$ 415	\$ 446	\$ 307	\$ 303
Charges From Print & Repro	2,513	2,134	1,086	1,101
Charges From Central Storeroom	2,874	2,296	2,006	2,177
	\$ 5,802	\$ 4,876	\$ 3,398	\$ 3,581
	\$ 117,450	\$ 126,951	\$ 127,101	\$ 136,395

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ 18,910	\$ 18,195	\$ 15,570	\$ 18,000
Licenses & Permits	—	15	30	—
Miscellaneous	—	1,013	1,016	—
	\$ 18,910	\$ 19,223	\$ 16,616	\$ 18,000





BOARD OF BUILDING STANDARDS AND APPEALS

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		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	2	4	Labor Member Alternate (Board Member)	6,960.00	6,960.00
5	3	5	TOTAL BOARD MEMBERS		
6	4	6	TOTAL DIVISION		



BOARD OF ZONING APPEALS

Elizabeth Kukla, Secretary

Mission Statement

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

PROGRAM NAME: APPEALS REVIEW AND RECORDS MAINTENANCE

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

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

PROGRAM NAME: PERMITS AND ACTIONS

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

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

BOARD OF ZONING APPEALS

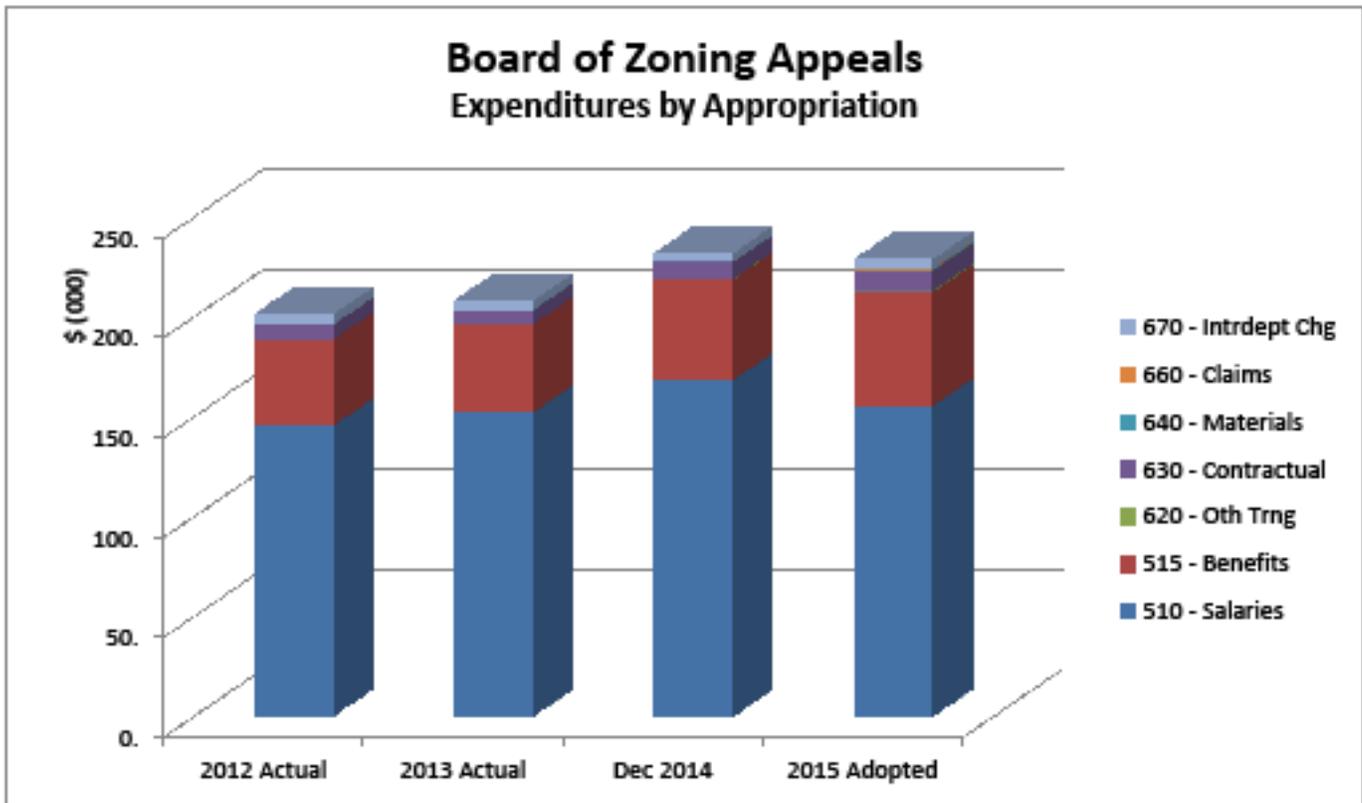
Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 104,886	\$ 111,406	\$ 104,115	\$ 114,694
Board Members	39,675	39,675	39,675	39,684
Longevity	1,275	1,450	1,450	1,325
Separation Payments	—	—	23,418	—
	\$ 145,836	\$ 152,531	\$ 168,658	\$ 155,703
Benefits				
Hospitalization	\$ 16,407	\$ 16,772	\$ 22,621	\$ 27,696
Prescription	1,120	1,146	1,657	2,504
Dental	1,049	1,067	1,304	1,476
Vision Care	140	140	130	125
Public Employees Retire System	20,157	20,773	20,292	21,615
Fica-Medicare	2,062	2,159	2,388	2,258
Workers' Compensation	2,147	2,006	1,948	1,918
Life Insurance	90	84	71	82
	\$ 43,173	\$ 44,148	\$ 50,411	\$ 57,674
Other Training & Professional Dues				
Tuition & Registration Fees	\$ —	\$ —	\$ 240	\$ 720
	\$ —	\$ —	\$ 240	\$ 720
Contractual Services				
Court Reporter	\$ 5,921	\$ 5,721	\$ 6,896	\$ 8,500
Parking In City Facilities	1,354	1,212	1,371	1,400
	\$ 7,275	\$ 6,933	\$ 8,267	\$ 9,900
Materials & Supplies				
Office Supplies	\$ 104	\$ 90	\$ 227	\$ 250
Just In Time Office Supplies	—	86	—	250
	\$ 104	\$ 176	\$ 227	\$ 500
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ —	\$ —	\$ —	\$ 300
	\$ —	\$ —	\$ —	\$ 300
Interdepart Service Charges				
Charges From Telephone Exch	\$ 53	\$ 43	\$ 5	\$ 5
Charges From Print & Repro	2,157	1,570	1,745	1,769
Charges From Central Storeroom	2,941	3,024	2,515	2,730
	\$ 5,151	\$ 4,636	\$ 4,265	\$ 4,504
	\$ 201,538	\$ 208,423	\$ 232,068	\$ 229,301



Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ 19,423	\$ 24,375	\$ 23,855	\$ 19,000
Miscellaneous	—	1,781	1,775	—
	\$ 19,423	\$ 26,156	\$ 25,630	\$ 19,000





BOARD OF ZONING APPEALS

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
<u>ADMINISTRATIVE SUPPORT</u>					
0	1	1	Secty Board of Zoning Appeals	23,647.11	85,281.07
1	1	1	Principal Clerk	14.88	20.71
<u>1</u>	<u>2</u>	<u>2</u>			
<u>PROFESSIONALS</u>					
1	0	0	Project Coordinator	27,325.56	93,021.80
<u>1</u>	<u>2</u>	<u>0</u>			
<u>2</u>	<u>2</u>	<u>2</u>	TOTAL FULL TIME		
<u>BOARD MEMBERS</u>					
1	1	1	Chairman of Board of Zoning Appeals	8,400.00	8,400.00
4	4	4	Member of Board of Zoning Appeals	7,820.00	7,820.00
<u>5</u>	<u>5</u>	<u>5</u>	TOTAL BOARD MEMBERS		
<u>7</u>	<u>7</u>	<u>7</u>	TOTAL DIVISION		



CIVIL SERVICE COMMISSION

Lucille Ambroz, Secretary

Mission Statement

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

PROGRAM NAME: POLICY-MAKING

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

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

PROGRAM NAME: RECORD MAINTENANCE

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

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

PROGRAM NAME: TESTING

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

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

CIVIL SERVICE COMMISSION

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 372,912	\$ 396,182	\$ 400,297	\$ 418,824
Board Members	39,609	39,675	39,441	39,676
Longevity	3,125	2,825	2,925	4,000
Overtime	121	3,310	12,648	10,000
	\$ 415,767	\$ 441,991	\$ 455,311	\$ 472,500
Benefits				
Hospitalization	\$ 53,643	\$ 56,287	\$ 61,312	\$ 68,320
Flex Save Admin Fees	60	114	—	—
Prescription	12,440	12,626	11,879	12,170
Dental	3,813	3,716	3,445	3,534
Vision Care	446	453	421	416
Public Employees Retire System	57,852	59,586	63,482	66,285
Fica-Medicare	5,279	5,713	5,975	6,851
Workers' Compensation	6,726	5,719	5,644	5,231
Life Insurance	334	335	324	328
	\$ 140,592	\$ 144,548	\$ 152,483	\$ 163,135
Other Training & Professional Dues				
Travel	\$ 265	\$ —	\$ —	\$ —
Tuition & Registration Fees	250	—	—	1,000
	\$ 515	\$ —	\$ —	\$ 1,000
Contractual Services				
Professional Services	\$ 224,089	\$ 507,655	\$ 11,328	\$ 300,000
Court Reporter	8,409	5,549	9,557	14,000
Referee Services	13,500	4,456	10,000	14,000
Mileage (Private Auto)	158	—	—	—
Medical Services	35,000	60,000	110,000	35,000
Freight Expense	—	—	350	—
Parking In City Facilities	940	728	853	1,000
	\$ 282,096	\$ 578,387	\$ 142,088	\$ 364,000
Materials & Supplies				
Food	\$ —	\$ —	\$ 1,306	\$ 1,000
Other Supplies	45	52	602	—
Just In Time Office Supplies	2,787	1,371	2,800	3,600
	\$ 2,832	\$ 1,423	\$ 4,708	\$ 4,600
Maintenance				
Maintenance Contracts	\$ —	\$ —	\$ —	\$ 689
	\$ —	\$ —	\$ —	\$ 689

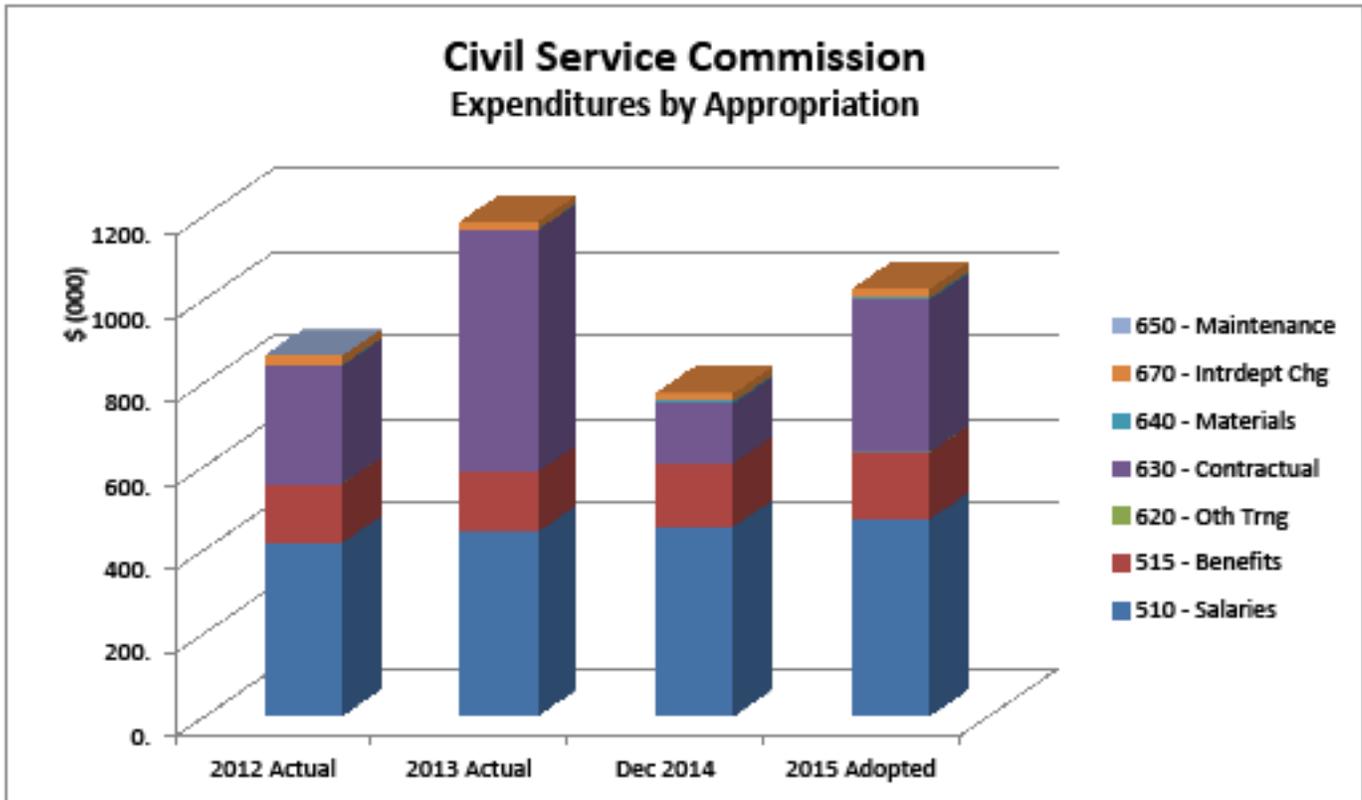
CIVIL SERVICE COMMISSION

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 2,473	\$ 2,495	\$ 2,350	\$ 2,311
Charges From Print & Repro	10,142	10,566	10,606	10,754
Charges From Central Storeroom	6,567	5,780	6,795	7,374
Charges From M.V.M.	2,660	192	—	—
	\$ 21,843	\$ 19,033	\$ 19,751	\$ 20,439
	\$ 863,646	\$ 1,185,383	\$ 774,341	\$ 1,026,363

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Miscellaneous	\$ 21,845	\$ 43,153	\$ 51,405	\$ 20,000
	\$ 21,845	\$ 43,153	\$ 51,405	\$ 20,000





CIVIL SERVICE COMMISSION

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	Budget 2014	Budget 2015		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Secretary of the Civil Service Commission	25,011.85	102,338.45
1	1	1			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Private Secretary	10.00	21.63
1	1	1			
<u>PROFESSIONALS</u>					
1	1	1	Chief Civil Service Examiner	26,273.96	72,945.53
1	1	1	Civil Service Examiner III	20,800.00	51,677.50
1	1	1	Civil Service Examiner II	20,800.00	45,020.62
1	1	1	Deputy Project Director	20,800.00	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	8	8	TOTAL FULL TIME		
5	4	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.

COMMUNITY RELATIONS BOARD

PROGRAM NAME: COMMUNITY REENTRY

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

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

PROGRAM NAME: HUMAN RELATIONS CIVIL RIGHTS TRAINING AND COMMUNITY EDUCATION

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

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

PROGRAM NAME: POLICE/COMMUNITY COOPERATION AND SPECIAL EVENTS

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

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

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.



COMMUNITY RELATIONS BOARD

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

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 710,575	\$ 677,193	\$ 667,964	\$ 846,738
Board Members	65,938	68,626	113,838	108,572
Part-Time Permanent	10,316	265	—	10,000
Longevity	6,650	6,375	5,725	5,250
Wage Settlements	—	—	153,732	—
Separation Payments	21,066	18,348	7,608	35,884
Overtime	371	—	—	—
	\$ 814,916	\$ 770,807	\$ 948,867	\$ 1,006,444
Benefits				
Hospitalization	\$ 112,757	\$ 106,451	\$ 101,661	\$ 145,238
Flex Save Admin Fees	60	24	—	60
Prescription	27,779	25,170	24,791	34,442
Dental	8,454	7,238	6,558	9,578
Vision Care	970	891	823	989
Public Employees Retire System	111,349	104,333	130,582	135,233
Fica-Medicare	9,599	9,089	12,630	13,169
Workers' Compensation	14,583	18,962	15,866	12,283
Life Insurance	712	733	588	734
	\$ 286,261	\$ 272,893	\$ 293,499	\$ 351,726
Other Training & Professional Dues				
Travel	\$ 758	\$ —	\$ 416	\$ 800
Tuition & Registration Fees	580	130	150	50
Professional Dues & Subscript	—	—	100	50
	\$ 1,338	\$ 130	\$ 666	\$ 900
Contractual Services				
Professional Services	\$ 995	\$ 1,546	\$ 1,710	\$ 1,600
Travel- Non-Training	—	—	15	—
Mileage (Private Auto)	5,886	6,916	4,635	6,000
Janitorial Services	637	—	—	200
Advertising And Public Notice	420	450	350	500
Program Promotion	150	470	200	500
Parking In City Facilities	2,054	1,856	2,865	2,500
Local Match-Grant Programs	5,948	—	6,264	—
	\$ 16,090	\$ 11,238	\$ 16,038	\$ 11,300
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 151	\$ 100
Food	1,166	800	1,106	1,500
Other Supplies	—	—	206	100
Special Events Supplies	4,332	1,330	975	2,300
Just In Time Office Supplies	2,102	646	1,888	1,500
	\$ 7,600	\$ 2,777	\$ 4,326	\$ 5,500



General Government

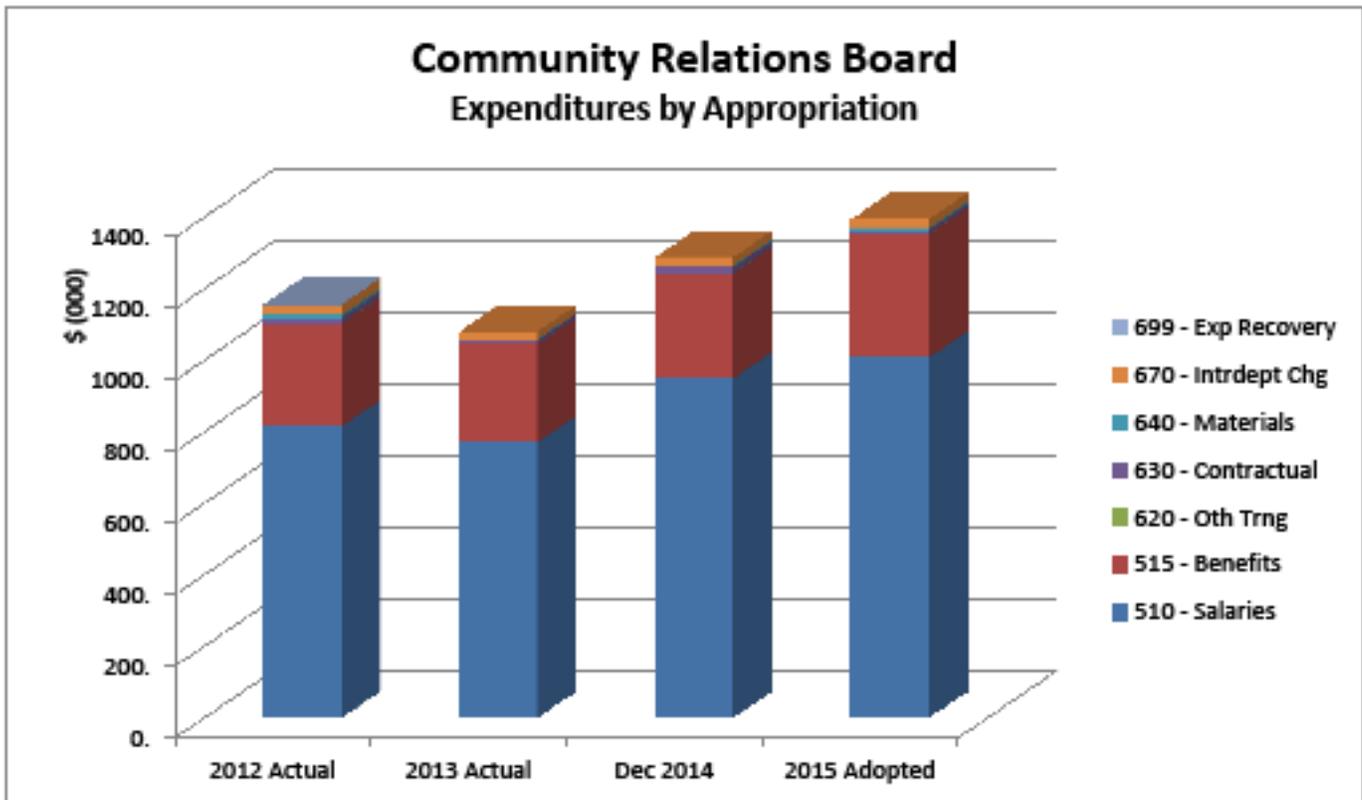
COMMUNITY RELATIONS BOARD

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 6,252	\$ 7,375	\$ 7,398	\$ 7,255
Charges From Print & Repro	17,637	11,010	13,533	13,720
Charges From Central Storeroom	4,386	3,101	2,696	2,926
Charges From M.V.M.	1,084	251	434	470
	\$ 29,360	\$ 21,738	\$ 24,060	\$ 24,371
Expenditure Recovery				
Expenditure Recovery	\$ —	\$ —	\$ —	\$ 70,000
	\$ —	\$ —	\$ —	\$ 70,000
	\$ 1,155,564	\$ 1,079,582	\$ 1,287,457	\$ 1,470,241

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Miscellaneous	\$ 479	\$ 68,278	\$ 9,230	\$ —
	\$ 479	\$ 68,278	\$ 9,230	\$ —





COMMUNITY RELATIONS BOARD

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 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	104,891.07
2	2	2	Case Worker II	14.03	20.81
2	0	2	Community Relations Rep. I	10.00	19.87
1	1	1	Community Relations Rep. II	10.00	24.02
1	1	1	Community Relations Rep. III	10.00	29.73
4	4	4	Project Coordinator	27,325.56	93,021.80
4	3	5	Project Director	22,333.40	82,706.96
16	13	17			
17	14	18	TOTAL FULL TIME		
<u>PART TIME</u>					
1	0	1	Administrative Officer	20,800.00	54,579.99
1	0	1	TOTAL PART TIME		
<u>BOARD MEMBERS</u>					
1	1	1	Member of Community Relations Board-Chair	5,075.00	5,075.00
14	14	14	Member of Community Relations Board	4,500.00	4,500.00
15	15	15	TOTAL BOARD MEMBERS		
33	29	34	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.



Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 886,181	\$ 878,928	\$ 991,725	\$ 1,058,966
Board Members	41,280	42,495	41,843	43,682
Part-Time Permanent	82,058	32,915	10,064	37,450
Longevity	8,300	7,850	6,775	6,375
Separation Payments	29,094	86,875	107,897	50,000
	\$ 1,046,912	\$ 1,049,063	\$ 1,158,304	\$ 1,196,473
Benefits				
Hospitalization	\$ 93,337	\$ 96,047	\$ 108,785	\$ 124,832
Flex Save Admin Fees	60	42	—	60
Prescription	12,919	12,912	14,244	16,505
Dental	6,367	6,372	6,585	7,135
Vision Care	909	898	1,001	999
Public Employees Retire System	142,483	129,293	145,809	171,376
Fica-Medicare	10,921	11,207	14,225	15,530
Workers' Compensation	16,696	14,401	13,395	13,729
Life Insurance	695	605	676	738
	\$ 284,387	\$ 271,777	\$ 304,721	\$ 350,904
Other Training & Professional Dues				
Travel	\$ 359	\$ —	\$ 502	\$ 1,000
Tuition & Registration Fees	358	331	1,974	3,000
	\$ 717	\$ 331	\$ 2,475	\$ 4,000
Contractual Services				
Advertising And Public Notice	\$ 83	\$ 485	\$ 240	\$ 1,000
Parking In City Facilities	4,228	3,225	8,510	7,500
Other Contractual	58,000	50,400	50,000	50,500
	\$ 62,310	\$ 54,110	\$ 58,750	\$ 59,000
Materials & Supplies				
Office Supplies	\$ 2,070	\$ 607	\$ 12	\$ 1,500
Computer Hardware	804	1,250	1,259	1,500
Computer Software	311	646	2,606	4,100
Other Supplies	89	—	—	—
Just In Time Office Supplies	1,729	4,435	3,739	4,400
	\$ 5,003	\$ 6,937	\$ 7,615	\$ 11,500

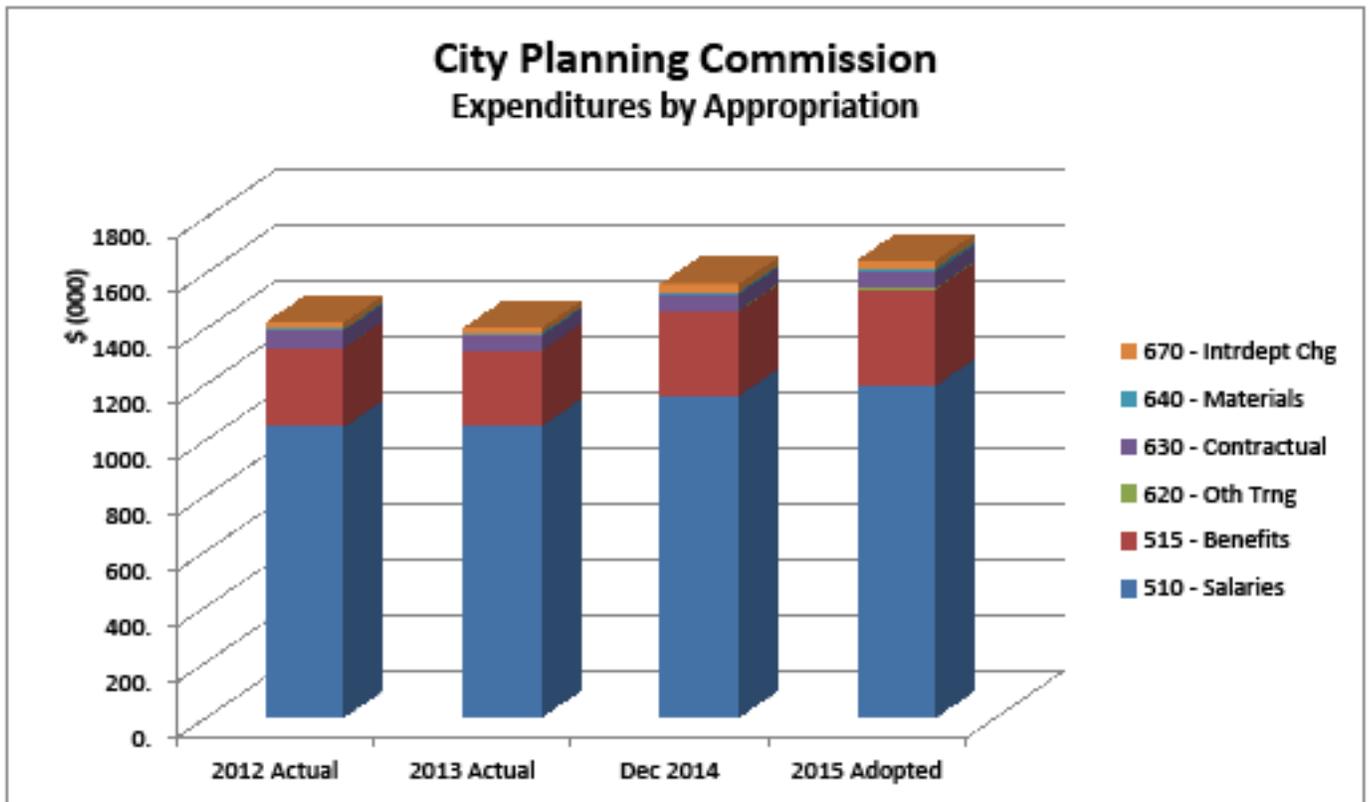
CITY PLANNING COMMISSION

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 4,097	\$ 4,133	\$ 8,078	\$ 13,969
Charges From Print & Repro	4,347	8,479	13,430	13,617
Charges From Central Storeroom	1,466	763	707	768
Charges From M.V.M.	13,854	7,699	7,738	7,556
	\$ 23,764	\$ 21,074	\$ 29,953	\$ 35,910
	\$ 1,423,093	\$ 1,403,292	\$ 1,561,820	\$ 1,657,787

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Grant Revenue	\$ —	\$ —	\$ 245	\$ —
Miscellaneous	4	13,925	23,548	—
	\$ 4	\$ 13,925	\$ 23,793	\$ —





COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		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
<u>2</u>	<u>2</u>	<u>2</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Secretary	10.00	18.04
<u>1</u>	<u>1</u>	<u>1</u>			
<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	25.33
<u>15</u>	<u>15</u>	<u>15</u>			
<u>18</u>	<u>18</u>	<u>18</u>	TOTAL FULL TIME		
<u>PART TIME</u>					
1	0	1	City Planner	30,000.00	62,541.14
<u>1</u>	<u>0</u>	<u>1</u>	TOTAL PART TIME		
<u>BOARD MEMBERS</u>					
6	6	6	Member of City Planning Commission	7,820.00	7,820.00
<u>6</u>	<u>6</u>	<u>6</u>	TOTAL BOARD MEMBERS		
<u>25</u>	<u>24</u>	<u>25</u>	TOTAL DIVISION		



BOXING AND WRESTLING COMMISSION

Abdul A. Muhaymin, Chairman

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



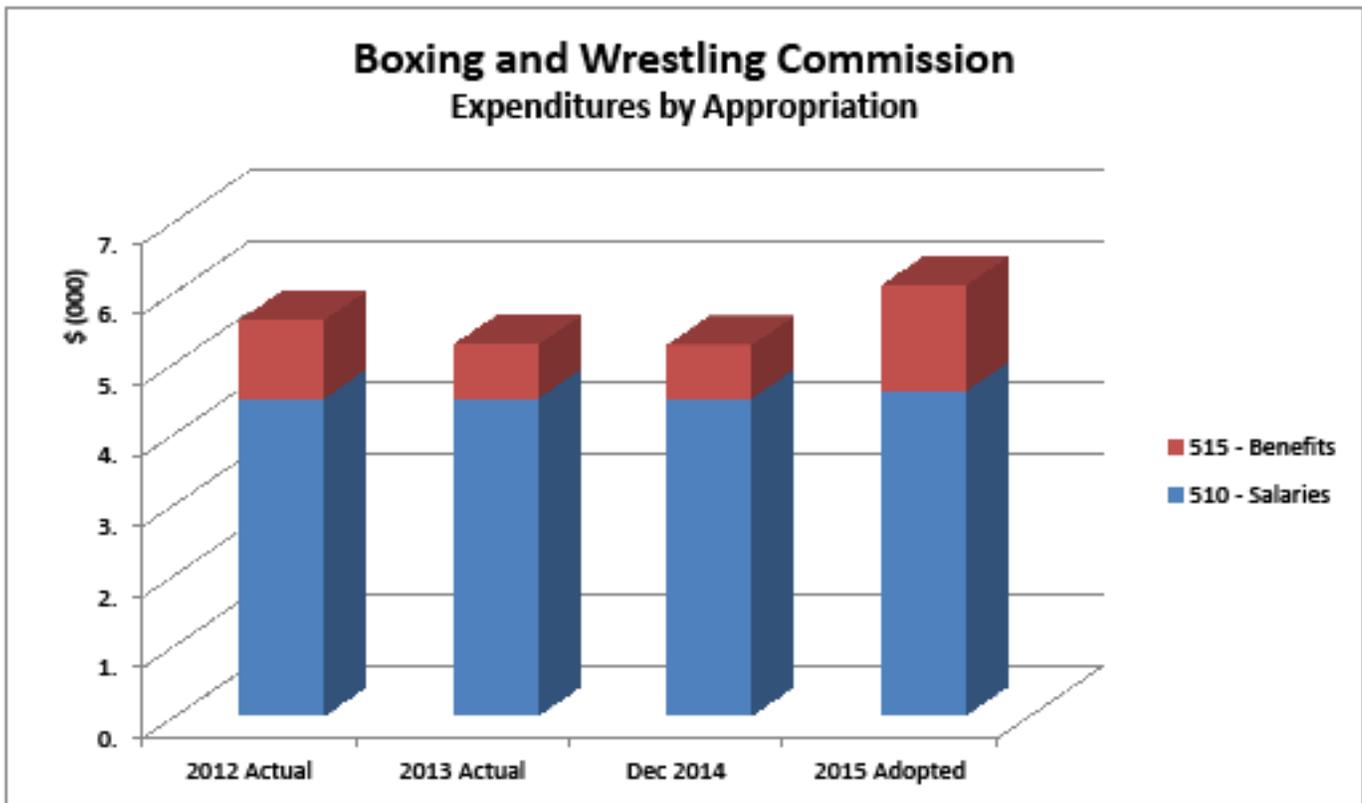
BOXING AND WRESTLING COMMISSION

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Board Members	\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,496
Part-Time Permanent	2,100	2,100	2,100	2,100
	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,596
Benefits				
Public Employees Retire System	\$ 604	\$ 630	\$ 630	\$ 1,308
Fica-Medicare	65	65	65	132
Workers' Compensation	69	62	57	52
Unemployment Compensation	368	—	—	—
	\$ 1,106	\$ 757	\$ 753	\$ 1,492
	\$ 5,606	\$ 5,257	\$ 5,253	\$ 6,088

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Miscellaneous	\$ —	\$ 57	\$ 52	\$ —
	\$ —	\$ 57	\$ 52	\$ —





BOXING AND WRESTLING COMMISSION

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	Budget 2014	Budget 2015		December 2014	Minimum
BOARD MEMBERS					
1	1	1	Chairman Boxing & Wrestling Commission	2,400.00	2,400.00
2	1	2	Commission Member	2,100.00	2,100.00
3	2	3	TOTAL BOARD MEMBERS		
3	2	3	TOTAL DIVISION		



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.

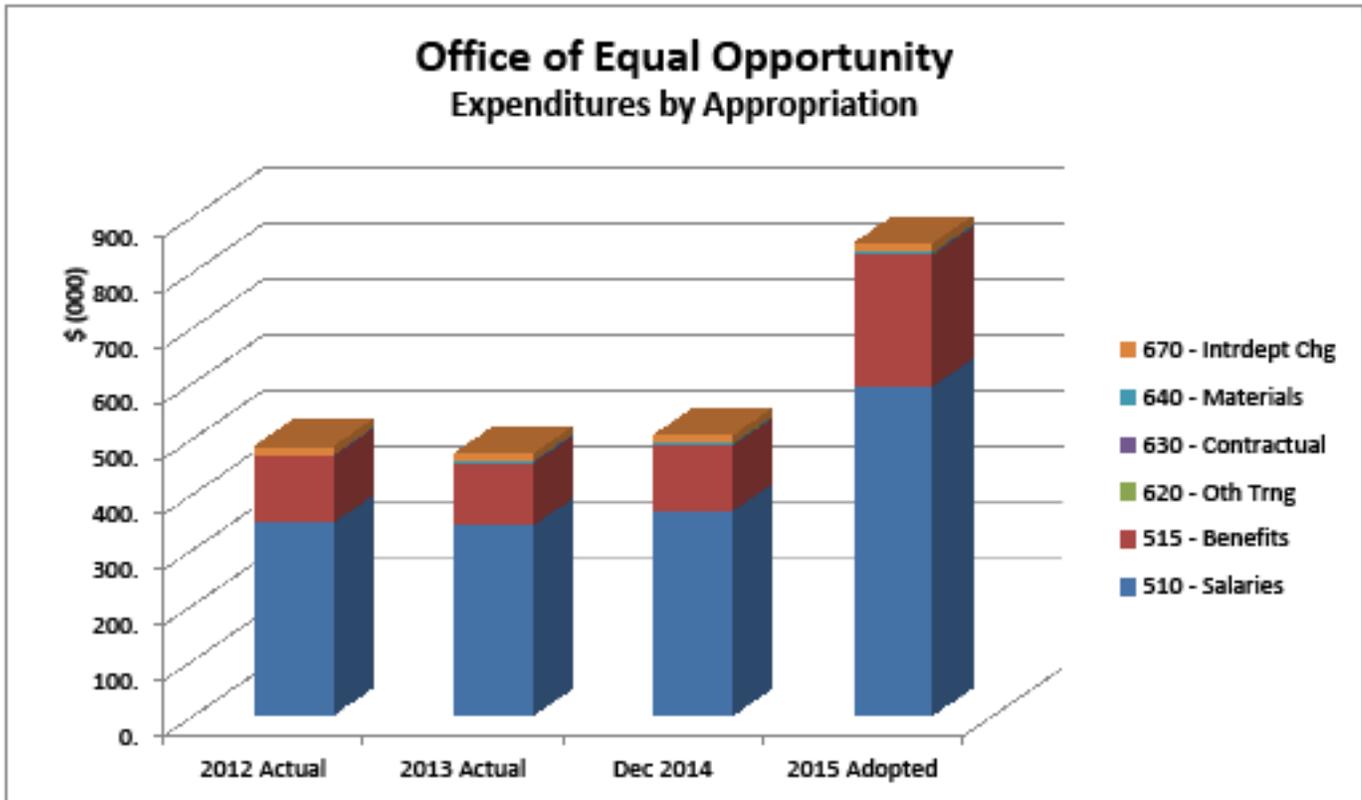
OFFICE OF EQUAL OPPORTUNITY

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 346,800	\$ 339,707	\$ 365,603	\$ 588,944
Longevity	1,400	2,000	2,000	2,000
Separation Payments	—	1,939	2,496	3,400
	\$ 348,200	\$ 343,646	\$ 370,099	\$ 594,344
Benefits				
Hospitalization	\$ 42,415	\$ 40,650	\$ 44,255	\$ 81,533
Flex Save Admin Fees	60	31	—	60
Prescription	11,427	11,584	11,154	19,728
Dental	3,194	2,965	3,060	5,306
Vision Care	470	429	377	520
Public Employees Retire System	48,693	46,047	50,011	82,191
Fica-Medicare	4,219	4,153	4,546	7,878
Workers' Compensation	5,181	4,790	4,366	4,253
Life Insurance	353	301	277	412
Unemployment Compensation	2,955	162	—	—
	\$ 118,966	\$ 111,111	\$ 118,046	\$ 201,881
Other Training & Professional Dues				
Professional Dues & Subscript	\$ —	\$ —	\$ 600	\$ 500
	\$ —	\$ —	\$ 600	\$ 500
Contractual Services				
Parking In City Facilities	\$ 1,920	\$ 1,900	\$ —	\$ 1,900
	\$ 1,920	\$ 1,900	\$ —	\$ 1,900
Materials & Supplies				
Just In Time Office Supplies	\$ 1,092	\$ 2,296	\$ 2,918	\$ 2,000
	\$ 1,092	\$ 2,296	\$ 2,918	\$ 2,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 2,837	\$ 3,543	\$ 1,605	\$ 1,592
Charges From Print & Repro	8,809	8,426	9,374	9,505
Charges From Central Storeroom	1,505	1,636	1,670	1,813
Charges From M.V.M.	2,686	778	2,186	1,561
	\$ 15,838	\$ 14,383	\$ 14,836	\$ 14,471
	\$ 486,017	\$ 473,336	\$ 506,499	\$ 815,096

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Miscellaneous	\$ 17,680	\$ 16,507	\$ 18,348	\$ 15,300
	\$ 17,680	\$ 16,507	\$ 18,348	\$ 15,300





OFFICE OF EQUAL OPPORTUNITY

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Minority Business Development Administrator	27,325.56	79,843.51
1	1	1			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Director of Office of Equal Opportunity	50,795.81	171,581.77
1	0	0	Private Secretary to the Director	20,800.00	48,986.27
2	1	1			
<u>PROFESSIONALS</u>					
2	1	1	Administrative Manager	27,193.55	104,891.07
2	3	3	Assistant Administrator	20,800.00	58,564.01
0	1	2	Assistant Contract Compliance Officer	20,800.00	58,564.01
2	2	2	Contract Supervisor	20,800.00	64,734.08
1	0	0	Project Coordinator	27,325.56	93,021.80
7	7	8			
10	9	10	TOTAL FULL TIME		
10	9	10	TOTAL DIVISION		



Mission Statement

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

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

COMMUNICATION AWARENESS PROJECT (CAP)

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

COMMUNITY ORIENTATION PROGRAM (COP)

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

DEDICATED DOMESTIC VIOLENCE DOCKET (DDVD)

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

DOMESTIC INTERVENTION, EDUCATION AND TRAINING PROGRAM (DIET)

The Domestic Intervention, Education and Training Program (DIET) began in 2006 with grant funding from the State of Ohio's Department of Rehabilitation and Correction for local community sanction activities. The program was developed and is operated by the Probation Department with the objective of diverting 300 offenders charged with domestic violence related offenses to participate in a psychosocial education program in lieu of incarceration. DIET offenders must attend one, two-hour session per week for 16 weeks. Each session, which averages 15 participants, is being led by two qualified staff facilitators who stress one of the eight themes: non-violence, non-threatening behavior, respect, support and trust, accountability and honesty, sexual respect, partnership and negotiation, and fairness. The DIET program also serves the Cuyahoga County Court of Common Pleas and 12 suburban municipal courts.

CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

DRUG COURT

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

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

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

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

GET ON TRACK (GOT)

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

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

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

MENTAL HEALTH DOCKET

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

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

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

MOCK TRIAL

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



PROJECT HOPE

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

REDIRECTING OUR CURFEW KIDS (ROCK)

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

SELECTIVE INTERVENTION PROGRAM (SIP)

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

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

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

SMALL CLAIMS MEDIATION

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

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

TRAFFIC INTERVENTION PROGRAM (TIP)

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

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

TRUANCY ENFORCEMENT

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

CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

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 its very successful partnership with Channel 20 in the production of Cleveland Justice, a half hour program that gives viewers an insight on what happens in our courtrooms on a daily basis. 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.



General Government

CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 11,882,424	\$ 12,745,298	\$ 12,893,638	\$ 13,764,764
Seasonal	19,958	20,350	45,456	37,523
Elected Officials	442,817	422,755	447,060	452,005
Part-Time Permanent	169,073	192,142	218,311	169,128
Student Trainees	—	11,183	—	—
Longevity	110,875	108,625	115,625	127,950
Separation Payments	94,399	138,865	133,775	100,000
Overtime	2,538	3,398	2,319	2,500
	\$ 12,722,084	\$ 13,642,617	\$ 13,856,184	\$ 14,653,870
Benefits				
Hospitalization	\$ 1,856,757	\$ 1,933,160	\$ 2,083,206	\$ 2,343,213
Flex Save Admin Fees	1,680	1,552	—	1,600
Prescription	421,408	423,410	400,847	437,232
Dental	143,087	141,300	134,929	143,561
Vision Care	14,359	14,146	13,335	13,228
Public Employees Retire System	1,763,609	1,817,761	1,920,744	2,052,949
Police & Firemens Disab & Pens	—	—	59	—
Fica-Medicare	154,997	170,222	175,134	212,637
Workers' Compensation	224,453	191,380	191,738	236,545
Life Insurance	11,421	10,724	10,278	10,848
Unemployment Compensation	58,700	758	3,590	12,896
Clothing Allowance	—	—	35,900	—
Clothing Maintenance	—	—	525	—
	\$ 4,650,471	\$ 4,704,412	\$ 4,970,285	\$ 5,464,709
Other Training & Professional Dues				
Travel	\$ —	\$ 19,364	\$ 18,266	\$ 18,000
Tuition & Registration Fees	—	15,944	14,714	15,000
Professional Dues & Subscript	—	4,655	7,006	6,000
	\$ —	\$ 39,963	\$ 39,986	\$ 39,000
Contractual Services				
Professional Services	\$ 2,241,058	\$ 2,253,517	\$ 2,260,203	\$ 2,387,785
Court Reporter	3,620	9,092	10,821	5,000
Mileage (Private Auto)	47	—	—	300
Jury And Witness Fees	56,822	18,189	5,406	45,500
Advertising And Public Notice	—	—	480	—
Parking In City Facilities	4,814	5,460	7,447	3,500
Insurance And Official Bonds	1,989	2,925	—	3,000
	\$ 2,308,349	\$ 2,289,183	\$ 2,284,357	\$ 2,445,085

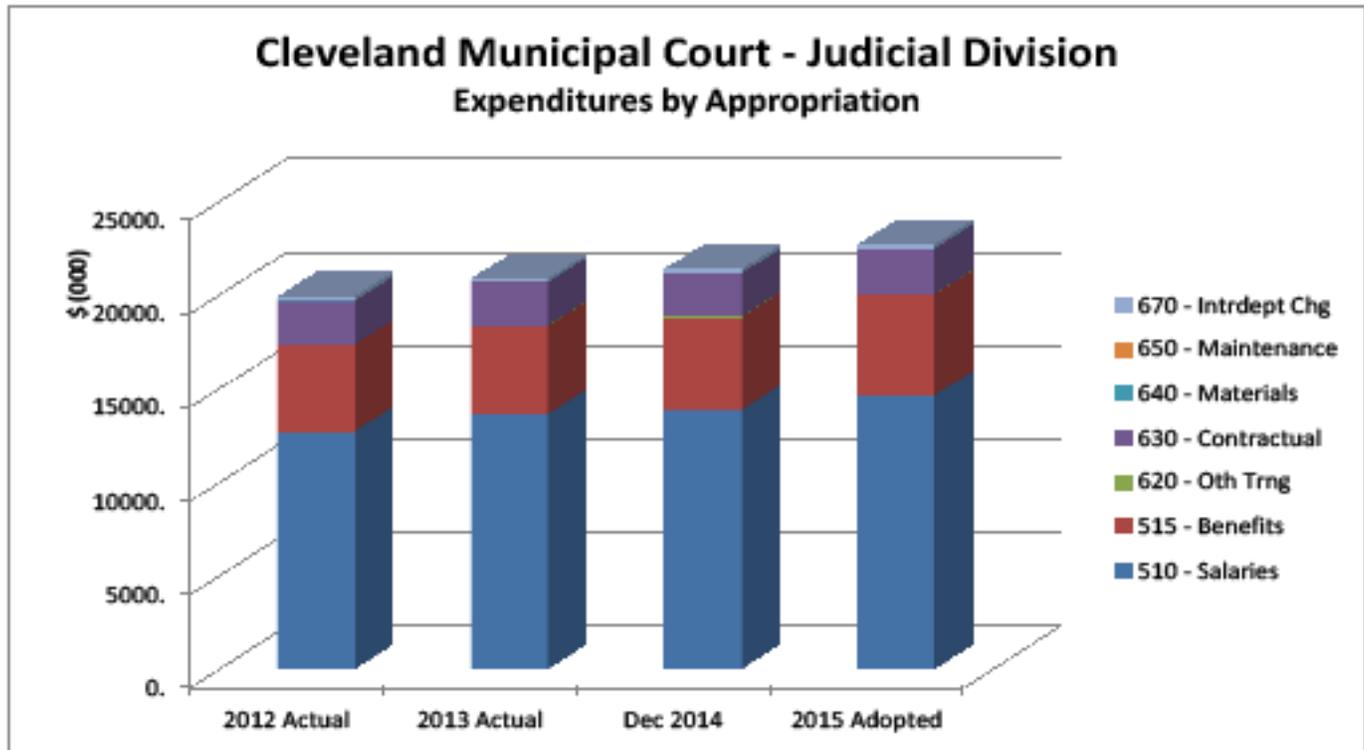
CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Materials & Supplies				
Office Supplies	\$ 3,619	\$ 4,811	\$ 13,416	\$ 10,000
Office Furniture & Equipment	—	—	992	—
Just In Time Office Supplies	22,507	17,946	24,508	20,000
	\$ 26,125	\$ 22,757	\$ 38,916	\$ 30,000
Maintenance				
Car Washes	\$ —	\$ —	\$ 30	\$ 300
	\$ —	\$ —	\$ 30	\$ 300
Interdepart Service Charges				
Charges From Telephone Exch	\$ 73,373	\$ 57,954	\$ 56,582	\$ 45,770
Charges From Radio Comm System	18,357	12,209	49,503	38,987
Charges From Water	1,704	2,240	1,698	1,700
Charges From Print & Repro	70,052	65,370	73,309	74,330
Charges From Central Storeroom	55,928	26,565	22,689	24,625
	\$ 219,414	\$ 164,338	\$ 203,781	\$ 185,412
	\$ 19,926,444	\$ 20,863,270	\$ 21,393,539	\$ 22,818,376

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ 700	\$ —	\$ 500	\$ —
Fines, Forfeitures & Settlements	9,050,867	9,122,196	8,574,278	9,031,195
Miscellaneous	1,018,784	218,234	1,202,436	507,948
	\$ 10,070,351	\$ 9,340,431	\$ 9,777,214	\$ 9,539,143





CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	Budget 2014	Budget 2015		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	0	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	31	32			
<u>ADMINISTRATIVE SUPPORT</u>					
0	1	1	Business Process Analyst	55,000.00	100,805.07
1	1	1	Court Interpreter Coordinator	39,167.00	58,678.56
69	61	62	Deputy Bailiff	27,491.00	59,612.94
1	1	1	Deputy Bailiff Accounts Coordinator	45,492.00	72,305.72
3	2	6	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
13	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
2	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
0	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
10	8	9	Deputy Bailiff Scheduler I	22,284.00	50,117.58
6	6	6	Deputy Bailiff Supervisor	44,167.00	66,849.68
3	5	6	Deputy Bailiff Warrant Officer	27,492.00	58,092.00
11	11	12	Personal Bailiff	63,969.00	79,065.89
127	119	128			



General Government

CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
PROFESSIONALS					
1	1	1	Dep Bail Alcohol & Drug Treatment Case Manager	48,750.00	74,489.64
1	0	1	Deputy Bailiff Casflow 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	6	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	1	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	1	Deputy Bailiff Network Engineer I	39,167.00	58,092.00
2	1	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	1	1	Deputy Bailiff Program Analyst I	39,167.00	58,092.00
1	1	1	Deputy Bailiff Program Analyst II	52,500.00	77,868.00
5	3	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
2	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
0	1	1	Judicial Assistant	40,343.00	48,410.00
1	0	0	Muni Court Psychologist	99,299.20	216,987.49
45	44	45	Probation Officer General	34,035.00	61,981.28
1	1	1	Small Claims Magistrate	20,800.00	56,244.49
97	88	94			



CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
PROTECTIVE SERVICES					
1	1	1	Deputy Bailiff Chief of Security	48,750.00	72,306.00
1	1	1			
NON EEO REPORTING					
1	1	1	Deputy Bailiff Computer Specialists II	45,492.00	69,498.00
0	2	2	T.I.P. Office Assistant	25,921.00	38,222.00
0	1	2	Website Content Specialist		
1	4	5			
TECHNICIANS					
1	1	1	Deputy Bailiff Finance Director	52,500.00	77,868.00
0	1	1	Deputy Bailiff 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
5	6	6			
263	249	266	TOTAL FULL TIME		
PART TIME					
2	1	1	Deputy Bailiff Court Reporter	52,500.00	80,219.61
7	7	2	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	2	Judge	37,050.00	37,050.00
0	3	3	Muni Court Psychologist	99,299.20	216,987.49
4	0	4	Student Aide	10.00	11.37
16	13	13	TOTAL PART TIME		
279	262	279	TOTAL DIVISION		



General Government

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.



General Government

CLEVELAND MUNICIPAL COURT - CLERK'S DIVISION

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 5,579,904	\$ 6,063,875	\$ 5,979,264	\$ 6,367,530
Seasonal	0	—	—	—
Elected Officials	58,191	58,191	58,191	58,191
Part-Time Permanent	108,025	86,134	101,688	95,879
Student Trainees	30,112	25,950	31,058	28,000
Longevity	58,675	59,200	62,775	62,550
Separation Payments	42,538	22,093	29,069	40,000
Overtime	17,337	18,989	17,543	20,000
	\$ 5,894,782	\$ 6,334,432	\$ 6,279,588	\$ 6,672,150
Benefits				
Hospitalization	\$ 1,196,169	\$ 1,276,899	\$ 1,333,698	\$ 1,422,534
Flex Save Admin Fees	—	238	—	250
Prescription	250,689	261,479	239,405	270,438
Dental	89,474	91,496	84,182	85,688
Vision Care	8,925	8,938	8,114	8,060
Public Employees Retire System	817,633	850,015	875,945	942,064
Fica-Medicare	75,731	82,078	81,728	96,738
Workers' Compensation	98,912	82,049	83,485	75,805
Life Insurance	6,726	6,316	6,141	6,478
Unemployment Compensation	9,533	2,037	—	10,000
	\$ 2,553,793	\$ 2,661,544	\$ 2,712,698	\$ 2,918,055
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ 6,061	\$ —
Tuition & Registration Fees	—	—	4,627	—
Professional Dues & Subscript	35	35	35	35
	\$ 35	\$ 35	\$ 10,722	\$ 35
Contractual Services				
Professional Services	\$ 4,668,287	\$ 3,970,658	\$ 4,202,782	\$ 1,319,000
Jury And Witness Fees	—	—	648	—
Advertising And Public Notice	20,345	28,030	21,391	22,000
Parking In City Facilities	1,210	1,380	2,340	2,340
Insurance And Official Bonds	2,297	—	—	1,750
Property Rental	32,000	40,967	88,000	50,000
Equipment Rental	14	175	150	500
Other Contractual	81,482	60,000	88,780	90,000
	\$ 4,805,635	\$ 4,101,210	\$ 4,404,090	\$ 1,485,590

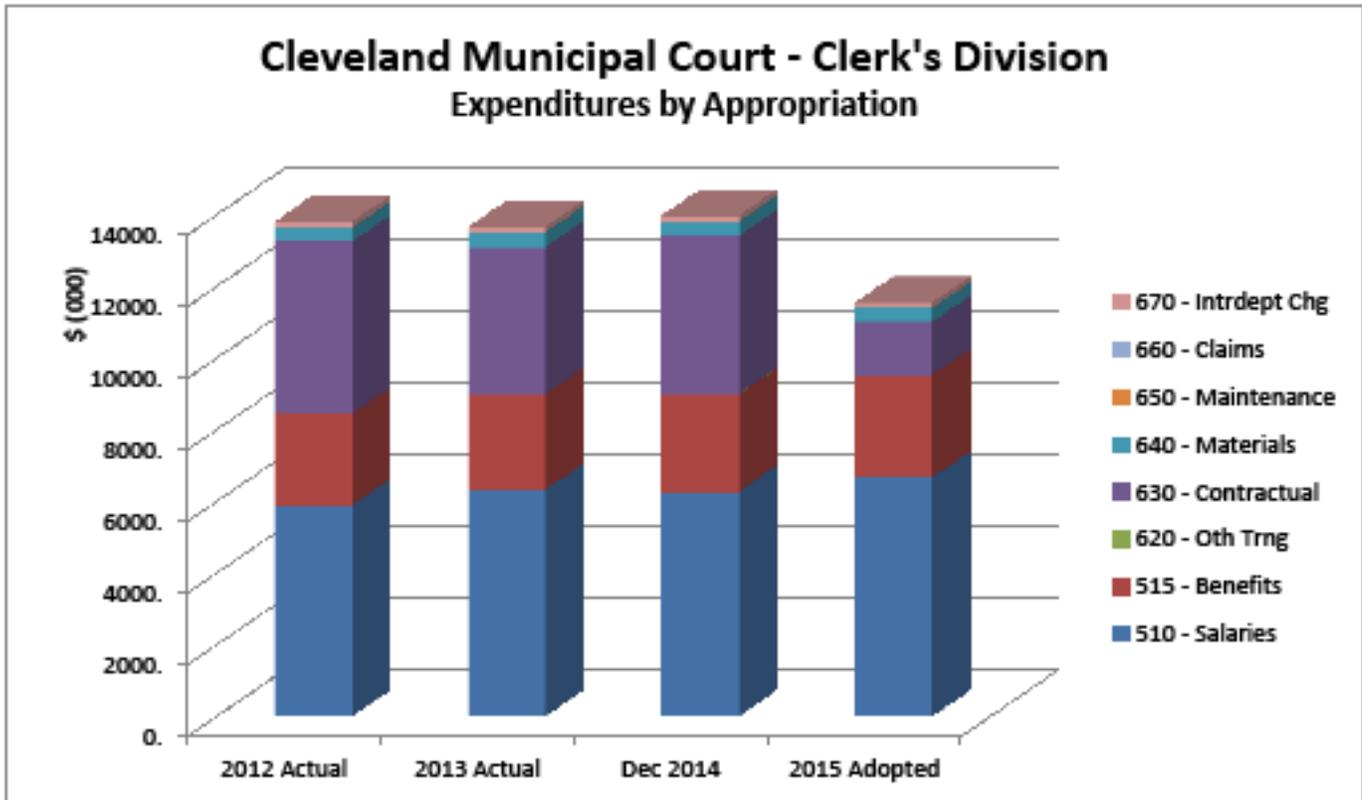
CLEVELAND MUNICIPAL COURT - CLERK'S DIVISION

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Materials & Supplies				
Office Supplies	\$ —	\$ 1,022	\$ 1,000	\$ 1,000
Postage	332,383	367,396	332,106	335,000
Computer Supplies	2,658	—	—	—
Small Equipment	6,555	4,733	43,967	5,000
Office Furniture & Equipment	2,301	27,008	10,822	—
Food	180	154	641	500
Other Supplies	38,867	11,252	11,253	25,000
Just In Time Office Supplies	6,022	8,086	12,696	8,000
	\$ 388,965	\$ 419,651	\$ 412,486	\$ 374,500
Maintenance				
Maintenance Office Equipment	\$ 5,770	\$ 4,379	\$ 9,155	\$ 7,000
Maintenance Contracts	804	80	1,741	1,000
Car Washes	—	120	240	—
	\$ 6,575	\$ 4,579	\$ 11,136	\$ 8,000
Claims, Refunds, Maintenance				
Cash Short & Over	\$ —	\$ —	\$ 800	\$ 5,000
Judgements, Damages, & Claims	156	190	333	—
	\$ 156	\$ 190	\$ 1,133	\$ 5,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 68,684	\$ 57,520	\$ 58,976	\$ 88,173
Charges From Radio Comm System	17,420	13,320	5,433	3,987
Charges From Print & Repro	73,541	75,302	78,549	79,640
Charges From M.V.M.	3,483	1,929	5,883	3,125
	\$ 163,127	\$ 148,071	\$ 148,841	\$ 174,925
	\$ 13,813,068	\$ 13,669,712	\$ 13,980,695	\$ 11,638,255

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ 406,518	\$ 359,464	\$ 366,427	\$ 366,899
Fines, Forfeitures & Settlements	11,362,987	10,010,469	14,213,563	5,771,918
Miscellaneous	554	76,141	75,722	735
	\$ 11,770,058	\$ 10,446,074	\$ 14,655,712	\$ 6,139,552





CLEVELAND MUNICIPAL COURT - CLERK'S DIVISION

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
156	149	157	Chief Deputy Clerk	20,800.00	93,435.40
1	1	1	Clerk of Courts	58,191.00	58,191.00
<u>157</u>	<u>150</u>	<u>158</u>	TOTAL FULL TIME		
<u>PART TIME</u>					
11	7	13	Chief Deputy Clerk	20,800.00	93,435.40
17	0	17	Student Assistant	10.00	11.37
<u>28</u>	<u>7</u>	<u>30</u>	TOTAL PART TIME		
<u>185</u>	<u>157</u>	<u>188</u>	TOTAL DIVISION		



General Government

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.

CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

PROGRAM NAME: COURT COMMUNITY SERVICE (CCS)

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

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

PROGRAM NAME: HOUSING COURT CLINIC

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

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

PROGRAM NAME: MEDIATION/ALTERNATIVE DISPUTE RESOLUTION

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

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

PROGRAM NAME: NEIGHBORHOOD ADVOCATES

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

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



CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

PROGRAM NAME: NUISANCE ABATEMENT/"TOOL KIT"

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

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

PROGRAM NAME: PLACARD PROGRAM

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

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

PROGRAM NAME: PROPERTY-OWNER FORECLOSURE LETTERS

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

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

PROGRAM NAME: RECEIVERSHIP/NUISANCE ABATEMENT CASES

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

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



CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

PROGRAM NAME: SELECTIVE INTERVENTION PROGRAM ("SIP")

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

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

PROGRAM NAME: WARRANT/CAPIAS PROGRAM

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

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

PROGRAM NAME: WHAT EVERY LANDLORD/TENANT SHOULD KNOW

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

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



General Government

CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,943,486	\$ 2,182,582	\$ 2,269,339	\$ 2,549,643
Elected Officials	37,050	37,050	37,050	37,050
Part-Time Permanent	48,334	16,491	44,917	83,658
Longevity	15,075	14,875	14,525	16,700
Separation Payments	19,336	25,373	64,051	30,000
Bonus Incentive	22,013	53,179	14,500	—
Overtime	—	—	—	1,080
	\$ 2,085,293	\$ 2,329,549	\$ 2,444,382	\$ 2,718,131
Benefits				
Hospitalization	\$ 281,908	\$ 311,624	\$ 349,227	\$ 429,665
Flex Save Admin Fees	600	615	—	600
Prescription	71,584	75,582	73,350	84,882
Dental	23,415	24,037	23,199	25,449
Vision Care	2,361	2,418	2,266	2,224
Public Employees Retire System	288,488	302,928	323,572	372,784
Fica-Medicare	28,576	32,864	33,685	37,205
Workers' Compensation	42,629	27,062	30,379	28,123
Life Insurance	1,683	1,691	1,697	1,871
Unemployment Compensation	—	4,044	680	8,500
Clothing Allowance	4,800	3,000	3,300	4,400
	\$ 746,045	\$ 785,866	\$ 841,355	\$ 995,703
Other Training & Professional Dues				
Travel	\$ 1,463	\$ 3,165	\$ 1,203	\$ 1,700
Tuition & Registration Fees	2,114	6,568	4,431	5,600
Professional Dues & Subscript	11,510	10,040	10,512	10,000
	\$ 15,087	\$ 19,774	\$ 16,146	\$ 17,300
Contractual Services				
Professional Services	\$ 27,095	\$ 24,699	\$ 50,768	\$ 20,000
Court Reporter	343	75	1,130	2,500
Mileage (Private Auto)	3,720	4,338	5,891	7,500
Jury And Witness Fees	616	130	93	600
Parking In City Facilities	1,643	985	4,087	3,060
Insurance And Official Bonds	120	1,283	—	1,400
Other Contractual	267	—	—	500
	\$ 33,803	\$ 31,509	\$ 61,968	\$ 35,560
Materials & Supplies				
Office Supplies	\$ 550	\$ 2,077	\$ 1,269	\$ 1,750
Postage	72	82	—	100
Clothing	—	694	743	3,500
Office Furniture & Equipment	—	2,774	48	3,500
Other Supplies	2,140	2,737	1,676	2,600

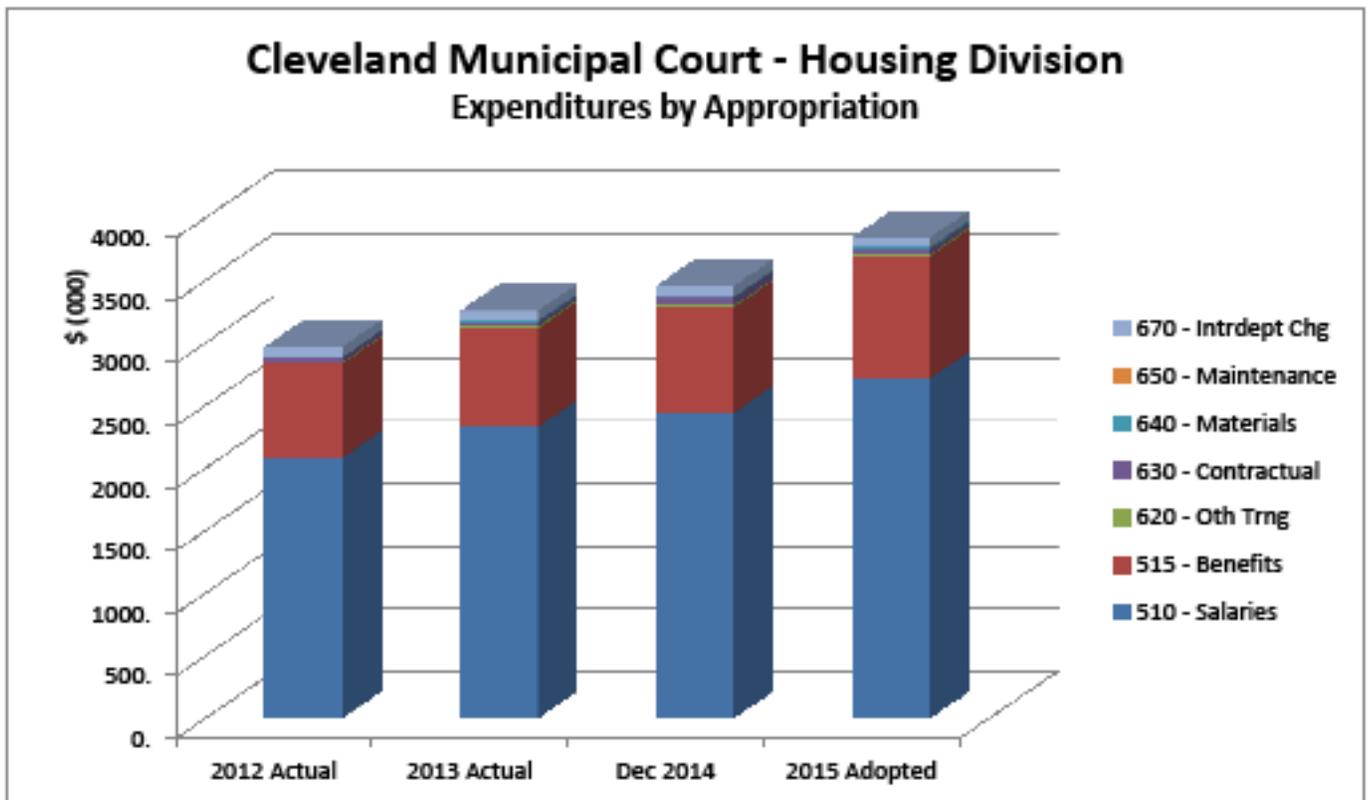
CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Just In Time Office Supplies	6,802	7,364	5,940	7,500
	\$ 9,564	\$ 15,728	\$ 9,676	\$ 18,950
Maintenance				
Maintenance Office Equipment	\$ 32	\$ —	\$ —	\$ 500
Car Washes	216	168	144	500
	\$ 248	\$ 168	\$ 144	\$ 1,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 23,719	\$ 13,471	\$ 12,859	\$ 6,140
Charges From Radio Comm System	2,966	1,971	9,151	6,645
Charges From Print & Repro	21,256	29,400	23,637	23,965
Charges From M.V.M.	32,755	31,256	37,950	28,712
	\$ 80,696	\$ 76,098	\$ 83,598	\$ 65,462
	\$ 2,970,736	\$ 3,258,692	\$ 3,457,270	\$ 3,852,106

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Fines, Forfeitures & Settlements	\$ 1,113,315	\$ 1,007,459	\$ 935,487	\$ 952,632
Miscellaneous	31	28,464	27,172	—
	\$ 1,113,347	\$ 1,035,923	\$ 962,659	\$ 952,632





General Government

CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Housing Court Administrator	64,815.84	96,917.89
1	1	1	Judge	37,050.00	37,050.00
1	1	1	Personal Bailiff	63,969.00	79,065.89
<u>3</u>	<u>3</u>	<u>3</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Housing Court Administrative Assistant	23,063.94	54,990.00
1	2	1	Housing Court Receptionist	23,064.00	35,083.94
1	1	1	Housing Court Secretary	20,815.92	38,151.00
1	1	1	Housing Court Scheduler	23,063.94	51,104.81
<u>4</u>	<u>5</u>	<u>4</u>			
<u>PROFESSIONALS</u>					
1	1	1	Chief Housing Court Specialist	52,158.83	86,233.74
1	1	1	Deputy Bailiff Finance Officer	38,544.06	66,470.10
10	10	10	Housing Court Deputy Bailiff	22,173.84	54,367.68
1	1	1	Housing Court Coordinator	23,064.00	52,418.10
1	1	1	Deputy Bailiff Court Reporter	52,500.00	80,219.61
10	9	10	Housing Court Specialist	34,000.00	69,000.00
1	1	1	Housing Court Adr Specialist	42,178.00	84,012.07
1	1	1	Housing Court Chief Bailiff	38,884.00	89,786.52
1	1	1	Housing Court Chief Magistrate	71,667.00	116,982.00
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
0	1	1	Housing Court Dp Bailiff / Judicial Clerk	21,993.75	50,839.15
2	2	2	Housing Court DP Bailiff / Staff Attorney	29,585.00	69,902.23
1	1	1	Project Coordinator	27,325.56	93,021.80
<u>36</u>	<u>36</u>	<u>37</u>			
<u>PROTECTIVE SERVICES</u>					
2	2	2	Deputy Bailiff Supervisor	44,167.00	66,849.68
<u>2</u>	<u>2</u>	<u>2</u>			
<u>45</u>	<u>46</u>	<u>46</u>	TOTAL FULL TIME		



CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
			PART TIME		
0	0	2	Deputy Bailiff Special Project Officer	48,750.00	74,489.64
1	2	1	Housing Court Deputy Bailiff	22,173.84	54,367.68
0	1	1	Housing Court Specialist	34,000.00	69,000.00
1	1	1	Student Aide	10.00	11.37
<u>2</u>	<u>4</u>	<u>5</u>	TOTAL PART TIME		
<u>47</u>	<u>50</u>	<u>51</u>	TOTAL DIVISION		



Mission Statement

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

**PROGRAM NAME: ACCESS YOUR BENEFITS
(An Aging and Disability Resource Center Service)**

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

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

PROGRAM NAME: BED BUG ASSISTANCE PROGRAM

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

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

PROGRAM NAME: CHORE PROGRAM

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

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

PROGRAM NAME: CLEVELAND CARE CALLS

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

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

PROGRAM NAME: CLEVELAND TREE ASSISTANCE PROGRAM

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

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

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

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



DEPARTMENT OF AGING

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

PROGRAM NAME: HOMELESS PREVENTION SERVICES FOR SENIORS

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

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

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

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

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

PROGRAM NAME: SENIOR HOMEOWNER ASSISTANCE PROGRAM

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

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

PROGRAM NAME: SENIOR INITIATIVE

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

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

PROGRAM NAME: SPECIAL EVENTS

OBJECTIVES: To provide helpful service information to Cleveland seniors.

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

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

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

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

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

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



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

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

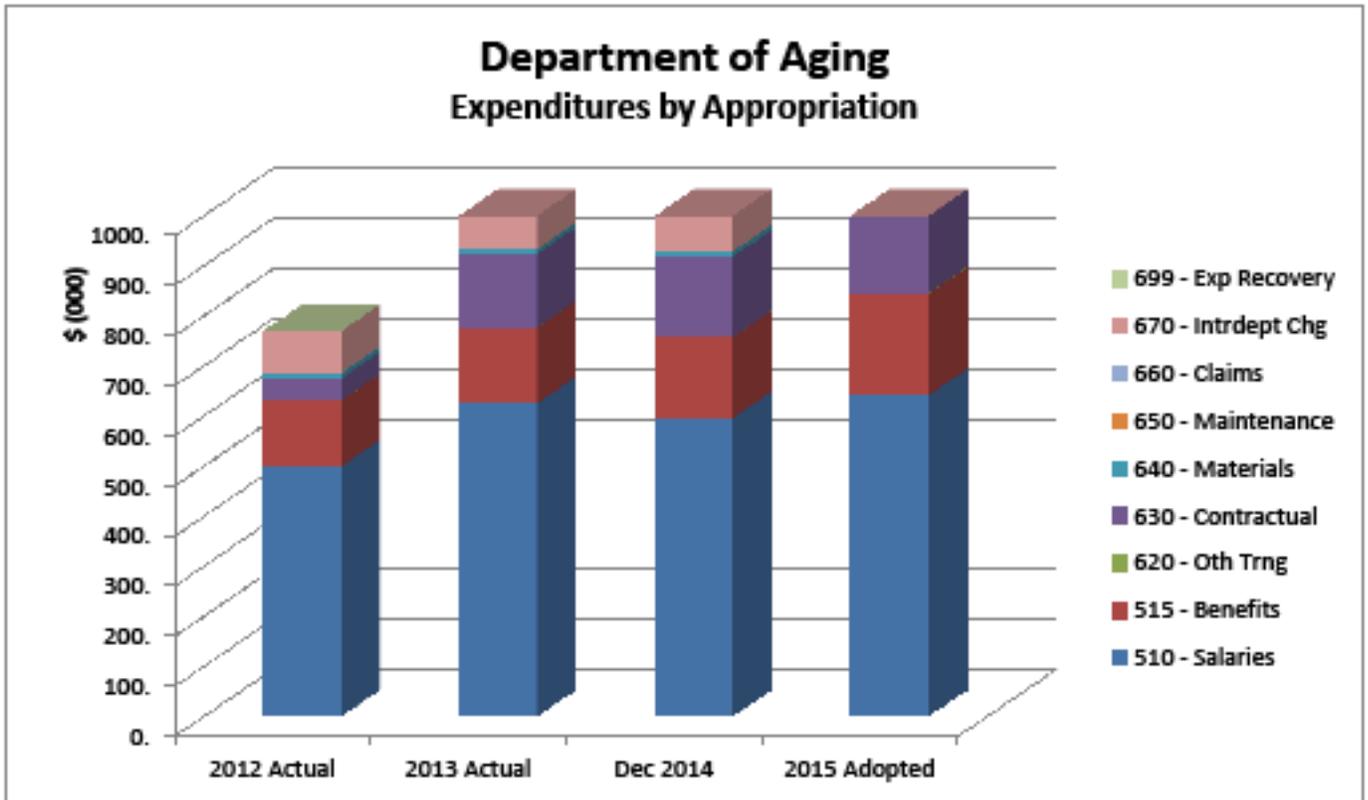
	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 456,584	\$ 490,300	\$ 539,909	\$ 544,089
Part-Time Permanent	38,132	57,514	50,681	80,396
Longevity	1,850	1,075	2,025	2,025
Wage Settlements	—	—	3,564	—
Separation Payments	2,904	76,441	—	14,620
Overtime	—	—	19	—
	\$ 499,471	\$ 625,331	\$ 596,198	\$ 641,130
Benefits				
Hospitalization	\$ 35,998	\$ 46,741	\$ 52,698	\$ 69,646
Prescription	6,978	8,223	9,969	12,897
Dental	3,178	3,819	4,592	5,425
Vision Care	465	553	577	583
Public Employees Retire System	67,109	72,280	75,600	87,429
Fica-Medicare	6,902	8,699	7,815	9,096
Workers' Compensation	8,543	10,000	9,515	7,042
Life Insurance	336	370	375	410
Unemployment Compensation	1,527	—	—	12,896
	\$ 131,036	\$ 150,685	\$ 161,142	\$ 205,424
Other Training & Professional Dues				
Travel	\$ 340	\$ 2	\$ 474	\$ 757
Tuition & Registration Fees	125	505	125	695
Professional Dues & Subscript	—	—	—	103
	\$ 465	\$ 507	\$ 599	\$ 1,555
Contractual Services				
Professional Services	\$ 2,381	\$ 101,486	\$ 103,373	\$ 104,920
Travel- Non-Training	—	425	55	1,236
Mileage (Private Auto)	1,104	973	768	1,174
Parking In City Facilities	3,463	2,711	2,210	3,749
Property Rental	—	—	2,323	—
Other Contractual	36,750	41,750	51,837	49,950
	\$ 43,698	\$ 147,345	\$ 160,566	\$ 161,029
Materials & Supplies				
Computer Supplies	\$ 999	\$ —	\$ —	\$ 1,030
Clothing	793	74	877	1,030
Hardware & Small Tools	228	—	—	206
Office Furniture & Equipment	—	310	—	596
Food	3,000	2,645	3,232	4,000
Printed Materials	117	120	140	155



Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Other Supplies	783	1,132	636	1,339
Special Events Supplies	1,232	1,291	1,533	4,045
Just In Time Office Supplies	3,313	3,996	3,591	4,280
	\$ 10,465	\$ 9,569	\$ 10,010	\$ 16,681
Maintenance				
Computer Software Maintenance	\$ —	\$ —	\$ —	\$ 100
Car Washes	48	268	48	220
	\$ 48	\$ 268	\$ 48	\$ 320
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 1,156	\$ —	\$ —	\$ —
Indirect Cost	—	(865)	—	—
	\$ 1,156	\$ (865)	\$ —	\$ —
Interdepart Service Charges				
Charges From Telephone Exch	\$ 8,606	\$ 7,948	\$ 7,071	\$ 7,190
Charges From Water	—	—	8,649	—
Charges From Print & Repro	32,671	49,074	39,024	39,566
Charges From Central Storeroom	11,979	11,122	14,807	16,069
Charges From M.V.M.	29,507	18,192	24,795	22,784
	\$ 82,764	\$ 86,336	\$ 94,346	\$ 85,609
Expenditure Recovery				
Expenditure Recovery	\$ —	\$ —	\$ 1,406	\$ —
	\$ —	\$ —	\$ 1,406	\$ —
	\$ 769,102	\$ 1,019,176	\$ 1,024,315	\$ 1,111,748
Revenues				
	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Grant Revenue	\$ —	\$ 390	\$ —	\$ —
Miscellaneous	118	6,872	16,803	200
Property Tax	3	—	—	—
	\$ 121	\$ 7,262	\$ 16,803	\$ 200

DEPARTMENT OF AGING





COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Director of Aging	50,795.81	182,067.01
1	1	1			
<u>PARA-PROFESSIONALS</u>					
3	3	3	Geriatric Outreach Worker	10.00	22.17
3	3	3			
<u>PROFESSIONALS</u>					
2	2	2	Administrative Manager	27,193.55	104,891.07
1	1	1	Grants Administrator	22,333.40	77,446.20
3	2	2	Project Coordinator	27,325.56	93,021.80
1	1	1	Supervisor Admin Services-Data	20,800.00	58,564.01
7	6	6			
11	10	10	TOTAL FULL TIME		
2	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

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 894,142	\$ 904,398	\$ 963,552	\$ 1,017,447
Part-Time Permanent	16,603	16,664	14,254	—
Student Trainees	—	—	—	22,295
Longevity	3,275	4,925	5,225	5,050
Wage Settlements	—	—	226	—
Separation Payments	—	9,298	10,376	—
Overtime	—	92	144	—
	\$ 914,020	\$ 935,376	\$ 993,778	\$ 1,044,792
Benefits				
Hospitalization	\$ 126,798	\$ 124,792	\$ 139,139	\$ 159,731
Flex Save Admin Fees	600	301	—	—
Prescription	28,027	25,461	24,717	29,484
Dental	8,787	7,777	7,929	8,725
Vision Care	889	811	840	828
Public Employees Retire System	127,211	128,582	138,020	146,271
Fica-Medicare	12,806	13,100	13,873	15,149
Workers' Compensation	14,118	14,164	13,776	11,418
Life Insurance	731	655	710	733
Unemployment Compensation	184	—	—	—
	\$ 320,152	\$ 315,644	\$ 339,004	\$ 372,339
Other Training & Professional Dues				
Travel	\$ —	\$ 241	\$ —	\$ —
Tuition & Registration Fees	2,190	9,560	7,324	5,500
Other Training Supplies	—	1,335	—	—
Mileage (Priv Auto) Trng Prps	—	167	—	500
Professional Dues & Subscript	9,210	—	655	9,000
	\$ 11,400	\$ 11,303	\$ 7,979	\$ 15,000
Contractual Services				
Professional Services	\$ 507,758	\$ 590,125	\$ 406,226	\$ 615,500
COBRA-Medical Coverage	—	—	260,000	36,000
Mileage (Private Auto)	579	156	—	—
Medical Services	115,028	—	—	—
Expense Account Reimbursement	338	—	160	—
Advertising And Public Notice	—	200	3,178	5,000
Parking In City Facilities	1,964	1,749	1,901	1,500
Wellness Expense Healthspan	—	—	1,666	—
Other Contractual	—	45,625	120	—
	\$ 625,667	\$ 637,855	\$ 673,250	\$ 658,000



Department of Human Resources

DEPARTMENT OF HUMAN RESOURCES

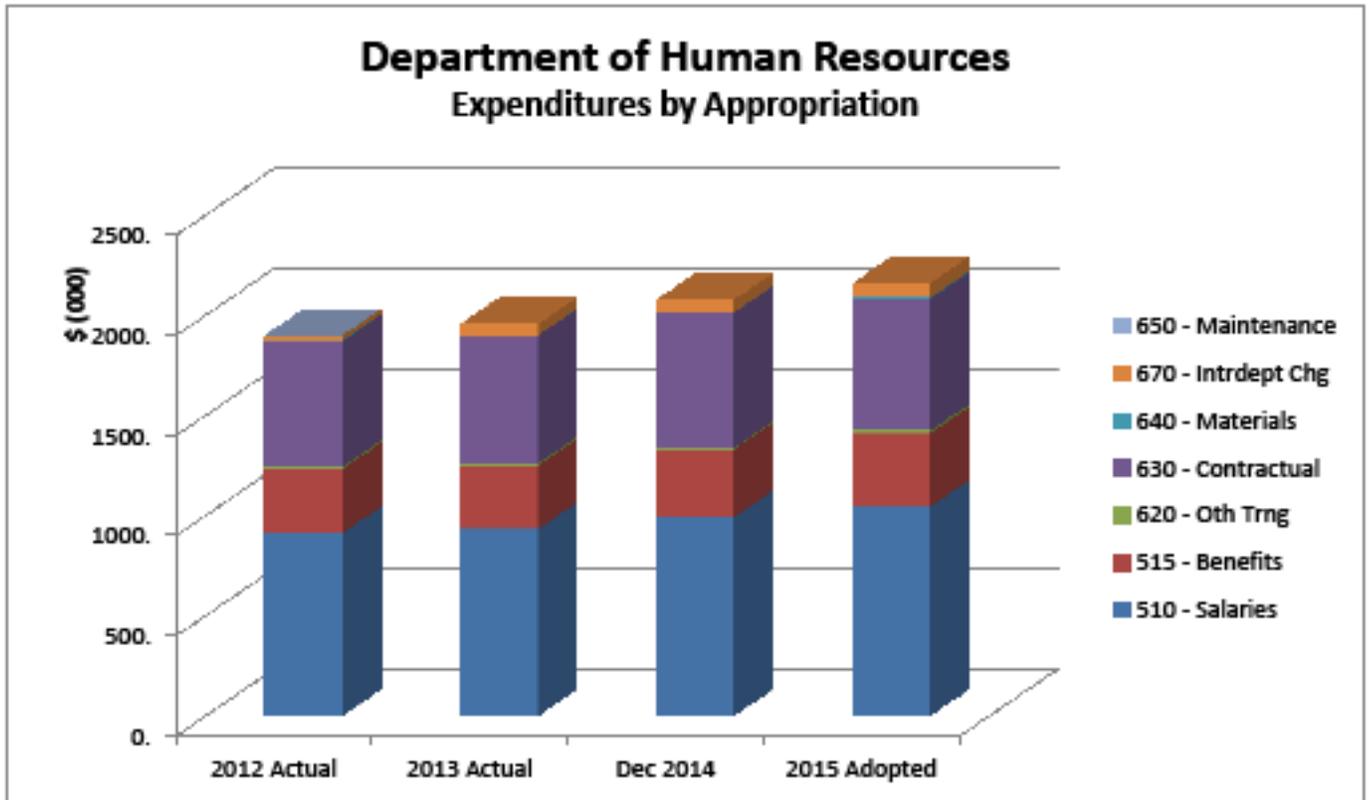
Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 204	\$ 1,500
Computer Supplies	—	170	—	2,000
Chemical	—	—	(2,432)	—
Medical Supplies	—	—	—	100
Food	1,139	—	568	600
Paper And Other Printing Suppl	337	325	—	—
Other Supplies	—	—	1,461	1,000
Just In Time Office Supplies	3,131	1,501	2,181	1,500
	\$ 4,607	\$ 1,996	\$ 1,982	\$ 6,700
Maintenance				
Maintenance Contracts	\$ —	\$ —	\$ —	\$ 710
	\$ —	\$ —	\$ —	\$ 710
Interdepart Service Charges				
Charges From Telephone Exch	\$ 1,941	\$ 3,032	\$ 2,945	\$ 2,988
Charges From Print & Repro	21,134	35,526	37,512	38,033
Charges From Central Storeroom	1,880	16,189	22,487	24,404
Charges From M.V.M.	64	—	—	39
	\$ 25,019	\$ 54,747	\$ 62,944	\$ 65,464
	\$ 1,900,864	\$ 1,956,921	\$ 2,078,936	\$ 2,163,005

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ —	\$ 160	\$ 788	\$ —
Miscellaneous	273,868	595,440	15,533	—
	\$ 273,868	\$ 595,600	\$ 16,321	\$ —

DEPARTMENT OF HUMAN RESOURCES





Department of Human Resources

DEPARTMENT OF HUMAN RESOURCES

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	0	1	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
6	7	7	HR Program Planning and Mgmt Administration	26,273.96	84,984.86
<u>9</u>	<u>9</u>	<u>10</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Private Secretary to the Director	20,800.00	48,986.27
<u>1</u>	<u>1</u>	<u>1</u>			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	27,193.55	104,891.07
1	0	1	Budget Analyst	20,800.00	54,612.13
1	1	1	Labor Relations Assistant	20,800.00	55,528.34
3	2	2	Labor Relations Officer	27,325.56	79,843.51
1	1	1	Senior Systems Analyst	20,800.00	42,414.34
1	1	1	Supervisor of Computer Operations	30,214.95	91,848.40
<u>8</u>	<u>6</u>	<u>7</u>			
<u>18</u>	<u>16</u>	<u>18</u>	TOTAL FULL TIME		
<u>PART TIME</u>					
1	0	0	Student Assistant	10.00	11.37
1	1	1	Junior Personnel Assistant	20,800.00	40,556.67
<u>2</u>	<u>1</u>	<u>1</u>	TOTAL PART TIME		
<u>20</u>	<u>17</u>	<u>19</u>	TOTAL DIVISION		



HEALTH SELF INSURANCE FUND

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Contractual Services				
Stop Loss Insurance	\$ —	\$ —	\$ 798,490	\$ 1,080,000
Admin Fees	—	—	1,380,960	1,860,000
Admin Fee Anthem	—	—	421,339	600,000
Stop Loss Insurance Anthem	—	—	350,879	480,000
Wellness Exp. Anthem	—	—	31,092	20,000
Wellness Exp. MM	—	—	16,634	20,000
Wellness Expense Healthspan	—	—	13,812	20,000
Healthcare Consulting	—	—	449,949	—
	\$ —	\$ —	\$ 3,463,153	\$ 4,080,000
Claims, Refunds, Maintenance				
Health Care Reform Tax	\$ —	\$ —	\$ 57,726	\$ 57,000
Claims Healthcare Med Mut	—	—	21,827,178	38,160,000
Claims Healthcare Anthem	—	—	5,974,807	10,865,000
ACA Reinsurance Fee	—	—	—	580,000
	\$ —	\$ —	\$ 27,859,710	\$ 49,662,000
Interdepart Service Charges				
Charges From Print & Repro	\$ —	\$ —	\$ 3,099	\$ 3,142
	\$ —	\$ —	\$ 3,099	\$ 3,142
	\$ —	\$ —	\$ 31,325,963	\$ 53,745,142

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ —	\$ —	\$ 37,036,084	\$ 57,218,639
	\$ —	\$ —	\$ 37,036,084	\$ 57,218,639



Department of Human Resources

PRESCRIPTION SELF INSURANCE FUND

Expenditures

	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Unaudited</u>	<u>2015 Budget</u>
Claims, Refunds, Maintenance				
Claims Health Care	\$ —	\$ —	\$ 7,920,874	\$ 12,826,000
	<u>\$ —</u>	<u>\$ —</u>	<u>\$ 7,920,874</u>	<u>\$ 12,826,000</u>
	<u>\$ —</u>	<u>\$ —</u>	<u>\$ 7,920,874</u>	<u>\$ 12,826,000</u>

Revenues

	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Unaudited</u>	<u>2015 Budget</u>
Charges For Services	\$ —	\$ —	\$ 8,117,969	\$ 12,952,173
Miscellaneous	—	—	49,662	—
	<u>\$ —</u>	<u>\$ —</u>	<u>\$ 8,167,631</u>	<u>\$ 12,952,173</u>

DEPARTMENT OF LAW

Barbara A. Langhenry, Director

Mission Statement

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

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

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

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

PROGRAM NAME: CITY REPRESENTATION IN CIVIL LITIGATION

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

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

PROGRAM NAME: CRIMINAL INVESTIGATIONS, MEDIATION AND PROSECUTIONS

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

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

PROGRAM NAME: DOMESTIC VIOLENCE PROGRAM

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

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

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

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

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

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.



Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 4,240,348	\$ 4,429,664	\$ 4,565,848	\$ 4,982,832
Part-Time Permanent	—	(1,308)	—	—
Student Trainees	—	5,215	—	—
Longevity	26,250	27,375	27,700	26,375
Wage Settlements	—	—	119	—
Separation Payments	15,798	38,865	61,992	50,000
Overtime	—	—	5	—
	\$ 4,282,396	\$ 4,499,811	\$ 4,655,664	\$ 5,059,207
Benefits				
Hospitalization	\$ 511,833	\$ 557,432	\$ 609,815	\$ 707,537
Flex Save Admin Fees	1,020	1,431	—	1,500
Prescription	127,909	136,202	129,680	141,953
Dental	38,188	40,364	40,036	43,482
Vision Care	4,216	4,332	4,128	4,144
Public Employees Retire System	610,272	630,438	666,735	697,599
Fica-Medicare	55,949	60,761	62,866	67,276
Workers' Compensation	76,480	68,985	61,456	58,752
Life Insurance	3,293	3,097	3,032	3,316
Unemployment Compensation	29,405	—	—	—
	\$ 1,458,565	\$ 1,503,041	\$ 1,577,748	\$ 1,725,559
Other Training & Professional Dues				
Travel	\$ 5,433	\$ 2,947	\$ 6,025	\$ 5,000
Tuition & Registration Fees	1,050	23,100	1,450	23,100
Professional Dues & Subscript	160,623	144,758	80,769	150,000
	\$ 167,106	\$ 170,805	\$ 88,244	\$ 178,100
Contractual Services				
Professional Services	\$ 717,075	\$ 1,285,316	\$ 1,393,896	\$ 1,350,000
Court Reporter	84,851	74,987	67,418	75,000
Parking In City Facilities	1,605	1,437	1,473	1,500
Insurance And Official Bonds	250	—	—	250
Other Contractual	5,655	9,273	653	5,000
Local Match-Grant Programs	39,699	38,466	40,000	45,340
	\$ 849,135	\$ 1,409,479	\$ 1,503,440	\$ 1,477,090
Materials & Supplies				
Office Supplies	\$ 3,206	\$ 2,286	\$ 2,739	\$ 3,500
Postage	688	644	358	600
Computer Software	—	3,786	—	—
Just In Time Office Supplies	8,327	4,263	5,906	7,000
	\$ 12,221	\$ 10,979	\$ 9,002	\$ 11,100

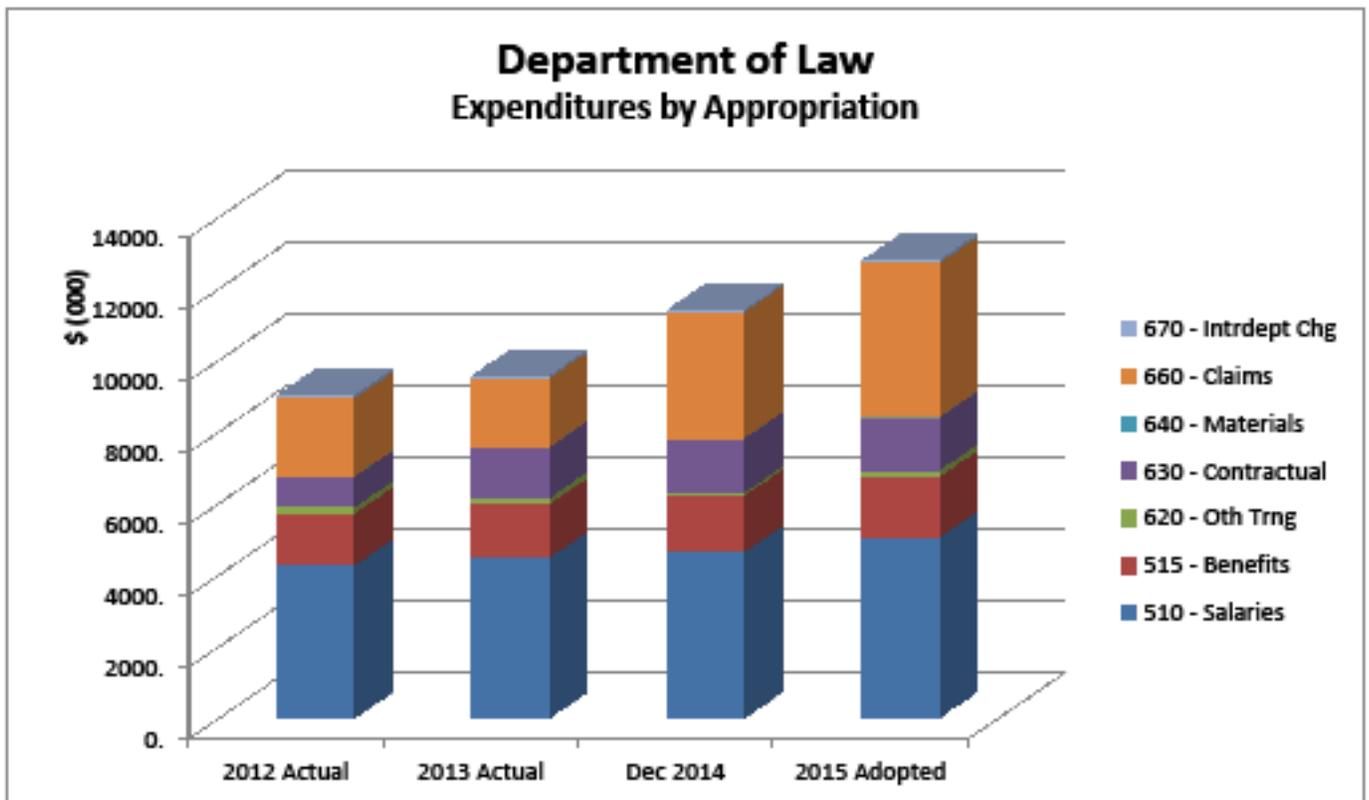
DEPARTMENT OF LAW

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Claims, Refunds, Maintenance				
Court Costs	\$ 36,557	\$ 25,413	\$ 15,591	\$ 25,000
Judgements, Damages, & Claims	2,145,543	1,894,063	3,505,341	4,275,000
	\$ 2,182,100	\$ 1,919,475	\$ 3,520,932	\$ 4,300,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 29,329	\$ 19,039	\$ 18,298	\$ 20,196
Charges From Print & Repro	52,924	48,787	44,943	45,568
Charges From Central Storeroom	7,429	8,443	8,575	9,306
Charges From M.V.M.	1,885	1,449	3,024	1,960
	\$ 91,566	\$ 77,717	\$ 74,841	\$ 77,030
	\$ 9,043,088	\$ 9,591,308	\$ 11,429,871	\$ 12,828,086

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ —	\$ —	\$ 18	\$ —
Fines, Forfeitures & Settlements	86,509	16,526	1,210	—
Miscellaneous	118,150	227,753	88,441	8,000
	\$ 204,659	\$ 244,279	\$ 89,669	\$ 8,000





DEPARTMENT OF LAW

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
6	5	6	Chief Assistant Director of Law	31,500.00	130,083.54
1	1	1	Chief Assistant Prosecutor	36,750.00	143,195.23
1	1	1	Chief Corporate Counsel	36,750.00	143,195.23
1	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	1	1	First Assistant Prosecutor	31,500.00	130,083.54
1	1	1	Supervisor of Hardware Evaluation	30,214.95	91,848.40
13	12	13			
<u>ADMINISTRATIVE SUPPORT</u>					
6	5	6	Legal Secretary	20,800.00	47,303.11
2	2	2	Senior Clerk	12.47	17.08
8	7	8			
<u>PARA-PROFESSIONALS</u>					
2	2	2	Chief Legal Investigator	23,647.11	69,041.87
1	1	1	Claims Examiner	10.00	24.02
3	3	3	Docket Clerk	20,800.00	37,422.27
6	6	6			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	27,193.55	104,891.07
3	3	3	Assistant Administrator	20,800.00	58,564.01
24	23	25	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	50	54			
81	75	81	TOTAL FULL TIME		
81	75	81			



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

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 592,683	\$ 533,011	\$ 443,956	\$ 779,728
Seasonal	19,404	39,976	42,107	40,000
Longevity	2,300	2,900	2,025	2,400
Wage Settlements	—	—	47	—
Separation Payments	—	—	51,400	—
	\$ 614,387	\$ 575,887	\$ 539,535	\$ 822,128
Benefits				
Hospitalization	\$ 52,511	\$ 42,753	\$ 32,030	\$ 86,744
Flex Save Admin Fees	120	112	—	—
Prescription	14,125	10,954	7,190	19,876
Dental	3,819	2,838	1,778	5,288
Vision Care	456	377	274	504
Public Employees Retire System	86,185	79,083	66,810	113,361
Fica-Medicare	8,737	8,174	7,654	11,785
Workers' Compensation	9,908	8,452	7,298	6,199
Life Insurance	379	313	240	431
	\$ 176,240	\$ 153,056	\$ 123,274	\$ 244,188
Other Training & Professional Dues				
Travel	\$ 3,492	\$ 231	\$ 3,922	\$ 17,000
Tuition & Registration Fees	3,725	1,010	12,640	2,600
Mileage (Priv Auto) Trng Prps	86	162	—	200
Professional Dues & Subscript	1,966	1,635	10,080	6,700
	\$ 9,268	\$ 3,039	\$ 26,642	\$ 26,500
Contractual Services				
Professional Services	\$ 311	\$ 750	\$ 1,600	\$ 2,000
Mileage (Private Auto)	—	70	—	—
Advertising And Public Notice	356	—	—	2,000
Parking In City Facilities	2,805	2,627	2,648	3,000
Insurance And Official Bonds	283	—	—	—
Other Contractual	—	254,578	299,275	308,230
	\$ 3,754	\$ 258,025	\$ 303,523	\$ 315,230
Materials & Supplies				
Office Supplies	\$ 176	\$ —	\$ —	\$ 200
Postage	1,011	842	1,073	1,000
Computer Software	280	—	—	300
Food	—	—	265	—
Other Supplies	212	—	—	250
Just In Time Office Supplies	1,592	1,802	1,777	2,000
	\$ 3,271	\$ 2,644	\$ 3,115	\$ 3,750

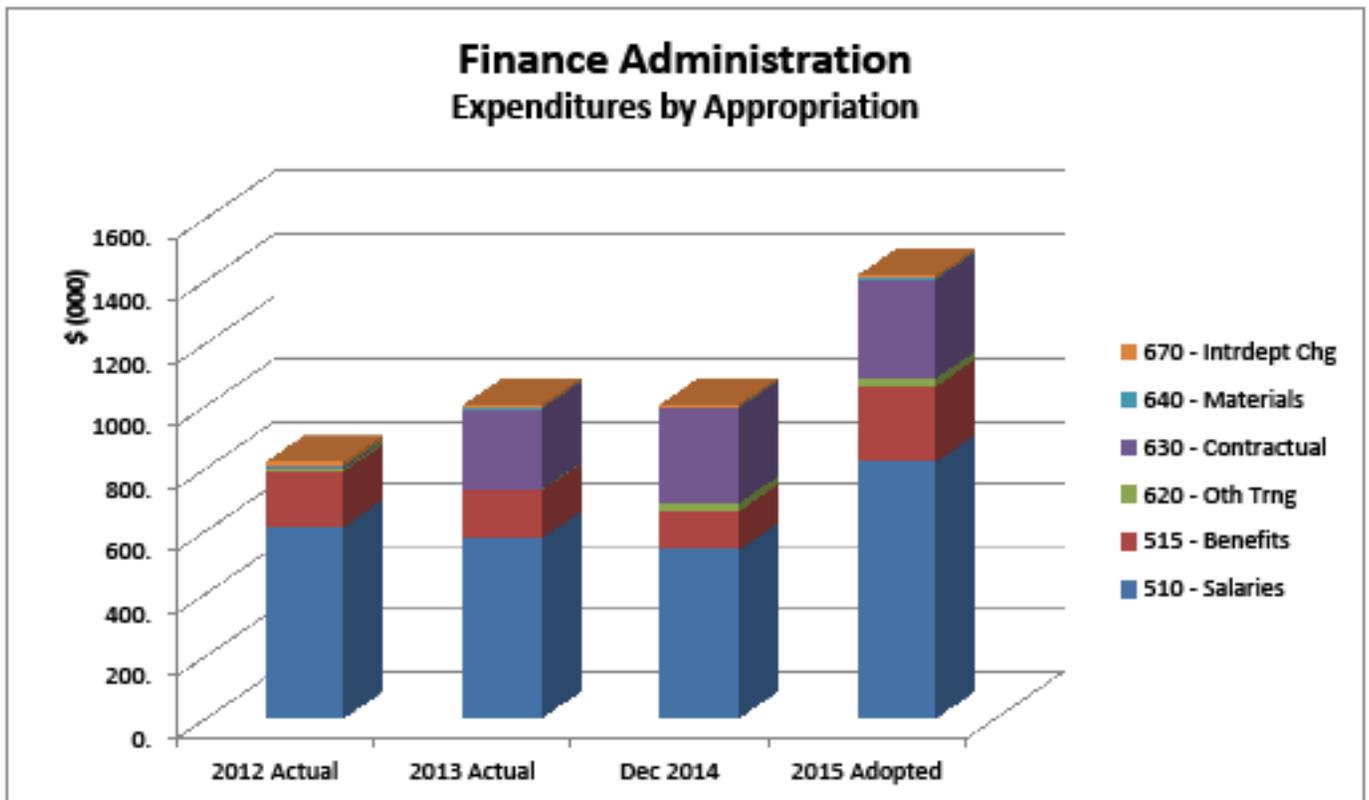
FINANCE ADMINISTRATION

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 6,523	\$ 6,009	\$ 4,858	\$ 5,273
Charges From Print & Repro	3,951	3,113	3,806	3,859
Charges From Central Storeroom	260	319	109	119
Charges From M.V.M.	2,355	52	33	109
Charges From Parking Garage	—	—	62	—
	\$ 13,089	\$ 9,493	\$ 8,868	\$ 9,360
	\$ 820,009	\$ 1,002,145	\$ 1,004,958	\$ 1,421,156

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ —	\$ 500	\$ —	\$ —
Licenses & Permits	—	1,225	—	—
Miscellaneous	299	158,826	6,848	—
	\$ 299	\$ 160,551	\$ 6,848	\$ —





FINANCE ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Director of Finance	50,795.81	182,067.01
1	1	1	Secretary to Director of Finance	36,590.00	132,880.22
<u>2</u>	<u>2</u>	<u>2</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Jr Personnel Assistant	20,800.00	40,556.67
1	1	1	Private Secretary to Director	20,800.00	48,986.27
<u>2</u>	<u>2</u>	<u>2</u>			
<u>PARA-PROFESSIONALS</u>					
1	0	1	Chief Legal Investigator	23,647.11	69,041.87
<u>1</u>	<u>0</u>	<u>1</u>			
<u>PROFESSIONALS</u>					
1	0	1	Assistant Administrator	20,800.00	58,564.01
0	0	1	Safety Programs Officer 1	25,000.00	68,226.69
1	0	1	Asst Secy of Sinking Fund	27,325.56	100,773.99
1	1	1	Deputy Project Director	20,800.00	64,734.08
1	1	1	Project Coordinator	27,325.56	93,021.80
1	1	1	Risk Manager	27,325.56	100,773.99
<u>5</u>	<u>3</u>	<u>6</u>			
<u>10</u>	<u>7</u>	<u>11</u>	TOTAL FULL TIME		
<u>PART TIME</u>					
4	7	4	Student Aide	10.00	11.37
<u>4</u>	<u>7</u>	<u>4</u>	TOTAL PART TIME		
<u>14</u>	<u>14</u>	<u>15</u>	TOTAL DIVISION		



DIVISION OF ACCOUNTS

Lonya Moss-Walker, Commissioner

Mission Statement

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

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

PROGRAM NAME: ACCOUNTS PAYABLE

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

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

PROGRAM NAME: GENERAL ACCOUNTING

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

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

PROGRAM NAME: PAYROLL

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

ACTIVITIES: Collect and disburse data and reports.

PROGRAM NAME: RECORD MANAGEMENT

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

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



Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 901,243	\$ 892,071	\$ 839,904	\$ 985,670
Part-Time Permanent	—	31,326	28,217	33,620
Longevity	7,550	6,750	6,725	6,050
Wage Settlements	—	—	6,993	—
Separation Payments	—	29,517	21,625	17,460
Overtime	—	—	65	—
	\$ 908,793	\$ 959,663	\$ 903,528	\$ 1,042,800
Benefits				
Hospitalization	\$ 113,589	\$ 102,194	\$ 86,488	\$ 126,387
Flex Save Admin Fees	120	176	—	175
Prescription	26,856	24,057	17,511	26,556
Dental	7,470	6,790	5,229	6,846
Vision Care	1,184	1,124	945	1,031
Public Employees Retire System	126,897	125,486	122,942	147,142
Fica-Medicare	11,476	12,549	12,084	14,038
Workers' Compensation	14,002	12,497	12,254	10,381
Life Insurance	789	720	622	738
	\$ 302,383	\$ 285,593	\$ 258,074	\$ 333,294
Other Training & Professional Dues				
Travel	\$ 732	\$ 870	\$ 1,011	\$ 2,250
Tuition & Registration Fees	370	2,932	1,022	4,500
Professional Dues & Subscript	828	986	1,570	2,250
	\$ 1,930	\$ 4,788	\$ 3,603	\$ 9,000
Contractual Services				
Professional Services	\$ 241,585	\$ 164,300	\$ 249,000	\$ 276,952
Travel- Non-Training	—	—	110	—
Advertising And Public Notice	—	200	—	—
Parking In City Facilities	27	105	56	—
Insurance And Official Bonds	327	—	—	—
Other Contractual	344,870	381,740	322,203	378,119
	\$ 586,809	\$ 546,345	\$ 571,368	\$ 655,071
Materials & Supplies				
Office Supplies	\$ 1,756	\$ 1,890	\$ —	\$ 1,500
Postage	502	1,305	703	1,000
Just In Time Office Supplies	4,848	2,454	5,226	2,500
	\$ 7,106	\$ 5,649	\$ 5,929	\$ 5,000

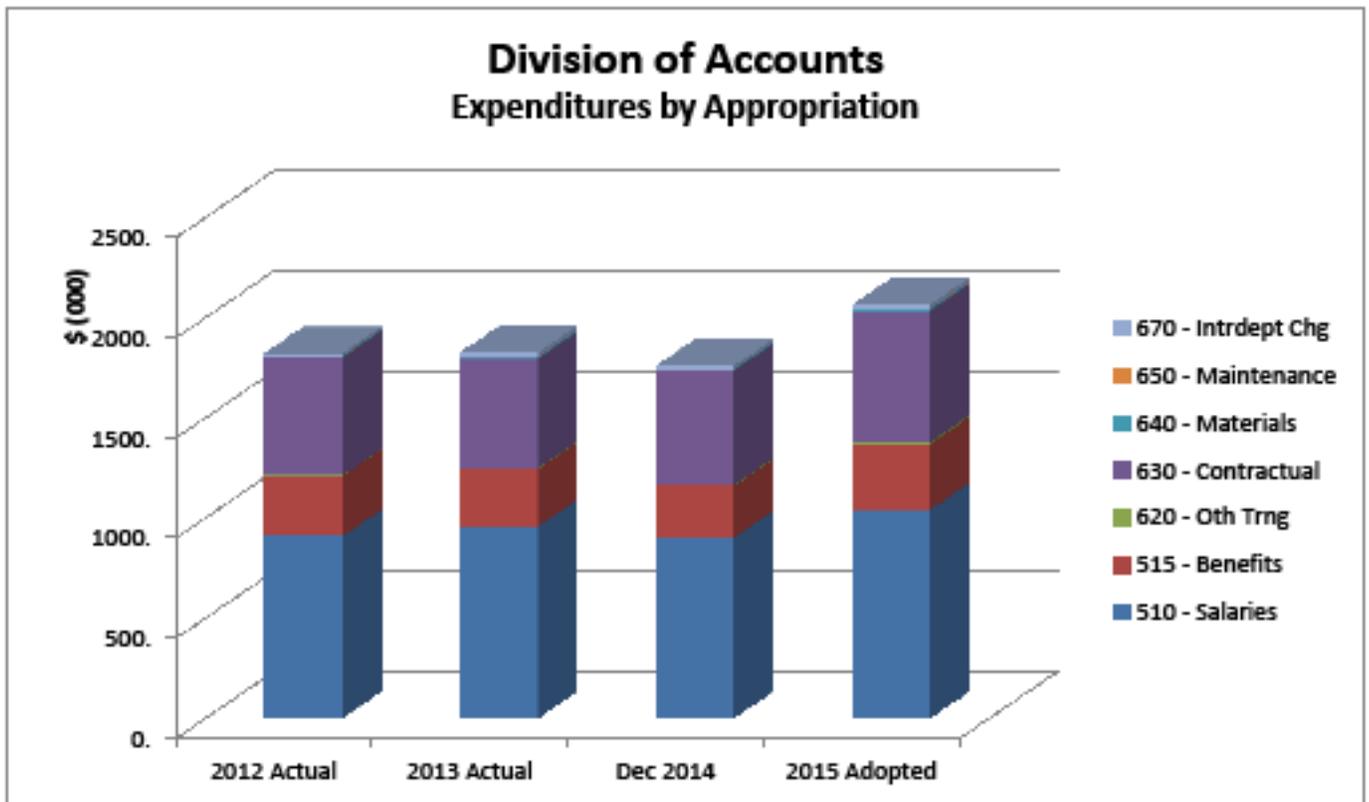
DIVISION OF ACCOUNTS

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Maintenance				
Maintenance Office Equipment	\$ 447	\$ 179	\$ —	\$ 1,000
Repair Parts	—	—	234	—
	\$ 447	\$ 179	\$ 234	\$ 1,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 4,705	\$ 1,951	\$ 1,548	\$ 1,534
Charges From Print & Repro	9,418	7,783	7,962	8,073
Charges From Central Storeroom	1,144	14,610	8,253	8,956
	\$ 15,267	\$ 24,343	\$ 17,763	\$ 18,563
	\$ 1,822,736	\$ 1,826,560	\$ 1,760,499	\$ 2,064,728

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Miscellaneous	\$ 115	\$ 11,673	\$ 11,169	\$ —
	\$ 115	\$ 11,673	\$ 11,169	\$ —





DIVISION OF ACCOUNTS

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Commissioner of Accounts	40,314.82	136,049.25
1	1	1	Deputy Commissioner of Accounts	26,273.96	91,058.48
<u>2</u>	<u>2</u>	<u>2</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	0	1	Chief Clerk	22,050.00	48,986.27
5	4	5	Principal Clerk	14.88	20.71
1	0	1	Receptionist	10.00	16.38
<u>7</u>	<u>4</u>	<u>7</u>			
<u>PROFESSIONALS</u>					
2	2	2	Accountant II	14.88	22.84
1	1	1	Accountant IV	20,800.00	61,213.89
1	0	0	Accountant Supervisor	23,647.11	74,729.73
1	1	1	Administrative Officer	20,800.00	54,579.99
1	1	1	Central Payroll Supervisor	20,800.00	58,564.01
0	1	1	Deputy Central Payroll Supervisor	20,800.00	65,000.00
1	1	1	Personnel Administrator	26,273.96	84,984.86
1	1	1	Senior Personnel Assistant	20,800.00	51,677.50
0	1	1	Chief Systems Analyst	27,325.56	100,773.99
1	0	0	Senior System Analyst	20,800.00	42,414.34
<u>9</u>	<u>9</u>	<u>9</u>			
<u>18</u>	<u>15</u>	<u>18</u>	TOTAL FULL TIME		
<u>PART TIME</u>					
1	1	1	Auditor	20,800.00	60,614.58
<u>19</u>	<u>16</u>	<u>19</u>	TOTAL DIVISION		



DIVISION OF ASSESSMENTS AND LICENSES

Dedrick C. Stephens, CFE, Commissioner

Mission Statement

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

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

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

PROGRAM NAME: ADMINISTRATION STRATEGIC BUSINESS UNIT

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

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

PROGRAM NAME: ADMINISTRATION - ASSESSMENTS

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

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

PROGRAM NAME: ADMINISTRATION - LICENSING AND PERMITS

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

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



DIVISION OF ASSESSMENTS AND LICENSES

PROGRAM NAME: BILLING STRATEGIC BUSINESS UNIT

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

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

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

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

PROGRAM NAME: COMPLIANCE STRATEGIC BUSINESS UNIT

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

PROGRAM NAME: COMPLIANCE - LICENSES

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

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

PROGRAM NAME: COMPLIANCE - TAX ADMINISTRATION

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

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



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.



Department of Finance

DIVISION OF ASSESSMENTS AND LICENSES

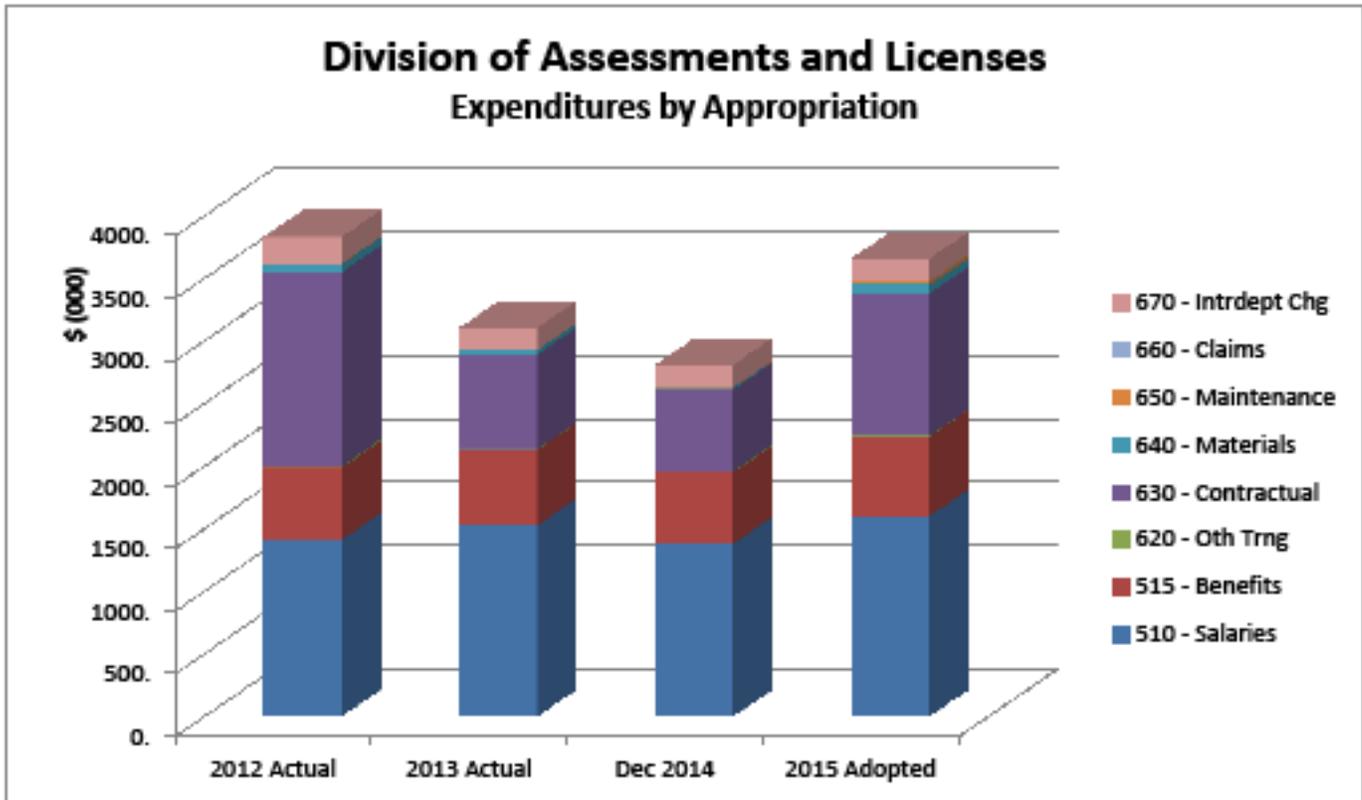
Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,372,211	\$ 1,463,060	\$ 1,305,198	\$ 1,541,573
Longevity	8,700	8,425	8,750	18,050
Wage Settlements	—	—	6,484	—
Separation Payments	14,471	3,299	20,793	12,863
Overtime	17,466	52,996	42,307	28,000
	\$ 1,412,849	\$ 1,527,779	\$ 1,383,531	\$ 1,600,486
Benefits				
Hospitalization	\$ 249,400	\$ 267,504	\$ 254,692	\$ 304,920
Flex Save Admin Fees	60	—	—	—
Prescription	60,922	62,474	54,040	60,091
Dental	19,559	20,462	18,013	19,340
Vision Care	2,085	2,154	2,004	1,970
Public Employees Retire System	195,247	206,752	189,599	220,867
Fica-Medicare	19,586	21,503	19,364	22,926
Workers' Compensation	24,158	20,595	26,635	16,568
Life Insurance	1,375	1,343	1,169	1,373
Clothing Allowance	773	975	820	1,200
	\$ 573,165	\$ 603,763	\$ 566,336	\$ 649,255
Other Training & Professional Dues				
Travel	\$ 8,961	\$ —	\$ 5,025	\$ 2,000
Tuition & Registration Fees	2,698	2,135	3,698	1,500
Other Training Supplies	892	703	442	675
Professional Dues & Subscript	578	1,030	1,743	1,605
	\$ 13,129	\$ 3,868	\$ 10,908	\$ 5,780
Utilities				
Security & Monitoring System	\$ —	\$ —	\$ —	\$ 100
	\$ —	\$ —	\$ —	\$ 100
Contractual Services				
Professional Services	\$ 1,329,487	\$ 498,120	\$ 437,407	\$ 916,755
Court Reporter	457	326	—	500
Travel- Non-Training	24	—	—	—
Mileage (Private Auto)	18,315	275	76	2,125
Expense Account Reimbursement	142	—	—	—
Advertising And Public Notice	6,798	13,034	9,888	10,300
Participation Fee	525	—	—	—
Parking In City Facilities	15	183	46	500
Insurance And Official Bonds	250	—	—	250
Other Contractual	25,181	69,005	3,433	—

DIVISION OF ASSESSMENTS AND LICENSES

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
County Aud & Treas Coll Fee	—	—	(71)	—
Credit Card Processing Fees	167,563	175,672	200,323	205,000
	\$ 1,548,757	\$ 756,615	\$ 651,103	\$ 1,135,430
Materials & Supplies				
Office Supplies	\$ 2,349	\$ 1,589	\$ 2,647	\$ 3,300
Postage	29,390	25,200	259	34,000
Computer Supplies	497	—	—	—
Computer Software	2,697	—	—	—
Hardware & Small Tools	381	—	—	—
Small Equipment	1,682	1,972	88	3,862
Office Furniture & Equipment	3,511	—	—	—
Other Supplies	18,689	737	4,066	9,700
Safety Equipment	56	—	—	10,000
Just In Time Office Supplies	7,259	4,544	6,355	8,755
	\$ 66,512	\$ 34,042	\$ 13,415	\$ 69,617
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ 475	\$ —
Maintenance Contracts	—	949	—	—
Computer Software Maintenance	3,020	—	3,020	27,241
	\$ 3,020	\$ 949	\$ 3,495	\$ 27,241
Claims, Refunds, Maintenance				
Court Costs	\$ 20	\$ —	\$ —	\$ 1,000
	\$ 20	\$ —	\$ —	\$ 1,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 11,483	\$ 11,722	\$ 11,138	\$ 10,849
Charges From Print & Repro	84,668	59,861	69,104	70,064
Charges From Central Storeroom	72,311	86,001	75,611	82,054
Charges From M.V.M.	44,357	19,538	24,658	23,370
	\$ 212,819	\$ 177,121	\$ 180,511	\$ 186,337
	\$ 3,830,271	\$ 3,104,137	\$ 2,809,299	\$ 3,675,246
Revenues				
	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ 71,203	\$ 151,738	\$ 120,440	\$ 150,200
Fines, Forfeitures & Settlements	2,075	7,450	75	1,200
Licenses & Permits	353,504	387,523	296,229	321,345
Miscellaneous	61,404	17,431	62,766	2,000
Other Tax	29,381,230	31,629,199	32,114,678	31,350,000
	\$ 29,869,416	\$ 32,193,340	\$ 32,594,188	\$ 31,824,745





DIVISION OF ASSESSMENTS AND LICENSES

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	Budget 2014	Budget 2015		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	24.46
3	3	3	Senior Cashier	12.57	20.81
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	1	2	Administrative Manager	27,193.55	104,891.07
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
2	1	1	Auditor	20,800.00	60,614.58
1	0	0	Chief Auditor	23,647.11	87,143.34
3	2	2	Medical Billing Reimbursement Specialist	10.42	22.06
2	2	3	Medical Coder & Billing Analyst	10.17	22.73
2	1	2	Miscellaneous Investigator	15.35	19.18
4	3	3	Project Coordinator	27,325.56	93,021.80
21	15	18			
<u>TECHNICIANS</u>					
3	3	3	Inspector of Weights & Measures	12.89	18.44
5	3	5	Senior Data Conversion Operator	13.47	18.99
1	1	1	Supervisor of Weights & Measures	20,800.00	65,556.14
9	7	9			
37	29	34	TOTAL FULL TIME		
37	29	34	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

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 341,073	\$ 364,678	\$ 475,623	\$ 482,059
Longevity	2,625	2,625	2,625	2,725
Separation Payments	—	2,153	—	—
	\$ 343,698	\$ 369,456	\$ 478,248	\$ 484,784
Benefits				
Hospitalization	\$ 42,140	\$ 42,019	\$ 56,801	\$ 68,185
Prescription	11,088	10,754	13,054	14,666
Dental	3,148	3,009	3,741	4,197
Vision Care	375	370	404	385
Public Employees Retire System	48,063	48,320	66,803	67,488
Fica-Medicare	4,839	5,220	6,762	7,029
Workers' Compensation	9,741	4,728	4,773	5,495
Life Insurance	270	242	284	287
	\$ 119,665	\$ 114,662	\$ 152,622	\$ 167,732
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 400	\$ 400	\$ 572	\$ 1,500
Mileage (Priv Auto) Trng Prps	181	90	272	500
Professional Dues & Subscript	120	—	324	500
	\$ 700	\$ 490	\$ 1,168	\$ 2,500
Contractual Services				
Parking In City Facilities	\$ 241	\$ 172	\$ 163	\$ 350
Insurance And Official Bonds	3,029	11,060	—	—
Other Contractual	37,201	34,057	36,267	41,160
	\$ 40,470	\$ 45,288	\$ 36,430	\$ 41,510
Materials & Supplies				
Office Supplies	\$ 376	\$ 65	\$ —	\$ 1,000
Postage	46	—	—	100
Office Furniture & Equipment	—	—	4,839	4,500
Other Supplies	2,190	2,665	2,453	3,000
Just In Time Office Supplies	887	444	540	1,000
	\$ 3,499	\$ 3,173	\$ 7,832	\$ 9,600
Maintenance				
Maintenance Office Equipment	\$ 2,845	\$ 2,980	\$ 3,415	\$ 4,000
Maintenance Contracts	774	836	836	1,500
	\$ 3,619	\$ 3,816	\$ 4,251	\$ 5,500

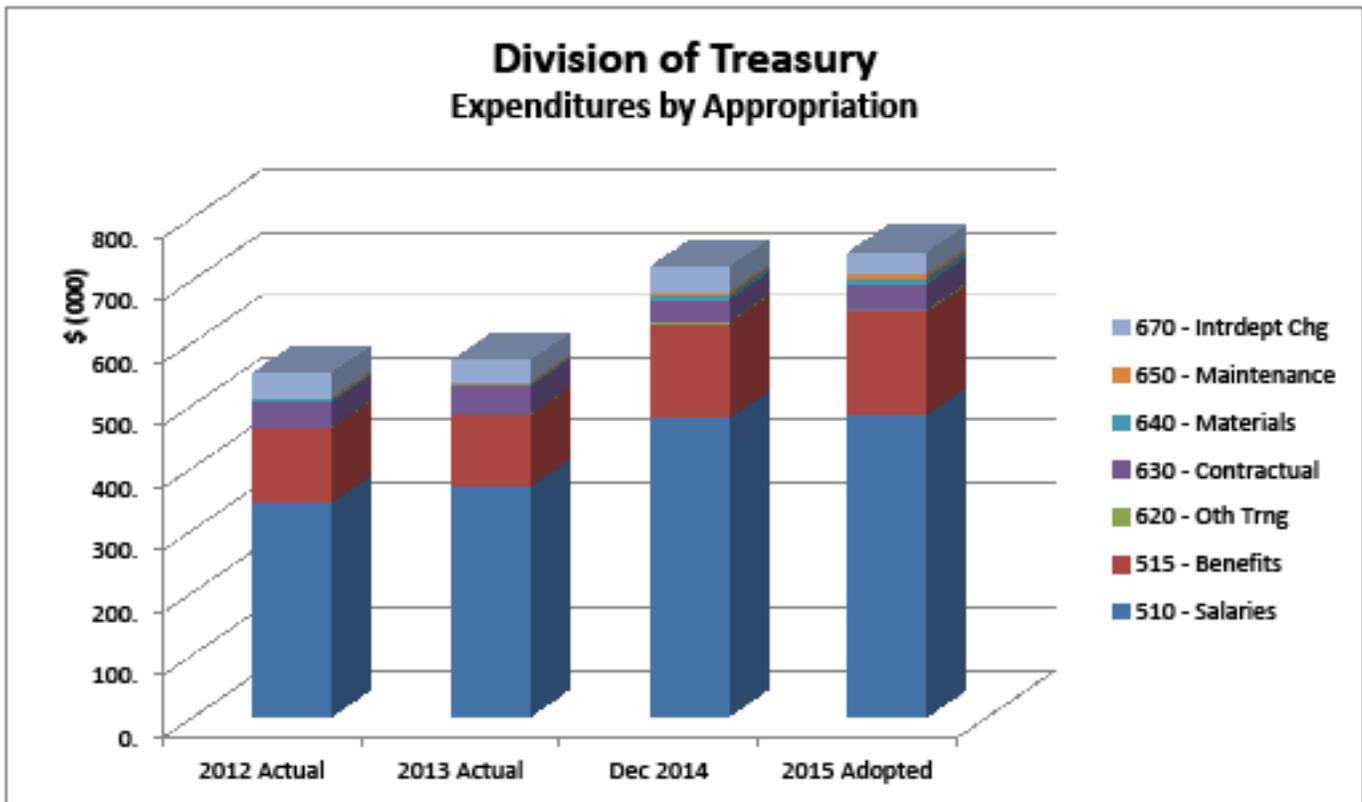


Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 4,016	\$ 5,212	\$ 6,436	\$ 7,074
Charges From Print & Repro	2,931	3,072	4,255	4,314
Charges From Central Storeroom	33,295	26,274	30,197	32,770
	\$ 40,242	\$ 34,558	\$ 40,888	\$ 44,158
	\$ 551,895	\$ 571,443	\$ 721,440	\$ 755,784

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ —	\$ —	\$ (725)	\$ —
Miscellaneous	—	4,288	4,350	—
Interest Earnings/Investment Income	250,155	466,979	438,562	400,000
	\$ 250,155	\$ 471,267	\$ 442,187	\$ 400,000





DIVISION OF TREASURY

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	Budget 2014	December 2014		Budget 2015	Minimum
<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
<u>2</u>	<u>2</u>	<u>2</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Principal Cashier	14.66	24.46
<u>1</u>	<u>1</u>	<u>1</u>			
<u>PROFESSIONALS</u>					
2	2	2	Fiscal Manager	23,647.11	87,143.34
1	1	1	Investment Manager	23,647.11	87,143.34
1	1	1	Senior Personnel Assistant	20,800.00	51,677.50
<u>4</u>	<u>4</u>	<u>4</u>			
<u>7</u>	<u>7</u>	<u>7</u>	TOTAL FULL TIME		
<u>7</u>	<u>7</u>	<u>7</u>	TOTAL DIVISION		



Department of Finance

DIVISION OF PURCHASES AND SUPPLIES

Tiffany White, Commissioner

Mission Statement

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

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

PROGRAM NAME: PURCHASES AND SUPPLIES

OBJECTIVES: To procure quality commodities and services at the lowest possible cost and in a timely manner through effective and efficient competitive bidding. To meet or exceed CSB/RSB/MBE/FBE goals. To provide a level playing field where all vendors can compete fairly for city business. To maximize return on the disposal of assets.

ACTIVITIES: Administers competitive bidding processes for both formal and non-formal bids, (requisitioned and telephone quoted items); develops, implements, and maintains citywide requirements contracts; performs out-reach to the local vendor community; evaluates, reviews recommendations for contract award; prepares and processes contract recommendations for Board of Control approval; executes competitively bid contracts, processes petty cash vouchers; and disposes of surplus property, real and personal.

DIVISION OF PURCHASES AND SUPPLIES

Expenditures

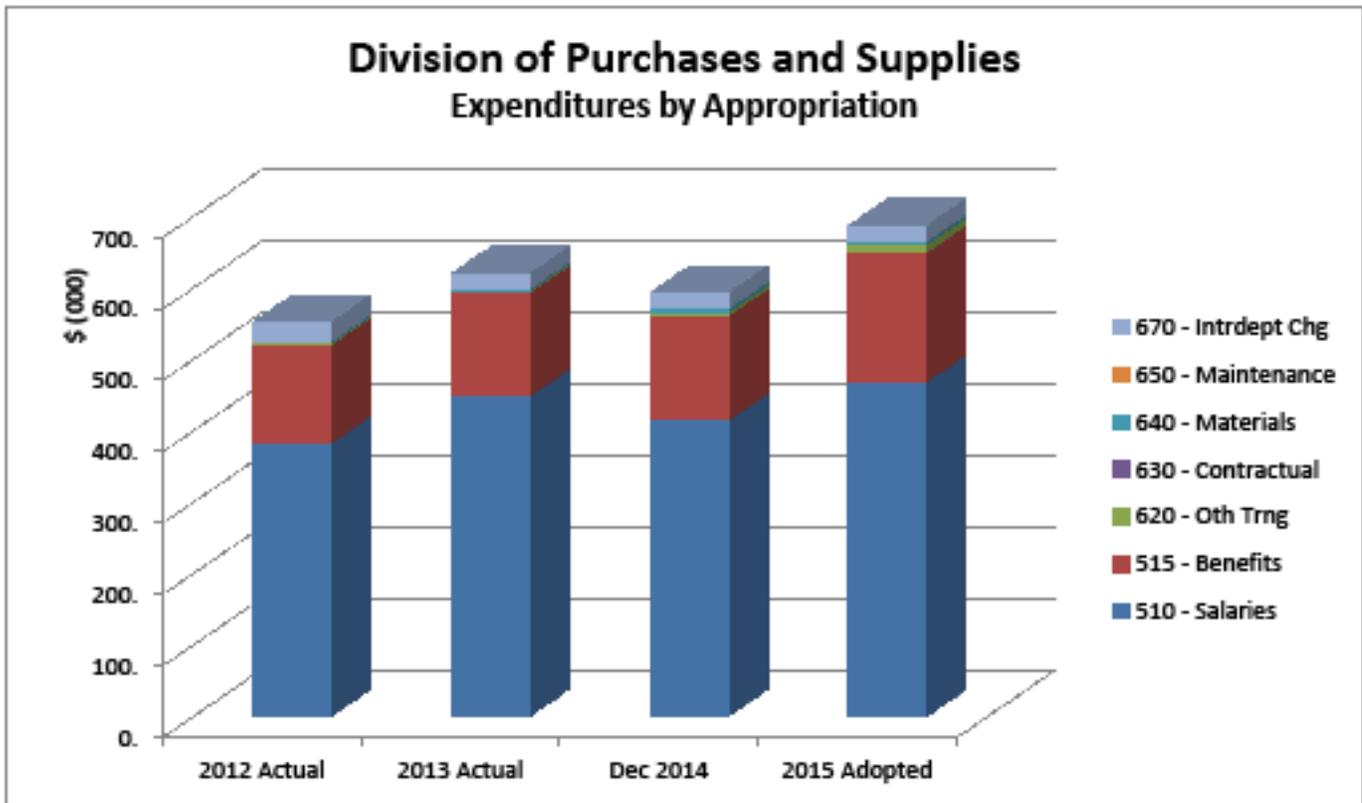
	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 380,373	\$ 425,884	\$ 403,557	\$ 465,309
Part-Time Permanent	—	—	8,057	—
Longevity	3,475	3,475	3,350	3,750
Separation Payments	—	19,676	—	—
	\$ 383,848	\$ 449,034	\$ 414,964	\$ 469,059
Benefits				
Hospitalization	\$ 50,902	\$ 54,412	\$ 58,324	\$ 81,527
Flex Save Admin Fees	60	129	—	—
Prescription	14,784	15,113	14,605	19,468
Dental	4,197	4,531	4,239	5,482
Vision Care	537	595	538	579
Public Employees Retire System	53,445	58,451	57,094	65,789
Fica-Medicare	4,901	5,807	5,328	6,900
Workers' Compensation	7,555	5,072	5,854	4,768
Life Insurance	361	373	345	405
	\$ 136,742	\$ 144,484	\$ 146,327	\$ 184,918
Other Training & Professional Dues				
Tuition & Registration Fees	\$ —	\$ —	\$ 3,083	\$ 7,175
Professional Dues & Subscript	2,122	2,407	1,986	3,192
	\$ 2,122	\$ 2,407	\$ 5,069	\$ 10,367
Contractual Services				
Mileage (Private Auto)	\$ 50	\$ —	\$ 134	\$ 350
Parking In City Facilities	—	289	—	—
	\$ 50	\$ 289	\$ 134	\$ 350
Materials & Supplies				
Office Supplies	\$ 1,490	\$ 618	\$ 1,733	\$ 2,500
Just In Time Office Supplies	1,094	2,088	2,788	2,500
	\$ 2,584	\$ 2,706	\$ 4,520	\$ 5,000
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 400
	\$ —	\$ —	\$ —	\$ 400
Interdepart Service Charges				
Charges From Telephone Exch	\$ 3,207	\$ 3,536	\$ 4,032	\$ 4,057
Charges From Print & Repro	17,233	11,677	12,783	12,961
Charges From Central Storeroom	8,007	7,831	6,918	7,507
	\$ 28,447	\$ 23,044	\$ 23,733	\$ 24,525
	\$ 553,792	\$ 621,965	\$ 594,747	\$ 694,619



DIVISION OF PURCHASES AND SUPPLIES

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Miscellaneous	\$ 31,484	\$ 48,276	\$ 20,154	\$ 20,000
Property Tax	—	—	225	—
	\$ 31,484	\$ 48,276	\$ 20,379	\$ 20,000





DIVISION OF PURCHASES AND SUPPLIES

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	Budget 2014	December 2014		Budget 2015	Minimum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Administrative Manager	27,193.55	104,891.07
1	1	1	Commissioner of Purchases & Supplies	42,758.15	131,098.50
<u>2</u>	<u>2</u>	<u>2</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Principal Clerk	14.88	20.71
1	1	1	Senior Clerk	12.47	17.08
1	1	1	Typist	12.02	15.85
<u>3</u>	<u>3</u>	<u>3</u>			
<u>PROFESSIONALS</u>					
4	4	4	Buyer	20,800.00	49,930.03
1	1	1	Purch Supv Div of Purch & Supp	23,647.11	69,041.87
<u>5</u>	<u>5</u>	<u>5</u>			
<u>10</u>	<u>10</u>	<u>10</u>	TOTAL FULL TIME		
<u>10</u>	<u>10</u>	<u>10</u>	TOTAL DIVISION		



Department of Finance

BUREAU OF INTERNAL AUDIT

Natasha Brandt, Manager Of Internal Audit

Mission Statement

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

The Division of Internal Audit acts as an independent Division within the Department of Finance to provide an objective assurance and consulting activity designed to add value and improve the City's operations. The Division assists City divisions in the achievement of financial and operational goals by planning and conducting financial and administrative audits.

PROGRAM NAME: **FINANCIAL & OPERATIONAL AUDITING**

OBJECTIVES: To improve management's internal, financial, and administrative controls.

ACTIVITIES: Investigate actual and potential lapses of control and incidents of risk and assist State-required external auditor during the annual citywide audit.

BUREAU OF INTERNAL AUDIT

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 297,108	\$ 276,392	\$ 344,566	\$ 427,245
Seasonal	—	5,642	3,023	—
Part-Time Permanent	—	2,255	6,841	41,266
Longevity	475	300	875	875
Wage Settlements	—	—	148	—
Separation Payments	782	—	—	—
Overtime	47	879	85	—
	\$ 298,413	\$ 285,468	\$ 355,538	\$ 469,386
Benefits				
Hospitalization	\$ 29,658	\$ 32,648	\$ 48,968	\$ 75,023
Flex Save Admin Fees	60	64	—	—
Prescription	8,477	8,443	9,457	13,733
Dental	2,831	2,703	2,670	3,773
Vision Care	289	225	285	360
Public Employees Retire System	42,212	38,395	48,337	65,714
Fica-Medicare	4,174	4,005	4,954	6,806
Workers' Compensation	7,056	4,422	3,645	4,085
Life Insurance	212	197	193	282
Unemployment Compensation	1,428	—	—	—
	\$ 96,398	\$ 91,103	\$ 118,509	\$ 169,776
Other Training & Professional Dues				
Travel	\$ 233	\$ 576	\$ 485	\$ 300
Tuition & Registration Fees	359	1,745	2,281	3,000
Other Training Supplies	99	—	—	—
Mileage (Priv Auto) Trng Prps	155	502	160	900
Professional Dues & Subscript	1,430	1,895	1,705	2,050
	\$ 2,276	\$ 4,719	\$ 4,631	\$ 6,250
Contractual Services				
Professional Services	\$ 69,838	\$ —	\$ 75,058	\$ 175,000
Mileage (Private Auto)	735	978	752	—
Parking In City Facilities	1,100	—	511	1,500
Other Contractual	—	—	78	—
State Auditor Examination	131,310	239,148	236,087	444,000
	\$ 202,983	\$ 240,126	\$ 312,485	\$ 620,500
Materials & Supplies				
Office Supplies	\$ 260	\$ 608	\$ —	\$ 800
Computer Hardware	59	—	170	—
Computer Software	—	1,515	—	1,800
Just In Time Office Supplies	614	269	685	2,000
	\$ 933	\$ 2,392	\$ 855	\$ 4,600

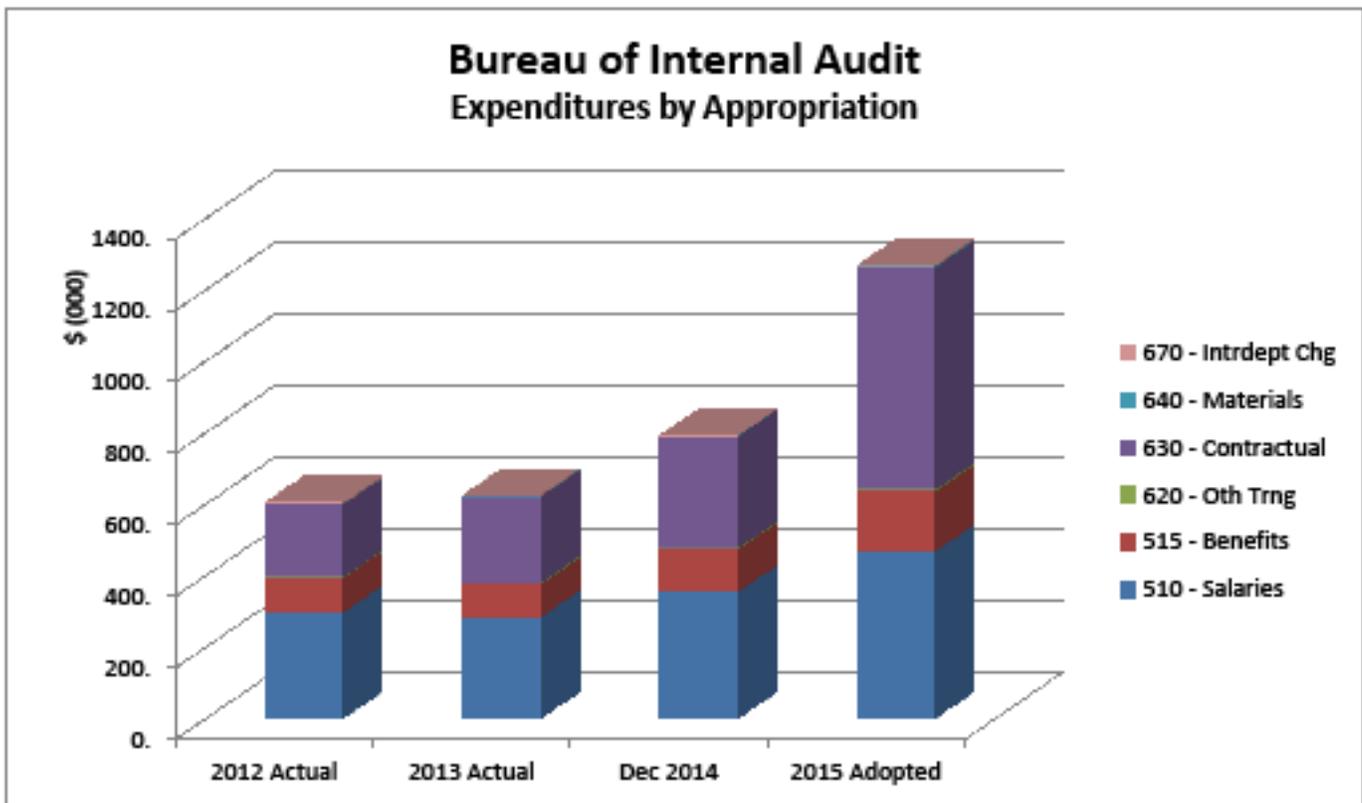


Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 1,103	\$ 1,560	\$ 1,319	\$ 1,501
Charges From Print & Repro	3,689	1,143	654	663
Charges From Central Storeroom	320	35	32	35
	\$ 5,113	\$ 2,738	\$ 2,006	\$ 2,199
	\$ 606,115	\$ 626,545	\$ 794,024	\$ 1,272,711

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ 330	\$ —	\$ —	\$ —
Grant Revenue	—	29,026	916	—
Miscellaneous	17,586	14,837	10,987	—
	\$ 17,916	\$ 43,863	\$ 11,903	\$ —



BUREAU OF INTERNAL AUDIT

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	Budget 2014	Budget 2015		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	2	2	Accountant II	14.88	22.84
1	1	1	Accountant III	15.48	25.32
1	1	1	Administrative Manager	27,193.55	104,891.07
1	1	1	Auditor	20,800.00	60,614.58
1	1	1	In-Charge Senior Internal Auditor	49,500.00	86,918.31
6	6	6			
7	7	7	TOTAL FULL TIME		
<u>PART TIME</u>					
2	0	2	Student Aide	10.00	11.37
2	0	2	TOTAL PART TIME		
9	7	9	TOTAL DIVISION		



CCA INCOME TAX ADMINISTRATION

Nassim M. Lynch, Administrator

Mission Statement

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

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

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

PROGRAM NAME: AUDIT

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

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

PROGRAM NAME: COLLECTION

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

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

PROGRAM NAME: COMPLIANCE

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

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

PROGRAM NAME: DATA ENTRY

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

ACTIVITIES: Verify that all individuals and businesses subject to the tax file returns and pay all taxes due, including penalties and interest due for late payment of taxes.

PROGRAM NAME: RECORD RETENTION

OBJECTIVES: To provide retention filing and legally secure storage of all tax records by the municipal income tax ordinance.

ACTIVITIES: Maintenance of tax records, assuring accessibility to Central Collection Agency staff.

PROGRAM NAME: TAXPAYER ASSISTANCE

OBJECTIVES: To provide information and assistance to all taxpayers in the area served by CCA.

ACTIVITIES: Work with the member communities to reduce the number of errors on returns filed through individual assistance and tax educational programs.

CCA INCOME TAX ADMINISTRATION

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 3,348,186	\$ 3,430,848	\$ 3,386,234	\$ 4,703,891
Part-Time Permanent	200,224	254,472	230,868	383,545
Longevity	35,625	33,875	30,350	29,825
Wage Settlements	—	—	38,536	—
Separation Payments	22,503	173,073	29,826	20,000
Overtime	238,890	334,646	247,381	250,000
	\$ 3,845,429	\$ 4,226,913	\$ 3,963,194	\$ 5,387,261
Benefits				
Hospitalization	\$ 512,750	\$ 540,041	\$ 535,203	\$ 857,265
Flex Save Admin Fees	300	517	—	—
Prescription	110,669	116,390	106,402	176,904
Dental	37,489	37,362	33,912	53,661
Vision Care	5,059	5,028	4,461	5,846
Public Employees Retire System	533,196	549,372	541,839	729,881
Fica-Medicare	48,384	54,583	53,709	74,762
Workers' Compensation	64,633	66,548	54,411	41,366
Life Insurance	3,439	3,289	2,941	4,117
Unemployment Compensation	6,324	216	—	10,000
Clothing Allowance	—	—	—	350
	\$ 1,322,244	\$ 1,373,345	\$ 1,332,878	\$ 1,954,152
Other Training & Professional Dues				
Travel	\$ 4,570	\$ 7,061	\$ 4,083	\$ 6,000
Tuition & Registration Fees	1,822	660	1,182	1,000
Professional Dues & Subscript	25,569	12,404	26,446	32,000
	\$ 31,962	\$ 20,125	\$ 31,711	\$ 39,000
Utilities				
Electricity - Cpp	\$ 24,344	\$ 28,405	\$ 30,099	\$ 32,000
Steam	—	47,549	91,097	100,207
Security & Monitoring System	—	—	—	70,764
	\$ 24,344	\$ 75,953	\$ 121,196	\$ 202,971
Contractual Services				
Professional Services	\$ 1,344,239	\$ 1,321,258	\$ 1,249,613	\$ 1,324,000
Mileage (Private Auto)	13,472	20,474	15,300	18,000
Advertising And Public Notice	2,965	1,442	1,672	5,000
Parking In City Facilities	2,646	2,449	2,689	2,500
Insurance And Official Bonds	—	580	—	600
Property Rental	19,711	20,865	21,822	25,000
Other Contractual	10,588	21,290	39,069	20,000



Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
State Auditor Examination	41,900	40,000	38,000	50,000
Bank Service Fees	89,952	102,154	100,269	150,000
Credit Card Processing Fees	103,663	126,337	130,772	150,000
	\$ 1,629,136	\$ 1,656,849	\$ 1,599,206	\$ 1,745,100
Materials & Supplies				
Office Supplies	\$ 12,275	\$ 16,617	\$ 3,568	\$ 5,000
Postage	302,031	204,866	221,678	425,000
Computer Supplies	1,797	789	2,804	3,000
Computer Hardware	84,865	56,976	33,547	65,000
Computer Software	20,933	13,530	44,086	36,700
Office Furniture & Equipment	7,024	23,030	26,180	5,000
Hygiene And Cleaning Supplies	—	—	336	500
Medical Supplies	—	—	—	500
Paper And Other Printing Suppl	—	—	—	500
Other Supplies	340	941	1,565	1,000
Batteries	—	—	—	500
Just In Time Office Supplies	34,364	21,737	36,387	35,000
	\$ 463,628	\$ 338,486	\$ 370,152	\$ 577,700
Maintenance				
Maintenance Office Equipment	\$ 10,317	\$ 10,016	\$ 11,251	\$ 13,000
Maintenance Contracts	—	—	3,800	4,000
Computer Hardware Maintenance	51,611	9,910	—	20,000
Computer Software Maintenance	72,975	60,032	64,236	60,000
Car Washes	—	600	168	200
Maintenance Building	—	—	54,105	50,000
	\$ 134,902	\$ 80,557	\$ 133,560	\$ 147,200
Claims, Refunds, Maintenance				
Court Costs	\$ 18,383	\$ 16,631	\$ 11,484	\$ 15,000
Judgements, Damages, & Claims	82	—	—	—
Indirect Cost	414,261	434,533	435,000	447,025
	\$ 432,726	\$ 451,164	\$ 446,484	\$ 462,025
Interdepart Service Charges				
Charges From Telephone Exch	\$ 78,322	\$ 90,900	\$ 40,431	\$ 61,395
Charges From Print & Repro	267,313	253,512	295,429	299,533
Charges From M.V.M.	17,924	12,051	18,368	13,146
Charges From Division Of Maint	425,000	425,000	425,000	425,000
	\$ 788,559	\$ 781,464	\$ 779,227	\$ 799,074

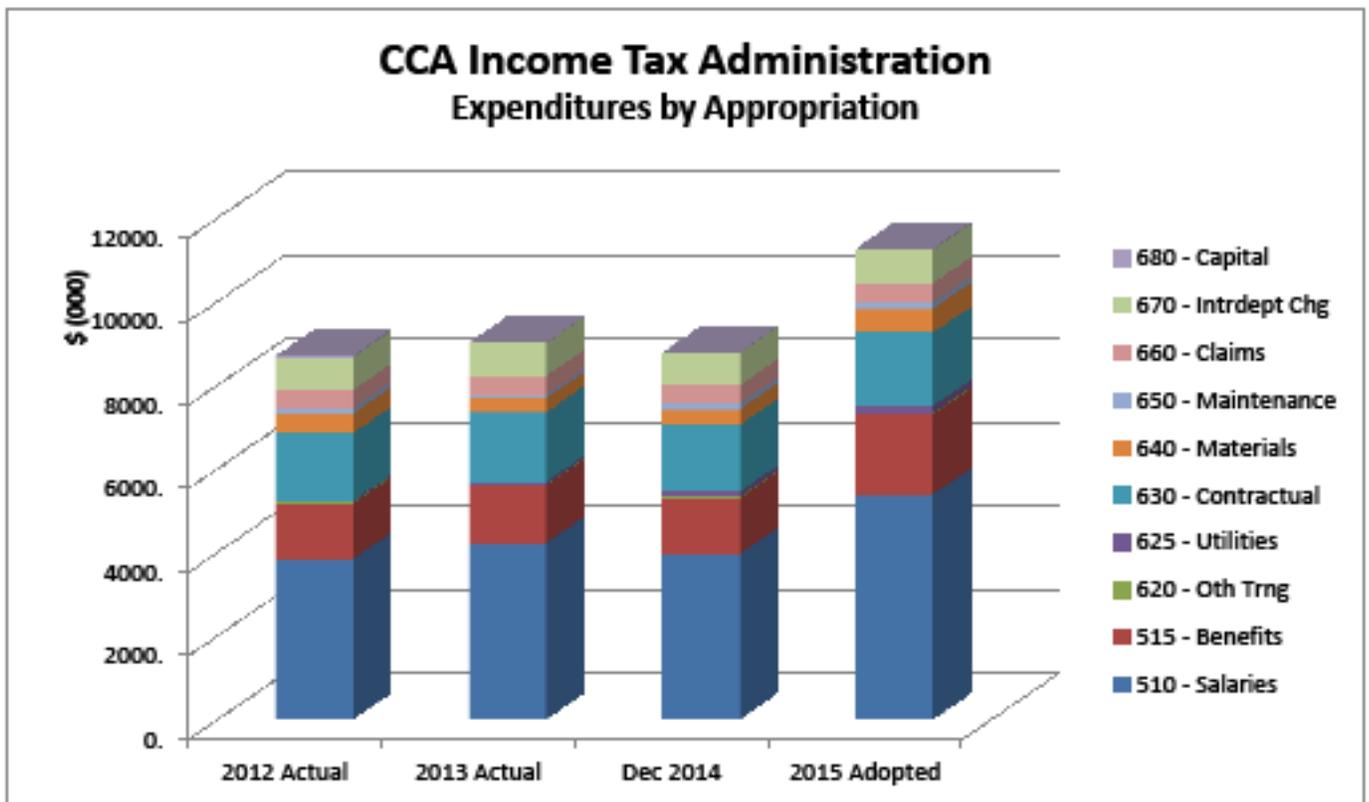
CCA INCOME TAX ADMINISTRATION

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Capital Outlay				
Office Equipment	\$ —	\$ —	\$ 13,516	\$ 10,000
Fixtures	5,538	—	—	—
Automobiles	27,424	15,603	—	30,000
	\$ 32,962	\$ 15,603	\$ 13,516	\$ 40,000
	\$ 8,705,891	\$ 9,020,459	\$ 8,791,124	\$ 11,354,483

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ —	\$ —	\$ 39	\$ —
Miscellaneous	2,581,560	2,688,390	2,691,405	3,408,600
Due To Member Municipalities	1,800	1,830	1,800	2,000
Income Tax	6,020,000	6,160,000	6,160,000	7,943,883
Interest Earnings/Investment Income	7,410	8,895	7,446	—
	\$ 8,610,770	\$ 8,859,115	\$ 8,860,690	\$ 11,354,483





CCA INCOME TAX ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 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	4	Accountant Clerk II	10.00	18.22
25	15	25	Income Tax Tracer	12.60	18.40
2	2	3	Junior Cashier	11.14	17.49
1	1	1	Principal Cashier	14.66	24.46
0	1	2	Junior Clerk	11.97	14.57
1	1	1	Principal Clerk	14.88	20.71
2	2	2	Private Secretary to the Director	20,800.00	48,986.27
0	2	2	Customer Service Rep	12.15	18.21
1	1	1	Stock Clerk	13.11	18.78
36	25	41			
<u>PROFESSIONALS</u>					
0	1	1	Accountant IV	20,800.00	61,213.89
4	3	4	Administrative Manager	27,193.55	104,891.07
5	5	5	Assistant Administrator	20,800.00	58,564.01
11	10	11	Auditor	20,800.00	60,614.58
3	2	3	Assistant Director of Law	26,250.00	88,693.33
0	0	1	Building Manager	23,647.11	80,438.24
1	1	1	Fiscal Manager	23,647.11	87,143.34
3	2	2	Income Tax Supervisor	20,800.00	58,564.01
10	5	8	Tax Auditor I	14.39	19.31
9	8	9	Tax Auditor II	15.48	21.36
1	1	1	Personnel Administrator	26,273.96	84,984.86
4	4	4	Supervising Tax Auditor	20,800.00	58,564.01
3	2	3	Senior Tax Auditor	20,800.00	50,312.58
54	44	53			



CCA INCOME TAX ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	Budget 2015	December 2014		Minimum	Maximum
<u>PARA-PROFESSIONALS</u>					
2	1	2	Paralegal	20,800.00	45,020.62
<u>2</u>	<u>1</u>	<u>2</u>			
<u>TECHNICIANS</u>					
2	1	1	Citizens Info Representative	10.00	19.87
<u>2</u>	<u>1</u>	<u>1</u>			
<u>98</u>	<u>75</u>	<u>101</u>	TOTAL FULL TIME		
<u>PART TIME</u>					
1	1	0	Administrative Manager	27,193.55	104,891.07
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	18.40
12	2	11	Student Aide	10.00	11.37
<u>21</u>	<u>10</u>	<u>19</u>	TOTAL PART TIME		
<u>119</u>	<u>85</u>	<u>120</u>	TOTAL DIVISION		



Department of Finance

PRINTING & REPRODUCTION

Michael Hewett, Commissioner

Mission Statement

The Division of Printing and Reproduction is committed to providing innovative, sustainable and cost-effective design, print and mail solutions to the City of Cleveland.

The duties of the Commissioner of Printing and Reproduction are as follows: to administer and control the affairs of the division; to supervise the design, printing and mailing of material required for use by the City of Cleveland; to develop specifications, evaluate bids, recommend the lease, rental or purchase of all photocopiers; and to perform additional duties which may arise by codified ordinance or by the Director of Finance.

The Division of Printing and Reproduction is responsible for producing all forms, stationery, manuals, directories, reports, brochures, newsletters, posters and other literature used by City departments, divisions, boards, bureaus, council and Cleveland Municipal Court.

The Division of Printing and Reproduction operates a production facility at 1735 Lakeside Avenue. The division also oversees a full-service copy center and mailroom at City Hall.

PROGRAM NAME: COPY CENTER

OBJECTIVES: Provide a variety of fast turnaround photocopying services.

ACTIVITIES: Process assignments as requested. Offer technical assistance to customers.

PROGRAM NAME: PRINTING SERVICES

OBJECTIVES: Provide comprehensive reprographic services to the City of Cleveland.

ACTIVITIES: Print materials requested by City Divisions. Provide mail services. Administer the City's photocopier and paper contracts.

