

2021 MAYOR'S ESTIMATE



CITY OF CLEVELAND
Mayor Frank G. Jackson



CITY OF CLEVELAND, OHIO

FRANK G. JACKSON
MAYOR



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FEBRUARY 1, 2021



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, 2020

Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented the Distinguished Budget to the City of Cleveland for its annual budget for the Fiscal Year beginning January 1, 2020.

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

The award is valid for a one year period only. The City of Cleveland has satisfied the necessary criteria to receive the award in the following years: 2005, 2006, 2007, 2008, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019 and 2020. Prior to the year 2000, the City also received 15 other awards, for a total of 28 years.

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



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

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

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

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

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

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

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

FEBRUARY 1, 2021



The City of Cleveland is approximately a \$1.8 billion municipal corporation whose operating funds are divided into a General Fund, Special Revenue Funds, Enterprise Funds, Debt Service Funds, Internal Service Funds and an Agency Fund. The General Fund comprises slightly more than one-third of the city's budget. The Enterprise Fund includes Public Utilities, Airport Operations, Cemeteries, Parking Facilities and other operations.

In 2020, two major events impacted our budget and redefined us as a city and a nation; the COVID-19 pandemic and social unrest. Accordingly, there has been a significant impact to our General Fund. We started 2020 with a \$43.8 million beginning balance and a structurally balanced budget, with anticipated expenses at \$675 million and projected revenue at \$675.7 million. As a result of the pandemic shutdown our income tax and other taxes, such as admission, parking and hotel, were significantly under projections by almost \$60 million.

Despite this shortfall, our historically conservative approach to the City's budget allowed us to meet our three long-term obligations: balance the budget, deliver quality service and avoid layoffs. During the initial onset of the pandemic we enacted immediate cost cutting measures on all spending and initiated a hiring freeze on all non-critical vacant positions.

We received federal funds for COVID relief of \$60 million in the General Fund; this helped us offset our losses of tax revenue. With the receipt of federal funding and our cost cutting measures we did not have any reductions in workforce while maintaining the same level of service. Also, as a result of federal funding and cost cutting measures we ended 2020 with \$43.5 million, only \$300,000 under our beginning balance.

Due to the ongoing continued pandemic, we anticipate the reductions in revenue to carry forward during 2021; as a result, we reduced our 2021 budget to \$659 million while anticipating 2021 revenues at \$636 million. Though 2021 is not structurally balanced, as anticipated revenue for the year is lower than anticipated expenses, we are balanced as a result of utilizing \$23 million of our beginning balance. Accordingly, our projected ending General Fund balance is anticipated to be \$20 million.

Despite the financial conditions from the pandemic, during 2021, the Division of Police anticipates three classes this year, totaling 180 cadets. The Division of Fire anticipates two classes, totaling 100 cadets. The Division of Emergency Medical Service anticipates two classes, totaling 40 cadets.

Additionally, we have created a new division in the Department of Public Health, the Division of Health, Equity and Social Justice. The role of this new division is to focus specifically on finding solutions to inequities and disparities caused by institutional racism. The pandemic highlighted that for years, people have faced inequities when finding jobs, accumulating wealth, accessing health care and obtaining a positive outcome.



The Cleveland Division of Water, Water Pollution Control and Cleveland Public Power remain financially stable at this time. The Department of Port Control received \$46.4 million in COVID relief funds. While the Department of Port Control is financially stable at this time they would have been adversely impacted during 2020 if they did not receive those funds. The Department of Port Control can also anticipate some level of budgetary challenges during 2021.

Despite the impacts of 2020, the City is positioned for the future and will continue to make investments that create increased service to the citizens of Cleveland.

Therefore, as required by Section 38 of the Charter of the City of Cleveland, I transmit the estimate of receipts and expenditures for all City departments and divisions for the year 2021, representing a General Fund operating budget of \$659,321,845 and a total citywide budget of \$1,783,767,250.

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 road map that helps by communicating the City's current position on issues and resources, highlighting deadlines for content delivery, and understanding the next steps for goal achievement.

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

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

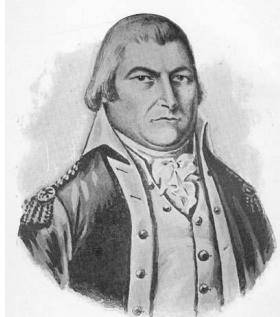
The multi-year budgets that span several years primarily consists of capital expenditures or grants. These budgets cover programs or projects which either require more than one year to complete or which bridge two calendar years.

Examples are:

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

HISTORY

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



Moses Cleaveland

STRATEGIC LOCATION

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

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

Public Square 1912



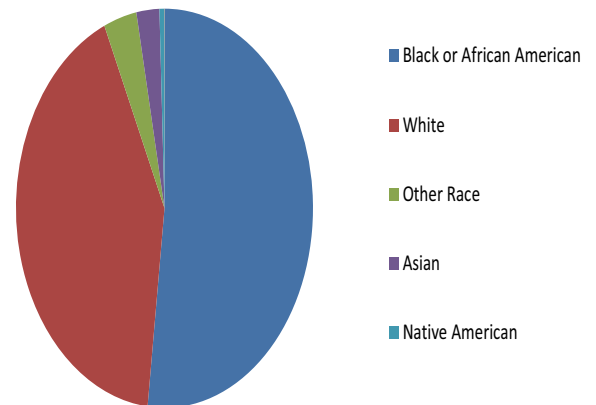
Present Day Skyline



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 update estimates for 2018, the racial composition of Cleveland is 50% African American, 40% White American, 4% two or more races, 3% some other race and 2% Asian.

Source: US Census 2018 ACS 5-Year Survey (Table B03002)



EDUCATION



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



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



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

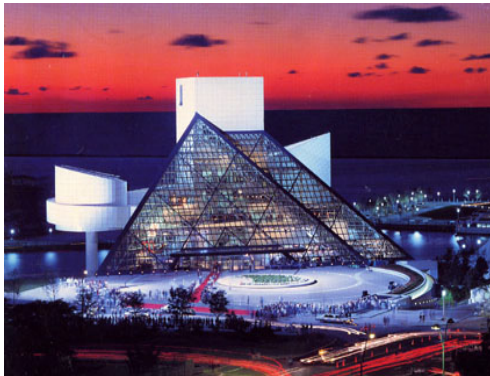
SPORTS

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

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

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

TOURISM



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



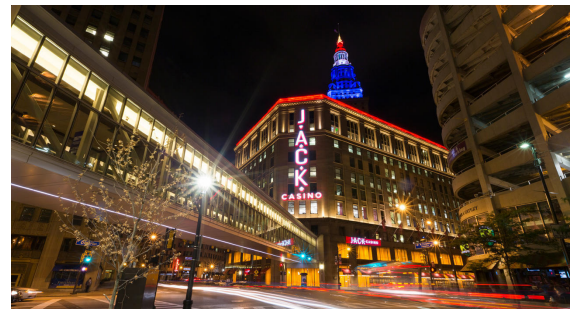
The Great Lakes Science Center is one of the nation's leading science and technology centers. The center houses many hands-on and traveling exhibits and is also known for its Omnimax Theatre. The center hosts many over night events for youth to help bring awareness to science and how it affects the world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

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



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

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

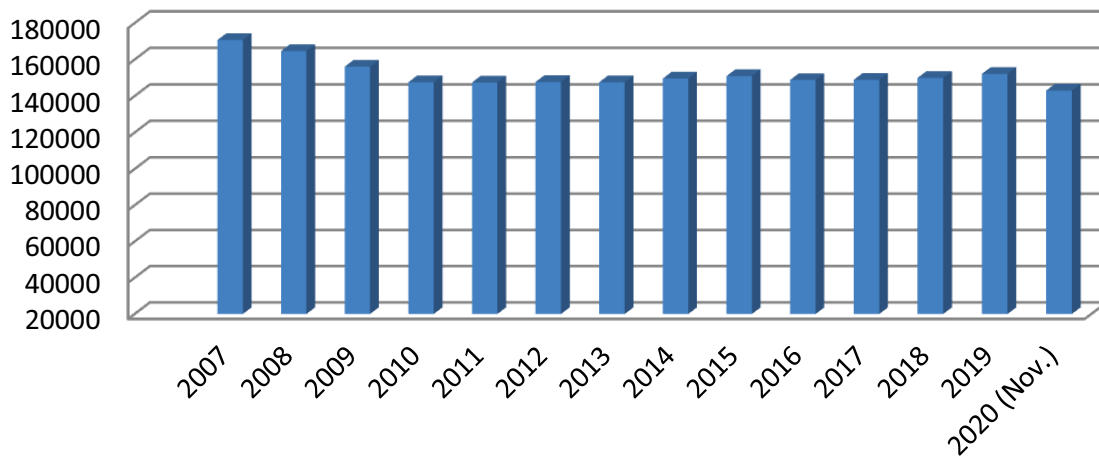
EMPLOYMENT AND UNEMPLOYMENT

The impact of COVID-19 has negatively affected the City of Cleveland's unemployment rate as evidenced below. While the unemployment rate was substantially higher in the second quarter, it has fallen.

In Cleveland, the median household income is \$30,907. Median family income is \$37,830. The overall median age of a Cleveland resident is 36.3. The median age for males is 35.1 and for females 37.5. The rate of homeownership is 41.6% while the rate of renting is 58.4%.

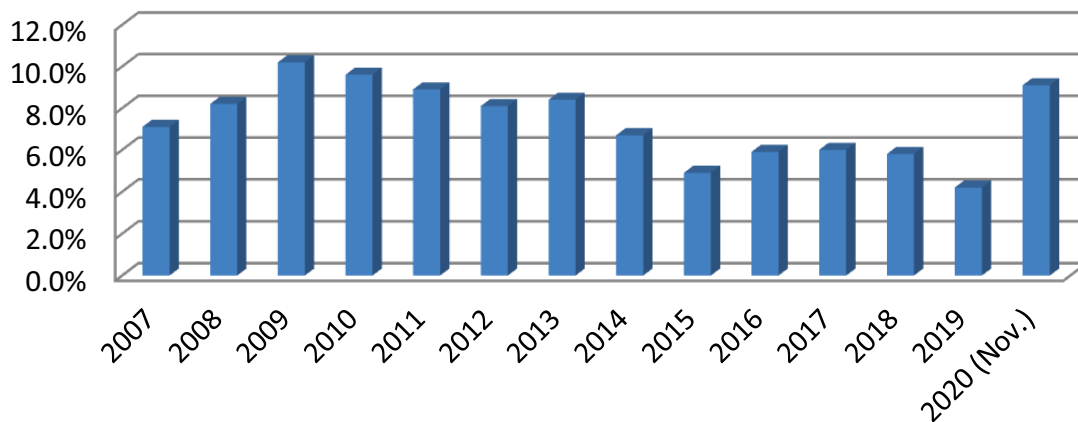
Employed Cleveland Residents

Annual Average



Unemployment Rate

City of Cleveland
Annual Average





Cleveland Clinic



University
Hospitals



MetroHealth



Achieve anything



MAJOR EMPLOYERS

<u>Company</u>	<u>Number of Employees</u>
Cleveland Clinic Foundation	45,991
University Hospitals	22,760
U.S. Office of Personnel Management	15,360
Cuyahoga County	7,586
City of Cleveland	7,000
MetroHealth System	6,978
Cleveland Metropolitan School District	6,100
KeyCorp	5,679
Sherwin-Williams Company	4,627
Case Western Reserve	4,458
SOURCE: Crain's 2021 Book of Lists	

AIRPORT QUICK FACTS

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

Layout:

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

Operations Per Year:

•Commercial Airline Operations	58,640
•Cargo Commercial Airline Operations	3,241

Landings per day:

•Commercial Departures	80
•Commercial Arrivals	80

Public Parking Spaces:

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

Services:

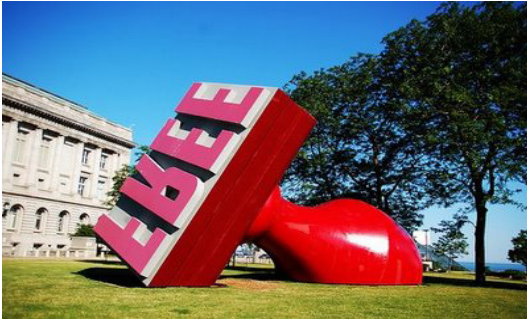
•Passenger Airlines	11
•All-Cargo Airlines	4

POLICE QUICK FACTS

•911 Calls Per Year	427,329
•Investigated Cases	64,264
•Vehicles	717
•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	119,272
•Fire Unit Responses	102,279
•EMS Medical Runs Per Year Dispatched	104,937
•Patients Transported to Hospitals by EMS	73,117
•Fire/Emergency Incidents	65,728
•Fire Stations	26
•Engine Companies	23
•EMS Units	25 Days/21 Nights
•Ladder Companies	11
•Rescue Squads	2
•Fire Boats	2



PARKS & RECREATION QUICK FACTS

•Park Acreage	1,895
•Park Sites	172
•Ball Fields	129
•Tennis Courts	86
•Basketball Courts	102
•Playgrounds	109
•Swimming Pools	39
•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

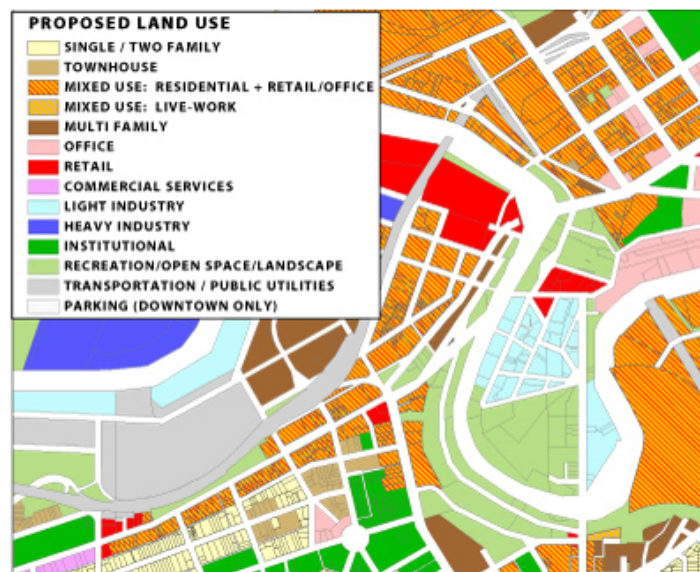
•Parking Meters	2,509
•Coin & Debit/Credit Meters	24
•Parking Lots	4
•Parking Garages	2

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

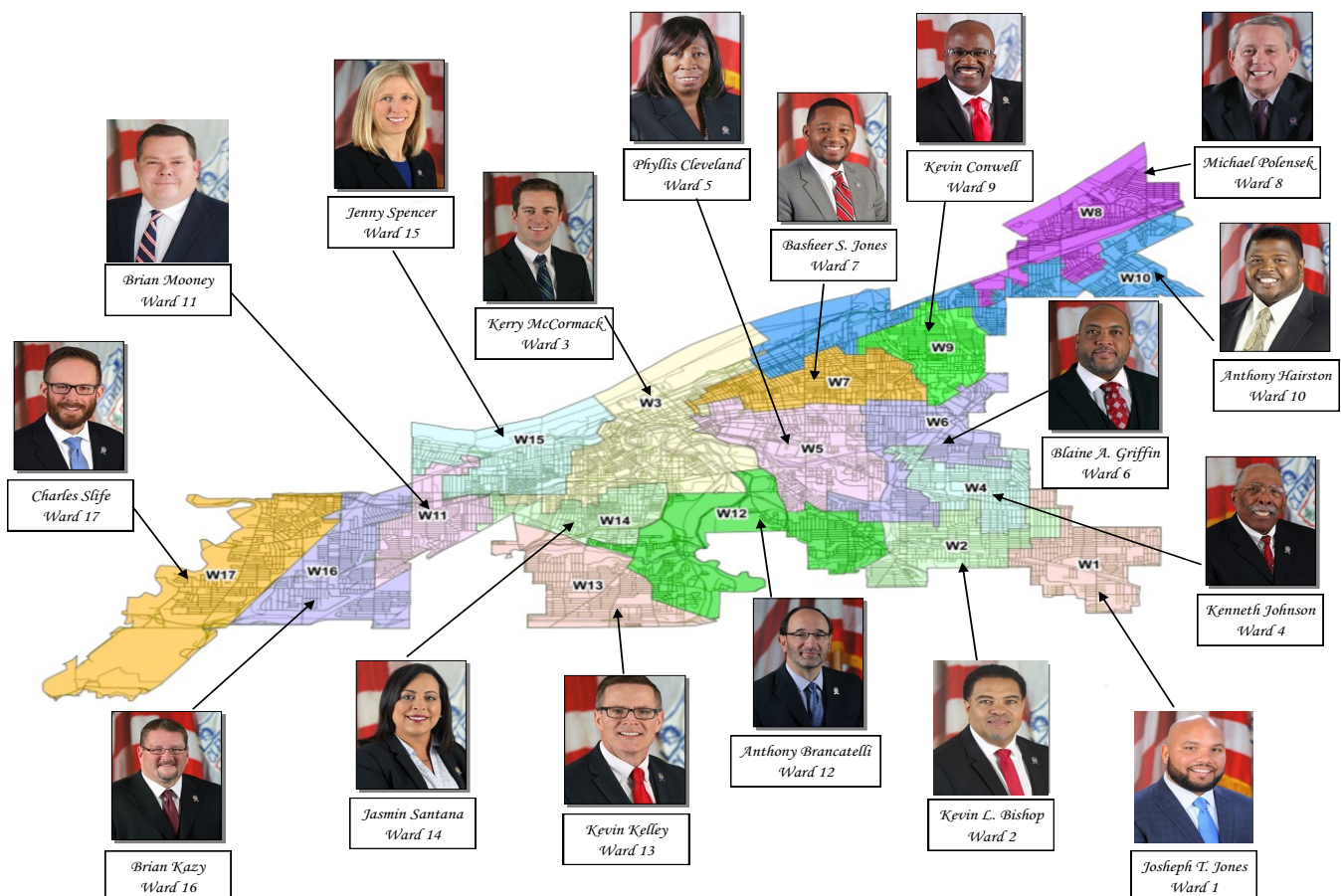
Eight Ideas for Vacant Land Reuse in Cleveland: "Sustainable Land Reuse Strategies"

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

Roster of Elected Officials

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

WARDS OF THE CITY



Did You Know???

Superman Originated in Cleveland



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

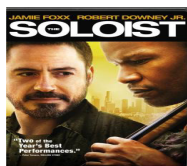
Superman, the sole survivor of the planet Krypton, came to Earth when his father, knowing Krypton would explode, put him in a starcraft. He landed on the farm of the Kent's in Smallville, Kansas. Super powers not yet apparent, the Kent's named him Clark and raised him as their own son; and, as time went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

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

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

Movies Filmed in Cleveland

The Fortune Cookie (1966)	The Deer Hunter (1978)	Christmas Story (1983)
Light of Day (1987)	Major League (1989)	Air Force One (1997)
American Splendor (2003)	Antwone Fisher (2002)	Welcome to Collinwood (2002)
25 Hill (2011)	Spiderman 3 (2007)	The Soloist (2009)
Falling Backwards (2011)	Boot Tracks (2011)	Take Shelter (2011)
Alex Cross (2012)	The Avengers (2012)	Fun Size (2012)
Captain America 2 (2013)	Bad Grandpa (2013)	Jenny's Wedding (2013)
Captain America - The Winter Soldier (2014)		Draft Day (2014)
Dog Eat Dog (2016)	White Boy Rick (2018)	Cherry (2019)



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

Steven Adler- Drummer for Guns and Roses

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

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

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

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

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

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

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

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

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

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

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

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

Colson Baker- known professionally as Machine Gun Kelly, is an American rapper, singer, songwriter and actor.

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

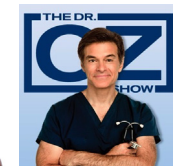
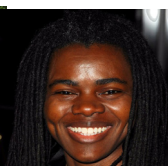
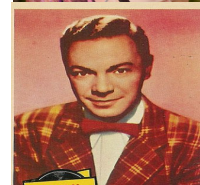
Mehmet Oz- Affectionately known as Dr. Oz and is noted for his recurring appearances on The Oprah Winfrey Show. Now the star of The Dr. Oz Show.

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

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

Stipe Miocic-American professional mixed martial artist and firefighter-paramedic who is the two-time and current UFC Heavyweight Champion.

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



Famous Clevelanders

The Following Are Notable Sports Figures From Cleveland

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

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

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

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

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

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

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

The Following Are Other Notable Figures From Cleveland

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

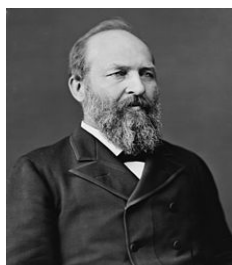
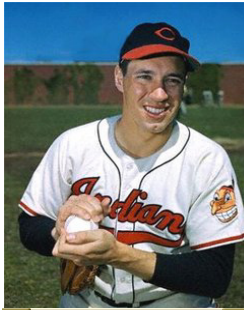
James A. Garfield- 20th president of the United States whose term only lasted 200 days because he was assassinated in July 1881.

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

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

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

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



Cleveland Fun Facts



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



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



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

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



SHERWIN WILLIAMS

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

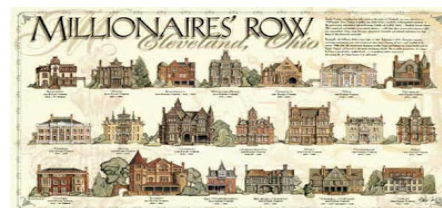
Life Savers Candy was invented in 1912 by Clarence Crane in Cleveland.



Cleveland vs Cleaveland

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

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



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

Fashion week Cleveland

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.

SEPTEMBER

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

OCTOBER

- Office of Budget & Management (OBM) reviews budget submissions.
- Budget submissions are reviewed by the Director of Finance and the Mayor.

NOVEMBER

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

DECEMBER

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

FEBRUARY

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

MARCH

- The 2nd reading by Council of the amended, reconciled appropriation ordinance generated from the Mayor's Estimate can not occur per Ordinance until after the Budget Hearings are completed.
- The 3rd reading and passage by Council of the amended, reconciled appropriation ordinance generated from the Mayor's Estimate can not occur before 7 days after the 2nd reading.

APRIL**CITY BUDGET APPROVED**

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

MAY

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

JUNE

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

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

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

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

Budgetary Control

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

Capital and Debt

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

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 acquisition value on the date contributed. The City depreciates capital assets on a straight-line basis based on estimated useful life.

Cash Management & Investments

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

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

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

Fees and Charges

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

Economic Analysis

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

Indirect Costs

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

Operational

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

Revenues and Reserves

Current revenues are balanced against current expenses, in all funds, on an annual basis. For Enterprise Funds, the annual budget recognizes debt service payments as expenses and bond and grant proceeds are recognized as revenues. It is the City's goal to accumulate at least 5% for budget stabilization and up to 5% for self-insurance claim liabilities.

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

Unencumbered Funds

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

Vacancy Replacements

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

County Tax Budget

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

Transfer of Appropriations

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

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

Mayor's Estimate

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

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

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

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

Basis of Budgeting

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

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

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

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

Art in Everything! a Cleveland Initiative

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



Automated Waste Collection Program

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

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



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

PROGRAM RESULTS

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

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

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

Citywide Municipal Wireless Broadband Network Initiative

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

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

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

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

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

Clean Cleveland Initiative

The kick-off of the Clean Cleveland program happened in 2019. The program-a series of proactive efforts to clean, repair, and upgrade city neighborhoods is a collaboration between various city departments to deliver services one subsection at a time. The Clean Cleveland program is in addition to existing services.

In 2006, Mayor Frank G. Jackson instituted Clean Cleveland to tackle issues head on. Clean Cleveland was a systematic delivery system designed to deliver service more efficiently and improve quality of service to Cleveland neighborhoods without spending more money. In 2017- after the passage of Issue 32- the program was re-launched involving numerous city departments to deliver services with an even greater impact.

The Healthy Neighborhoods Impact Team staffs the Clean Cleveland crews and consists of Public Works, Public Utilities, Building & Housing, Public Health, Public Safety and the Environmental Crimes Task Force. Teams are comprised of 30 crews, 60+ employees, 20+ trucks and 12+ miscellaneous machines.

Department	Service
Building and Housing	Housing Inspections, Board Ups, Demolitions
Health	Health Inspections
Public Works	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



The administration recognizes the potential this approach impacts the quality of life for all Cleveland residents.

The 3-1-1 calling system captures citizen service requests through one location and ensures they are addressed within a specified service level and time communicated to the resident.

These methods increase accountability and transparency of services.

Department	Service
Building and Housing	<ul style="list-style-type: none"> The City demolished 778 condemned structures in 2020. Building & Housing estimates that the City will demolish at least 750 structures in 2021. The City issued 1,101 board-up permits in 2020. These permits were for boarding unsecured structures that were a public safety hazard.
Health	<ul style="list-style-type: none"> Nuisance ticketing issued for 2020 was 191. Citizen complaints totaled 4,030 in 2020. Clean Cleveland Inspections were suspended in 2020.
Public Utilities	<ul style="list-style-type: none"> Cleaned 8,393 catch basins in 2020.

Mayor Frank G. Jackson Scholarship Program



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

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

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

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

Finally, to further assist Cleveland high school graduates defray the cost of their postsecondary education, and through financial, programmatic, and in-kind resources, Mayor Jackson has supported the Say Yes To Education-Cleveland, tuition scholarship and support services, for eligible students graduating from the CMSD. As a requirement of the Say Yes To Education-Cleveland scholarship, students have mentors from College Now, to help them navigate their postsecondary experience. The Mentoring Program, which was created by College Now in 2011, pairs volunteer mentors from the community, all of whom have a postsecondary degree, with students, to provide assistance in all aspects of their postsecondary journey. The goal of the program is to increase postsecondary retention and completion to graduation. Mentors and students are partnered for the duration of the student's postsecondary experience, communicate monthly through a virtual platform, and when appropriate, they meet in person a few times per year. There are currently 1,900 community members serving as volunteer mentors for students, receiving Say Yes To Education-Cleveland, and College Now scholarships.

Cleveland City Planning Commission 2020 Major Initiatives

Form Based Zoning a New Approach to Zoning:

For more than 80 years, the Cleveland zoning code has served the city and its residents well. The zoning code responded to the challenges of its time by protecting and separating residential areas from the ill effects of neighboring factories, managing the reality of a populace in love with the automobile and providing for greenspace in a rapidly developing city. The city has moved on from some of these issues, some remain relevant and some challenges are entirely new. Through noble attempts to respond to changing patterns of development since its adoption in 1929, the zoning code has become layered and cumbersome to navigate. In many ways, the zoning code is at odds with the vision of what Cleveland will be in the 21st century.



In response to the mixed signals being sent by the current zoning code, the Cleveland City Planning Commission has endeavored to realign its zoning regulations with this new vision. The goal is an entirely new zoning code that embodies the Mayor's mantra of Health, Sustainability and Equity - this new approach to zoning is called Form-Based Code. The Cleveland Form-Based Code will be piloted in a few geographies to start - the City Planning Commission has identified sections of the Detroit Shoreway and Cudell neighborhoods as the first areas for implementation of this tool. Additional target areas will include the Opportunity Corridor, and Hough area.



Vision for the Valley:

The Vision for the Valley initiative symbolizes Mayor Frank Jackson's vision for "One Cleveland", linking east to west at the point where both sides of the city come together making Cleveland a seamless and more sustainable city.

Cuyahoga River Valley: "Cleveland's Other Waterfront" Since the founding of the City of Cleveland over 200 years ago, the Cuyahoga River valley has served as the geographic center of the city and a catalyst for economic growth. The river has been known as a place of commerce connecting Cleveland to national and international trade markets. However, the future of the Cuyahoga River is becoming more dynamic. The Cuyahoga River represents an opportunity to integrate its commercial history with a future that includes recreation, housing, and transportation all converging along a transportation corridor that features maritime, bike, pedestrian, and rail transportation. This convergence creates new challenges and new opportunities.

The Cleveland Waterfront: Over the past decade we have planned and implemented development projects that have allowed us to reimagine and repurpose our 8 miles of shoreline. Our collective efforts over this time have helped to create economic, environmental, and programmatic improvements resulting in projects such as improvements to Edgewater Park, The West Shoreway, investments at the Inner North Coast Harbor, and preparation for future opportunities such as the now vacant First Energy site. Cleveland however has two waterfronts; not only the 8-mile stretch of land that flanks our North coast, but also the Cuyahoga River Valley. If Cleveland is to realize its full potential as a waterfront City, we must leverage both water front assets.

- **Economic Investment:** The Cuyahoga River Valley has experienced significant investment over the past 15 years with additional development being planned. These investments include but are not limited to The Flats East Bank, Canal Basin Park, The Towpath Trail, Irishtown Bend, Scranton Road Peninsula, Wendy Park, The Foundry, Merwin's Wharf, and The Lake Link Trail. Opportunities such as the Coast Guard Station and other untapped assets await.
- **Rich History:** The Industrial heritage of the Cuyahoga River Valley is rich. The Great Lakes will continue to play a significant role in maritime transportation and shipping that supports our national economy. This rich history and vibrant future also creates unique challenges that must be addressed to realize the full potential of the Cuyahoga River Valley.
- **Vibrant Future:** Recreational boating activity will only continue to increase as investment continues within the Valley. While we desire to see investment continue, our economic heritage with respect to utilitarian maritime transportation will continue to remain viable for the near future. The River Valley is where our past and our future meet. This project creates a unique opportunity to address a growing challenge of the coexistence of divergent maritime and land based uses.
- **Partnerships:** The Vision for the Valley initiative will be a unique opportunity for the "big four" of local agencies to unify our city through the creation of a comprehensive vision for one of our region's greatest assets. The City of Cleveland, The Cleveland Metroparks, The Port Authority, and the Northeast Ohio Areawide Coordinating Agency (NOACA) will lead a cross section of community and agency stakeholders to realize a unifying vision that addresses transportation (maritime and land), land uses, public spaces and other key investments.



Shared Mobility Scooters and Bikeshare:

The Cleveland Planning Commission is spearheading the advancement of Shared Mobility devices in the City of Cleveland. Shared mobility' refers to individual transportation devices like scooters and bikes that are available to rent from vendors for short rides around the city. The scooters and bikes are parked on the sidewalk, lock to themselves rather than a bike rack or a dock, and are activated through a smartphone app and user account.

The City is currently issuing shared mobility permits to private businesses (vendors) for a six month demonstration period. After receiving a permit, vendors may offer scooters or bikes for rent in Cleveland. The purpose of the demonstration period is to ensure safety and evaluate impacts of shared mobility use. Since the launch of the program in August 2019. There have been over 200,000 trips with over 2.4 million minutes. This is an example of how Cities will need to evolve to accommodate mobility options in the 21st Century.

Vision Zero:

Traffic Fatalities have become an "all too common" occurrence in many cities throughout the world. As more people move to urban centers and technology transforms our urban environments into living laboratories that demonstrate options for how people move, the issues of safety and well-being become challenging. To address the issues, many have adopted a "Vision Zero" policy. This is a call to action for cities to reach a goal of zero traffic fatalities. Although not realistic, it's this high level value proposition that will force us to address the issues of traffic safety with a level of focus, rigor, and tenacity that it deserves.

The Cleveland Planning Commission is part of a diverse group of agencies, citizens, and stakeholders who are taking action to change the environment we move people through and ensure that we can reduce injuries, boost bicycle ridership and healthy modes of transportation, positively impact the quality of life in the city - and SAVE LIVES. It will come through the thoughtful redesign of streets, lower speeds, improved driver education and behavior,

Vision Zero is a multidisciplinary approach, bringing together diverse and necessary stakeholders to address this complex problem. Cleveland has put together a Vision Zero Taskforce that meets quarterly. The Taskforce is broken into 5 focus areas that have subcommittees that meet monthly. The subcommittees and the co-chairs include:

- **Design/Engineering Subcommittee:** Balance our transportation network as one that is built for people to create more diverse, safe, and equitable transportation options with zero traffic fatalities and severe injuries.
 - Co-Chairs: Rob Mavec (rmavec@city.cleveland.oh.us), Commissioner, Traffic, Department of Public Works & Freddy Collier (fcollier@city.cleveland.oh.us), Director, City Planning Commission
- **Enforcement Subcommittee:** Create fair and equitable enforcement strategies in an effort to foster a safer transportation system and a healthy relationship between community and police. Determine a staffing and deployment strategy that works for all people in transit as well as law enforcement.
 - Co-Chairs: Ashley Shaw (ashaw@ohiocity.org), Community Advocate & James Muhic (jmuhic@city.cleveland.oh.us), Commissioner, Bureau of Traffic, Department of Public Safety
- **Education and Engagement Subcommittee:** Raise awareness and develop buy-in for Vision Zero through amplifying existing efforts; developing education activities and accessible materials capable of promoting initiative goals among diverse audiences, and directing equitable campaigns that transform participants into champions for the cause.
 - Co-Chairs: Wayne Mortensen (wmortensen@clevelandnp.org), Director of Design and Development, Cleveland Neighborhood Progress & Jessica Jurcak (JJurcak@city.cleveland.oh.us), Health Promotion Coordinator, Cleveland Department of Public Health
- **Maintenance and Vehicle Fleet Subcommittee:** Determine best practices for vehicle fleet safety and systematic methods for maintenance of multimodal assets inclusive of service levels.
 - Co-Chairs: Ken Knabe (ken@klfohio.com), Partner, Knabe, Brown, and Szaller Co. & Terrell Cole (tcole@city.cleveland.oh.us), Deputy Chief of Operations, Office of the Mayor
- **Data and Evaluation Subcommittee:** Define critical issues through data analysis. Create baselines and assess impact of factors like crashes, population density, economic development, and health outcomes.
 - Co-Chairs: Jacob VanSickle (jacob@bikecleveland.org), Executive Director, Bike Cleveland & Kerry McCormack (kmccormack@clevelandcitycouncil.org), Ward 3 Council Member, Cleveland City Council

Collectively this initiative will help to ensure that Cleveland can become a leader in transportation safety. The Cleveland Planning Commission will initiate the City of Cleveland's first Vision Zero Action Plan. This strategy will inform the Cleveland Mobility plan that will be part of the Update of Cleveland's Comprehensive Plan.

Building the 21st Century City: The Future is Now!! (Conference October 2020)

Technology and innovation continues to evolve at a rapid pace. The pace of change is happening faster than our ability to respond to those changes. This scenario begs the question, should cities lead change? Or should we accommodate it? Regardless of how you may answer this question, the fact is, the future is now!

Innovations in transportation, the economy, and technology are changing how we move, how we spend, and how we live in our communities. New modes of transportation that range from high speed rail to connect long distance travelers to destinations in a quarter of the time it would normally take; to the practicality of Scooters providing transportation options to residents and employees to move from one block to the next. Our approaches to spending and investing is evolving as we become more of a paperless society given how technologies such as the square, crypto currency, and Blockchain technology will impact the way we exchange resources and transact businesses. These innovations will redefine economic development in cities.

What will this mean for Cities like Cleveland? How will we adapt our ecosystem to be nimble and adaptable to a constantly changing world? ULI and the City of Cleveland seeks to explore these and other questions that will challenge Cities like Cleveland in the 21st Century. In 2014 ULI and the City of Cleveland partnered to advance the City's efforts to update its current zoning code. The conference held in 2015 began the process to move Cleveland into the 21st Century with respect to addressing our regulatory environment to ensure that we create development projects that promote walkable communities. We are now embarking on a new initiative that will continue to make Cleveland a competitive City in the 21st century.

The Midway Protected Bicycle Facility:

Developing the infrastructure necessary to ensure that our streets are a place for multiple road users and ensuring their safety will require innovative approaches to how we design our streets. Midway Cycle Track TLCI: The goal of the Midway Cycle Track & Protected Bike Facilities effort is to implement a dedicated cycle track and protected bike facilities within the City of Cleveland. In 2017 a plan was initiated to examine the function, cost, design standards, and engineering requirements necessary to evaluate the implementation of a successful multi-phase build-out. We received The City of Cleveland will receive \$8.3 million in resources for implementation. Further resources are being identified to construct this innovation in local transportation. The construction of the Midway will promote economic development, enhance citywide connectivity, improve the quality of life, promote healthy living, eliminate safety hazards, and diversify modal choice for residents, students, and workers in Cleveland.

Mayors Neighborhood Transformation Initiative:

Since his inaugural term as Mayor of the City of Cleveland, Mayor Frank G. Jackson has always operated with the under the value proposition of equity. Since his inauguration in 2006 Mayor Jackson indicated that he will judge his time in office by what he can do for the least of residents. Holding true to that philosophy, the mandate by Mayor Jackson to the development cluster is "to ensure that we invest in areas that without our strategic intervention would otherwise face significant challenges". Led by the Cleveland Planning Commission, Economic Development, Community Development, and Building and Housing, the development cluster is committed to transforming that statement into actions that will ensure all segments of the community are tied to the growth happening in key areas throughout the City of Cleveland. The ability of Cleveland to redevelop in an equitable manner will depend primarily on how we leverage existing areas of significant investment. The City Planning Commission continues to examine strategies that will guide public, private, philanthropic, and institutional investments in Glenville, Buckeye Woodhill, Clark Fulton, and the Opportunity Corridor.