PRINTING & REPRODUCTION

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 572,472	\$ 564,614	\$ 569,303	\$ 619,208
Longevity	5,025	5,500	5,500	11,900
Wage Settlements	—	—	4,269	—
Separation Payments	—	1,230	359	—
Overtime	409	872	1,712	—
	\$ 577,906	\$ 572,216	\$ 581,143	\$ 631,108
Benefits				
Hospitalization	\$ 92,954	\$ 92,705	\$ 87,373	\$ 84,809
Flex Save Admin Fees	60	81	—	—
Prescription	14,888	13,982	13,803	14,324
Dental	5,891	5,676	5,246	4,865
Vision Care	934	861	805	719
Public Employees Retire System	81,982	77,121	80,249	86,689
Fica-Medicare	8,161	8,087	8,234	9,064
Workers' Compensation	18,646	14,591	19,655	8,732
Life Insurance	622	535	504	533
Unemployment Compensation	1,367	—	—	—
Clothing Allowance	—	760	800	—
Clothing Maintenance	1,192	1,168	1,168	—
	\$ 226,697	\$ 215,565	\$ 217,836	\$ 209,735
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ —	\$ 1,000
Tuition & Registration Fees	—	685	790	1,000
Other Training Supplies	—	—	—	500
Professional Dues & Subscript	1,488	1,653	2,770	3,000
	\$ 1,488	\$ 2,338	\$ 3,560	\$ 5,500
Utilities				
Gas	\$ 4,541	\$ 3,812	\$ 4,074	\$ 4,481
Electricity - Cpp	34,678	33,590	37,409	37,452
Security & Monitoring System	1,117	—	—	5,000
	\$ 40,336	\$ 37,402	\$ 41,482	\$ 46,933
Contractual Services				
Professional Services	\$ 3,319	\$ 562	\$ 3,778	\$ 2,000
Waste Disposal	—	—	—	500
Janitorial Services	—	—	10,000	10,000
Parking In City Facilities	216	364	809	350
Photocopy Machine Rental	631,029	621,500	617,172	764,416
Other Contractual	829	—	1,731	1,000
	\$ 635,392	\$ 622,426	\$ 633,489	\$ 778,266



PRINTING & REPRODUCTION

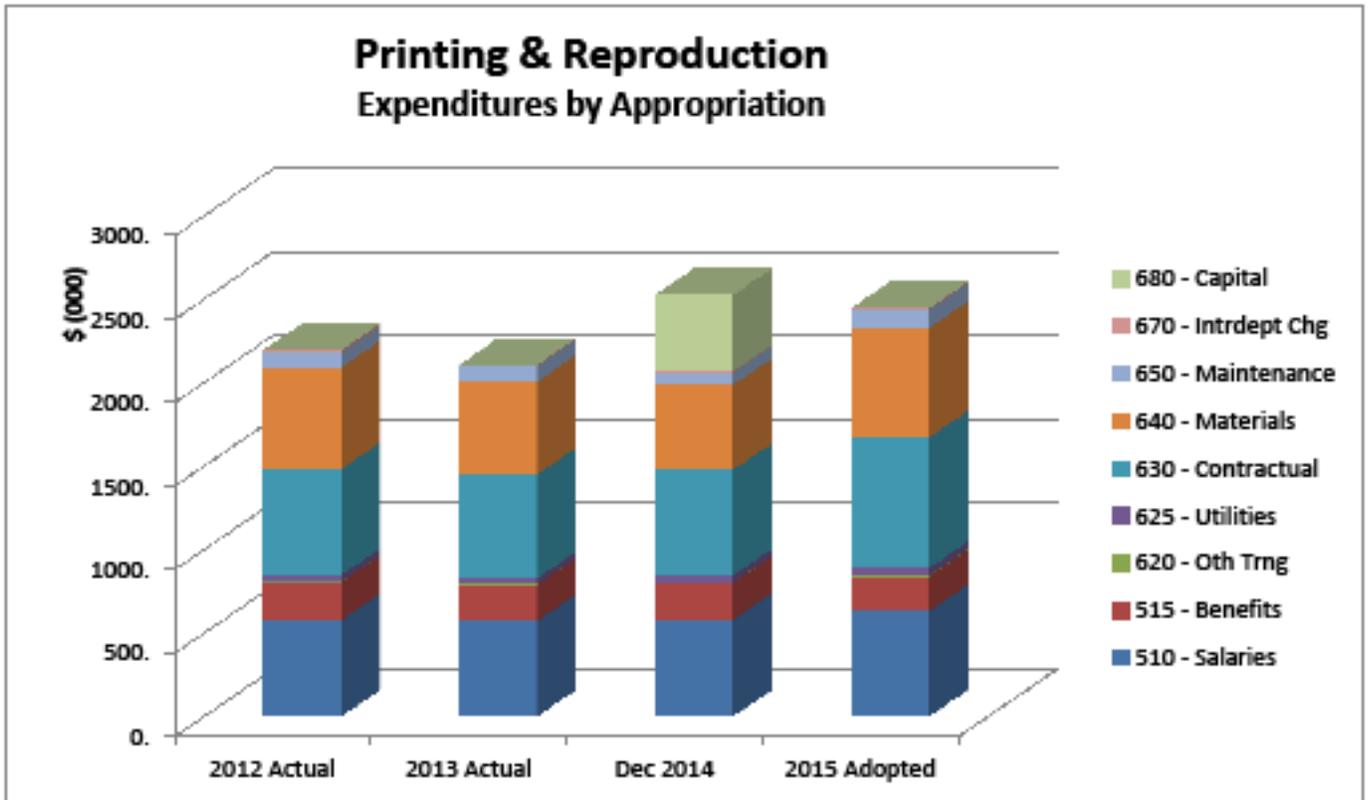
Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 1,000
Computer Hardware	8,610	13,344	14,995	7,500
Computer Software	—	—	2,880	3,500
Small Equipment	3,461	—	9,000	10,000
Electrical Supplies	1,180	—	927	1,250
Hygiene And Cleaning Supplies	2,397	2,496	—	2,000
Paper And Other Printing Suppl	586,201	533,280	473,638	625,000
Other Supplies	1,479	1,437	1,079	1,000
Just In Time Office Supplies	5,295	4,994	6,268	4,000
	\$ 608,623	\$ 555,551	\$ 508,787	\$ 655,250
Maintenance				
Maintenance Contracts	\$ 88,551	\$ 84,260	\$ 69,741	\$ 100,000
Computer Hardware Maintenance	—	4,330	—	1,000
Computer Software Maintenance	—	2,693	—	2,000
Maintenance Machinery & Tools	—	1,000	2,204	5,000
Car Washes	—	—	240	270
Repair Of Overhead Doors	—	—	701	500
	\$ 88,551	\$ 92,284	\$ 72,886	\$ 108,770
Interdepart Service Charges				
Charges From Telephone Exch	\$ 7,808	\$ 4,869	\$ 3,080	\$ 3,134
Charges From M.V.M.	3,602	1,828	2,317	2,335
Charges From Division Of Maint	3,202	1,283	1,851	3,000
Charges From Parks Maintenance	84	114	—	—
	\$ 14,696	\$ 8,094	\$ 7,249	\$ 8,469
Capital Outlay				
Other Equipment	\$ —	\$ —	\$ 457,873	\$ —
	\$ —	\$ —	\$ 457,873	\$ —
	\$ 2,193,689	\$ 2,105,875	\$ 2,524,305	\$ 2,444,031

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ —	\$ 1,307	\$ 2,591	\$ —
Miscellaneous	2,188,228	2,196,169	2,328,140	2,353,732
Interest Earnings/Investment Income	1,113	2,046	2,074	—
	\$ 2,189,341	\$ 2,199,521	\$ 2,332,804	\$ 2,353,732

PRINTING & REPRODUCTION





PRINTING & REPRODUCTION

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		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
0	1	1	Printing Foreman	28,404.92	53,668.36
<u>2</u>	<u>3</u>	<u>3</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Principal Clerk	14.88	20.71
1	1	1	Senior Clerk	12.47	17.08
<u>2</u>	<u>2</u>	<u>2</u>			
<u>PROFESSIONALS</u>					
1	1	1	Desktop Publishing Specialist	20,800.00	59,870.58
0	1	1	Mailing Specialist	20,800.00	52,000.00
<u>1</u>	<u>2</u>	<u>2</u>			
<u>SERVICE AND MAINTENANCE</u>					
2	1	2	Print Shop Helper	12.85	15.41
<u>2</u>	<u>1</u>	<u>2</u>			
<u>SKILLED CRAFT</u>					
3	2	2	Copy Center Operator	10.00	19.31
<u>3</u>	<u>2</u>	<u>2</u>			
<u>TECHNICIANS</u>					
1	0	0	First Press Operator	12.00	22.92
1	1	1	PC Technician	25,000.00	51,170.01
1	1	1	Second Press Operator	10.00	20.50
<u>3</u>	<u>2</u>	<u>2</u>			
<u>13</u>	<u>12</u>	<u>13</u>	TOTAL FULL TIME		
<u>13</u>	<u>12</u>	<u>13</u>	TOTAL DIVISION		

STOREROOM & WAREHOUSE

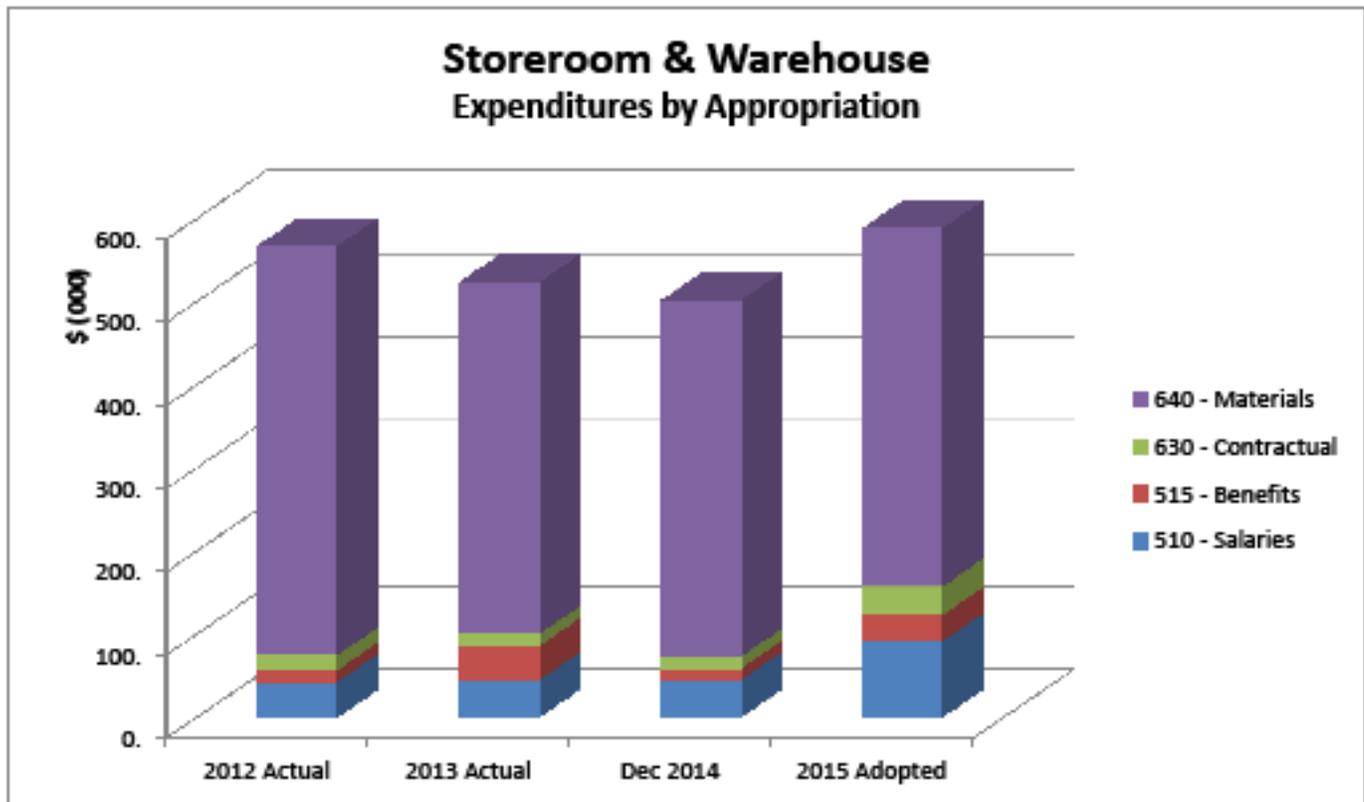
Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 42,762	\$ 44,803	\$ 44,501	\$ 91,475
Longevity	300	300	300	300
Wage Settlements	—	—	194	—
Overtime	—	—	248	—
	\$ 43,062	\$ 45,103	\$ 45,242	\$ 91,775
Benefits				
Hospitalization	\$ 2,951	\$ 3,765	\$ 4,596	\$ 16,127
Prescription	942	1,146	1,112	3,585
Dental	233	284	278	997
Vision Care	68	81	81	145
Public Employees Retire System	5,941	6,198	6,290	9,864
Fica-Medicare	606	635	636	1,023
Workers' Compensation	3,383	28,992	576	520
Life Insurance	38	42	41	77
	\$ 14,160	\$ 41,144	\$ 13,609	\$ 32,338
Contractual Services				
Equipment Rental	\$ 18,072	\$ 14,517	\$ 14,517	\$ 25,000
Other Contractual	—	—	103	9,480
	\$ 18,072	\$ 14,517	\$ 14,619	\$ 34,480
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 200
Postage	490,000	423,000	425,000	428,532
Computer Supplies	2,228	—	2,442	1,500
Computer Hardware	—	—	919	—
	\$ 492,228	\$ 423,000	\$ 428,361	\$ 430,232
	\$ 567,521	\$ 523,764	\$ 501,831	\$ 588,825

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Miscellaneous	\$ 494,396	\$ 520,002	\$ 515,481	\$ 558,835
Interest Earnings/Investment Income	183	196	83	—
	\$ 494,579	\$ 520,198	\$ 515,564	\$ 558,835

STOREROOM & WAREHOUSE





STOREROOM & WAREHOUSE

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
<u>ADMINISTRATIVE SUPPORT</u>					
1	0	1	Messenger	10.00	15.54
1	1	1	Storekeeper	16.66	21.39
<u>2</u>	<u>1</u>	<u>2</u>	TOTAL FULL TIME		
<u>2</u>	<u>1</u>	<u>2</u>	TOTAL DIVISION		



SINKING FUND GENERAL OPERATIONS

Debt Service

Sinking Fund Commission

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

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

DEBT MANAGEMENT POLICY

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

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

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

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

PROGRAM NAME: DEBT ADMINISTRATION AND RECORD MAINTENANCE

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

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

SINKING FUND GENERAL OPERATIONS

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

PROGRAM NAME: **DEBT ISSUANCE AND COMPLIANCE**

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

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



SINKING FUND GENERAL OPERATIONS

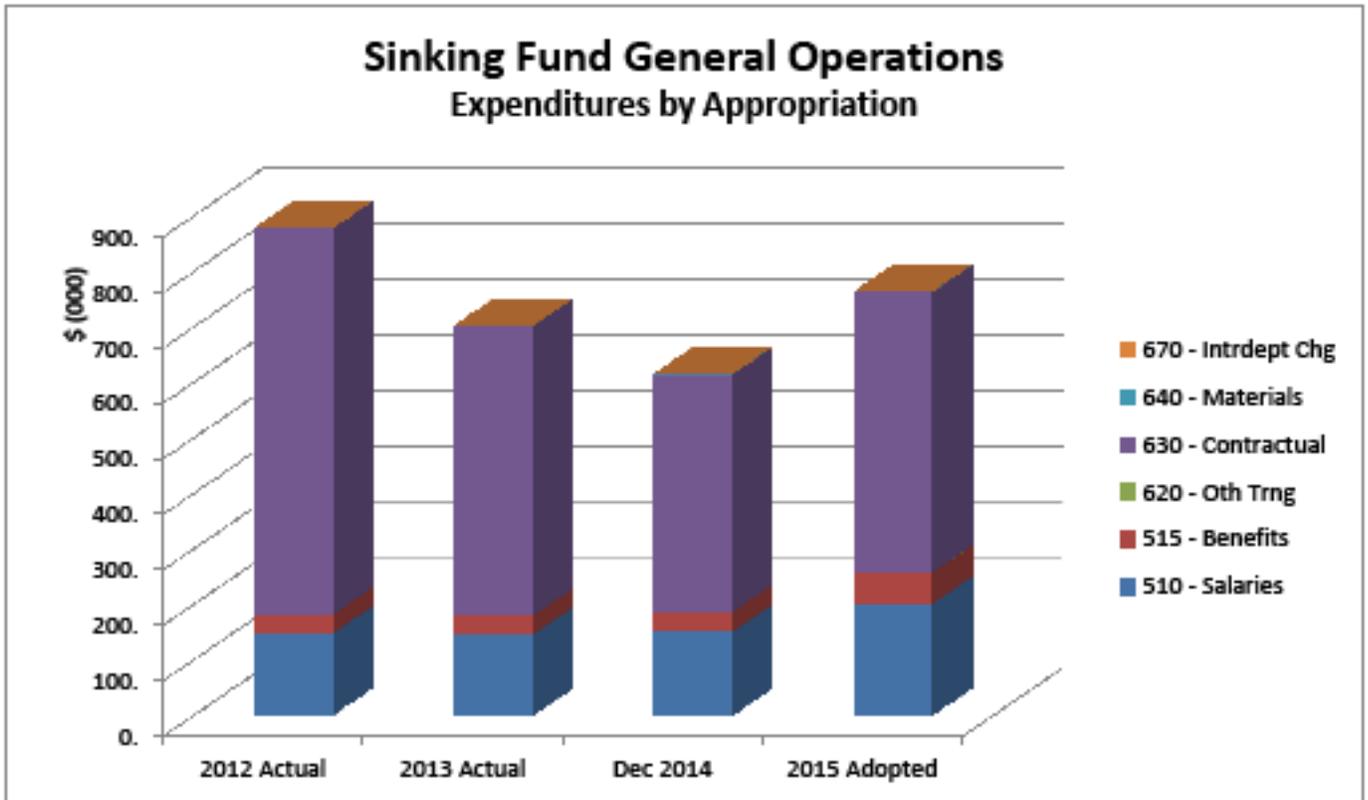
Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 147,786	\$ 146,281	\$ 151,361	\$ 200,876
Longevity	1,275	475	475	1,275
	\$ 149,061	\$ 146,756	\$ 151,836	\$ 202,151
Benefits				
Hospitalization	\$ 7,018	\$ 7,230	\$ 7,828	\$ 19,204
Prescription	2,240	2,197	2,109	4,794
Dental	492	477	463	1,199
Vision Care	118	113	108	152
Public Employees Retire System	20,845	19,880	21,071	28,122
Fica-Medicare	791	2,091	2,162	1,447
Workers' Compensation	2,238	2,050	1,874	1,745
Life Insurance	90	73	81	118
	\$ 33,831	\$ 34,111	\$ 35,696	\$ 56,781
Other Training & Professional Dues				
Professional Dues & Subscript	\$ —	\$ —	\$ —	\$ 550
	\$ —	\$ —	\$ —	\$ 550
Contractual Services				
Professional Services	\$ 143,150	\$ 147,729	\$ 40,413	\$ 75,000
County Aud & Treas Coll Fee	552,535	374,034	387,407	429,120
	\$ 695,685	\$ 521,763	\$ 427,819	\$ 504,120
Materials & Supplies				
Postage	\$ 48	\$ 248	\$ 582	\$ 500
	\$ 48	\$ 248	\$ 582	\$ 500
	\$ 878,625	\$ 702,877	\$ 615,933	\$ 764,102

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Miscellaneous	\$ 141,762	\$ 265,173	\$ 108,714	\$ 100,000
Other Shared Revenue	15,946	15,492	15,970	16,000
Transfers In	725,917	422,721	491,478	642,366
	\$ 883,625	\$ 703,386	\$ 616,161	\$ 758,366

SINKING FUND GENERAL OPERATIONS





Department of Finance

SINKING FUND GENERAL OPERATIONS

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
2	1	1	Assistant Secretary Of Sinking Fund	27,325.56	100,773.99
2	1	1			
<u>PROFESSIONALS</u>					
1	1	2	Budget Analyst	20,800.00	54,612.13
1	1	2			
3	2	3	TOTAL FULL TIME		
3	2	3	TOTAL DIVISION		

SINKING FUND COMMISSION

2014 ACTIVITY

On February 11, 2014, the City issued \$31,460,000 Subordinate Lien Income Tax Bonds, Series 2014A. The proceeds of these bonds will be used to pay the costs of various public improvements including public facility improvements, cemetery improvements and parks and recreation facility improvements. The City intends to pay the principal and interest on these bonds from General Fund income tax receipts.

The City issued \$24,255,000 Airport System Revenue Bonds, Series 2014A (AMT) and \$9,070,000 Airport System Revenue Bonds, Series 2014B (Taxable) effective February 12, 2014. The bonds were issued to refund the outstanding \$24,255,000 Series 2009A Airport System Revenue Bonds and the \$9,070,000 Series 2009B Airport System Revenue Bonds upon the expiration of the existing letter of credit. The bonds were directly purchased by U.S. Bank National Association as variable rate bonds with the City paying the SIFMA index rate plus a spread on the 2014A Bonds and paying an amount equal to the one month LIBOR rate plus a spread on the 2014B Bonds.

Effective June 11, 2014, the City issued \$37,740,000 Subordinate Lien Income Tax Bonds, Series 2014B as part of the annual Capital Improvement Program. The proceeds of these bonds will be used to pay the costs of various public improvements including public facility improvements, bridge and roadway improvements and parks and recreation facility improvements. The principal and interest on these bonds will be paid from the Restricted Income Tax receipts.

On September 4, 2014, the City issued \$7,745,000 Non-Tax Revenue Refunding Bonds, Series 2014 for the Cleveland Stadium Project. These bonds refunded \$8,275,000 of the outstanding 2004 Non-Tax Revenue Refunding Bonds (Cleveland Stadium Project). As a result of this refunding, the City realized net present value debt service savings of \$842,000 or 10.2%.

Also on September 4, 2014, the City issued \$12,365,000 Taxable Economic and Community Development Refunding Revenue Bonds, Series 2014 (Core City Fund). The City issued these bonds in order to refund \$11,845,000 of the outstanding Taxable Economic and Community Development Bonds, Series 2004. This refunding resulted in \$1,219,000 of net present value debt service savings or 10.3%.

Effective October 30, 2014, the City issued \$76,885,000 Public Power System Taxable Revenue Refunding Bonds, Series 2014. These bonds were issued to refund \$68,745,000 of Public Power System Bonds issued in 2006, 2008, 2010 and 2012 for the purpose of restructuring Cleveland Public Power's debt in order to level out the annual payments over the life of CPP's bonds. As a result of this restructuring, CPP will pay approximately \$4 million less in debt service payments through 2024, with annual debt service payments of approximately \$18 million from 2014 through 2038.



SINKING FUND COMMISSION

2015 ACTIVITY

In 2015, the City is planning or reviewing the feasibility of the following financings:

- Issuance of approximately \$100 million of bonds in the first quarter using the Subordinate Lien Income Tax structure and the Core City structure to fund various public improvements including roads and bridges, recreation facilities, other public facilities, vehicle purchases and various neighborhood and economic development projects;
• Water System refunding bonds to refund outstanding bonds which result in a minimum of 3% debt service savings;
• Replacement of the Water Series Q letter of credit when it expires in June 2015;
• Refunding of various General Obligation and Subordinate Lien Income Tax bonds and Police & Fire Pension bonds assuming a minimum 3% debt service savings is achieved; and
• Refunding or other financing alternatives which meet the City's financial and operational goals and/or which respond to market conditions.

BOND RATINGS

As of December 31, 2014 the City's Bond Ratings for various types of obligations were as follows:

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

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

* Effective July 2, 2014, Moody's Investors Service changed its rating on Cleveland Public Power debt to A3 (negative outlook) from A2 (stable). The outlook was returned to stable in October 2014.

** On February 5, 2014, Fitch Ratings downgraded its rating on Cleveland Airport Revenue Bonds to BBB+ (negative outlook) from A- (negative outlook)

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 \$519,551,923 and unvoted debt limit (5.5%) is \$272,146,245. At January 1, 2015, the City had capacity under the indirect debt limitation calculation per the Ohio Revised Code to issue less than \$35 million in additional unvoted debt. However, the debt limitations are not expected to affect the financing of any currently planned facilities or services.

REVENUE BOND DEBT SERVICE

	2013 Actual	2014 Unaudited	2015 Budget
Water Revenue Bonds + EXPENDITURES:			
Principal	\$ 31,100,000	\$ 39,910,000	\$ 41,200,000
Interest	32,901,219	32,782,432	32,890,738
Total Expenditures	\$ 64,001,219	\$ 72,692,432	\$ 74,090,738
RECEIPTS			
Utility Reimbursement	\$ 64,001,219	\$ 72,692,432	\$ 74,090,738
Total Receipts	\$ 64,001,219	\$ 72,692,432	\$ 74,090,738

Airport System Revenue Bonds + EXPENDITURES:			
Principal	\$ 16,285,000	\$ 32,120,000	\$ 33,155,000
Interest	35,560,007	35,143,462	38,806,885
Total Expenditures	\$ 51,845,007	\$ 67,263,462	\$ 71,961,885
RECEIPTS			
Enterprise Reimbursement	\$ 51,845,007	\$ 67,263,462	\$ 71,961,885
Total Receipts	\$ 51,845,007	\$ 67,263,462	\$ 71,961,885

Ohio Water Development Authority Loans - Water + EXPENDITURES:			
Principal	\$ 6,795,308	\$ 7,012,211	\$ 7,236,648
Interest	3,659,743	3,452,599	3,228,163
Total Expenditures	\$ 10,455,051	\$ 10,464,810	\$ 10,464,811
RECEIPTS			
Utility Reimbursement	\$ 10,455,051	\$ 10,464,810	\$ 10,464,811
Total Receipts	\$ 10,455,051	\$ 10,464,810	\$ 10,464,811

+ 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	\$ 524,794	\$ 545,579	\$ 514,813
Interest	82,056	61,272	39,624
Total Expenditures	\$ 606,850	\$ 606,851	\$ 554,437



REVENUE BOND DEBT SERVICE

	2013 Actual	2014 Unaudited	2015 Budget
RECEIPTS			
Utility Reimbursement	\$ 606,850	\$ 606,851	\$ 554,437
Total Receipts	<u>\$ 606,850</u>	<u>\$ 606,851</u>	<u>\$ 554,437</u>
Public Power System - Revenue Bonds + EXPENDITURES:			
Principal	\$ 12,710,000	\$ 10,770,000	\$ 7,500,000
Interest	9,766,869	8,061,556	10,410,464
Total Expenditures	<u>\$ 22,476,869</u>	<u>\$ 18,831,556</u>	<u>\$ 17,910,464</u>
RECEIPTS			
Utility Reimbursement	\$ 22,476,869	\$ 18,831,556	\$ 17,910,464
Total Receipts	<u>\$ 22,476,869</u>	<u>\$ 18,831,556</u>	<u>\$ 17,910,464</u>
Parking Facilities Revenue Refunding Bonds + EXPENDITURES:			
Principal	\$ 2,520,000	\$ 2,645,000	\$ 2,770,000
Interest	1,608,861	1,472,762	1,354,525
Total Expenditures	<u>\$ 4,128,861</u>	<u>\$ 4,117,762</u>	<u>\$ 4,124,525</u>
RECEIPTS			
Enterprise Reimbursement	\$ 4,128,861	\$ 4,117,762	\$ 4,124,525
Total Receipts	<u>\$ 4,128,861</u>	<u>\$ 4,117,762</u>	<u>\$ 4,124,525</u>

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



DEBT SERVICE REVENUES

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
PROPERTY TAXES	\$ 19,283,757	\$ 17,566,014	\$ 17,378,070	\$ 17,945,053
INTERGOVERNMENTAL REVENUE	5,001,367	4,659,755	4,644,946	4,650,325
RESTRICTED INCOME TAX	25,926,339	23,862,973	27,544,561	28,481,794
SUBORDINATED INCOME TAX	5,677,324	5,681,244	5,670,532	5,690,240
INVESTMENT EARNINGS	20,726	18,084	14,450	20,000
BOND FEES & SERVICES	141,762	265,173	108,713	100,000
NOTE / BOND PROCEEDS	4,915,582	25,360,000	23,394,461	5,693,000
TRANSFERS FROM OTHER SUBFUNDS	2,179,319	2,749,100	2,799,591	1,554,727
TIF / DEVELOPER RECEIPTS	391,007	436,460	667,274	650,000
GENERAL FUND TRANSFER	3,131,486	2,963,940	2,896,452	1,814,316
FEDERAL SUBSIDY	545,747	522,007	506,454	505,908
DRAW/(ADD) OF FUND BALANCE	(4,650,317)	2,148,516	(2,498,371)	425,947
TOTAL RECEIPTS	\$ 62,564,099	\$ 86,233,266	\$ 83,127,133	\$ 67,531,310



DEBT SERVICE EXPENDITURES

	2013 Actual	2014 Unaudited	2015 Budget
Unvoted Tax Supported General Obligation Bonds			
Bonds Redeemed	\$ 26,150,000	\$ 24,985,000	\$ 24,820,000
Interest on Bonds	14,464,681	13,378,213	12,377,713
	<u>\$ 40,614,681</u>	<u>\$ 38,363,213</u>	<u>\$ 37,197,713</u>
Subordinated Income Tax Bonds (Police & Fire Pension)			
Bonds Redeemed	\$ 3,105,000	\$ 3,265,000	\$ 3,430,000
Interest on Bonds	2,495,450	2,336,200	2,168,825
	<u>\$ 5,600,450</u>	<u>\$ 5,601,200</u>	<u>\$ 5,598,825</u>
2008 Core City Fund			
Bonds Redeemed	\$ —	\$ —	\$ —
Interest on Bonds	22,084	—	—
Transfer to Other Subclass	1,106,872	—	—
Other	224,576	—	—
	<u>\$ 1,353,532</u>	<u>\$ —</u>	<u>\$ —</u>
2013A Core City Fund			
Bonds Redeemed	\$ 650,000	\$ 675,000	\$ 625,000
Interest on Bonds	119,776	223,288	360,525
Transfer to Escrow Agent	25,360,000	—	—
Other	82,670	3,500	—
	<u>\$ 26,212,446</u>	<u>\$ 901,788</u>	<u>\$ 985,525</u>
Lower Euclid TIF Bonds			
Bonds Redeemed	\$ 151,000	\$ 155,000	\$ 169,000
Interest on Bonds	152,162	148,362	144,400
Transfer to Other Subclass	2,141	—	—
	<u>\$ 305,303</u>	<u>\$ 303,362</u>	<u>\$ 313,400</u>
Nontax Revenue Refunding Bonds - Stadium			
Bonds Redeemed	\$ 1,130,000	\$ 1,170,000	\$ 610,000
Interest on Bonds	502,419	332,019	314,600
Transfer to Escrow Agent	—	8,478,644	—
Transfer to Other Subclass	—	3,121	—
Other	—	139,182	—
	<u>\$ 1,632,419</u>	<u>\$ 10,122,966</u>	<u>\$ 924,600</u>

DEBT SERVICE EXPENDITURES

	2013 Actual	2014 Unaudited	2015 Budget
2004 Core City Bonds			
Bonds Redeemed	\$ 855,000	\$ 895,000	\$ —
Interest on Bonds	704,308	353,531	—
Transfer to Other Subclass	—	1,245,244	—
Other	4,700	6,032	—
	\$ 1,564,008	\$ 2,499,807	\$ —
2014 Core City Bonds			
Bonds Redeemed	\$ —	\$ —	\$ 250,000
Interest on Bonds	—	—	395,568
Transfer to Escrow Agent	—	12,156,019	—
Other	—	207,696	—
	\$ —	\$ 12,363,715	\$ 645,568
2015 Core City Bonds			
Bonds Redeemed	\$ —	\$ —	\$ —
Interest on Bonds	—	—	978,000
	\$ —	\$ —	\$ 978,000
Subordinate Lien Income Tax Bonds			
Bonds Redeemed	\$ 3,730,000	\$ 5,355,000	\$ 7,145,000
Interest on Bonds	4,517,550	5,960,219	6,897,245
	\$ 8,247,550	\$ 11,315,219	\$ 14,042,245
Subordinate Lien Inc. Tax Bonds (GF)			
Bonds Redeemed	\$ —	\$ —	\$ —
Interest on Bonds	—	1,039,930	6,081,331
	\$ —	\$ 1,039,930	\$ 6,081,331
Sinking Fund Operations			
Personnel	\$ 180,867	\$ 187,532	\$ 258,053
Other	522,010	428,401	506,050
	\$ 702,877	\$ 615,933	\$ 764,103
Total Expenditures	\$ 86,233,266	\$ 83,127,133	\$ 67,531,310



Department of Finance

UNVOTED TAX SUPPORTED OBLIGATIONS

PURPOSE	Month Due	Issue Date	MATURITY DATE	INTEREST RATE	12/31/14 BALANCE	2015 PRINCIPAL	2015 INTEREST	TOTAL DUE
BRIDGES & ROADS	JUNE/DEC	2004	2015	VAR	655,000	655,000	23,744	678,744
BRIDGES & ROADS	JUNE/DEC	2009	2026	VAR	12,300,000	805,000	558,200	1,363,200
BRIDGES & ROADS	JUNE/DEC	2011	2029	VAR	12,865,000	640,000	569,281	1,209,281
BRIDGES & ROADS	JUNE/DEC	2012	2030	VAR	18,230,000	820,000	836,850	1,656,850
BRIDGES & ROADS	APR/OCT	2005A	2016	VAR	2,170,000	1,060,000	108,500	1,168,500
BRIDGES & ROADS	MAY/NOV	2007A	2027	VAR	13,100,000	755,000	610,100	1,365,100
CEMETERY IMPROVEMENT	JUNE/DEC	2009	2029	VAR	2,500,000	120,000	116,731	236,731
CEMETERY IMPROVEMENT	JUNE/DEC	2011	2031	VAR	650,000	25,000	28,931	53,931
CEMETERY IMPROVEMENT	JUNE/DEC	2012	2032	VAR	470,000	20,000	21,900	41,900
CEMETERY IMPROVEMENT	MAY/NOV	2007A	2027	VAR	375,000	20,000	17,488	37,488
CONVENTION CENTER	JUNE/DEC	2009	2029	VAR	850,000	40,000	39,569	79,569
DEMO/REVITALIZATION	MAY/NOV	2007A	2032	VAR	4,940,000	180,000	224,969	404,969
FINAL JUDGMENT	MAY/NOV	2008	2033	VAR	8,690,000	280,000	454,269	734,269
FINAL JUDGMENT	MAY/NOV	2007B	2031	VAR	1,640,000	70,000	69,813	139,813
NEIGHBORHOOD DEVELOP.	JUNE/DEC	2009	2029	VAR	5,100,000	245,000	237,400	482,400
NEIGHBORHOOD DEVELOP.	APR/OCT	2005A	2025	VAR	2,605,000	325,000	114,538	439,538
PARKS & RECREATION	FEB/AUG	1997	2015	VAR	215,000	215,000	12,363	227,363
PARKS & RECREATION	JUNE/DEC	2004	2015	VAR	140,000	140,000	5,075	145,075
PARKS & RECREATION	JUNE/DEC	2009	2029	VAR	11,210,000	540,000	522,025	1,062,025
PARKS & RECREATION	JUNE/DEC	2011	2031	VAR	1,965,000	30,000	89,838	119,838
PARKS & RECREATION	JUNE/DEC	2012	2032	VAR	3,660,000	140,000	170,350	310,350
PARKS & RECREATION	APR/OCT	2005A	2016	VAR	820,000	400,000	41,000	441,000
PARKS & RECREATION	MAY/NOV	2007A	2026	VAR	1,970,000	125,000	91,563	216,563
PUBLIC FACILITIES	FEB/AUG	1997	2015	VAR	785,000	785,000	45,138	830,138
PUBLIC FACILITIES	JUNE/DEC	2009	2029	VAR	5,095,000	245,000	237,438	482,438
PUBLIC FACILITIES	JUNE/DEC	2011	2029	VAR	12,070,000	600,000	534,088	1,134,088
PUBLIC FACILITIES	JUNE/DEC	2012	2030	VAR	12,960,000	585,000	594,850	1,179,850
PUBLIC FACILITIES	APR/OCT	2005A	2023	VAR	1,960,000	400,000	87,981	487,981
PUBLIC FACILITIES	MAY/NOV	2007A	2024	VAR	10,840,000	875,000	500,800	1,375,800
RESIDENTIAL AREA IMPR.	FEB/AUG	1997	2015	VAR	70,000	70,000	4,025	74,025
SERIES 1997 REFUNDING	FEB/AUG	1997	2015	VAR	1,185,000	1,185,000	68,138	1,253,138
SERIES 2005 REFUNDING	APR/OCT	2005	2023	VAR	57,860,000	6,905,000	3,165,038	10,070,038
SERIES 2007C REFUNDING	MAY/NOV	2007C	2027	VAR	20,285,000	130,000	1,046,750	1,176,750
SERIES 2009 REFUNDING	JUNE/DEC	2009	2018	VAR	4,595,000	1,765,000	185,475	1,950,475
SERIES 2012 REFUNDING	JUNE/DEC	2012	2017	VAR	8,885,000	3,515,000	391,500	3,906,500
SERIES 2012 REFUNDING	JUNE/DEC	2012A	2021	VAR	13,855,000	110,000	552,000	662,000
Total					\$ 257,565,000	\$ 24,820,000	\$ 12,377,713	\$ 37,197,713



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



Department of Finance

DIVISION OF FINANCIAL REPORTING AND CONTROL

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

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 753,877	\$ 793,000	\$ 728,432	\$ 960,513
Seasonal	13,231	16,618	6,508	—
Part-Time Permanent	—	—	—	22,295
Longevity	4,950	4,950	4,300	4,550
Wage Settlements	—	—	958	—
Separation Payments	1,718	—	8,604	—
Overtime	29,499	19,968	10,141	32,198
	\$ 803,275	\$ 834,536	\$ 758,942	\$ 1,019,556
Benefits				
Hospitalization	\$ 87,029	\$ 92,963	\$ 91,375	\$ 156,955
Flex Save Admin Fees	—	10	—	—
Prescription	20,462	20,949	17,673	30,326
Dental	6,377	6,456	5,447	8,379
Vision Care	755	762	668	837
Public Employees Retire System	112,448	113,128	104,701	142,738
Fica-Medicare	11,397	11,843	10,739	14,784
Workers' Compensation	12,918	11,050	10,656	8,720
Life Insurance	563	513	443	603
	\$ 251,949	\$ 257,674	\$ 241,701	\$ 363,342
Other Training & Professional Dues				
Travel	\$ 1,160	\$ 1,271	\$ 1,258	\$ 1,650
Tuition & Registration Fees	625	540	780	2,500
Professional Dues & Subscript	2,327	3,205	1,566	1,700
	\$ 4,112	\$ 5,016	\$ 3,604	\$ 5,850
Contractual Services				
Medical Services	\$ 46	\$ —	\$ —	\$ —
Advertising And Public Notice	508	508	508	550
Parking In City Facilities	—	—	110	1,400
Other Contractual	—	—	592	—
	\$ 554	\$ 508	\$ 1,210	\$ 1,950
Materials & Supplies				
Office Supplies	\$ 18	\$ —	\$ 545	\$ 870
Postage	—	—	—	40
Computer Software	—	—	276	—
Just In Time Office Supplies	1,468	1,565	2,130	2,450
	\$ 1,486	\$ 1,565	\$ 2,950	\$ 3,360
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 200
	\$ —	\$ —	\$ —	\$ 200



Department of Finance

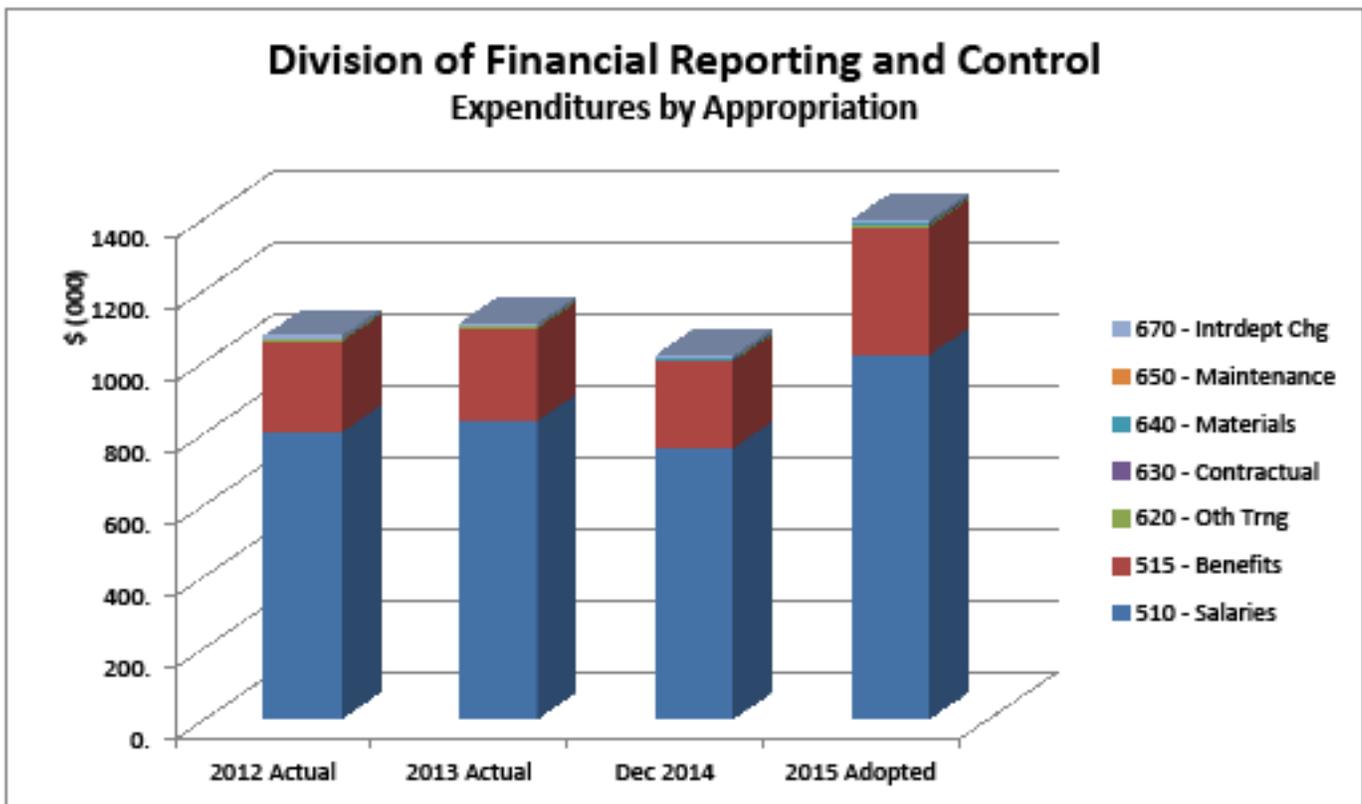
DIVISION OF FINANCIAL REPORTING AND CONTROL

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 3,259	\$ 3,350	\$ 3,433	\$ 7,064
Charges From Print & Repro	7,578	5,517	6,442	6,531
Charges From Central Storeroom	18	5	6	7
	\$ 10,855	\$ 8,872	\$ 9,881	\$ 13,602
	\$ 1,072,230	\$ 1,108,172	\$ 1,018,289	\$ 1,407,860

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Miscellaneous	\$ —	\$ 10,452	\$ 9,713	\$ —
	\$ —	\$ 10,452	\$ 9,713	\$ —





DIVISION OF FINANCIAL REPORTING AND CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	Budget 2014	Budget 2015		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Assistant City Comptroller	41,312.22	117,075.20
0	0	1	Assistant Administrator	20,800.00	58,564.01
1	0	0	Asst Mgr Appl Dev/Tech Supp	46,224.91	128,595.56
1	1	1	City Controller	42,758.15	142,024.13
<u>3</u>	<u>2</u>	<u>3</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Private Secretary	10.00	21.63
<u>1</u>	<u>1</u>	<u>1</u>			
<u>PROFESSIONALS</u>					
2	2	2	Accountant III	15.48	25.32
5	1	4	Accountant IV	20,800.00	61,213.89
2	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	93,021.80
<u>11</u>	<u>8</u>	<u>11</u>			
<u>15</u>	<u>11</u>	<u>15</u>	TOTAL FULL TIME		
<u>PART TIME</u>					
1	0	1	Student Aide	10.00	11.37
<u>1</u>	<u>0</u>	<u>1</u>	TOTAL PART TIME		
<u>16</u>	<u>11</u>	<u>16</u>	TOTAL DIVISION		



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

PROGRAM NAME: APPLICATION & COMPUTER NETWORK APPLICATIONS

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

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

PROGRAM NAME: TECHNICAL SUPPORT SERVICES

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

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

PROGRAM NAME: TELECOMMUNICATIONS DELIVERY SERVICES

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

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

INFORMATION SYSTEMS SERVICES

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,025,259	\$ 1,205,662	\$ 1,120,978	\$ 1,872,853
Part-Time Permanent	3,323	18,128	18,972	67,990
Longevity	5,350	8,100	7,075	6,175
Separation Payments	—	5,101	38,405	67,398
Overtime	—	2,878	—	—
	\$ 1,033,932	\$ 1,239,869	\$ 1,185,429	\$ 2,014,416
Benefits				
Hospitalization	\$ 123,156	\$ 149,504	\$ 144,819	\$ 321,819
Flex Save Admin Fees	120	101	—	—
Prescription	29,386	31,153	26,656	67,467
Dental	9,643	10,423	9,698	21,300
Vision Care	983	1,110	952	1,633
Public Employees Retire System	144,272	168,006	159,351	282,018
Fica-Medicare	14,394	16,478	15,724	29,328
Workers' Compensation	20,199	16,417	15,832	13,620
Life Insurance	746	794	683	1,266
Unemployment Compensation	10,556	2,066	—	—
Clothing Maintenance	—	—	—	700
	\$ 353,453	\$ 396,052	\$ 373,714	\$ 739,151
Other Training & Professional Dues				
Travel	\$ 5,929	\$ 3,941	\$ 5,519	\$ 5,000
Tuition & Registration Fees	13,983	15,210	4,600	15,000
Professional Dues & Subscript	—	161	—	—
	\$ 19,912	\$ 19,312	\$ 10,119	\$ 20,000
Utilities				
Cellular Servicess	\$ —	\$ —	\$ 98,000	\$ 122,570
Electricity - Cpp	—	1,061	303	1,183
Electricity - Other	—	—	—	291,943
Steam	—	29,718	56,936	140,665
	\$ —	\$ 30,779	\$ 155,239	\$ 556,361
Contractual Services				
Professional Services	\$ 177,535	\$ 195,519	\$ 157,082	\$ 236,200
Jury And Witness Fees	(200)	—	—	—
Parking In City Facilities	8,631	12,760	15,743	15,633
Other Contractual	—	—	99,046	—
	\$ 185,966	\$ 208,279	\$ 271,871	\$ 251,833
Materials & Supplies				
Office Supplies	\$ 44	\$ —	\$ —	\$ 525
Postage	32	38	42	210



INFORMATION SYSTEMS SERVICES

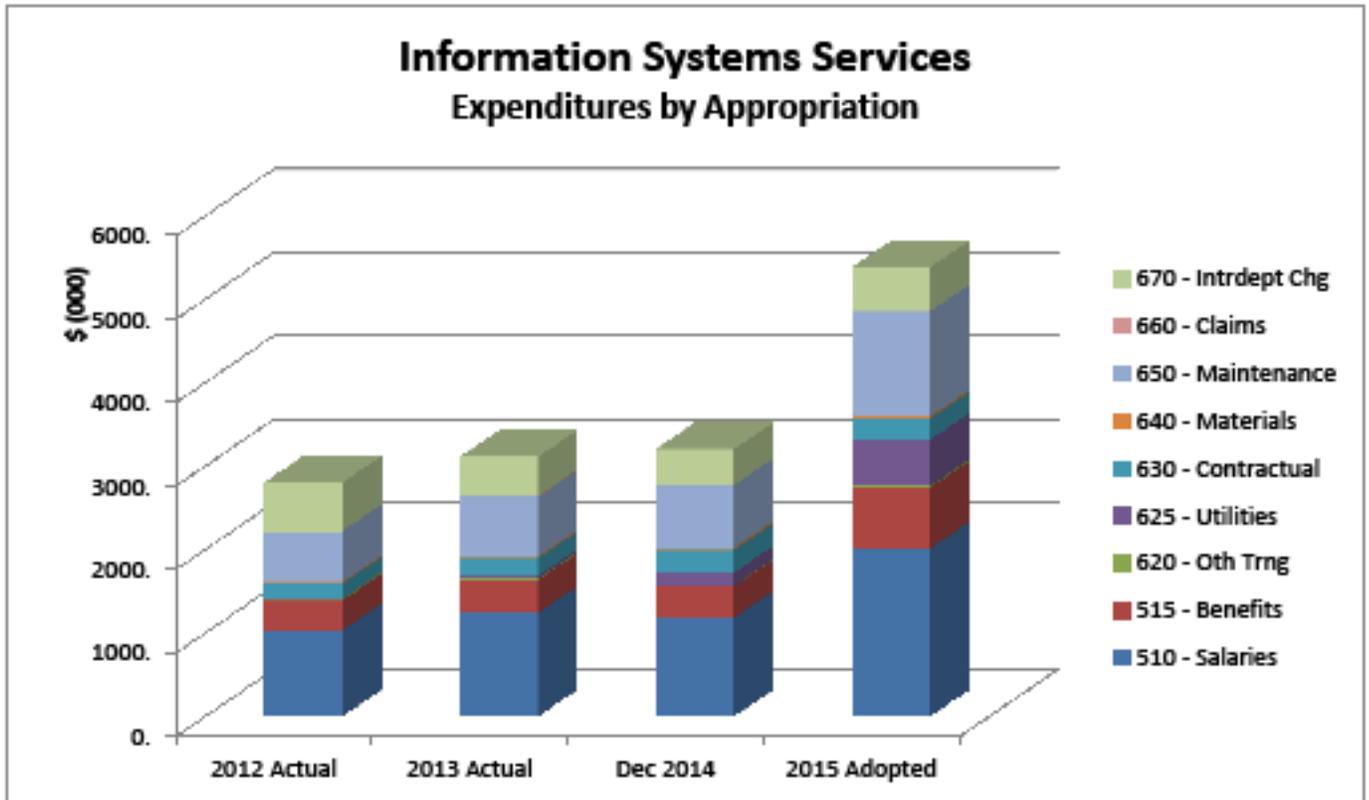
Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Computer Supplies	9,448	7,251	7,465	7,875
Computer Hardware	807	541	5,138	—
Computer Software	1,568	6,108	1,390	10,000
Other Supplies	—	1,500	—	—
Just In Time Office Supplies	6,919	6,251	11,708	8,816
	\$ 18,818	\$ 21,690	\$ 25,743	\$ 27,426
Maintenance				
Computer Hardware Maintenance	\$ 66,251	\$ —	\$ 654	\$ 196,552
Computer Software Maintenance	541,802	715,332	748,319	879,673
Maintenance Building	—	—	3,800	181,854
	\$ 608,053	\$ 715,332	\$ 752,773	\$ 1,258,079
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ —	\$ 7,500	\$ —	\$ —
	\$ —	\$ 7,500	\$ —	\$ —
Interdepart Service Charges				
Charges From Telephone Exch	\$ 555,069	\$ 456,429	\$ 409,099	\$ 411,096
Charges From Print & Repro	5,013	4,165	5,853	5,934
Charges From Central Storeroom	7	41	439	477
Charges From M.V.M.	21,220	12,255	13,915	15,218
	\$ 581,309	\$ 472,889	\$ 429,306	\$ 432,725
	\$ 2,801,444	\$ 3,111,702	\$ 3,204,194	\$ 5,299,991

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ —	\$ —	\$ —	\$ 425,000
Grant Revenue	—	6,147	—	—
Miscellaneous	586	16,791	15,490	—
	\$ 586	\$ 22,938	\$ 15,490	\$ 425,000

INFORMATION SYSTEMS SERVICES





Department of Finance

INFORMATION SYSTEMS SERVICES

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Application Delivery Services Manager	65,000.00	100,519.11
1	1	1	Assistant Manager Application Dev/Tech Support	46,224.91	128,595.56
1	0	0	Chief Technology Officer	80,000.00	206,040.00
1	1	1	Commissioner of Information Technology & Services	52,734.82	150,984.16
0	1	1	Secretary to Directors De	36,590.39	146,639.64
2	1	2	Supervisor of Hardware Evaluation	30,214.95	91,848.40
6	5	6			
<u>PROFESSIONALS</u>					
1	0	1	Asset Management Coordinator	22,333.00	79,910.10
1	1	1	Budget Analyst	20,800.00	54,612.13
1	1	1	Data Base Coordinator	30,214.00	83,568.06
1	0	1	Deputy Commissioner of Information Systems	30,214.95	102,907.21
1	1	1	Fiscal Manager	23,647.11	87,143.34
0	0	1	Building Manager	23,647.11	80,438.24
1	0	1	IT Security Officer	30,215.00	80,801.77
1	0	1	Programmer Analyst	10.00	31.67
0	1	1	Project Coordinator	27,325.56	93,021.80
0	0	1	Project Manager I	20,800.00	62,545.73
1	1	1	Project Manager II	22,333.00	82,275.26
1	0	1	Software Analyst	45,000.00	89,875.90
1	1	1	Supervisor of Systems and Tech Support	55,000.00	88,693.33
2	1	2	Systems Analyst	20,800.00	63,677.78
0	0	1	Building Stationary Engineer	18.52	19.33
0	0	3	Custodial Worker	10.00	15.42
1	1	1	Web Content Editor	10.00	30.67
1	1	1	Web Developer	30,215.00	86,155.95
14	9	21			
<u>TECHNICIANS</u>					
3	3	3	PC Technician	25,000.00	51,170.01
3	3	3			
23	17	30	TOTAL FULL TIME		



INFORMATION SYSTEMS SERVICES

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
PART TIME					
1	1	1	Asset Management Coordinator	22,333.00	79,910.10
0	0	1	Sr. Budget & Mgmt Analyst	26,273.96	80,628.83
1	1	1	Student Aide	10.00	11.37
2	2	3	TOTAL PART TIME		
25	19	33	TOTAL DIVISION		



TELEPHONE EXCHANGE

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 796,427	\$ 783,262	\$ 865,118	\$ 966,291
Longevity	7,500	5,250	7,125	6,700
Wage Settlements	—	—	142	—
Separation Payments	33,815	28,673	7,559	35,000
Overtime	—	4,775	19,675	—
	\$ 837,742	\$ 821,960	\$ 899,618	\$ 1,007,991
Benefits				
Hospitalization	\$ 117,514	\$ 117,056	\$ 141,241	\$ 180,517
Flex Save Admin Fees	—	142	—	—
Prescription	27,602	27,438	28,355	33,325
Dental	8,351	8,368	8,991	10,498
Vision Care	1,091	1,029	1,066	1,062
Public Employees Retire System	113,100	106,098	123,762	149,946
Fica-Medicare	7,849	9,581	11,146	15,527
Workers' Compensation	13,247	11,622	10,568	10,418
Life Insurance	699	616	635	735
Unemployment Compensation	6,904	—	—	—
Clothing Allowance	4,500	3,600	4,500	1,750
Clothing Maintenance	2,625	2,100	2,625	2,625
	\$ 303,483	\$ 287,650	\$ 332,889	\$ 406,403
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ —	\$ 900
Tuition & Registration Fees	—	—	—	2,000
	\$ —	\$ —	\$ —	\$ 2,900
Utilities				
Cellular Services	\$ 418,548	\$ 480,000	\$ 410,053	\$ 682,295
At&T Equipment	—	—	203,000	—
Telephone-Ohio Bell	3,238,494	3,765,048	3,870,251	3,900,000
Telephone-Long Distance	39,773	31,344	56,285	59,100
Telephone	514,641	338,289	486,279	575,000
Data Communication (Telephone)	—	—	47,000	49,350
Security & Monitoring System	14,399	25,467	30,333	53,000
	\$ 4,225,855	\$ 4,640,148	\$ 5,103,201	\$ 5,318,745
Contractual Services				
Professional Services	\$ 21,446	\$ 23,382	\$ 34,520	\$ 84,305
Advertising And Public Notice	—	2,000	—	1,545
Parking In City Facilities	11,640	9,167	10,233	11,000
Pager Rental	1,855	1,862	2,273	3,090
Other Contractual	—	—	4,875	—
	\$ 34,942	\$ 36,411	\$ 51,901	\$ 99,940

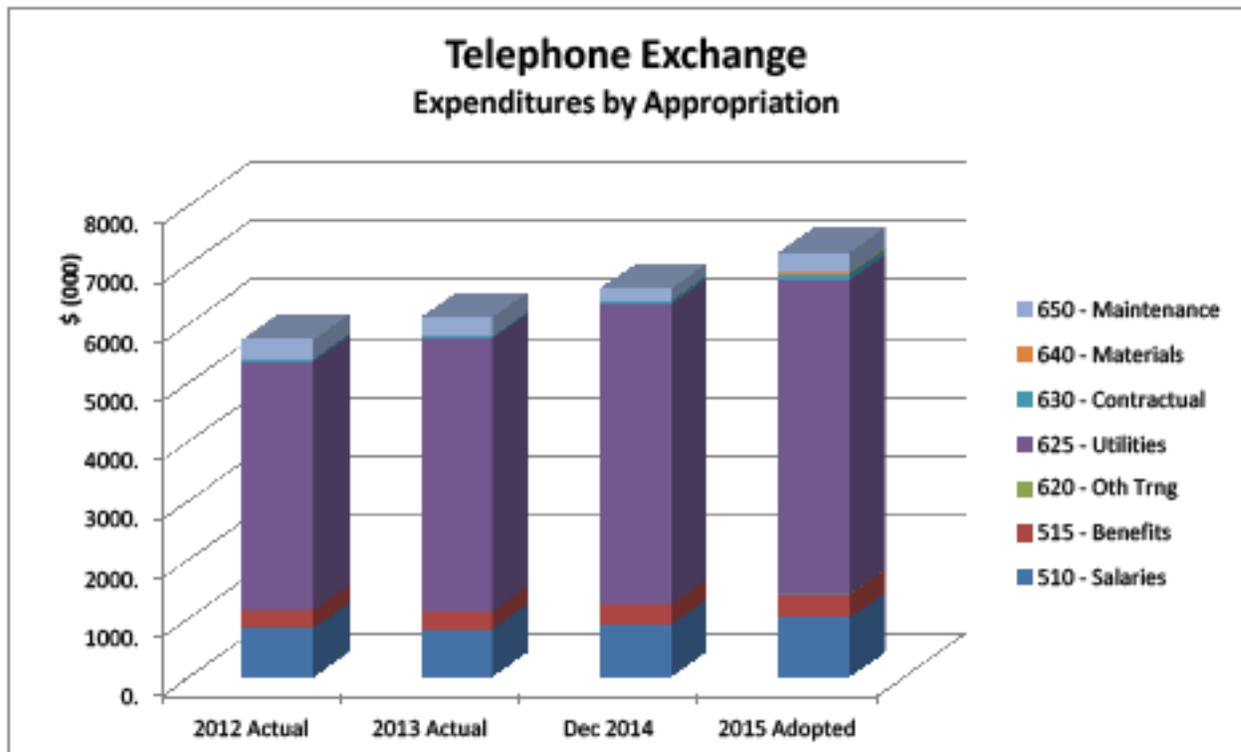
TELEPHONE EXCHANGE

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 927
Computer Hardware	—	—	2	3,090
Hardware & Small Tools	—	—	—	1,000
Other Supplies	2,440	—	300	10,000
Just In Time Office Supplies	330	338	904	1,000
	\$ 2,770	\$ 338	\$ 1,206	\$ 16,017
Maintenance				
Maintenance Contracts	\$ 54,588	\$ 9,500	\$ 13,957	\$ 105,060
Computer Hardware Maintenance	—	1,173	68,152	—
Computer Software Maintenance	278,124	318,692	113,542	247,200
	\$ 332,712	\$ 329,365	\$ 195,652	\$ 352,260
	\$ 5,737,505	\$ 6,115,872	\$ 6,584,467	\$ 7,204,256

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ 62,040	\$ 59,356	\$ 46,563	\$ 50,000
Miscellaneous	5,803,337	6,066,832	6,481,224	7,024,673
Interest Earnings/Investment Income	924	2,276	1,064	—
	\$ 5,866,301	\$ 6,128,464	\$ 6,528,851	\$ 7,074,673





TELEPHONE EXCHANGE

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	0	1	Chief Safety Signal System	18.60	36.80
1	1	1	Customer Support Call Center Manger	65,000.00	100,519.11
0	1	1	Manager Of Telecommunications	30,214.95	107,006.06
<u>2</u>	<u>2</u>	<u>3</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
2	2	2	Billing Clerk	10.00	16.97
1	1	1	Supervisor Administration Services-Data	20,800.00	58,564.01
4	4	4	Telephone Operator	10.00	16.97
<u>7</u>	<u>7</u>	<u>7</u>			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	27,193.55	104,891.07
1	1	1	Assistant Commissioner	23,647.11	88,525.69
<u>2</u>	<u>2</u>	<u>2</u>			
<u>TECHNICIANS</u>					
1	0	0	Citizens Info representative	10.00	19.87
1	1	1	IT Telecom Analyst I	14.53	43.73
5	5	5	Telecommunications Tech	31.50	32.04
<u>7</u>	<u>6</u>	<u>6</u>			
<u>18</u>	<u>17</u>	<u>18</u>	TOTAL FULL TIME		
<u>18</u>	<u>17</u>	<u>18</u>	TOTAL DIVISION		

OFFICE OF INFORMATION TECHNOLOGY PLANNING

Mission Statement

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

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

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

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

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

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

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

PROGRAM NAME: DIGITAL DIVIDE COMMUNITY INITIATIVES

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

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



Department of Finance

OFFICE OF INFORMATION TECHNOLOGY PLANNING

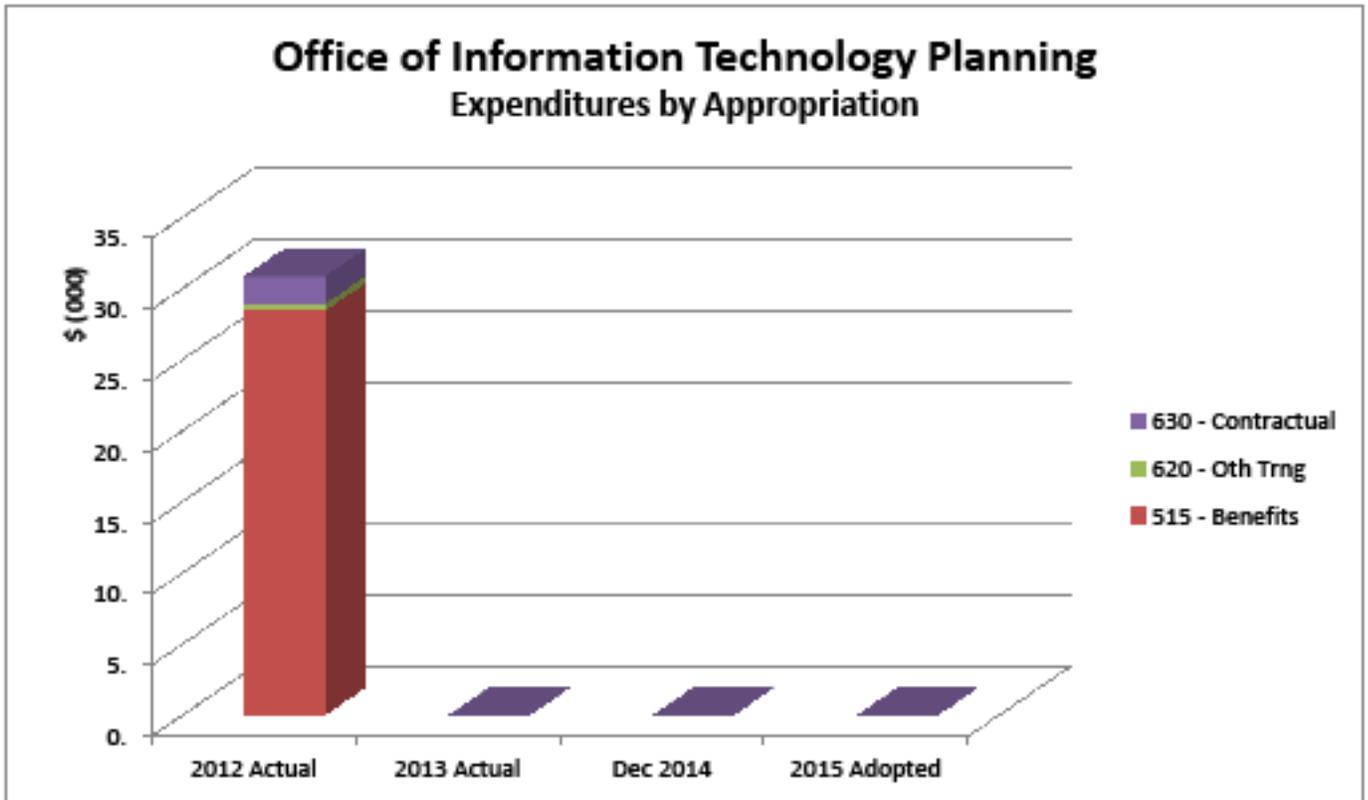
Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 134,107	\$ —	\$ —	\$ —
Longevity	700	—	—	—
	\$ 134,807	\$ —	\$ —	\$ —
Benefits				
Hospitalization	\$ 4,045	\$ —	\$ —	\$ —
Prescription	1,120	—	—	—
Dental	304	—	—	—
Vision Care	61	—	—	—
Public Employees Retire System	18,852	—	—	—
Fica-Medicare	1,933	—	—	—
Workers' Compensation	2,024	—	—	—
Life Insurance	90	—	—	—
	\$ 28,429	\$ —	\$ —	\$ —
Other Training & Professional Dues				
Travel	\$ 491	\$ —	\$ —	\$ —
	\$ 491	\$ —	\$ —	\$ —
Contractual Services				
Professional Services	\$ 140	\$ —	\$ —	\$ —
Parking In City Facilities	1,800	—	—	—
	\$ 1,940	\$ —	\$ —	\$ —
	\$ 165,666	\$ —	\$ —	\$ —

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Miscellaneous	\$ —	\$ 1,679	\$ —	\$ —
	\$ —	\$ 1,679	\$ —	\$ —

OFFICE OF INFORMATION TECHNOLOGY PLANNING





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

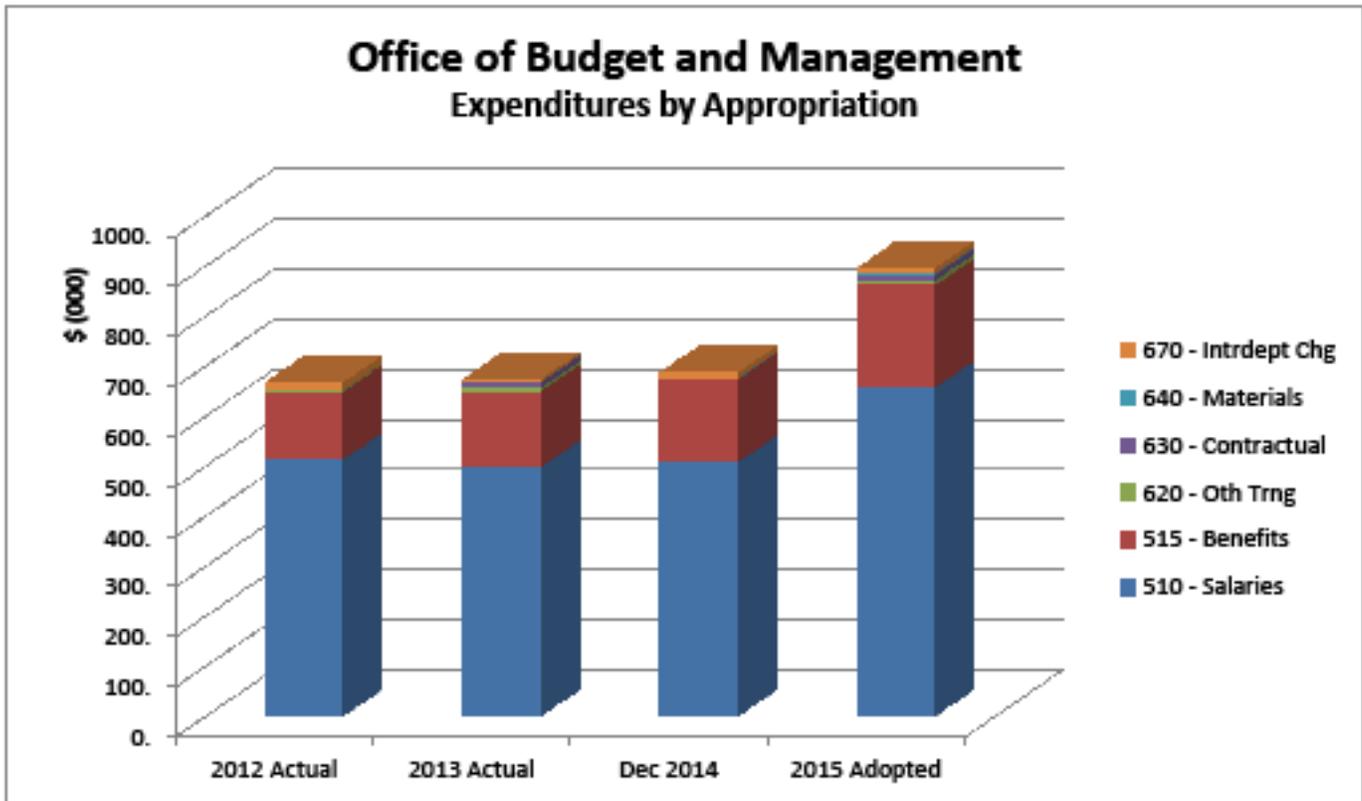
Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 422,638	\$ 485,827	\$ 498,251	\$ 597,376
Part-Time Permanent	25,442	—	—	8,002
Longevity	1,250	1,350	1,350	2,625
Wage Settlements	—	—	26	—
Separation Payments	60,328	—	—	50,000
Overtime	5,275	11,503	9,335	—
	\$ 514,933	\$ 498,680	\$ 508,963	\$ 658,003
Benefits				
Hospitalization	\$ 45,088	\$ 54,687	\$ 63,385	\$ 85,215
Flex Save Admin Fees	60	16	—	—
Prescription	9,543	11,222	12,196	17,351
Dental	3,337	3,824	4,076	5,353
Vision Care	407	443	423	500
Public Employees Retire System	63,777	66,934	70,945	84,751
Fica-Medicare	5,498	6,855	7,156	7,740
Workers' Compensation	6,678	7,083	6,368	5,848
Life Insurance	297	306	318	400
	\$ 134,685	\$ 151,370	\$ 164,867	\$ 207,158
Other Training & Professional Dues				
Travel	\$ 2,173	\$ 6,251	\$ —	\$ 7,000
Tuition & Registration Fees	475	990	—	2,000
Professional Dues & Subscript	—	—	—	650
	\$ 2,648	\$ 7,241	\$ —	\$ 9,650
Contractual Services				
Advertising And Public Notice	\$ 235	\$ 591	\$ 512	\$ 1,000
Other Contractual	—	10,000	14	10,000
	\$ 235	\$ 10,591	\$ 526	\$ 11,000
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 500
Postage	—	53	67	100
Computer Hardware	—	68	—	—
Just In Time Office Supplies	227	488	1,620	1,500
	\$ 227	\$ 609	\$ 1,686	\$ 2,100
Interdepart Service Charges				
Charges From Print & Repro	\$ 15,825	\$ 6,141	\$ 11,782	\$ 11,946
	\$ 15,825	\$ 6,141	\$ 11,782	\$ 11,946
	\$ 668,554	\$ 674,632	\$ 687,823	\$ 899,857



Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Miscellaneous	\$ —	\$ 5,539	\$ 5,804	\$ —
	\$ —	\$ 5,539	\$ 5,804	\$ —





OFFICE OF BUDGET AND MANAGEMENT

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	Budget 2014	Budget 2015		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Budget Administrator	30,214.95	107,006.06
1	1	1			
<u>PROFESSIONALS</u>					
1	0	2	Accountant IV	20,800.00	61,213.89
2	3	3	Budget Analyst	20,800.00	54,612.13
1	1	1	Deputy Budget Administrator	26,273.96	84,984.86
1	0	0	Project Coordinator	27,325.56	93,021.80
3	3	3	Senior Budget & Management Analyst	26,273.96	80,628.83
8	7	9			
9	8	10	TOTAL FULL TIME		
<u>PART TIME</u>					
1	0	1	Budget Analyst	20,800.00	54,612.13
1	0	1	TOTAL PART TIME		
10	8	11	TOTAL DIVISION		



Department of Public Utilities

UTILITIES GENERAL ADMINISTRATION

Sharon Dumas, Interim 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

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,543,724	\$ 1,616,754	\$ 2,095,988	\$ 3,050,311
Seasonal	10,951	16,306	—	12,085
Student Trainees	—	—	15,725	14,870
Longevity	8,225	7,450	7,950	15,475
Wage Settlements	—	—	1,162	1,162
Separation Payments	24,222	117,421	32,400	—
Overtime	44,538	41,101	42,043	37,000
	\$ 1,631,660	\$ 1,799,031	\$ 2,195,267	\$ 3,130,903
Benefits				
Hospitalization	\$ 203,311	\$ 228,004	\$ 318,455	\$ 565,547
Flex Save Admin Fees	300	309	—	—
Prescription	46,649	49,175	66,132	122,272
Dental	14,948	16,020	21,635	36,782
Vision Care	1,575	1,583	2,022	3,308
Public Employees Retire System	225,378	226,554	304,336	438,124
Fica-Medicare	21,428	23,780	21,769	45,284
Workers' Compensation	27,657	21,303	22,086	20,619
Life Insurance	1,168	1,089	1,393	2,333
	\$ 542,413	\$ 567,817	\$ 757,828	\$ 1,234,269
Other Training & Professional Dues				
Travel	\$ 110	\$ 3,372	\$ 4,870	\$ 5,000
Tuition & Registration Fees	—	480	—	4,500
Other Training Supplies	—	—	56	—
Professional Dues & Subscript	5,705	6,217	9,556	6,500
	\$ 5,815	\$ 10,069	\$ 14,482	\$ 16,000
Contractual Services				
Professional Services	\$ 53	\$ —	\$ 8,158	\$ 4,000
Mileage (Private Auto)	1,078	1,388	2,075	2,000
Advertising And Public Notice	4,512	6,705	—	7,500
Program Promotion	2,379	625	23,157	30,000
Parking In City Facilities	19,520	21,612	24,784	21,800
Insurance And Official Bonds	250	100	100	—
Property Rental	118,728	118,728	118,728	120,700
Other Contractual	202,744	148,723	194,412	175,000
	\$ 349,264	\$ 297,880	\$ 371,414	\$ 361,000



UTILITIES GENERAL ADMINISTRATION

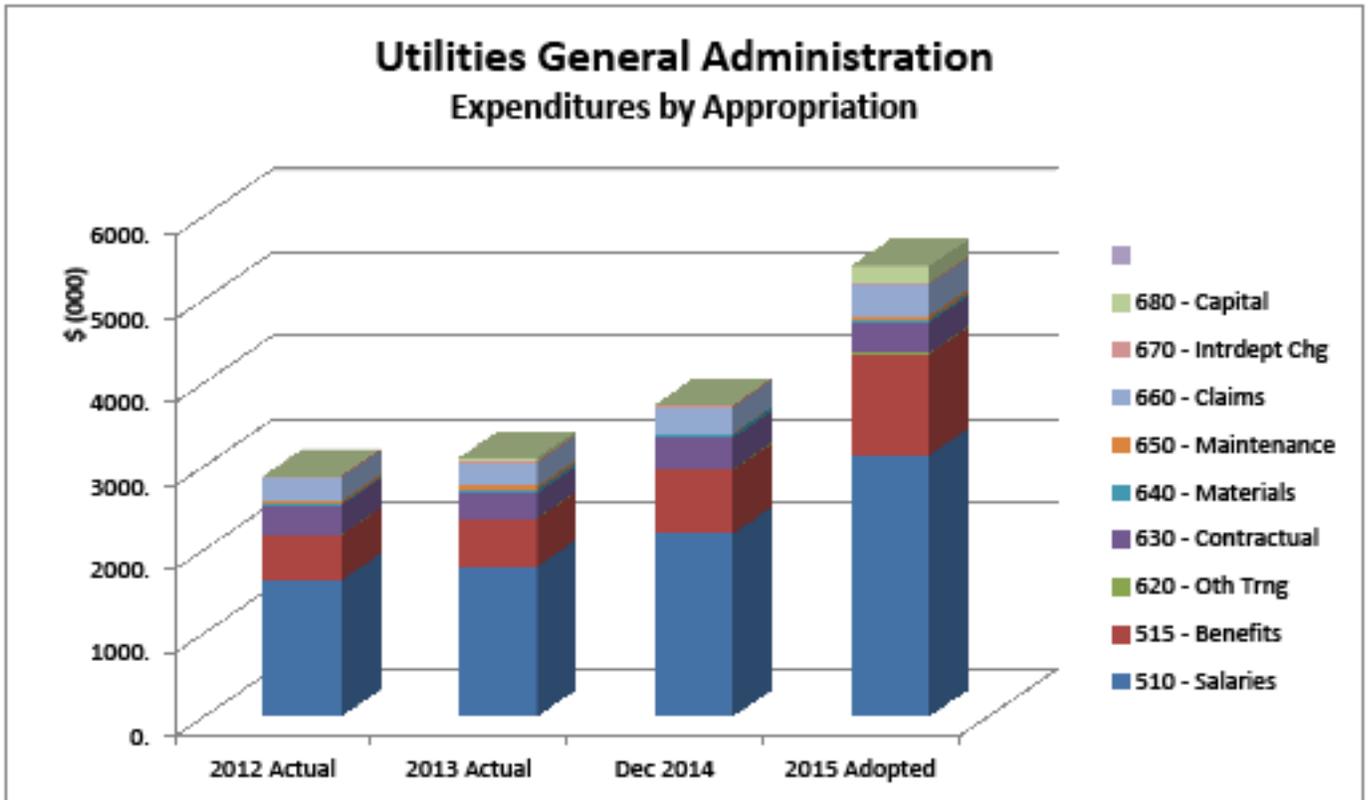
Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Materials & Supplies				
Postage	\$ 1,045	\$ 858	\$ 897	\$ 1,000
Computer Supplies	—	—	—	1,500
Computer Hardware	3,226	10,873	8,267	4,000
Computer Software	917	1,095	2,767	4,000
Office Furniture & Equipment	—	—	350	—
Photographic Supplies	—	22,638	12,719	14,000
Other Supplies	1,555	2,860	17,953	2,500
Special Events Supplies	—	186	—	—
Just In Time Office Supplies	8,862	4,222	5,850	4,000
	\$ 15,606	\$ 42,731	\$ 48,802	\$ 31,000
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 500
Maintenance Contracts	6,425	5,605	—	7,000
Maintenance Utility Systems	28,524	33,734	5,403	40,000
	\$ 34,949	\$ 39,339	\$ 5,403	\$ 47,500
Claims, Refunds, Maintenance				
Indirect Cost	\$ 275,398	\$ 277,382	\$ 305,835	\$ 373,195
	\$ 275,398	\$ 277,382	\$ 305,835	\$ 373,195
Interdepart Service Charges				
Charges From General Fund	\$ 105	\$ —	\$ —	\$ —
Charges From Telephone Exch	7,762	7,959	8,171	7,928
Charges From Radio Comm System	8	11	—	—
Charges From Print & Repro	10,874	10,643	12,129	12,297
Charges From Central Storeroom	91	341	81	88
Charges From M.V.M.	8,140	3,313	10,324	6,177
	\$ 26,979	\$ 22,267	\$ 30,704	\$ 26,490
Capital Outlay				
Professional Services	\$ —	\$ 3,970	\$ —	\$ —
Other Equipment	268	38,456	6,729	200,000
	\$ 268	\$ 42,426	\$ 6,729	\$ 200,000
	\$ 2,882,350	\$ 3,098,942	\$ 3,736,464	\$ 5,420,357

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ 1,678,314	\$ 2,190,528	\$ 2,601,470	\$ 3,777,288
Miscellaneous	1,130,239	1,138,966	1,117,125	1,453,114
Interest Earnings/ Inverstment Income	—	947	—	—
	\$ 2,808,553	\$ 3,330,441	\$ 3,718,595	\$ 5,230,402

UTILITIES GENERAL ADMINISTRATION





Department of Public Utilities

UTILITIES GENERAL ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Assistant Director	36,590.39	146,639.64
0	1	1	Assistant Manager-App. Dev. and Technical Support	46,224.91	128,595.56
1	0	1	Cable Production Manager	20,800.00	95,880.64
1	0	1	Director of Public Utilities	100,000.00	236,515.54
1	1	1	General Manager of Administrative Services	26,273.96	93,908.62
1	2	2	Manager of Marketing	30,214.95	107,006.06
0	1	1	Network/Data Center Operations Manager	55,000.00	112,045.37
0	1	1	Special Assisntnt to the Mayor	20,800.00	112,639.75
<hr/> 5	<hr/> 7	<hr/> 9			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Chief Clerk	22,050.00	48,986.27
0	2	2	Legal Secretary	20,800.00	47,303.11
<hr/> 1	<hr/> 3	<hr/> 3			
<u>PROFESSIONALS</u>					
3	4	3	Administrative Manager	27,193.55	104,891.07
1	1	1	Administrative Officer	20,800.00	54,579.99
6	4	8	Assistant Administrator	20,800.00	58,564.01
1	1	1	Assistant Contract Compliance Officer	20,800.00	58,564.01
0	1	1	Assistant Director of Law I (s)	26,250.00	88,693.33
1	2	2	Assistant Manager of Marketing	20,800.00	58,564.01
0	1	1	Chief Assistant Director of Law	31,500.00	130,083.54
1	1	1	Chief Photographer	20,800.00	52,733.77
1	1	1	Civil Service Examiner II	20,800.00	45,020.62
1	0	0	Deputy Project Director	20,800.00	64,734.08
1	1	2	Desktop Publishing Specialist	20,800.00	59,870.58
0	1	1	Personnel Adminstrator	26,273.96	84,984.86
1	1	1	Photographer	10.00	22.84
3	2	3	Project Coordinator	27,325.56	93,021.80
1	1	1	Project Director	22,333.40	82,706.96
0	3	3	Senior Systems Analyst	20,800.00	42,414.34
2	2	2	Telecommunications Specialist	30,215.00	66,351.39
<hr/> 23	<hr/> 27	<hr/> 32			



UTILITIES GENERAL ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	Budget 2015	December 2014		Minimum	Maximum
<u>PROTECTIVE SERVICES</u>					
0	0	8	Safety Programs Officer II	25,000.00	47,757.77
0	0	8			
<u>TECHNICIANS</u>					
1	1	1	Cable Production Specialist	20,800.00	38,546.08
0	2	2	Senior Computer Operator	10.00	28.22
1	3	3			
30	40	55	TOTAL FULL TIME		
1	0	2	TOTAL SEASONALS		
2	1	2	TOTAL STUDENT ASSISTANT		
33	41	59	TOTAL DIVISION		



Department of Public Utilities

OFFICE OF RADIO COMMUNICATIONS

Brad A. Handke, Administrative Manager

Mission Statement

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

PROGRAM NAME: EQUIPMENT PURCHASE PROGRAM

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

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

PROGRAM NAME: LEASE OF FACILITIES FOR WIRELESS COMMUNICATIONS USE

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

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

PROGRAM NAME: ORC SERVICE CENTER FACILITIES

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

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

PROGRAM NAME: RADIO NETWORK PARTICIPATION

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

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

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.



Department of Public Utilities

OFFICE OF RADIO COMMUNICATIONS

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 287,116	\$ 244,739	\$ 288,300	\$ 395,919
Longevity	4,375	2,825	2,875	2,875
Wage Settlements	—	—	807	807
Separation Payments	19,968	29,549	—	—
Overtime	12,899	54,872	14,560	10,000
	\$ 324,358	\$ 331,986	\$ 306,543	\$ 409,601
Benefits				
Hospitalization	\$ 48,145	\$ 43,897	\$ 52,250	\$ 86,784
Prescription	11,425	9,164	10,322	17,672
Dental	3,638	2,988	3,259	5,237
Vision Care	442	346	384	515
Public Employees Retire System	42,780	40,680	41,696	55,958
Fica-Medicare	2,378	3,614	3,725	5,202
Workers' Compensation	4,577	4,504	4,262	3,557
Life Insurance	270	183	213	313
Unemployment Compensation	—	—	6,191	—
Clothing Allowance	2,150	1,275	2,150	2,650
Clothing Maintenance	920	540	860	1,100
	\$ 116,725	\$ 107,191	\$ 125,311	\$ 178,988
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ 8,558	\$ 10,000
Tuition & Registration Fees	—	—	2,697	20,000
	\$ —	\$ —	\$ 11,255	\$ 30,000
Utilities				
Brokered Gas Supply	\$ 133	\$ 47	\$ 53	\$ 58
Gas	583	1,990	5,017	5,519
Electricity - Cpp	12,859	15,889	13,585	17,716
Electricity - Other	22,424	29,577	58,254	64,079
	\$ 35,999	\$ 47,503	\$ 76,909	\$ 87,372
Contractual Services				
Professional Services	\$ 540	\$ 35,946	\$ 820	\$ 900
Parking In City Facilities	1,320	1,210	1,320	1,302
Taxes	—	—	2,472	—
Property Rental	232,992	247,324	260,233	296,713
Other Contractual	—	—	428	—
	\$ 234,852	\$ 284,480	\$ 265,272	\$ 298,915
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 500
Computer Hardware	—	—	2,850	—

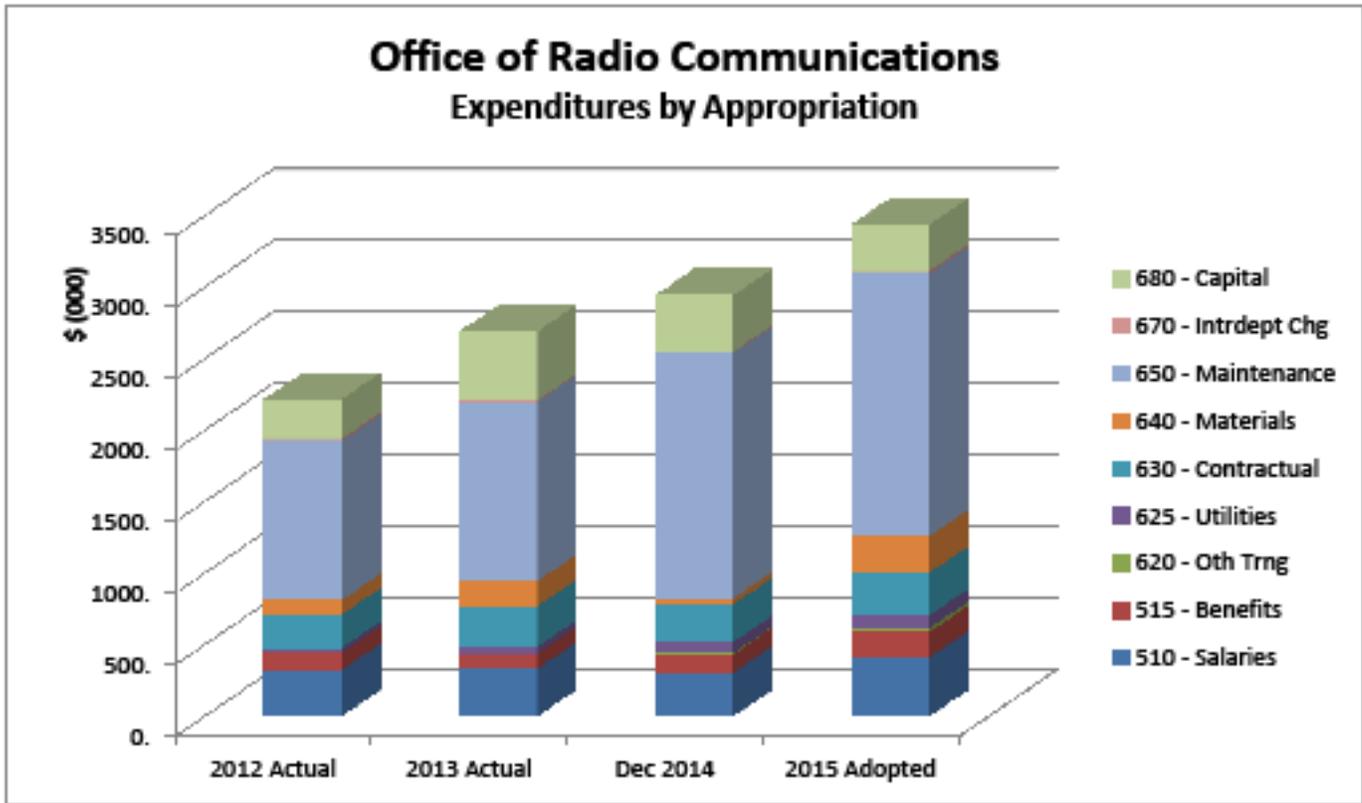
OFFICE OF RADIO COMMUNICATIONS

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Computer Software	—	—	—	100,000
Hardware & Small Tools	4,182	8,296	5,705	20,000
Small Equipment	13,630	24,324	7,242	35,000
Other Supplies	80,697	141,167	24,778	100,000
	\$ 98,509	\$ 173,788	\$ 40,575	\$ 255,500
Maintenance				
Maintenance Contracts	\$ 1,089,756	\$ 1,168,697	\$ 1,668,383	\$ 1,686,053
Maintenance Utility Systems	22,429	85,804	46,067	150,000
	\$ 1,112,185	\$ 1,254,501	\$ 1,714,450	\$ 1,836,053
Interdepart Service Charges				
Charges From Telephone Exch	\$ 7,047	\$ 7,011	\$ 6,810	\$ 8,221
Charges From Water	—	—	—	5,000
Charges From Print & Repro	251	164	—	—
Charges From M.V.M.	11,004	2,623	2,821	4,426
	\$ 18,302	\$ 9,798	\$ 9,631	\$ 17,647
Capital Outlay				
Radio Equipment	\$ 233,214	\$ —	\$ 359,565	\$ 200,000
Other Equipment	41,965	95,334	35,299	125,000
Transfer To Water Capital Proj	—	385,000	—	—
	\$ 275,179	\$ 480,334	\$ 394,864	\$ 325,000
	\$ 2,216,107	\$ 2,689,579	\$ 2,944,811	\$ 3,439,076

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ 320,994	\$ 299,940	\$ 312,437	\$ 281,340
Miscellaneous	2,273,402	1,698,365	2,965,194	2,396,644
Interest Earnings/Investment Income	3,572	5,055	7,472	7,500
	\$ 2,597,968	\$ 2,003,360	\$ 3,285,103	\$ 2,685,484





OFFICE OF RADIO COMMUNICATIONS

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	Budget 2014	December 2014		Budget 2015	Minimum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Supervisor of Radio Services	24.86	25.86
1	1	1			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	27,193.55	104,891.07
1	1	1	Assistant Administrator	20,800.00	58,564.01
2	2	2			
<u>TECHNICIANS</u>					
5	5	5	Radio Technician	19.85	21.63
5	5	5			
8	8	8	TOTAL FULL TIME		
8	8	8	TOTAL DIVISION		



Department of Public Utilities

DIVISION OF WATER

Alex Margevicius, Commissioner

Mission Statement

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

The Division of Water (CWD) was created in 1853 and charged with the responsibility of collecting, treating, pumping and distributing potable water and providing related water services to customers within its service areas.

The Division of Water operates a major public water supply system, which services not only the City of Cleveland, but also approximately 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: Collect, treat, pump and distribute potable water. Install and read meters to determine customer usage. Make service calls for system maintenance.

DIVISION OF WATER

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 50,015,324	\$ 49,745,808	\$ 46,907,012	\$ 54,439,657
Military Leave	4,074	1,902	885	—
Part-Time Permanent	69,447	64,056	52,849	46,598
Injury Pay	446	26,176	7,083	—
Student Trainees	87,417	45,601	14,459	36,151
Longevity	489,150	450,550	448,425	459,900
Wage Settlements	2,000	2,000	419,692	212,429
Separation Payments	675,111	671,600	573,849	800,000
Bonus Incentive	1,000	500	—	—
Overtime	3,960,087	4,723,206	4,972,852	4,600,000
	\$ 55,304,056	\$ 55,731,399	\$ 53,397,107	\$ 60,594,735
Benefits				
Hospitalization	\$ 8,230,739	\$ 8,171,815	\$ 8,013,607	\$ 9,908,345
Flex Save Admin Fees	2,220	2,020	—	—
Prescription	1,619,709	1,581,387	1,471,507	1,786,574
Dental	601,524	575,349	527,870	603,081
Vision Care	69,020	65,006	59,523	60,957
Public Employees Retire System	7,632,162	7,452,625	7,388,101	8,317,697
Fica-Medicare	684,285	711,539	693,574	821,916
Workers' Compensation	1,889,335	1,725,295	1,975,623	1,738,353
Life Insurance	46,704	41,857	38,345	44,034
Unemployment Compensation	132,351	52,098	64,805	100,000
Clothing Allowance	193,687	219,918	198,980	156,925
Tool Insurance	8,190	6,860	7,930	7,930
Clothing Maintenance	109,380	102,720	101,450	98,875
	\$ 21,219,307	\$ 20,708,490	\$ 20,541,314	\$ 23,644,687
Other Training & Professional Dues				
Travel	\$ 33,024	\$ 12,653	\$ 22,175	\$ 109,750
Tuition & Registration Fees	20,421	4,180	18,410	171,467
Other Training Supplies	901	2,203	5,899	25,900
Mileage (Priv Auto) Trng Prps	327	—	—	100
Professional Dues & Subscript	138,980	179,486	167,217	207,103
	\$ 193,653	\$ 198,521	\$ 213,702	\$ 514,320
Utilities				
Brokered Gas Supply	\$ 357,363	\$ 523,561	\$ 630,344	\$ 693,378
Cellular Servicess	—	—	19,440	—
Sewer-Other	2,233,672	3,303,653	2,971,924	4,081,000
Telephone	1,239,369	1,609,700	1,458,132	1,406,500



Department of Public Utilities

DIVISION OF WATER

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Water	100,000	110,000	100,000	100,000
Gas	525,277	617,035	630,945	694,040
Electricity - Cpp	12,935,430	13,328,099	15,307,733	14,860,830
Electricity - Other	3,750,505	4,233,207	3,733,068	4,106,375
Steam	45,197	36,246	31,237	57,000
	\$ 21,186,813	\$ 23,761,501	\$ 24,882,823	\$ 25,999,123
Contractual Services				
Professional Services	\$ 6,469,322	\$ 7,504,678	\$ 7,695,618	\$ 10,983,255
Mileage (Private Auto)	1,083	523	316	2,660
Advertising And Public Notice	131,853	181,713	162,434	194,500
Parking In City Facilities	3,410	3,936	2,803	3,630
Taxes	133,458	131,827	133,316	151,000
Property Rental	11,025	11,000	35,701	124,517
Equipment Rental	381,488	387,446	392,004	459,670
Other Contractual	2,449,665	1,362,117	3,399,380	2,531,146
State Auditor Examination	69,100	69,000	78,000	70,000
Bank Service Fees	72,747	78,219	114,356	20,000
Credit Card Processing Fees	1,029,915	1,196,905	1,229,520	1,200,000
	\$ 10,753,067	\$ 10,927,362	\$ 13,243,448	\$ 15,740,378
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 14,945
Postage	875,920	1,389,926	1,432,553	1,500,000
Computer Supplies	44,211	16,031	4,638	81,775
Computer Hardware	5,424	94,739	179,574	457,750
Computer Software	59,249	69,390	17,096	577,500
Fuel	50,555	190,344	114,030	172,200
Chemical	7,869,596	5,750,750	6,948,876	7,567,750
Salt & De-Icer	20,111	13,188	13,003	31,200
Clothing	4,602	15,437	1,380	14,000
Hardware & Small Tools	198,137	201,629	152,719	311,558
Small Equipment	138,573	109,602	100,771	376,467
Office Furniture & Equipment	6,990	14,188	28,667	40,044
Electrical Supplies	181,879	231,739	263,032	301,700
Hygiene And Cleaning Supplies	104,519	142,244	116,842	141,368
Motors And Pumps	56,869	22,675	23,716	140,000
Laboratory Supplies	209,882	170,566	197,129	263,820
Paper And Other Printing Suppl	—	—	—	3,050
Other Supplies	47,741	55,425	60,472	119,253

DIVISION OF WATER

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Safety Equipment	350,146	598,648	409,572	670,546
Just In Time Office Supplies	35,700	46,846	53,356	73,316
Building Maintenance Supplies	22,439	26,826	16,451	77,840
Cement Sand & Gravel	2,087,204	1,997,067	1,835,152	2,401,000
Misc Maintenance Supplies	80,250	155,222	205,822	198,820
	\$ 12,449,996	\$ 11,312,482	\$ 12,174,851	\$ 15,535,902
Maintenance				
Maintenance Office Equipment	\$ —	\$ 460	\$ —	\$ 10,250
Maintenance Contracts	257,860	334,966	308,816	871,908
Computer Hardware Maintenance	327,377	557,814	474,412	979,254
Computer Software Maintenance	2,104,310	3,019,910	1,947,852	3,045,110
Maintenance Machinery & Tools	138,196	47,375	158,095	252,250
Maintenance Vehicles	14,912	1,850	1,845	11,900
Maintenance Utility Systems	10,013,350	14,816,084	15,724,784	16,135,869
Maintenance Misc. Equipment	212,434	348,396	428,776	349,200
Maintenance Building	596,860	657,866	492,149	872,700
	\$ 13,665,300	\$ 19,784,721	\$ 19,536,729	\$ 22,528,441
Claims, Refunds, Maintenance				
Court Costs	\$ 1,660	\$ 759	\$ 51	\$ 1,500
Judgements, Damages, & Claims	507,794	483,771	493,536	1,706,215
Indirect Cost	2,612,118	2,654,595	2,675,107	2,562,810
	\$ 3,121,572	\$ 3,139,124	\$ 3,168,694	\$ 4,270,525
Interdepart Service Charges				
Charges From General Fund	\$ 2,928	\$ 750	\$ 1,799	\$ —
Charges From Telephone Exch	954,600	926,921	1,000,287	1,035,600
Charges From Utilities Admin	1,163,607	1,403,906	1,870,656	2,640,602
Charges From Fiscal Control	2,149,000	2,557,000	3,244,282	4,084,182
Charges From Radio Comm System	230,064	164,214	292,497	278,352
Charges From W.P.C.	77,835	78,861	31,314	101,500
Charges From Print & Repro	221,761	212,991	220,053	223,110
Charges From Central Storeroom	406	—	—	—
Charges From M.V.M.	3,589,712	2,771,354	3,041,107	2,946,097
Charges Frm Str Cnst Mnt & Rep	450,667	152,350	340,130	250,000
Charges From Waste Collection	63,289	57,879	67,544	70,500
	\$ 8,903,868	\$ 8,326,227	\$ 10,109,668	\$ 11,629,943
Capital Outlay				
Infrastructure	\$ —	\$ —	\$ —	\$ 37,000,000
Professional Services	—	—	—	13,524,700
Building Betterments -Existing	—	—	—	3,000,000



Department of Public Utilities

DIVISION OF WATER

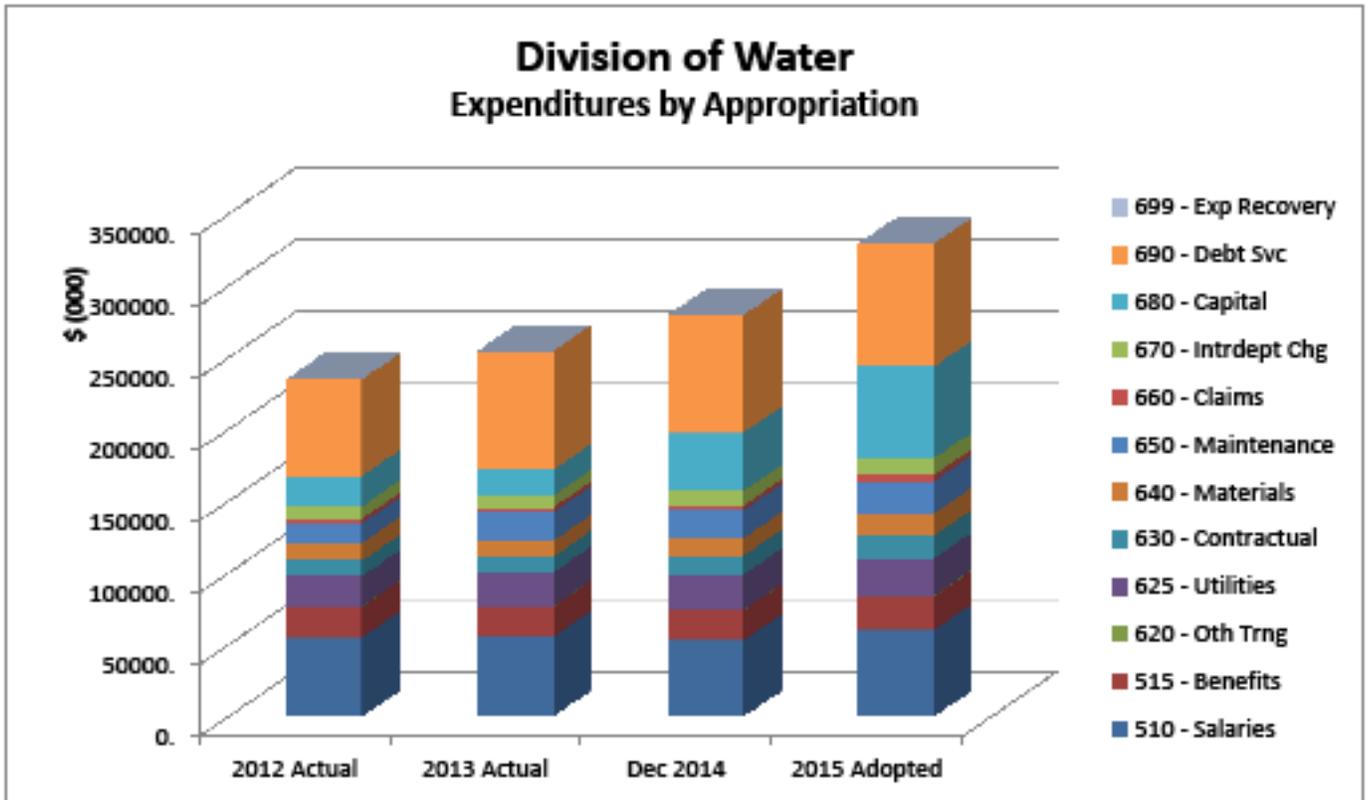
Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Computer Software	—	—	—	1,866,500
Computer Hardware	—	—	—	2,645,900
Motorized Equipment	—	—	—	138,798
Automobiles	—	—	—	549,000
Trucks	—	—	—	2,748,000
Machinery, Tools, Instruments	—	—	—	474,500
Other Equipment	—	—	—	1,896,925
Transfer To Water Capital Proj	20,905,572	17,745,542	40,550,488	—
	\$ 20,905,572	\$ 17,745,542	\$ 40,550,488	\$ 63,844,323
Debt Service				
Professional Svcs-Debt Svc	\$ 838,425	\$ 652,180	\$ 668,689	\$ 1,000,000
Principal	37,312,404	46,684,332	48,194,976	48,293,558
Interest	29,093,674	35,587,084	32,913,804	36,345,656
	\$ 67,244,503	\$ 82,923,596	\$ 81,777,469	\$ 85,639,214
Expenditure Recovery				
Expenditure Recovery	\$ 5,526	\$ —	\$ 20,077	\$ —
	\$ 5,526	\$ —	\$ 20,077	\$ —
	\$ 234,953,233	\$ 254,558,966	\$ 279,616,370	\$ 329,941,591

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ 265,298,581	\$ 272,459,811	\$ 285,638,226	\$ 295,161,500
Grant Revenue	—	69,450	—	100,000
Licenses & Permits	—	92,879	152,081	—
Miscellaneous	820,432	1,057,237	2,059,841	10,000
Sale Of City Assets	—	13,999	—	—
Interest Earnings/Investment Income	283,256	303,325	300,602	325,000
	\$ 266,402,268	\$ 273,996,700	\$ 288,150,749	\$ 295,596,500

DIVISION OF WATER





Department of Public Utilities

DIVISION OF WATER

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Administration Bureau Manager	40,314.82	136,049.25
3	2	3	Assistant Chief of Water Distribution	23,647.11	89,285.75
3	3	3	Assistant Director	36,590.39	146,639.64
9	4	9	Assistant Manager-App. Dev. and Technical Support	46,224.91	128,595.56
3	2	3	Assistant Water Plant Manager - Parma	10.00	34.11
1	0	1	Chief of Purification	23,647.11	89,285.75
1	1	1	Chief of Water Distribution	26,273.96	94,606.21
1	1	1	Commissioner of Water	45,201.46	212,221.20
4	3	4	Customer Support Center Manager	65,000.00	100,519.11
1	1	1	Deputy Commissioner of Water	30,214.95	133,631.28
1	1	1	Executive Assistant to the Mayor	50,795.81	182,067.01
1	1	1	General Manager of Administrative Services	26,273.96	93,908.62
1	1	1	Manager of Compensation and Classifications	27,325.56	90,312.42
0	1	1	Manager of Education and Research	27,325.56	87,664.94
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
1	1	1	Network Data Center Operations Manager	55,000.00	112,045.37
1	1	1	Safety Programs Officer I	25,000.00	68,226.69
1	1	1	Secretary to Director of Public Utilities	36,590.00	178,000.00
7	5	6	Superintendent of Distribution	20,800.00	73,916.85
0	0	1	Supervisor of Hardware Evaluation	30,214.95	91,848.40
44	34	45			
<u>ADMINISTRATIVE SUPPORT</u>					
4	4	4	Chief Clerk	22,050.00	48,986.27
130	99	125	Customer Service Representative	12.15	18.21
1	1	1	Data Control Clerk	10.00	17.49
1	1	1	General Storekeeper	19.25	25.72
4	4	4	Head Storekeeper	17.85	23.76
19	16	16	Principal Clerk	14.88	20.71
2	2	2	Secretary	10.00	18.04
9	9	10	Senior Clerk	12.47	17.08
8	7	9	Storekeeper	16.66	21.39
1	2	2	Telephone Operator	10.00	16.97
179	145	174			

DIVISION OF WATER

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees December 2014	Budget 2015	Position	Salary Schedule	
				Minimum	Maximum
PROFESSIONALS					
13	13	15	Administrative Manager	27,193.55	104,891.07
14	9	13	Administrative Officer	20,800.00	54,579.99
22	18	25	Assistant Administrator	20,800.00	58,564.01
4	5	5	Assistant Director of Law I (s)	26,250.00	88,693.33
0	1	0	Assistant Manager of Marketing	20,800.00	58,564.01
6	6	6	Assistant Security Manager	20,800.00	60,614.58
9	3	10	Associate Engineer	17.83	29.43
5	3	5	Business Process Analyst	55,000.00	100,805.07
4	3	3	Chief Miscellaneous Investigator	10.00	24.02
1	1	1	Chief of Laboratories	23,647.11	82,780.43
9	7	9	Chief Systems Analyst	27,325.56	100,773.99
2	1	1	Chief Training Officer	26,273.96	72,945.53
2	2	2	Construction Technician	12.02	24.02
11	8	11	Consulting Engineer	36,000.00	97,860.03
1	1	1	Contract Compliance Officer	26,273.96	72,945.53
2	1	1	Data Base Administrator	39,937.34	113,107.23
1	1	1	Data Base Coordinator	30,214.00	83,568.06
5	4	5	Deputy Project Director	20,800.00	64,734.08
1	0	0	Desktop Publishing Specialist	20,800.00	59,870.58
1	0	0	Engineer	22.78	35.84
1	0	1	Engineer of Hydraulic Surveys	29.11	30.37
1	1	1	Environmental Program Manager	45,000.00	89,875.90
3	3	3	Hazardous Materials Specialist	21.63	33.64
2	2	2	Information Systems Coordinator	21,851.00	82,183.44
1	1	1	IT Telecommunications Technician II	44,803.00	76,006.45
2	2	2	Labor Relations Officer	27,325.56	79,843.51
6	6	10	Miscellaneous Investigator	15.35	19.18
1	1	1	Network Analyst I	14.52	36.35
2	0	2	Network Analyst II	30,214.00	92,985.05
2	2	2	Office Manager	20,800.00	51,170.01
8	9	10	Personnel Assistant	20,800.00	48,871.45
9	8	8	Project Coordinator	27,325.56	93,021.80
17	10	16	Project Director	22,333.40	82,706.96
1	1	1	Regulatory Compliance Manager	50,000.00	94,970.71
1	0	1	Safety Programs Manager	30,214.95	91,848.40
1	1	2	Senior Budget and Management Analyst	26,273.96	80,628.83
5	4	5	Senior Personnel Assistant	20,800.00	51,677.50
8	4	8	Senior Systems Analyst	20,800.00	42,414.34
1	1	1	Software Analyst	45,000.00	89,875.90



Department of Public Utilities

DIVISION OF WATER

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees December 2014	Budget 2015	Position	Salary Schedule	
				Minimum	Maximum
1	1	1	Supervisor Applications Development	39,937.34	89,614.13
1	1	1	Supervisor of Systems and Technical Support	55,000.00	88,693.33
8	7	8	Systems Analyst	20,800.00	63,677.78
18	11	15	Unit Supervisor	23.06	23.99
1	0	1	Warehouse Inventory Manager	22,333.40	82,706.96
1	1	1	Water Business Plan Assistant Manager	22,333.40	82,706.96
1	0	1	Water Business Plan Manager	27,325.56	93,021.80
5	5	5	Water Plant Manager	23,647.11	100,519.11
221	169	224			
<u>PARA-PROFESSIONALS</u>					
1	1	1	Chief Legal Investigator	23,647.11	69,041.87
1	0	1	Claims Examiner	10.00	24.02
2	1	2			
<u>PROTECTIVE SERVICES</u>					
1	1	1	Security Manager	23,647.11	93,423.65
55	49	55	Security Officer	10.80	20.90
56	50	56			
<u>SKILLED CRAFT</u>					
1	1	1	Asbestos Worker	45.06	56.33
12	11	12	Assistant Water Plant Manager	10.00	34.11
2	2	2	Bricklayer	37.27	46.59
1	1	1	Bricklayer Foreman	37.68	46.54
2	2	2	Bricklayer Helper	25.45	38.18
5	4	5	Carpenter	37.00	46.25
1	1	1	Carpenter Unit Leader	38.25	47.40
8	7	7	Cement Finisher	37.46	46.82
1	1	1	Cement Finisher Unit Leader	38.71	47.57
2	2	2	Chief Building Stationary Engineer	19.80	20.64
13	11	13	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	45.20	56.50
1	1	1	Ironworker	41.89	52.36
8	6	7	Machinist Unit Leader	14.28	25.77
3	3	3	Painter	32.48	40.60
1	1	1	Painter Foreman	33.73	41.60
2	2	2	Pipefitter	45.66	57.07
4	4	4	Plumber	44.98	56.23



DIVISION OF WATER

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
4	2	4	Sheet Metal Worker	46.39	57.99
38	40	38	Water Plant Operator I	20.28	21.14
18	13	18	Water Plant Operator II	21.72	22.62
1	0	1	Water System Construction Inspector Supervisor	20,800.00	64,449.34
2	2	2	Welder Fabricator	18.36	26.12
146	132	144			
<u>SERVICE & MAINTENANCE</u>					
12	7	13	Custodial Worker	10.00	15.42
2	2	2	Custodial Worker Supervisor	19.35	21.35
2	2	2	Ground Maintenance Man	16.49	18.49
10	7	11	Labor Foreman	20.86	22.86
21	15	18	Machinist	15.83	23.99
13	6	12	Machinist Helper	13.72	20.11
50	45	58	Municipal Service Laborer	16.49	18.49
2	1	2	Small Equipment Repair Worker	12.26	20.61
27	23	27	Truck Driver	12.50	19.79
9	8	13	Water Hydraulic Repairman	18.16	19.85
1	1	1	Water Hydraulic Supervisor	24.93	26.02
7	4	8	Water Hydraulic Unit Leader	22.11	23.08
4	4	4	Water Meter Department Supervisor	24.93	26.02
15	11	11	Water Meter Department Unit Leader	22.11	23.08
47	39	44	Water Meter Repairman	16.18	19.85
13	13	13	Water Pipe Repair Supervisor	25.85	26.98
30	19	29	Water Pipe Repair Unit Leader	22.49	23.48
94	85	97	Water Pipe Repairman	16.44	21.25
11	6	13	Water System Construction Inspector	18.97	24.81
370	298	378			
<u>TECHNICIANS</u>					
4	3	3	Accident and Safety Inspector	21.03	23.03
5	5	5	Chemist	18.49	27.66
3	2	3	Chief Radio Dispatcher	23.34	24.29
1	1	1	Computer Operator	10.00	24.02
2	0	0	Data Processing Supervisor	20,800.00	59,870.58
6	3	6	Instrumentation Technician II	22.81	24.64
3	2	4	Laboratory Assistant	10.00	19.87
28	23	24	Meter Reader	15.53	19.85
14	9	13	Meter Reader Collections	15.53	19.27
6	6	6	Meter Reader Commercial	15.53	19.27



Department of Public Utilities

DIVISION OF WATER

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
4	3	3	Meter Reader Investigation	15.53	19.27
5	3	4	Meter Reader Machine	15.53	19.27
5	5	5	Meter Reader Supervisor	23.03	23.96
0	0	2	Quality Assurance Analyst	10.00	28.21
16	11	19	Radio Dispatcher	17.33	21.63
3	2	3	Senior Chemist	17.61	24.02
5	4	4	Senior Draftsman	11.69	20.42
1	1	1	Senior Programmer Analyst	23,647.11	71,459.83
2	2	2	Telecommunications Analyst I	14.53	43.73
113	85	108			
1,131	914	1,131	TOTAL FULL TIME		
1	2	3	TOTAL PART TIME		
6	1	4	TOTAL STUDENT ASSISTANT		
1,138	917	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.



WATER POLLUTION CONTROL

PROGRAM NAME: PERMITS AND INSPECTION

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

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

PROGRAM NAME: TEST TEE PROGRAM

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

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

WATER POLLUTION CONTROL

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 6,520,118	\$ 6,629,127	\$ 6,494,024	\$ 8,018,130
Seasonal	16,363	—	—	—
Part-Time Permanent	50,325	48,398	26,968	50,000
Injury Pay	12,615	13,622	10,537	—
Longevity	58,475	57,175	57,300	56,950
Wage Settlements	—	—	56,884	27,852
Separation Payments	25,255	80,776	40,439	—
Bonus Incentive	200	200	200	—
Overtime	200,139	208,918	347,166	140,000
	\$ 6,883,491	\$ 7,038,216	\$ 7,033,518	\$ 8,292,932
Benefits				
Hospitalization	\$ 1,096,448	\$ 1,094,228	\$ 1,098,441	\$ 1,710,763
Flex Save Admin Fees	300	283	—	—
Prescription	193,717	192,100	182,282	226,282
Dental	78,083	73,991	70,632	98,643
Vision Care	9,304	8,960	8,590	11,000
Public Employees Retire System	959,592	940,733	969,517	1,122,000
Fica-Medicare	92,556	96,879	97,671	116,000
Workers' Compensation	551,819	533,499	611,880	463,606
Life Insurance	6,290	5,692	5,438	7,020
Unemployment Compensation	21,445	23,386	—	—
Clothing Allowance	22,522	21,511	23,162	30,000
Tool Insurance	2,140	1,880	2,140	2,600
Clothing Maintenance	25,356	33,575	33,820	38,500
	\$ 3,059,573	\$ 3,026,716	\$ 3,103,573	\$ 3,826,414
Other Training & Professional Dues				
Travel	\$ 8,714	\$ 1,621	\$ 925	\$ 8,500
Tuition & Registration Fees	2,504	1,740	1,438	7,500
Other Training Supplies	36	—	3,957	3,500
Mileage (Priv Auto) Trng Prps	2,129	—	—	—
Professional Dues & Subscript	8,477	9,673	12,980	12,000
	\$ 21,860	\$ 13,034	\$ 19,300	\$ 31,500
Utilities				
Brokered Gas Supply	\$ 26,049	\$ 48,162	\$ 66,430	\$ 73,073
Sewer-Other	10,725	—	1,045	30,900
Water	—	—	26,059	4,120
Gas	19,636	27,964	20,751	22,826
Electricity - Cpp	197,156	217,528	237,171	242,544



WATER POLLUTION CONTROL

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Electricity - Other	45,378	45,975	42,065	46,272
	\$ 298,945	\$ 339,629	\$ 393,522	\$ 419,735
Contractual Services				
Professional Services	\$ 430,496	\$ 539,549	\$ 252,535	\$ 450,000
Court Reporter	—	397	—	—
Mileage (Private Auto)	—	—	—	100
Advertising And Public Notice	13,647	14,516	12,347	30,000
Program Promotion	42,770	42,243	23,470	40,000
Parking In City Facilities	2,228	2,805	3,334	2,000
Property Rental	5	28	107	100
Equipment Rental	—	—	—	2,500
Other Contractual	3,057	6,121	14,807	10,000
State Auditor Examination	13,900	14,000	14,000	15,000
Bank Service Fees	1,612	1,597	1,725	15,000
Credit Card Processing Fees	2,097	2,343	860	2,200
	\$ 509,812	\$ 623,598	\$ 323,184	\$ 566,900
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 98	\$ 2,500
Computer Supplies	4,180	—	1,847	5,000
Computer Hardware	55,010	62,234	316	60,000
Computer Software	199	784	180	2,500
Clothing	—	5,756	1,159	20,000
Hardware & Small Tools	25,794	14,766	23,198	30,000
Small Equipment	2,350	6,211	4,114	15,000
Office Furniture & Equipment	1,290	—	5,587	15,000
Hygiene And Cleaning Supplies	5,736	—	838	5,000
Medical Supplies	—	—	—	500
Other Supplies	17,552	27,468	16,973	17,000
Safety Equipment	31,218	61,848	64,522	60,000
Just In Time Office Supplies	8,498	5,380	5,811	3,000
Building Maintenance Supplies	222,473	258,975	279,089	200,000
Misc Maintenance Supplies	155	181	1,475	2,000
	\$ 374,454	\$ 443,603	\$ 405,207	\$ 437,500
Maintenance				
Maintenance Office Equipment	\$ 18,500	\$ 1,250	\$ —	\$ 7,500
Computer Hardware Maintenance	—	—	2,500	—
Computer Software Maintenance	—	3,847	8,353	—
Maintenance Machinery & Tools	—	2,000	—	7,500
Maintenance Vehicles	308,017	449,335	363,565	375,000

WATER POLLUTION CONTROL

Expenditures (Continued)

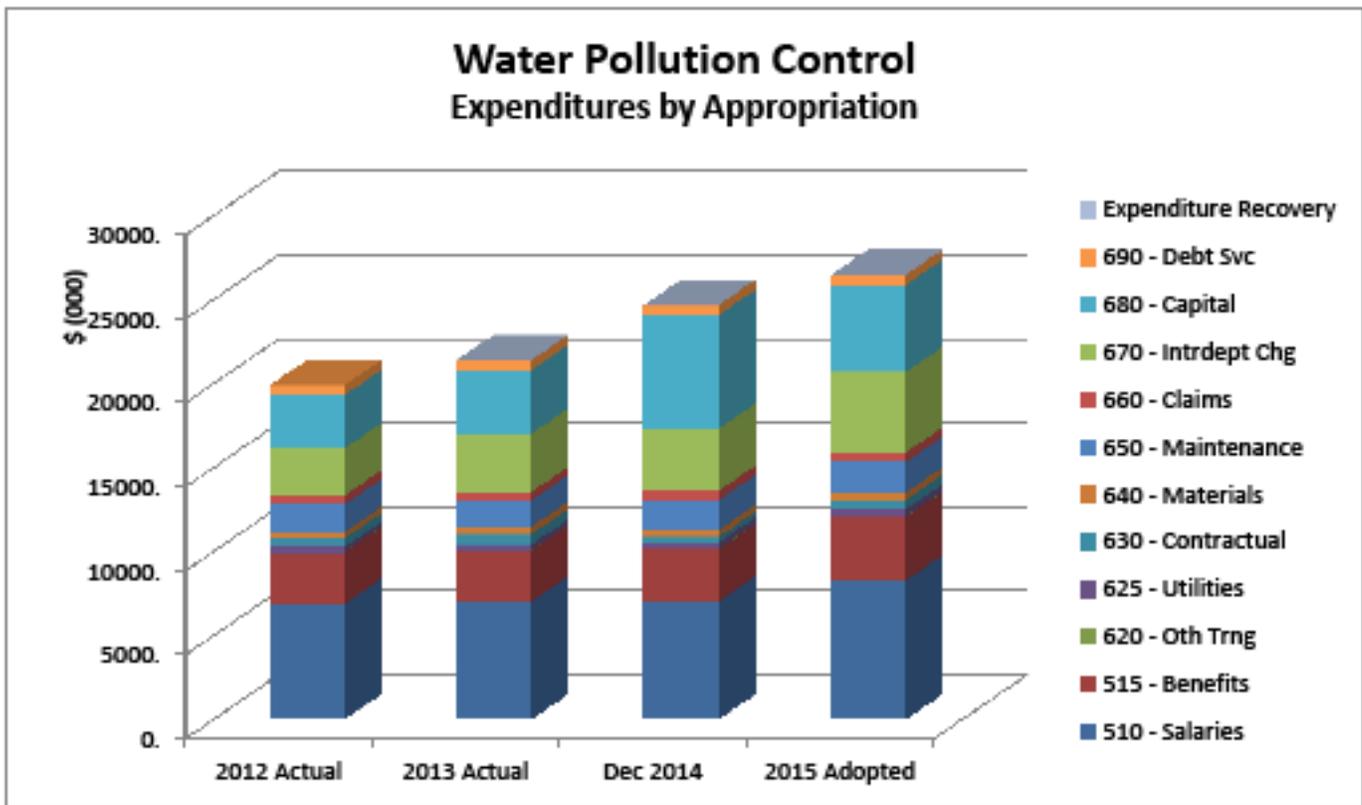
	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Maintenance Utility Systems	1,325,574	1,117,467	1,419,396	1,425,000
Maintenance Misc. Equipment	5,000	—	—	—
	\$ 1,657,091	\$ 1,573,899	\$ 1,793,813	\$ 1,815,000
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 55,966	\$ 45,293	\$ 85,622	\$ 95,000
Other Refunds & Adjustments	—	—	—	1,000
Indirect Cost	469,049	454,310	464,522	464,212
	\$ 525,015	\$ 499,603	\$ 550,144	\$ 560,212
Interdepart Service Charges				
Charges From Telephone Exch	\$ 18,608	\$ 20,219	\$ 18,043	\$ 32,800
Charges From Utilities Admin	165,787	242,608	259,841	306,915
Charges From Fiscal Control	307,000	249,000	450,609	477,758
Charges From Radio Comm System	49,654	37,104	63,466	60,295
Charges From Water	1,650,015	2,538,339	2,440,576	3,257,486
Charges From Print & Repro	23,547	20,781	28,604	29,001
Charges From M.V.M.	474,064	363,188	406,551	384,323
Charges Frm Str Cnst Mnt & Rep	131,775	4,950	34,275	250,000
Charges From Waste Collection	6,384	2,208	2,622	6,000
	\$ 2,826,833	\$ 3,478,398	\$ 3,704,587	\$ 4,804,578
Capital Outlay				
Infrastructure	\$ —	\$ —	\$ —	\$ 2,490,000
Professional Services	—	—	—	1,000,000
Office Equipment	—	—	—	20,000
Computer Software	—	—	3,295	—
Furniture	—	—	—	35,000
Motorized Equipment	26,243	—	—	1,600,000
Machinery, Tools, Instruments	—	—	—	15,000
Other Equipment	—	—	—	20,000
Transfer To Wpc Capital Proj	3,118,757	3,774,271	6,749,805	—
	\$ 3,145,000	\$ 3,774,271	\$ 6,753,100	\$ 5,180,000
Debt Service				
Principal	\$ 504,838	\$ 524,794	\$ 545,579	\$ 500,000
Interest	102,012	82,056	61,272	107,000
	\$ 606,850	\$ 606,850	\$ 606,850	\$ 607,000
	\$ 19,908,926	\$ 21,417,816	\$ 24,686,798	\$ 26,541,771



WATER POLLUTION CONTROL

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ 22,775,949	\$ 22,342,308	\$ 21,035,348	\$ 26,400,000
Grant Revenue	—	52,222	—	—
Licenses & Permits	311,067	303,406	179,441	300,000
Miscellaneous	981	92,735	83,712	—
Interest Earnings/Investment Income	58,732	57,549	53,566	50,000
	\$ 23,146,730	\$ 22,848,220	\$ 21,352,067	\$ 26,750,000



WATER POLLUTION CONTROL

COMPARISON OF STAFFING LEVEL

No. of Employees			Position	Salary Schedule	
Budget 2014	December 2014	Budget 2015		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Administrator of Engineering and Planning	30,214.95	115,924.76
1	1	1	Budget Administrator	30,214.95	107,006.06
1	1	1	Commissioner of Water Pollution Control	40,314.82	136,049.25
2	1	2	Deputy Commissioner of Water Pollution Control	30,214.95	107,006.06
0	1	1	General Manager of Administrative Services	26,273.96	93,908.62
1	1	1	Manager of General Maintenance	23,647.11	80,438.24
1	1	1	Safety Programs Officer I	25,000.00	68,226.69
1	1	1	Superintendent of Sewer Maintenance	20,800.00	76,867.55
8	8	9			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Chief Clerk	22,050.00	48,986.27
4	4	4	Customer Service Representative	12.15	18.21
2	2	2	Data Control Clerk	10.00	17.49
1	1	1	Head Storekeeper	17.85	23.76
1	1	1	Senior Clerk	12.47	17.08
1	1	1	Stock Clerk	13.11	18.78
1	0	1	Storekeeper	16.66	21.39
11	10	11			
<u>PROFESSIONALS</u>					
1	1	1	Accountant I	14.39	20.81
1	1	1	Administrative Manager	27,193.55	104,891.07
3	3	3	Administrative Officer	20,800.00	54,579.99
1	1	1	Assistant Administrator	20,800.00	58,564.01
1	1	1	Assistant Director of Law I (S)	26,250.00	88,693.33
1	1	1	Assistant Manager Of Marketing	20,800.00	58,564.01
1	1	1	Assistant Personnel Administrator	20,800.00	57,473.28
5	5	5	Associate Engineer	17.83	29.43
1	1	1	Budget and Management Analyst	20,800.00	57,473.28
1	1	1	Chief Civil Engineer	23,647.11	87,143.34
1	1	1	Construction Technician	12.02	24.02
2	1	2	Consulting Engineer	36,000.00	97,860.03
1	1	1	Data Base Coordinator	30,214.00	83,568.06
1	0	1	GIS/IS Coordinator	52,000.00	96,652.20
1	0	1	Network Analyst II	30,214.00	92,985.05



Department of Public Utilities

WATER POLLUTION CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
1	0	0	Personnel Administrator	26,273.96	84,984.86
1	1	1	Personnel Assistant	20,800.00	48,871.45
1	0	1	Project Director	22,333.40	82,706.96
1	0	1	Safety Programs Manager	30,214.95	91,848.40
1	0	1	Systems Analyst	20,800.00	63,677.78
1	1	1	Unit Supervisor	23.06	23.99
<u>28</u>	<u>21</u>	<u>27</u>			
			<u>SKILLED CRAFT</u>		
2	2	2	Bricklayer	37.27	46.59
2	2	2	Bricklayer Helper	25.45	38.18
4	2	4	Const. Equipment Operator Group A	38.92	49.75
1	1	1	Const. Equipment Operator Group B	38.80	49.60
1	0	1	Electrical Worker	45.20	56.50
2	2	2	Heavy Duty Mechanic	15.75	25.37
1	1	1	Heavy Duty Unit Leader	23.85	32.42
3	3	4	Machinist	15.83	23.99
2	1	2	Machinist Unit Leader	14.28	25.77
<u>18</u>	<u>14</u>	<u>19</u>			
			<u>SERVICE & MAINTENANCE</u>		
2	1	2	Custodial Worker	10.00	15.42
1	1	1	Custodial Worker Supervisor	19.35	21.35
6	6	6	House Connection Inspector	15.39	18.88
2	1	1	Machinist Helper	13.72	20.11
3	3	3	Municipal Service Laborer	16.49	18.49
5	5	5	Sewer Construction & Maint. Operations Supervisor	25.45	26.56
11	8	11	Sewer Maintenance Unit Leader	22.06	23.08
14	12	14	Sewer Maintenance Unit Leader Operator	23.18	24.19
50	44	50	Sewer Service Man	18.16	19.85
<u>94</u>	<u>81</u>	<u>93</u>			
			<u>TECHNICIANS</u>		
3	2	3	Radio Dispatcher WPC	17.33	21.63
<u>3</u>	<u>2</u>	<u>3</u>			
<u>162</u>	<u>136</u>	<u>162</u>	TOTAL FULL TIME		
<u>4</u>	<u>1</u>	<u>4</u>	TOTAL PART TIME		
<u>166</u>	<u>137</u>	<u>166</u>	TOTAL DIVISION		



CLEVELAND PUBLIC POWER

Ivan L. Henderson, Commissioner

Mission Statement

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

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

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

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

PROGRAM NAME: CLEVELAND PUBLIC POWER OPERATIONS

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

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

PROGRAM NAME: CLEVELAND PUBLIC POWER OPERATIONS CAPITAL

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

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



Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 18,198,766	\$ 18,067,220	\$ 15,392,742	\$ 16,860,569
Seasonal	296,556	287,717	—	—
Military Leave	452	—	—	—
Part-Time Permanent	—	—	—	30,000
Injury Pay	5,049	6,730	1,326	—
Student Trainees	412	—	234,937	279,707
Longevity	145,775	137,050	135,875	128,610
Wage Settlements	—	—	286,921	71,843
Separation Payments	180,614	269,878	137,412	175,000
Bonus Incentive	—	—	400	—
Overtime	1,706,245	1,540,427	1,612,749	1,600,000
	\$ 20,533,869	\$ 20,309,021	\$ 17,802,361	\$ 19,145,729
Benefits				
Hospitalization	\$ 2,487,560	\$ 2,489,587	\$ 2,203,390	\$ 2,476,409
Flex Save Admin Fees	1,080	446	—	—
Prescription	537,898	528,049	440,844	472,645
Dental	182,084	175,362	142,871	149,125
Vision Care	19,787	18,733	15,396	14,882
Public Employees Retire System	2,851,825	2,705,993	2,449,688	2,627,876
Fica-Medicare	252,215	254,083	227,892	249,038
Workers' Compensation	554,116	751,153	1,048,509	623,430
Life Insurance	14,387	12,916	10,772	11,610
Unemployment Compensation	12,338	4,434	19,337	12,500
Clothing Allowance	155,450	140,650	137,845	142,250
Tool Insurance	3,850	3,300	2,750	3,300
Clothing Maintenance	90,830	83,736	80,180	82,850
	\$ 7,163,419	\$ 7,168,442	\$ 6,779,473	\$ 6,865,915
Other Training & Professional Dues				
Travel	\$ 55,811	\$ 19,106	\$ 16,422	\$ 39,500
Tuition & Registration Fees	26,598	44,534	3,540	42,940
Other Training Supplies	—	—	316	—
Professional Dues & Subscript	84,295	84,386	39,080	28,500
	\$ 166,705	\$ 148,025	\$ 59,357	\$ 110,940
Utilities				
Brokered Gas Supply	\$ 146,351	\$ 193,312	\$ 169,469	\$ 186,415
Telephone	203,221	78,974	23,900	74,675
Water	38,899	205,973	34,456	25,750
Gas	86,655	79,400	55,755	61,331
Electricity - Other	1,158,456	1,688,241	1,674,847	1,758,588
Steam	40,461	55,397	43,935	67,920
	\$ 1,674,042	\$ 2,301,298	\$ 2,002,362	\$ 2,174,679

CLEVELAND PUBLIC POWER

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Contractual Services				
Professional Services	\$ 1,671,357	\$ 2,407,003	\$ 2,635,718	\$ 2,661,750
Court Reporter	—	—	5,206	—
Waste Disposal	—	—	15,000	—
Advertising And Public Notice	101,826	73,604	35,459	40,000
Program Promotion	138,097	121,074	111,268	200,000
Parking In City Facilities	1,482	1,393	1,450	2,000
Insurance And Official Bonds	495,000	510,475	560,102	575,000
Taxes	129	278	—	500
Property Rental	266,803	307,161	292,204	293,300
Equipment Rental	26,098	10,638	17	—
Other Contractual	657,516	452,816	620,056	516,200
State Auditor Examination	12,200	15,000	15,000	15,000
Bank Service Fees	36,491	19,254	19,910	45,000
Credit Card Processing Fees	465,908	555,848	598,886	550,000
	\$ 3,872,906	\$ 4,474,544	\$ 4,910,274	\$ 4,898,750
Materials & Supplies				
Office Supplies	\$ 32	\$ 358	\$ —	\$ —
Postage	6,690	406,614	442,402	460,000
Computer Hardware	42,535	2,248	29,745	50,000
Computer Software	83,568	15,285	40,755	50,000
Fuel	50,000	—	80,439	80,000
Purchased Power	84,296,840	93,980,888	96,041,864	107,825,000
Power Transmission Costs	10,855,441	11,242,584	13,162,760	16,500,000
CapacityCharges	—	850,027	7,083,335	6,750,000
Clothing	31,483	12,247	12,849	15,000
Hardware & Small Tools	111,413	54,470	95,289	85,000
Small Equipment	35,174	15,687	65,713	25,000
Office Furniture & Equipment	1,719	2,926	990	—
Electrical Supplies	363,211	269,151	746,558	625,000
Hygiene And Cleaning Supplies	21,336	19,239	28,882	20,000
Photographic Supplies	439	—	—	—
Paper And Other Printing Suppl	—	276	—	—
Other Supplies	724,072	1,905,943	86,603	87,500
Safety Equipment	399,063	334,010	172,914	165,000
Motor Oil & Lubricants	—	2,936	—	—
Capital Improvement Inventory	2,794,423	2,151,449	3,725,188	4,500,000
Just In Time Office Supplies	28,922	17,641	21,404	3,000
Paving Material	—	124,405	30,398	25,000
Cement Sand & Gravel	(5,355)	—	—	—
Misc Maintenance Supplies	—	72,536	—	—



CLEVELAND PUBLIC POWER

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
	\$ 99,841,005	\$ 111,480,919	\$ 121,868,088	\$ 137,265,500
Maintenance				
Maintenance Office Equipment	\$ 9,000	\$ —	\$ 9,500	\$ —
Maintenance Contracts	766,739	343,018	27,145	—
Computer Hardware Maintenance	—	104,058	5,000	30,400
Computer Software Maintenance	4,500	27,967	290,190	175,000
Maintenance Machinery & Tools	21,425	—	—	—
Maintenance Vehicles	405,147	469,572	233,353	425,000
Maintenance Utility Systems	218,642	915,775	298,705	660,000
Maintenance Building	83,105	61,796	72,610	70,000
	\$ 1,508,558	\$ 1,922,186	\$ 936,504	\$ 1,360,400
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 212,482	\$ 109,076	\$ 15,681	\$ 110,000
Indirect Cost	1,092,374	1,108,829	1,105,920	961,328
	\$ 1,304,856	\$ 1,217,905	\$ 1,121,601	\$ 1,071,328
Interdepart Service Charges				
Charges From General Fund	\$ 1,970	\$ 1,220	\$ 1,150	\$ —
Charges From Telephone Exch	646,708	935,143	1,226,602	1,294,432
Charges From Utilities Admin	332,606	539,129	467,624	620,427
Charges From Fiscal Control	614,000	589,000	811,098	1,093,905
Charges From Radio Comm System	53,515	32,992	143,218	120,104
Charges From Water	432,974	432,244	426,953	450,730
Charges From W.P.C.	6,554	18,573	9,997	24,100
Charges From Print & Repro	74,040	51,692	61,092	61,941
Charges From M.V.M.	694,236	626,361	656,401	573,933
Charges Frm Str Cnst Mnt & Rep	—	495	470	—
Charges From Waste Collection	46,611	33,777	41,634	24,100
	\$ 2,903,213	\$ 3,260,626	\$ 3,846,239	\$ 4,263,672
Capital Outlay				
Infrastructure	\$ —	\$ —	\$ —	\$ 2,525,000
Professional Services	—	—	—	200,000
Contractual Services	—	35,000	—	—
Building Betterments -Existing	—	—	—	1,125,000
Computer Software	—	—	—	800,000
Trucks	—	—	—	1,560,000
Other Equipment	—	—	—	250,000
Trans To Light&Power Cap Proj	3,627,004	4,074,005	5,086,813	—
	\$ 3,627,004	\$ 4,109,005	\$ 5,086,813	\$ 6,460,000

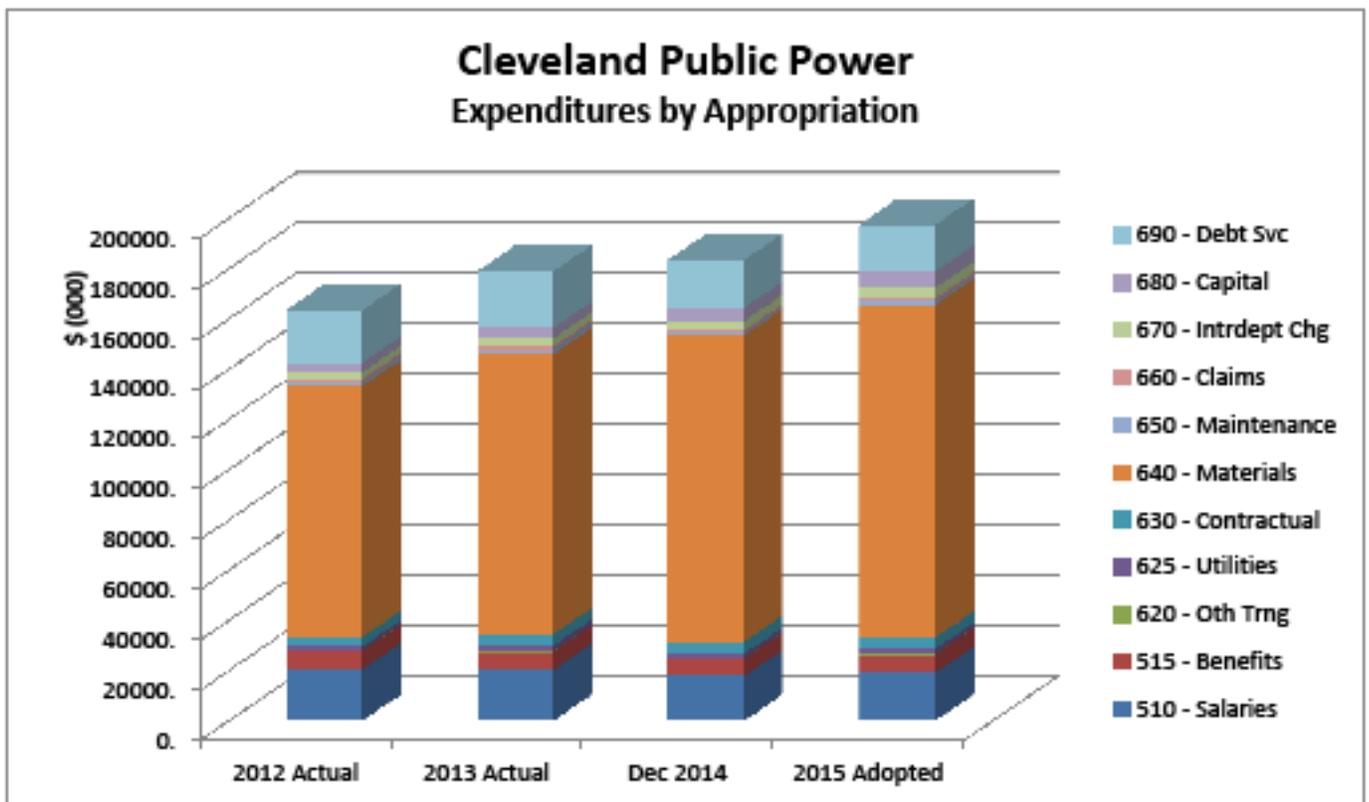
CLEVELAND PUBLIC POWER

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Debt Service				
Professional Svcs-Debt Svc	\$ —	\$ —	\$ 4,400	\$ —
Principal	11,000,417	12,774,167	10,995,833	9,615,000
Interest	9,943,504	9,762,102	8,031,891	9,021,184
	\$ 20,943,921	\$ 22,536,269	\$ 19,032,124	\$ 18,636,184
	\$ 163,539,498	\$ 178,928,242	\$ 183,445,196	\$ 202,253,097

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ 169,507,829	\$ 171,050,584	\$ 184,547,533	\$ 196,500,000
Grant Revenue	89,081	763,980	29,700	—
Miscellaneous	78,733	1,117,528	3,098,549	2,705,000
Sale Of City Assets	—	216,840	—	—
Other Tax	—	—	2,801,048	3,000,000
Interest Earnings/Investment Income	96,661	51,937	35,499	55,000
Non Operating Other/Other	(5,199,296)	(5,298,747)	(5,371,479)	—
	\$ 164,573,009	\$ 167,902,122	\$ 185,140,851	\$ 202,260,000





Department of Public Utilities

CLEVELAND PUBLIC POWER

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
2	2	2	Administrator of Engineering and Planning	30,214.95	115,924.76
5	3	3	Assistant Commissioner of Cleveland Public Power	27,325.56	125,945.67
5	3	6	Assistant Supt. Of Electric Transmission and Distribution	26,273.96	87,567.00
1	0	0	Chief Assistant Director of Law	31,500.00	130,083.54
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
0	1	1	Customer Support Center Manager	65,000.00	100,519.11
3	2	2	Deputy Commissioner of Cleveland Public Power	46,224.91	133,631.28
1	0	0	General Manager of Administrative Services	26,273.96	93,908.62
1	0	0	Manager of Marketing	30,214.95	107,006.06
1	0	0	Network Data Center Operations Manager	55,000.00	112,045.37
1	1	1	Safety Programs Officer I	25,000.00	68,226.69
1	0	0	Special Assistant to the Mayor	20,800.00	112,639.75
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	79,843.51
28	19	22			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Chief Clerk	22,050.00	48,986.27
28	22	24	Customer Service Representative	12.15	18.21
5	0	0	Head Storekeeper	17.85	23.76
2	0	0	Legal Secretary	20,800.00	47,303.11
3	2	3	Principal Clerk	14.88	20.71
3	2	2	Senior Clerk	12.47	17.08
6	0	0	Storekeeper	16.66	21.39
48	27	30			
<u>PARA-PROFESSIONALS</u>					
3	3	3	Junior Electric Switchboard Operator	23.96	24.50
3	3	3			
<u>PROFESSIONALS</u>					
2	1	1	Accountant IV	20,800.00	61,213.89
3	4	4	Administrative Manager	27,193.55	104,891.07

CLEVELAND PUBLIC POWER

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
3	3	3	Administrative Officer	20,800.00	54,579.99
6	4	4	Assistant Administrator	20,800.00	58,564.01
1	0	0	Assistant Director of Law I (s)	26,250.00	88,693.33
1	1	1	Assistant Manager of Marketing	20,800.00	58,564.01
0	3	5	Chief Electric Transmission Operator	22,333.40	82,416.00
3	0	0	Chief Senior Electric Switchboard Operator	22,333.40	82,416.00
1	0	1	Chief Systems Analyst	27,325.56	100,773.99
6	5	6	Consulting Engineer	36,000.00	97,860.03
1	0	0	Deputy Project Director	20,800.00	64,734.08
1	0	0	Desktop Publishing Specialist	20,800.00	59,870.58
2	0	0	Fiscal Manager	23,647.11	87,143.34
1	0	0	Personnel Administrator	26,273.96	84,984.86
2	0	0	Personnel Assistant	20,800.00	48,871.45
6	6	6	Project Coordinator	27,325.56	93,021.80
1	1	1	Project Director	22,333.40	82,706.96
1	1	1	Safety Program Manager	30,214.95	91,848.40
2	1	1	Senior Budget and Management Analyst	26,273.96	80,628.83
3	0	0	Senior Systems Analyst	20,800.00	42,414.34
2	2	2	Unit Supervisor	23.06	23.99
2	0	0	Warehouse Inventory Manager	22,333.40	82,706.96
50	32	36			

SKILLED CRAFT

1	0	0	Apprentice Cable Splicer IV	30,742.40	51,767.04
7	4	5	Apprentice Lineman	23.99	25.83
10	1	1	Apprentice Lineman II	30,971.20	52,148.93
0	4	7	Apprentice Lineman III	34,798.40	52,148.93
0	4	2	Apprentice Lineman IV	30,971.20	52,148.93
2	2	2	Cement Finisher	37.46	46.82
1	1	1	Cement Finisher Unit Leader	38.71	47.57
1	1	1	Construction Equipment Operator Group A	38.92	49.75
1	1	1	Construction Equipment Operator Group B	38.80	49.60
5	4	5	Electric Transmission and Distribution Inspector	31.78	32.81
9	9	9	Electric Worker	45.20	56.50
1	1	1	Electrical Worker Foreman	46.38	57.56
6	5	5	Heavy Duty Mechanic	15.75	25.37
1	1	1	Heavy Duty Unit Leader	23.85	32.42



Department of Public Utilities

CLEVELAND PUBLIC POWER

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
2	2	2	Line Clearance Man	24.93	25.47
7	6	7	Line Foreman	33.70	34.25
9	8	8	Lineman Leader	32.32	32.87
8	7	7	Low Tension Lineman	28.15	28.70
1	1	1	Painter	32.48	40.60
26	18	21	Senior Lineman	31.78	32.32
1	1	1	Transformer Repair Foreman	33.70	34.25
7	7	12	Trouble Line Worker	32.85	33.39
106	88	100			
<u>SERVICE & MAINTENANCE</u>					
1	1	1	Cable Foreman	33.70	34.25
2	2	2	Cable Splicer Helper II	12.62	24.24
5	5	5	Custodial Worker	10.00	15.42
2	1	1	Electric Meter Industrial Installer	30.06	30.60
2	1	1	Electric Meter Instrument Specialist and General Tester	30.40	30.94
2	1	2	Electric Meter Service Foreman	33.70	34.25
4	2	3	Electric Meter Service Installer I	28.00	29.09
9	3	7	Electric Meter Service Installer II	26.09	26.64
1	1	1	Electric Meterman Apprentice 2nd	14.55	24.52
2	2	2	Gas Turbine Mechanic	17.90	29.08
2	2	2	General Construction Foreman	32.72	34.72
7	7	7	Intern Apprentice	10.00	32.32
15	14	15	Line Helper Driver	18.99	24.97
3	0	0	Line Helper Driver I	20.80	23.72
16	17	16	Line Helper Driver II	20.80	23.72
3	3	2	Line Switchman	33.12	33.67
6	6	6	Municipal Service Laborer	16.49	18.49
8	5	6	Senior Cable Splicer	31.78	32.32
2	2	2	Underground Conduit Foreman	33.70	34.25
92	75	81			
<u>TECHNICIANS</u>					
4	5	5	Dispatcher Electric System Operator	29.22	29.77
6	5	5	Meter Reader	15.53	19.85
1	1	1	Meter Reader Supervisor	23.03	23.96
1	0	0	Radio Operator	18.86	20.86



CLEVELAND PUBLIC POWER

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
2	0	0	Senior Computer Operator	10.00	28.22
3	3	3	Senior Draftsman	11.69	20.42
17	14	14			
344	258	286	TOTAL FULL TIME		
1	0	1	TOTAL PART TIME		
15	12	14	TOTAL STUDENTS		
360	270	301	TOTAL DIVISION		



Department of Public Utilities

UTILITIES FISCAL CONTROL

Keith A. Cromer, Interim 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

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,923,153	\$ 2,279,363	\$ 3,033,102	\$ 3,687,306
Longevity	15,075	17,675	18,850	26,275
Wage Settlements	—	—	16,328	16,328
Separation Payments	16,353	48,214	60,603	40,000
Overtime	51,588	31,300	60,975	42,000
	\$ 2,006,169	\$ 2,376,552	\$ 3,189,859	\$ 3,811,909
Benefits				
Hospitalization	\$ 262,315	\$ 266,198	\$ 376,640	\$ 608,788
Flex Save Admin Fees	420	420	—	—
Prescription	63,374	63,142	85,219	126,917
Dental	19,619	18,424	27,407	37,366
Vision Care	2,534	2,606	3,590	4,488
Public Employees Retire System	280,113	314,753	427,492	531,377
Fica-Medicare	23,985	30,198	42,614	55,047
Workers' Compensation	33,605	28,569	33,279	27,429
Life Insurance	1,676	1,680	2,170	2,732
Unemployment Compensation	3,978	—	—	—
	\$ 691,618	\$ 725,990	\$ 998,411	\$ 1,394,144
Other Training & Professional Dues				
Travel	\$ 805	\$ 7,581	\$ 1,838	\$ 9,000
Tuition & Registration Fees	2,317	6,338	2,490	7,000
Other Training Supplies	167	—	—	—
Professional Dues & Subscript	2,671	5,871	7,247	7,000
	\$ 5,960	\$ 19,790	\$ 11,575	\$ 23,000
Contractual Services				
Professional Services	\$ 400	\$ 3,275	\$ 50,458	\$ 250,000
Freight Expense	—	—	150	—
Parking In City Facilities	1,320	2,161	2,420	2,000
Other Contractual	4,000	57,411	37,442	15,000
	\$ 5,720	\$ 62,847	\$ 90,471	\$ 267,000
Materials & Supplies				
Office Supplies	\$ 5,989	\$ 4,585	\$ —	\$ 6,000
Postage	—	719	—	1,000
Computer Supplies	—	12,197	—	—
Computer Hardware	—	—	—	5,000
Computer Software	—	11,564	21,464	4,000
Office Furniture & Equipment	818	669	—	1,000
Other Supplies	1,191	585	399	2,000



Department of Public Utilities

UTILITIES FISCAL CONTROL

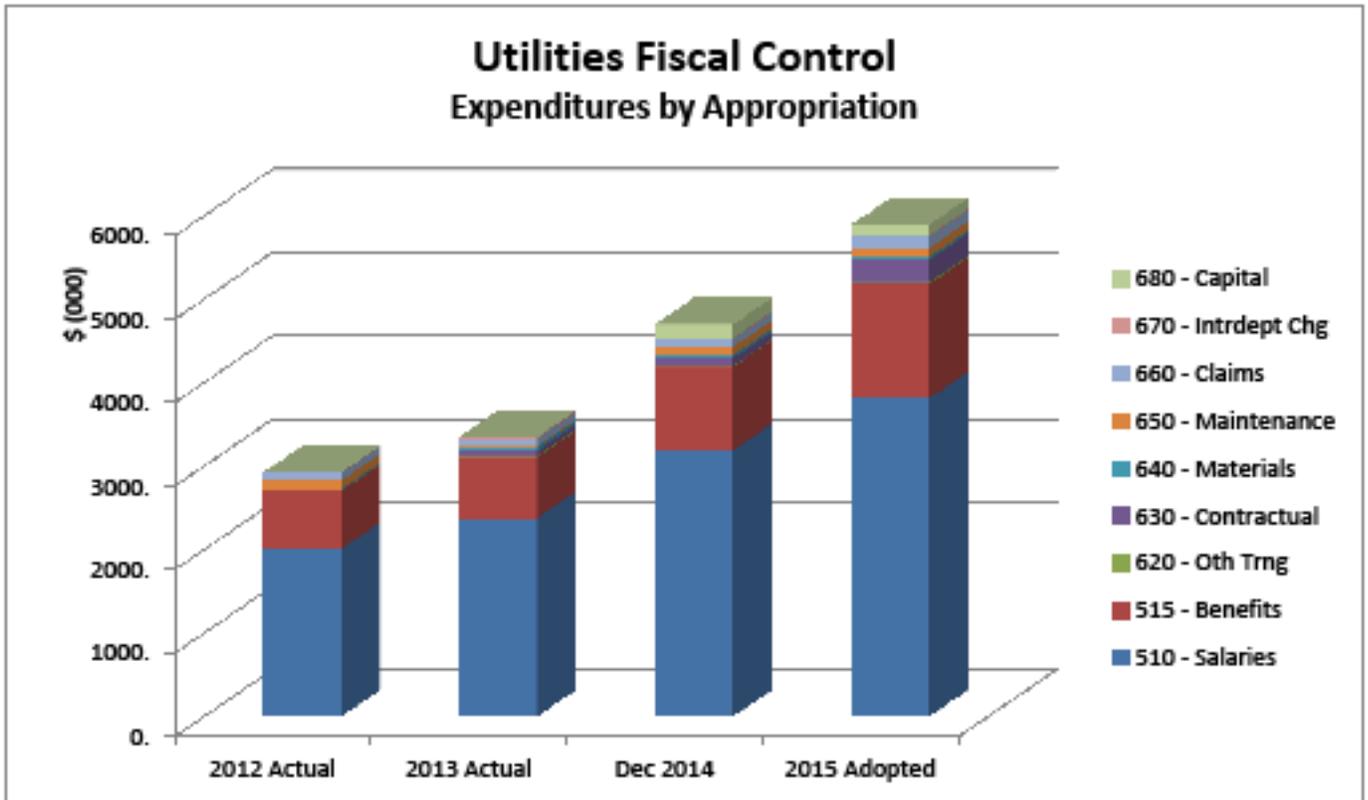
Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Just In Time Office Supplies	7,119	13,056	17,966	17,000
	\$ 15,116	\$ 43,374	\$ 39,829	\$ 36,000
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 5,000
Maintenance Contracts	102,075	10,464	93,497	100,000
	\$ 102,075	\$ 10,464	\$ 93,497	\$ 105,000
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ —	\$ —	\$ 833	\$ —
Indirect Cost	86,818	86,265	94,840	137,025
	\$ 86,818	\$ 86,265	\$ 95,673	\$ 137,025
Interdepart Service Charges				
Charges From Print & Repro	\$ 9,062	\$ 19,491	\$ 14,246	\$ 14,444
	\$ 9,062	\$ 19,491	\$ 14,246	\$ 14,444
Capital Outlay				
Computer Hardware	\$ —	\$ 800	\$ —	\$ 20,000
Other Equipment	—	—	162,598	110,000
	\$ —	\$ 800	\$ 162,598	\$ 130,000
	\$ 2,922,539	\$ 3,345,573	\$ 4,696,157	\$ 5,918,522

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ 3,070,160	\$ 3,395,000	\$ 4,505,989	\$ 5,834,546
Miscellaneous	—	25,683	25,669	—
Interest Earnings/Investment Income	1,030	2,149	3,077	3,000
Non Operating Other/Other	1,554	147	328	—
	\$ 3,072,744	\$ 3,422,979	\$ 4,535,064	\$ 5,837,546

UTILITIES FISCAL CONTROL





Department of Public Utilities

UTILITIES FISCAL CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		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	1	1	Budget Administrator	30,214.95	107,006.06
1	1	1	Utilities Comptroller	26,273.96	92,066.54
4	4	4			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Chief Clerk	22,050.00	48,986.27
0	3	5	Head Storekeeper	17.85	23.76
1	1	1	Principal Cashier	14.66	24.46
1	1	1	Principal Clerk	14.88	20.71
5	4	5	Senior Cashier	12.57	20.81
1	0	1	Senior Clerk	12.47	17.08
0	6	6	Storekeeper	16.66	21.39
9	16	20			
<u>PROFESSIONALS</u>					
2	2	2	Accountant I	14.39	20.81
2	2	3	Accountant II	14.88	22.84
2	1	1	Accountant III	15.48	25.32
1	2	2	Accountant IV	20,800.00	61,213.89
4	3	4	Accountant Supervisor	23,647.11	74,729.73
3	1	3	Administrative Manager	27,193.55	104,891.07
2	3	4	Assistant Administrator	20,800.00	58,564.01
3	3	3	Auditor	20,800.00	60,614.58
1	1	1	Buyer	20,800.00	49,930.03
1	1	1	Chief Auditor	23,647.11	87,143.34
0	0	1	Deputy Project Director	20,800.00	64,734.08
0	1	2	Fiscal Manager	23,647.11	87,143.34
0	2	2	Personnel Assistant	20,800.00	48,871.45
0	0	1	Project Director	22,333.40	82,706.96
0	1	1	Senior Budget and Management Analyst	26,273.96	80,628.83
3	1	3	Senior Internal Auditor	23,647.11	69,041.87
1	1	1	Senior Personnel Assistant	20,800.00	51,677.50
0	2	2	Warehouse Inventory Manager	22,333.40	82,706.96
25	27	37			



UTILITIES FISCAL CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
			TECHNICIANS		
6	6	6	Senior Data Conversion Operator	13.47	18.99
6	6	6			
44	53	67	TOTAL FULL TIME		
44	53	67	TOTAL DIVISION		



Department of Port Control

AIRPORT GENERAL OPERATIONS

Ricky D. Smith, Director

Mission Statement

To manage the City of Cleveland's Airport and Waterfront properties in a safe, secure, efficient, and courteous manner.

The Department of Port Control is responsible for the administration and control of all activities at Cleveland Hopkins International and Burke Lakefront Airports as well as the use of City owned land along Lake Erie and the Cuyahoga River.

Included in this responsibility are the planning, development and maintenance of airfields, terminal complexes and all related facilities. The DPC manages the day-to-day operations at both airports; accepts and supervises the expenditure of grants from the state and federal agencies. It sets and collects landing fees, rentals, concession fees, and other airport related charges. The Department represents the City in negotiations for the airport related contracts. Additionally, the Department is responsible for providing safe, efficient, friendly, and professional service to the traveling public and other airport users.

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

PROGRAM NAME: ADMINISTRATION AND PERFORMANCE MANAGEMENT

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

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

PROGRAM NAME: BUSINESS DEVELOPMENT & MANAGEMENT

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

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

PROGRAM NAME: BURKE LAKEFRONT AIRPORT-OPERATIONS

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

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

PROGRAM NAME: CLEVELAND HOPKINS INTERNATIONAL AIRPORT-OPERATIONS

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

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

PROGRAM NAME: DIRECTOR'S OFFICE

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

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



AIRPORT GENERAL OPERATIONS

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.



Department of Port Control

AIRPORT GENERAL OPERATIONS

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 18,894,812	\$ 18,693,124	\$ 18,262,144	\$ 20,964,211
Seasonal	566,334	553,405	458,230	898,799
Military Leave	7,093	3,161	1,724	3,000
Part-Time Permanent	166,403	96,539	142,902	156,329
Injury Pay	1,058	—	—	—
Longevity	138,950	134,450	138,925	212,050
Wage Settlements	—	—	117,461	—
Separation Payments	179,855	263,324	92,853	160,000
Overtime	984,947	1,329,394	1,356,236	1,300,000
	\$ 20,939,452	\$ 21,073,396	\$ 20,570,475	\$ 23,694,389
Benefits				
Hospitalization	\$ 2,849,704	\$ 2,866,085	\$ 2,924,190	\$ 3,399,951
Flex Save Admin Fees	840	1,349	—	1,500
Prescription	676,910	660,102	621,572	746,356
Dental	218,090	208,928	196,056	226,905
Vision Care	23,054	21,810	20,398	21,252
Public Employees Retire System	2,933,323	2,797,537	2,852,440	3,255,858
Fica-Medicare	277,583	284,960	281,347	321,384
Workers' Compensation	706,541	546,668	491,359	604,174
Life Insurance	16,893	14,991	14,355	16,446
Unemployment Compensation	147,655	173,909	69,670	65,000
Clothing Allowance	42,879	20,500	21,725	135,100
Tool Insurance	6,750	4,400	5,500	14,850
Clothing Maintenance	48,550	42,475	43,400	88,265
	\$ 7,948,770	\$ 7,643,713	\$ 7,542,011	\$ 8,897,041
Other Training & Professional Dues				
Travel	\$ 62,082	\$ 50,218	\$ 61,810	\$ 66,000
Tuition & Registration Fees	45,322	38,063	37,170	56,533
Other Training Supplies	7,347	81,564	2,288	79,766
Professional Dues & Subscript	266,634	277,713	295,164	565,490
	\$ 381,385	\$ 447,558	\$ 396,431	\$ 767,789
Utilities				
Brokered Gas Supply	\$ 304,178	\$ 432,736	\$ 492,786	\$ 377,519
Telephone	—	409	10	600
Water	1,013,327	916,729	930,950	920,695
Gas	197,335	230,397	172,511	183,862
Electricity - Cpp	239,515	235,084	242,301	262,119
Electricity - Other	3,958,848	3,782,912	3,611,122	3,549,597
Security & Monitoring System	855,182	—	—	—
	\$ 6,568,386	\$ 5,598,268	\$ 5,449,680	\$ 5,294,392



AIRPORT GENERAL OPERATIONS

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Contractual Services				
Professional Services	\$ 5,350,495	\$ 4,144,809	\$ 2,529,876	\$ 3,715,705
Travel- Non-Training	42,498	21,964	14,219	64,000
Waste Disposal	1,359,999	1,719,307	3,109,781	3,219,431
Medical Services	7,047	1,818	6,070	3,000
Advertising And Public Notice	7,129	—	—	1,000
Program Promotion	51,927	67,178	130,514	131,200
Parking In City Facilities	4,924	4,437	4,620	4,000
Insurance And Official Bonds	1,077,950	922,453	1,419,559	1,275,000
Taxes	6,472,359	5,964,627	5,842,253	6,090,000
Parking Tax	—	790,342	1,580,684	1,583,011
Equipment Rental	252,866	80,689	824	201,497
Other Contractual	410,517	4,464,040	7,441,728	6,401,309
State Auditor Examination	27,100	29,000	39,000	50,000
Transfer To Other Airport Fnd	7,780,000	—	4,200,000	4,200,000
Customized	—	88,108	176,216	172,963
Bank Service Fees	3,356	4,160	3,190	—
Credit Card Processing Fees	32,009	37,258	90,388	30,000
	\$ 22,880,177	\$ 18,340,190	\$ 26,588,921	\$ 27,142,116
Materials & Supplies				
Office Supplies	\$ 46	\$ —	\$ —	\$ —
Postage	1,940	11,200	11,349	12,240
Computer Hardware	150,616	13,917	12,290	242,450
Computer Software	107,000	55,384	53,152	6,000
Fuel	—	—	162,234	—
Fuel Tax	—	—	42,804	—
Chemical	1,412,394	580,340	1,476,486	1,300,000
Clothing	103,615	145,756	121,372	50,205
Sweeper Parts	250	—	—	—
Hardware & Small Tools	65,487	7,028	6,115	6,000
Boilers, Heaters & Cool Equip	40,266	19,151	—	20,000
Seed, Fertilizer & Herbicide	35,888	—	12,496	10,000
Small Equipment	118,552	19,135	104,646	195,000
Office Furniture & Equipment	8,657	5,583	5,904	8,000
Fence, Posts & Bars	101,807	50,000	72,121	110,000
Hygiene And Cleaning Supplies	415,320	417,956	433,468	405,000
Medical Supplies	40,108	29,700	30,209	34,552
Food	20,253	70,348	14,178	18,700
Photographic Supplies	963	—	—	500
Other Supplies	1,436,518	666,165	694,703	790,005
Safety Equipment	91,213	140,850	39,000	101,350



Department of Port Control

AIRPORT GENERAL OPERATIONS

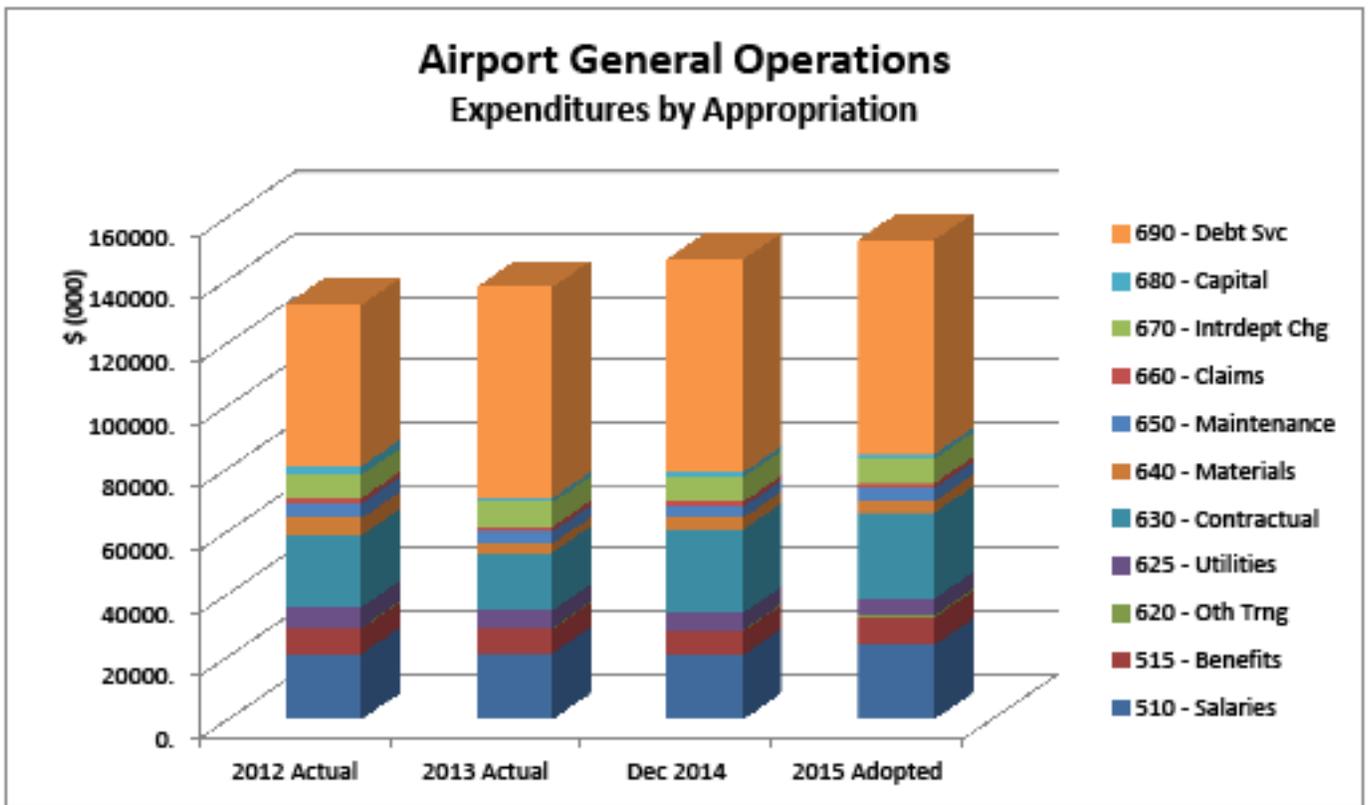
Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Special Events Supplies	894	2,571	2,241	7,500
Just In Time Office Supplies	55,705	58,604	48,518	55,000
Building Maintenance Supplies	239,012	235,984	288,556	180,000
Cement Sand & Gravel	740,544	451,748	77,486	157,500
Misc Maintenance Supplies	171,413	—	—	—
	\$ 5,358,459	\$ 2,981,419	\$ 3,709,328	\$ 3,710,002
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 5,000
Computer Hardware Maintenance	—	40,152	12,840	380,842
Computer Software Maintenance	118,060	277,168	122,209	217,200
Maintenance Machinery & Tools	1,705,038	1,871,293	1,480,380	1,465,000
Maintenance Fire Apparatus	35,468	15,000	18,075	20,000
Maintenance Vehicles	630,265	606,435	812,931	865,600
Maintenance Misc. Equipment	2,326,526	947,171	1,154,192	1,160,450
Maintenance Building	150	—	—	—
	\$ 4,815,506	\$ 3,757,218	\$ 3,600,626	\$ 4,114,092
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 181,933	\$ 82,824	\$ 41,040	\$ 82,000
Indirect Cost	1,438,323	1,444,822	1,454,064	1,416,226
	\$ 1,620,256	\$ 1,527,646	\$ 1,495,104	\$ 1,498,226
Interdepart Service Charges				
Charges From General Fund	\$ 5,885,438	\$ 6,407,944	\$ 6,559,609	\$ 6,700,000
Charges From Telephone Exch	565,776	621,057	710,465	738,232
Charges From Utilities Admin	1,738	—	—	—
Charges From Radio Comm System	132,782	119,414	304,882	165,693
Charges From W.P.C.	74,557	641	—	4,660
Charges From Print & Repro	77,266	70,975	61,984	62,845
Charges From Central Storeroom	4,027	1,874	2,946	3,196
Charges From M.V.M.	566,633	502,573	223,654	108,540
Charges From Division Of Maint	34,294	—	—	35,000
Charges From Waste Collection	86,718	78,332	69,046	90,420
	\$ 7,429,226	\$ 7,802,810	\$ 7,932,585	\$ 7,908,586
Capital Outlay				
Transfer To Airports Cap Proj	\$ 2,743,735	\$ 1,392,124	\$ 1,407,000	\$ 1,407,000
	\$ 2,743,735	\$ 1,392,124	\$ 1,407,000	\$ 1,407,000
Debt Service				
Principal	\$ 16,285,000	\$ 31,716,000	\$ 33,137,390	\$ 34,415,000
Interest	35,092,200	35,388,996	34,770,416	33,851,367
	\$ 51,377,200	\$ 67,104,996	\$ 67,907,806	\$ 68,266,367
	\$ 132,062,553	\$ 137,669,337	\$ 146,599,968	\$ 152,700,000

AIRPORT GENERAL OPERATIONS

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ 115,833,369	\$ 109,210,628	\$ 127,331,173	\$ 137,973,900
Grant Revenue	2,833,095	4,243,790	1,213,773	2,561,100
Miscellaneous	19,138,399	25,760,044	14,525,718	12,040,000
Interest Earnings/Investment Income	171,685	129,473	71,147	125,000
Passenger Facility Charges	1,435	126,286	—	—
	\$ 137,977,983	\$ 139,470,221	\$ 143,141,811	\$ 152,700,000





Department of Port Control

AIRPORT GENERAL OPERATIONS

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	0	1	Administrator of Engineering and Planning	30,214.95	115,924.76
6	5	6	Administration Bureau Manager	40,314.82	136,049.25
1	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	1	1	Commissioner of Cleve. Hopkins Int. Airport	42,758.15	152,120.83
3	3	3	Deputy Comm. of Cleve. Hopkins Int. Airport	30,214.95	107,006.06
1	1	1	Director of Port Control	100,000.00	236,515.54
1	0	1	Secretary to Directors of Departments	41,312.22	152,120.83
0	0	1	General Manager of Administrative Services	26,273.96	93,908.62
1	1	1	HR Fiscal Administrator	22,333.40	65,528.58
0	0	1	Manager of Education and Research	27,325.56	87,664.94
1	1	1	Minority Business Development Administrator	27,325.56	79,843.51
18	16	21			
<u>ADMINISTRATIVE SUPPORT</u>					
1	0	1	Junior Clerk	11.97	14.57
2	1	2	Chief Clerk	22,050.00	48,986.27
6	5	6	Principal Clerk	14.88	20.71
1	2	2	Private Secretary	10.00	21.63
1	1	1	Private Secretary to the Director	20,800.00	48,986.27
2	2	2	Head Storekeeper	17.85	23.76
1	1	1	Messenger	10.00	15.54
0	0	1	Network/Data Center Operations Manager	55,000.00	112,045.37
0	1	1	Secretary	10.00	18.04
2	2	2	Stock Clerk	13.11	18.78
2	2	2	Storekeeper	16.66	21.39
18	17	21			
<u>PROFESSIONALS</u>					
1	1	1	Accountant I	14.39	20.81
1	1	1	Accountant III	15.48	25.32
4	4	4	Accountant IV	20,800.00	61,213.89
16	12	12	Administrative Manager	27,193.55	104,891.07
5	4	4	Administrative Officer	20,800.00	54,579.99
1	1	1	Airport Chief Engineer	30,214.95	115,924.76



AIRPORT GENERAL OPERATIONS

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		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	0	1	Air Trade Development Manager	30,214.95	107,006.06
4	4	4	Assistant Administrator	20,800.00	58,564.01
2	1	2	Assistant Director of Law I (S)	26,250.00	88,693.33
1	0	1	Auditor	20,800.00	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	1	1	Chief Engineering & Construction Inspector	26.21	28.21
1	0	1	Chief Training Officer	26,273.96	72,945.53
5	5	5	Consulting Engineer	36,000.00	97,860.03
1	1	1	Contract Compliance Officer	26,273.96	72,945.53
1	1	1	Deputy Project Director	20,800.00	64,734.08
3	2	3	Fiscal Manager	23,647.11	87,143.34
1	0	0	Labor Relations Officer	27,325.56	79,843.51
1	1	1	Office Manager	20,800.00	51,170.01
2	1	2	Personnel Administrator	26,273.96	84,984.86
25	21	24	Project Coordinator	27,325.56	93,021.80
2	1	2	Project Director	22,333.40	82,706.96
1	1	1	Safety Programs Manager	30,214.95	91,848.40
1	1	1	Senior Personnel Assistant	20,800.00	51,677.50
3	2	2	Super Admin Services-Data	20,800.00	58,564.01
2	1	1	Systems Analyst	20,800.00	63,677.78
1	1	1	Warehouse Inventory Manager	22,333.40	82,706.96
106	87	97			
SKILLED CRAFT					
3	3	3	Carpenter	37.00	46.25
9	9	9	Electrical Worker	45.20	56.50
1	1	1	Electrical Worker Foreman	46.38	57.56
11	8	11	Heavy Duty Mechanic	15.75	25.37
2	2	2	Heavy Duty Unit Leader	23.85	32.42
3	3	3	Painter	32.48	40.60



Department of Port Control

AIRPORT GENERAL OPERATIONS

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
1	1	1	Painter Foreman	33.73	41.60
2	1	2	Plumber	44.98	56.23
32	28	32			
<u>SERVICE & MAINTENANCE</u>					
11	8	16	Airport Field Foreman	20.86	22.86
62	44	55	Airport Maintenance Man	19.09	19.47
61	46	56	Custodial Worker	10.00	15.42
9	6	7	Custodial Worker Supervisor	19.35	21.35
1	1	1	Municipal Service Laborer	16.49	18.49
1	1	1	Supt Vehicle Admin Services	20,800.00	72,945.53
6	5	6	Window Washer	12.54	21.31
151	111	142			
<u>TECHNICIANS</u>					
1	5	5	Airport Information Representative	12.14	17.49
4	4	4	Airport Operations Agent I	17.13	21.61
8	6	8	Airport Operations Agent II	21.52	25.45
6	4	6	Airport Operations Agent III	20,800.00	57,473.28
4	2	3	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	19.69	21.69
8	2	3	Radio Dispatcher	17.33	21.63
50	41	48			
<u>PROTECTIVE SERVICE</u>					
42	36	42	Airport Safety Man	17.19	23.66
3	3	3	Airport Safety Shift Commander	20,800.00	73,916.85
45	39	45			
420	339	406	TOTAL FULL TIME		
10	8	10	TOTAL PART TIME		
44	28	53	TOTAL SEASONAL		
7	1	7	TOTAL STUDENT TRAINEES		
481	376	476	TOTAL DIVISION		



DIVISION OF HARBORS

Ricky D. Smith, Director

The Department of Port Control monitors leases for the various areas held by the City along the shores of Lake Erie and the Cuyahoga River. The primary objective of the Department's Division of Harbors was to improve the piers and docks under its jurisdiction by initiating a plan for capital expenditures.