Clark Fulton Master Planning:

The Office of Ward 14 Councilwoman Jasmine Santana is partnering with the City of Cleveland, Metro Health System, The Cleveland Foundation, and Metro West Development Corporation to solicit proposals to produce a neighborhood masterplan for the Clark Metro Neighborhood in the City of Cleveland. The Plan will focus on improving neighborhood conditions while reshaping land use and development to foster economic opportunities for neighborhood revitalization. Key to this effort will be the inclusion of City, nonprofit, and Stakeholder objectives designed to guide limited public, private, and Philanthropic resources. Metro Health System Medical Center will serve as a key community anchor and has gone beyond its campus walls to deal with the human element of neighborhood revitalization. The City of Cleveland has been focused on strategic investment in underserved communities through the Mayors Neighborhood Transformation Initiative with a focus on wealth creation and the restoration of value in neighborhoods, The Cleveland Foundation is committed to strengthening the fabric of the Clark-Fulton neighborhood through strategic investments and mission driven collaboration, and Metro West Development Corporation seeks to unify several neighborhoods in Cleveland's Near Westside while continuing to build agency capacity. The collective actions of these organizations can have positive implications for the prospects of residents in the Clark Metro neighborhood. This effort will be guided by the principles of Health, Equity, and Sustainability.



Linking Healthy, Equitable, & Sustainable Communities

can follow, work towards and benefit from. The plan identifies ways in which communities along route #10 can work together to attract new investment and foster a renewed spirit of entrepreneurship all while emphasizing their neighborhood's unique citizens, attributes, and history. We are currently implementing the initiative and have obtained resources from State, local, and Federal sources to begin its construction and implementation. Transportation will be an important component of our efforts to ensure that all Clevelanders have access to the jobs and other amenities throughout our City. North/South transportation connections will be critical to link residents in some of Cleveland's most challenged communities to opportunities that are a walk, bus ride, or bike ride away. Strategic investments along the Thrive East 105th /East 93rd Street corridor will help to establish nodes of activity. Each of the Target Zones identified as part of the Thrive 105-93 Initiative contains physical assets such as land, view sheds, transit investments, proximity to park amenities, and significant institutional expansion. These assets will serve as the building blocks for reinvestment along the corridor and will provide the demand for improved transportation access connecting the many neighborhoods along the corridor.

Thrive 105/93:

With grant funds from the US Department of Transportation (USDOT) Tiger program and its own matching contribution, the City of Cleveland set out to define a collective vision for the neighborhoods connected by the # 10 Bus route. This corridor follows E 105th Street south from Bratenahl through St. Clair/Superior, then through Glennville, University Circle, then south to Fairfax where it connects to Woodhill Rd via Quincy Street. The corridor then connects southward through Woodhill, Buckeye, Kinsman, and Union Miles. Overall the one bus route covers 7 miles in length. It crosses 9 high volume bus routes, 2 rapid lines and the health line. Each of these neighborhoods have their own story, their own context, and many have charted their own course forward into the 21st century independently.

This plan seeks to unite the aspirations of each community into a coordinated playbook that each

Opportunity Corridor:

The Opportunity Corridor project is a 331 million dollar investment in a transportation corridor. The departments of City Planning, Economic Development, and OEO have worked with Community, Agency, and Philanthropic stakeholders to ensure that investments in land resources provide the conditions for economic development. The City is aggressively pursuing companies to locate along the new corridor and the Planning Commission is facilitating the advancement of plans by ensuring the infrastructure and regulations exist that will make investment easier and more predictable for potential investors.

Woodland Hills Choice:

The Cuyahoga Metropolitan Housing Authority and the City of Cleveland are finishing a two-year HUD-funded Choice Neighborhoods Planning grant resulting in a comprehensive Transformation Plan for the Woodhill Buckeye Neighborhood, centered on the reconstruction of the Woodhill Homes (a public housing site constructed in 1939). The initiative aims to revitalize the neighborhood through a coordinated approach to new housing, the provision of supportive social services and the creation of new spaces that support connectivity, accessibility and increased safety. Woodhill Homes currently includes 487 units on 28.8 acres. The greater neighborhood planning area boundaries are East 93rd Street to the west, Buckeye Road to the south, East 116th Street and MLK Jr. Drive to the east and the railroad tracks to the north, which represents an area of 512 acres and 2,333 households.

Lakefront Development:

The City of Cleveland is continuing its efforts to develop a waterfront that connects residents to the greatest natural asset in our region. The Waterfront District Plan is being realized through infrastructure, residential, and commercial investments the western and central waterfront has seen the majority of investments over the past decade. We are now focusing efforts on our eastern waterfront. Several development projects mark a shift in development intensity that will introduce trail projects, park improvements, and new residential investments to the eastern portion of the Lake Erie Waterfront.

**Developing Healthier Communities: "Why Place Matters for Health":**

Social, economic, and environmental forces have a significant impact on the health prospects for residents in our neighborhoods. Mayor Frank G. Jackson is guiding the City to make public health and healthy living a priority in future planning efforts. This requires city departments, agency partners to better understand the role they play in improving population health. The City Planning office has initiated foundational work in forging connections between planning, place making, and public health. These efforts have resulted in the City being awarded a substantial grant from the PEW Charitable Trust to conduct Health Impact Assessments in Cleveland. Accordingly, the Cleveland Planning Commission and its partners conducted two Health Impact Assessments on two key initiatives: The Healthy Hough HIA and the Eastside Greenway HIA. In addition, Healthy Community Design standards will be developed to ensure that health is considered in the design of all development projects in order to create the conditions for optimal health in neighborhoods. The Cleveland Planning Commission is integrating population health into its Planning and Neighborhood Development activity.

Sustainable Cleveland 2020

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

TOGETHER, WE'RE BUILDING A THRIVING
GREEN CITY ON A BLUE LAKE

Sustainable Cleveland is:

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

The Office of Sustainability has two action plans that guide its work: The 2018 Cleveland Climate Action Plan (CAP) and the Sustainable Cleveland Municipal Action Plan (SC-MAP). One of the primary goals of sustainability is to integrate efficient, environmentally beneficial practices into all City operations and capital projects and throughout the community.

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

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

2020 Sustainability accomplishments include:

- ♦ Hosted Mayor Jackson's 12th Annual Sustainable Cleveland Summit, virtually due to COVID-19;
- ♦ Continued implementation of the Cleveland Climate Action Plan, which includes 107 actions throughout six focus areas;
- ♦ Continued implementation of the Cleveland Tree Plan, including a focus on policy, governance of the Cleveland Tree Coalition, and making progress on community-wide tree goals;
- ♦ Supported Garden Walk Cleveland in four neighborhoods- Kamm's Corners, Slavic Village, Detroit Shoreway, and Collinwood;
- ♦ Continued sustainability outreach through social media channels, e-newsletters, monthly meetings, and targeted campaigns
- ♦ Secured or managed the following grants:
 - ♦ \$80,000 from the U.S. Forest Service to plant more than 150 trees in the Bellaire-Puritas and St. Clair-Superior neighborhoods;
 - ♦ \$40,000 from the National Recreation and Parks Association to support community engagement efforts around Cleveland's 10-Minute walk goal to ensure all Cleveland residents live within a half mile (or 10-minute walk) of a clean, safe, programmed park;

- \$475,000 from the Robert Wood Johnson Foundation to launch Circular Cleveland, a two-year initiative in partnership with Cleveland Neighborhood Progress to support a more local circular economy in Cleveland;
- \$150,000 from Partners for Places, Cleveland Foundation, Gund Foundation, and the United Black Fund to support the city's 100% clean electricity goal, with a focus on reducing energy burdens and improving quality of life for residents; and
- Technical assistance grant from the US Green Building Council to support Cleveland's LEED for Cities and Communities certification.
- Technical assistance from the Carbon Disclosure Project (CDP) for sustainable financing training
- Managed and reported on utility and energy data for all City facilities- since 2010, the City's energy consumption is down 2% on a weather normalized basis and City buildings are using 11% less energy per square foot, saving approximately \$4 million per year in utility costs;
- Installed a third dedicated Fleet Electric Vehicle Charging station at the Willard Garage/City Hall and partnered with various city departments to purchase and roll-out three (3) Electric Vehicles (EVs) for dedicated city fleet use;
- Supported the addition of 15 more miles of bike infrastructure, including trails, bike lanes and sharrows;
- Completed the 2019-2020 Youth Sustainability Leadership Program;
- Purchased 20 water bottle filling stations for use City facilities;
- Continued to support community choice municipal electricity aggregation with Northeast Ohio Public Energy Council (NOPEC) resulting in cost savings, rate stability, and 100% renewable energy for residents and small businesses; Recognized by the EPA as a Green Power Community (GPC) for meeting or exceeding EPA's GPC usage requirements;
- Continued to be featured in the Carbon Disclosure Project (CDP)'s annual 'A' Listing of Cities for reporting and disclosure on the City's Climate Action planning, mitigation and adaption;
- Completed a City-wide Natural gas supply procurement for all municipal accounts;
- Featured in the American Council for an Energy-Efficient Economy (ACEEE)'s 2020 City Clean energy scorecard, ranking #29 out of 100 major US Cities; and
- Supported NOACA's 2020 Commuter Choice Challenge and encouraged employee participation in the Gohio Commute online tracking platform

The Future of Public Safety



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

The Department of Public Safety Grant Coordinator and staff have aggressively sought, and will continue to seek, supplemental funding to offset costs that may be incurred directly by our citizens. Grants and other supplemental state and federal funding sources assists with staffing and equipping our first responders, thereby improving the quality of safety in the City of Cleveland.

Community engagement will be a vital part of advancing the mission of Public Safety. We will have a diverse group of qualified public safety personnel, updated policies, improved training, new facilities, new technology, and new programs and units to provide the Department of Public Safety with the ability to effectively provide a wide range of services, focusing on protecting the lives and property of the community.

CLEVELAND DIVISION OF POLICE

Twenty-twenty proved challenging due to Covid-19 restrictions for our Police Academy. However, CDP was able to graduate two police academy classes totaling 107 new officers, with another class of 42 newly appointed and expected officers to graduate early summer 2021. CDP is projecting to have a total of three academy classes entering the CPD Training Academy in 2021. The more officers hired, results in more officers being out in the community to engage with through Community and Problem Oriented Policing (CPOP) and responding to calls for service for the citizens of Cleveland.



In 2020, the CPD Technical Integration Unit (TIU) implemented an electronic grand jury packet submission process through our Law Enforcement Report Management System (LERMS) called the Matrix. The Matrix was created to reduce paper waste and to become more efficient with the Division's grand jury submissions. This process allows a seamless flow of electronic information to prosecutors.



Supervisory Training was completed in 2020 with great success. All CDP supervisors received training in the foundations of leadership, the role of the Inspector General, use of force investigations, CPOP, police misconduct and BlueTeam. Additional/refresher training will be provided to CDP supervisors in 2021 and in years to come.

In 2020, the Cleveland Division of Police's (CDP), Office of Crisis Intervention Team (CIT), in partnership with the Alcohol, Drug Addition, Mental Health Services (ADAMHS) Board of Cuyahoga County, graduated its first class of officers under the new, revamped CIT, 40-hour course. These officers, known as Specialized CIT (S-CIT) Officers, are specially trained to interact with individuals in crisis. Additionally, the CDP and ADAMHS Board entered a partnership with FrontLine Service and Murtis Taylor Human Services System to launch a new Co-Responder Program. The program consists of five Co-

Responder Teams, one operating in each of the five police districts. Each team has an S-CIT Officer and a Social Worker working together to help individuals in crisis. When CDP Officers encounter an individual in crisis, these specially training Co-Responder Teams, will check in with that person, within a few days of the original incident. They will ensure the person is doing well and they will provide them with referrals, as necessary. Additionally, these Co-Responder Teams foster relationships with mental health and social service agencies, participate in community engagement, awareness, and education.

In our on-going efforts to reduce gun violence and violent crimes, Field Operations implemented the Violent Crime Reduction Teams (VCRT) in all Five Neighborhood Police Districts. The VCRTs work night hours and proactively respond to violent crimes in progress, gun violence, and other circumstances that require skilled investigators. Moreover, the VCRTs have federally deputized Task Force Officers (TFOs) assigned who target gun crimes. The TFOs have the training and the ability to take gun cases federally, after consultation with the US Attorney.

The Division of Police (CDP) was selected by the Department of Justice as one of seven cities to participate in Operation Legend to reduce violent crime. This funds thirty investigators to serve as task force officers with the ATF, DEA, FBI, and the Marshals Service to address violent crime on various fronts. The Gang Impact Unit (GIU) has additional ATF task force officers who respond to violent crime scenes and follow up on firearms leads reducing the investigative timeline.

GIU also has members assigned to the FBI's Safe Streets program where they specifically address gang violence. This collaboration has resulted in identification of large scale criminal organizations, many who face federal prosecution.

As part of Safe-Smart CLE the Real Time Crime Center has access to increase street lighting at crime scenes which allows better identification and evidence collection as well as safety for Investigators and the general public.



CLEVELAND DIVISION OF FIRE



The Cleveland Division of Fire (CFD) works tirelessly to fulfill our mission to provide the highest quality of service through a proactive commitment to prevent and mitigate emergency situations where life and property are at risk. This year, CFD sought recognition of that quality by working to lower our Insurance Services Offices (ISO) Rating and achieve accreditation through The Commission on Fire Accreditation International (CFAI).

Through the dedication of all members, CFD hopes to reach the "Gold Standard" of an ISO Rating of 1 in 2021, resulting in lower insurance rates for home and business owners and, with the support of the Office of Quality Control and Performance Management, CFD is working to earn the CFAI Accreditation. Fewer than 50 Fire Departments in the USA have both an ISO 1 Rating and CFAI Accreditation, putting CFD among the elite in the American Fire Service.

CFD met the challenge of the 2020 Covid-19 Pandemic through enhanced Personal Protective Equipment and Protocols implemented to protect members and citizens while still providing service to the community. Cleveland Fire Paramedics and EMTs have been administering Covid-19 vaccines and will continue to assist in those efforts moving forward in 2021.

Two new positions of Community Engagement/Diversity were established in 2020. Social distancing and virtual schooling presented a challenge for the CFD Public Education Unit, but we hope to re-establish community partnerships in 2021.



2020 saw several improvements to Cleveland Fire Stations including new roofs at Stations 10, 11, and 23; new air conditioning units at Stations 1 and 4; and facilities to accommodate female firefighters at Stations 11 and 1. Plans are being developed for a new Fire Station 26 at East 90th and Kinsman.

CFD received several new apparatus in 2020 including two new Rescue Squads, three new Pumper Trucks, a new Tower Ladder Truck and a spare Ladder Truck. Additionally, CFD has been awarded a \$900,000 Port Security Grant toward the purchase of a new Fire Boat. All fire apparatus pumps were tested by Motor Vehicle Maintenance in 2020 with more testing of ladder and pumps expected in 2021.

Members at the Fire Training Academy (FTA) converted all training certificates and record keeping to an electronic format in 2020. A brief cessation of in-person training allowed staff to improve facilities and prepare for future training. New props were added to the Search and Rescue Building and the Training Tower and Burn Room were renovated to enhance fire training.



In late 2020, FTA Staff researched, built, and validated a Firefighter Mile course to be used to conduct physical ability testing for the next cadet class and increase diversity within CFD. A class of 60 new Cadets and the arrival of a Fire Ground Survival Training Trailer are expected in 2021.

In 2020, the Cleveland Fire Investigation Unit (FIU) added two members and underwent extensive training with the Ohio State Fire Marshal's Office on identifying the cause and origin of suspicious fires.

FIU worked to increase the number of arson-related tips received in 2020 by working with Crime Stoppers and the Blue Ribbon Arson Committee; a consortium of Insurance Companies providing cash rewards for information leading to arrests for arson. FIU anticipates the acquisition of digital equipment and cameras to aid in investigations of arson fires.

On the technical side, Fire Dispatch implemented new dispatching software and replaced all fire apparatus mobile data computers to provide important information to responding companies. In 2021, CFD will replace our fleet's Knox Box secure key entry system, ensuring quick access to buildings when responding to emergencies.

In 2020, the Fire Prevention Bureau (FPB) increased State certification levels of Fire Inspectors, rebuilt permitting workflow to increase accountability and efficiency, and made permitting information available to contractors and the public in real-time to ensure Fire Codes are being followed and enforced.

CLEVELAND DIVISION OF EMERGENCY MEDICAL SERVICES



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

The Department of Public Safety continued its partnership with the MetroHealth system to provide Public Safety Medical Director services, which include Medical Director oversight for the Divisions of Emergency Medical Service, Fire and Police. As part of the MetroHealth EMS Fellowship, the Division of Emergency Medical Service provides training to the fellow in EMS Operations, Communications, Event Medicine, Disaster Medicine, Special Operations, Quality Improvement, Education, Critical Care Transport and EMS Administration. The MetroHealth EMS Fellowship program continued into 2020. Dr. Jennifer DeMarco started the fellowship in 2019 and graduated in 2020.

The Division of Emergency Medical Service continues to partner with the Department of Aging through multiple programs including the File of Life. The File of Life is an emergency preparedness magnetic file that promotes safety and peace of mind by having important information about medical history, emergency contacts and medications all in one place in the event of an emergency. The File of Life is designed to hang on the outside of a refrigerator and is available to responders when seconds matter.





The Division of Emergency Medical Service became an accredited EMT training facility in 2018. Since that time, EMS has provided EMT training for two fire cadet training academy classes with a 100% pass rate. The Division of Emergency Medical Service started the first EMT training academy on December 23, 2019; the class will graduate late spring. This is the first time in the Division's history that EMT training has been provided for an academy class. Another class is anticipated in 2021.

In 2020, the Division of Emergency Medical Service was significantly impacted by the coronavirus pandemic. The preparation to ensure the safety of all personnel, as well as, the community we serve began early in the year. EMS collaborated with and received guidance from our local health department and hospital partners, providing on-going information to all personnel on the 2019 Novel Coronavirus (2019-nCoV) and enhanced guidance for infection control while caring for the patients we serve in the community. Emergency Medical Dispatchers screened those with possible exposure to the coronavirus with the initial emergency call and information was provided to the frontline EMTs and paramedics. As the pandemic progressed, the Cleveland EMS Covid-19 Playbook was developed as a central location for managing the coronavirus, including medical protocols, operational protocols and administrative guidelines. All personnel within the division worked tirelessly to ensure that EMS was available and remained prepared to provide pre-hospital medical care to the community. EMS provided support to the Cleveland Department of Public Health during their planning and implementation on providing the coronavirus vaccine and will continue these efforts into 2021 as the entire community receives the vaccine.

Additionally, in 2021, the Division of Emergency Medical Service will begin operating under the Cuyahoga County Medical Protocols. The Division of Emergency Medical Service was part of the collaborative effort by the County Fire Chiefs and the hospital systems to have one common pre-hospital medical protocol. The County Medical Protocols will ensure that the pre-hospital medical care is up to date with the current medical practices for out of hospital settings and consistent for all patients in the county ensuring a better continuity of care both pre-hospital and in the emergency departments. The Division of Emergency Medical Service will enhance the training that is received by all employees of the division with an increased focus on collaborative training within the Department of Public Safety to ensure that all first responders are prepared for the daily emergency calls as well as preparedness for isolated instances that may occur within the City.

CLEVELAND DIVISION OF ANIMAL CARE AND CONTROL



The Division of Animal Care and Control has been working diligently this past year to reunite lost dogs with their owners. Our efforts have been successful as we increased our Return to Owner rate by 5% since 2019. We've also increased our Live Release Rate (the percentage of dogs that left the facility with a live outcome) to 93.67%, which is well over the 90% industry

benchmark in animal sheltering. The Length of Stay for the animals in our care also decreased which means they are spending fewer days in the kennel on average; they are more quickly being reunited with their owners, adopted out, or transferred to other agencies.



A new non-profit, Friends of City Dogs Cleveland, was created in 2020 to replace the previous non-profit. Friends of City Dogs Cleveland is a volunteer run organization with the mission of providing the animals taken in by Cleveland Animal Care and Control with medical care and enrichment during their time at the kennel, preparing them for adoption into loving homes, and creating opportunities for potential adopters to get to know them as the great family members they were meant to be.

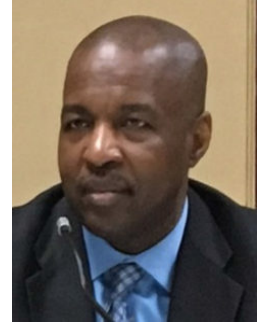
In 2020 we were unable to hold many of our events due to coronavirus so we switched gears and went virtual! Our annual City Dogs Reunion was a week-long virtual event with a scavenger hunt, contests, trivia night, virtual yoga, and more. In partnership with Friends of City Dogs Cleveland we also held a City Dogs Run Cleveland Virtual 5K fundraiser which was sold out. We had virtual St. Patrick's Day and Halloween parades, a virtual Easter egg hunt, and a Pawlday Pints for Pups fundraiser.

As we move into 2021 our goals remain focused on continuing to reunite lost pets with their owners, getting dogs adopted into great homes, keeping the residents of Cleveland safe from stray dogs, and providing excellent care for the animals we take in. We are also applying for grant funding to be able to provide basic supplies to low-income pet owners in the City of Cleveland that are in need.

CLEVELAND OFFICE OF PROFESSIONAL STANDARDS

The Office of Professional Standards (OPS) and the Civilian Police Review Board (CPRB) have focused on moving through cases efficiently without compromising the public's opportunity to have its complaints heard and understood, and to ensure that citizen complaints involving sworn and civilian employees of the Division of Police are thoroughly investigate and resolved.

Under direct supervision of the OPS Administrator, the Office of Professional Standards is staffed by civilian personnel to include a General Manager, full-time investigators, Research Analyst and a Community Engagement Coordinator. OPS provides on-line access to the complaint process, free parking for complainants, the installation of audio and video cameras in the lobby of every police district, and body cameras issued to each of the OPS Investigators to ensure effective, transparent and timely investigation of civilian complaints.



OEM/EOC

The Office of Emergency Management (OEM) maintains the City's Emergency Operations Center (EOC), and upon request, OEM will activate, organize, and operate the City of Cleveland Emergency Operations Center (EOC) to support incident management activities of unplanned or pre-planned events.

In 2020, the EOC was scheduled to activate for seven separate events/incidents, all of them pre-planned events. Due to the coronavirus pandemic, all seven incidents were cancelled due to health concerns as well as state and city health restrictions. During 2020, the EOC was activated for six unplanned events including the following: Coronavirus monitoring and communication; the Back the Blue Rally;

the Breonna Taylor Decision; Election Day; Election Results; George Floyd demonstration and the Presidential Debate.

The EOC was activated for a total of 11 days and 198 operational hours during these events. OEM developed a comprehensive Standard Operation Guideline that documents how the Emergency Operations Center is activated and describes how the EOC operates in response to emergencies and pre-planned events.

This City's Emergency Operations Plan (EOP) consists of multiple sections, including the Basic Plan, which provides a general overview of the City's preparedness and response strategies. Also included in the EOP are various Functional Annexes, which describe the actions, roles and responsibilities of participating agencies. Examples include: Public Safety & Security, Public Utilities and Health & Medical. The EOP also includes various Hazard-Specific Appendices which provide a detailed overview of hazard-specific roles and responsibilities for specific incidents, including Terrorism, Inclement Weather and Improvised Explosive Devices. Portions of this plan were reviewed during 2020 pending a complete update which will be completed in 2021.

Moving forward in 2021, the Office of Emergency Management goals are to develop the following plans: Continuity of Operations (COOP) plan that documents how OEM can continue to fulfill its mission during any disruption. OEM has also been assisting various City Departments and Divisions with developing their own COOP plans; Neighborhood

Evacuation Appendix to include University Circle Evacuation and Re-Entry Tab, Information Technology Annex, Donations Management Annex, Volunteer Management Annex, and Special Events Appendix.

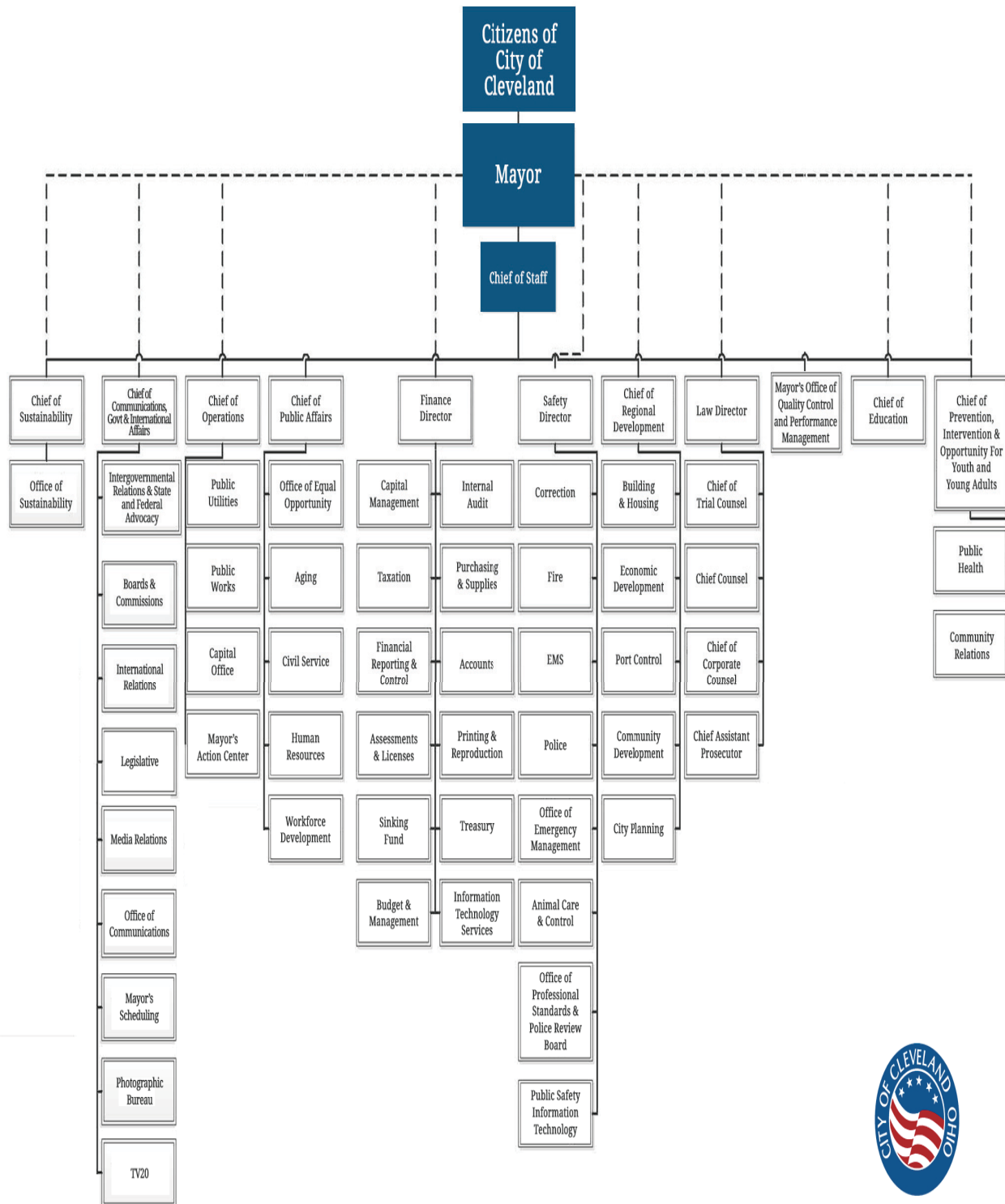
In the category of EOC Activations for Pre-Planned Events, OEM's goals are to activate the EOC to manage any event permitted under current health guidance at the time of the event. Although the St. Patrick's Day parade has been cancelled for 2021, potential events include the following: NFL Draft, Rock n' Roll Hall of Fame Induction Ceremony, Rite Aid Cleveland Marathon, July 4th Fireworks, Winterfest, and other events as deemed appropriate. Additionally, the development of a presentation for the National Homeland Security Conference Executive Committee in preparation for the City's hosting of this event in 2022.

In the category of Tabletop Exercise development, OEM's goals are to develop and host two tabletop exercises in 2021. One tabletop exercise under consideration is the coordination between CMSD and the EOC in the event of a school shooting and the development of a Rescue Task Force protocol.

Other areas of focus will include the continuation of the River Safety Task Force docking program, development of the Public Safety aerial drone initiative and continued partnership on a variety of inter-agency organizations including the Ohio Homeland Security Advisory Committee, Downtown Business Security Group, Cuyahoga County Emergency Services Advisory Board, Metropolitan Medical Response System and many others.

OEM staff participates in multiple regional groups, including but not limited to: the Cuyahoga County Emergency Services Advisory Board (CCESAB) - OEM participated in General Meetings and Emergency Management Subcommittee meetings. This group advises the Cuyahoga County executive on a number of Public Safety related issues, including the proposed use of federal grant funds; the Northeast Ohio Health Care Coalition (formerly Metropolitan Medical Response System (MMRS)) - OEM participated in multiple meetings with this group, which is comprised of emergency management, public health, EMS, and hospital representatives from the five county region; the Cuyahoga County Local Emergency Planning Committee (LEPC) - OEM participated in multiple meetings with this group, which engages in planning and exercises regarding transportation, spills, and emergency preparedness, amongst other activities; and the Cleveland Biowatch Advisory Committee - OEM staff participated in the quarterly meetings of this group, which was established to help local partners participate in Biowatch - a federal system designed to detect the presence of biological agents that have been intentionally released into the air.

Organizational Summary



CITY OF CLEVELAND
Mayor Frank G. Jackson

FISCAL HISTORY

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

In fiscal 2011, the State of Ohio adopted a biannual budget that substantially reduced revenue sharing at the local level. State Local Government Fund, Commercial Activity Tax, and Tangible Personal Property Tax include taxes levied and collected by the State of Ohio or counties and partially redistributed to the City and other political subdivisions. The State instituted a 25% reduction in Local Government Fund shared revenue beginning July, 2011 through June 2012 and a 50% reduction beginning July, 2012 through June 2013 as part of the State's budget balancing measures. Local Government Fund revenue distribution decreased by an additional 7% or \$1.7 million in fiscal 2016. Commercial Activity Tax and Tangible Personal Property Tax were reduced by an additional 50% from 2012 to 2013 and will remain at this level until 2030.

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

CURRENT FINANCIAL ENVIRONMENT

During 2020 the City was impacted by the COVID-19 pandemic and social unrest. The City experienced significant losses of revenue, predominantly income, admission, parking, and hotel taxes. In total the revenue shortfall for those taxes was approximately \$60 million below initial projection. Despite this shortfall, our conservative approach not only allowed us to maintain balance in the budget but also deliver quality service while avoiding layoffs.

During the initial onset of the pandemic the City enacted a hiring freeze on all non-critical vacant positions. This hiring freeze coupled with federal COVID relief funds allowed for maintaining the same level of service without having to resort to layoffs as a result of tax losses. The General Fund received \$60 million in COVID relief assistance.

The pandemic will continue during 2021, this has resulted in projecting this year's revenue and expenses at reduced levels. Specifically, revenue reductions will carry forward into 2021 in most categories of revenue, including income tax, admission tax, hotel tax, parking tax, and licenses and permits. In expenses, our reductions were centered around not budgeting some of our non-critical vacant positions. Though 2021 is not structurally balanced, where annual revenues are equal to or greater than annual expenditures, we have a balanced budget as a result of using our beginning balance.

2021 will include a new division in our Department of Public Health, the Division of Health Equity and Social Justice. This division will focus on finding solutions to inequalities and disparities caused by institutional racism.

For fiscal 2021, the City has conservatively developed a General Fund budget, which reflects revenue estimates of \$636,087,679 and anticipated expenditures of \$659,321,845.

EXECUTIVE SUMMARY

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

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

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

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

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

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

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

As can be seen from the summaries below:

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

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

THE PLAN

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

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

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

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

Structurally Balanced Budget (SBB)

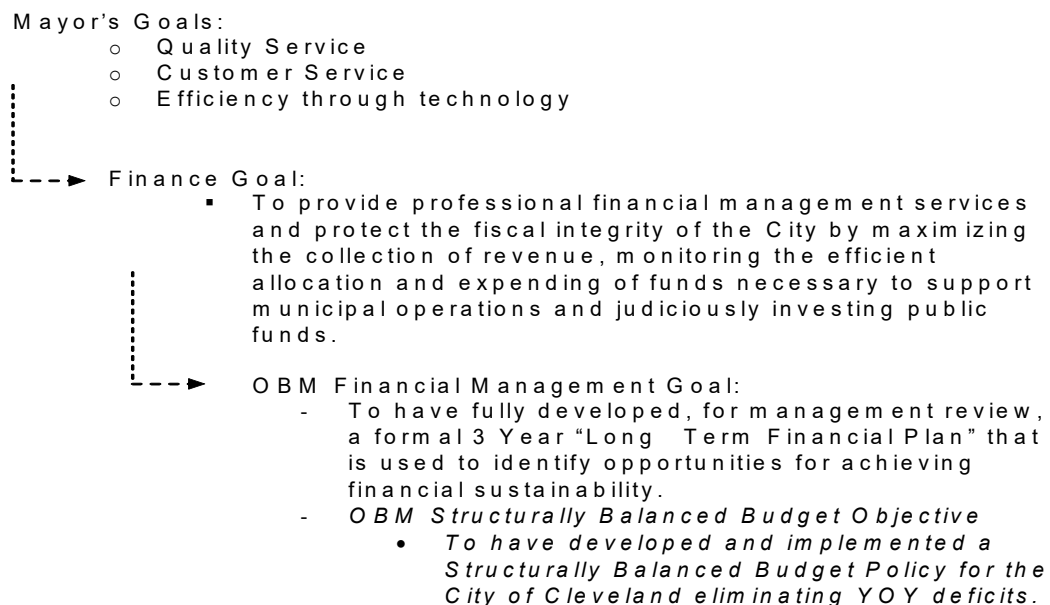
The City of Cleveland has also begun to develop and adopt a Structurally Balanced Budget (SBB) policy, per GFOA, to ensure that its recurring revenues are equal to its recurring expenditures in the adopted budget.

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

Definitions:

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

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



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

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

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



Long-Term Financial Plan

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

Debt/Investment Policy

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

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

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

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

Five Year Forecast

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

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

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

Expense Forecast

	2021 BUDGET	2022 ESTIMATE	2023 ESTIMATE	2024 ESTIMATE	2025 ESTIMATE	2026 ESTIMATE
SALARIES	348,905,096	353,701,156	353,701,156	367,089,014	353,701,156	353,701,156
EMPLOYEE BENEFITS	142,981,473	147,285,416	150,724,351	154,828,392	160,511,917	164,492,914
TOTAL PERSONNEL & RELATED EXPENSES	491,886,569	500,986,573	504,425,506	521,917,406	514,213,073	518,194,070
OTHER TRAINING & PROFESSIONAL DUES	1,428,322	1,456,888	1,486,026	1,515,747	1,546,062	1,576,983
UTILITIES	24,285,902	25,014,479	25,764,913	26,537,861	27,333,997	28,154,017
CONTRACTUAL SERVICES	49,424,127	50,412,610	51,420,862	52,449,279	53,498,265	54,568,230
MATERIALS & SUPPLIES	6,580,591	6,712,203	6,846,447	6,983,376	7,123,043	7,265,504
MAINTENANCE	9,517,603	9,707,955	9,902,114	10,100,156	10,302,160	10,508,203
CLAIMS, REFUNDS, MAINTENANCE	5,303,800	5,409,876	5,518,074	5,628,435	5,741,004	5,855,824
INTERDEPARTMENTAL SERVICE CHARGES	26,883,602	27,421,274	27,969,700	28,529,094	29,099,675	29,681,669
INTERFUND SUBSIDIES	44,002,329	51,662,774	53,212,657	54,809,037	56,453,308	58,146,907
CAPITAL	9,000	-	-	-	-	-
TOTAL OTHER	167,435,276	177,798,058	182,120,794	186,552,985	191,097,514	195,757,336
TOTAL GENERAL FUND	659,321,845	678,784,631	686,546,300	708,470,390	705,310,586	713,951,406

Revenue Forecast

	2021 BUDGET	2022 ESTIMATE	2023 ESTIMATE	2024 ESTIMATE	2025 ESTIMATE	2026 ESTIMATE
CHARGES FOR SERVICES	36,980,891	39,000,000	39,780,000	40,575,600	41,387,112	42,214,854
FINES, FORFEITURES & SETTLEMENTS	8,725,242	11,235,832	11,460,549	11,689,760	11,923,555	12,162,026
GRANT REVENUE	416,666	424,999	433,499	442,169	451,013	460,033
LICENSES & PERMITS	19,121,179	20,000,000	20,400,000	20,808,000	21,224,160	21,648,643
MISCELLANEOUS	28,204,573	28,768,664	29,344,038	29,930,919	30,529,537	31,140,128
OTHER SHARED REVENUE	14,661,124	14,954,346	15,253,433	15,558,502	15,869,672	16,187,066
PROPERTY TAX	36,306,967	37,033,106	37,773,768	38,529,244	39,299,829	40,085,825
SALE OF CITY ASSETS	1,000,446	0	0	0	0	0
STATE & LOCAL GOVERNMENT FUND	26,533,091	27,329,084	28,148,956	28,993,425	29,863,228	30,759,125
TRANSFERS IN	8,500,000	4,340,000	4,426,800	4,515,336	4,605,643	4,697,756
OTHER TAXES	31,237,500	46,000,000	46,920,000	47,858,400	48,815,568	49,791,879
INCOME TAX	424,000,000	432,480,000	441,129,600	449,952,192	458,951,236	468,130,261
INTEREST EARNING/INVESTMENT INCOME	400,000	400,000	400,000	400,000	400,000	400,000
TOTAL GENERAL FUND	636,087,679	661,966,033	675,470,643	689,253,548	703,320,553	717,677,595

Monitoring / Evolution of Performance Measures

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

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

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



Long-Term Financial Plan

Monthly Operational Analysis

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

Monthly Financial Economic Analysis

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

311 Call Center

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

The 311 solution creates a customer service oriented government which:

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

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

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

Conclusion

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

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

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

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

This 2021 Three Year Capital Improvement Program represents our Fifteenth annual installment since I took office in 2006. We are proposing to issue approximately \$53 million in new bond debt in 2021, which will include some previously deferred facilities expenditures. However, the next several years will probably be lower amounts since we still need to replenish our debt capacity after 2015's \$100 million bond issue.