Division of Harbors

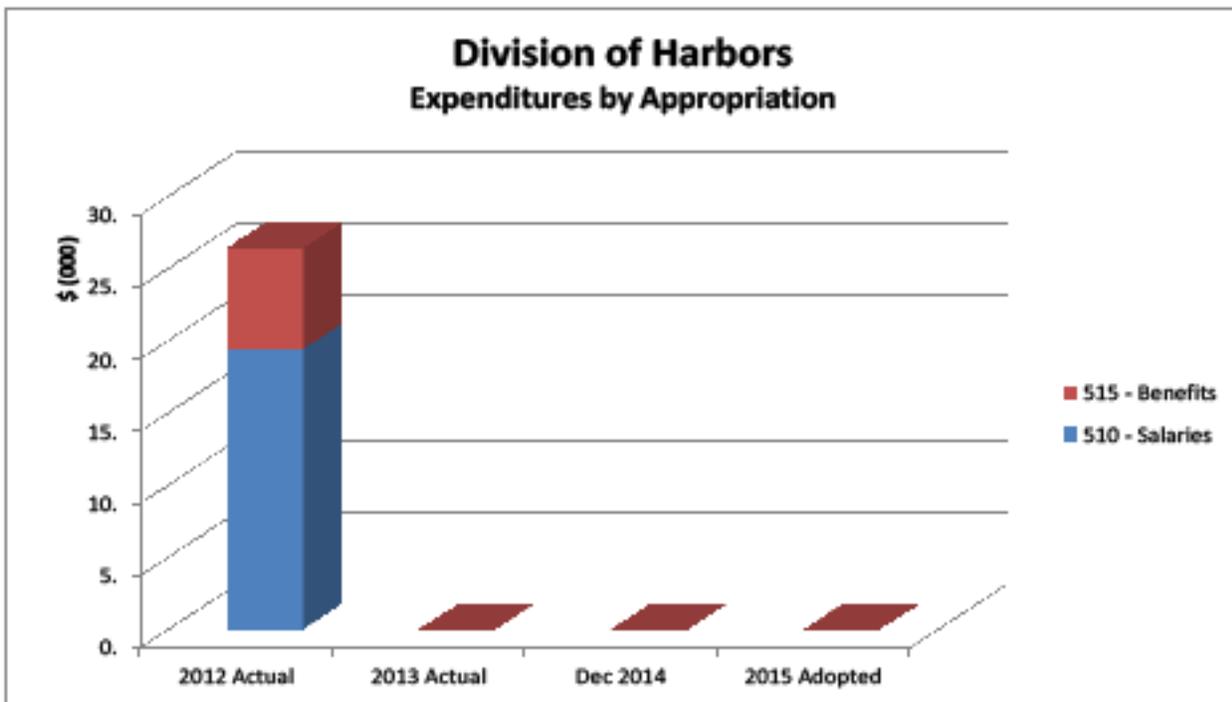
DIVISION OF HARBORS

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 19,418	\$ —	\$ —	\$ —
	\$ 19,418	\$ —	\$ —	\$ —
Benefits				
Hospitalization	\$ 3,216	\$ —	\$ —	\$ —
Dental	192	—	—	—
Vision Care	15	—	—	—
Public Employees Retire System	2,342	—	—	—
Fica-Medicare	275	—	—	—
Workers' Compensation	158	—	—	—
Life Insurance	11	—	—	—
Unemployment Compensation	774	—	—	—
	\$ 6,982	\$ —	\$ —	\$ —
	\$ 26,400	\$ —	\$ —	\$ —

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ 106,628	\$ —	\$ —	\$ —
Miscellaneous	—	131	—	—
	\$ 106,628	\$ 131	\$ —	\$ —





DIVISION OF PUBLIC HEALTH ADMINISTRATION

Toinette Parrilla, 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.



Department of Public Health

DIVISION OF PUBLIC HEALTH ADMINISTRATION

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 416,437	\$ 467,881	\$ 494,679	\$ 596,411
Longevity	3,500	2,725	3,600	3,275
Wage Settlements	—	—	443	—
Separation Payments	28,173	—	37,039	167
Overtime	—	—	1,269	—
	\$ 448,110	\$ 470,606	\$ 537,030	\$ 599,853
Benefits				
Hospitalization	\$ 41,879	\$ 51,844	\$ 69,613	\$ 102,248
Flex Save Admin Fees	60	143	—	—
Prescription	10,706	13,662	15,685	21,381
Dental	3,334	3,895	4,252	5,981
Vision Care	414	407	437	481
Public Employees Retire System	59,207	62,434	77,745	83,646
Fica-Medicare	5,064	6,641	7,583	8,702
Workers' Compensation	6,378	6,246	6,332	6,227
Life Insurance	301	284	301	359
	\$ 127,343	\$ 145,557	\$ 181,947	\$ 229,025
Other Training & Professional Dues				
Travel	\$ 843	\$ 1,008	\$ 1,000	\$ 1,030
Tuition & Registration Fees	330	—	205	211
Professional Dues & Subscript	3,158	3,238	3,293	3,966
	\$ 4,331	\$ 4,246	\$ 4,498	\$ 5,207
Contractual Services				
Professional Services	\$ 1,221	\$ 1,245	\$ 23,708	\$ 167
Mileage (Private Auto)	155	493	150	515
Security Services	22,721	22,746	22,746	23,428
Parking In City Facilities	3,149	2,835	3,438	3,000
Insurance And Official Bonds	100	250	—	—
Property Rental	276,278	296,693	274,929	324,874
Other Contractual	—	—	235	—
	\$ 303,624	\$ 324,261	\$ 325,206	\$ 351,984
Materials & Supplies				
Office Supplies	\$ 80	\$ 189	\$ —	\$ —
Purchase Of Tests	—	—	28	—
Just In Time Office Supplies	788	—	690	1,030

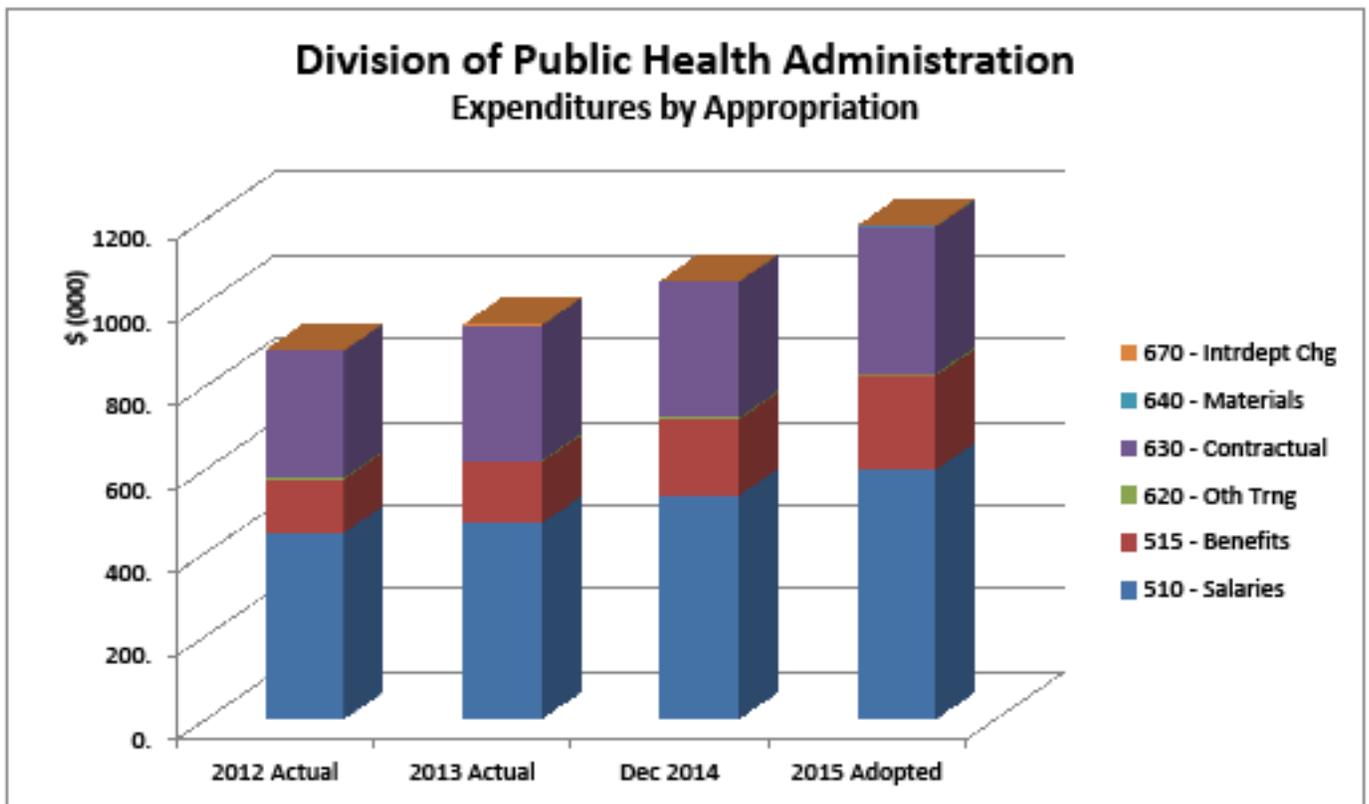
DIVISION OF PUBLIC HEALTH ADMINISTRATION

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
	\$ 868	\$ 189	\$ 718	\$ 1,030
Interdepart Service Charges				
Charges From Print & Repro	\$ 2,586	\$ 2,663	\$ 3,091	\$ 3,134
	\$ 2,586	\$ 2,663	\$ 3,091	\$ 3,134
	\$ 886,861	\$ 947,522	\$ 1,052,490	\$ 1,190,233

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Miscellaneous	\$ 77,095	\$ 85,156	\$ 54,512	\$ 42,340
Sale Of City Assets	—	—	1	—
	\$ 77,095	\$ 85,156	\$ 54,513	\$ 42,340





Department of Public Health

DIVISION OF PUBLIC HEALTH ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Director of Public Health	50,795.81	182,067.01
1	1	1			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Personnel Administrator	26,273.96	84,984.86
1	1	1	Stock Clerk	13.11	18.78
2	2	2			
<u>PROFESSIONALS</u>					
1	0	0	Administrative Manager	27,193.55	104,891.07
1	1	1	Chief of Computer Operations	23,647.11	87,143.34
1	1	1	Chief Systems Analyst	27,325.56	100,773.99
0	1	1	Fiscal Manager	23,647.11	87,143.34
0	1	1	Health Services Administrator	27,325.56	79,843.51
1	1	1	Project Director	22,333.40	82,706.96
1	1	1	Sr. Programmer Analyst	23,647.11	71,459.83
5	6	6			
8	9	9	TOTAL FULL TIME		
8	9	9	TOTAL DIVISION		



DIVISION OF HEALTH

Myron D. Bennett, 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.



Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,208,807	\$ 1,098,925	\$ 1,238,075	\$ 1,432,127
Longevity	11,825	11,650	11,528	10,900
Wage Settlements	—	—	9,086	—
Separation Payments	14,021	12,207	11,511	—
Overtime	102	1,241	7,985	—
	\$ 1,234,755	\$ 1,124,023	\$ 1,278,185	\$ 1,443,027
Benefits				
Hospitalization	\$ 203,619	\$ 199,346	\$ 238,472	\$ 283,140
Flex Save Admin Fees	60	31	116	—
Prescription	42,214	38,910	46,544	49,893
Dental	14,212	12,399	13,553	14,624
Vision Care	1,951	1,654	1,878	1,871
Public Employees Retire System	171,265	149,299	176,489	200,499
Fica-Medicare	14,615	13,428	16,002	20,923
Workers' Compensation	22,466	21,675	11,800	16,192
Life Insurance	1,223	970	1,090	1,225
Unemployment Compensation	11,260	9,926	826	—
Clothing Allowance	2,520	1,990	2,361	2,120
Clothing Maintenance	150	150	150	150
	\$ 485,555	\$ 449,779	\$ 509,280	\$ 590,637
Other Training & Professional Dues				
Travel	\$ 322	\$ 30	\$ 250	\$ 500
Mileage (Priv Auto) Trng Prps	—	—	305	—
Professional Dues & Subscript	55	300	—	515
	\$ 377	\$ 330	\$ 555	\$ 1,015
Utilities				
Brokered Gas Supply	\$ 13,337	\$ 18,130	\$ 22,843	\$ 25,129
Gas	20,132	20,497	12,663	13,931
Electricity - Cpp	179,272	170,568	153,743	190,184
Electricity - Other	52,905	53,034	3,012	3,315
Security & Monitoring System	1,632	939	1,264	—
	\$ 267,277	\$ 263,168	\$ 193,525	\$ 232,559
Contractual Services				
Professional Services	\$ 602,759	\$ 329,966	\$ 553,404	\$ 782,793
Travel- Non-Training	—	177	—	—
Mileage (Private Auto)	4,123	4,639	4,988	4,120
Waste Disposal	—	—	3,981	—
Security Services	22,746	—	11,815	12,169

DIVISION OF HEALTH

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Freight Expense	368	549	166	515
Advertising And Public Notice	—	—	500	—
Parking In City Facilities	1,503	1,505	1,347	1,391
Property Rental	204,007	215,588	215,588	247,936
Equipment Rental	—	55	—	—
Other Contractual	31,382	35,458	79,692	85,886
Indigent Relief	65,604	79,001	91,000	92,700
	\$ 932,493	\$ 666,938	\$ 962,480	\$ 1,227,510
Materials & Supplies				
Office Supplies	\$ 15,869	\$ 18,800	\$ 172	\$ 500
Postage	41	—	26	206
Computer Hardware	2,007	—	—	—
Computer Software	—	1,749	—	—
Purchase Of Tests	—	—	913	—
Chemical	—	853	—	—
Office Furniture & Equipment	—	—	218	—
Medical Supplies	2,376	6,020	16,587	18,540
Food	—	—	871	—
Laboratory Supplies	4,723	9,319	7,440	10,000
Medical Equipment	—	—	372	—
Other Supplies	3,787	4,225	7,769	2,000
Pharmaceutical Supplies	6,010	7,946	12,000	15,000
Greenhouse Maintenance Suppl	—	1,450	377	—
Just In Time Office Supplies	7,027	4,330	7,774	5,000
	\$ 41,840	\$ 54,691	\$ 54,520	\$ 51,246
Maintenance				
Maintenance Contracts	\$ —	\$ 1,500	\$ 553	\$ 600
Maintenance Building	300	—	—	—
	\$ 300	\$ 1,500	\$ 553	\$ 600
Interdepart Service Charges				
Charges From Telephone Exch	\$ 121,315	\$ 117,639	\$ 110,256	\$ 110,421
Charges From W.P.C.	—	154	—	—
Charges From Print & Repro	45,546	50,583	52,757	53,928
Charges From Central Storeroom	7,537	6,830	6,250	6,783
Charges From M.V.M.	28,281	17,489	25,286	21,104
Charges From Waste Collection	7,314	6,233	6,555	—
Charges From Parks Maintenance	—	3,235	4,529	—



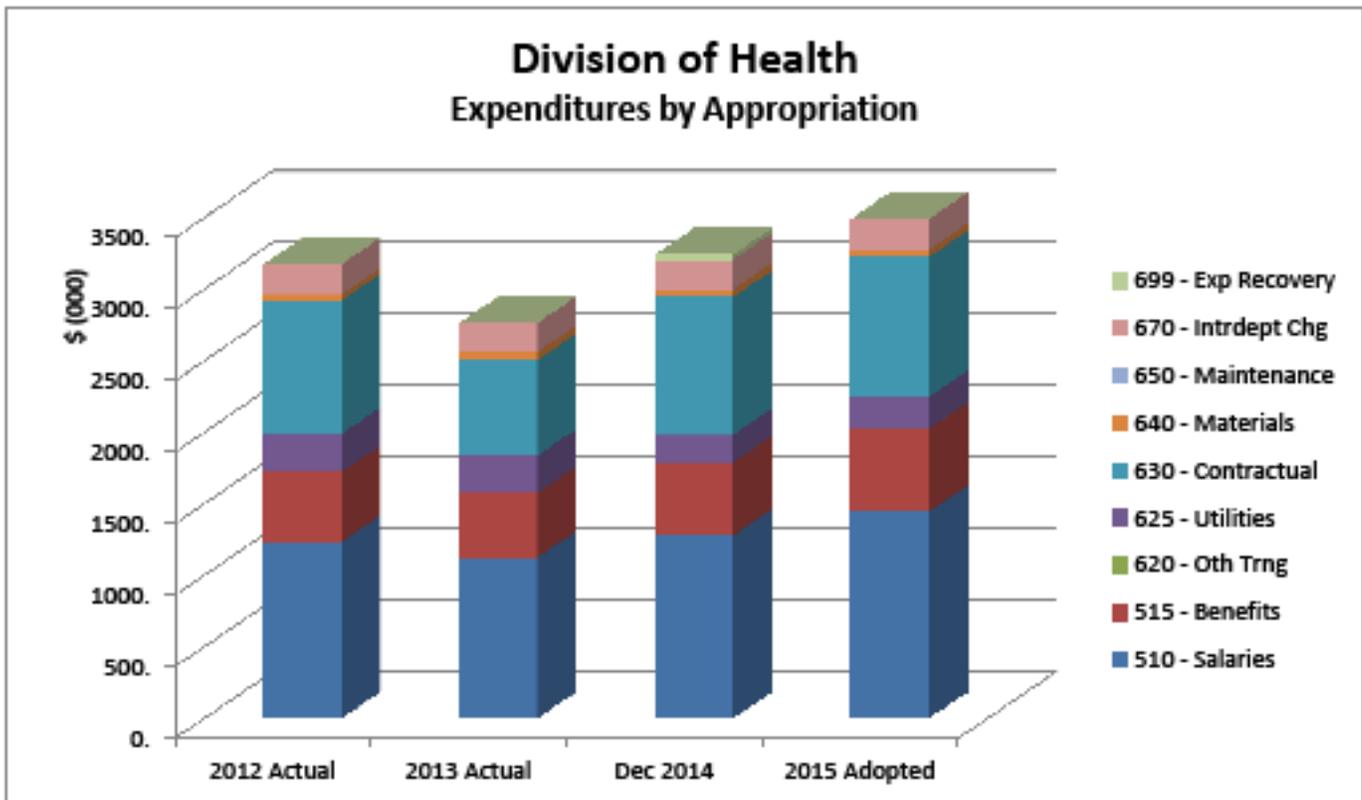
DIVISION OF HEALTH

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
	\$ 209,992	\$ 202,163	\$ 205,633	\$ 192,236
Expenditure Recovery				
Expenditure Recovery	\$ —	\$ —	\$ 35,357	\$ —
	\$ —	\$ —	\$ 35,357	\$ —
	\$ 3,172,588	\$ 2,762,592	\$ 3,240,089	\$ 3,738,830

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ 1,365,625	\$ 1,380,274	\$ 1,357,932	\$ 1,416,752
Grant Revenue	—	—	0	—
Miscellaneous	92,252	136,000	131,090	95,000
	\$ 1,457,878	\$ 1,516,274	\$ 1,489,021	\$ 1,511,752





DIVISION OF HEALTH

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	Budget 2014	Budget 2015		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Commissioner of Health	45,021.46	150,984.16
1	1	1			
<u>ADMINISTRATIVE SUPPORT</u>					
5	4	5	Junior Clerk	11.97	14.57
2	2	2	Principal Clerk	14.88	20.71
1	1	1	Private Secretary	10.00	21.63
3	3	3	Senior Clerk	12.47	17.08
11	10	11			
<u>PARA-PROFESSIONALS</u>					
1	1	1	Community Health Aide	10.00	16.70
1	1	1			
<u>PROFESSIONALS</u>					
1	0	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	24.02
1	1	1	Director Of Public Hlth Nursg	26,273.96	84,984.86
1	1	1	Grant Administrator	22,333.40	77,446.20
0	1	0	Health Services Administrator	27,325.56	79,843.51
1	1	1	Health Center Director	22,333.40	77,446.20
2	2	2	Project Coordinator	27,325.56	93,021.80
4	4	4	Public Health Nurse III	39,098.75	53,512.74
1	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	17.19	19.19
1	1	1			



Department of Public Health

DIVISION OF HEALTH

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
			TECHNICIANS		
2	2	2	Clinical Laboratory Technician II	16.86	24.46
2	2	2			
30	29	30	TOTAL FULL TIME		
30	29	30	TOTAL DIVISION		

DIVISION OF ENVIRONMENT

Chantez Williams, 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.



Department of Public Health

DIVISION OF ENVIRONMENT

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 511,316	\$ 538,636	\$ 519,257	\$ 581,929
Longevity	6,050	6,050	6,125	7,100
Wage Settlements	—	—	1,885	—
Separation Payments	—	—	39,489	7,960
Overtime	4,994	—	812	—
	\$ 522,360	\$ 544,686	\$ 567,568	\$ 596,989
Benefits				
Hospitalization	\$ 92,661	\$ 97,603	\$ 96,941	\$ 123,382
Flex Save Admin Fees	60	100	—	—
Prescription	13,576	13,982	14,951	17,182
Dental	6,483	6,615	6,456	7,431
Vision Care	841	848	818	812
Public Employees Retire System	73,137	73,695	73,598	82,764
Fica-Medicare	5,045	5,274	6,249	7,247
Workers' Compensation	13,966	8,829	11,631	14,287
Life Insurance	481	463	441	487
Unemployment Compensation	24,429	8,773	—	—
	\$ 230,678	\$ 216,181	\$ 211,087	\$ 253,592
Other Training & Professional Dues				
Travel	\$ —	\$ 637	\$ —	\$ —
Tuition & Registration Fees	810	150	295	417
Professional Dues & Subscript	—	—	230	417
	\$ 810	\$ 787	\$ 525	\$ 834
Contractual Services				
Professional Services	\$ 46	\$ 345	\$ 10,446	\$ 3,075
Mileage (Private Auto)	—	696	1,741	1,252
Security Services	30,495	19,996	30,500	32,960
Freight Expense	25	—	—	—
Parking In City Facilities	3,106	5,634	3,014	2,039
Property Rental	66,247	129,062	129,062	148,168
Other Contractual	140	—	998	—
	\$ 100,059	\$ 155,733	\$ 175,762	\$ 187,494
Materials & Supplies				
Office Supplies	\$ 2,641	\$ —	\$ —	\$ —
Purchase Of Tests	—	—	46	—
Chemical	5,792	6,247	5,853	6,695
Just In Time Office Supplies	—	—	1,426	1,545
	\$ 8,433	\$ 6,247	\$ 7,325	\$ 8,240



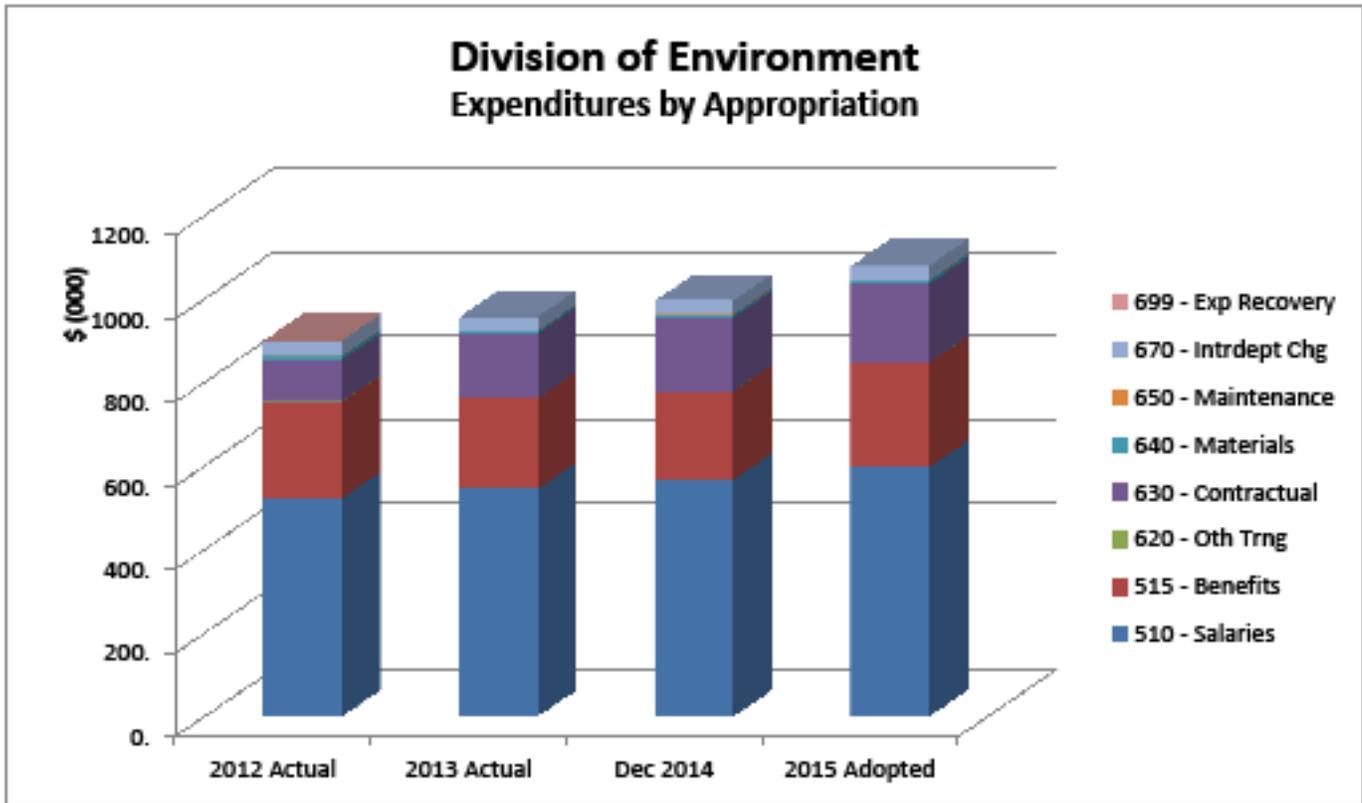
DIVISION OF ENVIRONMENT

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Maintenance				
Maintenance Office Equipment	\$ —	\$ 713	\$ —	\$ —
Computer Software Maintenance	1,575	—	1,375	1,416
Car Washes	—	—	156	206
	\$ 1,575	\$ 713	\$ 1,531	\$ 1,622
Interdepart Service Charges				
Charges From Telephone Exch	\$ 7,348	\$ 7,330	\$ 7,126	\$ 6,966
Charges From Print & Repro	4,972	3,535	5,333	5,407
Charges From Central Storeroom	9,743	7,228	8,493	9,217
Charges From M.V.M.	13,994	14,373	11,241	11,486
	\$ 36,057	\$ 32,466	\$ 32,193	\$ 33,076
Expenditure Recovery				
Expenditure Recovery	\$ —	\$ —	\$ 1,273	\$ —
	\$ —	\$ —	\$ 1,273	\$ —
	\$ 899,973	\$ 956,812	\$ 997,264	\$ 1,081,847

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ —	\$ —	\$ 105	\$ —
Licenses & Permits	15,560	10,570	6,314	11,220
Miscellaneous	3,024	7,006	6,653	—
Interest Earnings/Investment Income	—	0	—	—
	\$ 18,584	\$ 17,576	\$ 13,072	\$ 11,220





DIVISION OF ENVIRONMENT

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	Budget 2014	Budget 2015		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Commissioner of Environment	42,758.15	142,024.13
1	1	1			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Assistant Administrator	20,800.00	58,564.01
1	1	1	Private Secretary	10.00	21.63
2	2	2			
<u>PROFESSIONALS</u>					
0	0	1	Caseworker II	14.03	20.81
1	1	1	Dist Supv Environmental Hlth	20,800.00	62,541.14
1	1	2			
<u>TECHNICIAN</u>					
0	1	1	Chemist	18.49	27.66
5	5	5	Public Health Sanitarian I	15.48	21.89
1	1	1	Public Health Sanitarian II	17.38	24.07
1	0	0	Public Health Sanitarian III	15.49	25.27
1	0	0	Public Health Sanitarian IV	18.77	31.36
8	7	7			
12	11	12	TOTAL FULL TIME		
12	11	12	TOTAL DIVISION		



Department of Public Health

DIVISION OF AIR QUALITY

George Baker, Commissioner

Mission Statement

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

The Cleveland Division of Air Quality (CDAQ) serves as 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.

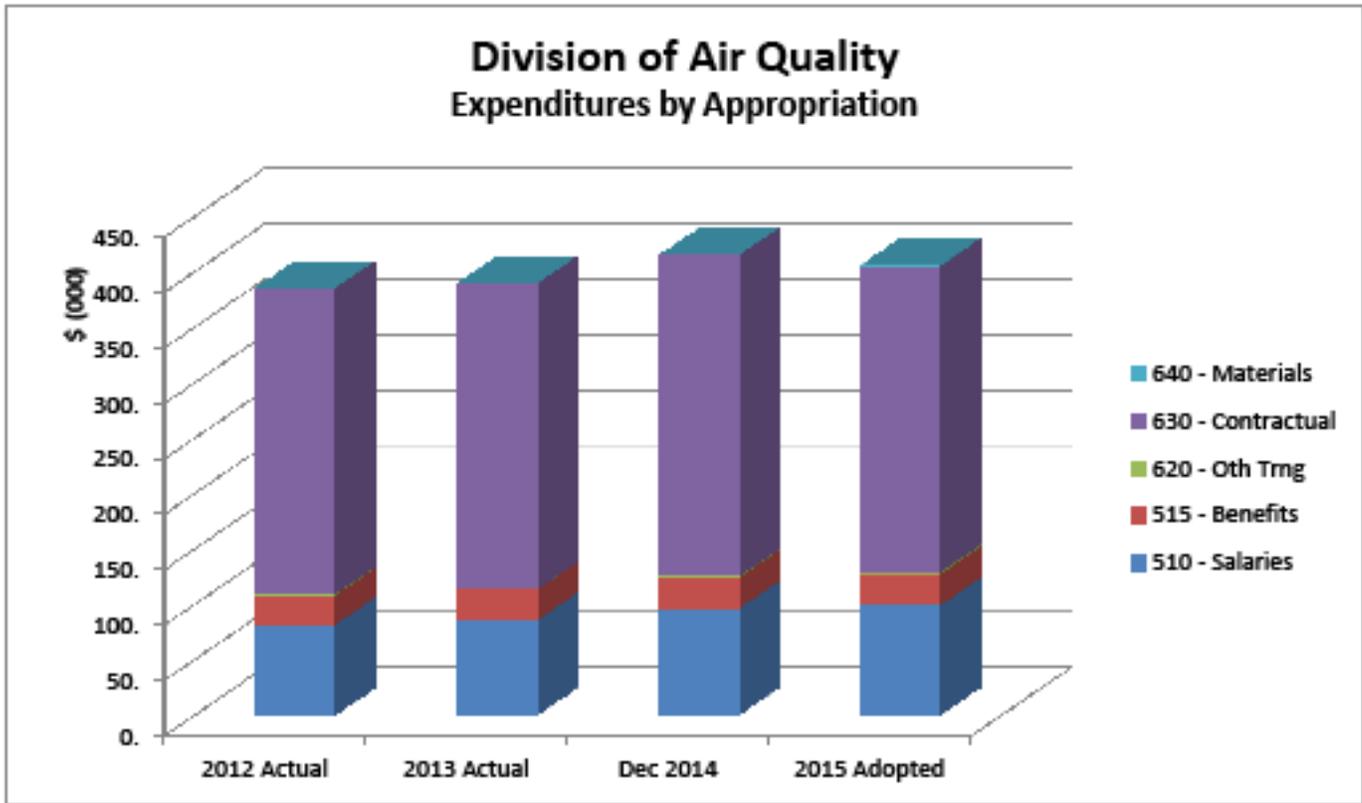
DIVISION OF AIR QUALITY

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 81,661	\$ 85,569	\$ 85,042	\$ 86,127
Longevity	475	475	475	475
Wage Settlements	—	—	10,888	—
Separation Payments	—	—	—	12,914
	\$ 82,136	\$ 86,044	\$ 96,405	\$ 99,516
Benefits				
Hospitalization	\$ 9,216	\$ 9,863	\$ 10,094	\$ 10,779
Prescription	2,576	2,636	2,443	2,504
Dental	770	782	728	738
Vision Care	59	59	54	52
Public Employees Retire System	11,486	11,602	11,946	12,058
Fica-Medicare	1,173	1,229	1,376	1,256
Workers' Compensation	1,089	1,364	1,099	1,133
Life Insurance	45	42	41	41
	\$ 26,414	\$ 27,578	\$ 27,779	\$ 28,561
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ —	\$ 500
Tuition & Registration Fees	—	150	—	—
Professional Dues & Subscript	1,094	—	1,216	1,400
	\$ 1,094	\$ 150	\$ 1,216	\$ 1,900
Contractual Services				
Professional Services	\$ —	\$ —	\$ 8,019	\$ —
Freight Expense	—	(78)	—	—
Advertising And Public Notice	695	195	—	—
Other Contractual	—	—	5,765	—
Local Match-Grant Programs	275,405	275,905	276,100	276,100
	\$ 276,100	\$ 276,022	\$ 289,884	\$ 276,100
Materials & Supplies				
Just In Time Office Supplies	\$ —	\$ —	\$ —	\$ 515
	\$ —	\$ —	\$ —	\$ 515
	\$ 385,744	\$ 389,794	\$ 415,285	\$ 406,592

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ 166,853	\$ 161,601	\$ 155,671	\$ 150,000
Miscellaneous	(1,050)	991	999	—
	\$ 165,803	\$ 162,592	\$ 156,670	\$ 150,000





DIVISION OF AIR QUALITY

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Commissioner of Air Quality	42,758.15	142,024.13
1	1	1	TOTAL FULL TIME		
1	1	1	TOTAL DIVISION		



Department of Public Safety

PUBLIC SAFETY ADMINISTRATION

Michael McGrath, Director

Mission Statement

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

In addition to the Divisions of Police, Fire, Emergency Medical Service, Animal 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 Harrassment, Workplace Violence, and EEO related matters.

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

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

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

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

PROGRAM NAME: OFFICE OF PROFESSIONAL STANDARDS

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

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

PROGRAM NAME: POLICE REVIEW BOARD

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

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



Department of Public Safety

PUBLIC SAFETY ADMINISTRATION

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,593,240	\$ 1,887,734	\$ 2,484,353	\$ 3,045,057
Board Members	48,394	48,394	51,190	50,975
Longevity	13,050	10,150	13,325	18,350
Wage Settlements	—	—	5,134	—
Separation Payments	68,012	33,522	232,960	75,000
Overtime	24,638	45,054	78,931	40,000
	\$ 1,747,334	\$ 2,024,854	\$ 2,865,893	\$ 3,229,382
Benefits				
Hospitalization	\$ 184,316	\$ 216,613	\$ 307,568	\$ 407,705
Flex Save Admin Fees	120	219	—	—
Prescription	47,380	53,425	59,766	75,823
Dental	15,255	16,757	20,770	25,678
Vision Care	1,528	1,560	1,924	2,159
Public Employees Retire System	233,609	264,758	361,886	441,682
Police & Firemens Disab & Pens	—	—	(634)	—
Fica-Medicare	20,764	25,454	34,424	43,263
Workers' Compensation	26,468	24,619	39,532	21,328
Life Insurance	1,165	1,209	1,531	1,866
Unemployment Compensation	—	—	6,403	—
Clothing Allowance	1,060	530	1,168	1,200
	\$ 531,665	\$ 605,143	\$ 834,338	\$ 1,020,704
Other Training & Professional Dues				
Travel	\$ —	\$ 750	\$ 3,848	\$ 800
Tuition & Registration Fees	50	240	1,684	2,100
Mileage (Priv Auto) Trng Prps	—	158	533	—
Professional Dues & Subscript	—	—	159	100
	\$ 50	\$ 1,148	\$ 6,224	\$ 3,000
Utilities				
Steam	\$ —	\$ 29,718	\$ 54,814	\$ 60,295
	\$ —	\$ 29,718	\$ 54,814	\$ 60,295
Contractual Services				
Professional Services	\$ 998	\$ 4,872	\$ 154,811	\$ —
Court Reporter	—	—	342	—
Medical Services	832	4,917	—	—
Advertising And Public Notice	—	—	2,420	2,000
Parking In City Facilities	2,816	13,055	10,063	8,000
Property Rental	175,000	175,000	—	195,000
Equipment Rental	—	1,064	—	—

PUBLIC SAFETY ADMINISTRATION

Expenditures (Continued)

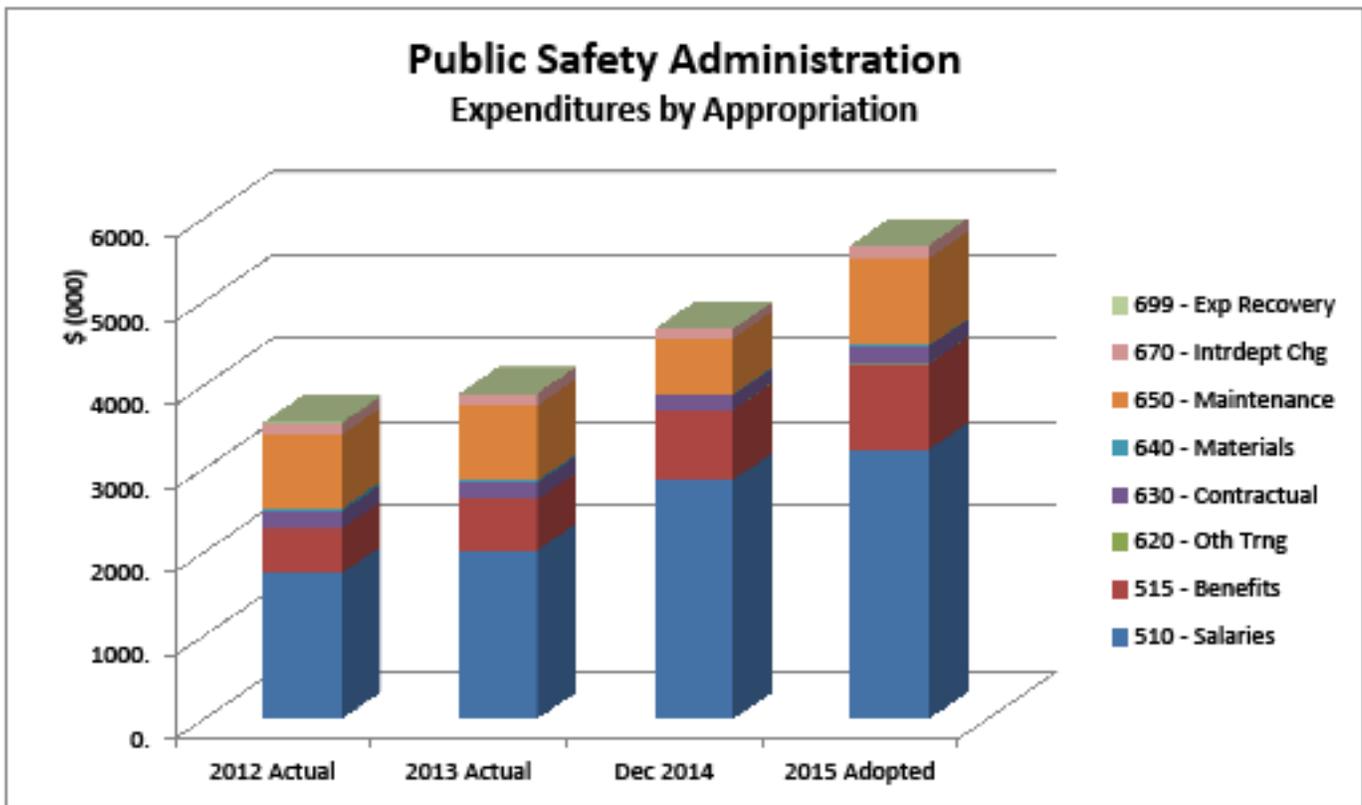
	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Other Contractual	21,943	—	3,961	5,000
	\$ 201,588	\$ 198,908	\$ 171,597	\$ 210,000
Materials & Supplies				
Office Supplies	\$ 407	\$ 339	\$ 346	\$ 700
Postage	—	—	—	350
Computer Supplies	—	519	621	—
Computer Hardware	138	18,944	—	—
Office Furniture & Equipment	—	—	2,725	—
Medical Supplies	150	5,548	3,831	4,000
Food	—	—	110	—
Other Supplies	338	86	1,087	—
Safety Equipment	35,988	978	—	—
Just In Time Office Supplies	2,868	3,493	5,865	4,500
	\$ 39,890	\$ 29,908	\$ 14,585	\$ 9,550
Maintenance				
Maintenance Office Equipment	\$ 228	\$ —	\$ 7,818	\$ —
Maintenance Contracts	717,187	420,786	496,714	—
Computer Hardware Maintenance	101,682	413,444	66,641	1,032,815
Computer Software Maintenance	38,062	43,000	93,413	—
Repair Parts	—	2,679	—	—
Maintenance Misc. Equipment	—	—	190	—
Maintenance Building	23,259	13,500	—	10,652
	\$ 880,418	\$ 893,409	\$ 664,776	\$ 1,043,467
Interdepart Service Charges				
Charges From Telephone Exch	\$ 94,923	\$ 113,448	\$ 88,959	\$ 104,186
Charges From Radio Comm System	2,979	2,504	—	—
Charges From Print & Repro	31,257	26,701	19,240	19,507
Charges From Central Storeroom	2,184	4,904	2,633	2,857
Charges From M.V.M.	—	20	—	—
	\$ 131,343	\$ 147,578	\$ 110,832	\$ 126,550
Expenditure Recovery				
Expenditure Recovery	\$ 21,613	\$ —	\$ 9,085	\$ —
	\$ 21,613	\$ —	\$ 9,085	\$ —
	\$ 3,553,902	\$ 3,930,666	\$ 4,732,144	\$ 5,702,948



PUBLIC SAFETY ADMINISTRATION

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ 11,730	\$ 9,190	\$ 10,614	\$ 13,185
Fines, Forfeitures & Settlements	1,700	1,900	1,800	1,500
Grant Revenue	—	4,101	—	—
Licenses & Permits	—	—	200	—
Miscellaneous	51,957	53,986	205,344	5,000
	\$ 65,387	\$ 69,177	\$ 217,958	\$ 19,685



PUBLIC SAFETY ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Director of Public Safety	50,795.81	182,067.01
0	0	1	Public Safety Medical Director	80,000.00	250,000.00
2	1	1	Office of Professional Standards Administrator	26,273.96	72,945.53
0	1	1	Public Safety IT Manager	65,000.00	110,000.00
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
<hr/> 5	<hr/> 5	<hr/> 6			
<u>ADMINISTRATIVE SUPPORT</u>					
6	5	5	Principal Clerk	14.88	20.71
1	1	1	Private Secretary	10.00	21.63
1	1	1	Senior Clerk	12.47	17.08
<hr/> 8	<hr/> 7	<hr/> 7			
<u>PROFESSIONALS</u>					
1	1	0	Accountant III	15.48	25.32
2	3	4	Administrative Manager	27,193.55	104,891.07
1	1	1	Administrative Officer	20,800.00	54,579.99
1	2	2	Assistant Administrator	20,800.00	58,564.01
1	1	1	Budget Analyst	20,800.00	54,612.13
1	1	1	Executive Commission Public Safety Project - Grants	36,590.39	146,639.64
1	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	4	4	Network Analyst II	30,214.00	92,985.05
4	4	4	Office of Professional Standards Investigator	20,092.80	55,191.48
1	1	1	Personnel Administrator	26,273.96	84,984.86
0	1	1	Personnel Assistant	20,800.00	48,871.45
1	1	1	Police Stress Consultant	75,000.00	125,000.00
2	1	2	Project Coordinator	27,325.56	93,021.80
1	1	1	Project Director	22,333.40	82,706.96
2	2	2	Public Health Nurse III	39,098.75	53,512.74
1	0	0	Senior Personnel Assistant	20,800.00	51,677.50
1	1	1	Surgeon of Police	43,107.75	82,687.47
<hr/> 27	<hr/> 29	<hr/> 30			



Department of Public Safety

PUBLIC SAFETY ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
<u>TECHNICIAN</u>					
2	2	2	Computer Operator	10.00	24.02
1	1	1	PC Technician	25,000.00	51,170.01
1	0	0	Senior Programmer Analyst	23,647.11	71,459.83
4	3	3			
44	44	46	TOTAL FULL TIME		
<u>BOARD MEMBERS</u>					
1	1	1	Police Review Board Chair	7,775.00	7,775.00
6	6	6	Police Review Board Member	7,200.00	7,200.00
7	7	7	TOTAL BOARD MEMBERS		
51	51	53	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

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 8,437,023	\$ 8,956,005	\$ 8,954,369	\$ 9,599,601
Military Leave	131,365	(52,026)	15,975	—
Part-Time Permanent	173,213	202,281	222,080	313,081
Injury Pay	—	—	5,754	—
Student Trainees	196,959	438,262	1,310,783	542,593
School Guards	1,397,342	1,482,827	1,406,912	1,500,231
Uniformed Personnel	85,970,936	89,447,064	85,706,928	89,927,442
Uniformed Overtime	10,750,459	12,034,380	11,470,600	10,300,000
Longevity	910,950	898,475	892,000	892,075
Wage Settlements	1,294,861	56,719	205,266	—
Separation Payments	4,793,780	3,881,574	3,685,845	3,100,000
Overtime	1,401,406	1,537,797	1,300,305	1,200,000
Deferred Overtime Payments	433,601	436,236	431,462	435,000
	\$ 115,891,893	\$ 119,319,594	\$ 115,608,280	\$ 117,810,023
Benefits				
Hospitalization	\$ 14,002,080	\$ 14,834,772	\$ 15,335,231	\$ 16,432,742
Flex Save Admin Fees	1,140	1,701	—	—
Prescription	3,177,445	3,257,488	3,285,428	3,123,061
Dental	1,052,706	1,061,143	1,076,169	1,020,266
Vision Care	98,990	98,700	99,795	90,759
Public Employees Retire System	1,606,259	1,652,420	1,694,674	1,783,335
Police & Firemens Disab & Pens	19,404,590	19,170,634	20,833,092	21,422,854
Fica-Medicare	1,393,294	1,501,514	1,488,620	1,725,720
Workers' Compensation	4,117,499	3,593,847	3,909,126	2,929,285
Life Insurance	76,674	71,964	70,074	69,928
Unemployment Compensation	167,985	47,349	43,247	50,000
Clothing Allowance	471,445	584,497	471,525	508,850
Clothing Maintenance	999,550	977,683	976,304	968,200
	\$ 46,569,657	\$ 46,853,712	\$ 49,283,286	\$ 50,125,000
Other Training & Professional Dues				
Travel	\$ 242	\$ —	\$ 960	\$ —
Tuition & Registration Fees	—	—	4,043	—
Mileage (Priv Auto) Trng Prps	—	164	156	—
Professional Dues & Subscript	5,104	5,752	5,401	6,000
	\$ 5,346	\$ 5,916	\$ 10,559	\$ 6,000
Utilities				
Brokered Gas Supply	\$ 50,948	\$ 72,522	\$ 96,238	\$ 105,862
Water	110	—	—	—



Department of Public Safety

DIVISION OF POLICE

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Gas	39,436	42,106	35,359	38,895
Electricity - Cpp	855,767	906,107	971,627	1,010,309
Electricity - Other	74,548	57,172	60,045	66,050
Steam	542,608	563,466	554,909	610,400
	\$ 1,563,418	\$ 1,641,373	\$ 1,718,179	\$ 1,831,516
Contractual Services				
Professional Services	\$ 104,698	\$ 301,009	\$ 330,939	\$ 375,000
Court Reporter	—	—	55	—
Referee Services	10,560	42,838	26,218	25,000
Travel- Non-Training	56	—	707	—
Mileage (Private Auto)	9,312	6,625	7,408	10,000
Medical Services	8,886	3,120	13,815	10,000
Freight Expense	53	—	—	—
Advertising And Public Notice	5,166	20,057	10,295	7,000
Parking In City Facilities	83,364	69,994	71,699	70,000
Insurance And Official Bonds	863	—	466	—
Property Rental	12,787	17,566	18,000	20,480
Towing	—	—	—	86,000
Other Contractual	117,520	92,414	83,700	70,000
Refunds & Miscellaneous	—	584	—	—
Local Match-Grant Programs	82,130	—	—	—
	\$ 435,394	\$ 554,207	\$ 563,301	\$ 673,480
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 5,000
Postage	37	510	1,046	1,000
Computer Supplies	—	—	192	—
Computer Hardware	702	—	2,223	—
Computer Software	1,205	3,853	6,164	5,000
Fuel	—	—	13,589	36,000
Clothing	10,482	63,758	69,180	55,000
Hardware & Small Tools	100	—	—	—
Small Equipment	71,552	88,744	67,596	80,000
Ammunition	13,540	96,210	91,700	100,000
Hygiene And Cleaning Supplies	395	1,769	2,032	2,000
Lumber, Glass, And Drywall	607	—	1,499	—
Laboratory Supplies	41,128	28,604	19,270	25,000
Photographic Supplies	14,866	5,000	12,250	11,000
Paper And Other Printing Suppl	—	2,195	—	—

DIVISION OF POLICE

Expenditures (Continued)

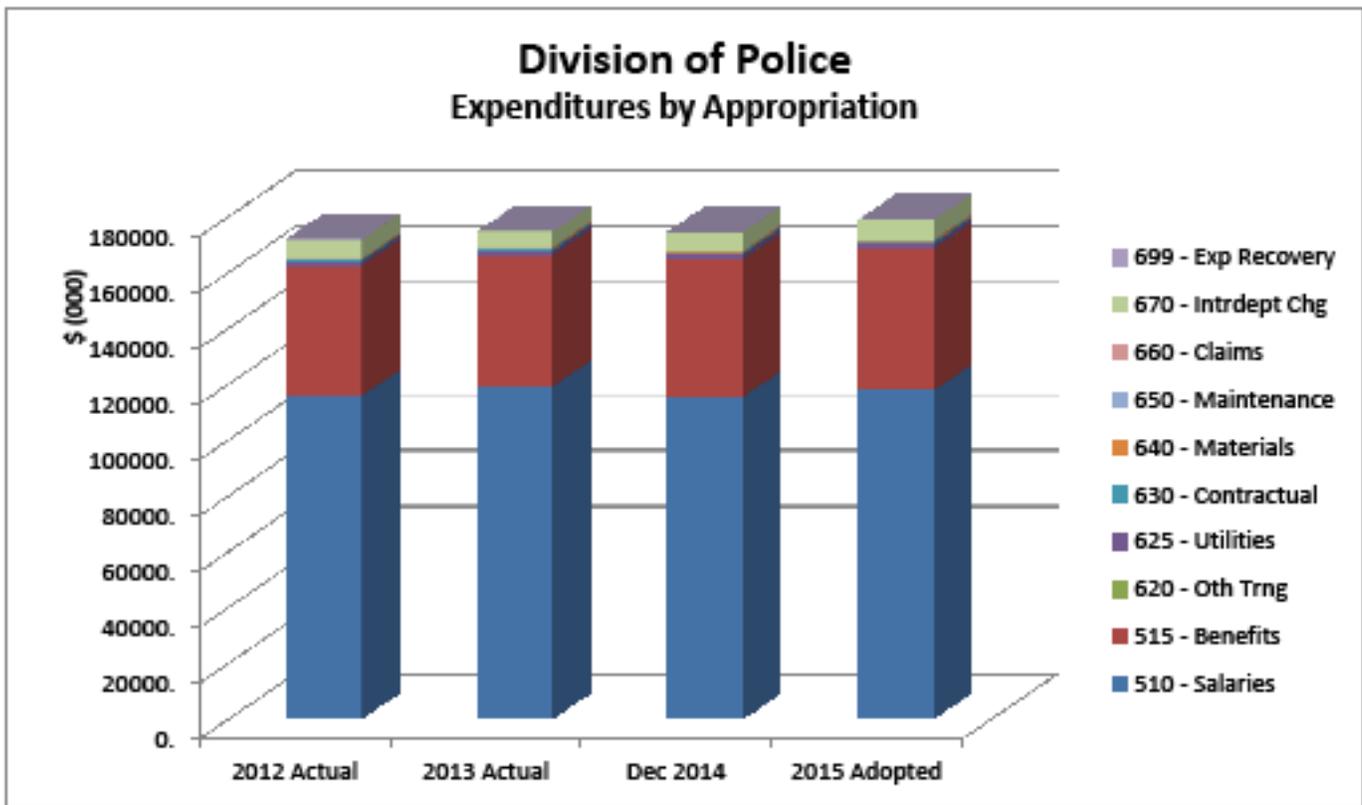
	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Printed Materials	9,745	1,531	32,478	15,000
Other Supplies	129,770	121,681	77,631	110,000
Safety Equipment	345	—	—	—
Batteries	—	—	—	2,000
Just In Time Office Supplies	53,619	56,982	60,829	60,000
Misc Maintenance Supplies	6,330	—	—	3,000
	\$ 354,421	\$ 470,837	\$ 457,679	\$ 510,000
Maintenance				
Maintenance Office Equipment	\$ 8,899	\$ 210	\$ 4,331	\$ 4,400
Maintenance Contracts	130,396	64,401	90,339	80,000
Maintenance Machinery & Tools	—	—	1,260	—
Vehicle Maintenance By Contract	20	—	—	—
Car Washes	3,772	41,683	30,488	35,000
Maintenance Misc. Equipment	27,997	7,708	41,263	15,000
Maintenance Building	—	26,912	15,127	28,000
	\$ 171,083	\$ 140,914	\$ 182,808	\$ 162,400
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 6,976	\$ 3,574	\$ 570	\$ 10,000
Police Chief Expense Fund	157,000	224,000	220,000	250,000
	\$ 163,976	\$ 227,574	\$ 220,570	\$ 260,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 1,427,779	\$ 1,433,585	\$ 1,408,842	\$ 1,565,660
Charges From Radio Comm System	1,316,333	1,023,957	1,417,057	1,102,257
Charges From W.P.C.	769	1,384	—	—
Charges From Print & Repro	402,226	436,059	470,596	477,134
Charges From Central Storeroom	56,603	66,646	85,806	93,118
Charges From M.V.M.	3,547,952	2,489,029	3,133,746	2,813,913
	\$ 6,751,663	\$ 5,450,659	\$ 6,516,047	\$ 6,052,082
Expenditure Recovery				
Expenditure Recovery	\$ 68,428	\$ —	\$ 24,444	\$ —
	\$ 68,428	\$ —	\$ 24,444	\$ —
	\$ 171,975,278	\$ 174,664,787	\$ 174,585,152	\$ 177,430,501



DIVISION OF POLICE

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ 683,925	\$ 639,270	\$ 636,348	\$ 610,000
Fines, Forfeitures & Settlements	8,985	7,605	6,056	—
Grant Revenue	5,460,617	2,606,577	1,758,158	416,666
Miscellaneous	7,269,762	9,837,413	11,156,325	9,300,000
Interest Earnings/Investment Income	—	—	15,802	—
	\$ 13,423,289	\$ 13,090,865	\$ 13,572,689	\$ 10,326,666





DIVISION OF POLICE

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Chief of Police	69,682.20	175,910.15
15	13	15	Captain of Police	86,191.98	86,691.98
11	12	12	Commander of Police	100,062.71	100,562.71
1	1	1	Commissioner of Traffic Control	100,062.71	100,562.71
4	4	4	Deputy Chief of Police	63,966.00	148,201.09
54	52	54	Lieutenant of Police	74,234.47	74,734.47
199	190	196	Sergeant of Police	63,926.27	64,426.27
<hr/> 285	<hr/> 273	<hr/> 283			
<u>ADMINISTRATIVE SUPPORT</u>					
4	4	4	Chief Clerk	22,050.00	48,986.27
6	6	6	Junior Clerk	11.97	14.57
1	1	1	Messenger	10.00	15.54
2	1	2	Principal Clerk	14.88	20.71
3	3	3	Private Secretary	10.00	21.63
4	3	4	Secretary	10.00	18.04
1	1	1	Stock Clerk	13.11	18.78
2	2	2	Telephone Operator	10.00	16.97
6	6	6	Typist	12.02	15.85
<hr/> 29	<hr/> 27	<hr/> 29			
<u>PARA-PROFESSIONALS</u>					
2	2	2	Docket Clerk	20,800.00	37,422.27
<hr/> 2	<hr/> 2	<hr/> 2			
<u>PROFESSIONALS</u>					
1	0	1	Accountant II	14.88	22.84
1	1	1	Accountant III	15.48	25.32
1	0	1	Administrative Manager	27,193.55	104,891.07
2	2	2	Administrative Officer	20,800.00	54,579.99
2	2	2	Communication Specialist - Bilingual	22,882.82	38,854.66
1	1	1	Photographer	10.00	22.84
3	1	2	Project Coordinator	27,325.56	93,021.80
1	1	1	Project Director	22,333.40	82,706.96
1	1	1	Systems Analyst	20,800.00	63,677.78
<hr/> 13	<hr/> 9	<hr/> 12			



Department of Public Safety

DIVISION OF POLICE

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
<u>PROTECTIVE SERVICES</u>					
1,097	1,039	1,022	Patrol Officer I	53,922.22	55,539.89
21	68	68	Patrol Officer II	48,815.46	50,279.92
61	64	64	Patrol Officer III	47,116.49	48,529.98
48	83	83	Patrol Officer IV	45,904.64	47,281.78
4	4	4	Police Safety Aide	20,800.00	30,287.99
150	0	75	Police Trainee*	10.50	10.50
26	23	26	Traffic Controller	10.00	15.40
<u>1,257</u>	<u>1,281</u>	<u>1,267</u>			
<u>SERVICE & MAINTENANCE</u>					
1	1	1	Hostler	15.66	15.97
<u>1</u>	<u>1</u>	<u>1</u>			
<u>TECHNICIANS</u>					
5	5	8	Chief Radio Dispatcher	46,147.53	50,321.80
2	2	2	Computer Operator	10.00	24.02
1	1	1	Data Conversion Operator	12.02	15.85
3	3	3	Data Conversion Supervisor	20.47	21.30
4	4	4	Fingerprint Examiner	22,000.00	44,564.85
1	1	1	Forensic Video Specialist	50,000.00	75,000.00
87	81	98	Police Radio Dispatcher	22,885.90	42,544.60
3	2	2	Safety Telephone Operator	21,266.04	33,480.03
6	3	3	Scientific Examiner	25,000.00	61,826.86
58	55	58	Senior Data Conversion Operator	13.47	18.99
<u>170</u>	<u>157</u>	<u>180</u>			
<u>1,757</u>	<u>1,750</u>	<u>1,774</u>	TOTAL FULL TIME		
<u>PART TIME</u>					
1	1	1	Hostler	15.66	15.97
1	1	1	Project Coordinator	27,325.56	93,021.80
355	333	355	School Crossing Guard	20.50	29.58
14	13	14	Traffic Controller	10.00	15.40
<u>371</u>	<u>348</u>	<u>371</u>	TOTAL PART TIME		
<u>2,128</u>	<u>2,098</u>	<u>2,145</u>	TOTAL DIVISION		

* Denotes amount not included in Total Headcount



DIVISION OF FIRE

Patrick J. Kelly, Chief

Mission Statement

To serve the City of Cleveland with the highest degree of quality and professionalism through a proactive commitment to prevent and mitigate emergency situations where life and property are at risk.

The Cleveland Division of Fire is responsible for providing fire suppression, fire code enforcement, fire safety education, technical rescue operations, hazardous material regulation and response, and basic and advanced lifesupport pre-hospital care and transportation in support of the Division of Emergency Medical Service (EMS), for the City of Cleveland through a coordinated system of response assets located strategically throughout the community. The Division supports the response system by conducting administrative operations, communications, and training of it's employees to ensure the community receives superior fire, rescue, and emergency medical response.

PROGRAM NAME: ADMINISTRATION

OBJECTIVES: To plan, direct, coordinate, control and evaluate all aspects of the Divisional operations to ensure resources are being used effectively and efficiently.

ACTIVITIES: Plan and prepare operating and capital budgets. Manage daily operations, maintain discipline, monitor and implement sick leave, light duty and leave of absence procedures. Collect compile and enter data on alarms, employee work hours and other data into data base systems. Participate in planning of rehab and construction of Division facilities. Schedule and coordinate public fire education programs, public relations and news releases in conjunction with the Mayor's Office, Public Safety Directors Office and other interested community organizations. Time keeping and payroll activities are maintained through a consolidation of Division of Fire and EMS employees, overseen by a civilian Administrative Manager, who reports to an Assistant Director of the Department of Public Safety.

PROGRAM NAME: COMMUNICATIONS

OBJECTIVES: To provide efficient communication for the Division of Fire in coordination with the Division of EMS to ensure timely and effective deployment to all emergencies.

ACTIVITIES: Receive and dispatch all calls for assistance. Determine proper response and dispatch fire fighting and or medical/rescue units. Coordinate and control emergency radio transmission and provide a communications/command vehicle for major incidents. Provide support and maintenance for all communication systems for dispatching and recording of fire alarms, response times, fire loss estimates and other records.

PROGRAM NAME: OPERATIONS

OBJECTIVES: To save lives and property by: extinguishing and preventing the spread of fire, providing immediate medical care and rescue and extrication services, abating hazardous material releases, and investigating the causes and origins of fires.

ACTIVITIES: Respond in coordination to over 60,000 emergency alarms annually with necessary personnel, apparatus and equipment to provide the fire suppression, emergency medical care, transport, and other rescue operations necessary to mitigate any emergency that presents itself to the community where life and property are at risk. Conduct daily training according to Training Program directive. Maintain apparatus, equipment and stations. Inspect buildings and fire hydrants and investigate fires and accidents.

PROGRAM NAME: OPERATIONS SUPPORT

OBJECTIVES: To provide the required equipment, supplies and support services for Fire Operations.



DIVISION OF FIRE

ACTIVITIES: Provide, issue, maintain and repair all rescue equipment, small equipment and supplies to insure other programs maintain operational capacity, including self contained breathing equipment (SCBA), personal protective clothing, hoses, nozzles, small tools and equipment, supplies and all materials needed for continued operations. Provide 24 hour emergency apparatus repair. Provide pre-incident information on streets, buildings, hazardous conditions, hydrant and water mains.

PROGRAM NAME: PREVENTION AND EDUCATION

OBJECTIVES: To ensure life safety and reduce fires and the release of hazardous substances.

ACTIVITIES: Perform fire and life safety inspections of all buildings except one and two family dwellings. Review new construction and building renovations plans for compliance with state and local fire safety laws. Test new and existing fire protection systems. Review and issue permits for control of flammable and hazardous substances. Provide hazardous material specialists to ensure hazardous material spills are cleaned up in compliance with local, state and federal laws.

PROGRAM NAME: TRAINING AND EDUCATION

OBJECTIVES: To provide the necessary knowledge, skills and abilities to enable the Division of Fire to operate in a safe and efficient, and cooperative manner to respond to all emergencies. To also coordinate all pre-hospital care training with the Division of EMS, ensuring effective, compliant, and professional application of all pre-hospital medical care protocols.

ACTIVITIES: Conduct basic training classes for newly appointed firefighter to ensure compliance with federal, state and industry standards. Provide hazardous material training to members of the division to comply with Federal, OSHA, State and National fire Protection standards. Recertify Firefighters as Emergency Medical Technicians and maintain and update the Division Drill manual. Conduct classes on safe driving, pump operations, aerial ladder operation, rescue techniques and other pertinent subjects. Maintain training records, test and evaluate new equipment and operations methods.

DIVISION OF FIRE

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 363,760	\$ 316,367	\$ 284,379	\$ 327,541
Military Leave	53,884	8,104	5,719	—
Injury Pay	—	—	221	—
Student Trainees	—	261,143	314,904	315,806
Uniformed Personnel	46,751,260	47,838,892	45,865,688	45,988,599
Uniformed Overtime	5,513,725	6,345,030	4,900,024	5,200,000
Longevity	510,748	477,875	481,500	448,350
Wage Settlements	—	—	28,922	—
Separation Payments	2,489,394	1,574,025	2,865,385	1,700,000
Overtime	22,514	21,002	17,726	20,000
Deferred Overtime Payments	174,294	174,571	174,977	175,000
	\$ 55,879,578	\$ 57,017,008	\$ 54,939,444	\$ 54,175,296
Benefits				
Hospitalization	\$ 6,736,079	\$ 7,207,691	\$ 7,345,080	\$ 7,820,130
Flex Save Admin Fees	2,400	2,596	—	—
Prescription	1,647,800	1,685,408	1,668,064	1,572,385
Dental	530,912	534,549	528,729	491,517
Vision Care	45,067	44,943	44,710	39,232
Public Employees Retire System	51,487	45,937	48,838	46,248
Police & Firemens Disab & Pens	12,887,117	12,667,316	13,293,717	13,614,514
Fica-Medicare	525,557	581,216	592,479	655,138
Workers' Compensation	2,057,209	1,563,183	1,796,116	1,591,131
Life Insurance	34,777	32,188	31,093	31,405
Unemployment Compensation	49,100	—	4,563	—
Clothing Allowance	243,841	168,865	238,354	219,900
Clothing Maintenance	378,408	366,442	365,098	365,380
	\$ 25,189,755	\$ 24,900,334	\$ 25,956,838	\$ 26,446,980
Other Training & Professional Dues				
Travel	\$ 487	\$ 544	\$ 2,266	\$ 1,500
Tuition & Registration Fees	2,850	1,880	3,025	3,000
Other Training Supplies	2,997	7,873	4,065	5,500
Mileage (Priv Auto) Trng Prps	—	—	—	450
Professional Dues & Subscript	1,747	2,318	3,185	2,500
	\$ 8,081	\$ 12,615	\$ 12,541	\$ 12,950
Utilities				
Brokered Gas Supply	\$ 71,747	\$ 103,784	\$ 128,040	\$ 140,844
Gas	72,279	76,963	71,877	79,065
Electricity - Cpp	404,985	384,115	398,470	428,289
Electricity - Other	32,491	26,469	22,810	25,091
Steam	66,562	68,576	94,368	103,805
	\$ 648,065	\$ 659,908	\$ 715,565	\$ 777,094



Department of Public Safety

DIVISION OF FIRE

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Contractual Services				
Professional Services	\$ 37,821	\$ 7,957	\$ 8,367	\$ 119,000
Court Reporter	405	425	1,119	300
Mileage (Private Auto)	9,566	9,917	16,217	9,000
Medical Services	39,977	51,609	17,381	40,000
Parking In City Facilities	5,174	4,348	4,159	6,500
Property Rental	3,500	3,500	3,500	3,500
Other Contractual	16,629	47,851	46,139	40,000
	\$ 113,071	\$ 125,606	\$ 96,882	\$ 218,300
Materials & Supplies				
Office Supplies	\$ 4,596	\$ 4,154	\$ 2,687	\$ 5,000
Postage	128	70	481	200
Computer Supplies	—	1,380	2,994	2,000
Clothing	43,739	112,012	132,271	338,250
Hardware & Small Tools	5,612	3,631	4,260	5,000
Small Equipment	1,285	8,316	14,730	20,000
Office Furniture & Equipment	—	—	—	500
Electrical Supplies	1,923	6,477	8,192	4,000
Hygiene And Cleaning Supplies	39,848	44,103	47,022	35,000
Lumber, Glass, And Drywall	3,000	1,500	—	—
Medical Supplies	53,388	29,220	44,604	40,000
Printed Materials	—	454	17,427	30,000
Other Supplies	31,528	66,502	48,257	40,000
Safety Equipment	10,258	5,500	9,520	8,000
Batteries	1,961	645	1,566	1,500
Just In Time Office Supplies	12,072	11,390	11,021	10,000
	\$ 209,336	\$ 295,355	\$ 345,033	\$ 539,450
Maintenance				
Maintenance Office Equipment	\$ 84	\$ 950	\$ 950	\$ 500
Maintenance Contracts	4,800	6,950	18,070	10,000
Maintenance Electrical Equip	—	7,000	6,000	3,000
Maintenance Machinery & Tools	1,863	—	—	—
Maintenance Vehicles	9,152	43,102	16,982	—
Repair Parts	6,500	7,500	6,500	2,000
Car Washes	—	720	—	500
Maintenance Misc. Equipment	40,762	39,190	53,784	60,000
Repair Of Overhead Doors	91,531	54,265	65,908	65,000
	\$ 154,692	\$ 159,677	\$ 168,194	\$ 141,000
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 2,000	\$ 3,490	\$ —	\$ 4,000
	\$ 2,000	\$ 3,490	\$ —	\$ 4,000

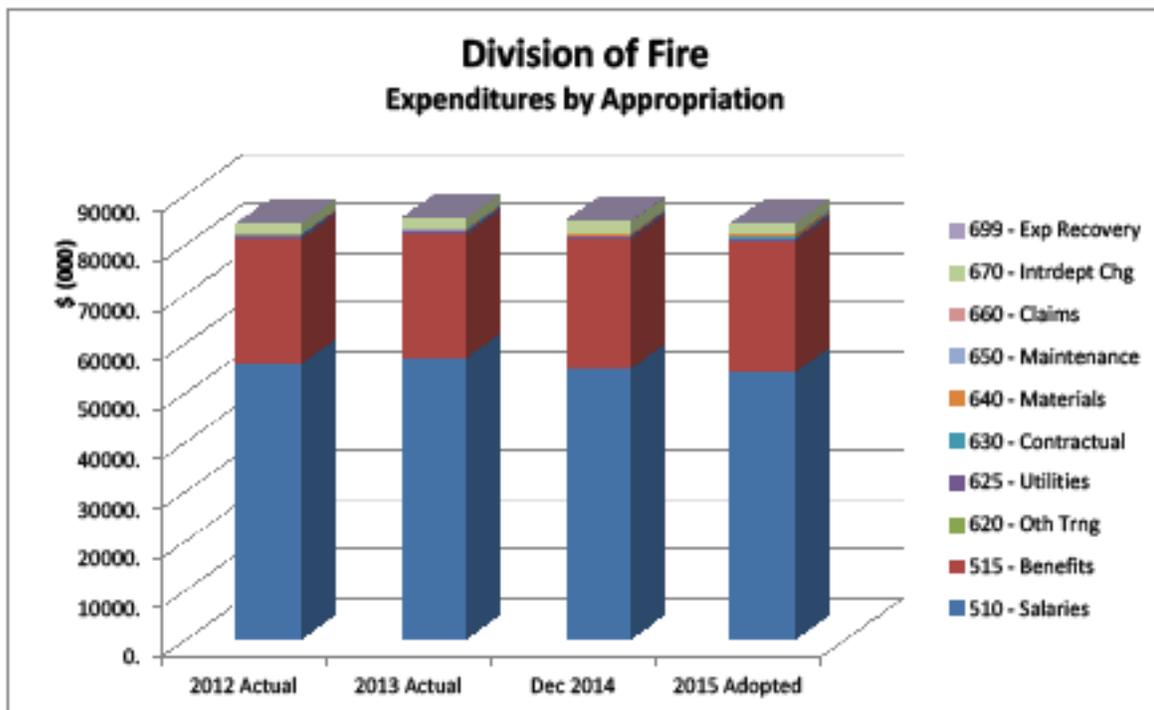
DIVISION OF FIRE

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 329,473	\$ 325,153	\$ 360,454	\$ 395,754
Charges From Radio Comm System	173,427	126,127	261,280	192,275
Charges From W.P.C.	9,626	—	5,420	—
Charges From Print & Repro	44,421	57,114	59,634	60,463
Charges From Central Storeroom	873	882	608	660
Charges From M.V.M.	1,526,569	1,679,274	1,712,195	1,633,288
	\$ 2,084,388	\$ 2,188,551	\$ 2,399,591	\$ 2,282,440
Expenditure Recovery				
Expenditure Recovery	\$ 16	\$ —	\$ 205,664	\$ —
	\$ 16	\$ —	\$ 205,664	\$ —
	\$ 84,288,982	\$ 85,362,544	\$ 84,839,753	\$ 84,597,510

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ 34,011	\$ 353,696	\$ 176,122	\$ 177,250
Grant Revenue	—	63,264	—	—
Licenses & Permits	572,836	588,181	577,020	601,500
Miscellaneous	62,482	870,247	722,744	61,500
Other Shared Revenue	—	—	51	—
	\$ 669,328	\$ 1,875,389	\$ 1,475,937	\$ 840,250





Department of Public Safety

DIVISION OF FIRE

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
6	6	6	Assistant Chief of Fire	56,790.30	128,087.58
25	24	25	Battalion Chief of Fire	84,117.25	86,640.76
56	56	56	Captain of Fire	72,514.87	74,690.31
1	1	1	Chief of Fire	64,407.00	175,910.15
163	162	163	Lieutenant of Fire	62,512.82	63,888.20
<u>251</u>	<u>249</u>	<u>251</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Principal Clerk	14.88	20.71
3	2	3	Private Secretary	10.00	21.63
1	1	1	Senior Clerk	12.47	17.08
<u>5</u>	<u>4</u>	<u>5</u>			
<u>PROFESSIONALS</u>					
1	1	1	Assistant Personnel Administrator	20,800.00	57,473.28
1	1	1	Project Director	22,333.40	82,706.96
0	1	1	Sr Internal Auditor	23,647.11	69,041.87
<u>2</u>	<u>3</u>	<u>3</u>			
<u>PROTECTIVE SERVICES</u>					
34	34	32	Apprentice-Medic II Fire	46,904.64	47,281.78
19	36	36	Apprentice-Medic III Fire	48,404.64	49,781.78
460	424	424	Firefighter	53,890.36	55,507.07
60	1	40	Fire Trainee*	10.50	10.50
<u>513</u>	<u>494</u>	<u>492</u>			
<u>771</u>	<u>750</u>	<u>751</u>	TOTAL FULL TIME		
<u>771</u>	<u>750</u>	<u>751</u>	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.



Department of Public Safety

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

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 9,728,039	\$ 10,898,184	\$ 11,111,389	\$ 12,974,351
Military Leave	8,017	11,713	9,524	—
Injury Pay	—	233	—	—
Student Trainees	273,296	354,086	189,547	320,645
Longevity	84,050	78,325	78,350	77,475
Wage Settlements	233,268	—	9,019	—
Separation Payments	215,099	161,432	114,163	50,000
Overtime	2,593,770	2,509,359	2,224,896	1,900,000
Deferred Overtime Payments	107,075	101,765	102,220	102,500
	\$ 13,242,614	\$ 14,115,097	\$ 13,839,108	\$ 15,424,971
Benefits				
Hospitalization	\$ 1,534,845	\$ 1,764,051	\$ 1,914,119	\$ 2,440,020
Flex Save Admin Fees	900	717	—	—
Prescription	364,074	411,112	416,479	501,646
Dental	116,941	127,086	128,353	150,336
Vision Care	11,782	13,200	13,123	13,728
Public Employees Retire System	1,793,902	1,865,859	1,907,805	2,166,146
Fica-Medicare	179,399	197,783	195,283	270,559
Workers' Compensation	707,483	660,480	628,048	709,650
Life Insurance	9,188	9,617	9,650	11,364
Unemployment Compensation	14,008	3,304	13,064	20,000
Clothing Allowance	71,500	78,650	112,325	133,475
Clothing Maintenance	39,800	45,000	71,750	91,325
	\$ 4,843,822	\$ 5,176,859	\$ 5,409,998	\$ 6,508,249
Other Training & Professional Dues				
Travel	\$ 1,948	\$ 2,657	\$ 2,465	\$ 4,000
Tuition & Registration Fees	1,965	645	2,020	1,000
Other Training Supplies	13,386	14,747	14,847	15,000
	\$ 17,299	\$ 18,049	\$ 19,332	\$ 20,000
Utilities				
Brokered Gas Supply	\$ 2,315	\$ 4,246	\$ 5,236	\$ 5,760
Data Communication (Telephone)	50	—	—	—
Gas	1,339	1,692	1,650	1,815
Electricity - Cpp	4	3	4	4
Electricity - Other	1,430	1,609	1,661	1,827
Security & Monitoring System	420	525	—	—
	\$ 5,557	\$ 8,074	\$ 8,551	\$ 9,406



Department of Public Safety

DIVISION OF EMERGENCY MEDICAL SERVICE

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Contractual Services				
Professional Services	\$ 19,497	\$ 18,234	\$ 14,411	\$ 15,000
Referee Services	3,304	—	4,000	3,000
Janitorial Services	6,436	4,750	7,401	7,500
Medical Services	4,512	4,105	2,181	2,000
Parking In City Facilities	2,288	1,009	797	1,500
Other Contractual	—	—	4,776	—
	\$ 36,037	\$ 28,098	\$ 33,565	\$ 29,000
Materials & Supplies				
Office Supplies	\$ 2,525	\$ —	\$ 816	\$ 1,000
Postage	1,531	484	1,753	1,500
Clothing	23,556	11,852	13,516	20,000
Hardware & Small Tools	105	765	180	300
Electrical Supplies	—	—	1,018	1,500
Hygiene And Cleaning Supplies	16,763	18,528	20,128	17,000
Medical Supplies	427,701	318,282	372,107	380,000
Medical Equipment	90,136	75,429	92,349	170,000
Printed Materials	19,681	24,765	21,086	21,000
Other Supplies	—	367	82	500
Safety Equipment	186,064	50,885	39,865	95,000
Pharmaceutical Supplies	107,008	76,616	116,557	125,000
Batteries	—	714	37,748	40,000
Just In Time Office Supplies	2,994	1,099	3,339	4,000
	\$ 878,064	\$ 579,786	\$ 720,545	\$ 876,800
Maintenance				
Maintenance Contracts	\$ 114,493	\$ 128,626	\$ 159,906	\$ 160,000
Maintenance Misc. Equipment	34,359	28,812	37,889	40,000
Repair Of Overhead Doors	1,307	2,353	429	1,500
	\$ 150,159	\$ 159,791	\$ 198,225	\$ 201,500
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 250	\$ 500	\$ —	\$ 800
	\$ 250	\$ 500	\$ —	\$ 800
Interdepart Service Charges				
Charges From Telephone Exch	\$ 66,631	\$ 60,251	\$ 63,248	\$ 90,394
Charges From Radio Comm System	79,510	66,097	66,686	49,619

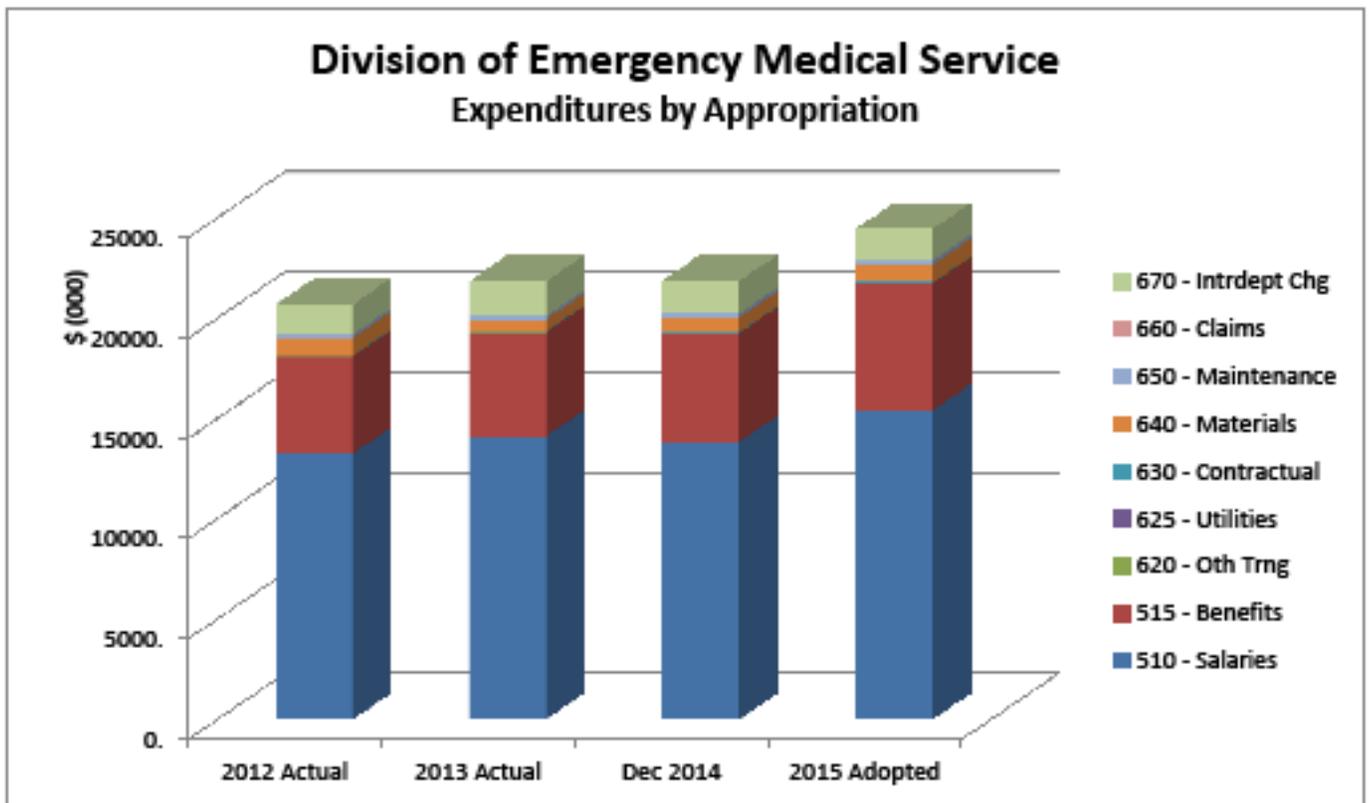
DIVISION OF EMERGENCY MEDICAL SERVICE

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges From Print & Repro	33,080	47,717	48,682	49,358
Charges From Central Storeroom	2,514	1,178	785	852
Charges From M.V.M.	1,314,861	1,573,233	1,449,881	1,391,374
	\$ 1,496,595	\$ 1,748,477	\$ 1,629,283	\$ 1,581,597
	\$ 20,670,398	\$ 21,834,731	\$ 21,858,606	\$ 24,652,323

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ 12,098,575	\$ 11,630,122	\$ 12,323,627	\$ 12,277,800
Grant Revenue	—	5,873	—	—
Miscellaneous	59,110	181,776	223,344	5,200
	\$ 12,157,686	\$ 11,817,771	\$ 12,546,971	\$ 12,283,000





Department of Public Safety

DIVISION OF EMERGENCY MEDICAL SERVICE

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		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	0	1	Administrative Manager	27,193.55	104,891.07
1	0	1			
<u>TECHNICIANS</u>					
30	28	30	Emergency Medical Dispatcher	24,765.24	43,838.44
0	0	5	Emergency Medical Dispatcher Trainee*	10.50	10.50
213	195	213	Emergency Medical Technician	26,336.35	47,821.56
0	0	30	Emergency Medical Technician Trainee*	10.50	10.50
16	13	16	Emergency Medical Technician Supervisor	20,092.80	61,147.43
259	236	259			
261	237	261	TOTAL FULL TIME		
261	237	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.



Department of Public Safety

DIVISION OF ANIMAL CARE AND CONTROL

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 518,581	\$ 550,482	\$ 573,784	\$ 636,005
Seasonal	—	2,588	16,710	17,503
Part-Time Permanent	49,358	64,608	56,721	84,224
Longevity	5,525	4,025	4,425	4,375
Wage Settlements	—	—	1,422	—
Separation Payments	26,394	26,243	69,777	25,000
Overtime	39,457	43,141	44,207	40,000
	\$ 639,315	\$ 691,087	\$ 767,046	\$ 807,107
Benefits				
Hospitalization	\$ 97,778	\$ 121,048	\$ 132,745	\$ 159,022
Prescription	10,190	16,856	19,124	22,322
Dental	6,547	7,915	8,263	9,703
Vision Care	707	762	770	839
Public Employees Retire System	86,432	89,280	97,327	109,495
Fica-Medicare	7,567	8,948	10,338	11,886
Workers' Compensation	27,464	9,231	28,947	18,610
Life Insurance	584	579	575	651
Unemployment Compensation	1,802	667	—	—
Clothing Allowance	2,500	2,600	2,500	2,250
Clothing Maintenance	3,675	3,325	4,025	3,325
	\$ 245,246	\$ 261,212	\$ 304,614	\$ 338,103
Other Training & Professional Dues				
Travel	\$ 176	\$ 131	\$ 405	\$ 1,000
Professional Dues & Subscript	—	150	—	150
	\$ 176	\$ 281	\$ 405	\$ 1,150
Utilities				
Brokered Gas Supply	\$ 4,414	\$ 7,797	\$ 10,459	\$ 11,505
Gas	3,063	4,296	3,370	3,707
Electricity - Other	9,037	8,908	9,765	10,741
Security & Monitoring System	465	476	—	—
	\$ 16,978	\$ 21,476	\$ 23,594	\$ 25,953
Contractual Services				
Professional Services	\$ 120,290	\$ 210,414	\$ 191,780	\$ 181,000
Security Services	119	—	—	—
Property Rental	—	5,664	—	—
Other Contractual	—	—	7,592	—
	\$ 120,409	\$ 216,078	\$ 199,372	\$ 181,000
Materials & Supplies				
Hardware & Small Tools	\$ 484	\$ 874	\$ 1,205	\$ 1,500
Small Equipment	7,416	7,022	9,828	9,800
Hygiene And Cleaning Supplies	3,598	4,470	7,113	7,000
Medical Supplies	19,105	22,482	22,028	23,000

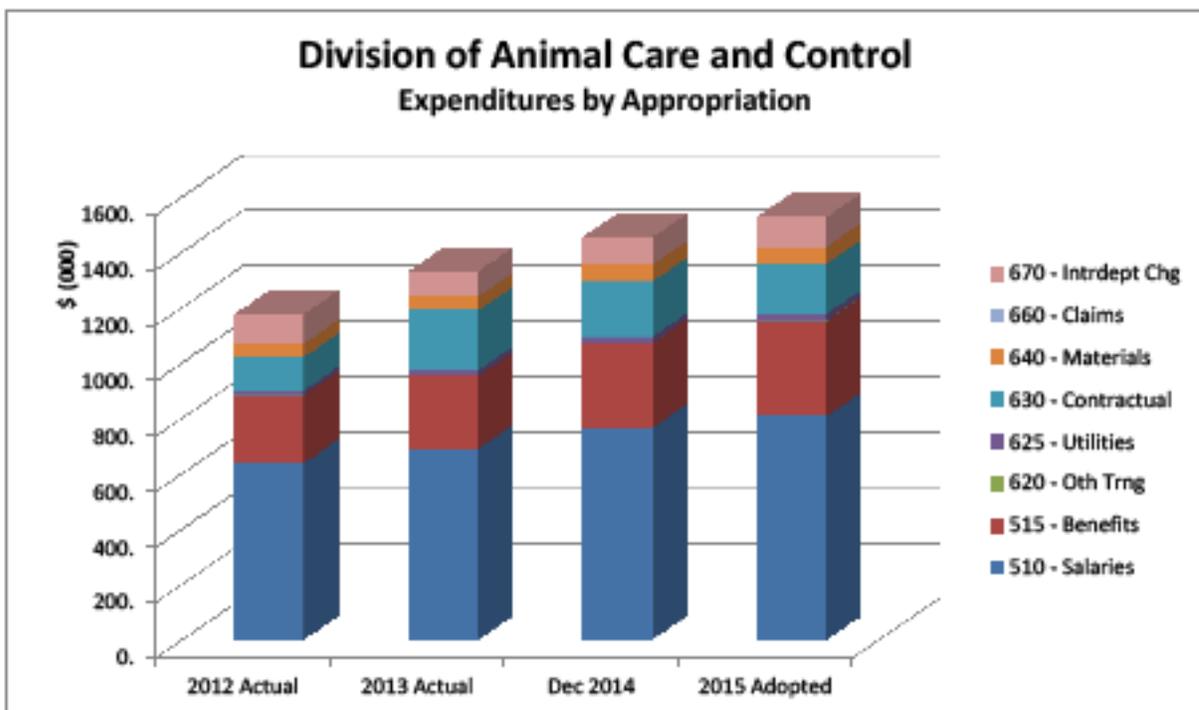
DIVISION OF ANIMAL CARE AND CONTROL

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Other Supplies	9,918	10,308	16,296	15,000
Safety Equipment	5,940	2,778	1,559	4,000
Just In Time Office Supplies	974	1,636	1,801	1,800
	\$ 47,435	\$ 49,571	\$ 59,831	\$ 62,100
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ —	\$ 500	\$ —	\$ —
	\$ —	\$ 500	\$ —	\$ —
Interdepart Service Charges				
Charges From Telephone Exch	\$ 6,614	\$ 8,433	\$ 11,179	\$ 13,235
Charges From Radio Comm System	9,270	6,775	11,470	8,418
Charges From Print & Repro	7,604	5,979	3,122	3,165
Charges From Central Storeroom	1,342	1,926	1,452	1,576
Charges From M.V.M.	81,591	68,428	72,895	65,151
	\$ 106,422	\$ 91,541	\$ 100,118	\$ 91,545
	\$ 1,175,981	\$ 1,331,746	\$ 1,454,979	\$ 1,506,958

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ 26,268	\$ 40,648	\$ 49,520	\$ 55,000
Miscellaneous	780	8,601	8,752	—
	\$ 27,048	\$ 49,249	\$ 58,272	\$ 55,000





Department of Public Safety

DIVISION OF ANIMAL CARE AND CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	Budget 2014	Budget 2015		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	17.08
2	2	2			
<u>PROTECTIVE SERVICES</u>					
11	10	10	Animal Control Officer	17.64	18.00
0	0	1	Animal Adoption Vol/Coor	20,800.00	45,000.00
11	10	11			
<u>SERVICE & MAINTENANCE</u>					
1	1	1	Custodial Worker	10.00	15.42
1	1	1			
<u>TECHNICIANS</u>					
1	1	1	Registered Animal Health Technician	10.00	16.87
1	1	1			
16	15	16	TOTAL FULL TIME		
<u>PART TIME</u>					
2	1	2	Animal Control Officer	17.64	18.00
1	1	1	Registered Animal Health Technician	10.00	16.87
3	2	3	TOTAL PART TIME		
<u>SEASONAL</u>					
1	1	1	Student Assistant	10.00	11.37
1	1	1	TOTAL SEASONAL		
20	18	20	TOTAL DIVISION		



DIVISION OF CORRECTION

David Carroll, Acting Commissioner

Mission Statement

To provide facilities for the incarceration of persons who have been arrested and convicted of crimes and sentenced by the court system.

The Division of Correction is charged with the responsibility of booking, processing, security, care, custody and housing of persons arrested and those committed to our custody by the Courts. Limited rehabilitation programs are provided for select residents. Features of these programs include Drug and Alcohol Rehabilitation programs, General Education Development (GED) classes and court-sponsored work release programs.

PROGRAM NAME: ALCOHOLICS ANONYMOUS

OBJECTIVES: Facilitate same sex fellowship groups who share their experiences, strengths and hopes in an effort to solve their common problem and help others to recover from alcoholism.

ACTIVITIES: Small and large facilitated discussion groups.

PROGRAM NAME: CUSTODIAL CARE

OBJECTIVES: To ensure a sufficient level of security personnel to exercise control over the inmate population while providing adequate, safe, humane housing and board.

ACTIVITIES: Provide constant surveillance of all inmates to guarantee control and order. Maintain facilities according to state codes. Provide adequate medical care for all persons committed to the Institution.

PROGRAM NAME: GENERAL EDUCATION DEVELOPMENT

OBJECTIVES: To offer classes to both female and male residents the opportunity to obtain or complete general education and obtain a GED diploma.

ACTIVITIES: Small and large facilitated same sex classroom learning environment.

PROGRAM NAME: SCHOOL RELEASE (COURT SPONSORED)

OBJECTIVES: Allow resident to maintain education/training, primarily 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.



Department of Public Safety

DIVISION OF CORRECTION

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 5,187,168	\$ 4,905,626	\$ 4,466,262	\$ 5,302,844
Part-Time Permanent	28,237	328,690	316,680	628,233
Injury Pay	83,009	74,233	83,648	65,000
Longevity	47,925	44,700	44,975	51,450
Wage Settlements	—	—	57,043	—
Separation Payments	49,266	85,057	58,813	77,642
Overtime	1,421,698	1,494,327	1,260,221	900,000
	\$ 6,817,303	\$ 6,932,633	\$ 6,287,643	\$ 7,025,169
Benefits				
Hospitalization	\$ 1,148,416	\$ 1,065,085	\$ 1,005,667	\$ 1,224,560
Flex Save Admin Fees	—	214	—	—
Prescription	203,793	192,502	171,912	200,700
Dental	81,856	74,537	68,112	74,589
Vision Care	8,433	7,632	6,984	6,847
Public Employees Retire System	948,703	925,116	867,421	1,000,655
Police & Firemens Disab & Pens	—	—	112	—
Fica-Medicare	94,814	96,772	89,046	89,566
Workers' Compensation	578,454	591,342	469,516	100,474
Life Insurance	6,680	5,953	4,996	5,756
Unemployment Compensation	35,675	15,134	9,326	2,200
Clothing Allowance	44,984	40,103	36,974	40,600
Clothing Maintenance	55,175	48,750	44,500	46,350
	\$ 3,206,983	\$ 3,063,140	\$ 2,774,565	\$ 2,792,297
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 210	\$ 400	\$ 1,200	\$ 3,000
	\$ 210	\$ 400	\$ 1,200	\$ 3,000
Utilities				
Brokered Gas Supply	\$ 17,954	\$ 26,733	\$ 26,466	\$ 29,113
Gas	11,930	11,994	9,583	10,542
Electricity - Other	85,425	94,320	88,152	96,967
	\$ 115,309	\$ 133,048	\$ 124,200	\$ 136,622
Contractual Services				
Professional Services	\$ 590,123	\$ 663,937	\$ 666,899	\$ 665,000
Mileage (Private Auto)	—	—	—	200
Medical Services	1,343,695	2,302,547	1,554,729	1,700,000
Parking In City Facilities	—	850	33	700
Property Rental	34,000	40,800	40,800	45,000
Other Contractual	15,000	16,300	30,404	10,000



DIVISION OF CORRECTION

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Indigent Relief	—	—	—	200
Bank Service Fees	—	221	—	377
	\$ 1,982,818	\$ 3,024,655	\$ 2,292,865	\$ 2,421,477
Materials & Supplies				
Office Supplies	\$ 3,004	\$ 893	\$ 504	\$ 4,000
Clothing	16,823	17,526	16,965	18,000
Hardware & Small Tools	—	155	—	500
Small Equipment	2,496	3,480	1,955	5,000
Office Furniture & Equipment	—	963	—	—
Electrical Supplies	1,118	1,055	—	1,000
Hygiene And Cleaning Supplies	60,114	74,821	67,930	80,000
Painting Equipment & Supplies	—	308	501	900
Medical Supplies	608	1,225	3,107	2,500
Food	575,691	416,477	436,033	550,000
Photographic Supplies	—	403	—	1,000
Other Supplies	2,352	3,092	5,071	5,000
Pharmaceutical Supplies	95,347	109,301	134,215	115,000
Just In Time Office Supplies	1,545	2,100	3,897	5,000
Building Maintenance Supplies	3,758	500	5,222	5,500
Misc Maintenance Supplies	1,000	115	560	1,350
	\$ 763,855	\$ 632,412	\$ 675,959	\$ 794,750
Maintenance				
Maintenance Contracts	\$ 34,270	\$ 30,516	\$ 24,801	\$ 22,000
Maintenance Fire Apparatus	1,500	2,350	850	2,200
Maintenance Building	—	—	1,200	3,000
	\$ 35,770	\$ 32,866	\$ 26,851	\$ 27,200
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 1,516	\$ 2,599	\$ 2,331	\$ 3,000
	\$ 1,516	\$ 2,599	\$ 2,331	\$ 3,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 15,614	\$ 15,970	\$ 16,563	\$ 17,805
Charges From Radio Comm System	39,437	32,459	26,790	24,810
Charges From W.P.C.	999	778	—	—
Charges From Print & Repro	41,565	36,068	45,869	46,506
Charges From Central Storeroom	271	358	460	499
Charges From M.V.M.	60,540	43,841	51,168	51,108
	\$ 158,426	\$ 129,474	\$ 140,850	\$ 140,728
	\$ 13,082,190	\$ 13,951,227	\$ 12,326,464	\$ 13,344,243

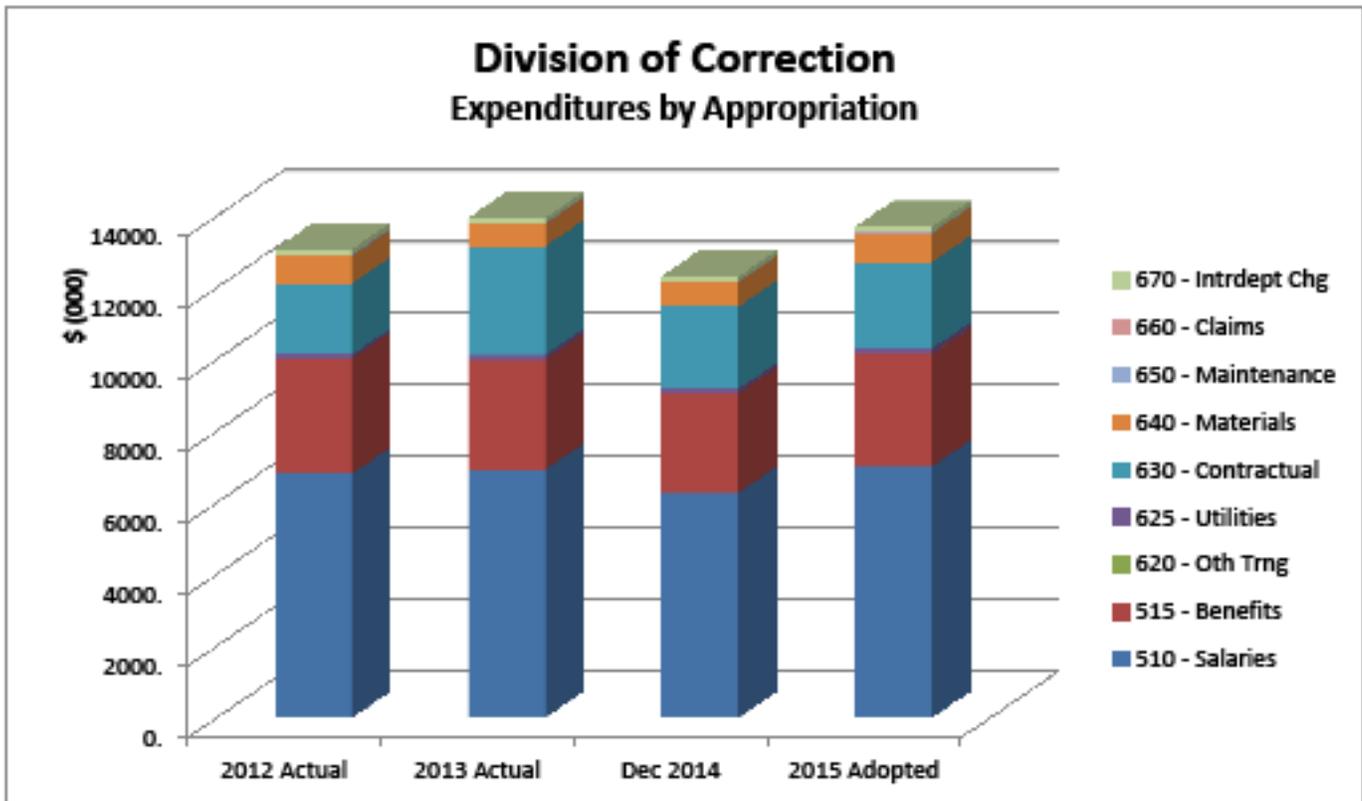


Department of Public Safety

DIVISION OF CORRECTION

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ 17,838	\$ 8,489	\$ 2,205	\$ —
Miscellaneous	832	88,538	81,916	—
	\$ 18,670	\$ 97,027	\$ 84,121	\$ —





DIVISION OF CORRECTION

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
12	11	12	Correctional Supervisor	20,800.00	52,733.77
12	11	12			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Chief Clerk	22,050.00	48,986.27
1	1	1	Private Secretary	10.00	21.63
1	1	1	Senior Clerk	12.47	17.08
1	1	1	Storekeeper	16.66	21.39
4	4	4			
<u>PROFESSIONALS</u>					
1	1	1	Budget Analyst	20,800.00	54,612.13
2	2	2	Caseworker II	14.03	20.81
2	2	2	Project Coordinator	27,325.56	93,021.80
1	1	1	Senior Personnel Assistant	20,800.00	51,677.50
6	6	6			
<u>PROTECTIVE SERVICE</u>					
119	98	104	Correctional Officer	16.95	18.98
119	98	104			
<u>SERVICE & MAINTENANCE</u>					
2	1	2	Cook	13.77	16.43
8	6	8	Guard	16.95	17.91
1	1	1	Head Cook	10.00	18.18
1	1	1	Mechanical Handyman	17.19	19.19
1	0	1	Municipal Service Laborer	16.49	18.49
13	9	13			
<u>TECHNICIANS</u>					
1	1	1	Practical Nurse	18.58	20.58
1	0	1	Recreational Instructor III	10.00	19.74
2	1	2			
156	129	141	TOTAL FULL TIME		
<u>PART TIME</u>					
20	10	30	Correctional Officers	16.95	18.98
20	10	30	TOTAL PART TIME		
176	139	171	TOTAL DIVISION		



Department of Public Works

DIVISION OF PUBLIC WORKS ADMINISTRATION

Michael E. Cox, Director

Mission Statement

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

The Department of Public Works is responsible for planning, constructing, operating, and maintaining all city-owned parks, playgrounds, recreation centers, golf courses, cemeteries, Rockefeller Greenhouse, parking facilities, Markets, and the Cleveland Public Auditorium and Stadium; operation of moveable bridges and viaducts; maintenance and repair of all streets and bridges including cleaning, snow removal and ice control, crack sealing and maintenance of all streets and boulevards; maintenance of all traffic control devices, determination and layout of all parking restrictions, design and placement of all traffic markings, traffic signs and traffic control devices; collection and control of all solid waste and recycling; purchase, repair and maintain the City's vehicle fleet. This Department also coordinates the functions of its Divisions with other Departments and offices of the City, and with Federal, State, County, and neighboring municipal agencies.

PROGRAM NAME: ADMINISTRATION

OBJECTIVES: Control and supervise all activities and personnel of the Office of Administration; shall coordinate departmental support for the various divisions of the Department of Public Works in the areas of personnel, legislation, budgeting, purchasing, information technology and in such additional areas as are determined to be necessary by the Director of Public Works for the efficient operation of the Department; and shall perform such other duties as may from time to time be required by ordinance or by the Director of Public Works.

ACTIVITIES: Coordinate and enforce all personnel, budget & purchasing, legislation and information technology policies and procedures. Enforce disciplinary actions, prepare and monitor budget revenue and expenditures. Manage technology projects and department specific software/hardware functions. Prepare and process legislation for the Department.

PROGRAM NAME: OPERATIONS

OBJECTIVES: To provide successful management of all operational activities with the Department of Public works.

ACTIVITIES: Coordinate the operations of the divisions of Motor Vehicle, Park Maintenance, Parking Facilities, Property Management, Streets, Traffic Engineering, and Waste Collection.

PROGRAM NAME: RECREATION AND SPECIAL EVENTS

OBJECTIVES: To coordinate and manage events within the City of Cleveland. To improve community awareness of programs and activities provided by the Department of Public Works. To provide recreation and leisure opportunities at the City's recreation facilities for Cleveland area residents of all ages. To provide a venue for meetings, trade shows and theatrical events.

ACTIVITIES: Schedule vendor meetings as needed to ensure vendors have the required information to carry out events. Establish event calendars and other promotional literature to market department assets. Provide year round recreation programming and activity. Provide efficient operation of the Public Auditorium and the West Side Market.

DIVISION OF PUBLIC WORKS ADMINISTRATION

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,794,901	\$ 1,946,646	\$ 1,924,846	\$ 2,146,729
Longevity	14,800	14,450	15,050	14,775
Wage Settlements	—	—	3,711	—
Separation Payments	47,322	1,585	9,111	—
Overtime	2,295	2,830	4,078	1,000
	\$ 1,859,317	\$ 1,965,510	\$ 1,956,796	\$ 2,162,504
Benefits				
Hospitalization	\$ 260,000	\$ 292,028	\$ 298,722	\$ 329,308
Flex Save Admin Fees	180	250	—	—
Prescription	44,706	49,495	48,643	53,012
Dental	17,715	19,543	18,685	19,760
Vision Care	1,800	1,975	1,932	1,858
Public Employees Retire System	246,228	294,788	269,148	309,842
Fica-Medicare	20,196	24,610	25,932	35,199
Workers' Compensation	6,576	27,382	29,682	31,442
Life Insurance	1,495	1,424	1,477	1,594
Unemployment Compensation	—	1,728	—	—
Clothing Allowance	400	400	400	400
Clothing Maintenance	150	150	150	150
	\$ 599,448	\$ 713,773	\$ 694,772	\$ 782,565
Contractual Services				
Professional Services	\$ —	\$ —	\$ —	\$ 2,150
Parking In City Facilities	5,081	3,128	2,874	3,800
Insurance And Official Bonds	100	—	—	250
Property Rental	166,347	166,347	166,347	166,347
Other Contractual	—	—	1,965	54,821
	\$ 171,528	\$ 169,475	\$ 171,186	\$ 227,368
Materials & Supplies				
Other Supplies	\$ —	\$ 74	\$ 252	\$ 200
Special Events Supplies	1,180	1,180	1,500	1,500
Just In Time Office Supplies	2,735	3,568	2,390	3,200
	\$ 3,915	\$ 4,822	\$ 4,142	\$ 4,900
Interdepart Service Charges				
Charges From Telephone Exch	\$ 16,746	\$ 15,655	\$ 16,116	\$ 19,845
Charges From Radio Comm System	202	1	—	—



Department of Public Works

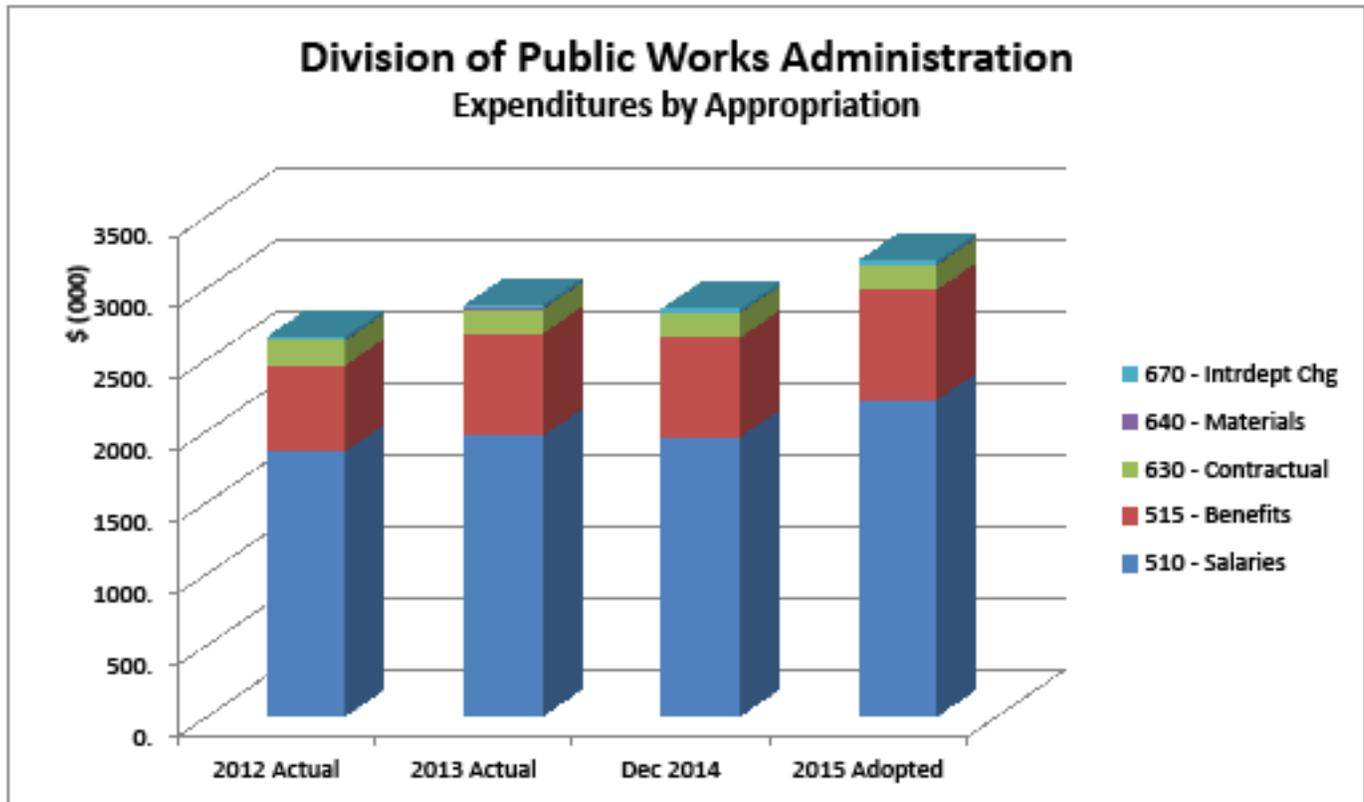
DIVISION OF PUBLIC WORKS ADMINISTRATION

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges From Print & Repro	6,149	8,685	9,567	9,848
Charges From Central Storeroom	1,055	213	991	1,075
Charges From M.V.M.	56	436	660	561
	\$ 24,209	\$ 24,990	\$ 27,334	\$ 31,329
	\$ 2,658,417	\$ 2,878,570	\$ 2,854,231	\$ 3,208,666

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ —	\$ 76,973	\$ 73,272	\$ 52,000
Fines, Forfeitures & Settlements	—	—	125	—
Miscellaneous	—	7,717	46,804	20,000
Sale Of City Assets	—	—	1,018,569	—
	\$ —	\$ 84,690	\$ 1,138,770	\$ 72,000



DIVISION OF PUBLIC WORKS ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
2	3	2	Asst. Director of Public Works	36,590.39	146,639.64
1	1	1	Deputy Commissioner of Recreation	26,273.96	84,984.86
1	1	1	Director of Public Works	50,795.81	182,067.01
1	1	1	Manager of Administration	40,314.82	125,582.86
1	1	1	Manager of Events	23,647.11	80,438.24
1	1	1	Manager of Marketing	30,214.95	107,006.06
0	1	0	Secretary to the Director	36,590.39	146,639.64
<hr/> 7	<hr/> 9	<hr/> 7			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Chief Clerk	22,050.00	48,986.27
3	2	3	Junior Personnel Assistant	20,800.00	40,556.67
2	2	2	Principal Clerk	14.88	20.71
1	1	1	Private Secretary to the Director	20,800.00	48,986.27
1	1	1	Senior Clerk	12.47	17.08
<hr/> 8	<hr/> 7	<hr/> 8			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	27,193.55	104,891.07
4	5	6	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
4	3	3	Budget Analyst	20,800.00	54,612.13
1	1	1	Data Base Administrator	39,937.34	113,107.23
1	0	0	Deputy Project Director	20,800.00	64,734.08
2	3	3	Personnel Administrator	26,273.96	84,984.86
3	3	3	Project Coordinator	27,325.56	93,021.80
2	1	2	Senior Budget and Management Analyst	26,273.96	80,628.83
2	1	1	Senior Personnel Assistant	20,800.00	51,677.50
<hr/> 23	<hr/> 21	<hr/> 23			



Department of Public Works

DIVISION OF PUBLIC WORKS ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
			<u>TECHNICIANS</u>		
1	1	1	Accident & Safety Inspector	21.03	23.03
1	1	1			
39	38	39	TOTAL FULL TIME		
39	38	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.



Department of Public Works

DIVISION OF RECREATION

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 3,742,486	\$ 3,468,248	\$ 3,510,215	\$ 3,691,794
Seasonal	913,201	996,412	1,114,432	984,709
Part-Time Permanent	943,180	1,157,945	1,081,010	998,577
Injury Pay	102	—	1,547	—
Student Trainees	3,137	—	—	—
School Guards	4,370	1,080	492	—
Longevity	37,975	37,925	36,125	40,000
Wage Settlements	—	—	6,719	—
Separation Payments	50,985	105,196	17,683	30,000
Overtime	141,866	83,216	142,421	72,900
	\$ 5,837,302	\$ 5,850,023	\$ 5,910,644	\$ 5,817,980
Benefits				
Hospitalization	\$ 747,710	\$ 684,284	\$ 688,554	\$ 885,520
Flex Save Admin Fees	180	—	—	—
Prescription	161,800	145,466	137,070	178,251
Dental	56,566	48,890	45,502	59,043
Vision Care	7,631	6,566	6,009	7,554
Public Employees Retire System	812,845	815,699	850,061	810,317
Fica-Medicare	74,601	77,898	81,222	82,330
Workers' Compensation	199,779	194,751	135,974	183,577
Life Insurance	4,824	3,929	3,885	4,425
Unemployment Compensation	89,993	41,255	14,285	50,000
Clothing Allowance	400	400	400	400
Clothing Maintenance	1,575	1,200	1,575	1,650
	\$ 2,157,903	\$ 2,020,337	\$ 1,964,539	\$ 2,263,067
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 300	\$ 559	\$ 930	\$ 570
Professional Dues & Subscript	—	435	—	360
	\$ 300	\$ 994	\$ 930	\$ 930
Utilities				
Brokered Gas Supply	\$ 257,902	\$ 367,805	\$ 412,931	\$ 454,607
Gas	236,279	222,844	184,328	202,760
Electricity - Cpp	1,066,568	985,086	1,051,867	1,098,375
Electricity - Other	122,186	135,402	110,754	121,829
Security & Monitoring System	25,136	9,999	11,288	15,000
Contractual Utilities	37,403	42,595	47,179	99,000
	\$ 1,745,474	\$ 1,763,731	\$ 1,818,346	\$ 1,991,571



DIVISION OF RECREATION

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Contractual Services				
Professional Services	\$ 27,197	\$ 20,302	\$ 27,383	\$ 30,000
Mileage (Private Auto)	1,076	533	495	1,000
Parking In City Facilities	8,458	11,089	8,565	7,840
Other Contractual	1,461,369	1,284,443	1,329,821	1,281,609
	\$ 1,498,100	\$ 1,316,367	\$ 1,366,263	\$ 1,320,449
Materials & Supplies				
Computer Hardware	\$ —	\$ 636	\$ —	\$ —
Chemical	77,515	73,578	92,309	95,000
Clothing	8,175	2,953	8,403	7,835
Small Equipment	1,000	3,196	8,267	8,000
Electrical Supplies	—	5,975	—	2,250
Hygiene And Cleaning Supplies	5,478	1,395	2,932	3,600
Aquatics (Pool) Supplies	28,363	29,645	16,004	17,000
Playground Equipment And Suppl	8,204	14,890	10,333	15,000
Medical Supplies	7,997	1,166	570	1,350
Food	29,792	31,661	26,535	25,000
Paper And Other Printing Suppl	1,373	174	—	1,350
Other Supplies	20,127	709	3,921	3,800
Arts & Crafts Supplies	17,537	25,290	25,274	25,000
Sporting Goods Supplies	16,634	34,343	27,374	30,000
Just In Time Office Supplies	4,561	3,130	6,852	8,300
Building Maintenance Supplies	2,758	—	—	—
	\$ 229,513	\$ 228,740	\$ 228,775	\$ 243,485
Maintenance				
Maintenance Contracts	\$ 3,996	\$ 3,760	\$ 9,526	\$ 3,600
Maintenance Machinery & Tools	8,398	6,870	2,000	8,000
Maintenance Fire Apparatus	2,394	3,101	3,000	7,000
Car Washes	—	569	—	450
Maintenance Misc. Equipment	3,775	3,975	7,850	4,000
Maintenance Building	300	—	300	—
	\$ 18,863	\$ 18,275	\$ 22,676	\$ 23,050
Interdepart Service Charges				
Charges From Telephone Exch	\$ 102,945	\$ 164,712	\$ 181,592	\$ 311,690
Charges From Radio Comm System	1,965	1,187	6,037	4,430
Charges From W.P.C.	2,880	1,307	1,149	—
Charges From Print & Repro	24,130	20,004	23,108	23,429



Department of Public Works

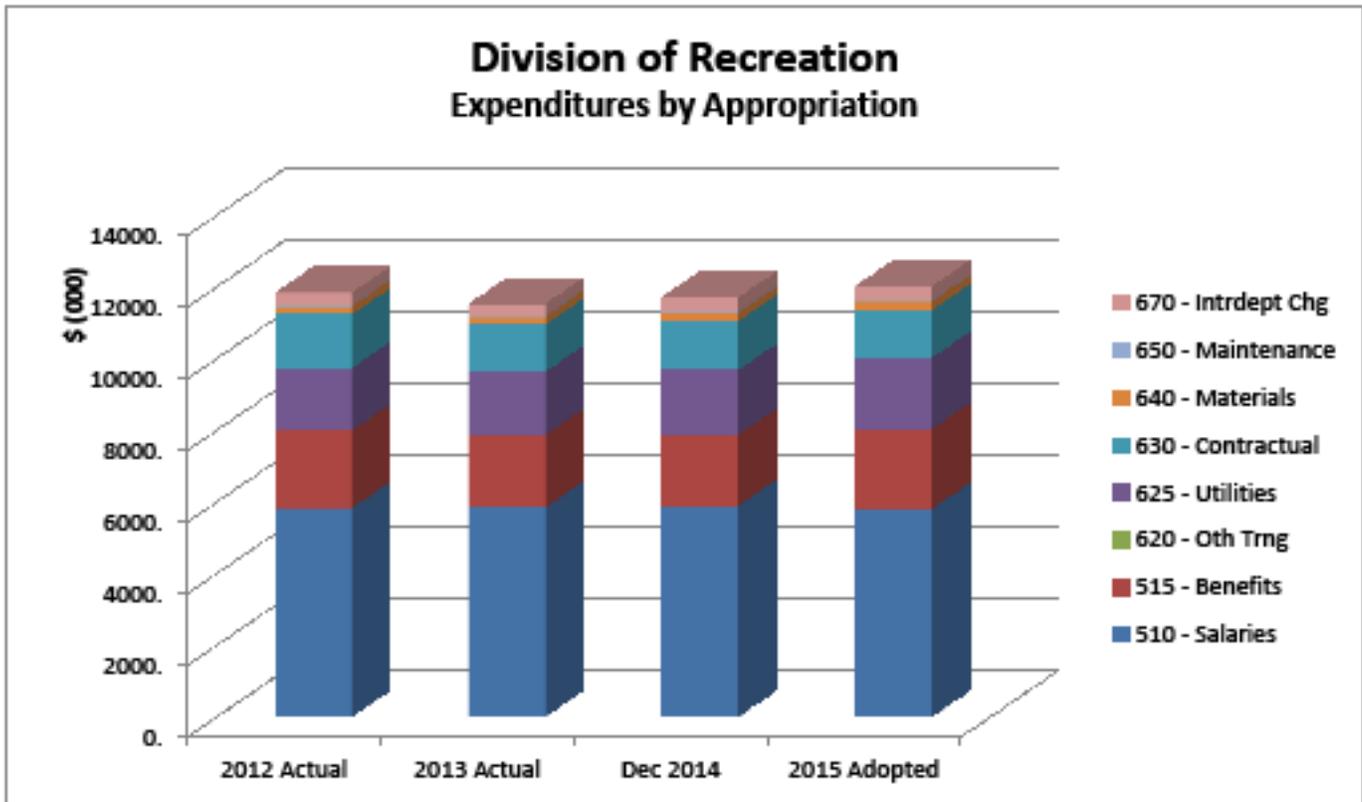
DIVISION OF RECREATION

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges From Central Storeroom	593	993	1,245	1,351
Charges From M.V.M.	202,190	121,896	170,508	149,408
Charges From Waste Collection	19,204	17,403	20,846	20,000
	\$ 353,907	\$ 327,501	\$ 404,483	\$ 510,308
	\$ 11,841,361	\$ 11,525,967	\$ 11,716,656	\$ 12,170,840

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ 94,275	\$ 7,600	\$ 14,228	\$ 15,000
Grant Revenue	—	26,287	10,537	—
Licenses & Permits	3,092	542	1,493	—
Miscellaneous	29,608	90,388	93,490	9,000
	\$ 126,975	\$ 124,817	\$ 119,748	\$ 24,000





DIVISION OF RECREATION

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	Budget 2014	Budget 2015		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Commissioner of Recreation	42,758.15	152,120.83
2	1	2	Deputy Commissioner of Recreation	26,273.96	84,984.86
6	6	6	Manager of Recreation	40,000.00	80,438.24
<u>9</u>	<u>8</u>	<u>9</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
11	9	11	Junior Clerk	11.97	14.57
1	1	1	Private Secretary	10.00	21.63
2	2	2	Secretary	10.00	18.04
<u>14</u>	<u>12</u>	<u>14</u>			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	27,193.55	104,891.07
4	4	4	Assistant Manager of Recreation	20,800.00	58,564.01
1	1	1	Deputy Project Director	20,800.00	64,734.08
1	1	1	Project Coordinator	27,325.56	93,021.80
23	22	23	Recreation Center Manager	32,500.00	73,916.85
<u>30</u>	<u>29</u>	<u>30</u>			
<u>SERVICE & MAINTENANCE</u>					
1	1	1	Real Estate Maintenance Man	17.43	19.43
<u>1</u>	<u>1</u>	<u>1</u>			
<u>TECHNICIAN</u>					
20	19	20	Physical Director	10.00	20.53
34	23	34	Recreation Instructor II	10.00	14.76
1	1	1	Recreation Instructor III	10.00	19.74
<u>55</u>	<u>43</u>	<u>55</u>			
<u>109</u>	<u>93</u>	<u>109</u>	TOTAL FULL TIME		
<u>188</u>	<u>106</u>	<u>188</u>	TOTAL PART TIME		
<u>216</u>	<u>15</u>	<u>216</u>	TOTAL SEASONAL*		
<u>513</u>	<u>214</u>	<u>513</u>	TOTAL DIVISION		

* Seasonals are reflected during peak periods
May - September



Department of Public Works

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

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 3,286,906	\$ 3,588,557	\$ 3,514,650	\$ 3,756,143
Part-Time Permanent	35,000	36,738	35,197	37,433
Injury Pay	2,333	—	13,254	—
Longevity	30,875	27,400	29,900	30,200
Wage Settlements	—	—	14,262	—
Separation Payments	39,629	52,355	6,521	—
Overtime	260,319	230,483	276,352	184,979
	\$ 3,655,061	\$ 3,935,532	\$ 3,890,137	\$ 4,008,755
Benefits				
Hospitalization	\$ 518,850	\$ 562,943	\$ 559,261	\$ 649,240
Flex Save Admin Fees	60	—	—	—
Prescription	107,743	110,029	102,997	118,323
Dental	37,699	38,907	36,465	39,550
Vision Care	4,002	4,125	3,833	3,724
Public Employees Retire System	504,649	522,902	539,521	566,336
Fica-Medicare	47,790	52,803	52,717	58,616
Workers' Compensation	155,804	260,210	109,145	181,538
Life Insurance	3,158	3,000	2,863	3,009
Unemployment Compensation	3,894	—	—	—
Clothing Allowance	2,010	2,250	2,230	2,880
Tool Insurance	1,050	750	900	900
Clothing Maintenance	7,300	7,525	7,650	7,300
	\$ 1,394,009	\$ 1,565,444	\$ 1,417,582	\$ 1,631,416
Other Training & Professional Dues				
Tuition & Registration Fees	\$ —	\$ —	\$ —	\$ 2,500
Professional Dues & Subscript	360	470	50	650
	\$ 360	\$ 470	\$ 50	\$ 3,150
Utilities				
Brokered Gas Supply	\$ 19,010	\$ 23,854	\$ 24,327	\$ 26,760
Gas	14,394	11,643	15,951	17,550
Electricity - Cpp	450,287	443,381	478,984	494,370
Electricity - Other	335,687	282,380	281,967	12,814
Steam	926,038	899,458	742,911	845,851
Security & Monitoring System	4,400	—	—	—
	\$ 1,749,816	\$ 1,660,716	\$ 1,544,139	\$ 1,397,345
Contractual Services				
Professional Services	\$ —	\$ 270,000	\$ —	\$ 7,396
Security Services	45,708	65,645	66,197	75,000



Department of Public Works

DIVISION OF PROPERTY MANAGEMENT

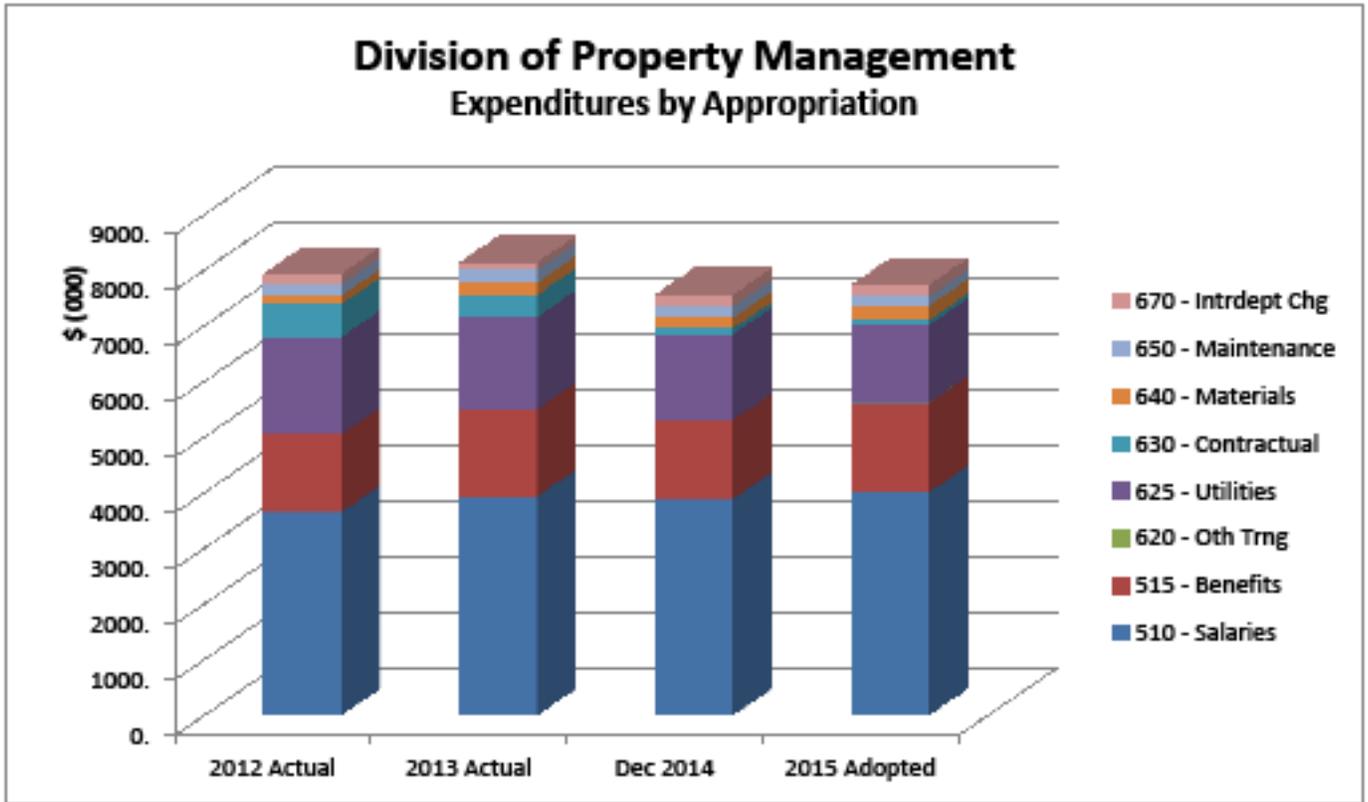
Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Medical Services	—	74	—	—
Parking In City Facilities	4,681	4,843	5,720	3,600
Other Contractual	534,800	53,755	29,444	2,103
Local Match-Grant Programs	—	—	4,445	—
	\$ 585,188	\$ 394,317	\$ 105,806	\$ 88,099
Materials & Supplies				
Chemical	\$ —	\$ —	\$ 10,523	\$ 4,500
Clothing	9,651	5,200	5,200	6,000
Hardware & Small Tools	—	—	10,806	1,000
Electrical Supplies	14,355	34,691	27,662	35,000
Hygiene And Cleaning Supplies	98,467	154,865	118,499	160,000
Heating And Air Filters	12,000	—	6,000	5,000
Medical Supplies	—	—	814	800
Other Supplies	17,304	4,547	1,126	—
Safety Equipment	—	10,000	5,000	30,000
Just In Time Office Supplies	1,254	1,490	928	1,750
Building Maintenance Supplies	6,768	11,558	2,500	10,000
	\$ 159,798	\$ 222,351	\$ 189,059	\$ 254,050
Maintenance				
Maintenance Contracts	\$ —	\$ 2,940	\$ 2,162	\$ 2,500
Maintenance Machinery & Tools	132,439	117,641	122,713	102,417
Maintenance Fire Apparatus	70,000	70,000	70,105	63,581
Maintenance Utility Systems	1,000	1,075	—	—
Maintenance Building	5,784	32,500	5,980	8,100
	\$ 209,222	\$ 224,156	\$ 200,960	\$ 176,598
Interdepart Service Charges				
Charges From Telephone Exch	\$ 31,269	\$ 30,937	\$ 29,579	\$ 29,800
Charges From Radio Comm System	3,136	307	9,055	37,227
Charges From Water	—	—	—	450
Charges From W.P.C.	922	—	—	900
Charges From Print & Repro	2,912	3,094	2,994	3,508
Charges From Central Storeroom	67	70	250	271
Charges From M.V.M.	140,792	100,254	170,105	122,294
Charges From Waste Collection	5,118	2,185	5,052	10,000
	\$ 184,217	\$ 136,848	\$ 217,035	\$ 204,450
	\$ 7,937,672	\$ 8,139,834	\$ 7,564,768	\$ 7,763,863

DIVISION OF PROPERTY MANAGEMENT

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ 537,939	\$ 484,238	\$ 480,380	\$ —
Grant Revenue	—	5,001	—	—
Miscellaneous	869,402	1,112,033	1,394,893	713,955
	\$ 1,407,341	\$ 1,601,272	\$ 1,875,273	\$ 713,955





Department of Public Works

DIVISION OF PROPERTY MANAGEMENT

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Commissioner of Property Management	45,201.46	150,984.16
1	1	1	Manager of Enterprise Unit	23,647.11	80,438.24
1	1	1	Manager of General Maintenance	23,647.11	80,438.24
<u>3</u>	<u>3</u>	<u>3</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	0	1	Private Secretary	10.00	21.63
<u>1</u>	<u>0</u>	<u>1</u>			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	27,193.55	104,891.07
2	2	2	Assistant Custodian	20,800.00	49,927.75
1	1	0	Building Manager	23,647.11	80,438.24
6	5	6	Building Stationary Engineer	18.52	19.33
<u>10</u>	<u>9</u>	<u>9</u>			
<u>SERVICE & MAINTENANCE</u>					
28	27	25	Custodial Worker	10.00	15.42
2	2	2	Custodial Worker Supervisor	19.35	21.35
1	1	1	Custodian	26,273.96	72,945.53
2	2	2	Guard	16.95	17.91
1	1	1	Mechanical Handyman	17.19	19.19
9	9	9	Municipal Service Laborer	16.49	18.49
<u>43</u>	<u>42</u>	<u>40</u>			
<u>SKILLED CRAFT</u>					
1	1	1	Chief Building Stationary Engineer	19.80	20.64
2	1	2	Carpenter	37.00	46.25
1	1	1	Carpenter Unit Leader	38.25	47.40
1	1	1	Cement Finisher	37.46	46.82
4	4	4	Electrical Worker	45.20	56.50
2	1	2	Painter	32.48	40.60
1	1	1	Painter Foreman	33.73	41.60
1	1	1	Plasterer	36.14	45.18



DIVISION OF PROPERTY MANAGEMENT

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
5	5	5	Plumber	44.98	56.23
1	1	1	Plumber Foreman	46.23	57.73
1	1	1	Roofer	37.56	46.95
1	1	1	Sheetmetal Worker	46.39	57.99
21	19	21			
78	73	74	TOTAL FULL TIME		
1	1	1	TOTAL PART TIME		
79	74	75	TOTAL DIVISION		



Department of Public Works

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.



Department of Public Works

DIVISION OF PARK MAINTENANCE AND PROPERTIES

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 4,287,002	\$ 4,217,286	\$ 4,194,870	\$ 4,685,479
Seasonal	891,068	1,235,822	1,365,223	1,263,771
Part-Time Permanent	—	8,063	—	—
Injury Pay	—	540	—	—
Longevity	53,900	45,800	43,150	46,675
Wage Settlements	—	—	17,154	—
Separation Payments	107,424	37,286	42,977	50,000
Overtime	111,327	119,225	112,262	123,930
	\$ 5,450,720	\$ 5,664,021	\$ 5,775,635	\$ 6,169,855
Benefits				
Hospitalization	\$ 900,151	\$ 864,745	\$ 901,173	\$ 1,094,134
Flex Save Admin Fees	120	48	—	—
Prescription	162,483	159,176	170,640	195,517
Dental	63,770	58,604	59,974	68,910
Vision Care	6,001	5,606	5,682	6,293
Public Employees Retire System	747,656	757,920	802,148	856,780
Fica-Medicare	67,510	77,268	80,087	89,463
Workers' Compensation	222,627	168,489	133,012	369,188
Life Insurance	4,611	4,768	3,975	4,371
Unemployment Compensation	84,030	29,805	65,578	50,000
Clothing Allowance	34,450	29,932	35,351	35,600
Tool Insurance	2,750	1,650	2,200	2,750
Clothing Maintenance	14,393	12,589	14,337	15,110
	\$ 2,310,552	\$ 2,170,601	\$ 2,274,157	\$ 2,788,116
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 325	\$ 303	\$ 175	\$ 325
	\$ 325	\$ 303	\$ 175	\$ 325
Utilities				
Brokered Gas Supply	\$ 57,034	\$ 76,627	\$ 82,174	\$ 94,711
Gas	38,756	35,611	24,047	30,000
Electricity - Cpp	394,679	394,807	445,116	440,210
Electricity - Other	38,494	38,246	35,445	40,577
Steam	11,657	12,373	9,962	15,437
Security & Monitoring System	3,851	200	30,348	5,602
	\$ 544,470	\$ 557,863	\$ 627,092	\$ 626,537
Contractual Services				
Professional Services	\$ —	\$ 3,000	\$ 2,902	\$ 1,545
Referee Services	—	1,550	—	1,713

DIVISION OF PARK MAINTENANCE AND PROPERTIES

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Waste Disposal	3,281	1,520	920	2,884
Medical Services	1,336	1,896	4,222	1,391
Parking In City Facilities	2,265	1,681	1,851	1,360
Property Rental	43,676	43,676	43,676	43,676
Other Contractual	2,143,775	2,010,559	2,095,367	2,419,160
County Aud & Treas Coll Fee	—	7,878	—	—
	\$ 2,194,333	\$ 2,071,760	\$ 2,148,938	\$ 2,471,729
Materials & Supplies				
Chemical	\$ —	\$ 495	\$ 2,633	\$ 927
Salt & De-Icer	—	4,075	—	7,200
Clothing	1,083	1,345	1,265	1,030
Hardware & Small Tools	7,852	4,428	5,175	8,100
Boilers, Heaters & Cool Equip	—	5,143	—	—
Seed, Fertilizer & Herbicide	4,348	9,800	7,000	18,000
Small Equipment	18,104	43,701	26,459	19,982
Fence, Posts & Bars	1,000	1,200	1,500	927
Hygiene And Cleaning Supplies	4,645	10,975	37,620	4,172
Clay, Soil & Turf	5,903	7,487	5,681	13,520
Playground Equipment And Suppl	14,854	6,183	8,128	14,854
Other Supplies	19,599	13,566	18,005	13,436
Sporting Goods Supplies	2,495	556	668	2,500
Safety Equipment	5,878	3,983	11,713	5,006
Greenhouse Maintenance Suppl	34,912	36,551	31,998	39,000
Anti-Freeze	—	—	346	—
Just In Time Office Supplies	310	205	1,805	979
Misc Maintenance Supplies	11,890	11,717	—	11,890
	\$ 132,874	\$ 161,410	\$ 159,996	\$ 161,523
Maintenance				
Maintenance Contracts	\$ 7,200	\$ 7,200	\$ 9,000	\$ 9,270
Repair Parts	298,961	280,449	247,259	285,000
	\$ 306,161	\$ 287,649	\$ 256,259	\$ 294,270
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 28,467	\$ 4,608	\$ 100,867	\$ 3,605
	\$ 28,467	\$ 4,608	\$ 100,867	\$ 3,605
Interdepart Service Charges				
Charges From Telephone Exch	\$ 69,595	\$ 52,541	\$ 73,685	\$ 102,868
Charges From Radio Comm System	20,176	8,191	121,696	87,720
Charges From W.P.C.	16,811	3,409	24,425	5,000
Charges From Print & Repro	23,321	19,247	21,445	21,825



Department of Public Works

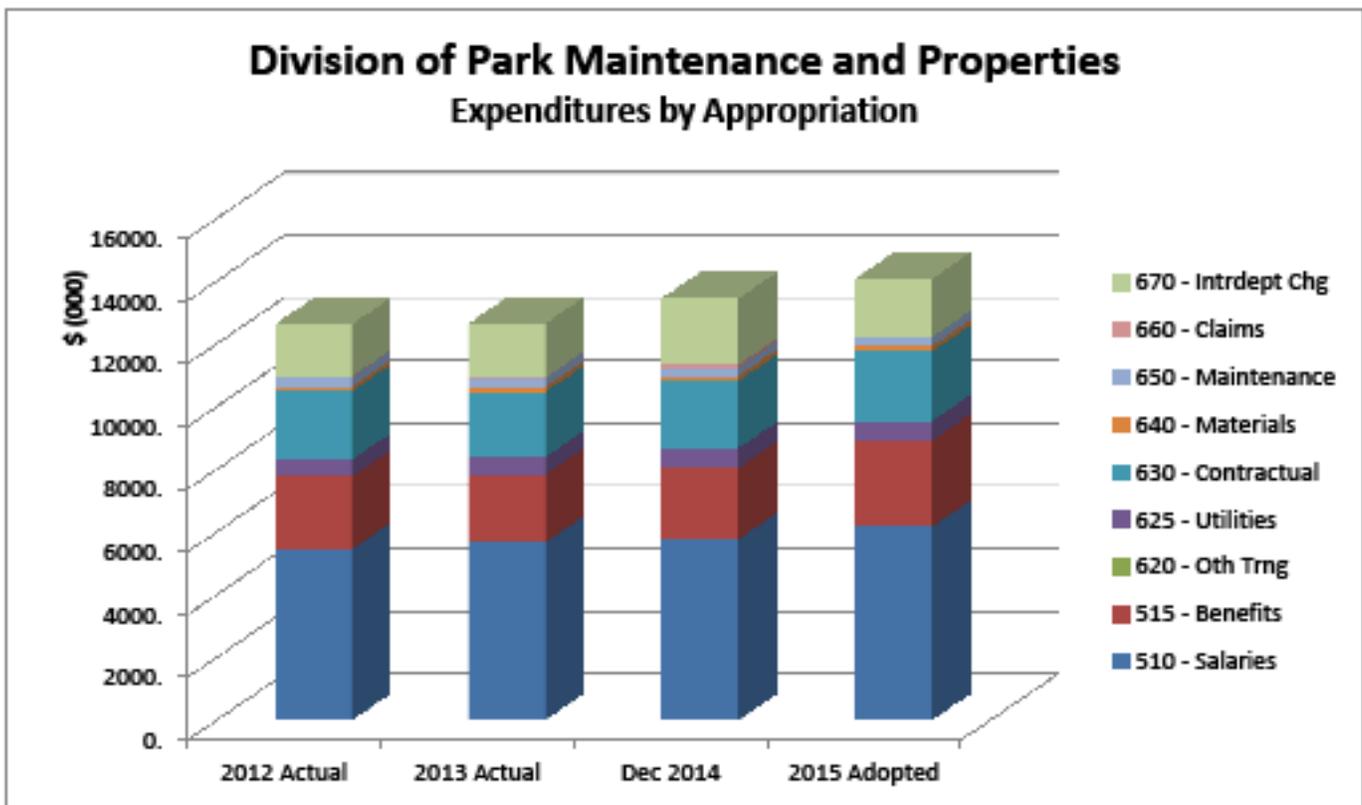
DIVISION OF PARK MAINTENANCE AND PROPERTIES

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges From Central Storeroom	768	2,117	1,183	2,235
Charges From M.V.M.	1,226,434	1,360,033	1,563,220	1,350,908
Charges From Waste Collection	296,851	287,089	310,021	295,000
	\$ 1,653,955	\$ 1,732,628	\$ 2,115,675	\$ 1,865,556
	\$ 12,621,857	\$ 12,650,844	\$ 13,458,794	\$ 14,381,516

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ 1,755,421	\$ 913,609	\$ 1,193,938	\$ 882,000
Fines, Forfeitures & Settlements	—	10	—	—
Licenses & Permits	186	10	—	—
Miscellaneous	88,218	429,050	126,992	77,860
	\$ 1,843,824	\$ 1,342,679	\$ 1,320,929	\$ 959,860





DIVISION OF PARK MAINTENANCE AND PROPERTIES

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	Budget 2014	December 2014		Budget 2015	Minimum
<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	3	3	Field Operations Forester	32,445.00	62,378.11
2	1	2	Senior Clerk	12.47	17.08
1	1	1	Storekeeper	16.66	21.39
6	5	6			
<u>PROFESSIONALS</u>					
3	3	3	Administrative Manager	27,193.55	104,891.07
3	3	3			
<u>SERVICE & MAINTENANCE</u>					
3	1	3	Gardener	18.40	20.40
12	12	12	Ground Maintenance Foreman	20.87	22.87
13	13	13	Ground Maintenance Truck Driver II	19.73	20.12
2	2	2	Horticulturist Maintenance Foreman	23.37	25.37
42	39	42	Real Estate Maintenance Worker	17.43	19.43
72	67	72			
<u>SKILLED CRAFT</u>					
8	6	8	Arborist I	18.40	20.40
9	7	9	Arborist II	21.22	23.22
5	4	5	Automobile Repair Worker	12.60	21.82
22	17	22			
107	96	107	TOTAL FULL TIME		
305	19	305	TOTAL SEASONAL		
412	115	412	TOTAL DIVISION		



Department of Public Works

DIVISION OF WASTE COLLECTION AND DISPOSAL

Randell Scott, Interim Commissioner

Mission Statement

To reduce public health hazards resulting from refuse dumping in City of Cleveland neighborhoods by providing collection and appropriate disposal of residential, commercial, recyclable and city owned public area waste for the citizens of the City of Cleveland.

The division of Waste Collection is committed to providing an efficient collection and disposal service to approximately 152,000 dwelling units on a weekly basis. The waste collection process includes residential waste, recycling, bulk items, tires, receptacles, and dead animal collection.

In addition to the City's current method of waste collection, an automated Pilot Program begun in 2008 and is being provided to 40,000 Cleveland residents. The new system is significantly more efficient and user- friendly, and should encourage more participation in recycling, since items can be recycled curbside. Through this program, residents receive sturdy garbage carts for trash and recycling which can be wheeled to the curb. The new collection program will eventually be city-wide.

The City of Cleveland annually disposes of approximately 230,000 tons of debris. The majority of this debris is processed through the Ridge Road Transfer Station; a city owned operated facility, with a processing capacity of 3,000 tons per day. The remainder of the debris is disposed of via the use of privately owned landfills, Transfer Stations, or Processing Facilities.

In addition to the residential collection service, the Division of Waste Collection offers alternative ways of disposal via the Commercial Collection and Residential Dumping program. The Commercial Collection program provides permanent and temporary dumpster rental services to city residents, city facilities, and Cleveland area businesses at a competitive rate. The Residential Dumping program provides Cleveland residents the ability to dispose of regular solid waste and recyclables at the Ridge Road Transfer Station free of charge with proof of residency.

PROGRAM NAME: RESIDENTIAL COLLECTIONS/CURBSIDE RECYCLING

OBJECTIVES: To remove commingled recyclable commodities from the City's waste stream as well as putrescible and other waste from the City's environment.

ACTIVITIES: Provide weekly collection of solid waste and recyclables.
Conduct on-site inspections concerning appearance of areas served.
Provide weekly collection of bulk items.

PROGRAM NAME: WASTE DISPOSAL/COMMODITY PROCESSING

OBJECTIVES: To remove solid waste and to prepare recyclable commodities for marketing (i.e. soft/bale).

ACTIVITIES: Deliver collected waste to landfill sites.
Market and sell recyclables.
Collect tires for processing.
Operate transfer station.



DIVISION OF WASTE COLLECTION AND DISPOSAL

PROGRAM NAME: ANCILLARY SERVICES

OBJECTIVES: To improve the appearance of the City and contribute to the revitalization efforts being made in Downtown Cleveland.

- ACTIVITIES:**
- Clean up after special events in neighborhoods and downtown.
 - Improve the appearance of the West Side Market area, downtown streets and parks and municipal buildings.
 - Repair, replace and service outdoor waste receptacles.
 - Provide collection of dead animals.
 - Provide waste container rental through commercial waste collection service.
 - Provide administrative paper recycling.



Department of Public Works

DIVISION OF WASTE COLLECTION AND DISPOSAL

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 7,522,768	\$ 7,927,649	\$ 7,830,598	\$ 8,339,220
Seasonal	326,328	422,945	362,512	486,776
Part-Time Permanent	21,848	16,469	16,442	18,314
Injury Pay	1,689	6,257	7,380	—
Longevity	69,525	66,525	66,525	98,575
Wage Settlements	—	21,321	101,730	—
Separation Payments	85,112	83,382	30,566	14,000
Overtime	542,047	574,866	1,093,882	470,859
	\$ 8,569,316	\$ 9,119,415	\$ 9,509,635	\$ 9,427,744
Benefits				
Hospitalization	\$ 1,535,381	\$ 1,586,818	\$ 1,662,060	\$ 1,767,339
Flex Save Admin Fees	240	95	—	—
Prescription	249,363	249,612	257,351	263,901
Dental	106,801	106,458	108,505	110,581
Vision Care	10,778	10,871	10,765	11,272
Public Employees Retire System	1,189,163	1,208,971	1,317,646	1,316,547
Fica-Medicare	110,453	121,878	125,252	134,228
Workers' Compensation	925,510	819,434	794,607	799,190
Life Insurance	8,706	8,169	8,159	8,354
Unemployment Compensation	83,509	54,580	34,085	70,579
Clothing Allowance	78,300	82,200	78,692	78,835
Clothing Maintenance	26,250	25,938	26,063	26,000
	\$ 4,324,453	\$ 4,275,023	\$ 4,423,184	\$ 4,586,826
Other Training & Professional Dues				
Travel	\$ 30	\$ —	\$ 789	\$ 1,800
Tuition & Registration Fees	—	—	260	900
Mileage (Priv Auto) Trng Prps	—	7	26	90
Professional Dues & Subscript	—	590	195	270
	\$ 30	\$ 597	\$ 1,270	\$ 3,060
Utilities				
Brokered Gas Supply	\$ 71,950	\$ 94,808	\$ 182,303	\$ 200,533
Gas	43,343	48,049	47,644	52,410
Electricity - Cpp	167,485	187,897	238,883	209,505
	\$ 282,778	\$ 330,754	\$ 468,830	\$ 462,448
Contractual Services				
Professional Services	\$ 79,299	\$ 66,300	\$ 9,999	\$ 10,300
Referee Services	—	—	—	250
Waste Disposal	6,134,730	5,980,000	5,646,569	5,561,540

DIVISION OF WASTE COLLECTION AND DISPOSAL

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Security Services	2,623	558	582	800
Janitorial Services	1,985	7,732	3,622	2,060
Medical Services	6,499	7,684	6,700	8,000
Waste Disposal Fee - Ohio EPA	1,295,566	1,228,718	1,212,220	1,242,875
Advertising And Public Notice	32,359	30,929	33,694	30,000
Program Promotion	8,672	10,509	9,965	10,300
Parking In City Facilities	971	574	1,443	1,100
Special Assessment	710	250	4,608	4,608
Other Contractual	—	170,200	44,191	—
Local Match-Grant Programs	25,421	7,871	—	—
Credit Card Processing Fees	15,518	17,387	20,215	16,480
	\$ 7,604,352	\$ 7,528,711	\$ 6,993,807	\$ 6,888,313
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 1,000
Postage	19	5,700	6,141	10,000
Computer Supplies	—	—	—	800
Computer Software	4,440	—	—	—
Hardware & Small Tools	250	210	2,082	2,000
Office Furniture & Equipment	399	420	—	—
Fence, Posts & Bars	—	—	—	1,000
Hygiene And Cleaning Supplies	2,640	2,029	1,488	4,500
Other Supplies	8,461	17,085	4,520	15,000
Safety Equipment	1,980	3,146	5,008	4,000
Just In Time Office Supplies	2,801	1,743	2,886	3,000
	\$ 20,991	\$ 30,332	\$ 22,124	\$ 41,300
Maintenance				
Maintenance Misc. Equipment	\$ 24,205	\$ 21,200	\$ 10,000	\$ 25,000
Maintenance Building	13,907	4,307	10,000	15,000
Repair Of Overhead Doors	5,000	5,000	5,000	5,000
	\$ 43,112	\$ 30,507	\$ 25,000	\$ 45,000
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 7,096	\$ 3,250	\$ 1,600	\$ 8,000
	\$ 7,096	\$ 3,250	\$ 1,600	\$ 8,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 24,491	\$ 24,266	\$ 24,089	\$ 29,937
Charges From Radio Comm System	98,898	72,665	84,009	85,681
Charges From W.P.C.	3,920	1,230	1,614	—
Charges From Print & Repro	58,453	47,772	59,584	60,412
Charges From Central Storeroom	985	992	1,173	1,272



Department of Public Works

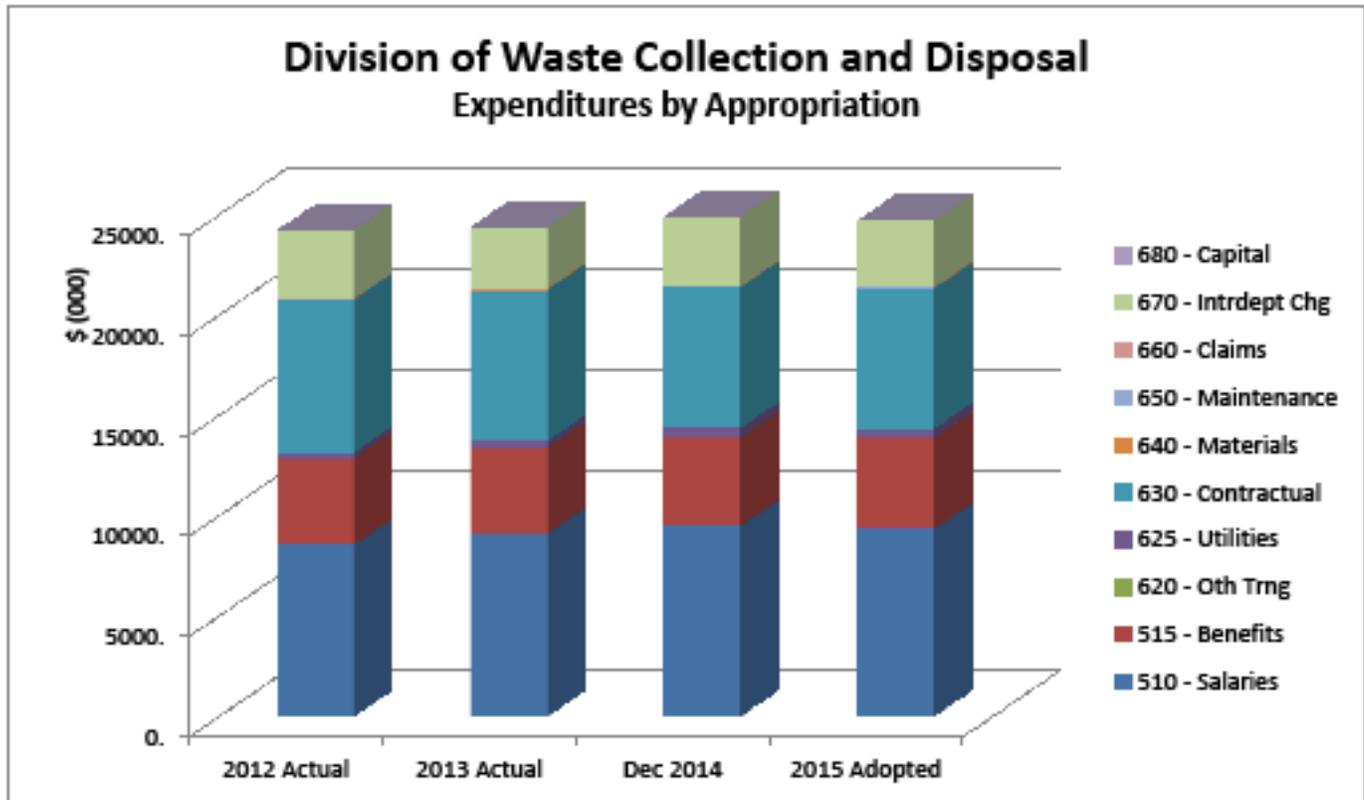
DIVISION OF WASTE COLLECTION AND DISPOSAL

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges From M.V.M.	3,199,332	2,947,828	3,319,050	3,162,519
	\$ 3,386,079	\$ 3,094,753	\$ 3,489,519	\$ 3,339,821
Capital Outlay				
Computer Hardware	\$ 3,756	\$ —	\$ —	\$ —
	\$ 3,756	\$ —	\$ —	\$ —
	\$ 24,241,962	\$ 24,413,343	\$ 24,934,969	\$ 24,802,512

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ 14,321,167	\$ 14,766,882	\$ 14,574,165	\$ 13,676,701
Grant Revenue	3,500	63,202	4,276	—
Licenses & Permits	1,769	807	64	—
Miscellaneous	2,786	122,400	109,532	500
	\$ 14,329,222	\$ 14,953,291	\$ 14,688,036	\$ 13,677,201





DIVISION OF WASTE COLLECTION AND DISPOSAL

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	Budget 2015	December 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
5	4	5	Asst. Superintendent of Waste Collection	26.38	28.38
1	0	1	Commissioner of Waste Collection & Disposal	40,314.82	136,049.25
1	1	1	General Superintendent of Waste Collection	30,473.96	65,693.91
<u>7</u>	<u>5</u>	<u>7</u>			
<u>PROFESSIONALS</u>					
1	1	1	Project Coordinator	27,325.56	93,021.80
1	1	1	Project Director	22,333.40	82,706.96
<u>2</u>	<u>2</u>	<u>2</u>			
<u>SKILLED CRAFT</u>					
2	2	2	Construction Equipment Operator Group B	38.80	49.60
<u>2</u>	<u>2</u>	<u>2</u>			
<u>SERVICE & MAINTENANCE</u>					
1	1	1	Labor Foreman	20.86	22.86
4	1	2	Municipal Service Laborer	16.49	18.49
2	2	2	Transfer Station Attendant	22.02	24.02
82	57	82	Waste Collection Driver	19.71	20.10
9	9	10	Waste Collection Foreman	20.86	22.86
4	4	4	Waste Collection Foreman I	22.86	24.97
117	96	118	Waste Collector	16.49	18.49
<u>219</u>	<u>170</u>	<u>219</u>			
<u>TECHNICIANS</u>					
2	2	2	Radio Operator	18.86	20.86
<u>2</u>	<u>2</u>	<u>2</u>			
<u>232</u>	<u>181</u>	<u>232</u>	TOTAL FULL TIME		
<u>10</u>	<u>9</u>	<u>15</u>	TOTAL SEASONAL (Average) *		
<u>1</u>	<u>1</u>	<u>1</u>	TOTAL PART TIME		
<u>243</u>	<u>191</u>	<u>248</u>	TOTAL DIVISION		

* Due to substantial turnover, staffing levels vary throughout the year. Therefore, averages, rather than actual employees are used.