Pavement Management for Roads

The year 2021 will be our eighth straight year of major road repair. Our 2014 bonds leveraged \$32 million of road Improvements, our 2015 bonds leveraged \$74 million, the 2016 bond amount was \$60 million, with our 2017 bonds we leveraged \$85 Million, and we leveraged \$80.4 Million in 2018. We will continue to seek federal monies from the Northeast Ohio Area Coordinating Agency ("NOACA") and fix the streets with the lowest pavement ratings. At the end of 2016, we completed our first pavement management study since 2008: this study provided updated data for continuing to systematically repair our worst streets first. The city has also updated 1/3 of this pavement management study each of the last three years. With a focus on neighborhoods, the City of Cleveland will continue to invest approximately \$12 million per year on residential resurfacing. This will be supplemented in 2021 by adding several Fix-it-First strategies for street maintenance. To demonstrate the impact of this investment; in 2016 the City of Cleveland resurfaced 94 streets, and in 2020 the City of Cleveland resurfaced and maintained 123 streets. This shows continued efficiency for the City of Cleveland.

Sustainability

The City of Cleveland completed the Mayors Sustainability Summit in the 2019. However, the work to ensure the viability of our environment and the success of our people never stops. The City of Cleveland looks to expand the investments made in Bicycle infrastructure to include multimodal options. The introduction of scooters and e-bikes makes this work more vital to prepare for the future. This investment continues in 2021 with the addition of the piloting of protected bike lanes to better segment vehicle traffic and protect users of other modes of transit-bicycles and scooters. Moreover, the City Of Cleveland will work to improve the safety for all modes of transportation through the Vision Zero Initiative with the goal of eliminating fatal crashes through targeted improvements including design, infrastructure and fleet makeup.

Facilities

The City of Cleveland has assessed and evaluated the City owned parks, Recreation Facilities, and Safety Facilities. In 2021, the City of Cleveland will complete the assessment of all remaining facilities. The assessments will allow for a comprehensive approach to directing capital investment for maximum impact. We started this approach with our Parks and Recreation Centers. In 2021, we will continue our focus on recreation; the City of Cleveland is in year 3 of a 5-year program to improve our recreation centers in collaboration with the fifth-year of programming to upgrade our City parks and playgrounds.

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

Our entire 2021 Three Year Capital Improvement Program will be posted on the City of Cleveland website.

I. Capital Improvement Questions and Answers

What is a Capital Improvement Program?

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

What are Capital Projects?

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

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

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

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

How Does the City Prioritize Capital Projects?

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

- Chief of 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 Three Year Capital/Improvement Program," projects listed in the years 20 21-202 3 have about a one out of three chance of receiving funding in the year for which they are listed.

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

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

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

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

II. GIS and the Capital Improvement Program

The Capital Improvement Program is fully integrated with the City's Geographic Information System, or GIS. GIS is a tool that allows users to view project information on a map, and to look at a project in relation to additional projects planned for the same area. Users are able to view the projects that are planned for each of the next three 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 2020 and the Division of Water is planning a project for the same street in 2021, the two divisions may be able to do all work at the same time, ensuring that the street is excavated only once. This will save taxpayer dollars and reduce the disruption of daily life for nearby residents.

III. General Obligation Bond Capacity

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

Legal Limitations on General Obligation Bond Capacity

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

- Ad valorem property taxes for the payment of debt service on all unvoted debt of the combined overlapping subdivisions (city, county, schools, library, 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, 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 Three Year Capital Improvements Program

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

However, our 3 Year Capital Improvements Program shows the following project needs in future years of the Plan:

- \$90 million in year 2021;
- \$117 million in year 2022;
- \$51 million in year 2023; and

Accordingly, for years 2021-2023 assume that the City will only be able to fund less than one-third of the listed projects.

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

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

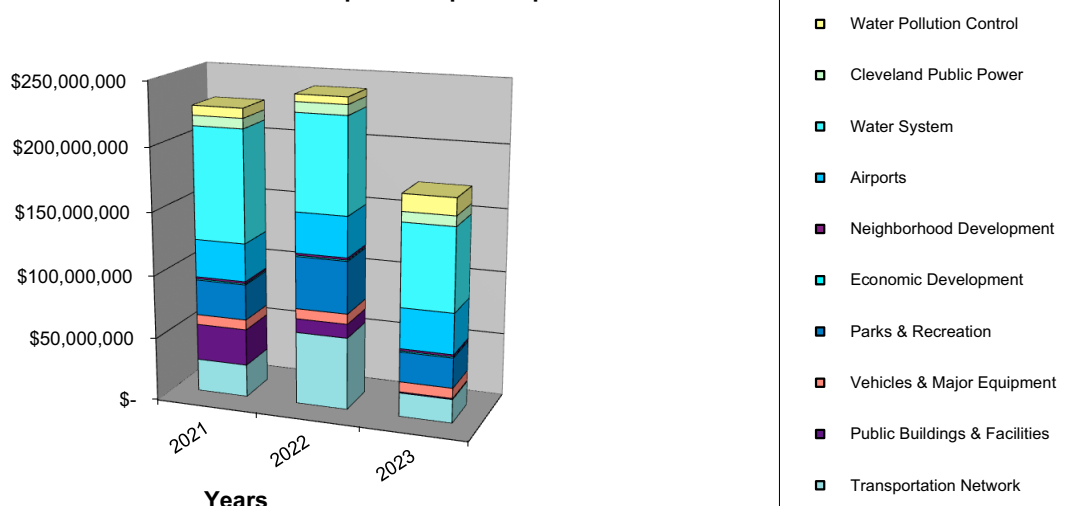
Facilities Plan and Pavement Management Study: Since 2009, each annual installment of our Plan has included selected priorities from two significant studies prepared in 2008-a \$400 million Facilities Plan and a \$300 million Pavement Management Program.

If we prepared a ten year capital improvement program, we might be able to list all the needed projects in a way that roughly matches the City's annual funding capacity. However, since we are limited to three 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.

SUMMARY OF 2021 - 2023 CITY-WIDE DEVELOPMENT PROGRAM BY PROJECT TYPE

	PROPOSED CAPITAL EXPENDITURES				3 YEAR
PROJECT TYPE	2021	2022	2023	TOTAL	
BASIC SERVICES					
Transportation Network	\$ 25,772,135	\$ 57,200,000	\$ 18,800,000	\$ 101,772,135	
Public Buildings & Facilities	\$ 28,800,000	\$ 11,000,000	\$ 825,000	\$ 40,625,000	
Vehicles & Major Equipment	\$ 8,000,000	\$ 8,000,000	\$ 8,000,000	\$ 24,000,000	
Parks & Recreation	\$ 28,200,000	\$ 41,200,000	\$ 23,600,000	\$ 93,000,000	
Total Basic Services	\$ 90,772,135	\$ 117,400,000	\$ 51,225,000	\$ 259,397,135	
DEVELOPMENT					
Economic Development	\$ 1,046,048	\$ 1,046,048	\$ 1,046,048	\$ 3,138,144	
Neighborhood Development	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 4,500,000	
Total Development	\$ 2,546,048	\$ 2,546,048	\$ 2,546,048	\$ 7,638,144	
MAJOR ENTERPRISES					
Airports	\$ 30,000,000	\$ 32,000,000	\$ 32,000,000	\$ 94,000,000	
Water System	\$ 88,900,000	\$ 75,300,000	\$ 65,400,000	\$ 229,600,000	
Cleveland Public Power	\$ 8,005,000	\$ 8,000,000	\$ 8,000,000	\$ 24,005,000	
Water Pollution Control	\$ 7,610,857	\$ 5,633,000	\$ 13,396,500	\$ 26,640,357	
Total Major Enterprises	\$ 134,515,857	\$ 120,933,000	\$ 118,796,500	\$ 374,245,357	
TOTAL CITYWIDE					
CAPITAL PROGRAM	\$ 227,834,040	\$ 240,879,048	\$ 172,567,548	\$ 641,280,636	

Proposed Capital Expenditures



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

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



Fund Structure

FUND	DEPARTMENT	DEPARTMENTAL BUDGET
General Fund	General Government	pp 82-141, pp 223-225
	Municipal Courts	pp 142-166
	Department of Aging	pp 167-172
	Department of Human Resources	pp 173-177
	Department of Law	pp 178-183
	Department of Finance	pp 184-222
	Department of Public Health	pp 226-252
	Department of Public Safety	pp 252-310
	Department of Public Works	pp 311-345
	Department of Community Development	pp 346-349
	Department of Building and Housing	pp 350-364
	Department of Economic Development	pp 365-368
	Non-Departmental	pp 369-372
Special Revenue	Restricted Income Tax	pg 376
	Division of Street Construction, Maintenance & Repair	pp 377-383
	Schools, Recreation & Cultural	pg 384
	Cleveland Stadium	pg 385
Major Enterprise Funds	Department of Public Utilities	pp 389-427
	Department of Port Control	pp 428-436
Small Enterprise Funds	Cemeteries	pp 440-443
	Golf	pp 444-445
	Parking Facilities	pp 446-449
	Public Auditorium	pp 450-455
	West Side Market	pp 456-458
Debt Service Fund	Sinking Fund Commission	pp 461-468
Internal Service Funds	Sinking Fund General Operations	pp 474-477
	Telephone Exchange	pp 478-480
	Radio	pp 481-485
	Motor Vehicle Maintenance	pp 486-492
	Printing & Reproduction	pp 493-497
	Storeroom & Warehouse	pp 498-499
	Health Self Insurance Fund	pg 500-501
	Prescription Self Insurance Fund	pg 502
	CCA Income Tax Administration	pp 505-511
Agency		

CITY OF CLEVELAND FUND STRUCTURE

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

	REVENUE	EXPENDITURES	EXCESS/ (DEFICIENCY) OF REVENUE OVER EXPENDITURES	BALANCE BEGINNING	ENDING
GENERAL FUND					
General Fund	\$ 636,087,679	\$ 659,321,845	\$ (23,234,166)	\$ 43,515,012	\$ 20,280,846
SPECIAL REVENUE FUNDS					
Street Maint & Construction *	\$ 30,716,666	\$ 36,866,551	\$ (6,149,885)	\$ 6,155,704	\$ 5,819
Cleveland Stadium*	14,544,803	22,444,803	(7,900,000)	34,590,242	26,690,242
	\$ 45,261,469	\$ 59,311,354	\$ (14,049,885)	\$ 40,745,946	\$ 26,696,061
ENTERPRISES					
MAJOR					
Water	\$ 317,737,354	\$ 345,804,217	\$ (28,066,863)	\$ 192,274,741	\$ 164,207,878
Water Pollution Control	28,818,639	28,972,780	(154,141)	21,821,560	21,667,419
Cleveland Public Power	210,702,376	210,011,087	691,289	26,575,140	27,266,429
Airport-General Operations	151,549,889	151,549,889	-	95,656,034	95,656,034
	\$ 708,808,258	\$ 736,337,973	\$ (27,529,715)	\$ 336,327,475	\$ 308,797,760
SMALL					
Cemeteries*	\$ 1,767,989	\$ 1,823,789	\$ (55,800)	\$ 55,800	\$ -
Golf*	1,406,447	1,408,036	(1,589)	1,589	-
Parking Facilities	6,049,800	6,040,975	8,825	1,418,796	1,427,621
Public Auditorium*	2,761,887	2,827,799	(65,912)	65,912	-
West Side Market*	1,753,927	1,813,891	(59,964)	59,964	-
	\$ 13,740,050	\$ 13,914,490	\$ (174,440)	\$ 1,602,061	\$ 1,427,621
AGENCY FUND					
Central Collection Agency	\$ 12,903,771	\$ 12,906,845	\$ (3,074)	\$ 314,642	\$ 311,568
Less: Interfund Subsidies from GF	\$ 26,087,801	\$ 26,087,801	\$ -	\$ -	\$ -
NET CITY OF CLEVELAND OPERATING BUDGET FOR 2021					
	\$ 1,390,713,426	\$ 1,455,704,706	\$ (64,991,280)	\$ 422,505,136	\$ 357,513,856

* Includes General Fund Subsidy



Consolidated Financial Summary

Summary of Financial Sources and Uses- All Annually Appropriated Funds

	Governmental Funds								
	General Fund			Special Revenue Fund			Debt Service Fund		
	2019 Actual	2020 Unaudited	2021 Budget	2019 Actual	2020 Unaudited	2021 Budget	2019 Actual	2020 Unaudited	2021 Budget
Financial Sources									
Charges for Services	\$ 38,600,845	\$ 33,574,659	\$ 36,980,891	\$ 291,461	\$ 277,527	\$ 285,000	\$ -	\$ -	
Fines, Forfeitures & Settlements	11,015,522	6,933,769	8,725,242	-	-	-	-	-	
Grant Revenue	912,538	61,264,033	416,666	-	-	-	-	-	
Licenses & Permits	19,518,635	15,956,335	19,121,179	1,045,823	929,773	895,200	-	-	
Miscellaneous	42,382,264	28,109,173	28,204,573	165,969	121,792	400	456,179	217,806	432,370
Other Shared Revenue									
CAT Tax	-	-	-	-	-	-	-	-	
Property Tax- State Subsidy	3,191,438	3,180,776	3,218,893	-	-	-	1,662,590	1,657,061	1,689,971
Cigarette & Liquor Tax	816,964	243,258	722,000	-	-	-	-	-	
Sin Tax	-	-	-	4,698,948	4,837,448	4,000,000	-	-	
Casino	9,416,043	7,261,762	10,715,231	-	-	-	-	-	
Other	16,139	2,780	5,000	15,123,464	17,289,323	17,664,000	-	-	
	\$ 13,440,584	\$ 10,688,576	\$ 14,661,124	\$ 19,822,412	\$ 22,126,771	\$ 21,664,000	\$ 1,662,590	\$ 1,657,061	\$ 1,689,971
Property Tax	\$ 37,905,311	\$ 38,373,451	\$ 36,306,967	-	-	-	\$ 19,674,512	\$ 19,990,989	\$ 20,540,280
Sale of City Assets	-	9,284	1,000,446	-	-	-	-	-	
State and Local Government Fund	26,072,779	25,504,427	26,533,091	-	-	-	-	-	
Transfers In	3,731,113	-	8,500,000	44,398,052	25,361,600	23,391,869	11,568,833	8,494,430	5,862,609
Income Tax	441,753,856	410,100,017	424,000,000	55,219,230	51,262,502	53,000,000	42,186,338	41,018,441	43,514,367
Investment Income	5,495,262	1,715,043	400,000	1,612,851	580,112	390,000	1,156,576	313,495	442,400
Other Taxes									
Admission Tax	18,939,819	5,732,302	13,687,500	-	-	-	-	-	
Motor Vehicle License Tax	3,504,427	1,492,108	2,100,000	-	-	-	-	-	
Parking Tax	15,348,019	8,163,521	10,435,000	-	-	-	-	-	
Electric Excise Tax	-	-	-	-	-	-	-	-	
Hotel Tax	7,006,596	2,542,592	5,000,000	-	-	-	-	-	
Other	24,374	8,169	15,000	-	-	-	-	-	
	\$ 44,823,235	\$ 17,938,692	\$ 31,237,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Premiumn on Bond	-	-	-	-	-	-	-	-	
Proceeds From Sale of Debt	-	-	-	-	-	-	-	-	
Total Financial Sources	\$ 685,651,944	\$ 650,167,459	\$ 636,087,679	\$ 122,555,798	\$ 100,660,077	\$ 99,626,469	\$ 76,705,028	\$ 71,692,222	\$ 72,481,997
Financial Uses									
Salaries and Wages	\$ 331,387,322	\$ 334,367,703	\$ 348,905,096	\$ 14,119,197	\$ 13,776,355	\$ 14,308,605	\$ -	\$ -	\$ -
Benefits	134,860,885	135,705,371	142,981,473	4,655,821	4,538,802	4,663,816	-	-	-
Other Training and Professional Dues	1,301,707	841,568	1,428,322	12,389	225	-	-	-	-
Utilities	22,524,058	21,854,592	24,285,902	331,187	231,658	312,403	-	-	-
Contractual Services	56,453,509	49,425,415	49,424,127	2,506,666	2,595,133	2,969,157	-	-	-
Materials & Supplies	5,848,488	5,354,128	6,580,591	5,309,776	5,734,191	5,713,405	-	-	-
Maintenance	6,133,430	6,452,328	9,517,603	41,451	26,101	45,450	-	-	-
Claims, Refunds Maintenance	8,049,005	10,596,305	5,303,800	-	-	5,000	-	-	-
Interdepartmental Service Charges	22,852,934	22,748,665	26,883,602	3,480,938	3,274,908	3,561,937	-	-	-
Transfers Out	65,855,173	49,925,325	44,002,329	46,375,873	43,916,529	45,904,985	-	913,187	-
Capital Outlay	30,460,499	13,969,054	9,000	23,984,240	28,857,824	34,010,128	-	-	-
Debt Service	-	-	-	3,736,142	2,528,258	2,079,640	78,050,324	75,884,982	75,747,612
Expenditure Recovery	7,032	11,718	-	-	-	-	-	-	-
Total Financial Uses	\$ 685,734,042	\$ 651,252,172	\$ 659,321,845	\$ 104,553,680	\$ 105,479,984	\$ 113,574,526	\$ 78,050,324	\$ 76,798,169	\$ 75,747,612
Decertifications	571,069	798,171	-	105,415	750,008	-	-	-	-
Change in Receivables	-	-	-	-	-	-	-	-	-
Beginning Balance	\$ 43,312,583	\$ 43,801,554	\$ 43,515,012	\$ 64,032,222	\$ 82,139,755	\$ 78,069,856	\$ 35,539,520	\$ 34,194,224	\$ 29,088,277
Ending Balance	\$ 43,801,554	\$ 43,515,012	\$ 20,280,846	\$ 82,139,755	\$ 78,069,856	\$ 64,121,799	\$ 34,194,224	\$ 29,088,277	\$ 25,822,662
Change in Balance	\$ 488,971	\$ (286,542)	\$ (23,234,166)	\$ 18,107,533	\$ (4,069,899)	\$ (13,948,057)	\$ (1,345,296)	\$ (5,105,947)	\$ (3,265,615)
% Change	1.1%	-0.7%	-53.4%	22.0%	-5.0%	-17.9%	-3.8%	-14.9%	-11.2%

Consolidated Financial Summary



Proprietary Funds						Fiduciary Fund			Total		
Enterprise Funds			Internal Service Funds			Agency Fund			All Funds		
2019 Actual	2020 Unaudited	2021 Budget	2019 Actual	2020 Unaudited	2021 Budget	2019 Actual	2020 Unaudited	2021 Budget	2019 Actual	2020 Unaudited	2021 Budget
\$ 726,846,905	\$ 660,782,913	\$ 704,303,924	\$ 100,574,683	\$ 105,779,925	\$ 111,580,013	\$ -	\$ -	\$ -	\$ 866,313,894	\$ 800,415,024	\$ 853,149,828
23,966	29,869	-	-	-	-	-	-	-	11,039,488	6,963,638	8,725,242
2,507,910	41,772,245	10,671,192	-	-	-	-	-	-	3,420,448	103,036,278	11,087,858
896,974	929,703	899,640	-	-	-	-	-	-	21,461,432	17,815,811	20,916,019
21,694,216	13,456,983	12,588,494	35,606,569	35,441,035	40,990,020	3,024,323	2,715,207	4,223,771	103,329,520	80,061,996	86,439,628
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	4,854,028	4,837,837	4,908,864
-	-	-	-	-	-	-	-	-	816,964	243,258	722,000
-	-	-	-	-	-	-	-	-	4,698,948	4,837,448	4,000,000
-	-	-	-	-	-	-	-	-	9,416,043	7,261,762	10,715,231
-	-	-	-	-	-	1,650	-	2,000	15,141,253	17,292,103	17,671,000
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,650	\$ -	\$ 2,000	\$ 34,927,236	\$ 34,472,408	\$ 38,017,095
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 57,579,823	\$ 58,364,440	\$ 56,847,247
466,374	566,682	490,000	-	-	-	-	-	-	466,374	575,966	1,490,446
2,530,620	4,855,000	3,820,932	518,002	797,000	686,819	-	-	-	26,072,779	25,504,427	26,533,091
13,396,132	3,990,591	947,700	-	-	-	6,895,000	6,230,000	8,678,000	62,746,620	39,508,030	42,262,229
-	-	-	184,303	66,020	62,000	529,174	90,414	-	546,054,424	508,610,960	529,192,367
-	-	-	-	-	-	-	-	-	22,374,298	6,755,675	2,242,100
-	-	-	-	-	-	-	-	-	18,939,819	5,732,302	13,687,500
675,661	269,406	400,000	-	-	-	-	-	-	3,504,427	1,492,108	2,100,000
6,009,172	5,790,908	5,800,000	-	-	-	-	-	-	16,023,680	8,432,927	10,835,000
-	-	-	-	-	-	-	-	-	6,009,172	5,790,908	5,800,000
-	-	-	-	-	-	-	-	-	7,006,596	2,542,592	5,000,000
(5,268,795)	(5,010,912)	-	-	-	-	-	-	-	(5,244,421)	(5,002,743)	15,000
\$ 1,416,038	\$ 1,049,402	\$ 6,200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 46,239,273	\$ 18,988,094	\$ 37,437,500
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
\$ 769,779,135	\$ 727,433,388	\$ 739,921,882	\$ 136,883,557	\$ 142,083,980	\$ 153,318,852	\$ 10,450,147	\$ 9,035,621	\$ 12,903,771	\$ 1,802,025,609	\$ 1,701,072,747	\$ 1,714,340,650
\$ 122,778,115	\$ 123,268,261	\$ 132,820,185	\$ 6,683,266	\$ 6,763,614	\$ 7,193,665	\$ 5,081,684	\$ 4,910,512	\$ 6,290,661	\$ 480,049,584	\$ 483,086,445	\$ 509,518,212
46,418,354	47,310,528	51,372,507	2,749,566	2,753,176	2,885,779	1,835,517	1,832,473	2,413,167	190,520,143	192,140,350	204,316,742
1,176,996	598,949	1,076,054	21,589	7,026	42,450	19,718	32,345	44,500	2,532,399	1,480,113	2,591,326
41,823,728	48,543,521	45,574,116	8,025,178	10,654,099	10,726,970	176,741	164,753	206,500	72,880,892	81,448,623	81,105,891
67,010,472	54,305,769	57,393,508	8,920,391	8,654,483	9,497,074	1,172,663	1,513,761	1,665,000	136,063,701	116,494,561	120,948,866
159,387,220	150,235,967	168,339,800	13,490,891	13,155,280	13,290,400	219,717	205,581	622,300	184,256,092	174,685,147	194,546,496
42,056,152	38,505,882	45,085,872	2,104,807	2,996,602	3,821,606	148,084	202,058	294,700	50,483,924	48,182,971	58,765,231
13,446,328	13,213,691	14,028,187	90,639,077	89,718,073	103,609,264	606,698	575,014	574,888	112,741,108	114,103,083	123,521,139
35,400,137	33,731,746	38,039,844	165,274	166,691	193,341	633,902	655,894	750,129	62,533,185	60,577,904	69,428,853
1,748,202	637,340	-	-	-	-	-	-	-	113,979,248	95,392,381	89,907,314
78,414,118	83,895,550	64,175,000	214,408	592,392	3,281,500	5,199	-	45,000	133,078,464	127,314,820	101,520,628
154,188,871	130,970,141	149,769,300	-	-	-	-	-	-	235,975,337	209,383,381	227,596,552
(9,621)	-	-	-	-	-	-	-	-	(2,589)	11,718	-
\$ 763,839,072	\$ 725,217,345	\$ 767,674,373	\$ 133,014,447	\$ 135,461,436	\$ 154,542,049	\$ 9,899,923	\$ 10,092,391	\$ 12,906,845	\$ 1,775,091,488	\$ 1,704,301,497	\$ 1,783,767,250
9,143,937	2,151,083	-	340,091	141,875	-	7,140	2,566	-	10,167,652	3,843,703	-
1,638,382	(2,175,018)	-	-	-	-	-	-	-	1,638,382	(2,175,018)	-
\$ 318,649,123	\$ 332,094,741	\$ 338,636,885	\$ 22,243,291	\$ 26,452,492	\$ 33,216,911	\$ 811,482	\$ 1,368,846	\$ 314,642	\$ 448,171,497	\$ 520,051,612	\$ 522,841,583
\$ 332,094,741	\$ 338,636,885	\$ 310,884,394	\$ 26,452,492	\$ 33,216,911	\$ 31,993,714	\$ 1,368,846	\$ 314,642	\$ 311,568	\$ 484,588,221	\$ 522,841,583	\$ 453,414,983
\$ 13,445,618	\$ 6,542,144	\$ (27,752,491)	\$ 4,209,201	\$ 6,764,419	\$ (1,223,197)	\$ 557,364	\$ (1,054,204)	\$ (3,074)	\$ 35,463,391	\$ 2,789,971	\$ (69,426,600)
4.2%	2.0%	-8.2%	18.9%	25.6%	-3.7%	68.7%	-77.0%	-1.0%	111.1%	-70.0%	-95.3%



Official Certificate Of Estimated Resources

CERTIFICATE OF ESTIMATED RESOURCES

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

County Auditor's Form No. 32A

AMENDED OFFICIAL CERTIFICATE OF ESTIMATED RESOURCES

Based on 91.44% current & delinquent collection of current levy for previous tax year

Fund	Unencumbered Balance, Jan. 1, 2021	General Property Tax	Local Government	Other Sources	Total
General Fund	\$43,515,012.49	\$36,592,864.00	\$26,335,620.86	570,326,198.14	\$676,769,695.49
Fire Pension	-	1,416,498.00	-	-	1,416,498.00
Police Pension	-	1,416,498.00	-	-	1,416,498.00
Total General Fund	43,515,012.49	39,425,860.00	26,335,620.86	\$570,326,198.14	679,602,691.49
Restricted Income Tax	38,172.16			53,100,000.00	53,138,172.16
Schools Rec & Cult Activities	-			1,125,000.00	1,125,000.00
Rainy Day Fund	37,285,738.44			140,000.00	37,425,738.44
Street Construction, Mtc & Repair	6,155,703.62			30,716,666.00	36,872,369.62
Cleveland Stadium	34,590,242.12			14,544,803.00	49,135,045.12
Debt Service	29,088,277.67	20,539,220.00		51,942,777.00	101,570,274.67
Utilities Administration	413,727.11			8,454,902.00	8,868,629.11
Utilities Radio Communications	650,793.49			5,742,625.00	6,393,418.49
Utilities Fiscal Control	293,620.09			8,918,674.00	9,212,294.09
Water	192,274,740.81			317,737,354.00	510,012,094.81
Water Pollution Control	21,821,560.49			28,818,639.00	50,640,199.49
Cleveland Public Power	26,575,139.59			210,702,376.00	237,277,515.59
Airport Operations	95,656,033.53			151,549,889.00	247,205,922.53
Cemetery	55,800.25			1,767,989.00	1,823,789.25
Golf	1,589.07			1,406,447.00	1,408,036.07
Parking Facilities	1,418,796.22			6,049,800.00	7,468,596.22
Public Auditorium	65,912.52			2,761,887.00	2,827,799.52
West Side Market	59,964.95			1,753,927.00	1,813,891.95
Sinking Fund General Oper	128,208.07			736,819.00	865,027.07
Telephone Exchange	900,634.79			11,786,020.00	12,686,654.79
Health Self Insurance Fund	23,336,639.36			92,530,298.00	115,866,937.36
Prescription Self Insurance Fund	5,645,560.45			18,501,568.00	24,147,128.45
Motor Vehicle Maintenance	2,463,437.21			20,716,517.00	23,179,954.21
Printing	7,919.26			2,771,275.00	2,779,194.26
Storeroom	83,718.77			533,730.00	617,448.77
Central Collection Agency	314,641.96			12,903,771.00	13,218,412.96
Total	\$ 522,841,584.49	\$ 59,965,080.00	\$ 26,335,620.86	\$ 1,628,039,951.14	\$ 2,237,182,236.49

Transfers

General Fund To:

Stadium Fund	\$ 10,194,803.00
Streets Fund	12,072,066.00
Other Subfunds	5,120,000.00
Debt Service Fund	10,982,709.00
Schools Fund	1,125,000.00
Sinking Fund	686,819.00
Cemetery Fund	352,989.00
Golf Fund	806,447.00
Public Auditorium Fund	1,922,570.00
Westside Market	738,926.00
	<u>\$ 44,002,329.00</u>

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

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

AGING

Customer Service

- Improve the quality of life for Cleveland seniors and adults with disabilities and assist them to maintain their independence by effectively executing the department's many programs and by developing new strategies and services as resources permit through.
- Collaborate and work with lead agencies to implement 6 strategies of Age Friendly Cleveland Plan in 2018. These include home repair coordination, transit oriented development, age friendly business certification, safe biking classes, mature worker campaign and long term care continuum.
- Work with TV20 to produce an "Age Friendly Cleveland" series to increase educational programming around Aging Network services available to Cleveland residents.

Quality Service

- Effectively manage city general funds and grant funds, meeting the specific fiscal and reporting requirements associated with funding across various sources and continue to seek new funding opportunities.
- Provide customer satisfaction surveys to 20% of residents receiving one or more services in 2018 from the Department of Aging. Regularly evaluate results to improve service delivery.

Efficiency Through Technology

- Improve the overall management of Information Technology in the Department of Aging by convening quarterly internal IT trainings for all staff.
- Increase the number of seniors receiving the Emergency Weather Notification call from the Department of Aging by 5,000.

Health, Safety, & Wellness

- Promote safe and healthy lifestyles for department employees and for clients by bringing in speakers addressing health-related topics for continuing education for Aging staff.
- Successfully increase the number of Senior Walks in 2018 to 4 events. Three additional walks will be neighborhood-based and serve as a warm-up to the annual Senior Walk event.
- In collaboration with the Recreation Division, execute 4 evidence-based programs for seniors at each recreation center site.

BUILDING & HOUSING

Customer Service

- The Department will timely implement the annual regulatory programs.

Efficiency through Technology

- More efficient processes, enhanced productivity and more predictable quality customer service through the revised business application in the Accela Work Management System.
- Expand ability for customers to apply for a variety of permit types online.

Quality Service

- Send all appropriate documents to the city's collection agent within sixty days of so requesting.
- Rental Inspection Unit will conduct systemic and complaint-based inspections of rental properties to ensure healthy living environments for tenants.
- Increase Rental Registry to provide up to date information regarding rental properties
- Continue to implement demolitions that are strategic to neighborhoods.
- Garner code compliance with increased prosecutions of owners that have violations at both residential and commercial properties.

CAPITAL PROJECTS

Customer Service

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

Efficiency through Technology

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

Quality Service

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

CITY PLANNING

- **Healthy Neighborhoods.** Ensure that neighborhood planning uses a more health-centered approach through the utilization of new tools and methods to regulate design and development.
- **Service.** Ensure that planning services are provided efficiently, promptly, understandably, professionally and courteously.
- **Engagement.** Utilize high tech, low tech, and no tech means to engage community residents and stakeholders in all stages of the planning processes

- **Sustainability.** Ensure that sustainable design principles are incorporated into plan development, design review, and zoning.
- **Equity.** Ensure that equity considerations are infused in development planning approaches.
- **Connections.** Link local transportation & community planning initiatives to city, regional, statewide and national development efforts.
- **Collaboration.** Work internally, externally and across multiple sectors including public, private, philanthropic, and non-profit sectors to advance comprehensive approaches to development.
- **Prosperity.** Utilize community planning as a mechanism to create job growth in the city and region, while connecting all city residents to employment and wealth-building opportunities through quality transportation options.
- **Secure and Align Financial Resources.** Secure essential financial resources through grants and strategic partnerships through the aligning of CPC strategies with strategies of potential funders.
- **Develop Staff Capacity.** Continue to develop individual and group (team) capacity for accountability, communication, collaboration, decision-making, effective action, and leadership.
- **Enhance & Develop Key Processes, Practices, and Tools.** Develop, improve and sustain key 'value-add' processes, practices, and tools to facilitate consistently effective planning, regulation, advocacy, and implementation by the CPC and its stakeholders.
- **Optimize Technology.** Optimize use of technology to automate processes, facilitate communications and connections, manage data, increase access to information, and support organization learning.
- **Advance CPC Relationship Network.** Advance a network of strategic partnerships/alliances and collaborations essential to the CPC mission.
- **Promote the CPC Mission.** Consistently communicate and promote the CPC Department's message to the CPC at large, the City of Cleveland Administration, the CPC relationship networks and the Cleveland community.

Quality Service

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

CIVIL SERVICE

Customer Service

- Explore Options for full online testing application.

Efficiency through Technology

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

Quality Service

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

COMMUNITY DEVELOPMENT

Efficiency through Technology

- Develop a database to better track and monitor development activities and projects.

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

Quality Service

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

COMMUNITY RELATIONS BOARD

Efficiency through Technology

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

Quality Service

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

Customer Service

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

ECONOMIC DEVELOPMENT

Customer Service

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

Efficiency through Technology

- Implement PORTFOL software to allow accurate tracking of all applicants and incentive recipients to determine jobs created and retained community benefits and return on investment.
- Develop and implement a new business focused website and brand for the City of Cleveland as well as a social media strategy to advise both residents and businesses about the City's Economic Development activities and programs.

FINANCE

Customer Service

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

Efficiency through Technology

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

Quality Service

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

HUMAN RESOURCES

Customer Service

- To effectively and efficiently develop, administer and deliver quality HR policies, services, programs and communications that add value for prospective employees and current employees, while maintaining internal customer satisfaction and meeting budget constraints.

Efficiency through Technology

- To become more efficient through automation (applicant tracking system, on-boarding, performance management, benefits automation, Affordable Care Act, employee self-service, ADA and FMLA, records retention and scanning).

Health, Safety, & Wellness

- To create and deliver quality wellness programming to change unhealthy behaviors and to make healthy life choices (7 dimensions of wellness).

Quality Service

- To create an HR culture that boosts employee morale, increases accountability, develops employees and leaders, increases organizational learning, effectively recruits and staffs and drives efficiency.

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.



Departmental Goals & Objectives

OFFICE OF EQUAL OPPORTUNITY

Customer Service

- Continue to provide a client-centric approach by providing assistance with all levels of contract management process (certification, evaluation, monitoring, and closeout).
- Conduct a survey of the department's contractor base to determine topics of interest for the year's Quarterly Contractors' Meetings.

Efficiency through Technology

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

Health, Safety & Wellness

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

Quality Service

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

PORT CONTROL

Customer Service

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

Efficiency Through Technology

- Implement scheduled IT (Information Technology) Master Plan initiatives

Quality Service

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

PUBLIC HEALTH

Customer Service

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

Efficiency through Technology

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

Quality Service

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

PUBLIC UTILITIES

Customer Service

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

Efficiency through Technology

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

Quality Service

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

PUBLIC SAFETY

Customer Service

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

Quality Service

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

PUBLIC WORKS

Efficiency through Technology

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

Quality Service

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



Departmental Goals & Objectives

WORKFORCE DEVELOPMENT

Customer Service

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

Quality Service

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

Efficiency Through Technology

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

Health, Safety, Wellness

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

General Fund

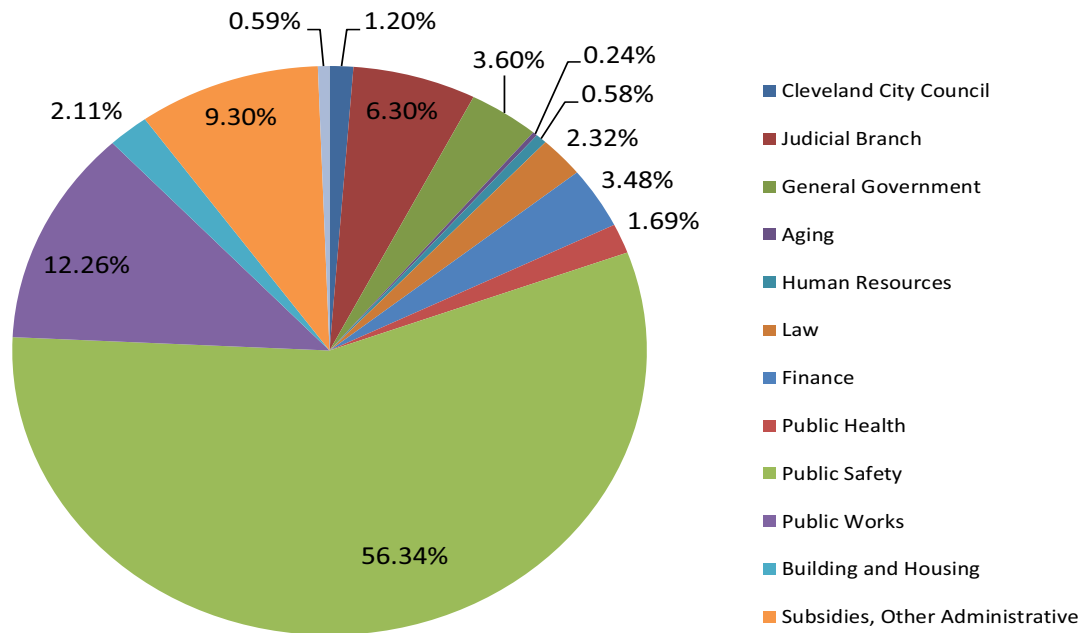


The General Fund supports most basic operations including Police and Fire protection, Emergency Medical Service, Waste Collection, Recreation, Health Centers, Park Maintenance, Building and Housing regulation and Municipal Courts. It also includes support services such as Human Resources, Finance and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

The 2021 General Fund budget is comprised of \$659.3 million in expenditures. The 2021 proposed revenues are estimated at \$636.1 million.