Department of Public Works

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

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,745,927	\$ 1,548,939	\$ 1,695,550	\$ 1,844,028
Longevity	16,600	12,075	13,775	17,525
Wage Settlements	—	—	10,345	—
Separation Payments	39,617	78,160	—	65,000
Overtime	111,266	120,793	98,314	93,000
	\$ 1,913,409	\$ 1,759,967	\$ 1,817,984	\$ 2,019,553
Benefits				
Hospitalization	\$ 276,860	\$ 234,947	\$ 261,177	\$ 308,768
Prescription	58,797	48,225	53,174	57,759
Dental	20,128	16,230	17,491	18,465
Vision Care	2,235	1,861	1,915	1,828
Public Employees Retire System	263,497	226,227	251,707	270,790
Fica-Medicare	18,835	18,779	21,010	28,623
Workers' Compensation	56,890	67,116	57,696	(9,434)
Life Insurance	1,486	1,158	1,186	1,302
Clothing Allowance	21,510	15,440	19,360	20,550
Clothing Maintenance	5,775	2,625	5,250	5,250
	\$ 726,011	\$ 632,607	\$ 689,966	\$ 703,901
Utilities				
Brokered Gas Supply	\$ 9,009	\$ 11,795	\$ 13,235	\$ 14,579
Gas	2,849	3,158	3,324	3,904
Electricity - Cpp	211,528	221,131	247,556	246,561
Electricity - Other	183,743	201,462	202,658	222,925
	\$ 407,128	\$ 437,546	\$ 466,773	\$ 487,969
Contractual Services				
Professional Services	\$ 503	\$ 863	\$ 682	\$ —
Parking In City Facilities	4,690	4,918	4,552	5,000
Other Contractual	27,375	30,000	58,934	30,000
	\$ 32,568	\$ 35,781	\$ 64,168	\$ 35,000
Materials & Supplies				
Clothing	\$ —	\$ —	\$ —	\$ 1,500
Hardware & Small Tools	504	15,425	1,121	10,000
Electrical Supplies	—	675	1,264	1,000
Hygiene And Cleaning Supplies	—	—	220	500
Other Supplies	92,858	78,843	68,249	85,000
Bridge Maintenance Supplies	1,081	556	206	—
Just In Time Office Supplies	3,110	328	2,123	1,000
	\$ 97,552	\$ 95,827	\$ 73,184	\$ 99,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 24,923	\$ 26,441	\$ 26,088	\$ 29,070
Charges From Radio Comm System	2,060	547	17,911	12,848



Department of Public Works

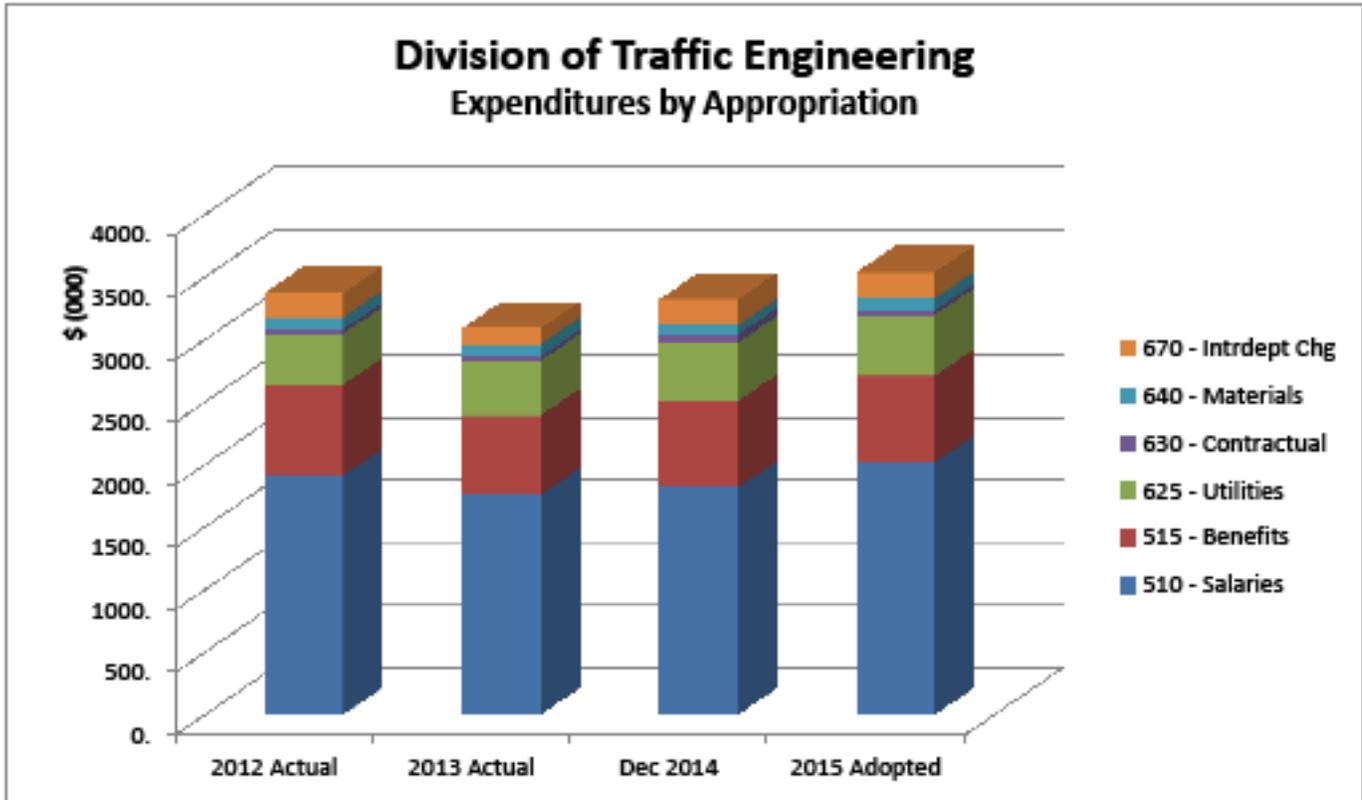
DIVISION OF TRAFFIC ENGINEERING

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges From W.P.C.	846	538	—	—
Charges From Print & Repro	1,846	5,386	2,941	2,982
Charges From Central Storeroom	90	68	145	172
Charges From M.V.M.	164,924	93,612	161,311	152,195
	\$ 194,689	\$ 126,592	\$ 208,395	\$ 197,267
	\$ 3,371,358	\$ 3,088,321	\$ 3,320,469	\$ 3,542,690

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ 268	\$ 4,691	\$ —	\$ 2,000
Grant Revenue	—	93,359	—	—
Licenses & Permits	6,000	6,300	6,900	6,000
Miscellaneous	43,804	52,705	89,359	55,800
	\$ 50,072	\$ 157,055	\$ 96,259	\$ 63,800





DIVISION OF TRAFFIC ENGINEERING

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	Budget 2014	Budget 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	20.71
1	1	1			
<u>PROFESSIONALS</u>					
1	1	1	Consulting Engineer	36,000.00	97,860.03
1	1	1	Engineer	22.78	35.84
2	2	2			
<u>SKILLED CRAFT</u>					
8	8	8	Low Tension Lineman	28.15	28.70
0	1	1	Low Tension Trouble Lineman	31.50	32.04
1	1	1	Sign Painter Unit Leader	24.23	35.82
9	10	10			
<u>SERVICE & MAINTENANCE</u>					
3	2	2	Traffic Sign Process Operator	13.28	26.10
12	10	12	Traffic Sign & Marking Technician	16.57	18.22
15	12	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	26.06
3	1	1	Traffic Signal Control Technician	33.34	33.89
6	3	4			
34	29	32	TOTAL FULL TIME		
34	29	32	TOTAL DIVISION		



Department of Public Works

DIVISION OF PARKING FACILITIES

Antionette Thompson, Interim Commissioner

Mission Statement

To provide adequate Off-Street parking throughout the downtown area and to enforce the On-Street parking throughout the City of Cleveland.

PROGRAM NAME: ON-STREET

OBJECTIVES: To provide for the on-street parking needs of the City of Cleveland.

ACTIVITIES: Enforce parking regulations. Repair and maintain the current parking meters. Evaluate the parking needs of the City of Cleveland. Compile and maintain accurate records pertaining to parking meter repairs. Propose regulations that will provide rapid curb turnover as well as increase the supply of available on-street parking areas.

PROGRAM NAME: OFF-STREET

OBJECTIVES: To provide off-street parking within the City of Cleveland

ACTIVITIES: Continue to improve operations. Manage all Community Development properties not being developed but currently being operated as public parking lots, until such time as development becomes feasible. Oversee and monitor parking at the Gateway Garages.



DIVISION OF PARKING FACILITIES

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 672,624	\$ 700,550	\$ 695,779	\$ 727,593
Injury Pay	—	123	—	—
Longevity	7,275	6,300	6,200	5,875
Wage Settlements	—	—	2,777	—
Separation Payments	9,422	4,813	2,159	—
Overtime	18,940	7,365	523	5,000
	\$ 708,261	\$ 719,151	\$ 707,438	\$ 738,468
Benefits				
Hospitalization	\$ 185,110	\$ 179,718	\$ 169,218	\$ 241,394
Prescription	38,263	35,790	32,212	40,603
Dental	13,809	12,956	11,232	16,195
Vision Care	1,251	1,161	950	1,322
Public Employees Retire System	97,890	96,852	95,498	103,607
Fica-Medicare	8,560	9,212	8,533	10,928
Workers' Compensation	30,123	28,940	23,553	48,822
Life Insurance	902	856	804	886
Unemployment Compensation	5,130	—	—	—
Clothing Allowance	4,975	4,725	4,325	5,025
Clothing Maintenance	2,800	2,683	2,800	2,800
	\$ 388,813	\$ 372,894	\$ 349,126	\$ 471,582
Contractual Services				
Professional Services	\$ —	\$ —	\$ —	\$ 3,161
Other Contractual	—	—	1,470	—
	\$ —	\$ —	\$ 1,470	\$ 3,161
Interdepart Service Charges				
Charges From Telephone Exch	\$ 5,914	\$ 14,147	\$ 11,561	\$ 9,789
Charges From Radio Comm System	—	—	18,660	15,065
Charges From Print & Repro	375	1,060	414	1,000
Charges From M.V.M.	72,853	22,947	35,589	37,460
Charges Frm Str Cnst Mnt & Rep	—	—	1,866	—
	\$ 79,142	\$ 38,154	\$ 68,090	\$ 63,314
	\$ 1,176,216	\$ 1,130,199	\$ 1,126,125	\$ 1,276,525

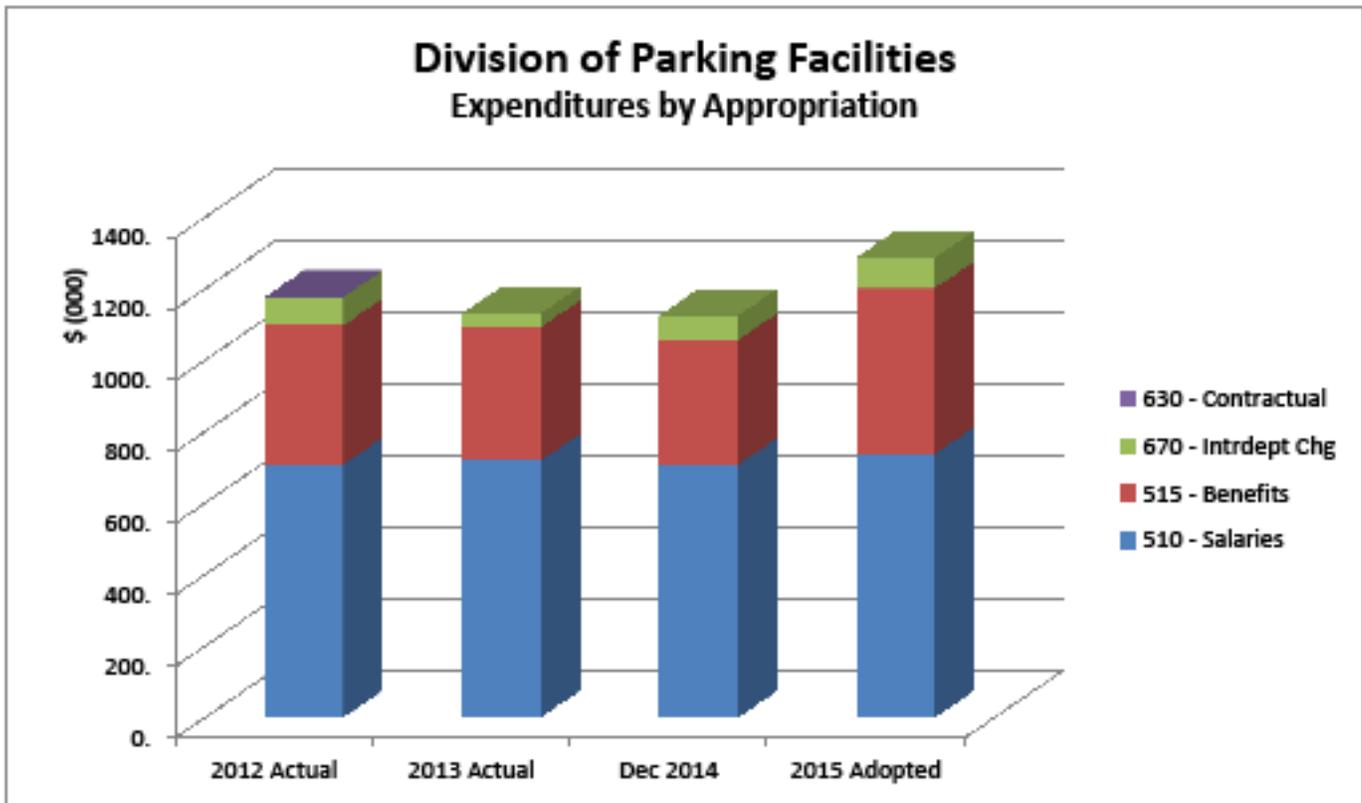


Department of Public Works

DIVISION OF PARKING FACILITIES

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ 8,000	\$ —	\$ —	\$ —
Miscellaneous	—	9,372	8,717	—
	\$ 8,000	\$ 9,372	\$ 8,717	\$ —





DIVISION OF PARKING FACILITIES

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		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	15	16	Parking Enforcement Officer	15.55	15.87
16	15	16			
<u>TECHNICIANS</u>					
1	0	1	Parking Meter Foreman	24,679.38	42,476.36
2	2	2	Parking Meter Serviceman	16.49	17.71
3	2	3			
21	19	21	TOTAL FULL TIME		
21	19	21	TOTAL DIVISION		



Department of Public Works

PARKING LOTS GENERAL OPERATIONS - (OFF-STREET)

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 637,842	\$ 609,520	\$ 568,276	\$ 741,355
Military Leave	963	217	—	—
Part-Time Permanent	100,443	91,442	115,802	150,000
Longevity	7,975	7,775	8,175	9,000
Wage Settlements	—	—	3,489	—
Separation Payments	2,717	29,287	23,410	—
Overtime	60,807	49,630	40,713	59,280
	\$ 810,747	\$ 787,871	\$ 759,864	\$ 959,635
Benefits				
Hospitalization	\$ 106,530	\$ 115,688	\$ 125,736	\$ 170,965
Prescription	24,835	25,834	25,430	35,583
Dental	7,929	7,793	8,085	10,647
Vision Care	1,061	999	1,030	1,302
Public Employees Retire System	112,951	102,409	111,243	137,700
Fica-Medicare	10,307	10,749	10,827	13,448
Workers' Compensation	12,692	11,202	10,109	8,782
Life Insurance	695	656	629	832
Unemployment Compensation	—	6,038	1,368	6,000
Clothing Allowance	3,150	3,225	3,875	3,150
Clothing Maintenance	450	600	600	600
	\$ 280,600	\$ 285,192	\$ 298,932	\$ 389,009
Other Training & Professional Dues				
Professional Dues & Subscript	\$ 325	\$ 2,195	\$ 3,153	\$ 800
	\$ 325	\$ 2,195	\$ 3,153	\$ 800
Utilities				
Electricity - Cpp	\$ 180,046	\$ 178,164	\$ 214,058	\$ 198,655
Electricity - Other	9,131	10,044	10,074	11,100
	\$ 189,177	\$ 188,208	\$ 224,132	\$ 209,755
Contractual Services				
Professional Services	\$ 1,515,890	\$ 1,544,573	\$ 1,828,940	\$ 1,800,000
Security Services	—	39,737	—	20,000
Taxes	185,129	221,638	225,900	226,000
Parking Tax	386,326	393,332	471,234	438,515
Property Rental	110,563	99,612	99,612	100,000
Equipment Rental	—	22,999	12,500	18,000
Other Contractual	10,000	31,900	23,297	13,400
Bank Service Fees	42,549	5,116	79,663	78,000
Credit Card Processing Fees	37,957	39,476	52,320	42,000



PARKING LOTS GENERAL OPERATIONS - (OFF-STREET)

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
	\$ 2,288,415	\$ 2,398,383	\$ 2,793,467	\$ 2,735,915
Materials & Supplies				
Clothing	\$ 8,000	\$ 9,999	\$ —	\$ 10,000
Hardware & Small Tools	200	1,500	1,000	2,000
Welding Supplies & Equipment	—	200	—	100
Electrical Supplies	4,895	9,900	14,899	15,500
Hygiene And Cleaning Supplies	—	406	1,335	1,350
Medical Supplies	—	—	—	100
Other Supplies	86,410	31,113	24,395	31,000
Batteries	—	8,055	2,745	10,000
Just In Time Office Supplies	1,846	2,879	2,871	3,100
	\$ 101,351	\$ 64,052	\$ 47,244	\$ 73,150
Maintenance				
Maintenance Contracts	\$ 104,061	\$ 97,496	\$ 52,215	\$ 125,000
Repair Parts	—	6,500	29,624	25,000
Car Washes	599	630	960	1,000
	\$ 104,660	\$ 104,627	\$ 82,799	\$ 151,000
Claims, Refunds, Maintenance				
Indirect Cost	\$ 126,840	\$ 131,341	\$ 127,635	\$ 123,098
	\$ 126,840	\$ 131,341	\$ 127,635	\$ 123,098
Interdepart Service Charges				
Charges From Telephone Exch	\$ 15,529	\$ 13,872	\$ 15,012	\$ 15,800
Charges From W.P.C.	336	154	—	—
Charges From Print & Repro	6,572	6,931	6,106	7,859
Charges From Central Storeroom	34	73	68	77
Charges From M.V.M.	7,761	10,404	8,573	8,048
Charges From Division Of Maint	264	2,884	12,155	8,000
Charges From Waste Collection	1,040	960	1,120	1,500
Charges From Parks Maintenance	66,046	72,777	28,402	75,000
	\$ 97,583	\$ 108,055	\$ 71,436	\$ 116,284
Interfund Subsidies				
Transfer to Other SubClasses	\$ 596,308	\$ 823,720	\$ 698,279	\$ —
	\$ 596,308	\$ 823,720	\$ 698,279	\$ —
Debt Service				
Principal	\$ 2,432,386	\$ 1,737,947	\$ 1,988,388	\$ 2,770,000
Interest	910,598	1,643,725	1,296,006	1,354,525
	\$ 3,342,984	\$ 3,381,672	\$ 3,284,394	\$ 4,124,525
	\$ 7,938,990	\$ 8,275,314	\$ 8,391,335	\$ 8,883,171

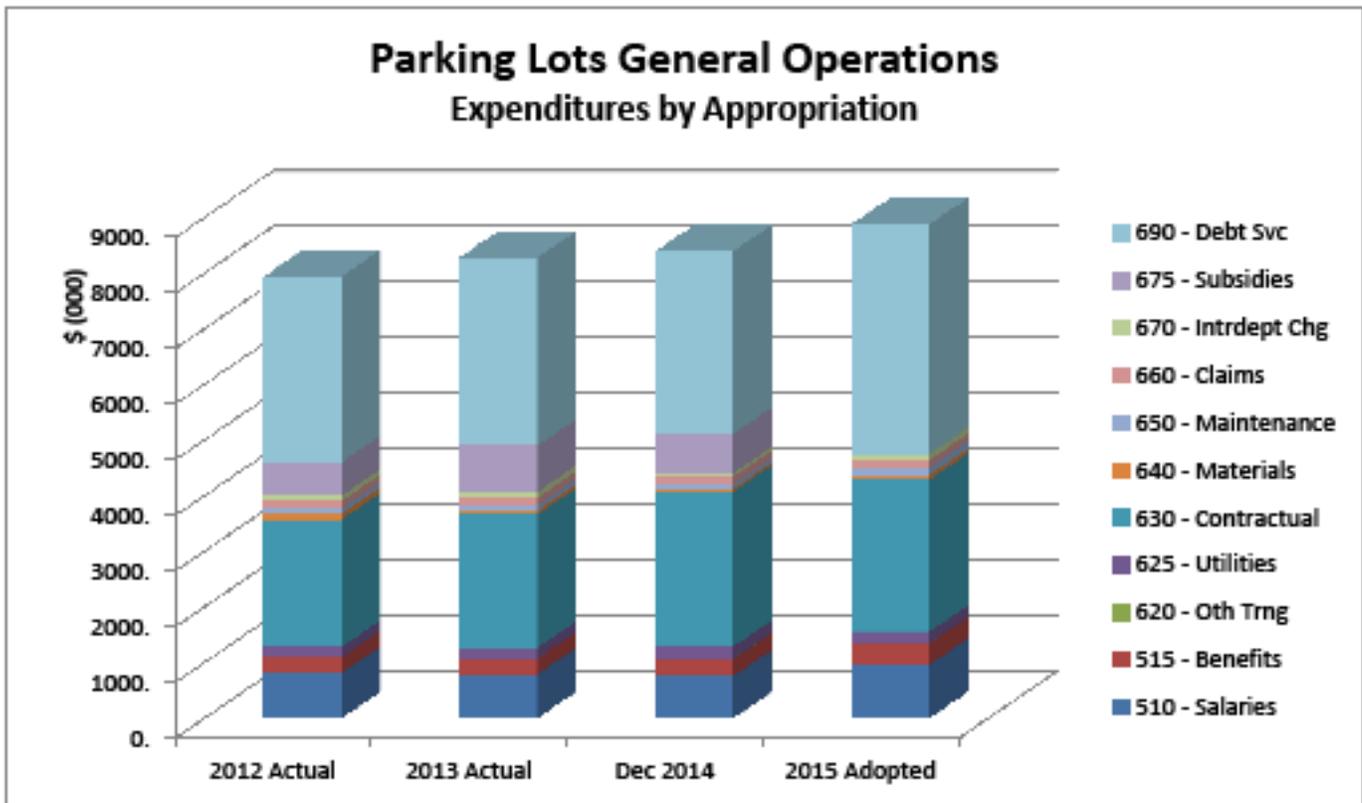


Department of Public Works

PARKING LOTS GENERAL OPERATIONS - (OFF-STREET)

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ 7,594,939	\$ 7,552,048	\$ 7,891,615	\$ 7,804,925
Miscellaneous	66,939	291,617	43,600	48,450
Other Tax	386,326	393,332	471,234	438,516
Interest Earnings/Investment Income	833	398	343	600
	\$ 8,049,037	\$ 8,237,394	\$ 8,406,792	\$ 8,292,491





PARKING LOTS GENERAL OPERATIONS - (OFF-STREET)

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	Budget 2014	Budget 2015		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	0	1	Commissioner of Parking Facilities	40,314.82	136,049.25
2	2	2	Manager of Parking	23,647.11	80,438.24
<u>3</u>	<u>2</u>	<u>3</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
2	2	2	Senior Clerk	12.47	17.08
<u>2</u>	<u>2</u>	<u>2</u>			
<u>PROFESSIONALS</u>					
1	1	1	Accountant IV	20,800.00	61,213.89
1	0	0	Auditor	20,800.00	60,614.58
0	0	1	Budget Analyst	20,800.00	54,612.13
<u>2</u>	<u>1</u>	<u>2</u>			
<u>SERVICE & MAINTENANCE</u>					
4	3	4	Parking Coordinator	10.00	16.84
4	2	3	Parking Attendant	10.00	16.87
<u>8</u>	<u>5</u>	<u>7</u>			
<u>TECHNICIANS</u>					
3	3	3	Parking Meter Collector	22.02	24.02
<u>3</u>	<u>3</u>	<u>3</u>			
<u>18</u>	<u>13</u>	<u>17</u>	TOTAL FULL TIME		
<u>17</u>	<u>14</u>	<u>19</u>	TOTAL PART TIME		
<u>35</u>	<u>27</u>	<u>36</u>	TOTAL DIVISION		



Department of Public Works

DIVISION OF MOTOR VEHICLE MAINTENANCE

Jeffrey L. Brown, Interim Commissioner

Mission Statement

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

PROGRAM NAME: AUTO BODY WORK

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

ACTIVITIES: Make minor and major auto body repairs.

PROGRAM NAME: EMERGENCY REPAIRS AND TOWING

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

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

PROGRAM NAME: FUELING

OBJECTIVES: To provide the City's fleet with 25 locations for fuel dispensing and delivery of fuel by tanker truck to other City of Cleveland fuel locations (i.e. Parks, Police and Fire Divisions).

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

PROGRAM NAME: NEW VEHICLE PREPARATION

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

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

PROGRAM NAME: PREVENTIVE MAINTENANCE

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

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

PROGRAM NAME: ROUTINE MAINTENANCE

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

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

DIVISION OF MOTOR VEHICLE MAINTENANCE

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 3,487,216	\$ 3,628,314	\$ 3,523,212	\$ 3,675,959
Injury Pay	4,067	369	—	—
Longevity	35,750	36,050	35,100	35,875
Wage Settlements	—	—	12,880	12,880
Separation Payments	38,184	74,403	88,850	—
Bonus Incentive	1,200	1,400	3,600	—
Overtime	60,960	74,943	69,409	74,144
	\$ 3,627,377	\$ 3,815,479	\$ 3,733,051	\$ 3,798,858
Benefits				
Hospitalization	\$ 593,132	\$ 616,054	\$ 612,058	\$ 658,996
Flex Save Admin Fees	120	68	—	—
Prescription	128,514	128,672	122,203	128,919
Dental	45,805	46,710	44,519	48,484
Vision Care	4,204	4,100	3,884	4,097
Public Employees Retire System	504,064	503,836	508,072	530,037
Fica-Medicare	40,844	44,546	43,369	43,389
Workers' Compensation	83,730	100,154	81,381	123,815
Life Insurance	3,148	2,898	2,761	2,860
Unemployment Compensation	3,870	—	238	—
Clothing Allowance	860	860	860	2,370
Tool Insurance	29,150	29,700	30,250	29,150
Clothing Maintenance	200	200	200	200
	\$ 1,437,639	\$ 1,477,799	\$ 1,449,797	\$ 1,572,317
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 536	\$ 376	\$ 504	\$ 2,060
Professional Dues & Subscript	3,805	3,967	4,116	4,120
	\$ 4,341	\$ 4,343	\$ 4,620	\$ 6,180
Utilities				
Brokered Gas Supply	\$ 80,185	\$ 124,556	\$ 142,673	\$ 156,940
Gas	28,709	44,325	34,208	37,629
Electricity - Cpp	26,905	22,467	24,797	25,051
Electricity - Other	—	—	46	—
Security & Monitoring System	—	4,915	—	3,296
	\$ 135,798	\$ 196,264	\$ 201,724	\$ 222,916
Contractual Services				
Professional Services	\$ 9,499	\$ —	\$ 16,796	\$ 3,090
Travel- Non-Training	—	—	2	—
Medical Services	212	344	334	1,030



Department of Public Works

DIVISION OF MOTOR VEHICLE MAINTENANCE

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Parking In City Facilities	22,861	21,384	23,961	20,600
Towing	144,942	150,431	137,708	154,500
Special Assessment	34,250	30,853	27,600	27,600
Other Contractual	12,489	4,976	24,437	5,150
	\$ 224,253	\$ 207,987	\$ 230,838	\$ 211,970
Materials & Supplies				
Computer Supplies	\$ 2,552	\$ —	\$ —	\$ 1,000
Computer Software	—	708	—	1,000
Fuel	7,206,103	7,505,513	7,371,344	5,772,121
Fuel Tax	721,843	706,291	750,735	721,000
Chemical	—	15,000	7,500	12,000
Air Compressor Parts	45,000	9,800	55,000	11,330
Fire/Ems Apparatus Parts	194,990	175,000	179,810	180,220
Auto & Light Truck Parts	1,068,929	1,078,450	1,045,249	1,030,000
Heavy Truck Parts	1,018,000	1,179,515	1,371,970	1,030,000
Construction Equipment Parts	114,600	174,800	139,799	154,500
Snow Removal Equipment Parts	39,300	63,000	120,000	59,740
Clothing	20,914	15,878	19,194	20,600
Sweeper Parts	149,994	174,998	205,000	167,228
Welding Supplies & Equipment	1,500	3,086	3,000	3,000
Mower & Tractor Parts	1,527	—	—	—
Hygiene And Cleaning Supplies	5,927	5,928	5,609	5,000
Painting Equipment & Supplies	11,440	5,000	15,000	15,450
Shop Tools	—	—	119	—
Shop Supplies	194	2,601	639	1,000
Other Supplies	4,247	6,873	646	1,000
Anti-Freeze	59,719	—	25,000	30,900
Motor Oil & Lubricants	254,509	168,702	275,481	206,000
Batteries	124,995	99,850	98,447	103,000
Tires	799,822	574,876	685,000	669,500
Just In Time Office Supplies	1,652	2,450	4,431	3,708
Building Maintenance Supplies	104	5,829	—	1,000
	\$ 11,847,863	\$ 11,974,147	\$ 12,378,974	\$ 10,200,297
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ 582	\$ —
Computer Hardware Maintenance	—	4,470	8,000	10,000
Computer Software Maintenance	38,503	17,410	17,932	18,000
Maintenance Machinery & Tools	42,251	30,885	20,000	36,050

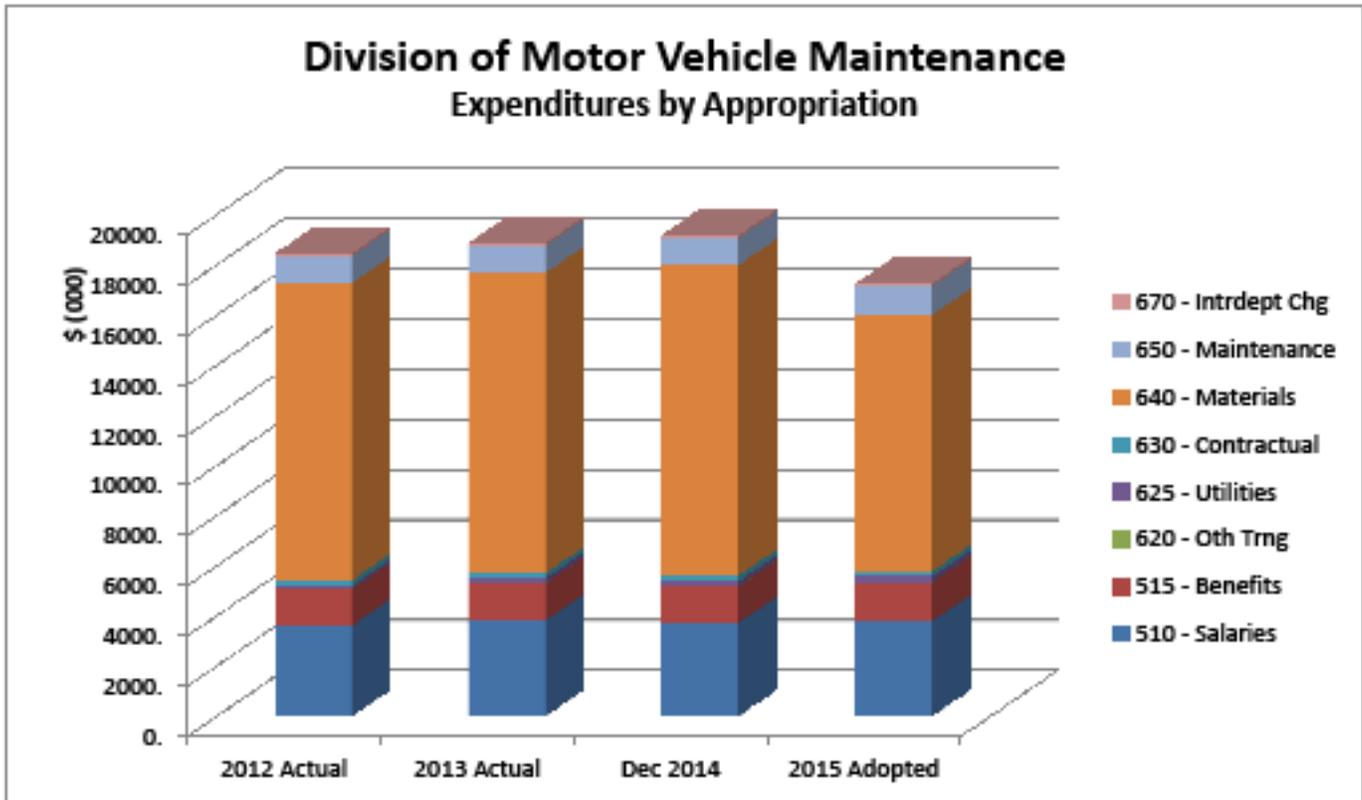
DIVISION OF MOTOR VEHICLE MAINTENANCE

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Fuel Pump Repair & Maintenance	119,936	124,831	40,000	123,600
Generator Repair	83,465	16,500	89,972	51,500
Accident Repair-Other Vehicles	101,888	98,806	91,251	103,000
Accident Repair-Safety Vehicles	117,685	117,741	85,924	128,750
Heavy Truck Repair	45,350	59,400	84,989	41,200
Frame Repair & Alignment	39,813	138,145	98,604	51,500
Hydraulic Repair Cyl Pmps Mtrs	9,800	44,596	80,000	30,900
Glass Repair	29,894	20,000	10,000	10,000
Radiator & Gas Tank Repair	73,966	35,000	40,000	51,500
Maintenance Building	9,800	14,660	19,600	10,300
Repair Of Overhead Doors	22,500	10,000	9,805	15,450
Spring Repair	138,984	132,989	226,712	225,980
Tire Repair Road Service	60,425	49,985	79,903	51,500
Transmission Repair	138,768	157,863	56,975	154,500
Cushman Repair	—	—	—	10,000
	\$ 1,073,029	\$ 1,073,280	\$ 1,060,250	\$ 1,123,730
Interdepart Service Charges				
Charges From Telephone Exch	\$ 77,019	\$ 79,407	\$ 82,486	\$ 79,949
Charges From Radio Comm System	650	103	3,019	3,544
Charges From W.P.C.	1,614	2,921	384	1,500
Charges From Print & Repro	5,962	7,569	5,416	5,492
Charges From Central Storeroom	68	67	67	73
Charges From Division Of Maint	5,207	9,410	10,032	10,000
Charges From Waste Collection	18,054	13,546	21,420	20,000
	\$ 108,574	\$ 113,023	\$ 122,824	\$ 120,558
	\$ 18,458,873	\$ 18,862,323	\$ 19,182,077	\$ 17,256,826

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ 37,855	\$ 113,416	\$ 45,604	\$ 41,000
Grant Revenue	—	4,088	—	—
Miscellaneous	19,756,703	16,676,587	19,476,781	16,760,808
Interest Earnings/Investment Income	7,791	12,407	7,698	8,000
	\$ 19,802,348	\$ 16,806,498	\$ 19,530,083	\$ 16,809,808



DIVISION OF MOTOR VEHICLE MAINTENANCE

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	Budget 2014	December 2014		Budget 2015	Minimum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	0	1	Assistant Commissioner of Motor Vehicle Maintenance	26,273.96	92,066.54
1	1	1	Commissioner of Motor Vehicle Maintenance	40,314.82	136,049.25
2	1	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
<u>5</u>	<u>3</u>	<u>5</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	General Storekeeper	19.25	25.72
1	1	1	Principal Clerk	14.88	20.71
4	3	4	Storekeeper	16.66	21.39
<u>6</u>	<u>5</u>	<u>6</u>			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	27,193.55	104,891.07
4	3	4	Buyer	20,800.00	49,930.03
1	1	1	Fleet Management Data Manager	30,000.00	68,793.87
<u>6</u>	<u>5</u>	<u>6</u>			
<u>SKILLED CRAFT</u>					
21	19	21	Automobile Repair Worker	12.60	21.82
3	3	3	Automobile Repairman Unit Leader	17.78	26.48
2	2	2	Heavy Duty Auto Body Repair Worker	15.73	23.10
26	23	26	Heavy Duty Mechanic	15.75	25.37
5	4	5	Heavy Duty Unit Leader	23.85	32.42
<u>57</u>	<u>51</u>	<u>57</u>			
<u>SERVICE & MAINTENANCE</u>					
1	1	1	Tanker Truck Driver	24.85	25.34
2	2	2	Tire Repair Worker	14.08	20.16
<u>3</u>	<u>3</u>	<u>3</u>			
<u>77</u>	<u>67</u>	<u>77</u>	TOTAL FULL TIME		
<u>77</u>	<u>67</u>	<u>77</u>	TOTAL DIVISION		



Department of Public Works

DIVISION OF STREET CONSTRUCTION, MAINTENANCE & REPAIR

Robert Mavec, Interim Commissioner

Mission Statement

The mission of the Division of Streets is to maintain a safe/clean pavement condition and bridge condition along the major, minor, and residential streets within the City of Cleveland. This includes all aspects of Snow Removal, Pavement Repairs, Resurfacing, Bridge Maintenance, Street Sweeping, and Graffiti Abatement.

PROGRAM NAME: BRIDGE MAINTENANCE

OBJECTIVES: To ensure that the City of Cleveland bridge network is maintained and in good working condition, including five movable bridges over the Cuyahoga River.

ACTIVITIES: The Division reviews bridge inspection reports and makes necessary repairs to the bridge stock based on the inspections. The general maintenance includes drainage systems, expansion joints, and minor surface repairs. The Division is also responsible for staffing the movable bridges during their 24 hour operation.

PROGRAM NAME: GRAFFITI ABATEMENT

OBJECTIVES: To insure the removal of graffiti from all areas in the City of Cleveland.

ACTIVITIES: The Division aggressively removes or covers up any graffiti within the City of Cleveland's right of way and parks using the Division's own resources and with the assistance of volunteers.

PROGRAM NAME: SNOW AND ICE CONTROL

OBJECTIVES: To provide snow and ice control services and maintain reasonable and safe traffic flow along the main and residential streets of the City of Cleveland.

ACTIVITIES: Provide anti-icing and de-icing to all primary routes during light snow conditions. Conduct tandem plowing of all primary routes during heavy snow. Plow and/or salt residential streets. Respond to requests for snow/ice control service.

PROGRAM NAME: STREET CLEANING

OBJECTIVES: To provide a clean appearance and provide safe road conditions for main streets and residential streets within the City.

ACTIVITIES: Clean streets. Remove litter. Reduce the amount of pollutants flowing into our sanitary sewer systems.

PROGRAM NAME: STREET REPAIR

OBJECTIVES: To maintain, repair deficiencies, and remove all hazardous areas within the City of Cleveland's roadway network.

ACTIVITIES: The Division systematically repairs pot holes throughout the city year round and most importantly in the spring time when pot holes are most prevalent. The Division also repairs deteriorated roadway base and caps utility cuts.

PROGRAM NAME: STREET RESURFACING

OBJECTIVES: To maintain, repair, and improve the pavement condition within the City of Cleveland.

ACTIVITIES: Using allocated capital funding, the Division of Streets removes old deteriorated pavement and replaces it with new asphalt surfaces. The Division of Streets also replaces all ADA ramps on roadways that are completely resurfaced.



DIVISION OF STREET CONSTRUCTION, MAINTENANCE & REPAIR

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 7,229,886	\$ 7,542,967	\$ 7,290,762	\$ 7,295,660
Crafts	74,493	77,589	56,963	—
Seasonal	2,139,848	2,762,417	2,792,562	2,218,106
Military Leave	5,403	11,345	—	—
Injury Pay	—	13,566	—	—
Longevity	60,525	59,000	58,500	66,900
Wage Settlements	—	88,616	22,722	22,722
Separation Payments	67,603	44,797	51,364	—
Overtime	728,282	847,035	1,001,893	1,000,000
	\$ 10,306,039	\$ 11,447,331	\$ 11,274,765	\$ 10,603,388
Benefits				
Hospitalization	\$ 1,044,035	\$ 1,081,909	\$ 1,082,141	\$ 1,189,649
Flex Save Admin Fees	60	—	—	—
Prescription	181,166	187,326	183,904	186,007
Dental	74,419	74,880	72,455	70,735
Vision Care	7,337	7,242	6,977	6,592
Public Employees Retire System	1,440,082	1,523,842	1,583,184	1,490,078
Fica-Medicare	137,579	155,231	154,506	149,119
Workers' Compensation	443,966	492,594	541,796	603,786
Life Insurance	5,734	5,291	5,219	5,692
Unemployment Compensation	315,032	179,967	168,862	350,000
Clothing Allowance	40,497	41,707	41,507	39,575
Tool Insurance	2,320	2,630	2,870	2,870
Clothing Maintenance	15,500	16,300	16,150	15,650
	\$ 3,707,726	\$ 3,768,919	\$ 3,859,571	\$ 4,109,753
Other Training & Professional Dues				
Travel	\$ 628	\$ —	\$ —	\$ —
	\$ 628	\$ —	\$ —	\$ —
Utilities				
Brokered Gas Supply	\$ 75,126	\$ 109,772	\$ 147,502	\$ 162,252
Water	3,285	6,110	3,383	6,695
Gas	35,105	51,566	41,896	46,086
Electricity - Cpp	95,423	65,447	93,614	102,975
Electricity - Other	23,610	28,160	27,282	30,010
Security & Monitoring System	21,451	1,239	928	1,200
	\$ 254,000	\$ 262,294	\$ 314,605	\$ 349,218
Contractual Services				
Professional Services	\$ 5,580	\$ 5,580	\$ 16,280	\$ 18,750
Court Reporter	144	—	—	—
Medical Services	4,354	2,882	5,734	2,500
Parking In City Facilities	6,869	7,193	8,215	6,604



Department of Public Works

DIVISION OF STREET CONSTRUCTION, MAINTENANCE & REPAIR

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Property Rental	87,500	87,500	86,750	88,000
Other Contractual	—	—	6,059	—
	\$ 104,447	\$ 103,155	\$ 123,038	\$ 115,854
Materials & Supplies				
Purchase Of Tests	\$ 107	\$ 107	\$ —	\$ 200
Salt & De-Icer	2,694,812	2,751,635	1,966,262	3,630,000
Clothing	1,766	1,113	2,257	2,060
Hardware & Small Tools	765	5,279	4,553	10,000
Welding Supplies & Equipment	10,089	15,853	19,262	15,000
Boilers, Heaters & Cool Equip	16,641	9,800	10,800	15,450
Seed, Fertilizer & Herbicide	—	1,518	—	1,000
Small Equipment	—	10,053	15,499	8,240
Electrical Supplies	3,776	2,015	381	6,180
Fence, Posts & Bars	—	1,880	—	3,090
Hygiene And Cleaning Supplies	5,228	7,421	10,556	11,020
Painting Equipment & Supplies	12,508	13,293	10,417	5,000
Lumber, Glass, And Drywall	10,824	5,678	10,947	8,000
Other Supplies	77,218	140,457	171,805	133,488
Guard Rail Supplies	20,360	7,880	19,999	15,000
Bridge Maintenance Supplies	30,210	97,098	73,927	103,000
Safety Equipment	5,443	12,897	11,826	11,500
Just In Time Office Supplies	955	290	984	1,600
Building Maintenance Supplies	—	—	—	6,000
Paving Material	119,500	84,800	121,710	120,000
Asphalt	232,252	460,250	658,576	460,000
Cement Sand & Gravel	413,617	351,177	385,850	400,000
Misc Maintenance Supplies	27,514	27,994	69,050	51,500
	\$ 3,683,586	\$ 4,008,490	\$ 3,564,661	\$ 5,017,328
Maintenance				
Maintenance Contracts	\$ —	\$ —	\$ 10,470	\$ 11,120
Maintenance Machinery & Tools	5,000	6,000	8,811	15,450
Repair Parts	13,187	75	17,097	10,300
Repair Of Overhead Doors	27,496	26,770	10,995	15,450
	\$ 45,683	\$ 32,844	\$ 47,373	\$ 52,320
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 5,404	\$ 6,780	\$ 1,650	\$ 2,000
	\$ 5,404	\$ 6,780	\$ 1,650	\$ 2,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 52,569	\$ 74,648	\$ 75,900	\$ 61,174
Charges From Radio Comm System	63,995	46,387	117,018	89,049
Charges From W.P.C.	3,305	8,608	7,376	5,000
Charges From Print & Repro	13,518	10,891	11,189	11,344

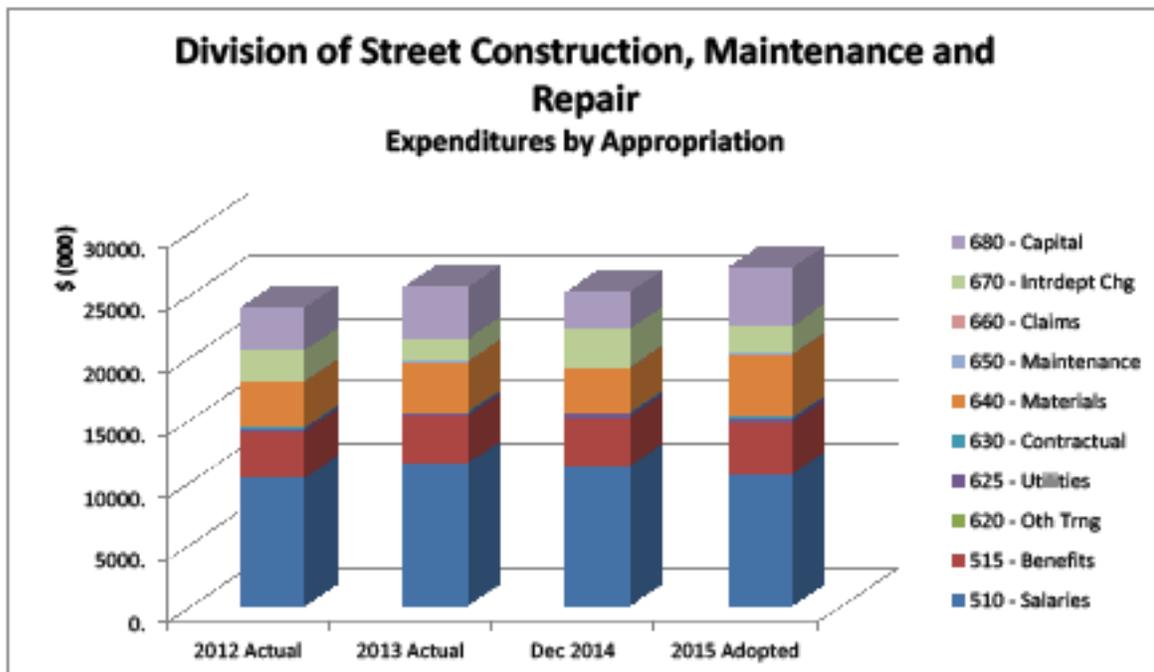
DIVISION OF STREET CONSTRUCTION, MAINTENANCE & REPAIR

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges From Central Storeroom	61	113	123	133
Charges From M.V.M.	2,262,485	1,642,421	2,835,843	2,045,669
Charges From Division Of Maint	33,161	10,210	29,911	30,000
Charges From Waste Collection	6,776	7,206	8,800	5,000
	\$ 2,435,870	\$ 1,800,484	\$ 3,086,158	\$ 2,247,369
Capital Outlay				
Local Resurfacing	\$ 2,518,621	\$ 4,141,169	\$ 2,931,719	\$ 4,657,668
Street Const/Reconst	900,600	—	—	—
	\$ 3,419,221	\$ 4,141,169	\$ 2,931,719	\$ 4,657,668
	\$ 23,962,603	\$ 25,571,467	\$ 25,203,540	\$ 27,154,898

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ 17,401	\$ 15,382	\$ 16,102	\$ 25,000
Grant Revenue	96,000	—	—	—
Licenses & Permits	1,242,250	885,917	1,099,743	463,600
Miscellaneous	3,991,444	5,595,244	4,243,978	5,690,991
Other Shared Revenue	13,042,497	12,976,628	13,081,055	13,348,472
Transfers In	5,327,389	5,864,872	6,459,796	7,623,211
Interest Earnings/Investment Income	556	2,148	1,219	1,500
	\$ 23,717,538	\$ 25,340,191	\$ 24,901,892	\$ 27,152,774





Department of Public Works

DIVISION OF STREET CONSTRUCTION, MAINTENANCE & REPAIR

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	0	1	Commissioner of Streets	40,314.82	136,049.25
1	0	1			
<u>PROFESSIONALS</u>					
2	2	2	Administrative Manager	27,193.55	104,891.07
1	1	1	Section Chief of Engineering and Construction	50,000.00	100,773.99
3	3	3			
<u>SKILLED CRAFT</u>					
3	3	4	Asphalt Construction Unit Leader	25.85	38.78
21	18	21	Asphalt Tamper	24.79	37.17
1	1	1	Bridge Oiler	10.00	18.93
3	3	3	Construction Equipment Operator Group A	38.92	49.75
6	5	5	Construction Equipment Operator Group B	38.80	49.60
17	15	17	Electric Bridge Operator	10.00	17.89
4	3	4	Electric Bridge Operator Leader	10.00	19.16
2	1	2	Electrical Worker	45.20	56.50
3	3	3	Ironworker	41.89	52.36
1	1	1	Jackhammer Operator	24.79	37.17
1	1	1	Machinist	15.83	23.99
2	2	2	Master Mechanic	39.30	50.25
9	10	11	Paver	25.13	37.71
3	2	2	Paving Unit Leader	25.85	38.78
4	4	4	Street Equipment Maintenance Specialist	24.85	25.34
7	7	7	Street Maintenance District Unit Leader	59,446.40	67,509.31
10	8	5	Street Maintenance Foreman	20.86	22.86
0	0	2	Street Maintenance General Foreman	26.40	28.40
3	3	3	Welder/Fabricator	18.36	26.12
100	90	98			
<u>SERVICE & MAINTENANCE</u>					
1	1	1	Concrete Mixer Driver	23.69	24.16
2	2	2	General Shop Unit Leader	26.40	28.40
11	12	12	Municipal Service Laborer	16.49	18.49



DIVISION OF STREET CONSTRUCTION, MAINTENANCE & REPAIR

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
3	3	4	Street Carry-all Driver	24.85	25.34
2	2	2	Tanker Truck Driver	24.85	25.34
23	20	24	Truck Driver	12.50	19.79
42	40	45			
<u>TECHNICIAN</u>					
1	0	0	Accident and Safety Inspector	21.03	23.03
4	4	4	Radio Operator	18.86	20.86
5	4	4			
151	137	151	TOTAL FULL TIME		
126	115	127	TOTAL SEASONAL (PEAK) *		
277	252	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.



Department of Public Works

DIVISION OF CEMETERIES

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 752,047	\$ 706,612	\$ 766,036	\$ 790,695
Longevity	8,425	7,375	7,225	8,575
Wage Settlements	—	—	1,392	—
Separation Payments	1,939	21,956	—	—
Overtime	35,262	29,764	32,964	48,068
	\$ 797,673	\$ 765,707	\$ 807,618	\$ 847,338
Benefits				
Hospitalization	\$ 165,092	\$ 159,220	\$ 183,513	\$ 210,989
Flex Save Admin Fees	60	84	—	—
Prescription	27,644	25,695	28,302	28,621
Dental	11,329	10,597	11,792	11,986
Vision Care	1,073	944	1,007	957
Public Employees Retire System	111,621	100,783	111,447	118,627
Fica-Medicare	9,762	9,663	10,547	12,286
Workers' Compensation	14,866	11,528	40,322	21,411
Life Insurance	793	653	679	738
Unemployment Compensation	1,935	—	—	—
Clothing Allowance	5,600	4,911	4,811	4,400
Tool Insurance	550	550	550	550
Clothing Maintenance	2,211	1,800	1,700	1,650
	\$ 352,536	\$ 326,428	\$ 394,669	\$ 412,215
Other Training & Professional Dues				
Professional Dues & Subscript	\$ —	\$ —	\$ —	\$ 52
	\$ —	\$ —	\$ —	\$ 52
Utilities				
Brokered Gas Supply	\$ 5,478	\$ 5,433	\$ 7,082	\$ 7,790
Sewer-Other	1,051	—	—	2,060
Gas	6,161	5,805	4,952	5,447
Electricity - Cpp	34,788	35,390	37,642	39,460
Electricity - Other	3,203	5,527	6,165	6,785
Security & Monitoring System	2,396	5,796	—	3,378
	\$ 53,077	\$ 57,951	\$ 55,841	\$ 64,920
Contractual Services				
Professional Services	\$ 500	\$ —	\$ —	\$ 515
Medical Services	—	—	87	309
Other Contractual	208,568	208,568	209,305	208,568
Bank Service Fees	1,827	1,926	1,890	2,060
Credit Card Processing Fees	10,592	11,651	13,236	12,360

DIVISION OF CEMETERIES

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
	\$ 221,488	\$ 222,145	\$ 224,518	\$ 223,812
Materials & Supplies				
Clothing	\$ 196	\$ —	\$ —	\$ —
Hardware & Small Tools	874	268	723	1,030
Seed, Fertilizer & Herbicide	7,310	6,476	6,704	8,240
Small Equipment	619	1,079	3,970	3,605
Hygiene And Cleaning Supplies	649	—	83	1,365
Clay, Soil & Turf	1,700	2,748	3,084	3,708
Lumber, Glass, And Drywall	4,929	4,961	9,105	8,240
Other Supplies	7,709	6,519	8,652	7,210
Safety Equipment	633	135	309	206
Just In Time Office Supplies	586	429	227	824
	\$ 25,206	\$ 22,615	\$ 32,858	\$ 34,428
Maintenance				
Maintenance Contracts	\$ 158	\$ —	\$ 2,088	\$ 103
Maintenance Machinery & Tools	439	61	429	3,090
Maintenance Fire Apparatus	—	—	—	258
Maintenance Building	—	504	—	258
	\$ 598	\$ 565	\$ 2,517	\$ 3,709
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 400	\$ —	\$ —	\$ 1,751
Other Refunds & Adjustments	240	—	—	—
	\$ 640	\$ —	\$ —	\$ 1,751
Interdepart Service Charges				
Charges From Telephone Exch	\$ 12,168	\$ 12,645	\$ 11,218	\$ 11,757
Charges From Radio Comm System	1,294	709	—	1,253
Charges From W.P.C.	21,316	—	—	—
Charges From Print & Repro	2,804	2,481	2,034	2,813
Charges From Central Storeroom	688	775	773	840
Charges From M.V.M.	93,967	85,801	101,941	87,620
Charges From Division Of Maint	7,739	3,053	1,880	13,500
Charges From Waste Collection	6,480	3,645	2,835	10,300
	\$ 146,456	\$ 109,109	\$ 120,681	\$ 128,083
	\$ 1,597,673	\$ 1,504,521	\$ 1,638,701	\$ 1,716,308

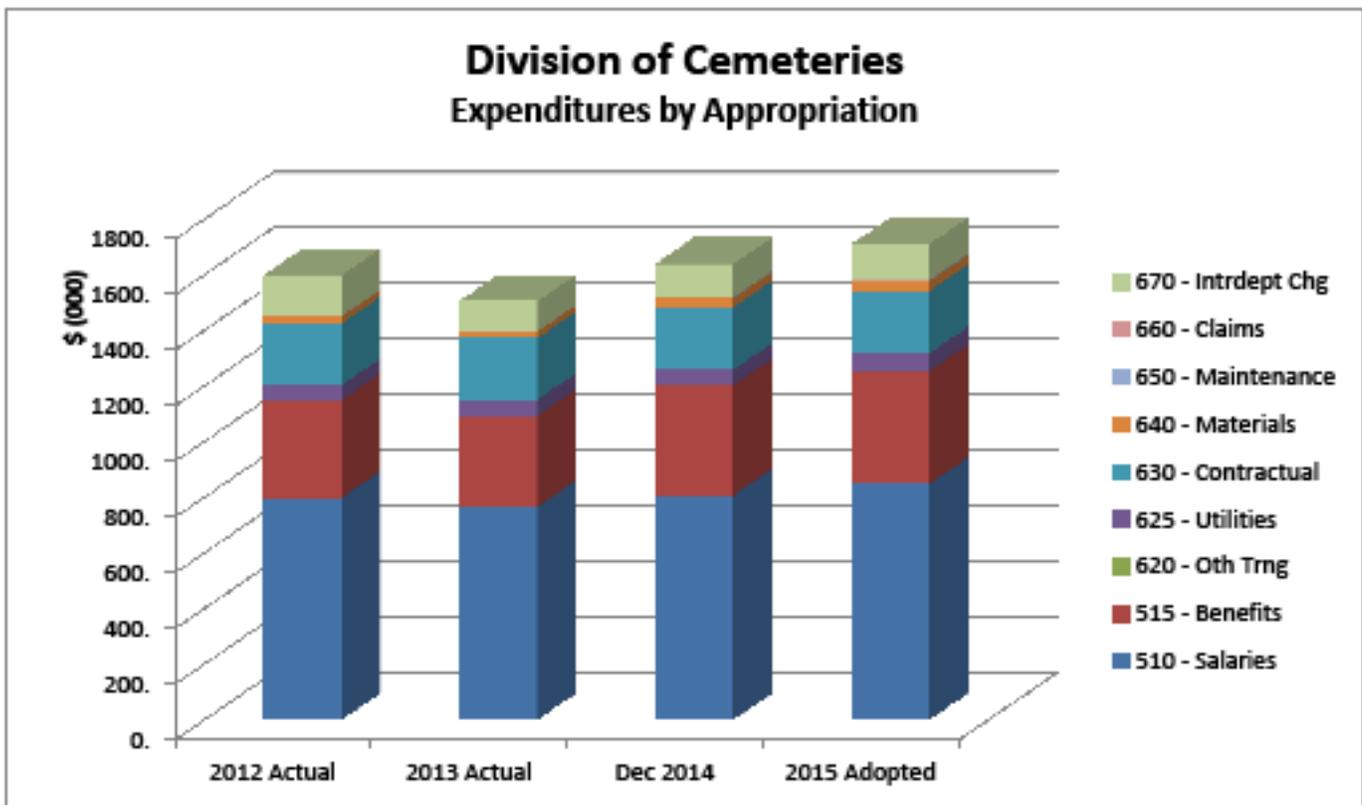


Department of Public Works

DIVISION OF CEMETERIES

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ 984,431	\$ 983,360	\$ 933,977	\$ 988,150
Miscellaneous	(250)	20,927	9,055	12,642
Sale Of City Assets	521,007	495,684	488,332	500,000
Transfers In	59,114	—	133,442	131,246
Interest Earnings/Investment Income	38,447	28,026	66,079	19,480
Non Operating Other/Other	93	—	93	—
	\$ 1,602,841	\$ 1,527,997	\$ 1,630,978	\$ 1,651,518





DIVISION OF CEMETERIES

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	Budget 2014	Budget 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	17.08
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	9	9	Cemetery Maintenance Worker I	16.49	18.49
2	2	2	Cemetery Maintenance Worker II	25.47	27.47
2	2	2	Cemetery Foreman	20.87	22.87
1	1	1	Cemetery Supervisor	23.90	25.90
14	14	14			
<u>SKILLED CRAFT</u>					
1	1	1	Automobile Repair Worker	12.60	21.82
1	1	1			
18	18	18	TOTAL FULL TIME		
20	0	20	TOTAL SEASONAL *		
38	18	38	TOTAL DIVISION		

* Seasonals are reflected during peak periods, May - September



GOLF COURSES

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 160,346	\$ —	\$ —	\$ —
Seasonal	97,501	—	—	—
Longevity	3,075	—	—	—
Wage Settlements	—	—	29	—
Separation Payments	33,725	—	—	—
Overtime	7,999	—	—	—
	\$ 302,646	\$ —	\$ 29	\$ —
Benefits				
Hospitalization	\$ 30,668	\$ —	\$ —	\$ —
Prescription	4,876	—	—	—
Dental	2,040	—	—	—
Vision Care	257	—	—	—
Public Employees Retire System	39,131	124	—	—
Fica-Medicare	3,307	141	—	—
Workers' Compensation	6,997	14,135	15,542	2,649
Life Insurance	246	2	38	—
Unemployment Compensation	26,798	22,865	4,364	5,000
Clothing Allowance	1,600	—	—	—
Clothing Maintenance	600	—	—	—
	\$ 116,520	\$ 37,267	\$ 19,945	\$ 7,649
Utilities				
Brokered Gas Supply	\$ 16	\$ —	\$ —	\$ —
Gas	318	298	—	—
Electricity - Other	3,158	1,088	—	—
Security & Monitoring System	444	—	—	—
	\$ 3,936	\$ 1,386	\$ —	\$ —
Contractual Services				
Professional Services	\$ 3,613	\$ —	\$ —	\$ —
Other Contractual	161,024	—	15	—
Bank Service Fees	1,213	147	65	—
Credit Card Processing Fees	8,258	—	—	—
	\$ 174,108	\$ 147	\$ 80	\$ —
Materials & Supplies				
Seed, Fertilizer & Herbicide	\$ 10,945	\$ —	\$ —	\$ —
Hygiene And Cleaning Supplies	3,908	—	—	—
Clay, Soil & Turf	875	—	—	—
Plumbing Supplies And Equip	14,284	—	—	—
Food	26,779	—	—	—
Other Supplies	3,813	—	—	—
Sporting Goods Supplies	505	—	—	—
	\$ 61,109	\$ —	\$ —	\$ —

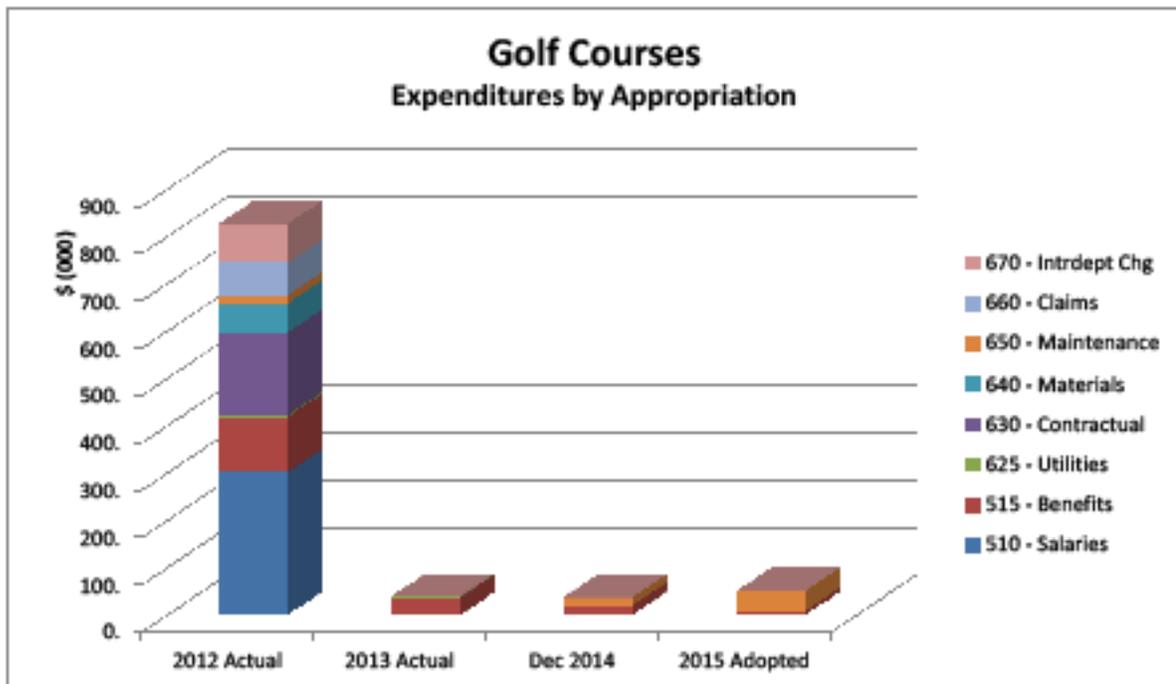
GOLF COURSES

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Maintenance				
Maintenance Misc. Equipment	\$ 18,000	\$ —	\$ —	\$ 25,000
Maintenance Building	—	—	18,000	18,000
	\$ 18,000	\$ —	\$ 18,000	\$ 43,000
Claims, Refunds, Maintenance				
Indirect Cost	\$ 68,534	\$ —	\$ —	\$ —
	\$ 68,534	\$ —	\$ —	\$ —
Interdepart Service Charges				
Charges From Telephone Exch	\$ 3,192	\$ 200	\$ —	\$ —
Charges From M.V.M.	64,981	—	—	—
Charges From Division Of Maint	12,027	—	—	—
Charges From Waste Collection	2,285	400	—	—
	\$ 82,486	\$ 600	\$ —	\$ —
	\$ 827,338	\$ 39,400	\$ 38,054	\$ 50,649

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ 521,196	\$ —	\$ —	\$ —
Grant Revenue	10,569	—	—	—
Miscellaneous	70,626	55,900	58,515	53,152
Transfers In	231,969	—	—	—
	\$ 834,360	\$ 55,900	\$ 58,515	\$ 53,152





Department of Public Works

PUBLIC AUDITORIUM

Susie Claytor, Deputy Commissioner

Mission Statement

To strengthen Cleveland's economy by delivering efficient, excellent service through promotion, marketing and management of the Public Auditorium, West Side Market and First Energy Stadium.

The Deputy Commissioner of the Public Auditorium has authority over three major service operations: the Public Auditorium and Conference Center, the West Side Market and the First Energy Stadium.

The Public Auditorium and Conference Center includes the recent renovations to the lower level meeting room area and upgrades to the main auditorium floor. The new construction features a new spacious pre-function area that can accommodate up to 500 people and will have multi-purpose programming opportunities. The new space includes ten meeting rooms that can be set up to make up to 13 meeting room accommodations. The lower level will offer a walkway to the new Cleveland Convention Center. The historic Public Auditorium seats 10,000 and has over 29,000 square feet of usable exhibition space that can be arranged to accommodate up to 150 exhibits. The performing arts area of the Auditorium includes a 3000 seat Music Hall and 600 seat Little Theater.

PROGRAM NAME: ADMINISTRATIVE OFFICE

OBJECTIVES: To provide for the efficient operation of the Public Auditorium, Music Hall and the West Side Market. To provide fiscal data and to accurately account for revenues and expenses received from events.

ACTIVITIES: Coordinate the daily operations of the facility including event administration, labor management, fiscal operation and overall planning.

PROGRAM NAME: BUILDING MAINTENANCE

OBJECTIVES: To provide clean, attractive facilities as well as proper maintenance of the building and its equipment and services to exhibitors.

ACTIVITIES: Maintaining Buildings and equipment and providing electrical, plumbing, and Internet services to promoters.

PROGRAM NAME: FIRST ENERGY STADIUM

OBJECTIVES: Provide a source of public relaxation and entertainment through the ownership and leasing of Cleveland Browns Stadium for the play of professional football games and the presentation of other entertainment and public attractions.

ACTIVITIES: Monitor lease agreement compliance.

PROGRAM NAME: PUBLIC AUDITORIUM AND CONFERENCE CENTER

OBJECTIVES: Provide a venue for meetings, trade shows, theatrical events and receptions.

ACTIVITIES: Coordinate the daily operations of the facility, including overall planning, labor management, fiscal activities and maintenance.

PROGRAM NAME: SECURITY FUNCTIONS

OBJECTIVES: To provide security for persons using the Public Auditorium and Conference Center and to provide information as requested.

ACTIVITIES: Maintaining the building security equipment and providing the needed labor force to ensure the users safety.



PUBLIC AUDITORIUM

PROGRAM NAME: THEATRICAL EVENT ADMINISTRATION

OBJECTIVES: To provide promoters with assistance in producing profitable and successful theatrical events and meetings.

ACTIVITIES: Supplying skilled administration and labor in all areas pertaining to theatrical events and meetings.

PROGRAM NAME: WEST SIDE MARKET

OBJECTIVES: Provide a venue where quality food products can be bought and sold.

ACTIVITIES: Supervise Tenant contract compliance, fiscal and maintenance activities, rent structure development and overall planning.



Department of Public Works

PUBLIC AUDITORIUM

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 470,802	\$ 504,168	\$ 487,516	\$ 517,458
Part-Time Permanent	361,027	379,992	447,360	380,000
School Guards	1,611	1,859	1,259	—
Longevity	5,775	5,550	5,650	6,100
Wage Settlements	—	—	1,647	—
Separation Payments	6,987	—	4,933	—
Overtime	119,463	88,258	108,162	100,000
	\$ 965,666	\$ 979,827	\$ 1,056,527	\$ 1,003,558
Benefits				
Hospitalization	\$ 72,266	\$ 72,274	\$ 64,712	\$ 76,770
Prescription	15,173	14,784	13,189	15,755
Dental	4,931	4,861	4,509	5,305
Vision Care	556	519	475	531
Public Employees Retire System	134,992	131,027	162,254	143,260
Fica-Medicare	13,379	13,055	13,914	14,664
Workers' Compensation	17,329	15,026	12,720	16,654
Life Insurance	453	407	389	405
Unemployment Compensation	15,867	12,263	2,143	5,000
Clothing Allowance	1,630	1,050	1,480	1,530
Tool Insurance	150	—	150	150
Clothing Maintenance	1,475	1,525	1,625	1,625
Union Welfare Payment	13,866	13,992	22,270	19,024
	\$ 292,067	\$ 280,785	\$ 299,831	\$ 300,673
Other Training & Professional Dues				
Professional Dues & Subscript	\$ —	\$ 50	\$ 50	\$ 250
	\$ —	\$ 50	\$ 50	\$ 250
Utilities				
Brokered Gas Supply	\$ 2,554	\$ 3,473	\$ 3,034	\$ 3,339
Gas	3,261	2,985	2,667	2,940
Electricity - Cpp	352,258	355,935	415,598	396,870
Steam	469,705	496,842	399,614	439,575
	\$ 827,777	\$ 859,235	\$ 820,913	\$ 842,724
Contractual Services				
Professional Services	\$ 46	\$ 28	\$ 500	\$ 575
Parking In City Facilities	1,966	2,692	2,229	2,000
Equipment Rental	—	—	—	2,500
Other Contractual	72,856	51,613	61,350	71,500
Bank Service Fees	—	—	63	—

PUBLIC AUDITORIUM

Expenditures (Continued)

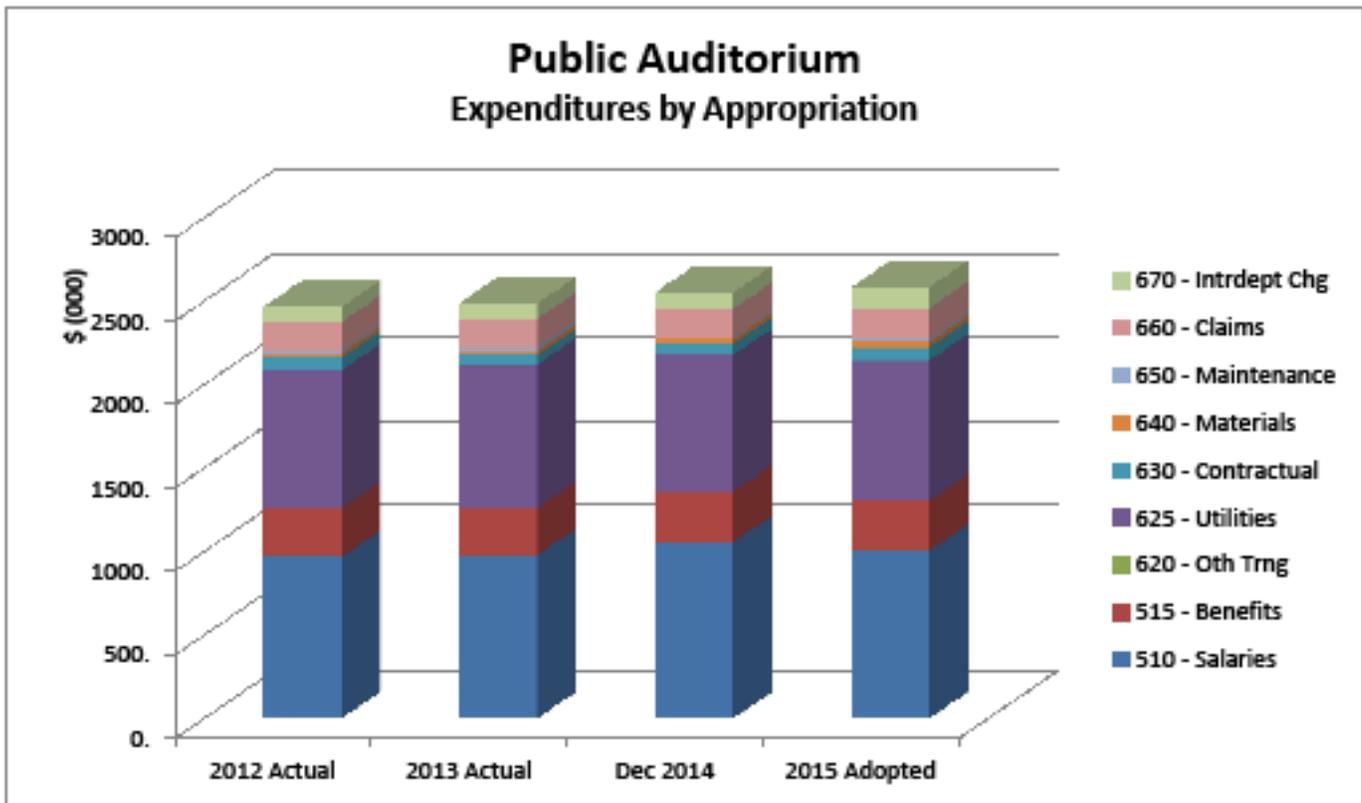
	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Credit Card Processing Fees	1,605	955	805	2,250
	\$ 76,472	\$ 55,287	\$ 64,948	\$ 78,825
Materials & Supplies				
Electrical Supplies	\$ 2,800	\$ 11,470	\$ 10,327	\$ 7,000
Hygiene And Cleaning Supplies	5,689	6,906	5,375	12,000
Painting Equipment & Supplies	—	—	—	500
Plumbing Supplies And Equip	8,483	5,000	—	2,000
Motors And Pumps	304	6	—	3,000
Lumber, Glass, And Drywall	1,908	—	—	1,000
Other Supplies	73	—	210	1,000
Safety Equipment	—	—	—	500
Batteries	—	46	—	200
Just In Time Office Supplies	720	627	553	1,000
Building Maintenance Supplies	5,200	1,850	11,456	2,690
	\$ 25,176	\$ 25,905	\$ 27,921	\$ 30,890
Maintenance				
Maintenance Machinery & Tools	\$ —	\$ —	\$ 2,244	\$ 1,400
Maintenance Fire Apparatus	—	—	—	1,000
Maintenance Vehicles	—	—	—	4,000
Maintenance Utility Systems	9,999	—	—	6,000
Maintenance Misc. Equipment	—	1,717	206	1,000
Maintenance Building	4,205	20,078	7,453	4,120
	\$ 14,204	\$ 21,795	\$ 9,903	\$ 17,520
Claims, Refunds, Maintenance				
Indirect Cost	\$ 172,001	\$ 169,957	\$ 172,450	\$ 185,949
	\$ 172,001	\$ 169,957	\$ 172,450	\$ 185,949
Interdepart Service Charges				
Charges From Telephone Exch	\$ 57,650	\$ 64,377	\$ 74,705	\$ 78,711
Charges From Radio Comm System	8,688	4,570	12,074	8,861
Charges From Water	—	2,859	—	—
Charges From Print & Repro	1,415	1,788	3,041	3,083
Charges From Central Storeroom	—	30	146	158
Charges From M.V.M.	7,886	18,754	8,205	11,690
Charges From Division Of Maint	—	383	—	500
Charges From Waste Collection	2,835	—	—	12,000
Charges From Parks Maintenance	11,788	1,431	—	10,000
	\$ 90,263	\$ 94,191	\$ 98,170	\$ 125,003
	\$ 2,463,625	\$ 2,487,031	\$ 2,550,713	\$ 2,585,392



PUBLIC AUDITORIUM

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ 1,027,450	\$ 916,238	\$ 634,568	\$ 495,177
Miscellaneous	118,412	23,609	442,093	439,315
Transfers In	1,297,038	1,526,993	1,471,029	1,649,862
Interest Earnings/Investment Income	26	51	54	—
	\$ 2,442,927	\$ 2,466,890	\$ 2,547,744	\$ 2,584,354





PUBLIC AUDITORIUM

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	Budget 2014	Budget 2015		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Deputy Commissioner	26,273.96	84,984.86
1	1	1			
<u>SERVICE & MAINTENANCE</u>					
3	3	3	Custodial Worker	10.00	15.42
2	1	2	Guard	16.95	17.91
1	1	1	Municipal Service Laborer	16.49	18.49
6	5	6			
<u>SKILLED CRAFT</u>					
1	1	1	Chief Building Stationary Engineer	19.80	20.64
1	1	1	Electrical Worker	45.20	56.50
1	1	1	Plumber	44.98	56.23
3	3	3			
10	9	10	TOTAL FULL TIME		
48	13	48	TOTAL PART TIME		
58	22	58	TOTAL DIVISION		



Department of Public Works

WESTSIDE MARKET GENERAL OPERATIONS

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 236,464	\$ 235,918	\$ 203,572	\$ 257,912
Part-Time Permanent	19,703	8,164	10,262	17,222
Longevity	1,525	1,825	1,925	2,400
Wage Settlements	—	—	135	—
Separation Payments	—	—	1,961	—
Overtime	12,900	9,092	6,113	20,000
	\$ 270,592	\$ 254,999	\$ 223,968	\$ 297,534
Benefits				
Hospitalization	\$ 54,681	\$ 49,600	\$ 56,926	\$ 62,283
Flex Save Admin Fees	—	48	—	—
Prescription	12,396	11,145	12,498	12,520
Dental	3,840	3,387	3,436	3,306
Vision Care	353	319	339	312
Public Employees Retire System	37,945	34,057	31,791	39,504
Fica-Medicare	3,853	3,528	3,176	4,199
Workers' Compensation	3,905	3,756	19,099	21,623
Life Insurance	270	226	240	246
Clothing Allowance	1,660	1,660	1,660	1,660
Tool Insurance	300	300	300	300
Clothing Maintenance	500	500	500	500
	\$ 119,703	\$ 108,525	\$ 129,964	\$ 146,453
Other Training & Professional Dues				
Professional Dues & Subscript	\$ 100	\$ 100	\$ 50	\$ 1,640
	\$ 100	\$ 100	\$ 50	\$ 1,640
Utilities				
Brokered Gas Supply	\$ 54,299	\$ 71,654	\$ 45,217	\$ 49,740
Gas	35,698	28,706	14,590	16,050
Electricity - Cpp	134,069	133,087	157,496	148,395
Security & Monitoring System	540	1,350	1,080	7,000
	\$ 224,606	\$ 234,797	\$ 218,383	\$ 221,185
Contractual Services				
Mileage (Private Auto)	\$ 474	\$ 333	\$ 326	\$ 500
Security Services	—	—	—	86,000
Janitorial Services	170,500	201,500	200,325	203,940
Other Contractual	120,902	204,401	243,853	234,000
	\$ 291,876	\$ 406,234	\$ 444,504	\$ 524,440
Materials & Supplies				
Chemical	\$ 1,840	\$ 581	\$ —	\$ 1,600
Fire/Ems Apparatus Parts	—	—	388	450

WESTSIDE MARKET GENERAL OPERATIONS

Expenditures (Continued)

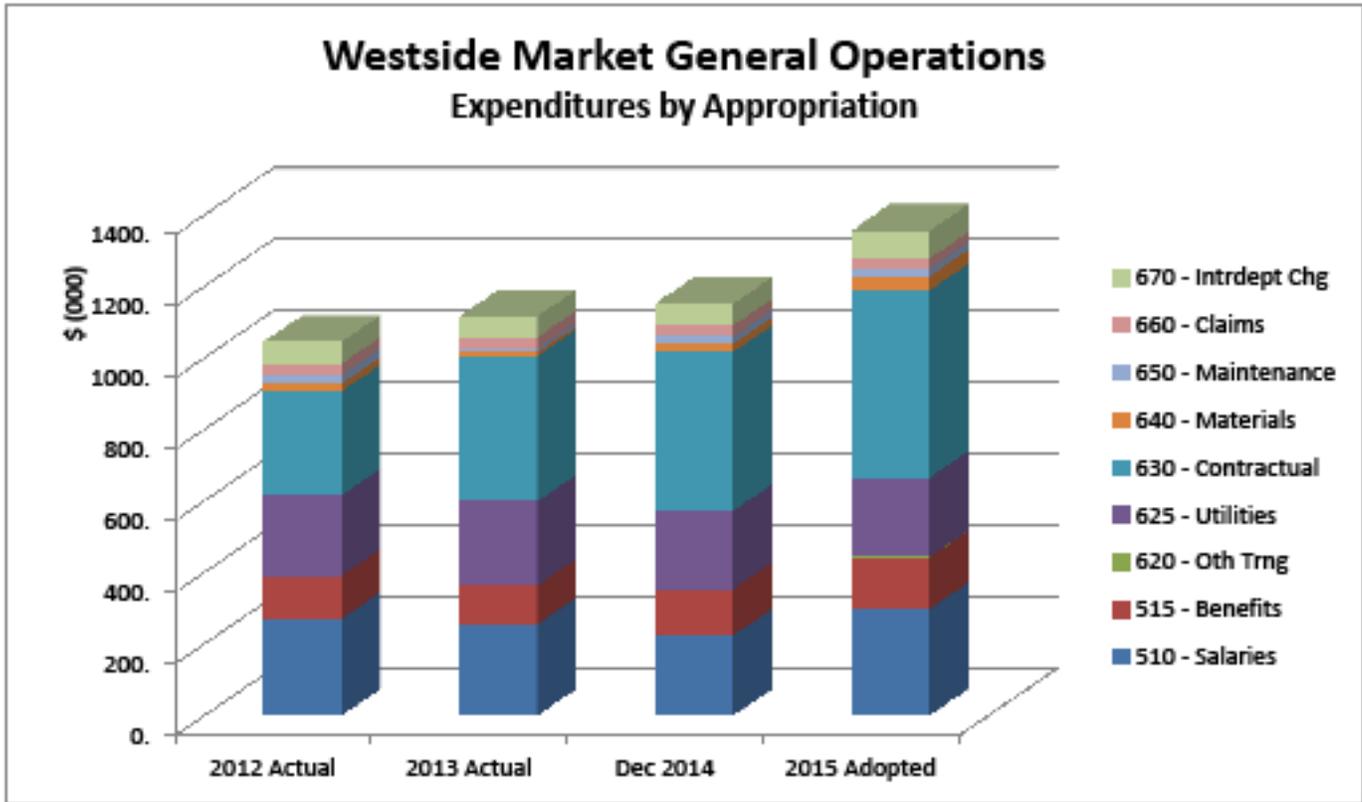
	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salt & De-Icer	278	756	995	1,000
Boilers, Heaters & Cool Equip	8,662	2,302	9,991	16,500
Small Equipment	—	—	792	2,000
Electrical Supplies	1,800	—	1,290	6,000
Hygiene And Cleaning Supplies	3,287	5,133	534	1,000
Doors, Shutters And Windows	1,703	—	4,500	4,600
Plumbing Supplies And Equip	727	—	1,586	2,800
Motors And Pumps	428	—	—	—
Medical Supplies	—	138	54	450
Other Supplies	840	223	525	1,350
Just In Time Office Supplies	1,198	680	1,159	1,183
	\$ 20,762	\$ 9,813	\$ 21,815	\$ 38,933
Maintenance				
Maintenance Machinery & Tools	\$ 12,395	\$ 2,574	\$ 7,200	\$ —
Maintenance Fire Apparatus	—	—	—	900
Maintenance Misc. Equipment	—	—	614	—
Maintenance Building	12,510	6,906	12,954	20,800
	\$ 24,905	\$ 9,479	\$ 20,768	\$ 21,700
Claims, Refunds, Maintenance				
Indirect Cost	\$ 31,181	\$ 33,283	\$ 31,365	\$ 27,548
	\$ 31,181	\$ 33,283	\$ 31,365	\$ 27,548
Interdepart Service Charges				
Charges From Telephone Exch	\$ 3,879	\$ 3,630	\$ 3,995	\$ 9,670
Charges From W.P.C.	—	—	—	500
Charges From Print & Repro	1,115	1,618	1,357	1,834
Charges From Central Storeroom	—	—	41	50
Charges From M.V.M.	—	—	5,617	8,630
Charges From Division Of Maint	18,921	14,045	1,987	16,000
Charges From Waste Collection	36,580	39,349	47,505	40,000
Charges From Community Develop	—	—	—	2,000
	\$ 60,496	\$ 58,642	\$ 60,501	\$ 78,684
	\$ 1,044,221	\$ 1,115,873	\$ 1,151,318	\$ 1,358,117



WESTSIDE MARKET GENERAL OPERATIONS

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ 1,301,692	\$ 1,270,840	\$ 1,290,835	\$ 1,283,000
Miscellaneous	—	3,249	2,913	—
Interest Earnings/Investment Income	2,063	4,198	4,358	—
	\$ 1,303,755	\$ 1,278,287	\$ 1,298,106	\$ 1,283,000





WESTSIDE MARKET GENERAL OPERATIONS

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	Budget 2014	Budget 2015		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	0	1	Manager of Markets	23,647.11	80,438.24
1	0	1			
<u>PROFESSIONALS</u>					
1	1	1	Assistant Administrator	20,800.00	58,564.01
2	2	2	Building Stationary Engineer	18.52	19.33
3	3	3			
<u>SERVICE & MAINTENANCE</u>					
2	2	2	Municipal Service Laborer	16.49	18.49
2	2	2			
6	5	6	TOTAL FULL TIME		
1	1	1	TOTAL PART TIME		
7	6	7	TOTAL DIVISION		



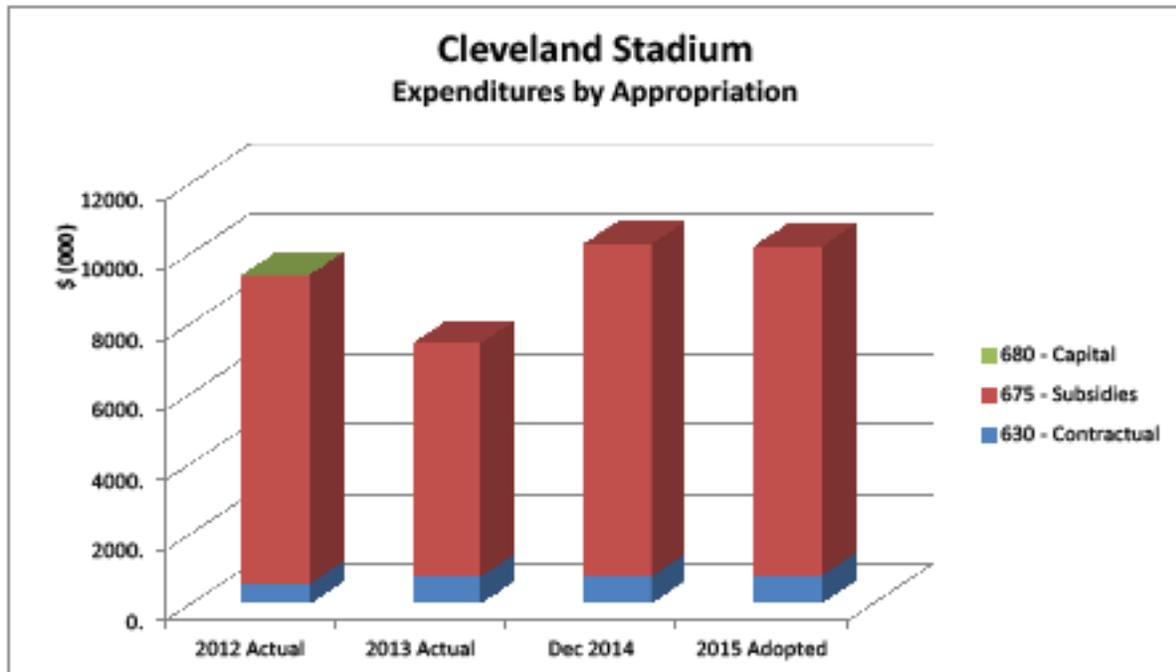
CLEVELAND STADIUM

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Contractual Services				
Professional Services	\$ 40,575	\$ 16,225	\$ 13,860	\$ 50,000
Insurance And Official Bonds	84,240	99,100	99,100	99,100
Property Rental	—	18,216	9,150	—
Stadium Property Tax	452,380	646,923	659,364	659,363
	\$ 577,195	\$ 780,464	\$ 781,474	\$ 808,463
Interfund Subsidies				
Transfer to Other SubClasses	\$ 5,000,000	\$ 500,060	\$ 484,140	\$ —
Transfer To Debt Service Fund	3,814,081	6,155,000	9,000,000	9,390,125
	\$ 8,814,081	\$ 6,655,060	\$ 9,484,140	\$ 9,390,125
Capital Outlay				
Transfer to other SubFunds	\$ —	\$ —	\$ —	\$ 12,000,000
	\$ —	\$ —	\$ —	\$ 12,000,000
	\$ 9,391,276	\$ 7,435,524	\$ 10,265,614	\$ 22,198,588

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Other Shared Revenue	13,570,128	13,377,951	5,861,273	—
Transfers In	—	7,250,000	9,700,000	9,465,125
Interest Earnings/Investment Income	5,671	9,789	21,826	—
	\$ 13,825,799	\$ 20,887,740	\$ 15,833,099	\$ 9,715,125



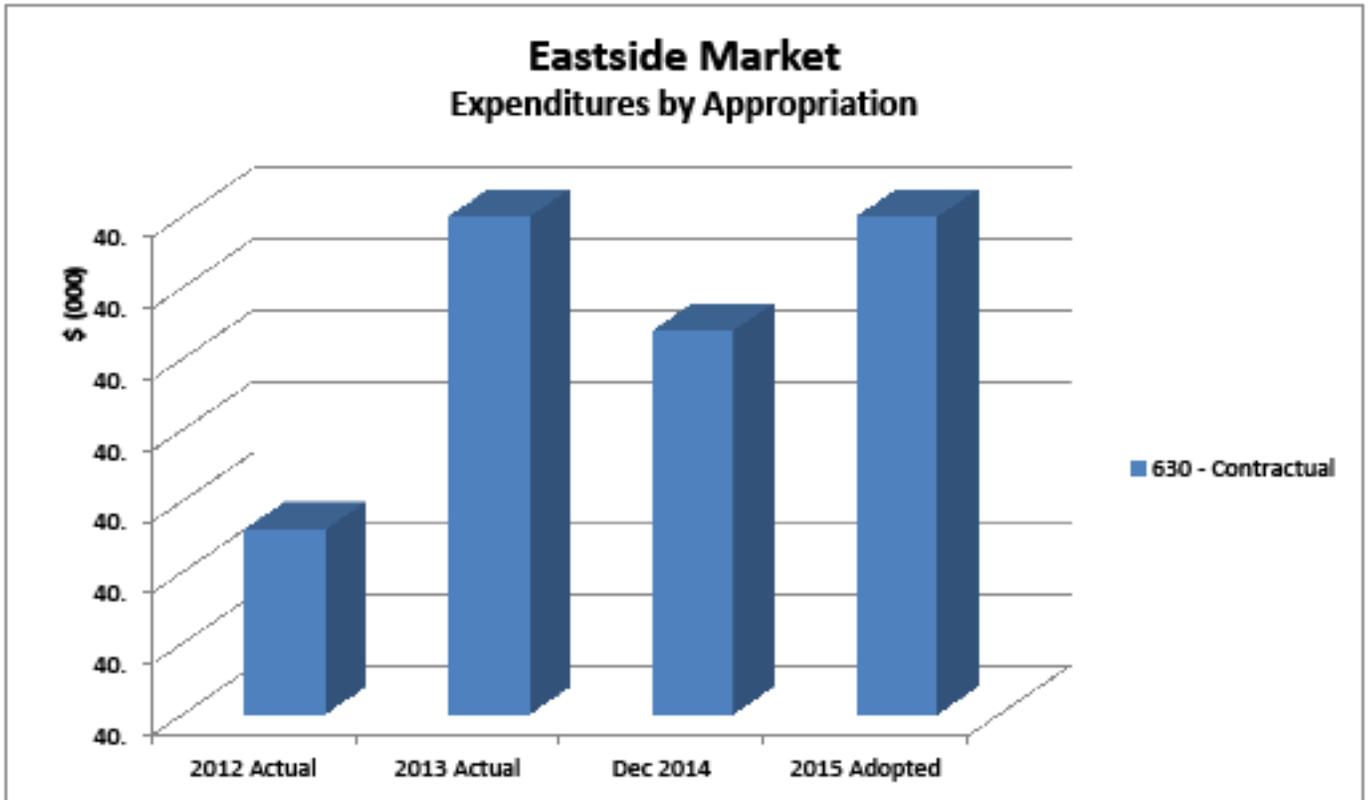
EASTSIDE MARKET

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Contractual Services				
Security Services	\$ 39,978	\$ 40,000	\$ 39,992	\$ 40,000
	\$ 39,978	\$ 40,000	\$ 39,992	\$ 40,000
	\$ 39,978	\$ 40,000	\$ 39,992	\$ 40,000

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Transfers In	\$ —	\$ —	\$ 11,777	\$ 40,000
Interest Earnings/Investment Income	99	117	49	—
	\$ 99	\$ 117	\$ 11,826	\$ 40,000





Department of Community Development

COMMUNITY DEVELOPMENT DIRECTOR'S OFFICE

Daryl Rush, Director

Mission Statement

To provide supervision, management and control over the three divisions of the Department of Community Development. The Director's Office directs and coordinates the Emergency Shelter Grant, Public Information and Fair Housing & Consumer Affairs activities.

PROGRAM NAME: CONSUMER AFFAIRS

OBJECTIVE: To provide relief from fraudulent, unfair, deceptive, and unconscionable business practices, by monitoring and enforcing the Cleveland Consumer Protection Code, Fair Housing Codes, and Community Reinvestment Act as well as State and Federal Consumer Protection laws

ACTIVITIES: The Office of Fair Housing & Consumer Affairs (FHCA) enforces Cleveland's 1972 Consumer Protection Code, as well as educates the public regarding scams and fraudulent business practices. It works with the media, holds public neighborhood forums, and works cooperatively with private and governmental consumer agencies. It interacts with various levels of government to impact key consumer issues, ranging from Public Utilities Commission of Ohio (PUCO) rate matters to banking practices. This office may subpoena witnesses and hold hearings to determine whether a vendor has engaged in unfair practices with a Cleveland consumer. Along with field work, this may result in prosecution.

COMMUNITY DEVELOPMENT DIRECTOR'S OFFICE

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 87,540	\$ 111,560	\$ 154,900	\$ 184,409
Board Members	21,152	17,461	29,700	23,076
Longevity	—	300	600	600
Wage Settlements	—	—	1,577	—
Overtime	—	—	183	—
	\$ 108,692	\$ 129,321	\$ 186,960	\$ 208,085
Benefits				
Hospitalization	\$ 7,018	\$ 7,529	\$ 8,800	\$ 23,982
Flex Save Admin Fees	—	19	—	20
Prescription	2,240	2,292	2,235	3,162
Dental	492	546	568	1,262
Vision Care	140	128	121	152
Public Employees Retire System	13,454	17,214	25,291	33,419
Fica-Medicare	2,890	1,839	2,665	3,477
Workers' Compensation	3,949	1,363	1,651	2,148
Life Insurance	90	84	128	159
	\$ 30,271	\$ 31,015	\$ 41,459	\$ 67,781
Other Training & Professional Dues				
Travel	\$ 941	\$ 2,124	\$ 770	\$ 1,100
Tuition & Registration Fees	30	580	565	400
Mileage (Priv Auto) Trng Prps	—	—	—	200
Professional Dues & Subscript	—	30	—	—
	\$ 971	\$ 2,734	\$ 1,335	\$ 1,700
Contractual Services				
Travel- Non-Training	\$ 8	\$ 33	\$ 35	\$ —
Mileage (Private Auto)	72	275	463	200
Advertising And Public Notice	2,393	3,160	3,490	5,800
Parking In City Facilities	—	144	159	200
Other Contractual	—	—	835	250
	\$ 2,473	\$ 3,612	\$ 4,982	\$ 6,450
Materials & Supplies				
Office Furniture & Equipment	\$ 212	\$ —	\$ —	\$ —
Special Events Supplies	1,523	3,062	—	—
Just In Time Office Supplies	85	152	1,634	1,500
	\$ 1,820	\$ 3,214	\$ 1,634	\$ 1,500



Department of Community Development

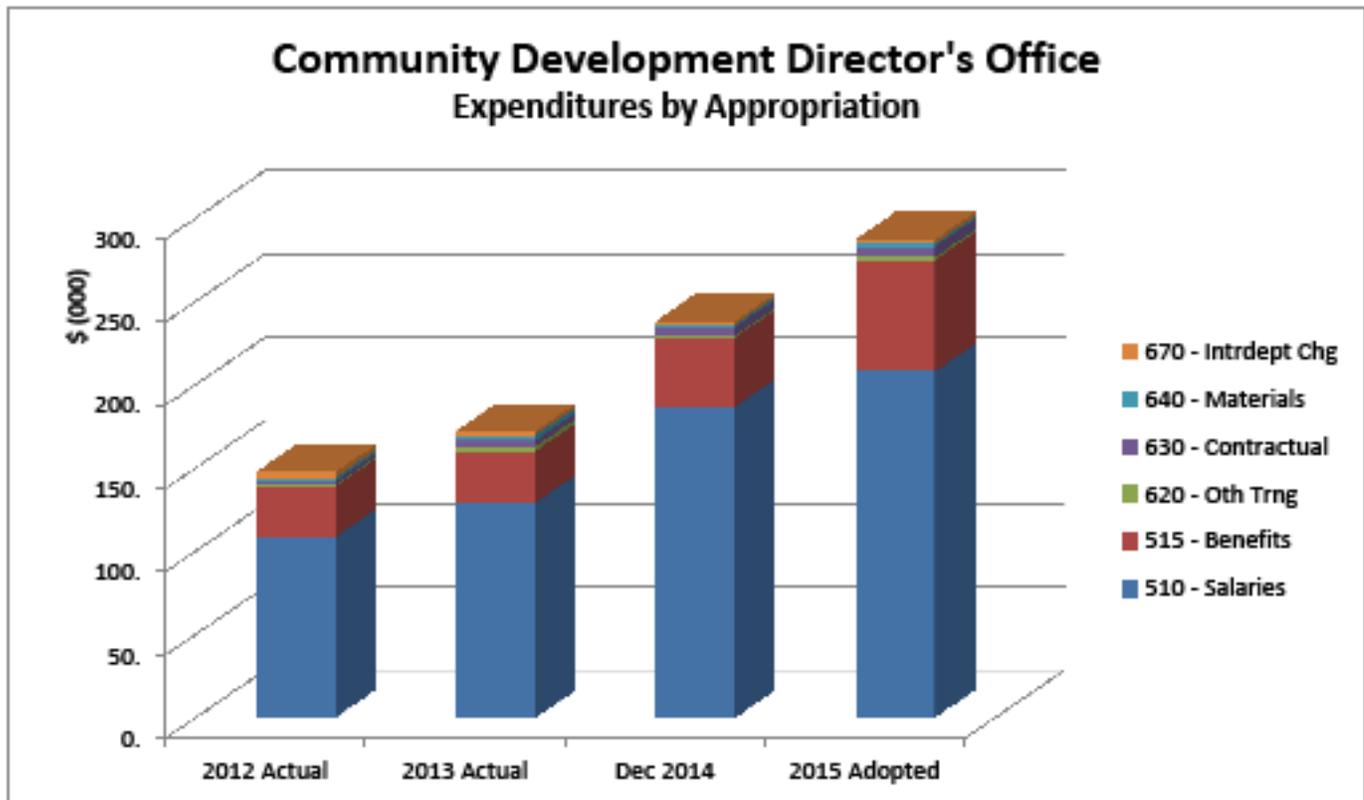
COMMUNITY DEVELOPMENT DIRECTOR'S OFFICE

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 1,503	\$ 924	\$ 823	\$ 4,876
Charges From W.P.C.	—	—	615	—
Charges From Print & Repro	1,800	1,386	410	416
	\$ 3,303	\$ 2,310	\$ 1,848	\$ 5,292
	\$ 147,529	\$ 172,206	\$ 238,217	\$ 290,808

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ (25)	\$ —	\$ 325	\$ —
Miscellaneous	25	1,167	1,505	—
	\$ —	\$ 1,167	\$ 1,830	\$ —





COMMUNITY DEVELOPMENT DIRECTOR'S OFFICE

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Administrative Manager	27,193.55	104,891.07
1	1	1			
<u>PROFESSIONALS</u>					
1	1	1	Assistant Administrator	20,800.00	58,564.01
2	2	2	Consumer Protection Specialist	10.00	18.99
3	3	3			
4	4	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	9	9	TOTAL DIVISION		



Department of Building and Housing

BUILDING AND HOUSING DIRECTOR'S OFFICE

Ronald J. 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

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,078,571	\$ 1,079,388	\$ 1,059,168	\$ 1,272,074
Longevity	10,650	8,275	8,975	9,075
Wage Settlements	—	—	1,635	—
Separation Payments	8,586	9,712	15,211	19,000
Overtime	—	—	95	—
	\$ 1,097,807	\$ 1,097,375	\$ 1,085,083	\$ 1,300,149
Benefits				
Hospitalization	\$ 162,254	\$ 146,370	\$ 150,443	\$ 180,234
Flex Save Admin Fees	180	209	—	—
Prescription	35,860	29,167	27,845	32,637
Dental	12,385	10,571	10,360	11,565
Vision Care	1,425	1,255	1,282	1,269
Public Employees Retire System	152,165	146,290	150,024	179,360
Fica-Medicare	11,185	12,178	12,671	18,997
Workers' Compensation	17,311	14,716	14,012	13,135
Life Insurance	965	834	848	928
Unemployment Compensation	—	4,774	—	13,000
	\$ 393,730	\$ 366,364	\$ 367,485	\$ 451,125
Other Training & Professional Dues				
Travel	\$ 1,936	\$ 6,419	\$ 2,113	\$ 2,500
Tuition & Registration Fees	550	1,664	1,504	1,500
Other Training Supplies	219	—	65	200
Mileage (Priv Auto) Trng Prps	—	60	165	100
Professional Dues & Subscript	4,970	530	550	2,060
	\$ 7,675	\$ 8,673	\$ 4,396	\$ 6,360
Contractual Services				
Professional Services	\$ 102,000	\$ 534,961	\$ 116,000	\$ 121,000
Court Reporter	—	—	124	124
Travel- Non-Training	46	44	323	318
Mileage (Private Auto)	9	—	—	405
Medical Services	206	212	212	412
Freight Expense	13	—	134	134
Advertising And Public Notice	190	—	2,381	—
Parking In City Facilities	5,272	4,641	5,622	4,532
Other Contractual	1,740	7,640	4,034	6,500
Credit Card Processing Fees	74,855	65,291	77,890	73,336
	\$ 184,331	\$ 612,789	\$ 206,720	\$ 206,761



Department of Building and Housing

BUILDING AND HOUSING DIRECTOR'S OFFICE

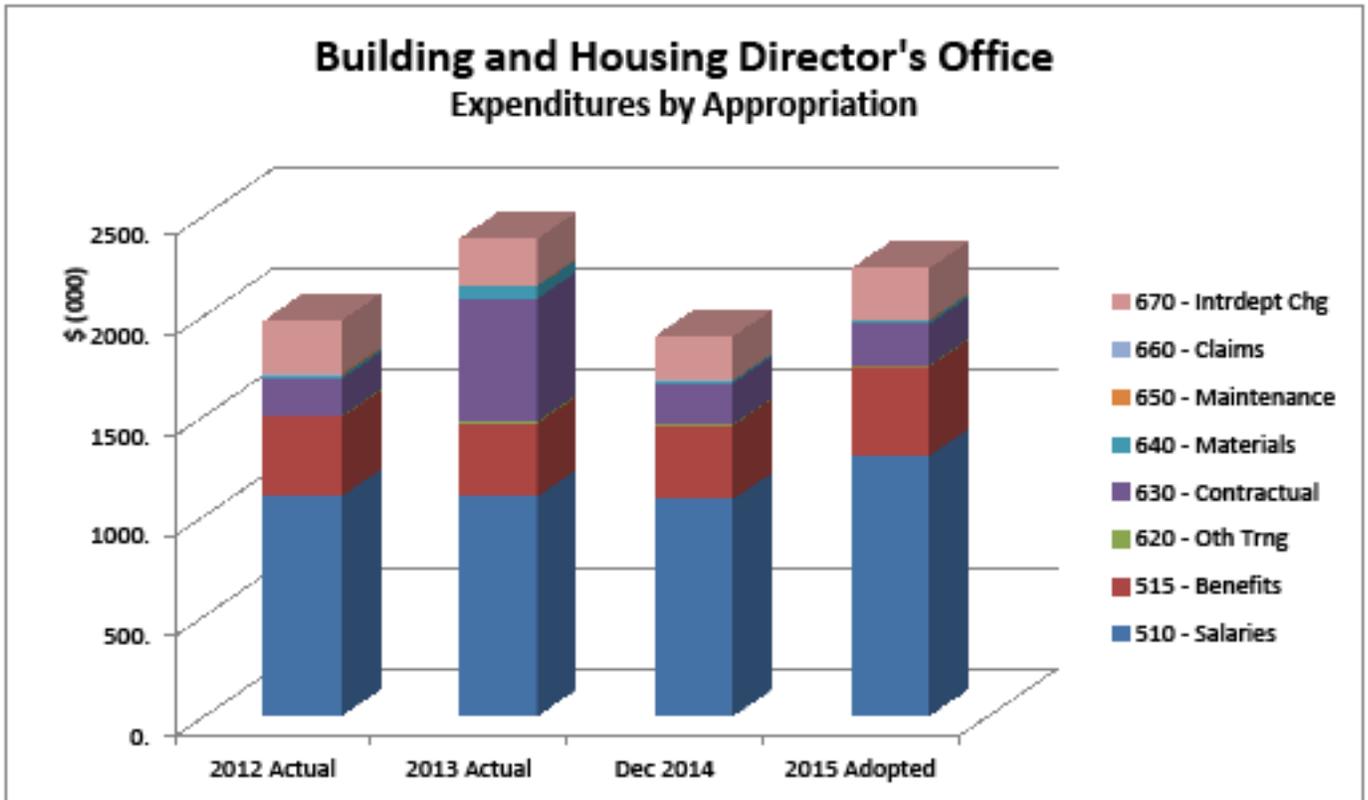
Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Materials & Supplies				
Office Supplies	\$ 598	\$ 243	\$ 231	\$ 500
Postage	276	280	393	515
Computer Supplies	3,908	526	924	1,500
Computer Software	—	52,000	—	2,000
Office Furniture & Equipment	—	—	671	691
Other Supplies	663	193	301	412
Batteries	153	97	33	103
Just In Time Office Supplies	10,621	9,772	11,093	9,785
	\$ 16,219	\$ 63,112	\$ 13,646	\$ 15,506
Maintenance				
Maintenance Contracts	\$ 6,578	\$ 3,168	\$ —	\$ 6,000
Car Washes	—	192	—	—
	\$ 6,578	\$ 3,360	\$ —	\$ 6,000
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 1,000	\$ 1,250	\$ 1,500	\$ 3,000
	\$ 1,000	\$ 1,250	\$ 1,500	\$ 3,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 51,260	\$ 35,796	\$ 22,803	\$ 22,352
Charges From Radio Comm System	781	—	—	—
Charges From Print & Repro	70,098	61,978	59,800	60,631
Charges From Central Storeroom	129,889	121,694	118,094	128,156
Charges From M.V.M.	15,589	11,918	17,549	16,645
	\$ 267,617	\$ 231,386	\$ 218,246	\$ 227,784
	\$ 1,974,958	\$ 2,384,308	\$ 1,897,077	\$ 2,216,685

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ (18,738)	\$ (2,333)	\$ (7,212)	\$ 650
Licenses & Permits	11,232,744	12,354,630	12,068,527	13,452,180
Miscellaneous	69,096	54,880	36,643	47,170
Other Shared Revenue	(53,294)	—	—	—
	\$ 11,229,809	\$ 12,407,177	\$ 12,097,958	\$ 13,500,000

BUILDING AND HOUSING DIRECTOR'S OFFICE





Department of Building and Housing

BUILDING AND HOUSING DIRECTOR'S OFFICE

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Assistant Administrator	20,800.00	58,564.01
1	0	0	Deputy Director of Building & Housing	36,590.39	142,024.13
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
<u>5</u>	<u>3</u>	<u>4</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Paralegal	20,800.00	45,020.62
1	1	1	Principal Cashier	14.66	24.46
2	1	2	Senior Cashier	12.57	20.81
5	5	5	Senior Clerk	12.47	17.08
<u>9</u>	<u>8</u>	<u>9</u>			
<u>PROFESSIONALS</u>					
1	1	1	Accountant III	15.48	25.32
3	3	3	Administrative Officer	20,800.00	54,579.99
0	1	1	Business Process Analyst	55,000.00	100,805.07
1	1	0	Demolition Compliance Officer	20,800.00	51,170.01
0	0	1	Deputy Project Director	20,800.00	64,734.08
1	1	1	Project Coordinator	27,325.56	93,021.80
1	1	1	Senior Budget & Management Analyst	26,273.96	80,628.83
<u>7</u>	<u>8</u>	<u>8</u>			
<u>TECHNICIAN</u>					
1	1	1	Data Base Administrator	39,937.34	113,107.23
1	1	1	Financial Systems Coordinator	23,647.11	69,041.87
<u>2</u>	<u>2</u>	<u>2</u>			
<u>23</u>	<u>21</u>	<u>23</u>	TOTAL FULL TIME		
<u>23</u>	<u>21</u>	<u>23</u>	TOTAL DIVISION		



DIVISION OF CODE ENFORCEMENT

Thomas Vanover, Commissioner

PROGRAM NAME: DIVISION OF CODE ENFORCEMENT

OBJECTIVES: To inspect structures for the purpose of enforcing the City of Cleveland Building, Housing, and Zoning Codes and the Ohio Building Code and referenced standards. Maintain uniform standards and requirements, of residential, commercial, and industrial buildings.

ACTIVITIES: Cite, condemn, board up and secure, abate, or demolish those structures not in compliance with these Codes, which constitute a nuisance and/or a hazard to the general public. Prosecute code enforcement cases and represent the City in all civil matters.



Department of Building and Housing

DIVISION OF CODE ENFORCEMENT

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 3,018,593	\$ 3,748,933	\$ 3,732,323	\$ 4,132,951
Part-Time Permanent	—	—	—	71,659
Longevity	33,875	33,650	32,850	36,050
Wage Settlements	—	—	3,930	—
Separation Payments	67,376	13,143	20,586	16,568
Bonus Incentive	1,200	900	1,800	1,800
Overtime	1,760	2,684	16,468	12,000
	\$ 3,122,804	\$ 3,799,309	\$ 3,807,957	\$ 4,271,028
Benefits				
Hospitalization	\$ 561,512	\$ 584,334	\$ 628,121	\$ 759,352
Flex Save Admin Fees	240	158	—	—
Prescription	121,351	128,140	127,453	146,159
Dental	42,747	42,578	42,495	46,934
Vision Care	5,770	5,712	5,706	5,526
Public Employees Retire System	494,774	509,357	529,161	595,624
Fica-Medicare	48,190	52,533	52,460	61,980
Workers' Compensation	126,832	105,453	124,435	68,827
Life Insurance	3,407	3,217	3,106	3,440
Unemployment Compensation	8,537	4,397	—	—
Clothing Maintenance	2,700	1,200	900	900
	\$ 1,416,061	\$ 1,437,080	\$ 1,513,837	\$ 1,688,742
Other Training & Professional Dues				
Travel	\$ —	\$ 3,863	\$ 2,103	\$ —
Tuition & Registration Fees	436	1,779	5,569	8,000
Other Training Supplies	8,033	980	4,593	1,000
Mileage (Priv Auto) Trng Prps	2,537	1,889	2,087	1,500
Professional Dues & Subscript	4,620	5,200	6,200	6,500
	\$ 15,625	\$ 13,711	\$ 20,552	\$ 17,000
Contractual Services				
Professional Services	\$ 64,225	\$ 20,099	\$ 3,950	\$ —
Travel- Non-Training	5,338	5,264	3,403	4,150
Mileage (Private Auto)	126,370	137,573	126,548	123,600
Freight Expense	213	40	193	300
Parking In City Facilities	11,825	15,345	13,200	15,500
Other Contractual	—	—	2,081	—
Board Of Tax Appeals	—	218	—	—
	\$ 207,971	\$ 178,538	\$ 149,375	\$ 143,550
Materials & Supplies				
Office Supplies	\$ 906	\$ —	\$ —	\$ 1,545
Computer Supplies	—	—	—	2,575
Clothing	6,414	7,478	9,960	9,000

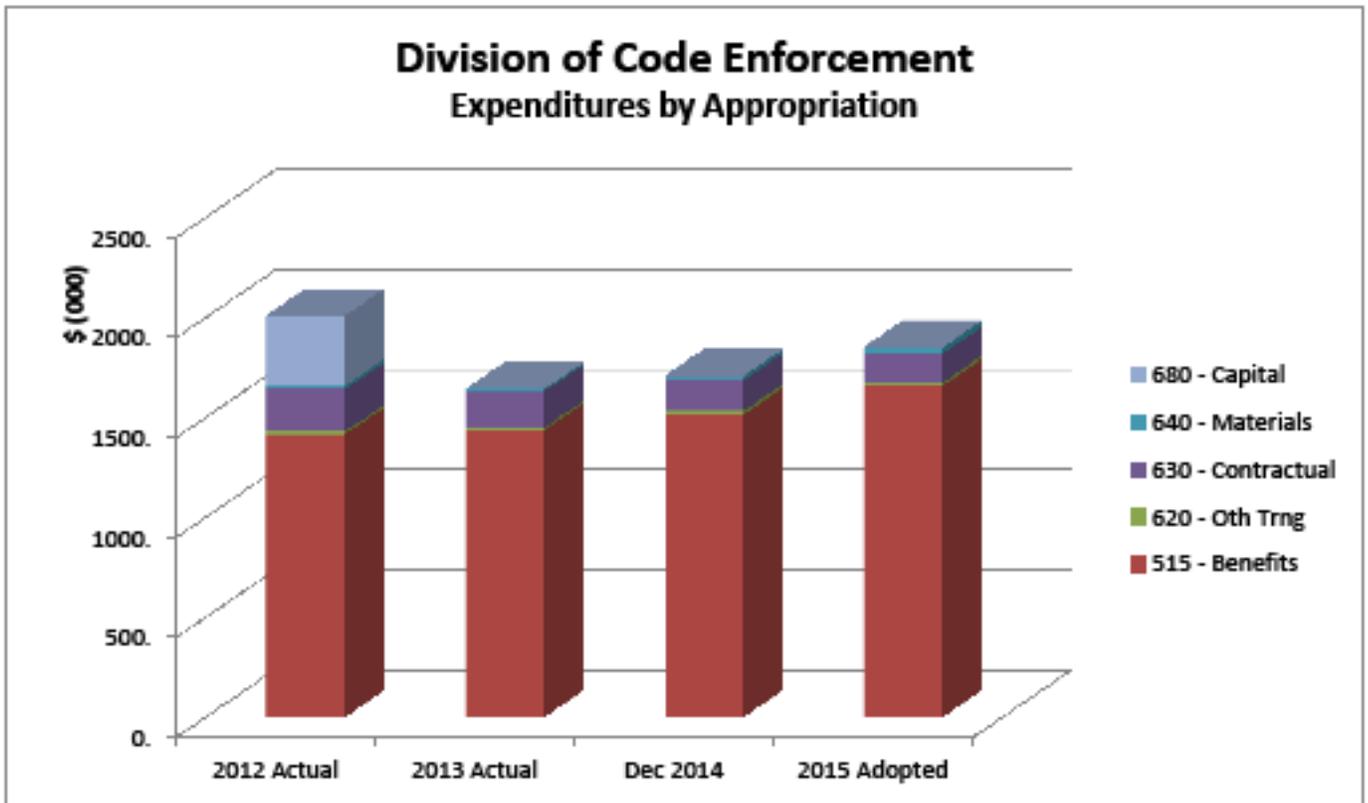
DIVISION OF CODE ENFORCEMENT

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Office Furniture & Equipment	—	314	—	—
Electrical Supplies	—	—	1,246	—
Photographic Supplies	3,461	—	2,580	2,060
Other Supplies	4	—	748	100
Safety Equipment	—	—	198	10,000
Just In Time Office Supplies	8,747	4,299	8,495	7,000
	\$ 19,532	\$ 12,092	\$ 23,227	\$ 32,280
Capital Outlay				
Transfer To Capital Project	\$ 350,000	\$ —	\$ —	\$ —
	\$ 350,000	\$ —	\$ —	\$ —
	\$ 5,131,993	\$ 5,440,730	\$ 5,514,946	\$ 6,152,600

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Miscellaneous	\$ 910	\$ 468,528	\$ 463,940	\$ 419,000
	\$ 910	\$ 468,528	\$ 463,940	\$ 419,000





Department of Building and Housing

DIVISION OF CODE ENFORCEMENT

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	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
<u>3</u>	<u>3</u>	<u>3</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	0	1	Paralegal	20,800.00	45,020.62
1	1	1	Principal Clerk	14.88	20.71
7	5	5	Senior Clerk	12.47	17.08
<u>9</u>	<u>6</u>	<u>7</u>			
<u>PROFESSIONALS</u>					
2	2	0	Building Inspector Interim	19.00	20.97
5	5	5	Chief Building Inspector	20,800.00	70,053.60
1	1	1	Chief Electrical Inspector	20,800.00	70,053.60
1	1	1	Chief Elevator Inspector	20,800.00	70,053.60
<u>9</u>	<u>9</u>	<u>7</u>			
<u>TECHNICIAN</u>					
7	4	8	Building Inspector 1	14.08	25.34
1	1	1	Building Inspector 2	14.89	26.77
2	2	2	Building Inspector 3	15.70	28.21
1	1	1	Building Inspector 4	26.35	29.68
1	1	2	Building Inspector Trainee	18.60	20.94
3	2	3	Electrical Safety Inspector 1	14.83	25.34
2	2	2	Electrical Safety Inspector 3	16.49	28.22
5	5	5	Elevator Inspector	14.23	25.34
1	1	1	Mechanical Inspector Interim	19.00	20.97
1	1	1	Mechanical Inspector 1	14.08	25.34
1	1	1	Mechanical Inspector 2	14.89	26.77
1	1	1	Mechanical Inspector 3	15.70	28.21
1	1	1	Plumbing Inspector 1	29,286.40	49,670.40
3	3	3	Plumbing Inspector 2	15.66	26.77
33	31	33	Residential Building Inspector	17.69	20.94
0	0	2	Senior Data Conversion Operator	13.47	18.99
<u>63</u>	<u>57</u>	<u>67</u>			
<u>84</u>	<u>75</u>	<u>84</u>	TOTAL FULL TIME		



DIVISION OF CODE ENFORCEMENT

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	December 2014	Budget 2015		Minimum	Maximum
			<u>PART TIME</u>		
1	1	1	Bureau Manager - Demolition	26,797.11	84,633.53
1	1	1	TOTAL PART TIME		
85	76	85	TOTAL DIVISION		



Department of Building and Housing

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

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 810,562	\$ 824,331	\$ 897,101	\$ 1,106,703
Longevity	9,150	6,925	6,650	8,325
Wage Settlements	—	—	336	—
Separation Payments	44,867	32,793	997	20,000
Overtime	—	—	267	—
	\$ 864,579	\$ 864,048	\$ 905,351	\$ 1,135,028
Benefits				
Hospitalization	\$ 148,647	\$ 142,786	\$ 142,448	\$ 172,673
Prescription	21,855	22,147	21,472	27,116
Dental	9,382	8,299	7,828	9,160
Vision Care	1,148	1,008	1,052	1,086
Public Employees Retire System	115,102	112,095	125,317	156,104
Fica-Medicare	9,188	9,768	11,328	16,458
Workers' Compensation	15,521	11,893	11,033	10,402
Life Insurance	699	622	656	769
Unemployment Compensation	8,138	—	—	13,000
	\$ 329,680	\$ 308,618	\$ 321,134	\$ 406,768
Other Training & Professional Dues				
Travel	\$ —	\$ 290	\$ 303	\$ —
Tuition & Registration Fees	—	560	345	500
Other Training Supplies	—	1,153	—	1,200
Mileage (Priv Auto) Trng Prps	—	136	217	500
Professional Dues & Subscript	800	800	900	1,000
	\$ 800	\$ 2,939	\$ 1,765	\$ 3,200
Contractual Services				
Professional Services	\$ 3,725	\$ 25,000	\$ —	\$ 10,300
Travel- Non-Training	—	—	6	—
Mileage (Private Auto)	—	617	—	—
Freight Expense	—	52	—	100
Other Contractual	8,100	7,190	12,878	8,343
	\$ 11,825	\$ 32,858	\$ 12,884	\$ 18,743



Department of Building and Housing

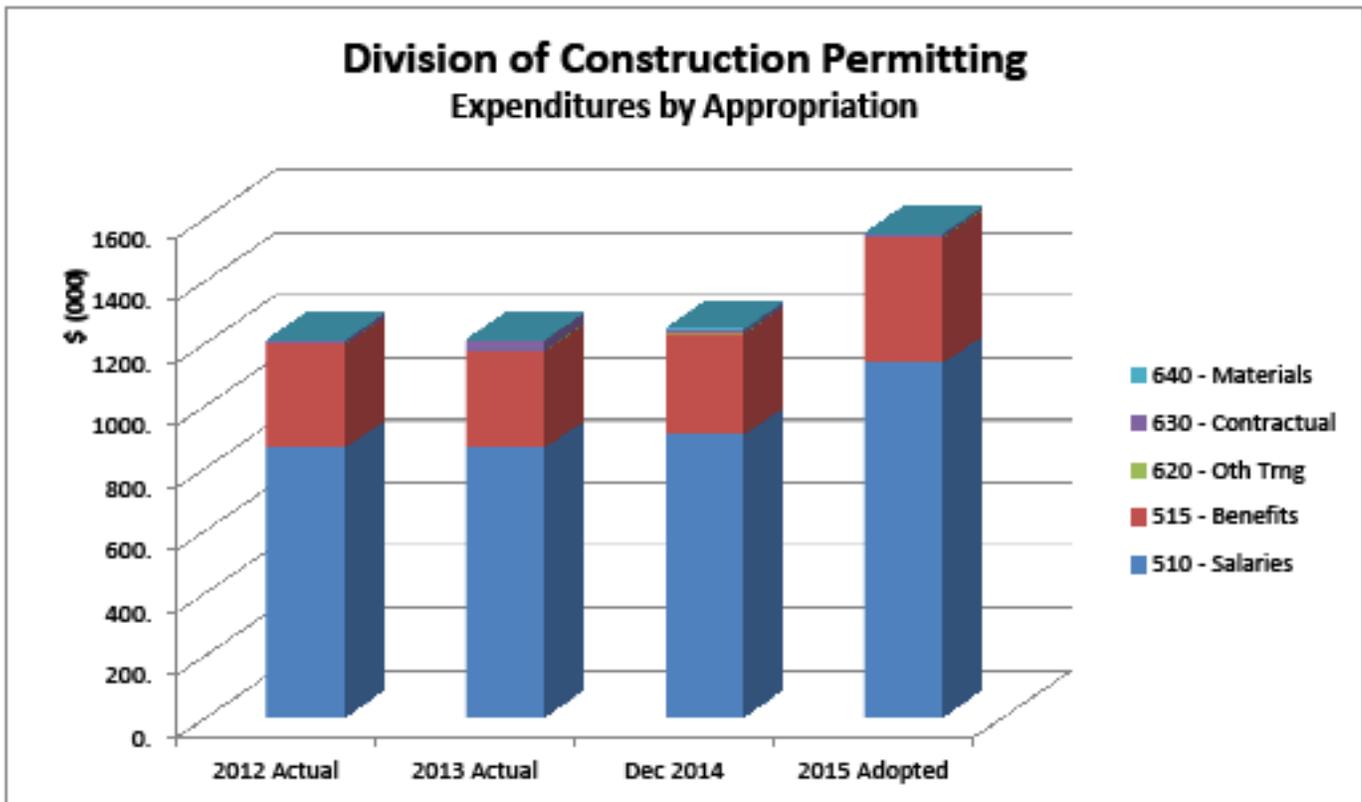
DIVISION OF CONSTRUCTION PERMITTING

Expenditures (Continued)

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 400
Computer Supplies	—	—	—	300
Office Furniture & Equipment	—	—	582	—
Other Supplies	—	—	1,033	—
Just In Time Office Supplies	3,045	1,411	2,857	3,000
	\$ 3,045	\$ 1,411	\$ 4,473	\$ 3,700
	\$ 1,209,928	\$ 1,209,874	\$ 1,245,606	\$ 1,567,439

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Miscellaneous	\$ —	\$ 12,874	\$ 10,056	\$ —
	\$ —	\$ 12,874	\$ 10,056	\$ —





DIVISION OF CONSTRUCTION PERMITTING

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	Budget 2015	December 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Assistant Commissioner of Construction Permitting	26,273.96	92,066.54
1	1	1	Commissioner of Construction Permitting	42,758.15	142,024.13
<u>2</u>	<u>2</u>	<u>2</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	0	1	Customer Support Center Manager	65,000.00	100,519.11
1	1	1	Customer Support Rep	12.15	18.21
2	2	2	Senior Clerk	12.47	17.08
<u>4</u>	<u>3</u>	<u>4</u>			
<u>PROFESSIONALS</u>					
4	4	4	Assistant Plan Examiner	16.29	24.02
5	4	5	Master Plan Examiner	23,647.11	104,877.59
1	1	1	Senior Data Conversion Oper	13.47	18.99
1	1	1	Engineer	22.78	35.84
2	2	2	Residential Plan Examiner	19.56	27.15
<u>13</u>	<u>12</u>	<u>13</u>			
<u>19</u>	<u>17</u>	<u>19</u>	TOTAL FULL TIME		
<u>19</u>	<u>17</u>	<u>19</u>	TOTAL DIVISION		



Department of Economic Development

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.

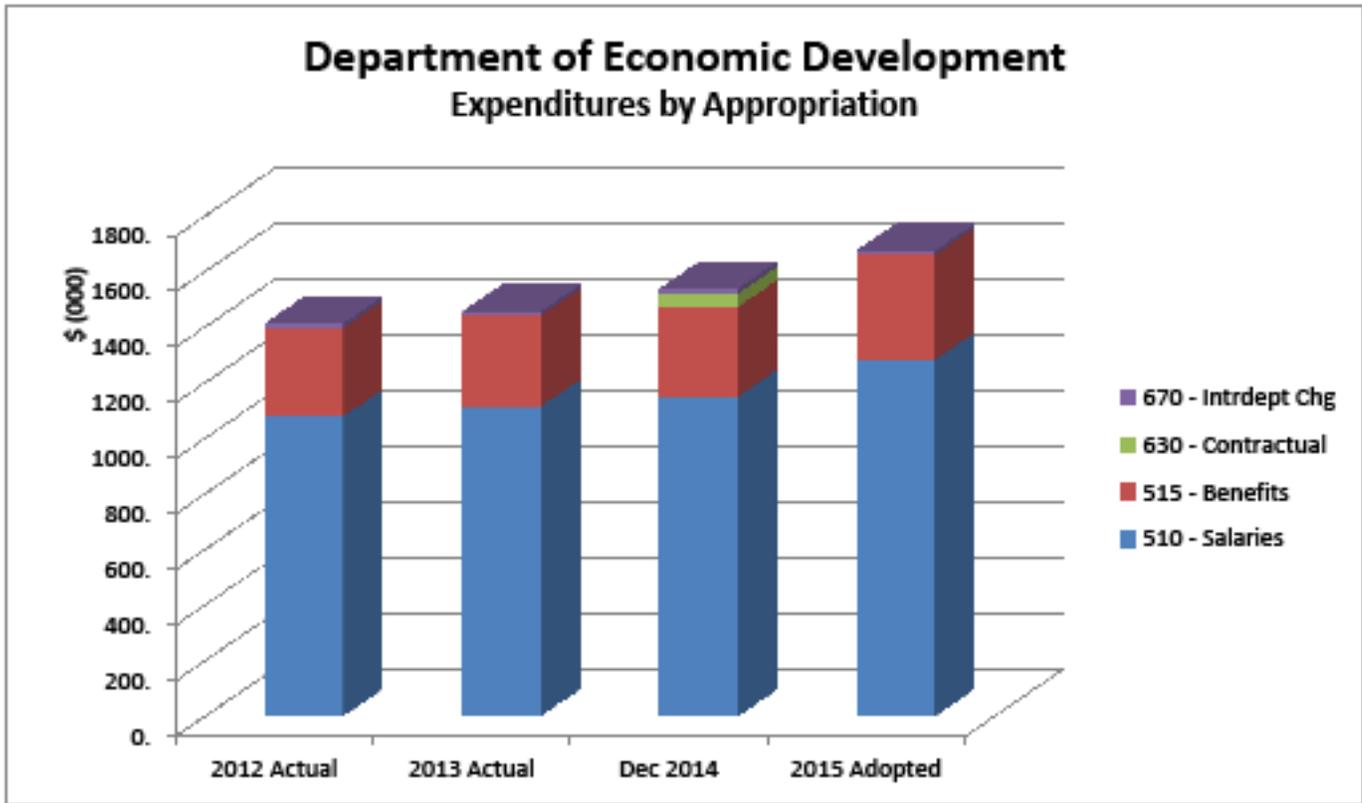
DEPARTMENT OF ECONOMIC DEVELOPMENT

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,039,898	\$ 1,110,213	\$ 1,083,048	\$ 1,279,150
Longevity	4,300	3,725	4,600	4,100
Wage Settlements	—	—	22	22
Separation Payments	34,841	—	62,337	—
	\$ 1,079,039	\$ 1,113,938	\$ 1,150,006	\$ 1,283,272
Benefits				
Hospitalization	\$ 105,692	\$ 114,356	\$ 107,174	\$ 132,193
Flex Save Admin Fees	180	329	—	—
Prescription	23,895	23,885	22,286	25,391
Dental	7,561	7,492	6,664	8,161
Vision Care	845	840	742	826
Public Employees Retire System	146,949	148,529	152,767	179,655
Fica-Medicare	14,087	15,777	15,582	18,607
Workers' Compensation	17,227	14,843	16,455	22,621
Life Insurance	704	667	696	779
	\$ 317,141	\$ 326,720	\$ 322,366	\$ 388,233
Contractual Services				
Professional Services	\$ —	\$ —	\$ 48,200	\$ —
	\$ —	\$ —	\$ 48,200	\$ —
Interdepart Service Charges				
Charges From Telephone Exch	\$ 4,018	\$ 3,226	\$ 3,349	\$ 6,047
Charges From Print & Repro	8,660	9,050	11,319	11,477
Charges From Central Storeroom	2,757	2,116	2,373	2,575
Charges From M.V.M.	1,886	808	794	1,014
	\$ 17,320	\$ 15,200	\$ 17,836	\$ 21,113
	\$ 1,413,500	\$ 1,455,858	\$ 1,538,408	\$ 1,692,618

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Licenses & Permits	\$ 100,000	\$ 101,700	\$ 101,300	\$ —
Miscellaneous	5	14,290	12,964	—
Transfers In	1,275,431	1,531,715	1,734,407	1,692,618
	\$ 1,375,436	\$ 1,647,705	\$ 1,848,671	\$ 1,692,618





DEPARTMENT OF ECONOMIC DEVELOPMENT

COMPARISON OF STAFFING LEVEL

Budget 2014	No. of Employees		Position	Salary Schedule	
	Budget 2014	December 2014		Budget 2015	Minimum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Budget Administrator	30,214.95	107,006.06
1	1	1	Director of Economic Development	50,795.81	182,067.01
1	1	1	Executive Assistant To The Mayor	50,795.81	182,067.01
1	1	1	Secretary to Directors	36,590.39	146,639.64
4	4	4			
<u>PARA - PROFESSIONALS</u>					
1	0	0	Paralegal	20,800.00	45,020.62
1	0	0			
<u>PROFESSIONALS</u>					
1	1	2	Administrative Manager	27,193.55	104,891.07
1	1	1	Administrative Officer	20,800.00	54,579.99
1	1	1	Assistant Administrator	20,800.00	58,564.01
1	1	1	Auditor	20,800.00	60,614.58
1	1	2	Development Finance Analyst II	51,043.20	87,567.00
1	1	1	Office Manager	20,800.00	51,170.01
7	5	6	Project Coordinator	27,325.56	93,021.80
1	1	1	Project Director	22,333.40	82,706.96
14	12	15			
19	16	19	TOTAL FULL TIME		
19	16	19	TOTAL DIVISION		

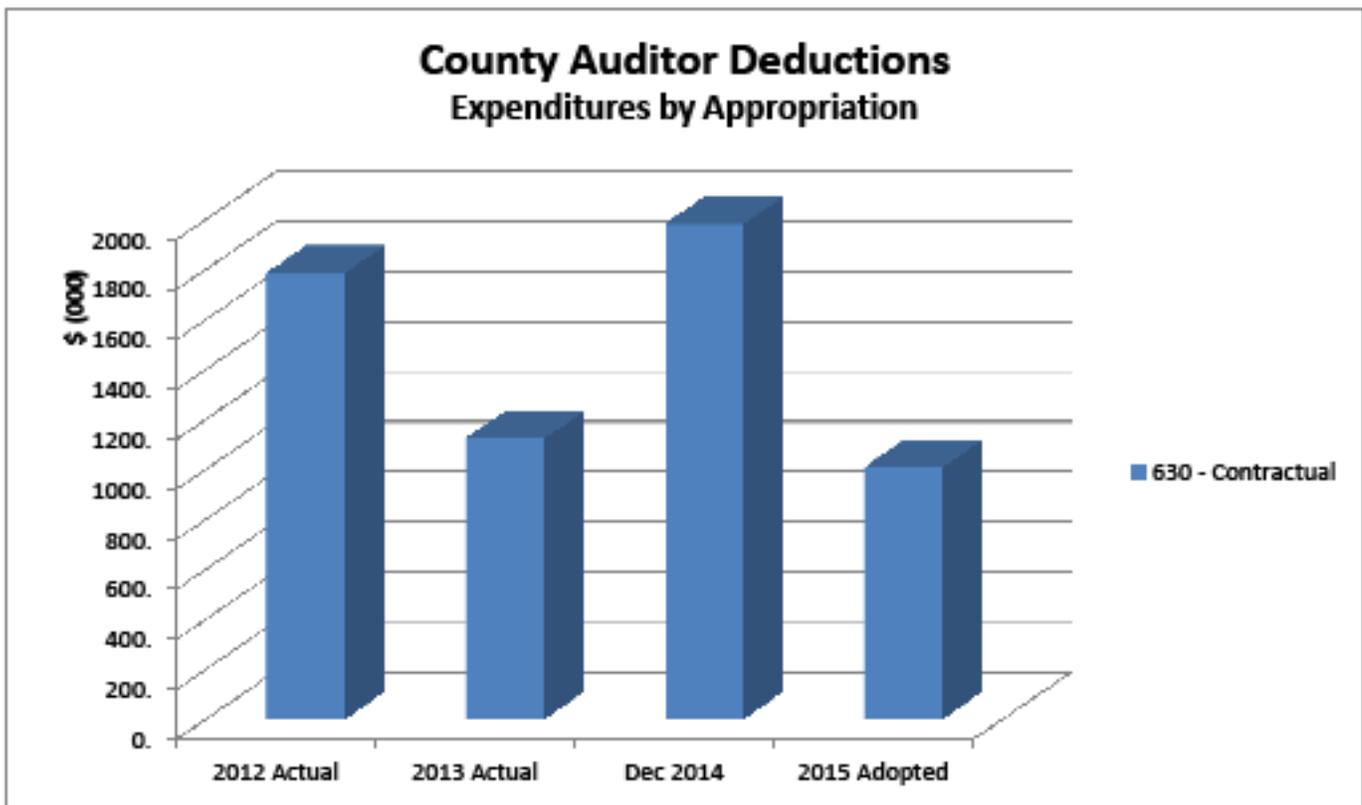


Non-Departmental

COUNTY AUDITOR DEDUCTIONS

Expenditures

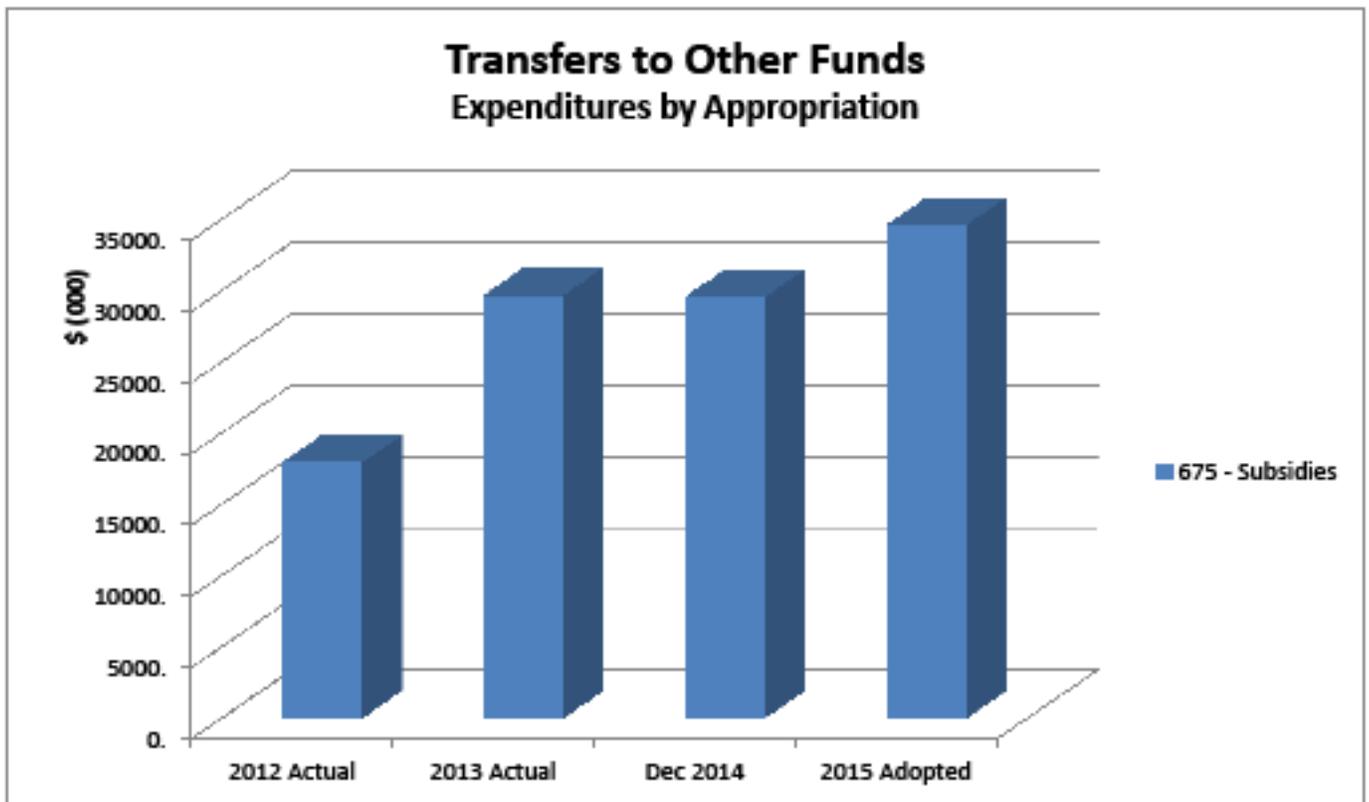
	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Contractual Services				
Non Productive Land Sales	\$ 82,792	\$ 35,375	\$ 14,203	\$ 15,000
Board Of Election Expense	343,676	17	1,067,692	70,000
County Aud & Treas Coll Fee	1,348,808	1,076,078	890,188	980,000
Advertising Del Land Sales	10,656	10,264	5,414	10,000
Board Of Tax Appeals	774	1,909	4,728	5,000
	\$ 1,786,705	\$ 1,123,642	\$ 1,982,226	\$ 1,080,000
	\$ 1,786,705	\$ 1,123,642	\$ 1,982,226	\$ 1,080,000



TRANSFERS TO OTHER FUNDS

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Interfund Subsidies				
Transfer To Rainy Day Res Fund	\$ —	\$ 5,000,000	\$ —	\$ —
Transfer To Stadium Fund	—	7,250,000	9,700,000	9,465,125
Subsidy To St Construction	5,327,389	5,864,872	6,459,796	7,623,211
Transfer to Other SubClasses	1,050,000	—	2,000,000	2,000,000
Transfer To Debt Service Fund	8,082,893	8,304,464	8,072,386	11,362,190
Transfer To Schools Rec Fund	1,000,000	1,175,000	1,125,000	1,175,000
Transfer to IX Center	167,103	138,230	118,799	125,000
Subsidy To Sinking Fund	725,917	422,721	491,478	642,366
Subsidy To Cemetery	59,114	—	133,442	131,246
Subsidy to Golf Courses	231,969	—	—	—
Subsidy to Conv Center	1,297,038	1,526,993	1,471,029	1,649,862
	\$ 17,941,423	\$ 29,682,280	\$ 29,571,929	\$ 34,174,000
	\$ 17,941,423	\$ 29,682,280	\$ 29,571,929	\$ 34,174,000





OTHER ADMINISTRATIVE

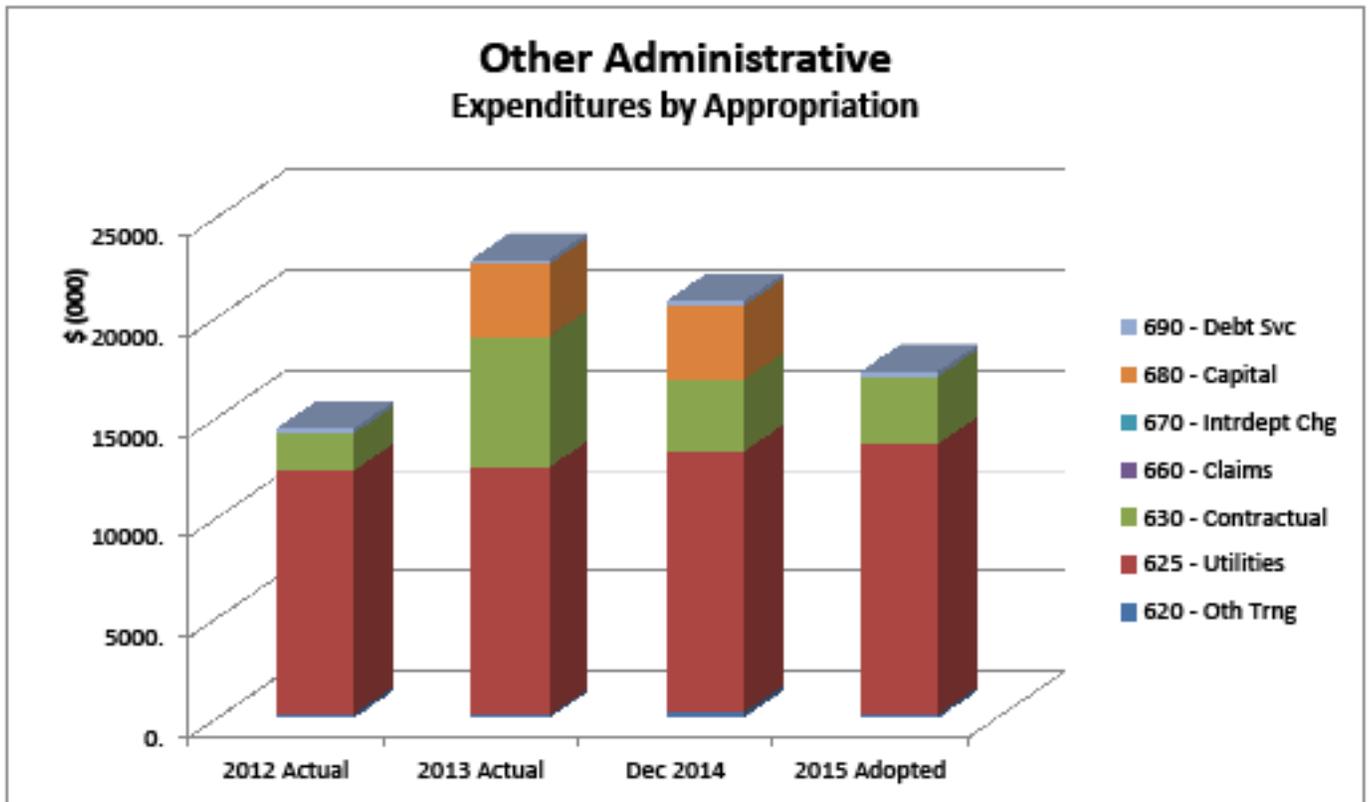
Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Other Training & Professional Dues				
Professional Dues & Subscript	\$ 26,190	\$ 3,008	\$ 52,689	\$ 30,000
Ohio Municipal League	23,441	23,441	23,441	23,441
NOACA	59,693	—	102,690	51,345
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	40,000	27,500	27,500
	\$ 200,814	\$ 117,939	\$ 257,810	\$ 183,776
Utilities				
Electricity - Cpp	\$ 12,123,217	\$ 12,355,886	\$ 13,013,131	\$ 13,243,000
Electricity - Other	16,858	25,128	19,493	22,000
	\$ 12,140,075	\$ 12,381,014	\$ 13,032,624	\$ 13,265,000
Contractual Services				
Professional Services	\$ 102,250	\$ 152,309	\$ 240,000	\$ 180,000
Advertising And Public Notice	7,039	—	—	—
Appraisal Fees	3,750	—	—	—
Insurance And Official Bonds	5,964	—	—	—
Taxes	—	17,236	31,173	—
Other Contractual	404,398	236,276	210,825	925,000
Justice Center-Tower Maint	1,222,766	5,958,650	3,000,000	2,741,000
Bank Service Fees	100,901	157,258	93,673	150,000
	\$ 1,847,069	\$ 6,521,729	\$ 3,575,671	\$ 3,996,000
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ —	\$ (144)	\$ —	\$ —
	\$ —	\$ (144)	\$ —	\$ —
Interdepart Service Charges				
Charges From Radio Comm System	\$ 3,942	\$ 3,361	\$ —	\$ —
	\$ 3,942	\$ 3,361	\$ —	\$ —
Capital Outlay				
Transfer To Capital Project	\$ —	\$ 3,600,000	\$ 3,680,500	\$ 3,826,000
	\$ —	\$ 3,600,000	\$ 3,680,500	\$ 3,826,000
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)	\$ —	\$ —
	\$ 14,441,900	\$ 22,848,917	\$ 20,796,605	\$ 21,520,776

OTHER ADMINISTRATIVE

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Charges For Services	\$ 2,074,050	\$ 1,942,562	\$ 1,822,217	\$ 1,310,000
Fines, Forfeitures & Settlements	—	—	91	—
Miscellaneous	7,877,229	8,192,229	7,980,508	7,298,417
Other Shared Revenue	11,629,318	17,244,378	14,505,694	13,490,220
Property Tax	35,998,903	32,704,946	32,337,578	33,465,104
Sale Of City Assets	1,791	—	—	—
State And Local Gov Fund	34,672,707	28,180,328	25,021,013	25,949,421
Transfers In	15,705,310	912,147	9,595,002	3,300,000
Other Tax	6,000,989	6,081,260	3,300,471	3,000,000
Income Tax	290,474,302	300,647,885	297,124,283	299,731,504
	\$ 404,434,599	\$ 395,905,733	\$ 391,686,857	\$ 387,544,666





RESTRICTED INCOME TAX

Expenditures

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Interfund Subsidies				
Transfer to Other SubClasses	\$ 25,926,340	\$ 23,862,972	\$ 27,544,560	\$ 27,481,794
	\$ 25,926,340	\$ 23,862,972	\$ 27,544,560	\$ 27,481,794
Capital Outlay				
Transfer To Capital Project	\$ 3,797,282	\$ 8,939,218	\$ 4,547,058	\$ 3,822,517
	\$ 3,797,282	\$ 8,939,218	\$ 4,547,058	\$ 3,822,517
Debt Service				
Principal	\$ 4,798,692	\$ 4,931,163	\$ 5,331,055	\$ 5,599,555
Interest	1,077,104	1,020,341	1,008,308	696,655
	\$ 5,875,796	\$ 5,951,504	\$ 6,339,363	\$ 6,296,210
	\$ 35,599,418	\$ 38,753,694	\$ 38,430,981	\$ 37,600,521

Revenues

	2012 Actual	2013 Actual	2014 Unaudited	2015 Budget
Income Tax	\$ 36,309,288	\$ 37,580,988	\$ 37,140,278	\$ 37,466,438
Interest Earnings/Investment Income	16,442	34,899	28,251	30,000
	\$ 36,325,729	\$ 37,615,886	\$ 37,168,529	\$ 37,496,438



Legislative Branch		\$ 7,265,808
Judicial Branch		\$ 38,308,737
Executive Branch		
General Government	\$	14,567,785
Department of Aging		1,111,748
Department of Human Resources		2,163,005
Department of Law		12,828,086
Department of Finance		16,592,095
Department of Public Health		6,417,502
Department of Public Safety		307,234,482
Department of Public Works		67,146,612
Department of Community Development		290,808
Department of Building and Housing		9,936,724
Department of Economic Development		1,692,618
Nondepartmental		56,774,776
Total Executive Branch	\$	496,756,241
TOTAL GENERAL FUND		\$ 542,330,786
Special Revenue Funds		88,129,007
Internal Service Funds		94,829,182
Enterprise Funds		740,848,051
Agency Funds		11,354,483
Debt Service Funds		66,767,207
TOTAL APPROPRIATIONS FOR 2015		\$ 1,544,258,716

GENERAL FUND

LEGISLATIVE BRANCH

Council and Clerk of Council		\$ 7,265,808
I Personnel and Related Expenses	\$	5,235,879
II Other Expenses		2,029,929
TOTAL LEGISLATIVE BRANCH		\$ 7,265,808



Appropriation Ordinance

JUDICIAL BRANCH

Municipal Court - Judicial Division		\$ 22,818,376
I Personnel and Related Expenses	\$ 20,118,579	
II Other Expenses	2,699,797	
Municipal Court - Clerk's Division		\$ 11,638,255
I Personnel and Related Expenses	\$ 9,590,205	
II Other Expenses	2,048,050	
Municipal Court - Housing Division		\$ 3,852,106
I Personnel and Related Expenses	\$ 3,713,834	
II Other Expenses	138,272	
TOTAL JUDICIAL BRANCH		\$ 38,308,737

EXECUTIVE BRANCH

GENERAL GOVERNMENT

Office of the Mayor		\$ 2,723,981
I Personnel and Related Expenses	\$ 2,605,479	
II Other Expenses	118,502	
Office of Capital Projects		\$ 5,397,840
I Personnel and Related Expenses	\$ 4,876,765	
II Other Expenses	521,075	
Landmarks Commission		\$ 204,836
I Personnel and Related Expenses	\$ 192,797	
II Other Expenses	12,039	
Board of Building Standards and Appeals		\$ 136,395
I Personnel and Related Expenses	\$ 126,814	
II Other Expenses	9,581	



Board of Zoning Appeals		\$	229,301
I Personnel and Related Expenses	\$		213,377
II Other Expenses			15,924

Civil Service Commission		\$	1,026,363
I Personnel and Related Expenses	\$		635,635
II Other Expenses			390,728

Community Relations Board		\$	1,470,241
I Personnel and Related Expenses	\$		1,358,170
II Other Expenses			112,071

City Planning Commission		\$	1,657,787
I Personnel and Related Expenses	\$		1,547,377
II Other Expenses			110,410

Boxing and Wrestling Commission		\$	6,088
I Personnel and Related Expenses	\$		6,088

Office of Equal Opportunity		\$	815,096
I Personnel and Related Expenses	\$		796,225
II Other Expenses			18,871

Office of Budget & Management-Budget Admin.		\$	899,857
I Personnel and Related Expenses	\$		865,161
II Other Expenses			34,696

TOTAL GENERAL GOVERNMENT		\$	14,567,785
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DEPARTMENT OF AGING

Department of Aging		\$	1,111,748
I Personnel and Related Expenses	\$		846,554
II Other Expenses			265,194

TOTAL DEPARTMENT OF AGING		\$	1,111,748
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Appropriation Ordinance

DEPARTMENT OF HUMAN RESOURCES

Department of Human Resources		\$ 2,163,005
I Personnel and Related Expenses	\$ 1,417,131	
II Other Expenses	745,874	
TOTAL DEPARTMENT OF HUMAN RESOURCES		\$ 2,163,005

DEPARTMENT OF LAW

Department of Law		\$ 12,828,086
I Personnel and Related Expenses	\$ 6,784,766	
II Other Expenses	6,043,320	
TOTAL DEPARTMENT OF LAW		\$ 12,828,086

DEPARTMENT OF FINANCE

Finance Administration		\$ 1,421,156
I Personnel and Related Expenses	\$ 1,066,316	
II Other Expenses	354,840	
Division of Accounts		\$ 2,064,728
I Personnel and Related Expenses	\$ 1,376,094	
II Other Expenses	688,634	
Division of Assessments and Licenses		\$ 3,675,246
I Personnel and Related Expenses	\$ 2,249,741	
II Other Expenses	1,425,505	
Division of Treasury		\$ 755,784
I Personnel and Related Expenses	\$ 652,516	
II Other Expenses	103,268	



Division of Purchases and Supplies		\$	694,619
I Personnel and Related Expenses	\$		653,977
II Other Expenses			40,642
Bureau of Internal Audit		\$	1,272,711
I Personnel and Related Expenses	\$		639,162
II Other Expenses			633,549
Division of Financial Reporting and Control		\$	1,407,860
I Personnel and Related Expenses	\$		1,382,898
II Other Expenses			24,962
Information Systems Services		\$	5,299,991
I Personnel and Related Expenses	\$		2,753,567
II Other Expenses			2,546,424
TOTAL DEPARTMENT OF FINANCE		\$	16,592,095

DEPARTMENT OF PUBLIC HEALTH

Public Health Administration		\$	1,190,233
I Personnel and Related Expenses	\$		828,878
II Other Expenses			361,355
Division of Health		\$	3,738,830
I Personnel and Related Expenses	\$		2,033,664
II Other Expenses			1,705,166
Division of Environment		\$	1,081,847
I Personnel and Related Expenses	\$		850,581
II Other Expenses			231,266
Division of Air Quality		\$	406,592
I Personnel and Related Expenses	\$		128,077
II Other Expenses			278,515
TOTAL DEPARTMENT OF PUBLIC HEALTH		\$	6,417,502



Appropriation Ordinance

DEPARTMENT OF PUBLIC SAFETY

Public Safety Administration		\$ 5,702,948
I Personnel and Related Expenses	\$ 4,250,086	
II Other Expenses	1,452,862	
Division of Police		\$ 177,430,498
I Personnel and Related Expenses	\$ 167,935,020	
II Other Expenses	9,495,478	
Division of Fire		\$ 84,597,512
I Personnel and Related Expenses	\$ 80,622,278	
II Other Expenses	3,975,234	
Division of Emergency Medical Services		\$ 24,652,323
I Personnel and Related Expenses	\$ 21,933,220	
II Other Expenses	2,719,103	
Division of Animal Control Services		\$ 1,506,958
I Personnel and Related Expenses	\$ 1,145,210	
II Other Expenses	361,748	
Division of Correction		\$ 13,344,243
I Personnel and Related Expenses	\$ 9,817,466	
II Other Expenses	3,526,777	
TOTAL DEPARTMENT OF PUBLIC SAFETY		\$ 307,234,482

DEPARTMENT OF PUBLIC WORKS

Division of Public Works Administration		\$ 3,208,666
I Personnel and Related Expenses	\$ 2,945,069	
II Other Expenses	263,597	
Division of Recreation		\$ 12,170,840
I Personnel and Related Expenses	\$ 8,081,047	
II Other Expenses	4,089,793	



Division of Parking Facilities-On Street		\$ 1,276,525
I Personnel and Related Expenses	\$ 1,210,050	
II Other Expenses	66,475	
Division of Property Management		\$ 7,763,863
I Personnel and Related Expenses	\$ 5,640,171	
II Other Expenses	2,123,692	
Division of Park Maintenance and Properties		\$ 14,381,516
I Personnel and Related Expenses	\$ 8,957,971	
II Other Expenses	5,423,545	
Division of Waste		\$ 24,802,512
I Personnel and Related Expenses	\$ 14,014,570	
II Other Expenses	10,787,942	
Division of Traffic Engineering		\$ 3,542,690
I Personnel and Related Expenses	\$ 2,723,454	
II Other Expenses	819,236	
TOTAL DEPARTMENT OF PUBLIC WORKS		\$ 67,146,612
DEPART OF COMM DEVELMT DIRECTOR'S OFFICE		
Department of Community Development Director's Office		\$ 290,808
I Personnel and Related Expenses	\$ 275,866	
II Other Expenses	14,942	
TOTAL DEPARTMENT OF COMMUNITY DEVELOPMENT		\$ 290,808
DEPARTMENT OF BUILDING AND HOUSING		
Building and Housing Dir Office		\$ 2,216,685
I Personnel and Related Expenses	\$ 1,751,274	
II Other Expenses	465,411	
Division of Code Enforcement		\$ 6,152,600
I Personnel and Related Expenses	\$ 5,959,770	
II Other Expenses	192,830	



Appropriation Ordinance

Division of Construction Permit		\$ 1,567,439
I Personnel and Related Expenses	\$ 1,541,796	
II Other Expenses	25,643	
TOTAL DEPARTMENT OF BUILDING AND HOUSING		\$ 9,936,724
DEPARTMENT OF ECONOMIC DEVELOPMENT		
Economic Development		\$ 1,692,618
I Personnel and Related Expenses	\$ 1,671,505	
II Other Expenses	21,113	
TOTAL DEPARTMENT OF ECONOMIC DEVELOPMENT		\$ 1,692,618
NONDEPARTMENTAL		
County Auditor Deductions		\$ 1,080,000
II Other Expenses	\$ 1,080,000	
Other Administrative		\$ 21,520,776
II Other Expenses	\$ 21,520,776	
Transfers to Other Funds		\$ 34,174,000
II Other Expenses	\$ 34,174,000	
TOTAL NONDEPARTMENTAL		\$ 56,774,776
TOTAL EXECUTIVE BRANCH		\$ 496,756,241
TOTAL GENERAL FUND		\$ 542,330,786



SPECIAL REVENUE FUND

Restricted Income Tax Fund		\$ 37,600,521
I Capital	\$ 37,600,521	
II Debt Service		
Street Construction, Maintenance & Repair Fund		\$ 27,154,898
I Personnel and Related Expenses	\$ 14,713,141	
II Other Expenses	12,441,757	
Schools Recreation & Cultural Activities Fund		\$ 1,175,000
II Other Expenses	\$ 1,175,000	
Division of Public Auditorium & Stadium-Stadium		\$ 22,198,588
II Other Expenses	\$ 22,198,588	
TOTAL SPECIAL REVENUE FUNDS		\$ 88,129,007

INTERNAL SERVICE FUND

Sinking Fund Commission		\$ 764,102
I Personnel and Related Expenses	\$ 258,932	
II Other Expenses	\$ 505,170	
Information Systems Services-Telephone Exchange		\$ 7,204,256
I Personnel and Related Expenses	\$ 1,414,394	
II Other Expenses	5,789,862	
Division of Motor Vehicle Maintenance		\$ 17,256,826
I Personnel and Related Expenses	\$ 5,371,175	
II Other Expenses	11,885,651	
Division of Printing and Reproduction		\$ 2,444,031
I Personnel and Related Expenses	\$ 840,843	
II Other Expenses	1,603,188	
City Storeroom and Central Warehouse		\$ 588,825
I Personnel and Related Expenses	\$ 124,113	
II Other Expenses	464,712	



Appropriation Ordinance

Health Self Insurance		\$ 53,745,142
II Other Expenses	\$ 53,745,142	
Prescription Self Insurance		\$ 12,826,000
II Other Expenses	\$ 12,826,000	
TOTAL INTERNAL SERVICE FUNDS		\$ 94,829,182

ENTERPRISE FUNDS

DEPARTMENT OF PUBLIC UTILITIES

Utilities Administration		\$ 5,420,357
I Personnel and Related Expenses	\$ 4,365,172	
II Other Expenses	1,055,185	
Radio		\$ 3,439,076
I Personnel and Related Expenses	\$ 588,589	
II Other Expenses	2,850,487	
Division of Fiscal Control		\$ 5,918,522
I Personnel and Related Expenses	\$ 5,206,053	
II Other Expenses	712,469	
Division of Water		\$ 329,941,591
I Personnel and Related Expenses	\$ 84,239,422	
II Other Expenses	245,702,169	
Division of Water Pollution Control		\$ 26,541,771
I Personnel and Related Expenses	\$ 12,119,346	
II Other Expenses	14,422,425	
Division of Cleveland Public Power		\$ 202,253,097
I Personnel and Related Expenses	\$ 26,011,644	
II Other Expenses	176,241,453	
TOTAL DEPARTMENT OF PUBLIC UTILITIES		\$ 573,514,414



DEPARTMENT OF PORT CONTROL

Divisions of Cleveland Hopkins & Burke Lakefront

Airports - Operations		\$ 152,700,000
I Personnel and Related Expenses	\$ 32,591,430	
II Other Expenses	120,108,570	

TOTAL DEPARTMENT OF PORT CONTROL		\$ 152,700,000
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DEPARTMENT OF PUBLIC WORKS

Division of Cemeteries		\$ 1,716,308
I Personnel and Related Expenses	\$ 1,259,553	
II Other Expenses	456,755	

Golf Course Fund		\$ 50,649
I Personnel and Related Expenses	\$ 7,649	
II Other Expenses	43,000	

Division of Parking Facilities-Off Street Parking		\$ 8,883,171
I Personnel and Related Expenses	\$ 1,348,644	
II Other Expenses	7,534,527	

Division of Public Auditorium		\$ 2,585,392
I Personnel and Related Expenses	\$ 1,304,231	
II Other Expenses	1,281,161	

Division of West Side Market		\$ 1,358,117
I Personnel and Related Expenses	\$ 443,987	
II Other Expenses	914,130	

Division of Property Management - East Side Market		\$ 40,000
II Other Expenses	\$ 40,000	

TOTAL DEPARTMENT OF PUBLIC WORKS		\$ 14,633,637
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TOTAL ENTERPRISE FUNDS		\$ 740,848,051
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Appropriation Ordinance

AGENCY FUND

Central Collection Agency		\$ 11,354,483
I Personnel and Related Expenses	\$ 7,341,413	
II Other Expenses	4,013,070	
TOTAL AGENCY FUND		\$ 11,354,483

DEBT SERVICE FUND

Sinking Fund Commission		\$ 66,767,207
III Debt Service	\$ 66,767,207	
TOTAL DEBT SERVICE FUNDS		\$ 66,767,207

- 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
- CMSSD** - 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 macro economic 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 - To restrict funds inside an account, that are to be used only for a specific liability.

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.



Glossary

OBC - Ohio Building Code

OBM - Office of Budget & Management

ODOT - Ohio Department of Transportation

OEO - Office of Equal Opportunity

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

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

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

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

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

Receipts - Cash recognized upon collection.

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

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

Revenues - Anticipated income.

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

SC2019 - Sustainable Cleveland 2019

SUBE - Sustainable Urban Business Enterprises

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

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

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

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

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

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

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

Turnover - The loss and gain of personnel in employment.

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

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

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

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

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



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DEPARTMENT OF FINANCE

Sharon Dumas

Finance Director

OFFICE OF BUDGET AND MANAGEMENT

Lee Carpenter

Budget Administrator

Briana Cleveland

Budget Analyst

Shola Ojo

Budget Analyst

Zoe Love

Budget Analyst

Nicole Gallagher

Deputy Budget Administrator

Regina Greathouse

Senior Budget and Management Analyst

Stanley Kolenda

Senior Budget and Management Analyst

Tina Magistro

Senior Budget and Management Analyst

SUPPORT

Division of Printing

Desktop Publishing and Printing Support

OFFICES

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REFERENCE DOCUMENTS

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

2014 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. 385-14, passed March 31, 2014



City of Cleveland

Mission Statement

We are committed to improving the quality of life in the City of Cleveland by strengthening our neighborhoods, delivering superior services, embracing the diversity of our citizens, and making Cleveland a desirable, safe city in which to live, work, raise a family, shop, study, play, and grow old.