PRELIMINARY 2021 EXPENSES BY DEPARTMENT

The City delivers tax-supported services to its residents in several basic program areas including Safety, Service, Public Works, Health, and Urban Planning and Development. The following chart shows that well over half of the General Fund budget (56%) 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 Human Resources. Others include Aging, City Council, Community Relations, Mayor's Office and Municipal Courts.



In the following pages, financial data is presented for all divisions for comparison with previous years. Staffing levels are also included for every division. For 2020, the actual number 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.

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget	\$ Change	% Change
LEGISLATIVE BRANCH						
COUNCIL	\$ 7,342,890	\$ 7,049,780	\$ 6,992,672	\$ 7,922,245	\$ 929,573	13%
JUDICIAL BRANCH						
Municipal Court	\$ 21,977,263	\$ 22,532,563	\$ 22,085,368	\$ 24,244,053	\$ 2,158,685	10%
Clerk of Courts	11,528,058	11,705,770	11,764,875	12,271,197	506,322	4%
Housing Court	4,380,881	4,496,048	4,075,542	4,991,019	915,477	22%
TOTAL JUDICIAL BRANCH	\$ 37,886,202	\$ 38,734,381	\$ 37,925,785	\$ 41,506,269	\$ 3,580,484	9%
EXECUTIVE BRANCH						
GENERAL GOVERNMENT						
Office of the Mayor	\$ 2,344,421	\$ 2,156,639	\$ 2,102,925	\$ 2,699,373	\$ 596,448	28%
Office of Capital Projects	5,664,387	6,070,778	6,332,161	6,868,551	536,390	8%
Quality Control & Perf. Mgmt.	962,431	800,389	1,106,181	1,157,120	50,939	5%
Landmarks Commission	194,377	203,324	197,593	218,363	20,770	11%
Building Standards and Appeals	122,646	148,228	126,986	159,294	32,308	25%
Zoning Appeals	239,559	223,231	225,660	242,583	16,923	7%
Civil Service Commission	998,962	1,487,982	896,934	1,358,473	461,539	51%
Community Relations Board	3,090,875	1,527,654	1,945,165	2,034,480	89,315	5%
City Planning Commission	1,823,917	1,674,702	1,955,555	2,147,611	192,056	10%
Boxing & Wrestling Commission	17,428	17,436	17,416	28,884	11,468	66%
Office of Sustainability	952,409	867,013	973,233	1,122,905	149,672	15%
Office of Equal Opportunity	772,302	652,203	782,673	919,235	136,562	17%
Intervention, Prevent. & Opprtnty.	—	—	3,362,400	4,010,925	648,525	%
Office of Budget & Management	749,357	728,628	671,848	755,423	83,575	12%
TOTAL GENERAL GOVERNMENT	\$ 17,933,071	\$ 16,558,207	\$ 20,696,730	\$ 23,723,220	\$ 3,026,490	15%
DEPARTMENT OF AGING	\$ 1,271,528	\$ 1,421,945	\$ 1,358,771	\$ 1,600,724	\$ 241,953	18%
DEPART. OF HUMAN RESOURCES	\$ 2,690,916	\$ 2,976,909	\$ 3,697,390	\$ 3,814,662	\$ 117,272	3%
DEPARTMENT OF LAW	\$ 13,091,573	\$ 18,052,585	\$ 20,875,830	\$ 15,287,450	\$ (5,588,380)	-27%
DEPARTMENT OF FINANCE						
Director's Office	\$ 1,241,865	\$ 4,455,444	\$ 1,412,172	\$ 2,048,999	\$ 636,827	45%
Accounts	2,097,409	2,132,854	1,934,968	2,570,095	635,127	33%
Assessments & Licenses	3,528,322	3,804,503	4,334,416	5,538,614	1,204,198	28%



	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget	\$ Change	% Change
Treasury	795,364	767,593	753,330	804,903	51,573	7%
Purchases & Supplies	672,264	662,813	583,404	834,759	251,355	43%
Bureau of Internal Audit	892,173	832,915	823,574	1,277,006	453,432	55%
Financial Reporting & Control	1,172,005	1,181,103	1,326,522	1,594,754	268,232	20%
Information Technology Services	5,963,192	5,815,441	6,860,003	8,300,026	1,440,023	21%
TOTAL FINANCE	\$ 16,362,594	\$ 19,652,666	\$ 18,028,389	\$ 22,969,156	\$ 4,940,767	27%
DEPARTMENT OF PUBLIC HEALTH						
Director's Office	\$ 1,483,374	\$ 1,511,070	\$ 1,869,628	\$ 2,199,962	\$ 330,334	18%
Health	3,805,498	4,727,773	4,646,321	5,339,413	693,095	15%
Environment	1,743,584	1,850,820	1,885,108	2,317,317	432,209	23%
Air Quality	699,654	807,261	876,400	1,030,200	153,800	18%
Health, Equity & Soc. Justice	0	0	0	227,360	153,800	100%
TOTAL PUBLIC HEALTH	\$ 7,732,110	\$ 8,896,924	\$ 9,277,457	\$ 11,114,255	\$ 1,836,798	20%
DEPARTMENT OF PUBLIC SAFETY						
Director's Office	\$ 5,797,937	\$ 5,884,768	\$ 6,193,106	\$ 7,292,191	\$ 1,099,085	18%
Police	196,792,135	206,566,803	210,837,155	218,153,161	7,316,006	3%
Fire	88,872,519	99,613,125	96,000,888	98,341,723	2,340,835	2%
Emergency Medical Service	27,269,202	28,520,290	33,202,139	33,967,871	765,732	2%
Animal Care and Control	2,192,035	2,850,934	2,557,369	3,190,691	633,322	25%
Correction	7,825,838	5,199,792	2,566,065	4,517,301	1,951,236	76%
Office of Professional Standards	1,916,786	1,436,960	1,344,714	1,502,165	157,451	12%
Police Review Board	142,734	156,450	154,768	172,879	18,108	12%
Community Police Commission	337,817	393,198	530,825	594,471	63,646	12%
Police Inspector General	—	44,837	161,701	243,279	81,578	%
Department of Justice	3,445,754	3,130,455	2,568,736	3,509,263	940,527	37%
TOTAL PUBLIC SAFETY	\$ 334,592,757	\$ 353,797,612	\$ 356,117,466	\$ 371,484,992	\$ 15,367,526	4%
DEPARTMENT OF PUBLIC WORKS						
Public Works Administration	\$ 3,226,930	\$ 3,199,920	\$ 3,092,113	\$ 3,183,328	\$ 91,215	3%
Recreation	14,359,500	14,825,358	12,817,782	15,558,362	2,740,580	21%
Parking Facilities	1,067,036	1,198,216	963,071	1,001,431	38,360	4%
Property Management	7,806,356	8,265,000	7,893,451	8,571,306	677,855	9%
Parks Maintenance & Properties	16,062,494	17,158,001	16,468,106	17,073,377	605,271	4%

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget	\$ Change	% Change
Division of Waste Disposal	28,271,597	30,441,838	30,272,215	31,492,036	1,219,821	4%
Division of Traffic Engineering	3,853,632	3,836,841	3,710,891	3,936,237	225,346	6%
TOTAL PUBLIC WORKS	\$ 74,647,545	\$ 78,925,174	\$ 75,217,629	\$ 80,816,077	\$ 5,598,448	7%
COMMUNITY DEVELOPMENT DIRECTOR'S OFFICE	\$ 294,455	\$ 1,843,457	\$ 1,871,896	\$ 1,962,106	\$ 90,210	5%
DEPARTMENT OF BUILDING & HOUSING						
Director's Office	\$ 2,492,660	\$ 2,929,492	\$ 2,686,543	\$ 3,511,702	\$ 825,159	31%
Code Enforcement	7,259,986	8,090,294	8,379,887	8,860,647	480,760	6%
Construction Permit	1,507,748	1,465,629	1,476,272	1,511,138	34,866	2%
TOTAL BUILDING & HOUSING	\$ 11,260,394	\$ 12,485,415	\$ 12,542,702	\$ 13,883,487	\$ 1,340,785	11%
ECONOMIC DEVELOPMENT	\$ 1,532,272	\$ 1,697,359	\$ 1,655,616	\$ 1,924,383	\$ 268,767	16%
NON-DEPARTMENTAL						
County Auditor Deductions	\$ 2,304,828	\$ 942,944	\$ 1,394,438	\$ 1,020,000	\$ (374,438)	-27%
Subsidies to Other Funds	83,714,084	96,305,173	63,887,325	44,002,329	(19,884,996)	-31%
Other Administrative	22,280,070	26,393,512	19,712,075	16,290,490	(3,421,585)	-17%
TOTAL NON-DEPARTMENTAL	\$ 108,298,982	\$ 123,641,629	\$ 84,993,838	\$ 61,312,819	\$ (23,681,019)	-28%
TOTAL EXECUTIVE BRANCH	\$ 589,708,197	\$ 639,949,882	\$ 606,333,714	\$ 609,893,331	\$ 3,559,617	1%
TOTAL GENERAL FUND	\$ 634,937,289	\$ 685,734,043	\$ 651,252,171	\$ 659,321,845	\$ 8,069,674	1%



	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Budget</u>	<u>HC Change</u>	<u>% Change</u>
LEGISLATIVE BRANCH						
COUNCIL	59	59	55	61	6	11%
JUDICIAL BRANCH						
Municipal Court	233	231	224	228	4	2%
Clerk of Courts	145	143	134	141	(2)	-1%
Housing Court	47	43	40	48	8	20%
TOTAL JUDICIAL BRANCH	425	417	398	417	10	2%
EXECUTIVE BRANCH						
GENERAL GOVERNMENT						
Office of the Mayor	18	19	19	24	5	26%
Office of Capital Projects	57	60	58	61	3	5%
Quality Control & Performance Mgmt	9	11	12	12	—	%
Landmarks Commission	2	2	2	2	—	%
Building Standards and Appeals	1	1	1	1	—	%
Zoning Appeals	2	2	2	2	—	%
Civil Service Commission	6	6	6	8	2	33%
Community Relations Board	19	21	21	21	—	%
City Planning Commission	18	20	20	20	—	%
Office of Sustainability	8	9	10	10	—	%
Office of Equal Opportunity	7	7	7	9	2	29%
Intervention, Prevention & Opportunity	—	—	5	19	14	%
Office of Budget & Management	8	7	7	8	1	14%
TOTAL GENERAL GOVERNMENT	155	165	170	197	27	16%
DEPARTMENT OF AGING	14	15	14	16	2	14%
DEPARTMENT OF HUMAN RESOURCES	16	14	17	21	4	24%
DEPARTMENT OF LAW	76	77	72	80	8	11%

	2018 Actual	2019 Actual	2020 Actual	2021 Budget	HC Change	% Change
DEPARTMENT OF FINANCE						
Director's Office	7	8	8	12	4	50%
Accounts	16	16	16	21	1	6%
Assessments & Licenses	38	46	42	50	8	19%
Treasury	7	6	6	6	—	%
Purchases & Supplies	9	8	7	9	2	29%
Bureau of Internal Audit	6	7	4	6	2	50%
Financial Reporting & Control	12	11	16	16	—	%
Information Technology Services	27	31	29	33	4	14%
TOTAL FINANCE	122	133	128	153	21	16%
DEPARTMENT OF PUBLIC HEALTH						
Director's Office	12	12	12	15	3	25%
Health	32	32	26	38	12	46%
Environment	19	19	20	23	3	15%
Air Quality	6	6	5	8	3	60%
Health, Equity and Social Justice	—	—	—	2	2	%
TOTAL PUBLIC HEALTH	69	69	63	86	23	37%
DEPARTMENT OF PUBLIC SAFETY						
Director's Office	35	40	38	39	1	3%
Police-Uniform	1,456	1,550	1,535	1,610	75	5%
Civilian	212	214	225	244	19	8%
Fire-Uniform	718	738	701	761	60	9%
Civilian	12	13	12	13	1	8%
Emergency Medical Service	300	286	280	332	52	19%
Animal Care and Control	23	32	32	32	—	%
Correction	1	1	1	2	1	100%
Office of Professional Standards	11	14	13	14	1	8%
Police Review Board	1	1	1	1	—	%
Community Police Commission	1	5	5	5	—	%
Police Inspector General	—	1	1	2	1	%
Department of Justice-Uniform	4	5	3	5	2	67%
Civilian	5	6	5	6	1	%
TOTAL PUBLIC SAFETY	2,779	2,906	2,852	3,066	214	8%

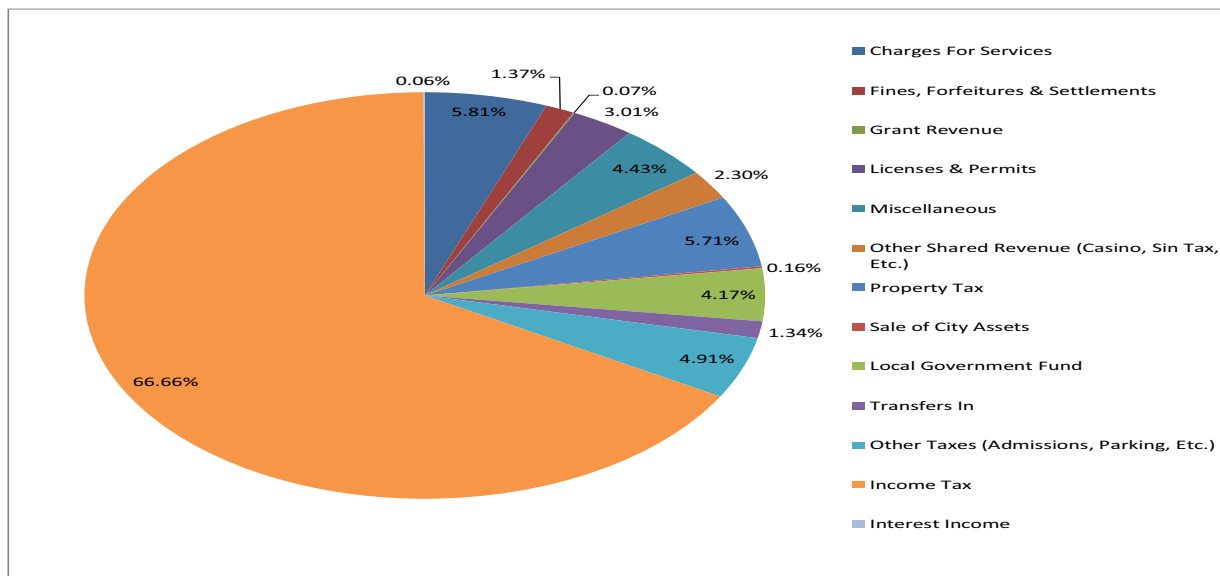


	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Budget</u>	<u>HC Change</u>	<u>% Change</u>
DEPARTMENT OF PUBLIC WORKS						
Division of Public Works Administration	36	32	32	33	1	3%
Recreation	129	121	118	128	10	8%
Parking Facilities	21	16	15	15	—	%
Property Management	71	69	67	71	4	6%
Parks Maintenance & Properties	108	107	106	110	4	4%
Division of Waste Disposal	183	201	186	237	51	27%
Division of Traffic Engineering	33	31	30	31	1	3%
TOTAL PUBLIC WORKS	581	577	554	625	71	13%
COMMUNITY DEVELOPMENT DIRECTOR'S OFFICE	4	4	3	5	2	67%
DEPARTMENT OF BUILDING & HOUSING						
Director's Office	24	23	26	31	5	19%
Code Enforcement	99	108	104	108	4	4%
Construction Permit	18	18	18	19	1	6%
TOTAL BUILDING & HOUSING	141	149	148	158	10	7%
ECONOMIC DEVELOPMENT	18	18	16	20	4	22%
TOTAL EXECUTIVE BRANCH	<u>3,975</u>	<u>4,127</u>	<u>4,039</u>	<u>4,425</u>	<u>386</u>	<u>10%</u>
TOTAL GENERAL FUND	<u>4,459</u>	<u>4,603</u>	<u>4,490</u>	<u>4,903</u>	<u>402</u>	<u>9%</u>

PRELIMINARY 2021 SOURCES OF REVENUE

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

The second largest General Fund revenue source is generated by charges for services including charges from EMS and Solid Waste Collection Fee.



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

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

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

Licenses & Permits: Receipts for City inspections, food handled, business licenses, and zoning and permit fees. This includes sales and charges for service which are charged to users of City services. Examples are fees for emergency medical service, medical care at the City's health centers



General Fund

and copies of birth and death certificates, and various miscellaneous sources, central service costs and expenditure recoveries are part of this category. The City has also implemented a Waste Collection Fee \$8.75 per household.

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

Other Shared Revenue:

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

Cigarette & Liquor Tax:

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

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

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

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

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

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

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

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

Motor Vehicle Lessor Tax: Tax on Rental Cars

Parking Tax: 8% Commercial parking tax assessment

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

- ♦ **Commercial/ Industrial:**

Schools: 60.12%

Cleveland: 12.70%

County: 19.83%

Library: 6.45%

- ♦ **Residential:**

Schools: 52.43%

Cleveland: 12.70%

County: 20.01%

Library: 6.33%

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

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



General Fund

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

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

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

Other Revenue Terms:

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

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

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

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget	\$ Change	% Change
CHARGES FOR SERVICES	\$ 36,370,035	\$ 38,600,845	\$ 33,574,659	\$ 36,980,891	\$ 3,406,232	10%
FINES, FORFEITURES & SETTLEMENTS	\$ 11,258,998	\$ 11,015,522	\$ 6,933,769	\$ 8,725,242	\$ 1,791,473	26%
GRANT REVENUE	\$ 620,918	\$ 912,538	\$ 61,264,033	\$ 416,666	\$ (60,847,367)	-99%
LICENSES & PERMITS	\$ 18,908,644	\$ 19,518,635	\$ 15,956,335	\$ 19,121,179	\$ 3,164,844	20%
MISCELLANEOUS	\$ 31,135,161	\$ 42,382,264	\$ 28,109,173	\$ 28,204,573	\$ 95,400	0%
OTHER SHARED REVENUE						
Property Tax-State Subsidy	\$ 3,062,213	\$ 3,191,438	\$ 3,180,776	\$ 3,218,893	\$ 38,117	1%
Cigarette & Liquor Tax	760,248	816,964	21,018	22,000	982	5%
Estate Tax	5,535	12,779	—	—	—	0%
Casino	9,186,950	9,416,043	7,261,762	10,715,231	3,543,469	48%
Other	5,039	3,360	225,020	705,000	479,980	213%
	\$ 13,019,984	\$ 13,440,585	\$ 10,688,576	\$ 14,661,124	\$ 287,540	37%
PROPERTY TAX	\$ 34,627,861	\$ 37,905,311	\$ 38,373,451	\$ 36,306,967	\$ (2,066,484)	-5%
SALE OF CITY ASSETS	\$ 9,248,500	\$ —	\$ 9,284	\$ 1,000,446	\$ 991,162	0%
STATE AND LOCAL GOVERNMENT FUND	\$ 25,007,191	\$ 26,072,779	\$ 25,504,427	\$ 26,533,091	\$ 1,028,664	4%
TRANSFERS IN	\$ —	\$ 3,731,113	\$ —	\$ 8,500,000	\$ 8,500,000	0%
INCOME TAX	\$ 413,157,521	\$ 441,753,856	\$ 410,100,017	\$ 424,000,000	\$ 13,899,983	3%
INVESTMENT INCOME	\$ 3,998,801	\$ 5,495,262	\$ 1,715,043	\$ 400,000	\$ (1,315,043)	-77%
OTHER TAXES						
Admission Tax	\$ 19,701,829	\$ 18,939,818	\$ 5,732,302	\$ 13,687,500	\$ 7,955,198	139%
Motor Vehicle License Tax	3,264,475	3,504,426	1,492,108	2,100,000	607,892	41%
Parking Tax	15,274,599	15,348,019	8,163,521	10,435,000	2,271,479	28%
Hotel Tax	6,972,234	7,006,596	2,542,592	5,000,000	2,457,408	97%
Other	27,737	24,374	8,169	15,000	6,831	84%
	\$ 45,240,873	\$ 44,823,233	\$ 17,938,692	\$ 31,237,500	\$ 13,298,808	74%
TOTAL RECEIPTS	\$ 642,594,487	\$ 685,651,943	\$ 650,167,459	\$ 636,087,679	\$ (14,079,780)	-2%

COUNCIL AND CLERK OF COUNCIL**Kevin J. Kelley, Council President****Patricia J. Britt, Clerk Of Council**

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

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

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

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

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

COUNCIL AND CLERK OF COUNCIL

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 2,456,219	\$ 2,398,482	\$ 2,440,504	\$ 2,672,909
Seasonal	(6,929)	1,640	—	96,439
Elected Officials	1,446,224	1,426,608	1,422,877	1,505,809
Part-Time Permanent	121,028	113,521	129,771	119,810
Longevity	14,600	15,550	15,525	18,400
Vacation Conversion	—	42,194	—	—
Separation Payments	16,293	11,776	33,751	60,000
Bonus Incentive	22,500	—	—	—
	\$ 4,069,934	\$ 4,009,770	\$ 4,042,428	\$ 4,473,367
Benefits				
Hospitalization	\$ 599,120	\$ 631,991	\$ 644,582	\$ 674,622
Prescription	101,392	106,789	135,790	135,306
Dental	29,672	29,299	33,456	36,149
Vision Care	3,266	3,223	5,289	6,411
Public Employees Retire System	562,816	553,319	560,994	633,621
Fica-Medicare	56,160	55,018	55,806	65,557
Workers' Compensation	39,154	41,017	35,583	42,051
Life Insurance	1,961	1,953	2,497	3,372
Unemployment Compensation	49,179	263	—	—
	\$ 1,442,719	\$ 1,422,872	\$ 1,473,997	\$ 1,597,089
Other Training & Professional Dues				
Travel	\$ 49,585	\$ 39,728	\$ 14,774	\$ 50,000
Tuition & Registration Fees	16,393	10,735	8,659	30,000
Professional Dues & Subscript	3,206	1,975	2,255	9,467
	\$ 69,184	\$ 52,437	\$ 25,688	\$ 89,467
Utilities				
Steam	\$ 38,663	\$ 37,459	\$ 36,481	\$ 39,740
	\$ 38,663	\$ 37,459	\$ 36,481	\$ 39,740
Contractual Services				
Professional Services	\$ 609,813	\$ 929,883	\$ 906,329	\$ 793,986
Expense Account Reimbursement	129,804	112,337	89,516	244,800
Advertising And Public Notice	617,990	74,438	53,917	262,650
Parking In City Facilities	43,148	45,336	31,958	46,000
Insurance And Official Bonds	—	—	250	100
	\$ 1,400,754	\$ 1,161,993	\$ 1,081,969	\$ 1,347,536

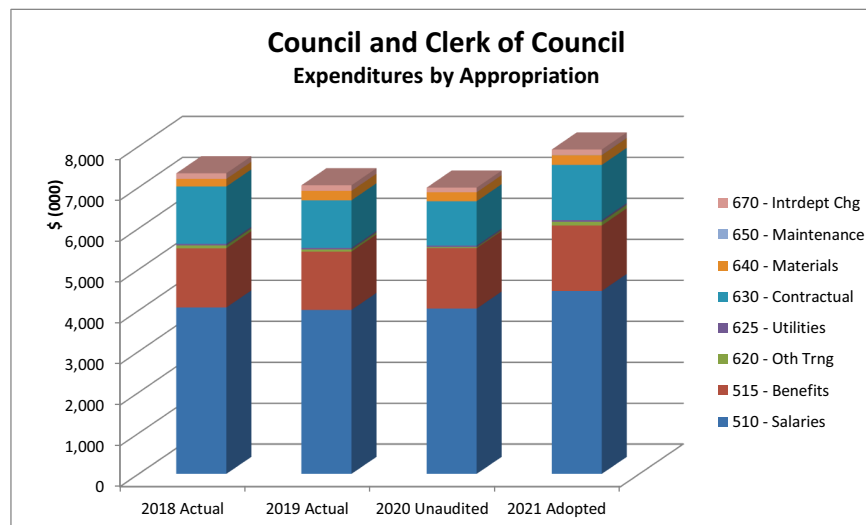
COUNCIL AND CLERK OF COUNCIL

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Materials & Supplies				
Office Supplies	\$ 12,335	\$ 11,402	\$ 13,075	\$ 13,400
Postage	150,248	200,000	200,000	200,000
Food	15,005	11,617	4,875	20,000
Just In Time Office Supplies	7,205	7,067	1,301	7,500
	\$ 184,792	\$ 230,086	\$ 219,251	\$ 240,900
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 5,000
	\$ —	\$ —	\$ —	\$ 5,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 65,654	\$ 68,254	\$ 74,560	\$ 75,328
Charges From Print & Repro	41,827	36,718	22,378	34,129
Charges From Central Storeroom	29,361	30,191	15,920	19,689
	\$ 136,843	\$ 135,163	\$ 112,857	\$ 129,146
	\$ 7,342,890	\$ 7,049,780	\$ 6,992,671	\$ 7,922,245

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Miscellaneous	\$ 55,232	\$ 57,304	\$ 36,040	\$ 700
	\$ 55,232	\$ 57,304	\$ 36,040	\$ 700



COUNCIL AND CLERK OF COUNCIL

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Clerk of Council	42,865.60	112,294.22
1	1	1	Council President	97,142.92	97,142.92
16	16	16	Council Member	86,738.92	86,738.92
1	1	1	Director of Communication	31,200.00	83,909.90
1	1	1	Director of Policy Research	31,200.00	89,689.81
20	20	20			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Council Receptionist	20,800.00	50,331.92
16	15	16	Executive Assistant Council	20,800.00	48,714.22
1	1	1	Executive Assistant Council President	24,975.00	46,359.00
18	17	18			
<u>PROFESSIONALS</u>					
1	1	1	Chief City Archivist	21,851.06	83,886.55
1	1	1	Chief Legislative Secretary	21,851.06	83,886.55
1	0	1	Deputy City Archivist	20,800.00	79,533.35
1	1	1	Deputy Clerk	31,200.00	86,594.35
1	1	1	Executive Assistant-Clerk of Council	24,974.46	83,886.55
1	1	1	Financial Assistant	31,200.00	51,956.53
1	1	1	Financial Officer	20,800.00	83,381.88
1	1	1	Information & Technology Administrator	21,851.06	79,533.92
7	3	7	Legislative Assistant	20,800.00	67,109.25
2	2	2	Legislative Committee Clerk	20,800.00	67,109.25
1	1	1	Personnel/Human Resources	21,851.06	83,886.55
2	2	2	Policy Research Analyst	21,851.06	79,533.35
1	1	1	Public Relations Manager	21,851.06	83,886.55
1	1	1	Special Counsel	31,200.00	112,047.94
22	17	22			



COUNCIL AND CLERK OF COUNCIL

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	Budget 2020	Budget 2021		Minimum	Maximum
			<u>NON EEO REPORTING</u>		
1	1	1	Executive Assistant-Admin/Council	24,974.46	83,886.55
1	1	1			
61	55	61	TOTAL FULL TIME		
			<u>PART TIME</u>		
1	1	1	Legislative Assistant	20,800.00	67,109.25
1	1	1	Special Counsel	31,200.00	112,047.94
0	8	8	Student Aide	10.00	11.94
2	10	10	TOTAL PART TIME		
63	65	71	TOTAL DIVISION		

OFFICE OF THE MAYOR

Frank G. Jackson, Mayor

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

Also, the Mayor's staff informs the Mayor on the operational status of various service programs and provides feedback on 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 delegation; serve as liaison to local, state and federal elected officials; monitor legislative activity and advise on legislative matters; state, county and local government relations; monitor Jackson Administration's appointments to internal and external boards and commissions.

PROGRAM NAME: MAYOR'S ACTION CENTER

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

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

PROGRAM NAME: OFFICE OF COMMUNICATIONS

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

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



OFFICE OF THE MAYOR

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,449,717	\$ 1,350,140	\$ 1,335,301	\$ 1,709,342
Elected Officials	147,621	146,580	153,953	154,642
Part-Time Permanent	40,717	24,724	27,308	30,278
Longevity	4,500	3,550	3,975	8,850
Vacation Conversion	—	32,702	—	—
Separation Payments	88,445	11,708	—	20,000
Bonus Incentive	12,000	—	—	—
Overtime	—	2,299	—	—
	\$ 1,742,999	\$ 1,571,704	\$ 1,520,538	\$ 1,923,112
Benefits				
Hospitalization	\$ 192,488	\$ 201,301	\$ 206,107	\$ 268,597
Prescription	29,439	34,881	43,475	55,578
Dental	8,554	8,075	10,207	15,166
Vision Care	1,137	1,037	1,629	2,421
Public Employees Retire System	233,546	213,765	210,398	268,304
Fica-Medicare	24,770	22,287	21,460	23,664
Workers' Compensation	16,793	17,101	13,722	15,216
Life Insurance	669	596	815	1,320
Unemployment Compensation	6,006	—	—	1,300
	\$ 513,401	\$ 499,043	\$ 507,813	\$ 651,566
Other Training & Professional Dues				
Travel	\$ 6,992	\$ 20,268	\$ 950	\$ 8,000
Tuition & Registration Fees	1,400	2,550	—	2,000
Mileage (Priv Auto) Trng Prps	314	371	—	—
Professional Dues & Subscript	5,132	5,236	961	5,700
	\$ 13,838	\$ 28,425	\$ 1,911	\$ 15,700
Contractual Services				
Professional Services	\$ 55	\$ 132	\$ 6,851	\$ 27,656
Mileage (Private Auto)	—	—	—	500
Security Services	—	—	—	600
Expense Account Reimbursement	141	—	—	450
Insurance And Official Bonds	250	—	—	250
Other Contractual	330	—	—	—
Refunds & Miscellaneous	366	334	17	—
	\$ 1,142	\$ 466	\$ 6,869	\$ 29,456

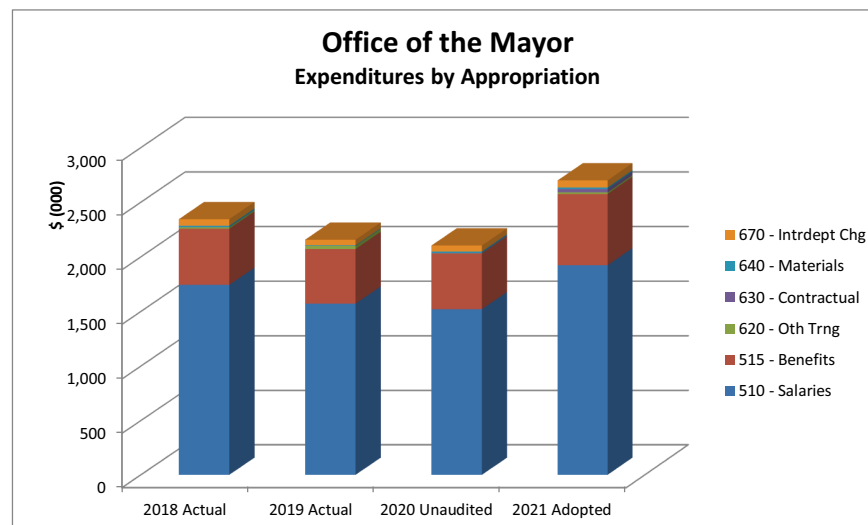
OFFICE OF THE MAYOR

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Materials & Supplies				
Computer Supplies	\$ 2,344	\$ 1,720	\$ —	\$ 1,500
Food	1,000	—	—	750
Arts & Crafts Supplies	4,080	—	4,505	—
Special Events Supplies	—	—	3,475	6,750
Just In Time Office Supplies	5,757	3,561	3,408	6,000
	\$ 13,181	\$ 5,281	\$ 11,388	\$ 15,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 35,983	\$ 27,917	\$ 34,910	\$ 35,270
Charges From Print & Repro	18,895	19,233	14,893	22,741
Charges From Central Storeroom	4,303	3,913	4,603	5,692
Charges From M.V.M.	678	657	—	836
	\$ 59,860	\$ 51,720	\$ 54,406	\$ 64,539
	\$ 2,344,421	\$ 2,156,639	\$ 2,102,925	\$ 2,699,373

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Miscellaneous	\$ 24,401	\$ 37,825	\$ 14,377	\$ —
	\$ 24,401	\$ 37,825	\$ 14,377	\$ —





OFFICE OF THE MAYOR

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
6	4	5	Executive Assistant to the Mayor	50,795.81	191,316.74
1	1	1	Mayor	152,502.31	152,502.31
1	0	1	Secretary to the Mayor	50,795.78	192,654.41
18	13	16	Special Assistant to the Mayor	31,200.00	123,010.37
26	18	23			
<u>PROFESSIONALS</u>					
1	0	0	Administrative Officer	20,800.00	58,499.94
1	1	1	Assistant Administrator	31,200.00	76,852.88
2	1	1			
28	19	24	TOTAL FULLTIME		
<u>PART TIME</u>					
1	1	1	Special Assistant to the Mayor	31,200.00	123,010.37
1	1	1	TOTAL PART TIME		
29	20	25	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

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 3,675,617	\$ 3,910,805	\$ 4,116,211	\$ 4,258,849
Military Leave	—	633	—	—
Part-Time Permanent	67,076	62,452	108,351	138,091
Longevity	17,850	16,350	17,425	20,925
Wage Settlements	—	—	1	—
Vacation Conversion	—	8,759	—	—
Separation Payments	33,478	12,308	5,043	67,000
Bonus Incentive	16,500	8,000	—	—
Overtime	6,893	7,185	6,364	10,000
	\$ 3,817,414	\$ 4,026,491	\$ 4,253,396	\$ 4,494,865
Benefits				
Hospitalization	\$ 651,354	\$ 694,172	\$ 714,230	\$ 713,966
Prescription	95,790	115,998	147,348	138,525
Dental	32,219	32,307	37,808	37,849
Vision Care	3,282	3,275	5,083	5,827
Public Employees Retire System	523,084	556,997	598,151	626,247
Fica-Medicare	52,024	54,867	57,991	64,232
Workers' Compensation	43,616	76,255	34,463	71,696
Life Insurance	1,821	1,961	2,643	3,300
Unemployment Compensation	6,997	2,039	4,066	5,000
Clothing Allowance	6,340	6,770	5,970	5,970
Clothing Maintenance	2,100	2,400	2,100	2,100
	\$ 1,418,627	\$ 1,547,041	\$ 1,609,854	\$ 1,674,712
Other Training & Professional Dues				
Travel	\$ 6,857	\$ 10,532	\$ 2,073	\$ 4,500
Tuition & Registration Fees	8,029	6,420	3,685	4,400
Training	—	1,164	4,027	5,000
Mileage (Priv Auto) Trng Prps	304	—	—	—
Professional Dues & Subscript	9,300	10,394	12,663	13,450
	\$ 24,491	\$ 28,511	\$ 22,448	\$ 27,350
Contractual Services				
Professional Services	\$ 147,397	\$ 135,164	\$ 144,387	\$ 177,100
Mileage (Private Auto)	26,755	42,320	34,394	26,900
Advertising And Public Notice	—	—	—	1,500

OFFICE OF CAPITAL PROJECTS

Expenditures (Continued)

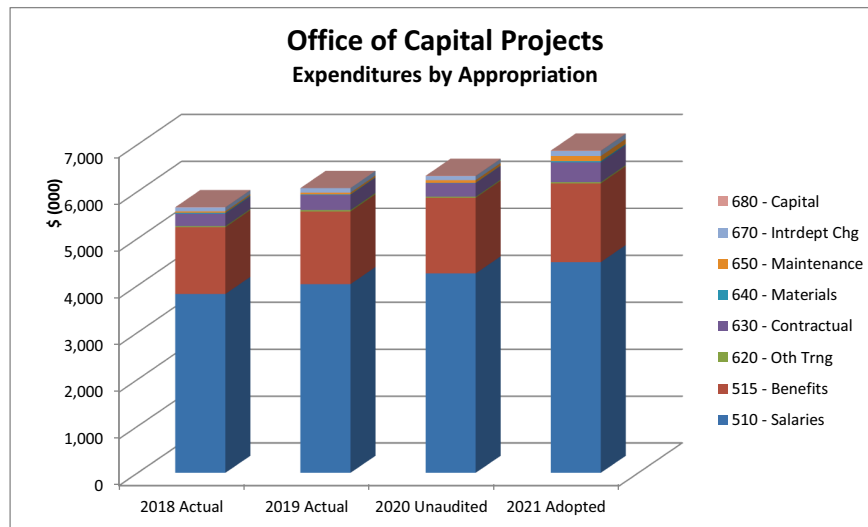
	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Appraisal Fees	10,118	2,750	2,900	—
Parking In City Facilities	15,984	19,628	11,010	14,000
Taxes	62,878	122,991	96,441	200,000
Equipment Rental	—	—	—	1,000
Other Contractual	513	518	167	500
	\$ 263,645	\$ 323,370	\$ 289,299	\$ 421,000
Materials & Supplies				
Office Supplies	\$ 19	\$ 233	\$ —	\$ 2,500
Computer Supplies	—	760	—	1,000
Computer Hardware	3,330	—	—	1,000
Computer Software	5,871	—	—	1,000
Small Equipment	3,124	1,000	1,000	3,000
Other Supplies	—	—	—	500
Bridge Maintenance Supplies	—	—	—	5,000
Safety Equipment	2,799	510	598	5,000
Just In Time Office Supplies	5,151	7,792	6,227	8,000
	\$ 20,294	\$ 10,295	\$ 7,825	\$ 27,000
Maintenance				
Maintenance Office Equipment	\$ —	\$ 776	\$ 140	\$ 1,000
Maintenance Contracts	—	—	15,761	23,697
Computer Hardware Maintenance	—	—	—	12,000
Computer Software Maintenance	31,177	37,008	41,029	71,013
Car Washes	300	—	—	—
	\$ 31,477	\$ 37,784	\$ 56,930	\$ 107,710
Interdepart Service Charges				
Charges From Telephone Exch	\$ 34,886	\$ 38,937	\$ 44,977	\$ 45,440
Charges From Radio Comm System	1,613	1,914	1,554	1,689
Charges From Print & Repro	29,414	35,576	26,566	40,516
Charges From Central Storeroom	831	1,348	1,292	1,598
Charges From M.V.M.	16,165	19,510	10,968	17,671
	\$ 82,907	\$ 97,286	\$ 85,356	\$ 106,914
Capital Outlay				
Computer Software	\$ —	\$ —	\$ 747	\$ 5,000
Furniture	5,533	—	—	2,000
Computer Hardware	—	—	6,307	2,000
	\$ 5,533	\$ —	\$ 7,054	\$ 9,000
	\$ 5,664,387	\$ 6,070,778	\$ 6,332,161	\$ 6,868,551



OFFICE OF CAPITAL PROJECTS

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ 15,259	\$ 17,220	\$ 10,510	\$ —
Fines, Forfeitures & Settlements	—	10,938	—	—
Licenses & Permits	52,425	59,625	33,465	47,000
Miscellaneous	487,051	92,854	857,641	950,000
Sale Of City Assets	—	—	9,284	—
	\$ 554,734	\$ 180,637	\$ 910,900	\$ 997,000



OFFICE OF CAPITAL PROJECTS

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	Budget 2020	December 2020		Minimum	Maximum
			<u>ADMINISTRATORS & OFFICIALS</u>		
1	1	1	Commissioner of Real Estate	40,314.82	134,602.24
1	1	1	Executive Assistant to the Mayor	50,795.81	191,316.74
1	1	1	Manager of Parks Rec Research & PI	31,200.00	88,433.90
2	2	2	Special Assistant to the Mayor	31,200.00	123,010.37
1	1	1	Superintendent of Sidewalks	22,333.40	70,234.84
6	6	6			
			<u>ADMINISTRATIVE SUPPORT</u>		
3	1	2	Administrative Officer	20,800.00	58,499.94
1	1	1	Junior Personnel Assistant	31,200.00	44,537.38
3	3	3	Principal Clerk	16.60	22.86
7	5	6			
			<u>PROFESSIONALS</u>		
3	3	3	Chief Architect	23,647.11	112,409.91
1	1	1	Construction Technician	15.00	26.52
10	9	9	Consulting Engineer	36,000.00	104,888.34
2	1	1	Construction Manager I	50,000.00	100,000.00
1	1	1	Surveyor Intern	31,200.00	62,432.24
1	1	1	Landscape Designer	15.00	32.82
1	1	1	Prevailing Wage Coordinator	27,193.50	74,349.61
3	3	3	Project Coordinator	27,325.56	99,702.63
2	2	2	Project Director	22,333.40	88,646.98
4	3	4	Section Chief Engineering and Construction	50,000.00	108,011.58
2	2	2	Senior Assistant Designer	15.00	27.98
1	1	1	Senior Budget and Management Analyst	26,273.96	88,147.99
1	1	1	Senior Landscape Architect	15.00	34.76
2	2	2	Section Chief Arch & Site Development	40,000.00	108,011.58
1	1	1	Surveyor	19.23	51.02
2	2	2	Survey Party Chief	20,800.00	62,194.14
37	34	35			



OFFICE OF CAPITAL PROJECTS

COMPARISON OF STAFFING LEVEL

No. of Employees			Salary Schedule		
Budget 2020	December 2020	Budget 2021	Position	Minimum	Maximum
<u>TECHNICIANS</u>					
1	1	1	Chief Engineering and Construction Inspector	28.54	31.15
16	12	13	Engineering & Construction Inspector	21.47	23.94
17	13	14			
67	58	61	TOTAL FULL TIME		
2	3	3	TOTAL PART TIME		
69	61	64	TOTAL DIVISION		

OFFICE OF QUALITY CONTROL AND PERFORMANCE MANAGEMENT

Sabra T. Scott, Director**Mission Statement**

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

PROGRAM NAME: ASSESS AND EVALUATION

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

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

PROGRAM NAME: QUALITY CONTROL

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

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

PROGRAM NAME: DATA MONITORING AND ANALYTICS

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

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

PROGRAM NAME: PERFORMANCE IMPROVEMENT

OBJECTIVE: To recommend and facilitate process improvement models.

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



OFFICE OF QUALITY CONTROL AND PERFORMANCE MANAGEMENT

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 674,506	\$ 549,015	\$ 786,789	\$ 807,484
Part-Time Permanent	26,985	27,257	22,251	30,444
Longevity	1,275	1,400	2,100	4,800
Wage Settlements	—	—	7	—
Separation Payments	9,379	11,907	—	10,000
Bonus Incentive	6,000	—	—	—
	\$ 718,145	\$ 589,579	\$ 811,146	\$ 852,728
Benefits				
Hospitalization	\$ 63,404	\$ 58,172	\$ 102,875	\$ 101,452
Prescription	9,925	10,544	21,188	19,614
Dental	3,064	2,376	5,549	5,396
Vision Care	467	334	745	840
Public Employees Retire System	98,988	79,875	112,648	118,103
Fica-Medicare	10,262	8,405	11,416	12,333
Workers' Compensation	6,899	5,841	4,946	8,117
Life Insurance	320	259	494	648
	\$ 193,329	\$ 165,804	\$ 259,860	\$ 266,503
Other Training & Professional Dues				
Travel	\$ 22	\$ 6,324	\$ 11,580	\$ —
Tuition & Registration Fees	5,675	6,119	4,240	10,000
Other Training Supplies	114	—	—	500
Mileage (Priv Auto) Trng Prps	—	—	—	500
Professional Dues & Subscript	—	450	—	1,000
	\$ 5,812	\$ 12,893	\$ 15,820	\$ 12,000
Contractual Services				
Travel- Non-Training	\$ 141	\$ 671	\$ 178	\$ —
Parking In City Facilities	3,135	3,905	4,785	10,050
Property Rental	32,726	11,108	—	—
	\$ 36,002	\$ 15,685	\$ 4,963	\$ 10,050
Materials & Supplies				
Computer Supplies	\$ —	\$ —	\$ —	\$ 2,000
Computer Hardware	—	5,499	415	—
Computer Software	1,359	1,005	1,600	2,000
Clothing	701	—	—	—
Just In Time Office Supplies	863	1,316	1,075	4,000
	\$ 2,924	\$ 7,820	\$ 3,090	\$ 8,000

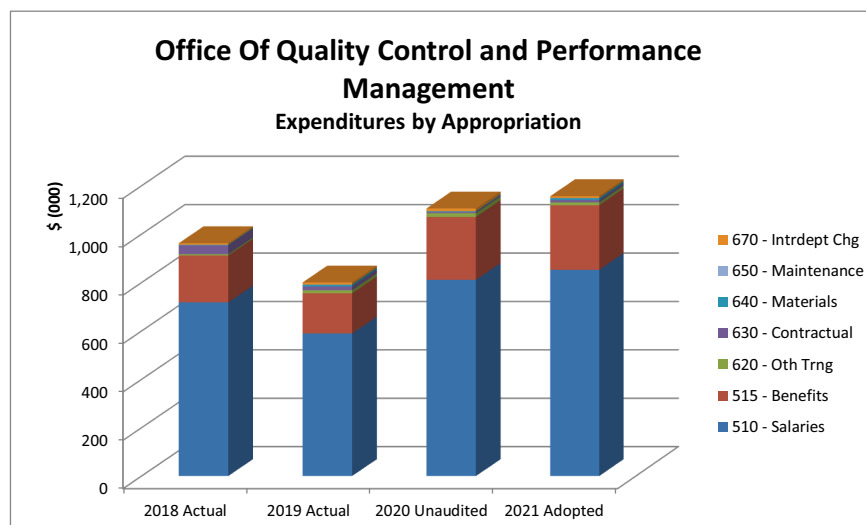
OFFICE OF QUALITY CONTROL AND PERFORMANCE MANAGEMENT

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Interdepart Service Charges				
Charges From Print & Repro	\$ 2,171	\$ 2,923	\$ 2,721	\$ 4,149
Charges From M.V.M.	4,048	5,685	8,581	3,690
	\$ 6,220	\$ 8,608	\$ 11,301	\$ 7,839
	\$ 962,431	\$ 800,389	\$ 1,106,181	\$ 1,157,120

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Miscellaneous	\$ —	\$ —	\$ 5,162	\$ —
	\$ —	\$ —	\$ 5,162	\$ —





OFFICE OF QUALITY CONTROL AND PERFORMANCE MANAGEMENT

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Executive Assistant To The Mayor	50,795.81	191,316.74
1	1	1	Program Manager	30,214.00	91,429.27
2	2	2			
<u>PROFESSIONALS</u>					
1	1	1	Asst Mgr Of Audit Ctrl/Pers	20,800.00	64,967.92
2	2	2	Business Process Analyst	55,000.00	108,044.90
2	2	2	Business Process Specialist	40,000.00	80,000.00
3	3	3	Performance Assessment Specialist	40,000.00	80,000.00
8	8	8			
<u>TECHNICIANS</u>					
2	2	2	Quality Control Inspector	25,000.00	65,000.00
2	2	2			
12	12	12	TOTAL FULL TIME		
<u>PART TIME</u>					
1	0	1	Project Director	22,333.40	88,646.98
1	0	1	TOTAL PART TIME		
13	12	13	TOTAL DIVISION		

LANDMARKS COMMISSION

Donald Petit, Secretary

Mission Statement

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

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

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

PROGRAM NAME: DESIGN REVIEW

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

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

PROGRAM NAME: PERMITS AND CASES

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

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



LANDMARKS COMMISSION

PROGRAM NAME: SURVEY

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

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

LANDMARKS COMMISSION

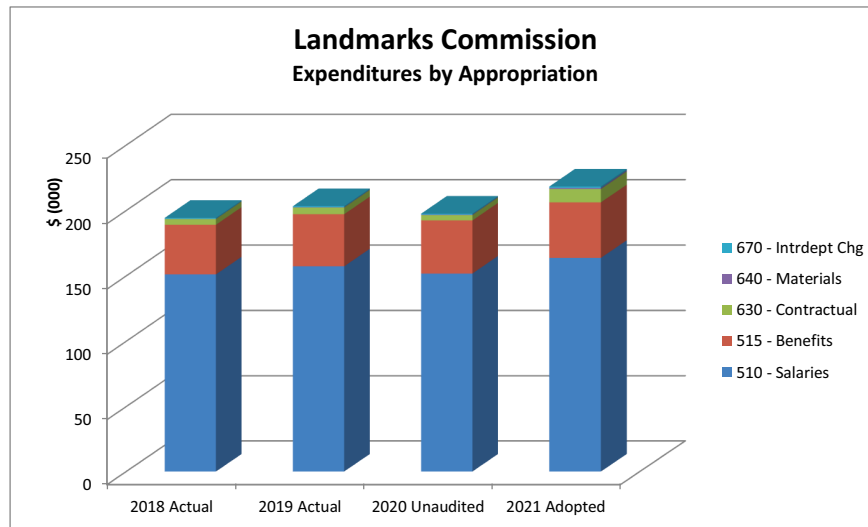
Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 106,183	\$ 105,788	\$ 108,722	\$ 112,021
Board Members	43,775	46,175	42,275	50,974
Longevity	700	800	800	800
Vacation Conversion	—	4,537	—	—
Bonus Incentive	500	—	—	—
	\$ 151,158	\$ 157,299	\$ 151,797	\$ 163,795
Benefits				
Hospitalization	\$ 11,109	\$ 11,758	\$ 12,052	\$ 11,967
Prescription	1,749	2,093	2,638	2,460
Dental	514	504	600	578
Vision Care	139	138	181	202
Public Employees Retire System	20,806	21,471	21,497	23,251
Fica-Medicare	2,163	2,249	2,168	2,377
Workers' Compensation	1,406	1,550	1,349	1,519
Life Insurance	67	67	88	108
	\$ 37,954	\$ 39,830	\$ 40,573	\$ 42,462
Contractual Services				
Professional Services	\$ 3,295	\$ 3,935	\$ 3,890	\$ 7,700
Advertising And Public Notice	108	208	—	800
Parking In City Facilities	947	995	257	1,650
	\$ 4,350	\$ 5,138	\$ 4,147	\$ 10,150
Materials & Supplies				
Just In Time Office Supplies	\$ 171	\$ 281	\$ 349	\$ 900
	\$ 171	\$ 281	\$ 349	\$ 900
Interdepart Service Charges				
Charges From Telephone Exch	\$ 63	\$ 53	\$ 98	\$ 99
Charges From Print & Repro	666	709	625	954
Charges From Central Storeroom	15	14	3	3
	\$ 744	\$ 776	\$ 726	\$ 1,056
	\$ 194,377	\$ 203,324	\$ 197,593	\$ 218,363

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Miscellaneous	\$ 1,421	\$ 1,508	\$ 1,549	\$ 1,000
	\$ 1,421	\$ 1,508	\$ 1,549	\$ 1,000

LANDMARKS COMMISSION



COMPARISON OF STAFFING LEVEL

No. of Employees			Salary Schedule		
Budget 2020	December 2020	Budget 2021	Position	Minimum	Maximum
<u>PROFESSIONALS</u>					
1	1	1	Sr. Assistant City Planner	15.00	27.98
1	1	1	City Planner	30,000.00	67,032.85
2	2	2	TOTAL FULL TIME		
<u>BOARD MEMBERS</u>					
1	1	1	Chairman of Landmarks Commission	7,775.00	7,775.00
6	4	6	Member of Landmarks Commission	7,200.00	7,200.00
7	5	7	TOTAL BOARD MEMBERS		
9	7	9	TOTAL DIVISION		

BOARD OF BUILDING STANDARDS AND APPEALS

Carmella Davis, Executive Secretary**Mission Statement**

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

PROGRAM NAME: APPEALS REVIEW

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

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

PROGRAM NAME: OHIO BUILDING CODE REVIEW

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

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

PROGRAM NAME: PERMITS AND CASES

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

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

PROGRAM NAME: RECORD MAINTENANCE

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

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



BOARD OF BUILDING STANDARDS AND APPEALS

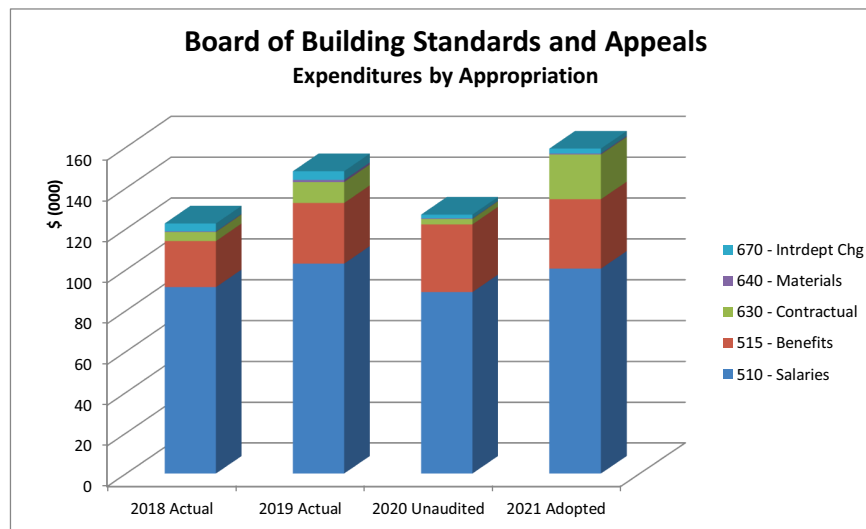
Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 57,486	\$ 53,990	\$ 58,690	\$ 59,080
Board Members	32,695	29,968	29,650	40,742
Longevity	800	1,500	700	700
Separation Payments	—	17,505	—	—
Bonus Incentive	500	—	—	—
	\$ 91,481	\$ 102,962	\$ 89,040	\$ 100,522
Benefits				
Hospitalization	\$ 5,917	\$ 12,349	\$ 14,416	\$ 13,462
Prescription	875	2,248	3,073	2,859
Dental	715	642	825	803
Vision Care	58	52	93	105
Public Employees Retire System	12,752	11,951	12,585	14,337
Fica-Medicare	1,310	1,451	1,241	1,463
Workers' Compensation	863	987	862	891
Life Insurance	34	31	44	54
	\$ 22,525	\$ 29,710	\$ 33,139	\$ 33,974
Contractual Services				
Professional Services	\$ 464	\$ 6,274	\$ —	\$ 15,100
Court Reporter	2,885	2,902	2,520	6,000
Parking In City Facilities	1,088	1,047	150	800
	\$ 4,437	\$ 10,223	\$ 2,670	\$ 21,900
Materials & Supplies				
Office Supplies	\$ 228	\$ —	\$ —	\$ 250
Just In Time Office Supplies	100	999	298	250
	\$ 328	\$ 999	\$ 298	\$ 500
Interdepart Service Charges				
Charges From Telephone Exch	\$ 315	\$ 347	\$ 347	\$ 351
Charges From Print & Repro	1,787	2,055	701	1,068
Charges From Central Storeroom	1,773	1,933	792	979
	\$ 3,875	\$ 4,334	\$ 1,840	\$ 2,398
	\$ 122,646	\$ 148,228	\$ 126,986	\$ 159,294

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ 16,710	\$ 20,035	\$ 4,385	\$ 15,000
Miscellaneous	1,326	1,391	862	—
	\$ 18,036	\$ 21,426	\$ 5,247	\$ 15,000

BOARD OF BUILDING STANDARDS AND APPEALS



COMPARISON OF STAFFING LEVEL

No. of Employees			Salary Schedule		
Budget 2020	December 2020	Budget 2021	Position	Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Secretary to Board of Building Standards & Appeals	23,647.11	91,405.96
1	1	1	TOTAL FULL TIME		
<u>BOARD MEMBERS</u>					
1	1	1	Chairman of Board of Building Standards & Appeals	9,545.00	9,545.00
4	3	4	Builder Member Regular	6,960.00	6,960.00
5	4	5	TOTAL BOARD MEMBERS		
6	5	6	TOTAL DIVISION		



BOARD OF ZONING APPEALS

Elizabeth Kukla, Secretary

Mission Statement

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

PROGRAM NAME: APPEALS REVIEW AND RECORDS MAINTENANCE

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

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

PROGRAM NAME: PERMITS AND ACTIONS

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

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

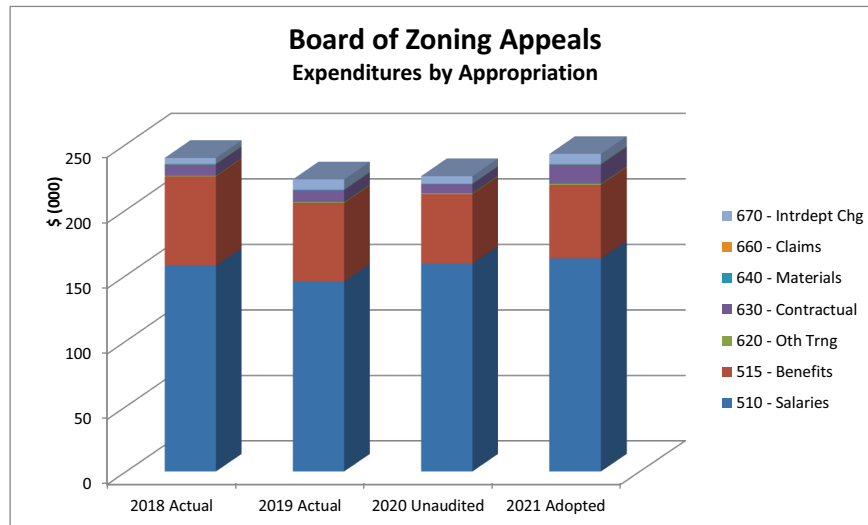
BOARD OF ZONING APPEALS

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 119,445	\$ 101,106	\$ 118,637	\$ 122,616
Board Members	36,742	36,416	39,675	39,676
Longevity	750	1,050	600	600
Separation Payments	—	6,805	—	—
Bonus Incentive	500	—	—	—
	\$ 157,437	\$ 145,378	\$ 158,911	\$ 162,892
Benefits				
Hospitalization	\$ 29,721	\$ 21,475	\$ 22,541	\$ 23,559
Prescription	4,069	3,413	4,392	4,089
Dental	1,430	984	1,125	1,092
Vision Care	139	111	181	202
Public Employees Retire System	22,021	19,358	22,363	23,054
Fica-Medicare	2,201	2,044	2,219	2,359
Workers' Compensation	8,239	1,065	—	1,590
Life Insurance	67	56	88	108
Unemployment Compensation	—	11,180	—	—
	\$ 67,888	\$ 59,686	\$ 52,908	\$ 56,053
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 685	\$ 815	\$ 835	\$ 900
	\$ 685	\$ 815	\$ 835	\$ 900
Contractual Services				
Court Reporter	\$ 6,783	\$ 7,248	\$ 6,714	\$ 13,000
Parking In City Facilities	1,453	1,610	205	1,400
	\$ 8,236	\$ 8,858	\$ 6,919	\$ 14,400
Materials & Supplies				
Office Supplies	\$ 117	\$ 177	\$ 179	\$ 250
Just In Time Office Supplies	528	361	59	250
	\$ 645	\$ 538	\$ 238	\$ 500
Claims, Refunds, Maintenance				
Judgments, Damages, & Claims	\$ 394	\$ 189	\$ —	\$ 300
	\$ 394	\$ 189	\$ —	\$ 300
Interdepart Service Charges				
Charges From Telephone Exch	\$ 69	\$ 810	\$ 1,009	\$ 1,019
Charges From Print & Repro	1,879	2,690	1,848	2,818
Charges From Central Storeroom	2,326	4,267	2,992	3,701
	\$ 4,274	\$ 7,767	\$ 5,849	\$ 7,538
	\$ 239,559	\$ 223,231	\$ 225,660	\$ 242,583

**BOARD OF ZONING APPEALS****Revenues**

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ 28,449	\$ 28,195	\$ 18,300	\$ 25,000
Licenses & Permits	—	100	425	—
Miscellaneous	2,175	2,197	—	—
	\$ 30,624	\$ 30,492	\$ 18,725	\$ 25,000





BOARD OF ZONING APPEALS

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	Budget 2020	Budget 2021		Minimum	Maximum
			<u>ADMINISTRATIVE SUPPORT</u>		
1	1	1	Secty Board of Zoning Appeals	23,647.11	91,405.96
1	1	1	Principal Clerk	16.60	22.86
<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	8,395.00	8,395.00
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

Michael Spreng, Secretary

Mission Statement

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

PROGRAM NAME: POLICY-MAKING

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

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

PROGRAM NAME: RECORD MAINTENANCE

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

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

PROGRAM NAME: TESTING

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

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

CIVIL SERVICE COMMISSION

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 350,365	\$ 361,170	\$ 383,947	\$ 490,882
Board Members	31,855	39,414	39,675	38,414
Part-Time Permanent	15,008	15,713	17,119	26,282
Longevity	3,425	3,550	3,275	3,375
Vacation Conversion	—	10,972	—	—
Separation Payments	—	—	—	8,200
Bonus Incentive	3,500	—	—	—
Overtime	6,219	264	—	4,500
	\$ 410,372	\$ 431,082	\$ 444,016	\$ 571,653
Benefits				
Hospitalization	\$ 53,278	\$ 55,855	\$ 56,537	\$ 79,283
Prescription	7,852	9,345	11,691	16,746
Dental	2,224	1,892	1,793	3,972
Vision Care	292	286	456	744
Public Employees Retire System	56,713	58,864	61,214	78,884
Fica-Medicare	5,768	6,045	6,252	8,289
Workers' Compensation	3,883	4,268	3,716	4,443
Life Insurance	202	202	260	450
Unemployment Compensation	225	—	—	—
	\$ 130,438	\$ 136,758	\$ 141,918	\$ 192,811
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ 439	\$ —
Tuition & Registration Fees	—	3,310	—	1,500
	\$ —	\$ 3,310	\$ 439	\$ 1,500
Contractual Services				
Professional Services	\$ 169,176	\$ 741,668	\$ 183,630	\$ 350,000
Court Reporter	5,084	4,784	2,918	16,000
Referee Services	—	—	—	35,000
Medical Services	270,000	160,012	115,000	175,000
Parking In City Facilities	577	649	280	1,000
	\$ 444,836	\$ 907,112	\$ 301,827	\$ 577,000
Materials & Supplies				
Computer Software	\$ —	\$ 167	\$ 330	\$ 750
Food	—	—	—	1,000
Other Supplies	—	317	—	—
Just In Time Office Supplies	2,034	1,511	1,138	4,000
	\$ 2,034	\$ 1,995	\$ 1,468	\$ 5,750



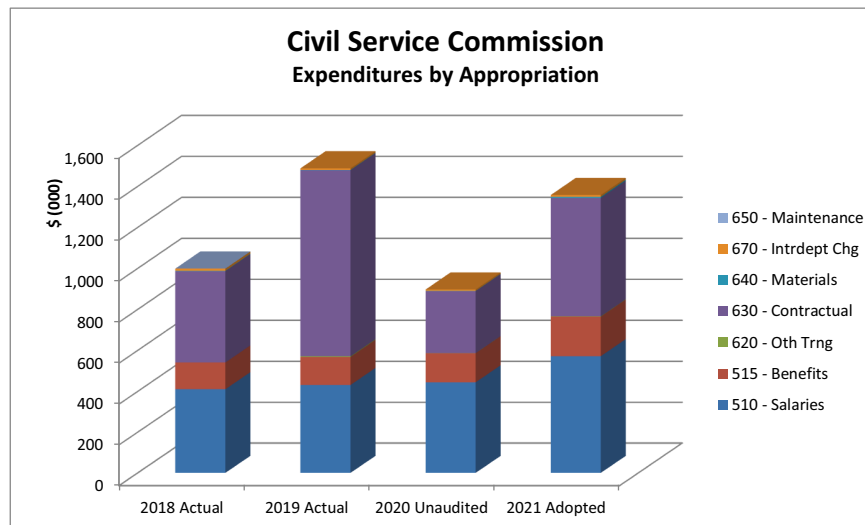
CIVIL SERVICE COMMISSION

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Maintenance				
Maintenance Contracts	\$ 155	\$ 288	\$ 155	\$ 700
	\$ 155	\$ 288	\$ 155	\$ 700
Interdepart Service Charges				
Charges From Telephone Exch	\$ 2,447	\$ 2,568	\$ 3,425	\$ 3,461
Charges From Print & Repro	7,890	4,672	3,578	5,458
Charges From Central Storeroom	791	195	107	133
Charges From M.V.M.	—	—	—	7
	\$ 11,128	\$ 7,435	\$ 7,111	\$ 9,059
	\$ 998,962	\$ 1,487,982	\$ 896,934	\$ 1,358,473

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Miscellaneous	\$ 5,207	\$ 5,463	\$ 3,717	\$ —
	\$ 5,207	\$ 5,463	\$ 3,717	\$ —



CIVIL SERVICE COMMISSION

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	Budget 2020	December 2020		Minimum	Maximum
			<u>ADMINISTRATORS & OFFICIALS</u>		
1	1	1	Secretary of the Civil Service Commission	25,011.85	107,537.55
1	1	1	Administrative Manager	31,200.00	122,426.51
2	2	2			
			<u>PROFESSIONALS</u>		
1	1	1	Chief Civil Service Examiner	26,273.96	78,184.48
1	0	1	Civil Service Examiner II	20,800.00	67,626.00
1	1	1	Civil Service Examiner III	20,800.00	66,723.40
1	1	1	Deputy Project Director	20,800.00	69,383.29
2	0	1	Personnel Assistant	20,800.00	52,381.41
1	1	1	Supervisor of Civil Service Records	20,800.00	64,468.16
7	4	6			
9	6	8	TOTAL FULL TIME		
			<u>PART TIME</u>		
1	1	1	Jr. Clerk	22,333.40	88,646.98
1	1	1	TOTAL PART TIME		
5	5	5	TOTAL BOARD MEMBERS		
15	12	14	TOTAL DIVISION		



COMMUNITY RELATIONS BOARD

Grady L. Stevenson, Director

Mission Statement

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

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

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

PROGRAM NAME: COMMUNITY OUTREACH

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

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

PROGRAM NAME: COMMUNITY REENTRY

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

COMMUNITY RELATIONS BOARD

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

PROGRAM NAME: **HUMAN RELATIONS CIVIL RIGHTS TRAINING AND COMMUNITY EDUCATION**

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

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

PROGRAM NAME: **POLICE/COMMUNITY COOPERATION AND SPECIAL EVENTS**

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

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



COMMUNITY RELATIONS BOARD

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

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

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

COMMUNITY RELATIONS BOARD

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 871,519	\$ 989,350	\$ 1,109,165	\$ 1,130,086
Board Members	84,635	79,775	82,430	108,576
Part-Time Permanent	3,317	—	—	—
Longevity	5,450	5,750	6,775	7,175
Wage Settlements	—	—	9	—
Vacation Conversion	—	10,657	—	—
Bonus Incentive	4,500	—	—	—
Overtime	1,564	490	480	—
	\$ 970,985	\$ 1,086,021	\$ 1,198,859	\$ 1,245,837
Benefits				
Hospitalization	\$ 156,677	\$ 190,559	\$ 214,341	\$ 224,470
Prescription	23,838	33,233	45,552	46,519
Dental	7,414	8,373	10,957	11,676
Vision Care	1,095	1,226	1,923	2,357
Public Employees Retire System	132,566	149,334	168,160	175,370
Fica-Medicare	12,753	14,316	15,825	17,273
Workers' Compensation	21,352	7,774	9,245	13,397
Life Insurance	520	655	928	1,184
Unemployment Compensation	—	—	1,656	—
	\$ 356,215	\$ 405,469	\$ 468,588	\$ 492,246
Other Training & Professional Dues				
Travel	\$ 872	\$ 1,864	\$ —	\$ 2,000
Tuition & Registration Fees	420	1,105	—	1,500
	\$ 1,292	\$ 2,969	\$ —	\$ 3,500
Contractual Services				
Professional Services	\$ 1,719,692	\$ —	\$ 250,000	\$ 250,000
Mileage (Private Auto)	4,988	3,427	1,463	9,000
Parking In City Facilities	3,062	3,894	2,338	3,062
	\$ 1,727,742	\$ 7,321	\$ 253,801	\$ 262,062
Materials & Supplies				
Office Supplies	\$ 77	\$ 289	\$ 48	\$ 1,000
Food	191	53	1,049	1,000
Other Supplies	—	—	—	1,000
Special Events Supplies	—	—	—	400
Just In Time Office Supplies	1,576	2,357	1,610	—
	\$ 1,844	\$ 2,699	\$ 2,707	\$ 3,400



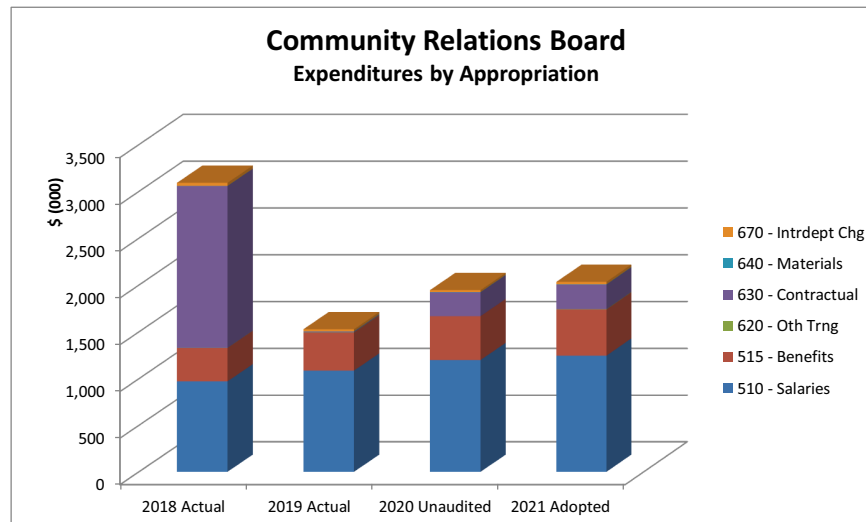
COMMUNITY RELATIONS BOARD

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 9,784	\$ 10,009	\$ 13,768	\$ 15,000
Charges From Light And Power	5,003	—	—	—
Charges From Print & Repro	11,645	8,953	4,805	8,000
Charges From Central Storeroom	3,988	3,568	2,590	3,500
Charges From M.V.M.	2,377	644	46	935
	\$ 32,797	\$ 23,174	\$ 21,210	\$ 27,435
	\$ 3,090,875	\$ 1,527,654	\$ 1,945,165	\$ 2,034,480

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Miscellaneous	\$ 13,153	\$ 13,014	\$ 9,245	\$ —
	\$ 13,153	\$ 13,014	\$ 9,245	\$ —



COMMUNITY RELATIONS BOARD

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Exec. Director Community Relations Board	50,795.81	191,316.74
1	1	1			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	31,200.00	122,426.51
1	1	1	Assistant Administrator	31,200.00	76,852.88
2	2	2	Case Worker II	15.64	22.97
4	2	2	Community Relations Rep. I	15.00	21.94
1	1	1	Community Relations Rep. II	15.00	26.52
1	1	1	Community Relations Rep. III	15.00	32.82
1	1	1	Grant Administrator	22,333.40	83,008.39
9	9	9	Project Coordinator	27,325.56	99,702.63
3	2	2	Project Director	22,333.40	88,646.98
23	20	20			
24	21	21	TOTAL FULL TIME		
<u>BOARD MEMBERS</u>					
1	1	1	Member of Community Relations Board-Chair	7,775.00	7,775.00
14	10	14	Member of Community Relations Board	7,200.00	7,200.00
15	11	15	TOTAL BOARD MEMBERS		
39	32	36	TOTAL DIVISION		



CITY PLANNING COMMISSION

Freddy Collier, Director

Mission Statement

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

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

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

PROGRAM NAME: ADMINISTRATIVE SERVICES

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

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

PROGRAM NAME: NEIGHBORHOOD AND COMPREHENSIVE PLANNING

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

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

PROGRAM NAME: PLANNING ADMINISTRATION

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

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

CITY PLANNING COMMISSION

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.

ACTIVITIES: Preparation of urban design plans for districts and large-scale projects; preparation of design guidelines; evaluation of design elements of development projects; provision of design assistance to City departments, City Council, neighborhood organizations, developers and citizens.

PROGRAM NAME: ZONING AND TECHNOLOGY

OBJECTIVES: To ensure that the City has an up-to-date Zoning Code and Zoning Map and to provide professional advice to the City Planning Commission, the Board of Zoning Appeals, and the City Council regarding matters pertaining to the Zoning Code and Zoning Map. Provision of mapping service, maintenance of the city street line and lot line base map series, and preparation of GIS computerized mapping products.

ACTIVITIES: Preparation of zoning studies and legislation amending the City's Zoning Code or Zoning Map; review of Zoning Appeals, Zoning Code, and Zoning Map changes; provision of staff support to the City Planning Commission and the City Planning Committee of Council; maintenance of the City's official zoning map series.



CITY PLANNING COMMISSION

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,067,326	\$ 1,107,226	\$ 1,236,343	\$ 1,253,184
Board Members	30,906	28,640	36,945	46,920
Part-Time Permanent	946	6,525	—	—
Longevity	6,725	5,425	5,250	5,375
Vacation Conversion	—	13,209	—	—
Separation Payments	66,619	3,509	—	68,000
Bonus Incentive	8,000	—	—	—
Overtime	51	—	—	—
	\$ 1,180,573	\$ 1,164,534	\$ 1,278,538	\$ 1,373,479
Benefits				
Hospitalization	\$ 150,529	\$ 161,652	\$ 195,261	\$ 197,866
Prescription	22,696	28,014	41,037	39,261
Dental	6,799	6,720	10,003	9,892
Vision Care	1,059	1,061	1,660	1,866
Public Employees Retire System	154,363	159,517	178,476	183,715
Fica-Medicare	14,566	15,836	17,394	19,371
Workers' Compensation	11,335	11,494	9,930	12,201
Life Insurance	562	590	878	1,080
	\$ 361,909	\$ 384,883	\$ 454,637	\$ 465,252
Other Training & Professional Dues				
Travel	\$ 5,609	\$ 2,003	\$ —	\$ 1,000
Tuition & Registration Fees	3,844	2,148	75	1,000
	\$ 9,453	\$ 4,151	\$ 75	\$ 2,000
Contractual Services				
Professional Services	\$ —	\$ —	\$ 80,200	\$ 150,000
Advertising And Public Notice	—	—	—	2,500
Program Promotion	—	5,748	37,417	—
Participation Fee	—	1,410	—	—
Parking In City Facilities	2,191	2,540	1,034	7,500
Other Contractual	238,120	74,910	67,000	80,000
	\$ 240,311	\$ 84,608	\$ 185,651	\$ 240,000
Materials & Supplies				
Office Supplies	\$ 1,236	\$ 2,007	\$ 207	\$ 2,500
Computer Hardware	1,585	—	172	1,500
Computer Software	4,189	4,762	3,987	10,000
Just In Time Office Supplies	4,445	5,046	2,546	6,400
	\$ 11,455	\$ 11,815	\$ 6,913	\$ 20,400

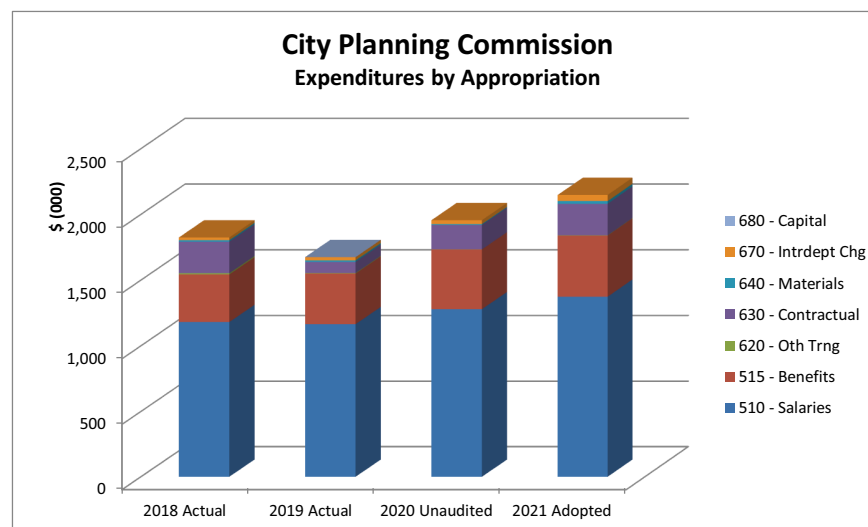
CITY PLANNING COMMISSION

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 6,653	\$ 5,649	\$ 6,019	\$ 6,500
Charges From Print & Repro	8,965	14,354	21,735	33,200
Charges From Central Storeroom	1,670	1,226	437	540
Charges From M.V.M.	2,928	3,482	1,550	6,240
	\$ 20,216	\$ 24,711	\$ 29,741	\$ 46,480
	\$ 1,823,917	\$ 1,674,702	\$ 1,955,555	\$ 2,147,611

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Miscellaneous	\$ 16,169	\$ 16,272	\$ 9,930	\$ —
	\$ 16,169	\$ 16,272	\$ 9,930	\$ —





CITY PLANNING COMMISSION

COMPARISON OF STAFFING LEVEL

No. of Employees			Salary Schedule		
Budget 2020	December 2020	Budget 2021	Position	Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Planning Director	50,795.81	191,316.74
1	1	1	Prvt. Secretary to the Director of City Planning	20,800.00	54,625.58
2	2	2			
<u>ADMINISTRATIVE SUPPORT</u>					
1	0	0	Private Secretary	17.74	24.11
1	1	1	Secretary	15.00	20.12
2	1	1			
<u>PROFESSIONALS</u>					
1	1	1	Architect	15.00	34.74
2	2	2	Assistant Administrator	31,200.00	76,852.88
4	4	4	Chief City Planner	30,000.00	91,405.96
8	7	7	City Planner	30,000.00	67,032.85
1	0	0	Office Manager	20,800.00	54,845.04
2	2	2	Project Coordinator	27,325.56	99,702.63
1	1	1	Senior Assistant City Planner	15.00	27.98
19	17	17			
23	20	20	TOTAL FULL TIME		
<u>SEASONAL</u>					
4	0	0	Student Aide	10.00	11.94
4	0	0	TOTAL SEASONAL		
<u>BOARD MEMBERS</u>					
6	5	6	Member of City Planning Commission	7,820.00	7,820.00
6	5	6	TOTAL BOARD MEMBERS		
33	25	26	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.



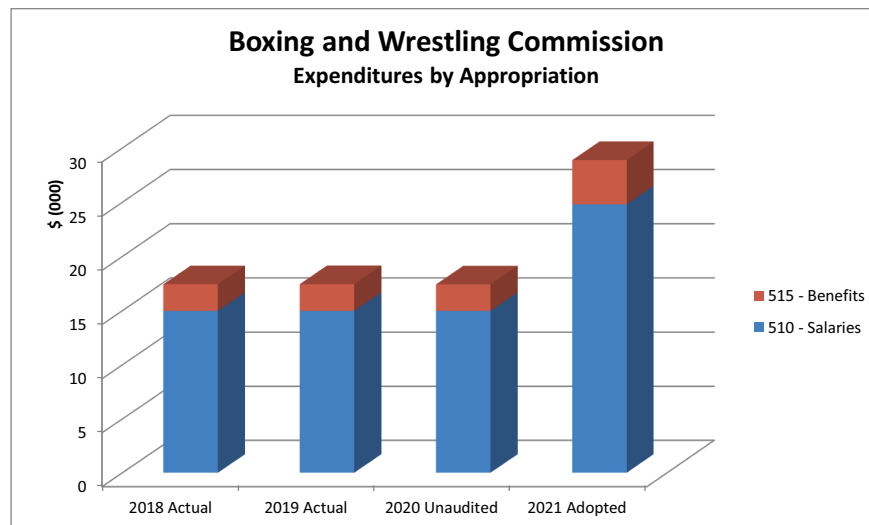
BOXING AND WRESTLING COMMISSION

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Board Members	\$ 7,775	\$ 7,775	\$ 7,775	\$ 8,648
Part-Time Permanent	7,200	7,200	7,200	16,152
	\$ 14,975	\$ 14,975	\$ 14,975	\$ 24,800
Benefits				
Public Employees Retire System	\$ 2,097	\$ 2,097	\$ 2,097	\$ 3,572
Fica-Medicare	217	217	217	362
Workers' Compensation	139	147	127	150
	\$ 2,453	\$ 2,461	\$ 2,441	\$ 4,084
	\$ 17,428	\$ 17,436	\$ 17,416	\$ 28,884

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Miscellaneous	\$ 515	\$ 540	\$ 127	\$ —
	\$ 515	\$ 540	\$ 127	\$ —



BOXING AND WRESTLING COMMISSION

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	Budget 2020	Budget 2021		Minimum	Maximum
			<u>BOARD MEMBERS</u>		
1	1	1	Chairman Boxing & Wrestling Commission	7,775.00	7,775.00
2	1	2	Commission Member	8,076.96	8,076.96
3	2	3	TOTAL BOARD MEMBERS		
3	2	3	TOTAL DIVISION		



MAYOR'S OFFICE OF SUSTAINABILITY

Dr. Jason Wood, Chief

Mission Statement

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

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

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

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

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

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

PROGRAM NAME: SUSTAINABLE CLEVELAND

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

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



MAYOR'S OFFICE OF SUSTAINABILITY

PROGRAM NAME: CLEVELAND CLIMATE ACTION PLAN

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

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

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

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



MAYOR'S OFFICE OF SUSTAINABILITY

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 447,421	\$ 444,095	\$ 585,762	\$ 639,236
Seasonal	5,767	—	—	—
Longevity	1,375	1,675	1,850	1,850
Vacation Conversion	—	5,349	—	—
Separation Payments	1,322	3,085	8,191	—
Bonus Incentive	4,000	—	—	—
	\$ 459,885	\$ 454,204	\$ 595,803	\$ 641,086
Benefits				
Hospitalization	\$ 39,113	\$ 45,526	\$ 50,470	\$ 59,925
Prescription	6,247	8,415	11,224	13,095
Dental	1,786	2,080	2,463	3,192
Vision Care	301	370	689	843
Public Employees Retire System	63,337	62,474	79,984	90,243
Fica-Medicare	6,556	6,453	8,492	9,292
Workers' Compensation	4,325	4,517	3,913	5,962
Life Insurance	233	261	405	546
	\$ 121,899	\$ 130,096	\$ 157,640	\$ 183,098
Other Training & Professional Dues				
Travel	\$ 4,632	\$ 6,252	\$ 1,260	\$ 5,500
Tuition & Registration Fees	3,110	6,013	3,936	3,500
Training	629	—	—	1,000
Other Training Supplies	359	—	—	250
Professional Dues & Subscript	8,304	7,935	8,261	9,500
	\$ 17,034	\$ 20,200	\$ 13,457	\$ 19,750
Utilities				
Electricity - Other	\$ —	\$ —	\$ —	\$ 3,500
	\$ —	\$ —	\$ —	\$ 3,500
Contractual Services				
Professional Services	\$ 198,601	\$ 70,616	\$ 65,346	\$ 120,000
Advertising And Public Notice	—	—	—	1,500
Other Contractual	87,327	56,517	86,454	61,000
	\$ 285,928	\$ 127,133	\$ 151,800	\$ 182,500
Materials & Supplies				
Computer Hardware	\$ —	\$ 8,117	\$ 1,780	\$ —
Small Equipment	21,044	—	25,784	37,000
Office Furniture & Equipment	—	56,286	—	—
Electrical Supplies	37,480	48,157	22,218	50,000
Just In Time Office Supplies	462	841	765	900
	\$ 58,986	\$ 113,401	\$ 50,547	\$ 87,900

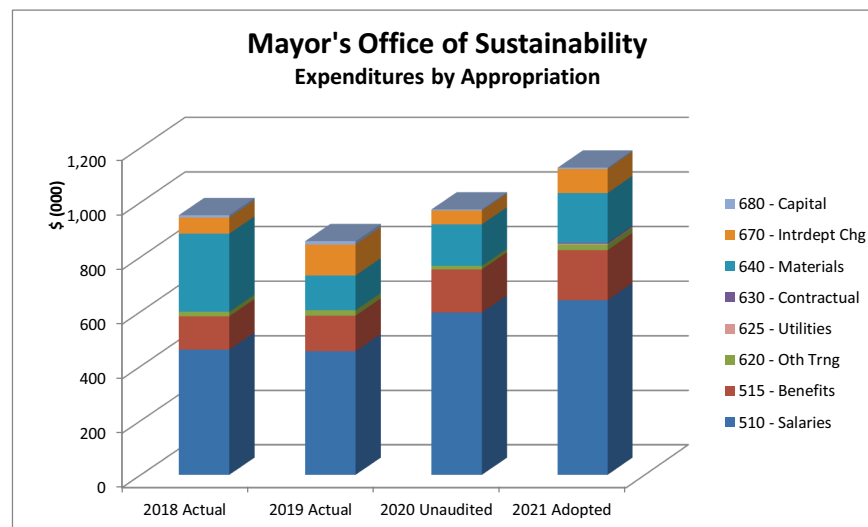
MAYOR'S OFFICE OF SUSTAINABILITY

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 2,684	\$ 2,168	\$ 1,958	\$ 1,978
Charges From Print & Repro	5,994	9,810	2,028	3,093
	\$ 8,678	\$ 11,978	\$ 3,986	\$ 5,071
Capital Outlay				
Transfer To Capital Project	\$ —	\$ 10,000	\$ —	\$ —
	\$ —	\$ 10,000	\$ —	\$ —
	\$ 952,409	\$ 867,013	\$ 973,233	\$ 1,122,905

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Grant Revenue	\$ —	\$ —	\$ 500	\$ —
Miscellaneous	1,510	9,801	3,913	—
Interest Earnings/Investment Income	—	65	—	—
	\$ 1,510	\$ 9,867	\$ 4,413	\$ —





MAYOR'S OFFICE OF SUSTAINABILITY

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Executive Assistant to The Mayor	50,795.81	191,316.74
2	1	1	Special Assistant to The Mayor	31,200.00	123,010.37
3	2	2			
<u>PROFESSIONALS</u>					
2	2	2	Administrative Manager	31,200.00	122,426.51
2	2	2	Assistant Administrator	31,200.00	76,852.88
1	1	1	Office Manager	20,800.00	54,845.04
2	3	3	Project Coordinator	27,325.56	99,702.63
7	8	8			
10	10	10	TOTAL FULL TIME		
<u>PART TIME</u>					
1	0	1	Student Aide	10.00	11.94
1	0	1	TOTAL PART TIME		
11	10	11	TOTAL DIVISION		

OFFICE OF EQUAL OPPORTUNITY

Dr. Melissa Burrows, Director

Mission Statement

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

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

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

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

PROGRAM NAME: CLEVELAND AREA BUSINESS CODE

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

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

PROGRAM NAME: FANNIE M. LEWIS CLEVELAND RESIDENT EMPLOYMENT LAW

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

ACTIVITIES: Monitor and enforce compliance of the Fannie M. Lewis Cleveland Resident Employee Law (Chapter 188) effective January 1, 2004, that requires 20% Cleveland resident employment on construction development 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

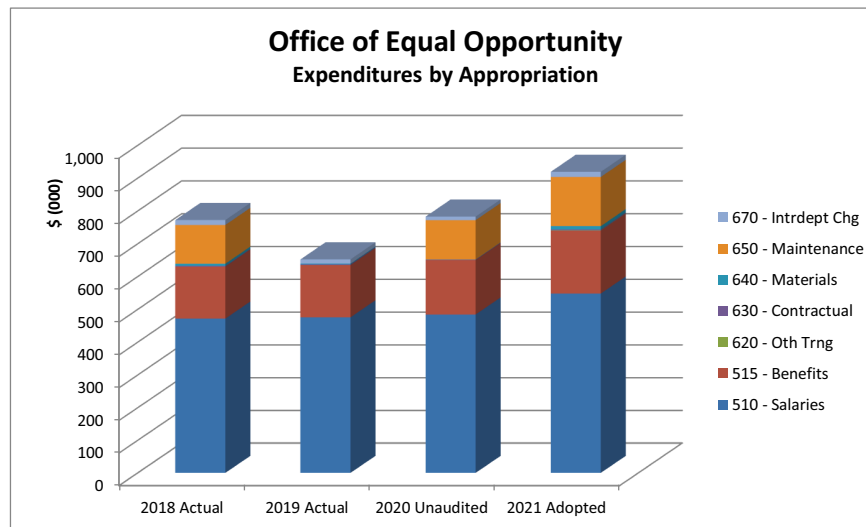
Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 462,402	\$ 473,424	\$ 482,490	\$ 546,372
Seasonal	3,109	—	—	—
Longevity	2,050	2,350	1,850	1,850
Bonus Incentive	4,000	—	—	—
Overtime	277	—	—	—
	\$ 471,838	\$ 475,774	\$ 484,340	\$ 548,222
Benefits				
Hospitalization	\$ 68,058	\$ 67,509	\$ 68,696	\$ 79,721
Prescription	10,318	11,444	14,493	16,353
Dental	3,369	2,980	3,579	4,314
Vision Care	408	353	559	738
Public Employees Retire System	65,594	65,439	67,228	77,258
Fica-Medicare	5,899	6,325	6,752	7,947
Workers' Compensation	4,500	4,711	4,083	4,847
Life Insurance	264	233	309	438
	\$ 158,410	\$ 158,996	\$ 165,699	\$ 191,616
Other Training & Professional Dues				
Professional Dues & Subscript	\$ —	\$ —	\$ —	\$ 550
	\$ —	\$ —	\$ —	\$ 550
Contractual Services				
Parking In City Facilities	\$ 2,028	\$ 2,575	\$ 1,256	\$ 3,000
	\$ 2,028	\$ 2,575	\$ 1,256	\$ 3,000
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 2,600
Computer Supplies	4,630	—	—	—
Computer Hardware	—	—	—	5,800
Just In Time Office Supplies	2,402	2,094	695	2,000
	\$ 7,032	\$ 2,094	\$ 695	\$ 10,400
Maintenance				
Computer Software Maintenance	\$ 118,000	\$ —	\$ 120,000	\$ 150,000
	\$ 118,000	\$ —	\$ 120,000	\$ 150,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 2,694	\$ 3,359	\$ 3,999	\$ 4,040
Charges From Print & Repro	10,466	8,345	6,470	9,868
Charges From Central Storeroom	965	58	106	131
Charges From M.V.M.	870	1,002	108	1,408
	\$ 14,994	\$ 12,765	\$ 10,683	\$ 15,447
	\$ 772,302	\$ 652,203	\$ 782,673	\$ 919,235

OFFICE OF EQUAL OPPORTUNITY

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Miscellaneous	\$ 5,977	\$ 6,242	\$ 4,083	\$ —
	\$ 5,977	\$ 6,242	\$ 4,083	\$ —



COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Director of Office of Equal Opportunity	50,795.81	171,581.77
2	0	2	Minority Business Development Administrator	27,325.56	85,577.88
3	1	3			
<u>PROFESSIONALS</u>					
2	2	2	Administrative Manager	31,200.00	122,426.51
3	3	3	Assistant Administrator	31,200.00	76,852.88
1	1	1	Contract Compliance Officer	26,273.96	78,184.48
6	6	6			
9	7	9	TOTAL FULL TIME		
9	7	9	TOTAL DIVISION		



OFFICE OF PREVENTION, INTERVENTION AND OPPORTUNITY

Tracy Martin-Thompson, Chief

Mission Statement

The Mayor's Office of Prevention, Intervention, and Opportunity for Youth and Young Adults (PIOYYA) is committed to instituting a broad-based effort to address the root causes of youth violence based on a public health model to improve the overall health, well-being and quality of life outcomes for youth, their families and their communities.

PIOYYA develops youth-centered programming and works to connect youth and young adults to resources, support systems, employment, recreational and educational opportunities in an effort to reduce violence and support City youth and young adults in developing the knowledge and skills necessary for success in school, the workforce, home and the community.

Some of the PIOYYA programs/initiatives include:

PROGRAM NAME: **TRAUMA-INFORMED NEIGHBORHOOD RESOURCE AND RECREATION CENTERS (NRRCS)**

OBJECTIVES: Rebrand and refocus the City's 22 recreation centers through a transition process resulting in trauma-informed care Neighborhood Resource and Recreation Centers that more holistically serve local families and the community.

ACTIVITIES: **Trauma-Informed Care Training:** All Neighborhood Resource & Recreation Center (NRRC) staff members are participating in on-going professional development designed to assist them in developing an in-depth understanding of what toxic stress/trauma is; its impact on a child's overall development; the signs/symptoms; and strategies to effectively interact with youth and adults exhibiting these signs or symptoms without re-traumatizing them.

Social Work Trained Trauma-Informed Care Coaches: Neighborhood Resource & Recreation Centers are assigned a social work-trained, trauma-informed care coach who works closely with NRRC staff to identify youth exhibiting symptoms of trauma or toxic stress and connects those youth and their families to the appropriate community-based resources and support services.

Expanded NRRC Programming: New programming beyond traditional sports and recreational activities are available and aim to provide youth, young adults and their families access to center-based resources, programs and activities that address the root causes of violence; promote healing, wellness, resiliency and self-efficacy; and support our residents in developing the skills and knowledge required to thrive and live quality lives.

Programming centers around six (6) areas:

1) Youth and Adult Education (Targeted Groups: Youth Grades K-12 and Adults Ages 18 and up): Youth and adults are provided access to meaningful educational opportunities that promote academic, personal and professional growth and enables them to develop the knowledge and skills necessary to compete in a global workforce; K-12 Academic Intervention and Enrichment, Post-Secondary Education Preparation and Adult Education Programs

2) Job and Career Readiness (Targeted Group: Adults Ages 18 and up): Job and career readiness training is available for unemployed and underemployed adults to support them in developing the skills necessary to secure and retain employment in industries that enable them to earn a living wage, achieve economic stability and access opportunities for advancement- thereby creating stronger families and neighborhoods.

OFFICE OF PREVENTION, INTERVENTION AND OPPORTUNITY

3)Health and Wellness (Targeted Groups: Youth Grades K-12 and Adults Ages 18 and up): New health and wellness programs are available that offer youth and adults the tools and resources needed to improve their physical, mental, social/emotional health and overall well-being.

4)Youth Development, Mentorship, Leadership and Community Service (Targeted Groups: Youth Grades 6-12): These programs intertwine youth development, mentorship, leadership and community service. They are designed to support our youth in developing the confidence, knowledge and skills, self-esteem and awareness necessary to actively participate in a democratic society and affect positive social change. These skills are essential in ensuring the cultural, social and economic progress of our youth and our communities.

5)The Arts - Performing and Visual (Targeted Groups: Youth Grades K-12): Arts programming is available that supports the social/emotional, behavioral and cognitive development of our youth. The arts are effective in reducing adverse physiological and psychological outcomes. Participating in the arts can assist youth in developing a sense of self-efficacy and improve self-esteem and awareness.

6)Sports and Recreation (Targeted Groups- Youth Grades K-12): These programs includes access to non-traditional sports and recreation activities that promote physical and social emotional wellness; builds character; teaches discipline and perseverance; and assist them in developing critical teamwork and leadership skills, all of which are essential in helping our youth to become well-rounded and successful adults.

PROGRAM NAME: **MAYOR'S YOUTH SUMMER JOB AND CAREER READINESS INITIATIVE**

OBJECTIVES: Provide youth meaningful summer employment and internship opportunities that support improvements in learning outcomes and social/emotional development and prepares them to compete in a 21st century global economy.

ACTIVITIES: **Youth Summer Employment:** City of Cleveland youth are afforded job and life-skills training and are assigned to an 8-week paid summer employment opportunity that aligns with their career goals and enables them to gain skills necessary for success in school and the workforce.

Youth Summer Internships: City of Cleveland youth are assigned to select City departments to complete a 6-week paid career exploration work experience that aligns with their career interests and post-secondary education goals. The program is designed to enhance a youth's academic and social/emotional development by providing opportunities for career exploration.

PROGRAM NAME: **YOUTH REENTRY, DIVERSION AND OUTREACH**

OBJECTIVES: Connect high-risk and formerly incarcerated youth with the wrap-around support services, resources, mentorship, educational support and career training/placement services required to reduce recidivism and assist these young people in developing the knowledge and skills needed to thrive and live quality lives.

ACTIVITIES: **Youth Reentry:** Assistance is provided in facilitating youth's reintegration in the community-before and subsequent to release. These youth are connected to the appropriate mentoring support and resources with a focus on- family, health, education, housing, legal services, employment and environment. The ultimate goal is to assist these youth in developing the skills and behaviors necessary for successful reentry into the community.

Youth Diversion: Youth ages 14-18, who are referred to the City's Diversion program, are connected to critical wrap-around support services and are afforded mentoring support; participate in job/career readiness and life-skills training; and are assigned a 6-8 week paid work experience. These youth receive support beyond the term of the juvenile court's diversion completion requirements- until the child demonstrates that intensive support is no longer required or subsequent to high school graduation.

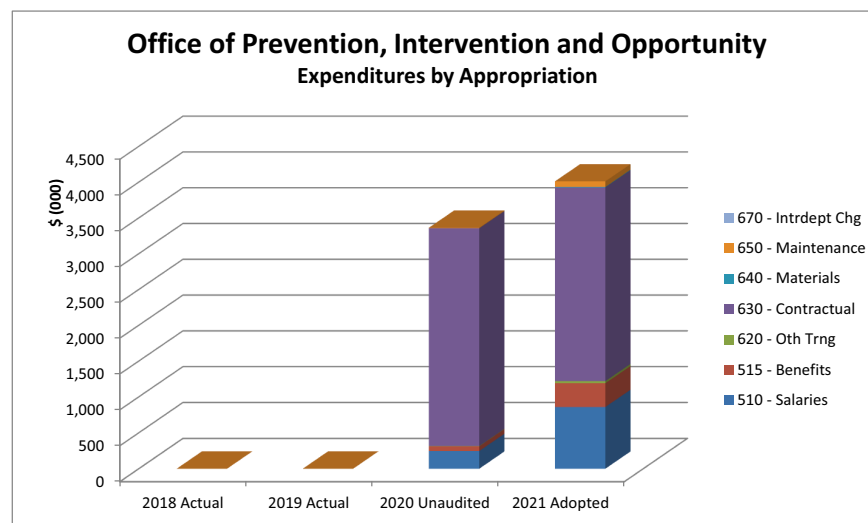


OFFICE OF PREVENTION, INTERVENTION AND OPPORTUNITY

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ —	\$ —	\$ 246,003	\$ 858,490
Longevity	—	—	—	300
	\$ —	\$ —	\$ 246,003	\$ 858,790
Benefits				
Hospitalization	\$ —	\$ —	\$ 23,944	\$ 153,065
Prescription	—	—	5,473	32,655
Dental	—	—	661	8,128
Vision Care	—	—	304	1,437
Public Employees Retire System	—	—	31,233	122,364
Fica-Medicare	—	—	3,499	12,452
Life Insurance	—	—	95	534
	\$ —	\$ —	\$ 65,210	\$ 330,635
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ —	\$ 20,000
Tuition & Registration Fees	—	—	4,288	—
Training	—	—	—	7,500
Mileage (Priv Auto) Trng Prps	—	—	229	—
Professional Dues & Subscript	—	—	—	2,000
	\$ —	\$ —	\$ 4,517	\$ 29,500
Contractual Services				
Professional Services	\$ —	\$ —	\$ 10,000	\$ —
Mileage (Private Auto)	—	—	—	6,000
Other Contractual	—	—	3,030,000	2,700,000
	\$ —	\$ —	\$ 3,040,000	\$ 2,706,000
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 7,250
	\$ —	\$ —	\$ —	\$ 7,250
Interdepart Service Charges				
Charges From Telephone Exch	\$ —	\$ —	\$ —	\$ 21,000
Charges From Print & Repro	—	—	6,670	56,250
Charges From Central Storeroom	—	—	—	1,500
	\$ —	\$ —	\$ 6,670	\$ 78,750
	\$ —	\$ —	\$ 3,362,400	\$ 4,010,925

OFFICE OF PREVENTION, INTERVENTION AND OPPORTUNITY



COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
			<u>ADMINISTRATORS & OFFICIALS</u>		
1	1	1	Executive Assistant to the Mayor	50,795.81	191,316.74
5	0	5	Special Assistant to the Mayor	31,200.00	123,010.37
6	1	6			
			<u>PROFESSIONALS</u>		
1	0	1	Fiscal Manager	23,647.11	97,175.21
12	4	12	Project Coordinator	27,325.56	99,702.63
13	4	13			
19	5	19	TOTAL FULL TIME		
19	5	19	TOTAL DIVISION		



CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

Michelle D. Earley, Administrative And Presiding Judge**Mission Statement**

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

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

Due to the COVID-19 pandemic and statewide shutdown in the spring, the Cleveland Municipal Court's operations and various programs were drastically curtailed in 2020. As of this writing, the majority of them are being conducted virtually to ensure the safety of all participants.

PRETRIAL SERVICES

The Cleveland Municipal Court, in its endeavor to embrace and guide bail reform, and to encourage new and creative ideas for helping citizens rise above difficult circumstances, established the Pretrial Services Department on September 24, 2018. The mission of this department is to ensure pretrial justice and public safety through rational pretrial decision making protocols and transition services informed by evidence based practices. Pretrial services are critical to assisting the Court in making prompt, fair, and effective release or detention decisions including, where needed, treatment possibilities and the monitoring and supervision of released defendants.

In the first year of operation, Pretrial Services was able to provide the necessary supervision and services allowing the release of over 1,000 misdemeanor defendants who otherwise may have remained incarcerated. Of that amount, 853 defendants were monitored by electronic devices. Pretrial Services also completed 3,800 Public Safety Assessments on felony defendants and 2,000 misdemeanants.

The third floor arraignment docket continued operations during the shutdown with Pretrial Services working virtually and in person.

COURT PROGRAMS

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. Due to the pandemic, this program shutdown in March and resumed virtually in August.

COMMUNITY COURT: The Cleveland Community Court, under the direction of Judge Suzan Sweeney, responds to quality of life crimes by ordering offenders to pay back the communities they have harmed through visible community service projects - for example, painting out graffiti, beautifying neighborhood parks, and cleaning up litter and debris from public streets. At the same time, community court links offenders to services designed to help them address the underlying issues fueling their criminal behavior, such as drug and alcohol treatment, mental health services, job training, and public benefits

CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

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. Due to the pandemic, this program shutdown in March and resumed virtually in October.

DEDICATED DOMESTIC VIOLENCE DOCKET (DDVD): The Dedicated Domestic Violence Docket/Deferred Judgment Program, under the direction of Judge Michelle D. Earley, improves court responses to domestic violence, increases offender accountability and enhances 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. 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 with funding from the State of Ohio's Department of Rehabilitation and Correction, Community Corrections Act. The program was developed and is operated by the Probation Department for offenders convicted of a crime involving intimate partner violence or a related offense. Every attempt is made to hold the offender solely accountable for his use of violence through participation in a psychosocial education program as part of a sentence or as a condition of probation or community control. DIET offenders must attend one, two-hour session per week for 16 weeks. Each session, which averages 20 participants, is led by two qualified staff facilitators who stress one of the eight themes of the Duluth curriculum: nonviolence, non-threatening behavior, respect, support and trust, accountability and honesty, sexual respect, partnership and negotiation, and fairness. The DIET program also serves the Cuyahoga County Court of Common Pleas and 12 suburban municipal courts. Due to the pandemic, this program shutdown in March and resumed virtually in May.

GREATER CLEVELAND DRUG COURT: In 1998, Cleveland Municipal Court accepted a federal grant in the amount of \$385,000 to establish the Greater Cleveland Drug Court. Drug court, currently under the direction of Judge Lauren C. Moore, may be offered to a felony offender charged with a fourth or fifth degree level possession of a controlled substance, who has only one non-violent felony conviction and is chemically-dependent. Defendants are required to enter a plea of guilty to a first degree misdemeanor. The sentence is held in abeyance pending successful completion of the program. Upon successful completion of drug court and payment of a supervision fee, a participant's guilty plea is vacated, the charge(s) dismissed and the case sealed or expunged. The drug court offers substance abuse prevention, treatment and recovery support assistance provided by contracted providers certified by the Ohio Department of Alcohol and Drug Addiction Services. Services include outpatient, intensive outpatient, residential treatment and recovery support. If needed, mental health treatment services are also available. As a sanction-based program participants are randomly drug tested at least once per week for a year to ensure abstinence. Over 1,800 people have successfully completed the Greater Cleveland Drug Court Program.

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

CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

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

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

MOCK TRIAL: The annual Mock Trial Competition, sponsored by the Cleveland Municipal Court, the Cleveland Metropolitan School District and the Cleveland Bar Association, was planning to celebrate its 22nd year, but the state-wide shutdown in March was reason to postpone this to 2021.

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

REDIRECTING OUR CITY'S 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 City's 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. Due to the pandemic, this program shutdown in March and resumed virtually in November.

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

Following the completion of its investigation, the Probation department makes a recommendation to the Court regarding the defendant's participation. An SIP Release/Contract must be signed by the participant agreeing to cooperate and abide by the conditions of the program. SIP, administered by the Probation Department, is an opportunity for successful participants to have their case dismissed by the court to avoid prosecution. Participants must pay the \$200 SIP fee for participation and for the application to seal their arrest record at the completion of the program.

SMALL CLAIMS MEDIATION: Mediation is an alternative dispute resolution program offered by the Cleveland Municipal Court for the parties appearing in small claims court. These are in cases where \$6,000 or less is being sought. Approximately, half of all contested small claims cases go to mediation and the majority of them are resolved. Mediation gives parties the chance to sit down with a trained mediator to amicably resolve a dispute. Mediation is voluntary and has many advantages including: resolution of the dispute on the court date; negotiating a payment schedule to avoid collection; a confidential settlement; and an outcome that is satisfactory to both sides. If mediation does not work to their satisfaction, the parties still have access to a trial on the same day.

CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

VETERANS TREATMENT DOCKET: The Veterans Treatment Docket, 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.

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

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

CLEVELAND JUSTICE

The Court has enjoyed a very successful partnership with Channel 20 in the production of Cleveland Justice, a half hour program that gives viewers an insight on what happens in our courtrooms on a daily basis. Unfortunately production was suspended in March, with the hope that it will resume later in 2021.



CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 12,866,876	\$ 12,400,004	\$ 12,126,186	\$ 12,784,635
Seasonal	51,461	66,297	—	—
Elected Officials	421,116	445,500	445,294	550,403
Military Leave	—	1,354	1,624	—
Part-Time Permanent	216,157	223,673	166,786	562,753
Longevity	108,800	110,700	106,050	217,350
Wage Settlements	—	—	327	—
Vacation Conversion	—	171,232	—	—
Separation Payments	152,830	188,648	136,144	158,830
Bonus Incentive	9,017	—	—	—
Overtime	5,352	2,349	4,025	3,000
	\$ 13,831,608	\$ 13,609,756	\$ 12,986,435	\$ 14,276,971
Benefits				
Hospitalization	\$ 2,308,396	\$ 2,347,994	\$ 2,361,475	\$ 2,323,192
Prescription	347,377	401,385	505,480	469,734
Dental	117,038	109,758	124,885	124,666
Vision Care	12,930	12,542	20,178	22,998
Public Employees Retire System	1,908,805	1,858,283	1,869,125	1,966,828
Fica-Medicare	182,762	183,067	176,405	206,986
Workers' Compensation	134,060	153,916	116,940	134,895
Life Insurance	7,643	7,602	9,906	12,264
Unemployment Compensation	6,206	8,925	8,288	7,400
Clothing Allowance	4,000	—	—	—
	\$ 5,029,217	\$ 5,083,472	\$ 5,192,682	\$ 5,268,963
Other Training & Professional Dues				
Travel	\$ 25,682	\$ 26,557	\$ 3,284	\$ 10,000
Tuition & Registration Fees	6,362	12,193	11,923	15,000
Other Training Supplies	203	20	—	—
Professional Dues & Subscript	9,295	8,294	10,927	5,000
	\$ 41,542	\$ 47,064	\$ 26,134	\$ 30,000
Contractual Services				
Professional Services	\$ 2,838,038	\$ 3,554,055	\$ 3,645,248	\$ 4,347,069
Court Reporter	2,897	4,470	5,859	6,100
Jury And Witness Fees	6,832	5,616	3,066	18,000
Parking In City Facilities	12,000	12,655	13,545	10,000
Insurance And Official Bonds	813	3,209	—	3,000
	\$ 2,860,580	\$ 3,580,005	\$ 3,667,718	\$ 4,384,169

CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

Expenditures (Continued)

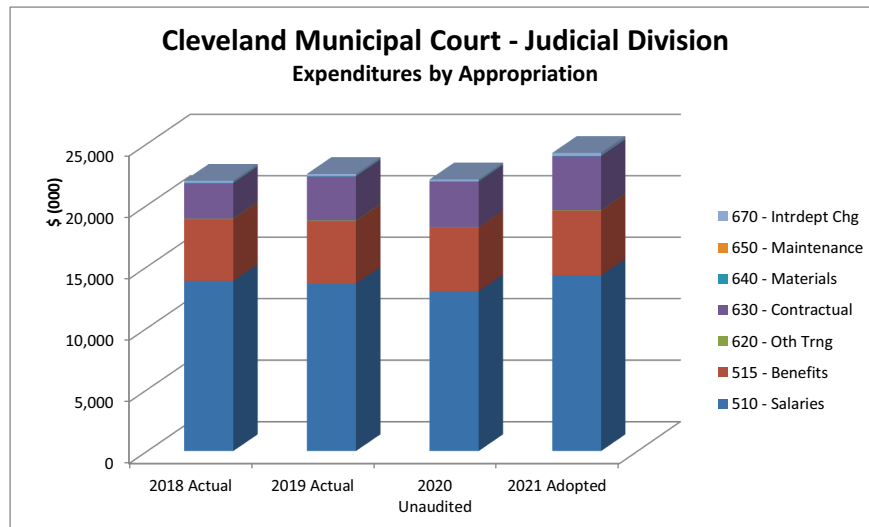
	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Materials & Supplies				
Office Supplies	\$ 263	\$ 63	\$ 183	\$ 10,000
Postage	174	183	17	—
Computer Hardware	—	—	25,898	—
Small Equipment	—	—	73	—
Office Furniture & Equipment	798	1,563	—	1,000
Hygiene And Cleaning Supplies	—	—	2,897	—
Paper And Other Printing Suppl	—	720	105	—
Other Supplies	3,747	2,605	5,231	—
Safety Equipment	—	429	169	—
Just In Time Office Supplies	35,254	29,968	29,039	30,000
	\$ 40,236	\$ 35,531	\$ 63,612	\$ 41,000
Maintenance				
Car Washes	\$ 36	\$ 543	\$ 224	\$ 250
	\$ 36	\$ 543	\$ 224	\$ 250
Interdepart Service Charges				
Charges From Telephone Exch	\$ 37,589	\$ 30,539	\$ 36,235	\$ 36,609
Charges From Radio Comm System	41,237	48,566	34,082	87,013
Charges From Water	585	562	500	1,700
Charges From Print & Repro	61,136	72,054	62,076	94,674
Charges From Central Storeroom	20,275	20,269	15,670	19,381
Charges From M.V.M.	13,222	4,203	—	3,323
	\$ 174,044	\$ 176,193	\$ 148,564	\$ 242,700
	\$ 21,977,263	\$ 22,532,563	\$ 22,085,369	\$ 24,244,053

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ 400	\$ —	\$ —	\$ —
Fines, Forfeitures & Settlements	4,797,449	4,295,614	3,007,127	4,080,301
Miscellaneous	1,063,485	1,203,731	1,744,862	898,827
	\$ 5,861,334	\$ 5,499,346	\$ 4,751,989	\$ 4,979,128



CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION



CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

COMPARISON OF STAFFING LEVEL

No. of Employees			Salary Schedule		
Budget 2020	December 2020	Budget 2021	Position	Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Administrative & Presiding Judge	37,950.00	37,950.00
3	3	3	Deputy Bailiff Administrative Assistant III	48,750.00	73,036.08
1	1	1	Deputy Bailiff Chief Bailiff	42,000.00	103,027.32
1	1	1	Deputy Bailiff Chief Probation Officer	58,333.00	103,027.32
1	1	1	Deputy Bailiff Court Administrator	79,167.00	127,111.64
2	2	2	Deputy Bailiff Deputy Court Administrator	71,667.00	115,069.48
1	0	0	Deputy Bailiff Dir Central Scheduling	52,500.00	102,604.78
8	7	7	Deputy Bailiff Probation Officer Supervisor	48,750.00	78,274.01
1	1	1	Director Pretrial Services	58,333.00	93,661.20
11	11	11	Judge	37,050.00	37,050.00
3	2	2	Scheduling Supervisor	40,343.06	56,227.81
33	30	30			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Business Process Analyst	55,000.00	108,044.90
1	1	1	Court Interpreter Coordinator	39,167.00	58,678.56
59	56	56	Deputy Bailiff	27,491.00	62,641.52
1	1	1	Deputy Bailiff Accounts Coordinator	45,492.00	72,305.72
2	2	2	Deputy Bailiff Administrative Assistant I	34,167.00	54,858.71
2	2	2	Deputy Bailiff Administrative Assistant II	39,167.00	72,690.12
9	4	4	Deputy Bailiff Clerk Typist	24,525.00	55,039.33
2	2	2	Deputy Bailiff Clerk Typist Supervisor	39,167.00	62,886.81
4	2	2	Deputy Bailiff Court Interp II	45,493.00	54,590.00
1	1	1	Deputy Bailiff HR / Personnel Director	58,333.00	93,661.20
4	5	6	Deputy Bailiff Office Assistant	25,261.00	33,475.00
1	0	0	Deputy Bailiff Personnel Specialist	50,212.00	79,809.08
1	1	1	Deputy Bailiff Public Information Officer	48,750.00	84,776.96
8	7	7	Deputy Bailiff Scheduler I	22,284.00	50,117.58
6	4	4	Deputy Bailiff Supervisor	44,167.00	70,245.91
4	4	4	Deputy Bailiff Warrant Officer	27,492.00	62,886.81
12	12	12	Personal Bailiff	63,969.00	85,591.85
118	105	106			



CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

COMPARISON OF STAFFING LEVEL

No. of Employees			Salary Schedule		
Budget 2020	December 2020	Budget 2021	Position	Minimum	Maximum
PROFESSIONALS					
1	1	1	Dep Bail Alcohol & Drug Treatment Case Manager	48,750.00	78,274.01
1	0	0	Deputy Bailiff Casflow Coordinator	52,500.00	78,654.24
1	1	1	Deputy Bailiff Chief Magistrate	71,667.00	115,069.48
1	1	1	Deputy Bailiff Chief Social Worker	48,750.00	84,295.10
1	1	1	Deputy Bailiff Community Court Coordinator	45,493.00	78,274.00
4	4	4	Deputy Bailiff Court Reporter	36,509.00	67,072.58
1	0	0	Deputy Bailiff DBA III	64,167.00	96,132.96
2	2	2	Deputy Bailiff Deputy Chief Pro Officer	58,333.00	98,046.19
1	1	1	Deputy Bailiff Deputy Director IT	64,167.00	103,027.32
1	1	1	Deputy Bailiff Director IT	71,667.00	115,069.48
1	1	1	Deputy Bailiff Drug Court Coordinator	52,500.00	84,295.10
1	0	0	Deputy Bailiff Education & Training Specialist	50,212.00	79,809.08
1	1	1	Deputy Bailiff Grant Administrator	66,093.00	95,172.00
1	1	1	Deputy Bailiff Help Desk Supervisor	50,212.00	76,710.00
1	0	0	Deputy Bailiff Jury Coordinator	50,212.00	76,710.00
8	7	7	Deputy Bailiff Magistrate	58,333.00	102,604.78
1	1	1	Deputy Bailiff Mediation Coordinator	48,750.00	73,036.08
1	0	0	Deputy Bailiff Network Engineer II	44,167.00	77,549.25
1	1	1	Deputy Bailiff Pretrial Services Coordinator	48,750.00	78,274.01
1	1	1	Deputy Bailiff Pretrial Services Intake Officer	31,200.00	62,886.81
5	4	4	Deputy Bailiff Pretrial Services Release Officer	34,035.00	67,097.11
5	5	5	Deputy Bailiff Pretrial Services Supervising Officer	34,035.00	67,097.11
1	1	1	Deputy Bailiff Probation Systems Admin/Trainer	48,750.00	78,274.01
1	0	0	Deputy Bailiff Probation Training Coordinator	44,167.00	70,245.91
1	0	0	Deputy Bailiff Program Analyst I	39,167.00	62,886.81
2	1	1	Deputy Bailiff Program Analyst II	52,500.00	84,295.10
4	4	4	Deputy Bailiff Project Manager II	64,167.00	103,027.32
1	1	1	Deputy Bailiff Psychiatric Social Worker	34,167.00	54,858.71
1	1	1	Deputy Bailiff Senior Magistrate	58,333.00	92,595.60
1	0	0	Deputy Bailiff System Analyst I	48,750.00	73,036.08
2	1	1	Deputy Bailiff System Analyst II	52,500.00	84,295.10
1	1	1	Docket Coordinator	48,750.00	73,036.08
1	0	0	Employment Specialist	48,750.00	73,036.08

CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees December 2020	Budget 2021	Position	Salary Schedule	
				Minimum	Maximum
1	1	1	Judicial Assistant	40,343.00	48,410.00
41	33	35	Probation Officer General	34,035.00	67,097.11
1	1	1	Small Claims Magistrate	20,800.00	56,244.49
100	79	81			
<u>NON EEO REPORTING</u>					
1	1	1	Deputy Bailiff Computer Specialists II	45,492.00	69,498.00
1	2	2	T.I.P. Office Assistant	25,921.00	38,222.00
1	1	1	Website Content Specialist	45,493.00	54,590.00
3	4	4			
<u>TECHNICIANS</u>					
1	1	1	Deputy Bailiff Ch Dep Bailiff	58,333.00	93,661.20
1	0	1	Deputy Bailiff Finance Director	52,500.00	84,295.10
1	1	1	Deputy Bailiff Network Eng III	52,500.00	84,295.10
1	1	1	Deputy Bailiff Technical Support Specialist I	27,083.00	49,749.57
2	2	2	Deputy Bailiff Technical Support Specialist II	39,167.00	62,886.81
1	1	1	Deputy Bailiff Technical Support Specialist III	44,167.00	70,245.91
7	6	7			
261	224	228	TOTAL FULL TIME		
<u>PART TIME</u>					
1	1	1	Deputy Bailiff	27,491.00	62,641.52
2	0	0	Deputy Bailiff Court Reporter	36,509.00	67,072.58
0	1	1	Deputy Bailiff Dom Vio Pro Fac	39,167.00	58,678.56
5	4	6	Deputy Bailiff Law Clerk	41,600.00	52,000.00
1	0	0	Deputy Bailiff Spec Proj Off	48,750.00	78,274.01
2	1	1	Deputy Bailiff Pretrial Services Intake Officer	31,200.00	62,886.81
2	2	2	Muni Court Psychologist	99,299.20	216,987.49
13	9	11	TOTAL PART TIME		
<u>SEASONAL</u>					
19	0	0	Student Aide	10.00	11.94
19	0	0	TOTAL SEASONAL		
293	233	239	TOTAL DIVISION		



CLEVELAND MUNICIPAL COURT - CLERK'S DIVISION

Earle B. Turner, Clerk Of Municipal Court**Mission Statement**

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

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

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

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

PROGRAM NAME: ADMINISTRATION

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

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

PROGRAM NAME: CIVIL

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

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

PROGRAM NAME: CRIMINAL

OBJECTIVES: To collect and disburse revenue from criminal proceedings.

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

PROGRAM NAME: FINANCE

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

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



CLEVELAND MUNICIPAL COURT - CLERK'S DIVISION

PROGRAM NAME: PARKING VIOLATIONS BUREAU & PHOTO SAFETY DIVISION

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

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



CLEVELAND MUNICIPAL COURT - CLERK'S DIVISION

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 6,391,241	\$ 6,482,721	\$ 6,439,866	\$ 6,794,462
Elected Officials	67,397	70,788	72,027	73,287
Part-Time Permanent	182,126	184,112	204,727	236,240
Student Trainees	34,259	29,395	—	—
Longevity	62,525	60,625	60,625	60,825
Vacation Conversion	—	12,943	—	—
Separation Payments	48,700	53,092	44,723	50,000
Overtime	19,510	30,319	24,834	30,000
	\$ 6,805,757	\$ 6,923,994	\$ 6,846,802	\$ 7,244,814
Benefits				
Hospitalization	\$ 1,489,932	\$ 1,550,878	\$ 1,545,279	\$ 1,604,021
Prescription	218,485	256,444	316,105	304,740
Dental	72,456	70,428	79,638	81,671
Vision Care	8,324	7,940	12,445	14,385
Public Employees Retire System	945,489	958,137	989,730	1,007,127
Fica-Medicare	91,309	92,744	91,870	101,789
Workers' Compensation	70,402	61,512	59,324	81,244
Life Insurance	4,873	4,795	6,026	7,614
Unemployment Compensation	61	—	9,371	12,896
	\$ 2,901,331	\$ 3,002,879	\$ 3,109,788	\$ 3,215,487
Other Training & Professional Dues				
Travel	\$ 12,033	\$ 1,241	\$ 6,147	\$ 8,000
Tuition & Registration Fees	7,868	1,305	6,157	8,000
	\$ 19,901	\$ 2,546	\$ 12,305	\$ 16,000
Contractual Services				
Professional Services	\$ 1,041,465	\$ 1,071,816	\$ 1,213,797	\$ 1,000,000
Advertising And Public Notice	25,734	25,119	8,162	24,000
Parking In City Facilities	2,580	2,690	2,470	2,580
Insurance And Official Bonds	2,297	—	—	—
Property Rental	70,000	72,000	—	107,000
Equipment Rental	800	1,000	—	800
Other Contractual	67,858	53,900	111,910	77,000
	\$ 1,210,734	\$ 1,226,525	\$ 1,336,339	\$ 1,211,380

CLEVELAND MUNICIPAL COURT - CLERK'S DIVISION

Expenditures (Continued)

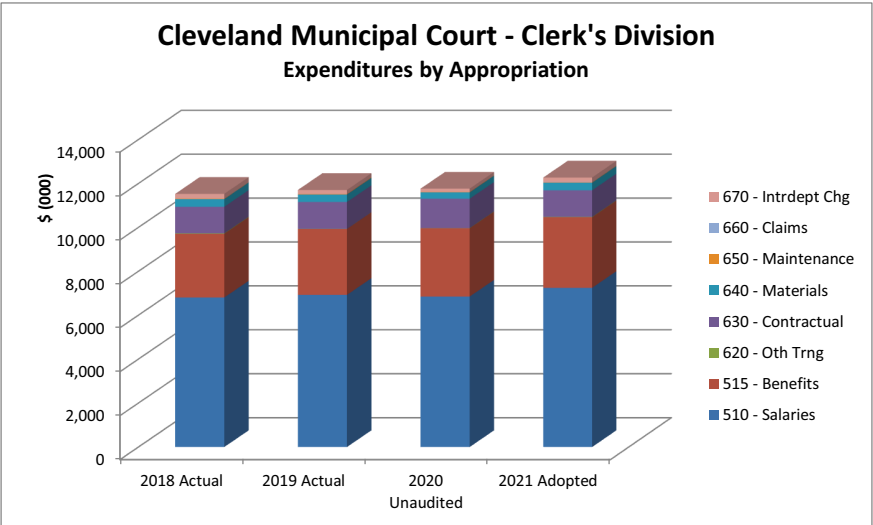
	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Materials & Supplies				
Postage	\$ 299,669	\$ 299,656	\$ 252,349	\$ 300,000
Computer Supplies	—	—	409	—
Food	1,408	1,205	27	1,500
Other Supplies	15,680	18,388	6,181	20,000
Just In Time Office Supplies	32,835	21,182	31,455	25,000
	\$ 349,593	\$ 340,432	\$ 290,421	\$ 346,500
Maintenance				
Maintenance Office Equipment	\$ 14,693	\$ 21,369	\$ 16,041	\$ 16,000
Maintenance Contracts	145	—	—	1,000
Car Washes	300	300	100	900
	\$ 15,138	\$ 21,669	\$ 16,141	\$ 17,900
Claims, Refunds, Maintenance				
Cash Short & Over	\$ —	\$ 10	\$ —	\$ 1,000
Judgments, Damages, & Claims	6,700	1,140	1,240	10,000
	\$ 6,700	\$ 1,150	\$ 1,240	\$ 11,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 87,783	\$ 67,910	\$ 54,989	\$ 55,555
Charges From Radio Comm System	4,204	4,732	3,938	9,356
Charges From Print & Repro	125,698	112,030	91,513	139,569
Charges From M.V.M.	1,220	1,903	1,400	3,636
	\$ 218,905	\$ 186,575	\$ 151,840	\$ 208,116
	\$ 11,528,058	\$ 11,705,770	\$ 11,764,876	\$ 12,271,197

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ 427,078	\$ 436,471	\$ 329,259	\$ 259,560
Fines, Forfeitures & Settlements	5,607,993	5,843,003	3,445,130	4,091,297
Miscellaneous	101,374	96,292	60,267	179
	\$ 6,136,444	\$ 6,375,766	\$ 3,834,655	\$ 4,351,036



CLEVELAND MUNICIPAL COURT - CLERK'S DIVISION



CLEVELAND MUNICIPAL COURT - CLERK'S DIVISION

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	Budget 2020	Budget 2021		Minimum	Maximum
			<u>ADMINISTRATORS & OFFICIALS</u>		
1	1	1	Clerk of Municipal Court	73,287.51	73,287.51
13	13	13	Chief Deputy Clerk - Administration	46,675.00	101,147.00
14	14	14			
			<u>ADMINISTRATIVE SUPPORT</u>		
1	1	1	Chief Deputy Clerk - Training Coordinator	46,180.00	77,600.00
1	1	1	Chief Deputy Clerk - Purchasing	46,180.00	77,600.00
1	1	1	Chief Deputy Clerk - Project Coordinator	46,180.00	77,600.00
1	1	1	Chief Deputy Clerk - Human Resources Assistant	46,180.00	77,600.00
2	2	2	Chief Deputy Clerk - Operations Manager	45,005.00	72,396.00
5	5	5	Chief Deputy Clerk - Supervisor	42,387.00	67,607.00
2	2	2	Chief Deputy Clerk - Senior Clerk 1	42,387.00	67,607.00
3	2	2	Chief Deputy Clerk - Facilitator	42,387.00	67,607.00
1	1	1	Chief Deputy Clerk - Facilitator / Auditor	42,387.00	67,607.00
17	16	16			
			<u>PROFESSIONALS</u>		
1	1	1	Chief Deputy Clerk - Senior Clerk Fleet Manager	37,683.00	59,178.00
15	13	13	Chief Deputy Clerk - Senior Clerk	37,683.00	59,178.00
2	2	2	Chief Deputy Clerk - Accountant	37,683.00	59,178.00
15	15	19	Chief Deputy Clerk - Journalizer	32,240.00	51,171.00
3	2	2	Chief Deputy Clerk - DCI	32,240.00	51,171.00
1	1	1	Chief Deputy Clerk - Collections	32,240.00	51,171.00
40	32	33	Chief Deputy Clerk - Cashiers	32,240.00	51,171.00
4	2	2	Chief Deputy Clerk - Bookkeeping	32,240.00	51,171.00
42	35	37	Chief Deputy Clerk - Support	31,200.00	49,289.00
123	103	110			
			<u>PROTECTIVE SERVICES</u>		
1	1	1	Chief Deputy Clerk - Chief of Security	46,180.00	77,600.00
1	1	1			
155	134	141	TOTAL FULL TIME		



CLEVELAND MUNICIPAL COURT - CLERK'S DIVISION

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	Budget 2020	Budget 2021		Minimum	Maximum
			<u>PART TIME</u>		
2	1	2	Chief Deputy Clerk - Bookkeeping	12.00	65.00
2	1	1	Chief Deputy Clerk - Collections	12.00	65.00
1	1	1	Chief Deputy Clerk - Hearing Officer	12.00	65.00
1	1	1	Chief Deputy Clerk - IT Administrator	12.00	65.00
1	0	1	Chief Deputy Clerk - Security	12.00	65.00
6	4	4	Chief Deputy Clerk - Support	12.00	65.00
13	8	10	TOTAL PART TIME		
			<u>SEASONAL</u>		
17	0	0	Student Assistant	11.60	11.94
17	0	0	TOTAL SEASONAL		
185	142	151	TOTAL DIVISION		

CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

W. Moná Scott, Judge**Mission Statement**

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

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

CRIMINAL**COMMUNITY CONTROL**

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

CORPORATION DOCKET

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

PLACARDS

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

COURT COMMUNITY SERVICE

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

SEARCH WARRANTS

A search warrant is an order signed by the judge that authorizes officials from the City of Cleveland, Departments of Public Health, Building and Housing, Public Safety, Aging and any other agency from of the City of Cleveland deemed necessary to enter in the daytime into specifically addressed vacant premises to search and inspect the premises, including exterior and interior, for violations of the Codified Ordinances of the City of Cleveland, and for

**CLEVELAND MUNICIPAL COURT - HOUSING DIVISION**

conditions which are, or may become, hazardous to the general public and which may be violations of Building, Housing, Health, Fire, and Safety Codes of the City of Cleveland. In a continued effort to properly assess vacant residential and commercial properties, the Court signed off on hundreds of search warrant requests.

CIVIL**SOCIAL SERVICE REFERRAL PROGRAM**

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

BUSINESS ENTITY PROOF OF REGISTRATION/LICENSE

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

EVIDENCE OF CURRENT OWNERSHIP

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

PROOF OF RENTAL REGISTRATION

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

BAILIFF COMMUNICATION

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

ORDERS PROHIBITING RE-RENTAL

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

CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

CLEAN HANDS EVICTION DOCKET

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

OTHER

VIRTUAL PANEL DISCUSSIONS

Due to an unprecedented pandemic Housing Court has had to rethink how to reach the most people in a short amount of time due to restrictive requirements of social distancing, face masks mandates and mass gathering limitations. In an effort to quickly disseminate information regarding Cleveland's Rental Assistance, the new Right to Counsel Law and eviction moratoriums, Judge Scott has hosted virtual panel discussions with housing attorneys and leaders that have been viewed thousands of times. Virtual panel discussions allows Cleveland and Bratenahl residents to virtually interact with the Court through questions and answers, and obtain rapidly changing Housing Court policy and procedures from the comfort of their homes and offices, while remaining safe from the COVID-19 Pandemic.

MEDIATION VIRTUAL HEARINGS

Due to the COVID-19 Pandemic, Cleveland Rental Assistance Initiative, and the Federal Eviction Moratorium, Housing Court has implemented virtual mediation hearings to assist landlords and tenants to try and resolve problems and work out settlements without a court hearing. Participants agreeing to mediate their disputes will attend the hearing remotely via zoom. Staff certified in mediation are neutral and assist both parties in the confidential discussion that cannot be used in court. The virtual hearings allow the parties to attend virtually and resolve their problems without coming in person to the Housing Court. Most mediations end in agreed journal entries and or voluntary withdrawal of eviction complaints.

ZOOM KIOSKS

Combating the digital divide amongst residents, keeping them connected and enabling them to participate in all areas of their hearings, Housing Court created 3 zoom kiosks. Zoom kiosks are rooms with computer equipment that is individualized, sanitized and safe. Participants are assisted by staff with accessing their zoom hearings and submitting documents to the Court. Housing Court's zoom kiosks are the Court's continued innovative efforts to keep the public virtually connected and safe during a pandemic.

WHAT EVERY LANDLORD SHOULD KNOW/WHAT EVERY TENANT SHOULD KNOW

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

HOUSING CLINICS

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



CLEVELAND MUNICIPAL COURT - HOUSING DIVISION***EDUCATIONAL MATERIALS***

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

www.clevelandhousingcourt.org

CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 2,790,339	\$ 2,821,869	\$ 2,536,649	\$ 3,155,912
Elected Officials	37,050	37,050	36,947	39,088
Part-Time Permanent	72,264	68,831	50,407	200,400
Longevity	15,675	16,125	16,425	11,800
Vacation Conversion	—	7,069	—	—
Separation Payments	7,337	7,860	195,074	25,000
Bonus Incentive	79,544	110,923	—	—
	\$ 3,002,209	\$ 3,069,727	\$ 2,835,501	\$ 3,432,200
Benefits				
Hospitalization	\$ 472,172	\$ 468,019	\$ 451,571	\$ 550,874
Prescription	69,156	77,986	97,965	108,705
Dental	24,266	23,036	22,664	28,808
Vision Care	2,552	2,466	3,484	4,845
Public Employees Retire System	417,143	429,541	384,397	481,565
Fica-Medicare	42,235	43,112	39,912	49,379
Workers' Compensation	36,958	55,283	26,565	28,456
Life Insurance	1,501	1,492	1,701	2,622
Unemployment Compensation	—	2,658	61,721	8,000
Clothing Allowance	8,750	7,350	8,125	—
	\$ 1,074,731	\$ 1,110,943	\$ 1,098,106	\$ 1,263,254
Other Training & Professional Dues				
Travel	\$ 9,763	\$ 9,856	\$ —	\$ 2,000
Tuition & Registration Fees	4,516	12,867	3,415	7,000
Mileage (Priv Auto) Trng Prps	—	108	—	—
Professional Dues & Subscript	21,005	12,343	14,757	20,000
	\$ 35,284	\$ 35,173	\$ 18,172	\$ 29,000
Contractual Services				
Professional Services	\$ 29,008	\$ 68,182	\$ 23,929	\$ 111,000
Court Reporter	—	138	—	2,500
Mileage (Private Auto)	5,886	4,672	618	3,000
Jury And Witness Fees	—	—	—	600
Parking In City Facilities	10,638	10,951	8,485	10,500
Insurance And Official Bonds	—	850	—	1,400
Other Contractual	—	—	—	500
	\$ 45,532	\$ 84,793	\$ 33,032	\$ 129,500
Materials & Supplies				
Office Supplies	\$ 39	\$ 221	\$ —	\$ 1,750
Postage	4,900	4,950	—	5,000



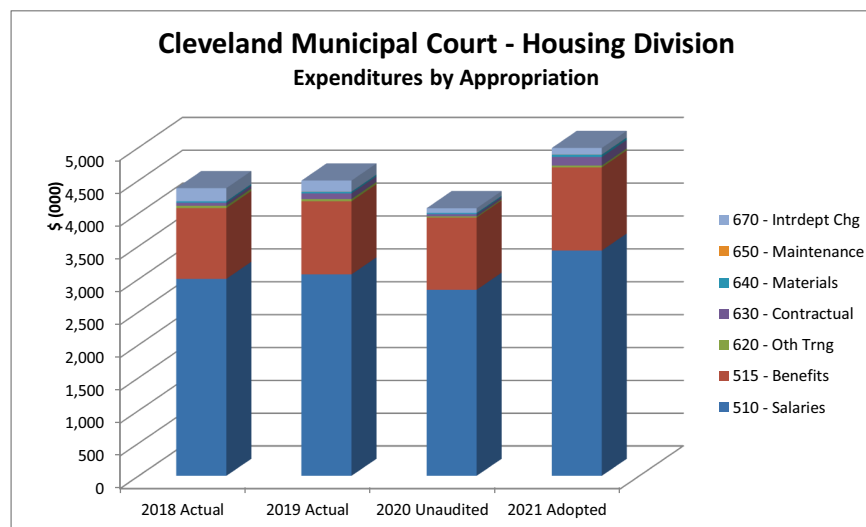
CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Clothing	1,087	32	180	3,500
Office Furniture & Equipment	954	5,039	659	10,000
Other Supplies	11,738	10,832	15,078	11,220
Just In Time Office Supplies	5,969	5,272	3,302	5,000
	\$ 24,687	\$ 26,346	\$ 19,219	\$ 36,470
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 500
Car Washes	—	420	—	500
	\$ —	\$ 420	\$ —	\$ 1,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 12,957	\$ 8,060	\$ 5,030	\$ 5,082
Charges From Radio Comm System	9,568	9,186	8,547	16,841
Charges From Print & Repro	141,291	105,021	24,472	37,323
Charges From M.V.M.	34,621	46,378	33,463	40,349
	\$ 198,437	\$ 168,645	\$ 71,512	\$ 99,595
	\$ 4,380,881	\$ 4,496,048	\$ 4,075,542	\$ 4,991,019

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Fines, Forfeitures & Settlements	\$ 820,140	\$ 838,225	\$ 466,242	\$ 550,644
Miscellaneous	39,980	41,982	28,006	—
	\$ 860,120	\$ 880,207	\$ 494,248	\$ 550,644



CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	Budget 2020	December 2020		Minimum	Maximum
			<u>ADMINISTRATORS & OFFICIALS</u>		
1	1	1	Housing Court Administrator	80,000.00	120,000.00
1	1	1	Director of Communication -HC	60,000.00	90,000.00
1	1	1	Judge	37,050.00	37,050.00
1	1	1	Personal Bailiff	63,969.00	85,591.85
4	4	4			
			<u>ADMINISTRATIVE SUPPORT</u>		
1	1	1	Housing Court Administrative Assistant	23,063.94	58,939.38
1	0	0	Housing Court Receptionist	23,064.00	37,603.68
1	1	1	Housing Court Secretary	20,815.92	40,891.00
0	1	1	Housing Court Deputy Administrator	65,000.00	100,000.00
1	1	1	Housing Court Scheduler	23,063.94	54,755.16
4	4	4			
			<u>PROFESSIONALS</u>		
1	1	1	Chief Housing Court Specialist	52,158.83	92,427.06
1	0	0	Deputy Bailiff Finance Officer	38,544.06	66,470.10
12	9	12	Housing Court Deputy Bailiff	38,000.00	60,000.00
1	0	0	Housing Court Coordinator	23,064.00	56,182.76
11	9	9	Housing Court Specialist	34,000.00	73,955.59
1	1	1	Housing Court Adr Specialist	42,178.00	90,045.81
1	1	1	Housing Court Chief Bailiff	38,884.00	94,348.04
1	1	1	Housing Court Chief Magistrate	71,667.00	125,383.66
1	1	1	Housing Court Compliance Specialist	42,000.00	68,000.00
2	2	2	Housing Court Deputy Chief Specialist	55,000.00	78,000.00
4	4	4	Housing Court Magistrate	42,178.32	91,529.00
3	1	4	Housing Court DP Bailiff / Staff Attorney	29,585.00	74,922.62
0	0	1	Project Coordinator	27,325.56	99,702.63
2	0	1	Deputy Bailiff Chief Social Worker	48,750.00	84,295.10
41	30	38			
			<u>PROTECTIVE SERVICES</u>		
2	2	2	Deputy Bailiff Supervisor	44,167.00	70,245.91
2	2	2			
51	40	48	TOTAL FULL TIME		



CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	Budget 2020	Budget 2021		Minimum	Maximum
			<u>PART TIME</u>		
1	0	0	Administrative Officer	20,800.00	58,499.94
0	1	1	Housing Court Deputy Bailiff	22,173.84	54,367.68
1	0	0	Housing Court DP Bailiff / Judicial Clerk	21,993.75	54,490.42
1	0	0	Housing Court Secretary	20,815.92	40,891.00
1	0	0	Deputy Bailiff Special Projects Officer	48,750.00	78,274.01
1	0	2	Deputy Bailiff Magistrate	58,333.00	102,604.78
5	1	3	TOTAL PART TIME		
56	41	51	TOTAL DIVISION		

DEPARTMENT OF AGING

Mary McNamara, Director

Mission Statement

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

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

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

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

PROGRAM NAME: AGE FRIENDLY CLEVELAND INITIATIVE

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

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

PROGRAM NAME: BED BUG ASSISTANCE PROGRAM

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

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

PROGRAM NAME: CHORE PROGRAM

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

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

PROGRAM NAME: CLEVELAND CARE CALLS

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

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

PROGRAM NAME: CLEVELAND TREE ASSISTANCE PROGRAM

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

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



DEPARTMENT OF AGING

PROGRAM NAME: ECONOMIC SECURITY (AN AGING & DISABILITY RESOURCE CENTER SERVICE)

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

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

PROGRAM NAME: HOMELESS PREVENTION SERVICES FOR SENIORS

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

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

PROGRAM NAME: LONG TERM SUPPORT OPTIONS COUNSELING (AN AGING & DISABILITY RESOURCE CENTER SERVICE)

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

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

PROGRAM NAME: SENIOR HOMEOWNER ASSISTANCE PROGRAM

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

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

PROGRAM NAME: SENIOR INITIATIVE

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

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

PROGRAM NAME: SPECIAL EVENTS

OBJECTIVES: To provide helpful service information to Cleveland seniors.

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

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

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

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

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

DEPARTMENT OF AGING

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

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

PROGRAM NAME: SUPPORTIVE SERVICES/COMMUNITY OUTREACH

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

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

PROGRAM NAME: SENIOR TRANSPORTATION

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

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



DEPARTMENT OF AGING

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 730,611	\$ 766,652	\$ 744,033	\$ 821,390
Seasonal	—	—	(613)	—
Part-Time Permanent	36,988	28,853	29,776	47,504
Longevity	1,975	2,250	2,550	2,425
Separation Payments	23,983	2,188	16,008	10,000
Bonus Incentive	6,000	—	—	—
	\$ 799,557	\$ 799,943	\$ 791,755	\$ 881,319
Benefits				
Hospitalization	\$ 122,812	\$ 133,761	\$ 161,444	\$ 172,154
Prescription	18,379	22,474	33,371	32,076
Dental	5,106	5,612	8,165	8,716
Vision Care	796	845	1,320	1,497
Public Employees Retire System	106,361	112,759	117,067	121,934
Fica-Medicare	11,330	11,354	11,450	12,779
Workers' Compensation	28,456	8,349	7,610	9,462
Life Insurance	433	495	645	786
Unemployment Compensation	503	5,382	1,467	—
	\$ 294,177	\$ 301,031	\$ 342,540	\$ 359,404
Other Training & Professional Dues				
Travel	\$ 3,279	\$ 678	\$ —	\$ 3,000
Tuition & Registration Fees	2,455	1,025	—	500
Training	30	—	—	—
Professional Dues & Subscript	295	400	—	650
	\$ 6,059	\$ 2,103	\$ —	\$ 4,150
Contractual Services				
Professional Services	\$ 13,950	\$ 59,902	\$ 7,016	\$ 97,120
Travel- Non-Training	384	432	330	500
Mileage (Private Auto)	1,617	1,696	613	2,000
Parking In City Facilities	1,533	1,357	608	2,600
Other Contractual	54,113	117,345	94,950	99,950
	\$ 71,597	\$ 180,732	\$ 103,518	\$ 202,170
Materials & Supplies				
Computer Hardware	\$ 3,356	\$ —	\$ 1,177	\$ 3,000
Computer Software	—	—	—	1,000
Clothing	676	767	1,985	1,500
Hardware & Small Tools	—	—	—	100
Office Furniture & Equipment	—	698	1,186	1,500
Food	10,361	18,641	277	15,000

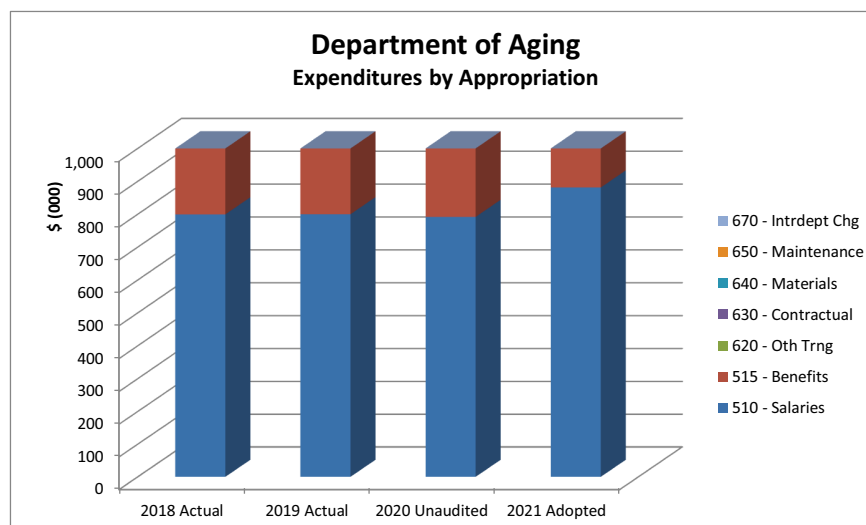
DEPARTMENT OF AGING

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Other Supplies	1,020	788	1,036	739
Arts & Crafts Supplies	—	—	198	—
Safety Equipment	276	—	—	—
Special Events Supplies	1,465	1,174	714	8,245
Motor Oil & Lubricants	—	29	—	—
Just In Time Office Supplies	3,053	6,285	4,207	4,000
	\$ 20,207	\$ 28,383	\$ 10,780	\$ 35,084
Maintenance				
Car Washes	\$ —	\$ —	\$ —	\$ 600
	\$ —	\$ —	\$ —	\$ 600
Interdepart Service Charges				
Charges From Telephone Exch	\$ 10,399	\$ 8,938	\$ 12,923	\$ 13,056
Charges From Print & Repro	30,842	45,973	31,495	48,044
Charges From Central Storeroom	17,969	19,658	20,419	24,140
Charges From M.V.M.	20,723	35,184	45,342	32,757
	\$ 79,932	\$ 109,753	\$ 110,179	\$ 117,997
	\$ 1,271,528	\$ 1,421,945	\$ 1,358,771	\$ 1,600,724

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ 1,100	\$ —	\$ 550	\$ —
Miscellaneous	55,749	26,484	8,677	—
	\$ 56,849	\$ 26,484	\$ 9,227	\$ —





DEPARTMENT OF AGING

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Director of Aging	50,795.81	191,316.74
1	1	1			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Junior Clerk	15.00	16.82
1	0	0	Receptionist	15.00	16.49
2	1	1			
<u>PARA-PROFESSIONALS</u>					
3	3	3	Geriatric Outreach Worker	15.00	19.76
3	3	3			
<u>PROFESSIONALS</u>					
1	0	1	Administrative Aide	17,593.00	59,623.41
4	3	3	Administrative Manager	31,200.00	122,426.51
1	0	0	Assistant Administrator	31,200.00	76,852.88
1	1	1	Grants Administrator	22,333.40	83,008.39
2	1	2	Project Coordinator	27,325.56	99,702.63
9	5	7			
<u>NON EEO REPORTING</u>					
5	4	4	Aging Services Administrator	27,325.56	96,798.67
5	4	4			
20	14	16	TOTAL FULL TIME		
<u>PART TIME</u>					
1	1	1	Intake Specialist	15.00	18.63
1	1	1	Project Director	22,333.40	88,646.98
2	2	2	TOTAL PART TIME		
22	16	18	TOTAL DIVISION		

DEPARTMENT OF HUMAN RESOURCES

Nycole West, Director

Mission Statement

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

PROGRAM NAME: EMPLOYEE HEALTH AND BENEFITS

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

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

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

PROGRAM NAME: EMPLOYEE RECORDS

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

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

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

PROGRAM NAME: GENERAL ADMINISTRATION

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

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



DEPARTMENT OF HUMAN RESOURCES

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

PROGRAM NAME: HRIS

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

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

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

PROGRAM NAME: LABOR RELATIONS

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

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

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

PROGRAM NAME: PERFORMANCE MANAGEMENT

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

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

PROGRAM NAME: TRAINING AND DEVELOPMENT

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

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

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

DEPARTMENT OF HUMAN RESOURCES

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 930,028	\$ 981,985	\$ 1,080,771	\$ 1,392,104
Part-Time Permanent	43,706	37,006	46,360	44,004
Longevity	3,025	3,900	4,250	4,750
Vacation Conversion	—	8,592	—	—
Separation Payments	7,148	3,854	10,518	10,000
Bonus Incentive	8,000	—	—	—
Overtime	—	—	231	—
	\$ 991,907	\$ 1,035,338	\$ 1,142,130	\$ 1,450,858
Benefits				
Hospitalization	\$ 148,382	\$ 167,962	\$ 166,903	\$ 214,745
Prescription	21,776	28,338	33,218	44,136
Dental	6,417	7,222	7,769	10,635
Vision Care	908	939	1,487	2,112
Public Employees Retire System	136,687	142,968	156,937	201,720
Fica-Medicare	13,903	14,472	15,849	21,067
Workers' Compensation	9,362	10,227	8,899	11,562
Life Insurance	503	545	695	1,104
Unemployment Compensation	—	4,450	10,093	9,000
Clothing Allowance	—	—	530	530
	\$ 337,937	\$ 377,124	\$ 402,379	\$ 516,611
Other Training & Professional Dues				
Travel	\$ 6,525	\$ 3,312	\$ —	\$ 5,000
Tuition & Registration Fees	14,324	20,863	5,663	15,000
Professional Dues & Subscript	8,000	9,850	9,648	8,500
	\$ 28,849	\$ 34,025	\$ 15,311	\$ 28,500
Contractual Services				
Professional Services	\$ 949,319	\$ 1,222,999	\$ 1,359,343	\$ 1,250,000
COBRA-Medical Coverage	45,000	—	45,000	35,000
Advertising And Public Notice	—	—	—	4,000
Parking In City Facilities	1,497	1,952	787	2,500
Wellness Expense Anthem	—	1,525	—	—
Other Contractual	260,000	211,000	590,000	290,000
	\$ 1,255,816	\$ 1,437,476	\$ 1,995,130	\$ 1,581,500
Materials & Supplies				
Office Supplies	\$ 1,593	\$ 2,860	\$ —	\$ 1,500
Computer Supplies	505	1,744	1,163	2,000
Medical Supplies	—	—	—	4,000
Food	2,000	—	393	2,000



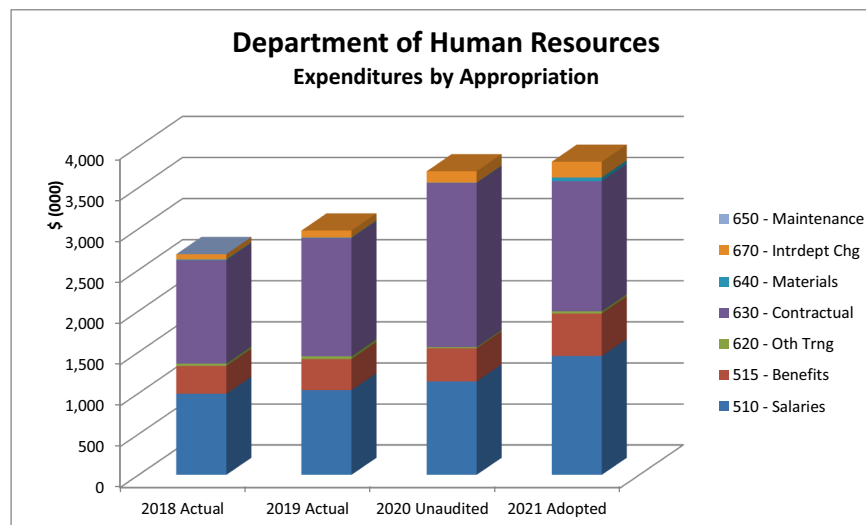
DEPARTMENT OF HUMAN RESOURCES

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Other Supplies	12	35	—	1,000
Special Events Supplies	—	—	—	30,000
Just In Time Office Supplies	5,832	2,815	2,878	5,000
	\$ 9,942	\$ 7,454	\$ 4,434	\$ 45,500
Maintenance				
Maintenance Contracts	\$ 845	\$ —	\$ —	\$ 900
	\$ 845	\$ —	\$ —	\$ 900
Interdepart Service Charges				
Charges From Telephone Exch	\$ 3,923	\$ 4,488	\$ 5,727	\$ 5,786
Charges From Print & Repro	36,933	47,058	74,632	113,824
Charges From Central Storeroom	24,765	33,948	57,555	71,183
Charges From M.V.M.	—	—	92	—
	\$ 65,621	\$ 85,494	\$ 138,006	\$ 190,793
	\$ 2,690,916	\$ 2,976,909	\$ 3,697,390	\$ 3,814,662

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Miscellaneous	\$ 36,078	\$ 20,160	\$ 11,446	\$ —
	\$ 36,078	\$ 20,160	\$ 11,446	\$ —



DEPARTMENT OF HUMAN RESOURCES

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	Budget 2020	December 2020		Minimum	Maximum
			<u>ADMINISTRATORS & OFFICIALS</u>		
1	1	1	Director of Personnel and Human Resources	50,795.81	191,316.74
1	0	1	Labor Relations Manager	30,214.95	124,250.48
1	1	1	HR Fiscal Administrator	22,333.40	70,234.84
6	4	5	HR Program Planning and Management Administrator	22,333.40	70,234.84
9	6	8			
			<u>ADMINISTRATIVE SUPPORT</u>		
1	1	1	Chief Clerk	31,200.00	54,124.93
1	1	1	Jr. Clerk	15.00	16.82
0	1	1	Student Aide	10.00	11.94
2	3	3			
			<u>PROFESSIONALS</u>		
3	4	4	Administrative Manager	31,200.00	122,426.51
1	1	1	Assistant Administrator	31,200.00	76,852.88
1	0	1	Labor Relations Officer	27,325.56	85,577.88
2	1	1	Personnel Administrator	26,273.96	91,088.49
1	1	1	Public Health Nurse III	57,356.03	58,503.15
1	1	1	Senior Compensation Analyst/HRIS	27,325.56	104,856.16
1	0	1	Senior Systems Analyst	20,800.00	87,543.86
1	0	0	Supervisor of Computer Operations	30,214.95	98,444.95
11	8	10			
22	17	21	TOTAL FULL TIME		
			<u>PART TIME</u>		
3	1	2	Junior Personnel Assistant	31,200.00	44,537.38
3	1	2	TOTAL PART TIME		
25	18	23	TOTAL DIVISION		



DEPARTMENT OF LAW

Barbara A. Langhenry, Director

Mission Statement

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

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

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

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

PROGRAM NAME: CITY REPRESENTATION IN CIVIL LITIGATION

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

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

PROGRAM NAME: CRIMINAL INVESTIGATIONS, MEDIATION AND PROSECUTIONS

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

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

PROGRAM NAME: DOMESTIC VIOLENCE PROGRAM

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

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

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

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

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



DEPARTMENT OF LAW

PROGRAM NAME: PUBLIC RECORDS MANAGEMENT

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

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



DEPARTMENT OF LAW

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 4,934,282	\$ 4,918,682	\$ 4,841,457	\$ 5,387,290
Longevity	26,500	26,050	25,775	24,975
Vacation Conversion	—	72,764	—	—
Separation Payments	81,182	49,833	113,046	85,734
Bonus Incentive	40,000	—	—	—
	\$ 5,081,964	\$ 5,067,329	\$ 4,980,278	\$ 5,497,999
Benefits				
Hospitalization	\$ 735,677	\$ 793,567	\$ 781,005	\$ 846,647
Prescription	109,517	132,368	160,506	167,991
Dental	35,961	35,936	38,937	44,137
Vision Care	4,290	4,272	6,549	8,004
Public Employees Retire System	710,956	712,273	703,938	757,922
Fica-Medicare	68,242	68,061	66,932	79,718
Workers' Compensation	49,412	51,716	44,817	50,712
Life Insurance	2,610	2,610	3,197	4,314
Unemployment Compensation	—	8,100	10,219	—
	\$ 1,716,667	\$ 1,808,904	\$ 1,816,101	\$ 1,959,445
Other Training & Professional Dues				
Travel	\$ 35,884	\$ 5,362	\$ 2,799	\$ 15,000
Tuition & Registration Fees	6,210	30,724	3,300	35,000
Professional Dues & Subscript	89,627	104,687	87,861	120,000
	\$ 131,721	\$ 140,773	\$ 93,960	\$ 170,000
Contractual Services				
Professional Services	\$ 2,656,018	\$ 2,737,330	\$ 3,358,014	\$ 2,250,000
Court Reporter	72,362	89,853	51,150	85,000
Parking In City Facilities	1,693	1,779	1,411	2,500
Insurance And Official Bonds	250	—	—	250
Property Rental	—	77,688	—	—
Other Contractual	65,935	67,921	6,509	100,000
Local Match-Grant Programs	40,878	92,450	136,690	45,532
	\$ 2,837,136	\$ 3,067,020	\$ 3,553,773	\$ 2,483,282
Materials & Supplies				
Office Supplies	\$ 684	\$ 883	\$ 792	\$ 3,000
Postage	1,518	237	520	1,500
Computer Hardware	—	—	1,424	—
Computer Software	—	199	199	—
Just In Time Office Supplies	4,659	6,456	2,915	5,000
	\$ 6,861	\$ 7,774	\$ 5,850	\$ 9,500

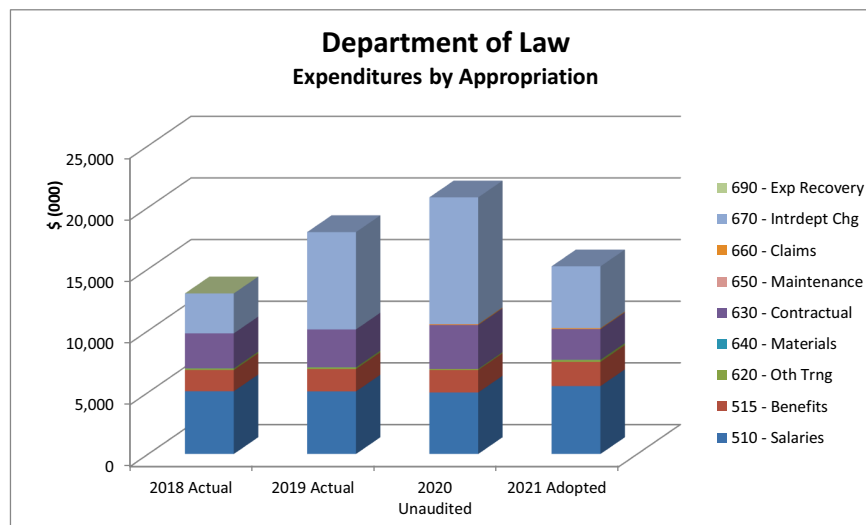
DEPARTMENT OF LAW

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Maintenance				
Computer Software Maintenance	\$ —	\$ —	\$ 69,922	\$ 70,000
	\$ —	\$ —	\$ 69,922	\$ 70,000
Claims, Refunds, Maintenance				
Court Costs	\$ 8,621	\$ 8,874	\$ 7,903	\$ 20,000
Judgments, Damages, & Claims	3,233,663	7,888,692	10,277,516	5,000,000
	\$ 3,242,284	\$ 7,897,566	\$ 10,285,419	\$ 5,020,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 24,491	\$ 20,283	\$ 24,961	\$ 25,218
Charges From Print & Repro	44,456	37,315	31,125	47,470
Charges From Central Storeroom	4,753	4,380	2,556	3,161
Charges From M.V.M.	1,239	1,240	168	1,375
	\$ 74,939	\$ 63,218	\$ 58,810	\$ 77,224
Expenditure Recovery				
Expenditure Recovery	\$ —	\$ —	\$ 11,718	\$ —
	\$ —	\$ —	\$ 11,718	\$ —
	\$ 13,091,573	\$ 18,052,585	\$ 20,875,830	\$ 15,287,450

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Fines, Forfeitures & Settlements	\$ 28,424	\$ 22,403	\$ 10,731	\$ 1,000
Miscellaneous	74,428	68,981	51,499	1,200
	\$ 102,851	\$ 91,384	\$ 62,230	\$ 2,200





DEPARTMENT OF LAW

COMPARISON OF STAFFING LEVEL

No. of Employees			Salary Schedule		
Budget 2020	December 2020	Budget 2021	Position	Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
6	6	6	Chief Assistant Director of Law	31,500.00	136,692.31
1	1	1	Chief Assistant Prosecutor	36,750.00	150,470.11
1	1	1	Chief Corporate Counsel	36,750.00	150,470.11
1	1	1	Chief Counsel	36,750.00	150,470.11
1	1	1	Chief Trial Counsel	36,750.00	150,470.11
2	1	1	Deputy Asst Prosecutor	23,100.00	105,625.89
1	1	1	Director of Law	50,795.81	191,316.74
1	1	1	First Assistant Prosecutor	31,500.00	136,692.31
1	1	1	Supervisor of Hardware Evaluation	30,214.95	98,444.95
15	14	14			
<u>ADMINISTRATIVE SUPPORT</u>					
4	3	3	Legal Secretary	31,200.00	51,423.42
1	1	1	Principal Clerk	16.60	22.86
3	3	3	Chief Clerk	31,200.00	54,124.93
8	7	7			
<u>PARA-PROFESSIONALS</u>					
2	2	2	Chief Legal Investigator	23,647.11	74,000.47
1	1	1	Claims Examiner	15.00	26.52
3	3	3	Docket Clerk	31,200.00	41,317.12
6	6	6			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	31,200.00	122,426.51
4	3	3	Assistant Administrator	31,200.00	76,852.88
27	20	23	Assistant Director of Law I (S)	31,200.00	96,971.22
2	2	2	Assistant Director of Law I	31,200.00	87,284.91
1	1	1	Assistant Director of Law II	31,500.00	105,625.89
16	12	16	Assistant Prosecutor	23,100.00	105,625.89
4	3	4	Misdemeanor Investigator	20,800.00	52,489.70
1	1	1	Personnel Administrator	26,273.96	91,088.49
2	1	1	Project Director	22,333.40	88,646.98
58	44	52			



DEPARTMENT OF LAW

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
<u>TECHNICIANS</u>					
1	1	1	Sr Clerk	15.00	18.87
1	1	1			
88	72	80	TOTAL FULL TIME		
88	72	80	TOTAL DIVISION		



FINANCE ADMINISTRATION

Sharon Dumas, Director

Mission Statement

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

PROGRAM NAME: ADMINISTRATION

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

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

PROGRAM NAME: RISK MANAGEMENT

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

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

FINANCE ADMINISTRATION

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 538,529	\$ 543,466	\$ 606,599	\$ 988,882
Seasonal	69,204	61,687	36,482	96,512
Part-Time Permanent	28,500	114,253	136,084	54,602
Longevity	2,400	2,400	2,950	3,225
Vacation Conversion	—	3,264	—	—
Bonus Incentive	4,500	—	—	—
Overtime	206	—	—	—
	\$ 643,339	\$ 725,069	\$ 782,115	\$ 1,143,221
Benefits				
Hospitalization	\$ 42,996	\$ 46,569	\$ 53,799	\$ 104,674
Prescription	6,407	7,888	11,132	21,675
Dental	2,000	1,946	2,143	5,755
Vision Care	350	348	652	1,167
Public Employees Retire System	87,929	100,657	108,829	162,650
Fica-Medicare	9,109	10,269	11,095	16,583
Workers' Compensation	5,988	7,083	8,880	7,827
Life Insurance	236	236	348	660
Unemployment Compensation	—	—	888	—
	\$ 155,014	\$ 174,996	\$ 197,764	\$ 320,991
Other Training & Professional Dues				
Travel	\$ 856	\$ 4,013	\$ 2,058	\$ 17,000
Tuition & Registration Fees	3,130	1,835	1,900	2,600
Training	189	665	—	—
Mileage (Priv Auto) Trng Prps	78	881	134	200
Professional Dues & Subscript	25,876	6,354	10,473	6,700
	\$ 30,129	\$ 13,748	\$ 14,565	\$ 26,500
Contractual Services				
Professional Services	\$ 90,390	\$ 112,038	\$ 50,040	\$ 72,000
Mileage (Private Auto)	—	14	—	—
Advertising And Public Notice	—	—	—	2,000
Parking In City Facilities	731	728	608	3,000
Insurance And Official Bonds	283	—	—	—
Other Contractual	302,500	3,396,152	342,500	450,000
	\$ 393,905	\$ 3,508,932	\$ 393,148	\$ 527,000
Materials & Supplies				
Office Supplies	\$ 235	\$ —	\$ —	\$ 200
Postage	961	1,929	614	1,200
Computer Software	—	—	—	300



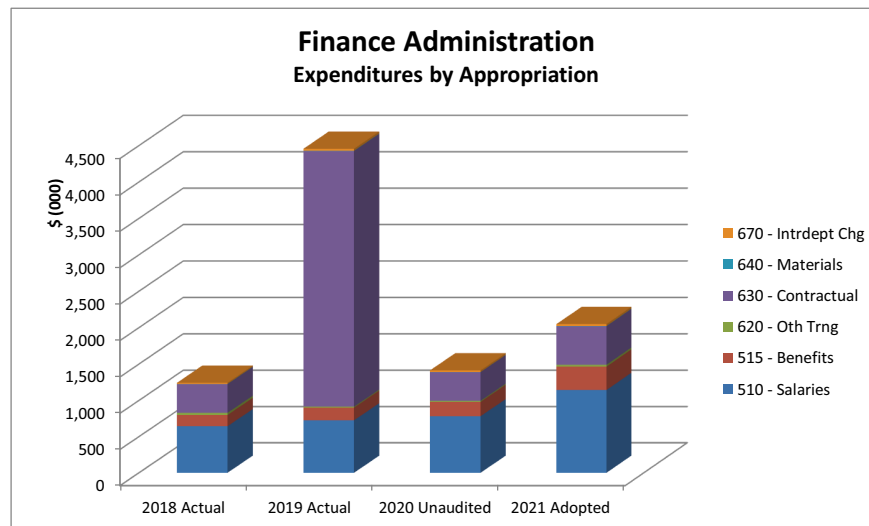
FINANCE ADMINISTRATION

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Food	267	—	—	200
Other Supplies	—	230	—	250
Just In Time Office Supplies	1,650	2,104	1,145	2,000
	\$ 3,113	\$ 4,263	\$ 1,758	\$ 4,150
Interdepart Service Charges				
Charges From Telephone Exch	\$ 9,852	\$ 8,695	\$ 14,857	\$ 15,010
Charges From Print & Repro	6,298	18,040	7,481	11,409
Charges From Central Storeroom	115	297	163	202
Charges From M.V.M.	100	1,404	320	516
	\$ 16,365	\$ 28,436	\$ 22,821	\$ 27,137
	\$ 1,241,865	\$ 4,455,444	\$ 1,412,172	\$ 2,048,999

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Miscellaneous	\$ 7,972	\$ 8,263	\$ 8,919	\$ —
	\$ 7,972	\$ 8,263	\$ 8,919	\$ —



FINANCE ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	Budget 2020	December 2020		Minimum	Maximum
			<u>ADMINISTRATORS & OFFICIALS</u>		
1	1	1	Director of Finance	50,795.81	191,316.74
1	0	1	Secretary to Director of Finance	36,590.00	154,089.52
0	0	2	Special Assistant to the Mayor	31,200.00	123,010.37
2	1	4			
			<u>PROFESSIONALS</u>		
2	2	2	Administrative Manager	31,200.00	122,426.51
2	1	2	Assistant Administrator	31,200.00	76,852.88
2	2	2	Project Coordinator	27,325.56	99,702.63
1	1	1	Risk Manager	31,200.00	109,850.21
1	1	1	Safety Programs Officer 2	31,200.00	55,204.24
8	7	8			
10	8	12	TOTAL FULL TIME		
			<u>PART TIME</u>		
1	1	1	Special Assistant to the Mayor	31,200.00	123,010.37
4	4	4	Student Aide	10.00	11.94
5	5	5	TOTAL PART TIME		
15	13	17	TOTAL DIVISION		



DIVISION OF ACCOUNTS

Lonya Moss-Walker, Commissioner

Mission Statement

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

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

PROGRAM NAME: ACCOUNTS PAYABLE

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

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

PROGRAM NAME: GENERAL ACCOUNTING

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

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

PROGRAM NAME: PAYROLL

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

ACTIVITIES: Collect and disburse data and reports.

PROGRAM NAME: RECORD MANAGEMENT

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

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

DIVISION OF ACCOUNTS

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 921,626	\$ 928,662	\$ 975,258	\$ 1,206,904
Part-Time Permanent	27,354	26,449	30,530	32,002
Longevity	7,300	7,700	8,475	9,350
Vacation Conversion	—	5,178	—	—
Bonus Incentive	5,500	—	—	—
	\$ 961,780	\$ 967,989	\$ 1,014,263	\$ 1,248,256
Benefits				
Hospitalization	\$ 134,925	\$ 134,899	\$ 144,306	\$ 218,142
Prescription	20,580	22,966	29,875	44,148
Dental	6,625	6,145	6,983	11,441
Vision Care	1,018	1,001	1,364	2,091
Public Employees Retire System	133,792	134,794	142,314	176,981
Fica-Medicare	13,440	13,555	14,170	18,104
Workers' Compensation	9,074	9,570	8,299	10,150
Life Insurance	542	540	707	1,140
	\$ 319,997	\$ 323,469	\$ 348,017	\$ 482,197
Other Training & Professional Dues				
Travel	\$ 1,837	\$ 5,790	\$ 2,324	\$ 3,000
Tuition & Registration Fees	1,849	2,250	1,175	2,000
Professional Dues & Subscript	1,688	1,351	1,252	2,250
	\$ 5,374	\$ 9,391	\$ 4,751	\$ 7,250
Contractual Services				
Professional Services	\$ 402,356	\$ 173,498	\$ —	\$ 340,000
Insurance And Official Bonds	327	—	—	—
Other Contractual	385,236	631,004	550,013	468,000
	\$ 787,919	\$ 804,502	\$ 550,013	\$ 808,000
Materials & Supplies				
Office Supplies	\$ —	\$ 1,702	\$ —	\$ —
Postage	719	635	637	1,000
Computer Software	—	167	170	500
Just In Time Office Supplies	3,531	3,266	1,810	1,500
	\$ 4,250	\$ 5,771	\$ 2,618	\$ 3,000
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 1,400
	\$ —	\$ —	\$ —	\$ 1,400



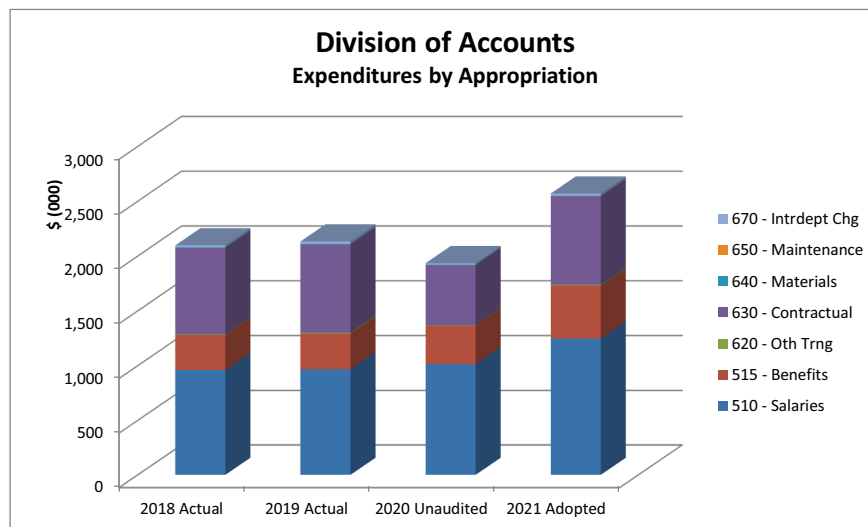
DIVISION OF ACCOUNTS

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 2,110	\$ 2,187	\$ 2,547	\$ 2,573
Charges From Print & Repro	6,602	8,987	5,678	8,660
Charges From Central Storeroom	9,377	10,558	7,082	8,759
	\$ 18,089	\$ 21,732	\$ 15,307	\$ 19,992
	\$ 2,097,409	\$ 2,132,854	\$ 1,934,968	\$ 2,570,095

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ —	\$ (510)	\$ —	\$ —
Miscellaneous	13,247	12,324	8,299	—
	\$ 13,247	\$ 11,814	\$ 8,299	\$ —



DIVISION OF ACCOUNTS

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	Budget 2020	December 2020		Minimum	Maximum
			<u>ADMINISTRATORS & OFFICIALS</u>		
1	1	1	Commissioner of Accounts	40,314.82	145,820.32
1	1	1	Deputy Commissioner of Accounts	26,273.96	97,598.31
2	2	2			
			<u>ADMINISTRATIVE SUPPORT</u>		
1	1	1	Assistant Administrator	31,200.00	76,852.88
0	0	2	Chief Clerk	31,200.00	54,124.93
4	4	5	Principal Clerk	16.60	22.86
1	0	1	Receptionist	15.00	16.49
6	5	9			
			<u>PROFESSIONALS</u>		
2	2	0	Accountant II	16.60	25.23
1	1	1	Accountant IV	20,800.00	65,610.28
1	1	2	Administrative Officer	20,800.00	58,499.94
0	0	2	Contract Compliance Officer	26,273.96	78,184.48
1	1	1	Central Payroll Supervisor	20,800.00	92,276.53
1	1	1	Chief Systems Analyst	27,325.56	108,011.58
1	1	1	Deputy Central Payroll Supervisor	20,800.00	69,668.31
2	2	2	Personnel Administrator	26,273.96	91,088.49
9	9	10			
17	16	21	TOTAL FULL TIME		
			<u>PART TIME</u>		
1	1	1	Auditor	20,800.00	65,000.00
18	17	22	TOTAL DIVISION		



DIVISION OF ASSESSMENTS AND LICENSES

Dedrick C. Stephens, CFE, NCI, Commissioner

Mission Statement

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

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

PROGRAM NAME: LICENSES AND PERMITS

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

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

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

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

PROGRAM NAME: TAX ADMINISTRATION

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

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

DIVISION OF ASSESSMENTS AND LICENSES

PROGRAM NAME: ASSESSMENTS

OBJECTIVES: Allocate cost connected to a public improvement to benefitting parties pursuant to State and local laws. Timely and accurately certify all assessments to the County. Prepare, support and administer special assessments, business improvement districts (BIDs) and energy districts.

ACTIVITIES: **Business Improvement Districts** -- Assist in the establishment of BIDs that contribute to economic development and quality of life activities throughout the City. Work cooperatively with community development corporation leaders to establish, renew, support and provide funding to BIDs. Neighborhoods with BIDs include Downtown, Gordon Square, Ohio City, Kamm's Corner and Superior Arts.

ACTIVITIES: Allocate cost pursuant to State statutes, invoice and account for payments of various assessments - sidewalks, vaults, trees, etc. Other activities include appropriation of property, vacate streets and service of legal notices pursuant to applicable laws.

PROGRAM NAME: EMERGENCY MEDICAL SERVICES BILLING & REIMBURSEMENT

OBJECTIVES: Efficiently and effectively bill and collect the cost of ambulance transportation services provided by Emergency Medical Services (EMS) and Hopkins Fire and Rescue (Port Control) to achieve optimal cost recovery in accordance with Federal and State statutes. Provide superior customer service and maintaining best practices in our billing and collection processes.

ACTIVITIES: **Coding & Billing** - Transformation of healthcare diagnosis, procedures and medical services into universal medical alphanumeric codes for the City's 911 emergency ambulance transportation service. Specific activities include patient demographic verification; insurance eligibility verification; medical necessity review and medical coding.

ACTIVITIES: **Reimbursement** - Process and follow up on claims sent to health insurance companies and governmental payers for reimbursement of services rendered. Submit claims electronically; manage accounts receivable; collection of aging accounts and manage collection agency relationship. Other activities include navigating through various payer appeal processes and proper crediting of payments to financial records. Over 75,000 invoices billed annually.

ACTIVITIES: **Compliance** - Develop, implement, and monitor a healthcare compliance program based on governmental regulatory guidelines - including internal compliance reviews, audits, risk assessments, and staff education and training. Ensure business processes and systems adhere to Federal and State statutes including the Health Insurance Portability and Accountability Act, False Claims Acts and others.

ACTIVITIES: **Prisoner Health Claims Management**- Reduce and control the cost of prisoner healthcare by post-claim eligibility verification; claim management and pricing verification; as well as healthcare services vendor payment management.

PROGRAM NAME: CITY SERVICES BILLING & COLLECTIONS CENTER

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

ACTIVITIES: Manage the billing and collection programs for numerous city-wide services. Work cooperatively with servicing departments to invoice and collect revenues for the following: board-up, demolition, vacant property cleanup, emergency street permits, commercial waste collections, criminal nuisance abatement, police and fire false alarms. Manage the registration process for false alarms.



DIVISION OF ASSESSMENTS AND LICENSES

ACTIVITIES: Specific activities performed by this centralized billing service include pre-bill verification; data entry of all billing source documents; generating and distributing invoices; managing accounts receivables and annual certification to County Auditor; and collection of delinquent accounts. Over 25,000 invoices billed annually.

ACTIVITIES: Administer the residential waste collection exemptions program. Review and approve financial transactions.

PROGRAM NAME: BUREAU OF WEIGHTS AND MEASURES

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

ACTIVITIES: Inspect and seal all weighing and measuring devices. These devices include commercial scales, scanners, timing devices, taximeters, and gasoline pumps. Investigate consumer complaints concerning the accuracy of weighing and measuring devices. Check the net content of pre-packaged meats, produce and other commodities. Issue violations, condemn equipment, and ensure that all violations are corrected.

PROGRAM NAME: FISCAL AND ADMINISTRATION

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

ACTIVITIES: Plan, organize, budget and allocate resources to efficiently provide administrative support for Divisional activities. Manage payment plans, cash application and provide project management support for divisional initiatives. Execute, plan, monitor and control the performance of programs and budgets. Accurate and timely reporting of financial and performance results.

ACTIVITIES: Plan, design, install, modify, test and support three (3) management information systems and a module of an enterprise resource planning platform to meet various business requirements.

DIVISION OF ASSESSMENTS AND LICENSES

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,706,788	\$ 1,943,400	\$ 2,226,721	\$ 2,525,259
Longevity	7,575	7,800	8,050	9,375
Wage Settlements	—	—	5,760	—
Vacation Conversion	—	6,522	—	—
Separation Payments	5,367	5,710	12,090	5,800
Bonus Incentive	9,000	—	—	—
Overtime	111,646	148,100	29,797	90,000
	\$ 1,840,376	\$ 2,111,533	\$ 2,282,418	\$ 2,630,434
Benefits				
Hospitalization	\$ 372,542	\$ 444,268	\$ 506,427	\$ 582,721
Prescription	54,300	74,039	100,494	111,546
Dental	18,296	18,910	25,141	28,934
Vision Care	2,131	2,221	3,608	4,710
Public Employees Retire System	253,326	288,487	323,693	369,395
Police & Firemens Disab & Pens	—	233	—	—
Fica-Medicare	25,581	29,344	31,664	38,052
Workers' Compensation	16,738	20,398	17,928	22,888
Life Insurance	1,161	1,281	1,923	2,724
Unemployment Compensation	2,730	—	6,133	—
	\$ 746,805	\$ 879,182	\$ 1,017,010	\$ 1,160,970
Other Training & Professional Dues				
Travel	\$ 7,259	\$ 7,077	\$ 406	\$ 7,590
Tuition & Registration Fees	7,337	6,770	2,470	8,360
Training	219	—	—	5,550
Other Training Supplies	129	—	—	—
Professional Dues & Subscript	3,554	1,783	3,025	3,500
	\$ 18,498	\$ 15,630	\$ 5,901	\$ 25,000
Utilities				
Electricity - Other	\$ —	\$ —	\$ —	\$ 5,400
	\$ —	\$ —	\$ —	\$ 5,400
Contractual Services				
Professional Services	\$ 475,863	\$ 358,627	\$ 671,952	\$ 898,600
Court Reporter	451	24	—	2,000
Mileage (Private Auto)	23	—	—	1,150
Expense Account Reimbursement	75	—	55	200



DIVISION OF ASSESSMENTS AND LICENSES

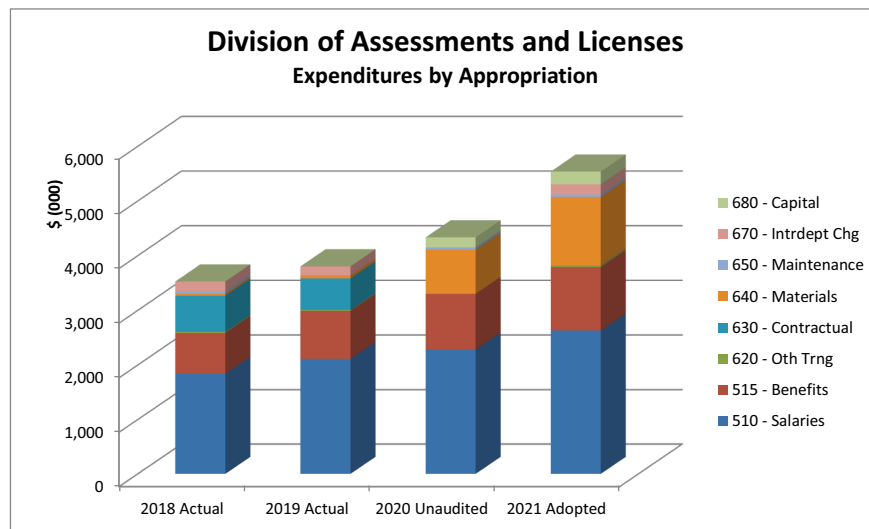
Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Advertising And Public Notice	11,934	79,097	63,204	50,000
Insurance And Official Bonds	250	—	—	250
Property Rental	—	—	—	127,125
Credit Card Processing Fees	175,621	141,171	66,384	175,000
	\$ 664,217	\$ 578,919	\$ 801,595	\$ 1,254,325
Materials & Supplies				
Postage	\$ 323	\$ 389	\$ 386	\$ 500
Computer Supplies	—	—	2,350	2,350
Computer Hardware	—	29,616	3,358	4,250
Computer Software	6,408	1,365	3,300	3,950
Small Equipment	4,051	8,928	14,468	9,000
Other Supplies	1,710	329	250	2,500
Safety Equipment	15,443	7,327	5,989	7,390
Just In Time Office Supplies	8,378	4,278	12,261	12,250
	\$ 36,313	\$ 52,232	\$ 42,361	\$ 42,190
Maintenance				
Maintenance Contracts	\$ 3,763	\$ —	\$ —	\$ 1,800
Computer Software Maintenance	38,404	—	—	185,300
	\$ 42,167	\$ —	\$ —	\$ 187,100
Interdepart Service Charges				
Charges From Telephone Exch	\$ 18,593	\$ 26,433	\$ 40,242	\$ 40,656
Charges From Print & Repro	61,832	47,545	56,409	86,031
Charges From Central Storeroom	74,673	57,797	65,768	81,341
Charges From M.V.M.	24,850	35,233	22,711	25,167
	\$ 179,948	\$ 167,007	\$ 185,130	\$ 233,195
	\$ 3,528,322	\$ 3,804,503	\$ 4,334,416	\$ 5,538,614

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ 138,653	\$ 163,213	\$ 31,348	\$ 150,000
Fines, Forfeitures & Settlements	—	25	—	—
Licenses & Permits	313,895	334,441	214,728	292,790
Miscellaneous	76,053	33,418	(82,361)	22,200
Other Tax	45,240,874	44,817,446	17,938,692	31,237,500
	\$ 45,769,475	\$ 45,348,542	\$ 18,102,407	\$ 31,702,490

DIVISION OF ASSESSMENTS AND LICENSES





DIVISION OF ASSESSMENTS AND LICENSES

COMPARISON OF STAFFING LEVEL

No. of Employees			Salary Schedule		
Budget 2020	December 2020	Budget 2021	Position	Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Assistant Commissioner of Assessments and Licenses	23,647.11	93,401.98
1	1	1	Commissioner of Assessments and Licenses	40,314.82	134,602.24
2	2	2			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Billing Clerk	15.00	18.53
3	2	3	Chief Clerk	31,200.00	54,124.93
1	0	0	Junior Personnel Assistant	31,200.00	44,537.38
1	0	0	Private Secretary	17.74	24.11
3	2	3	Senior Cashier	15.00	22.97
9	5	7			
<u>PROFESSIONALS</u>					
1	0	0	Administrative Assistant	21,851.06	79,512.34
2	2	2	Administrative Manager	31,200.00	122,426.51
2	1	1	Adminstrative Officer	20,800.00	58,499.94
1	0	0	Auditor	20,800.00	65,000.00
2	2	2	Auditor II	31,200.00	68,000.00
2	1	2	Assessments Analyst	20,800.00	56,638.27
5	5	6	Assistant Administrator	31,200.00	76,852.88
1	1	1	Assistant Director of Law I	31,200.00	96,971.22
1	1	1	Business Process Analyst	55,000.00	108,044.90
1	1	1	Chief Auditor	23,647.11	93,401.98
1	1	1	Customer Support Center Manager	65,000.00	105,625.89
1	1	2	Medical Billing Reimbursement Specialist	17.01	22.96
9	8	8	Medical Coder & Billing Analyst	17.56	23.31
3	2	2	Miscellaneous Investigator	17.12	21.19
1	1	1	Misdemeanor Investigator	20,800.00	52,489.70
0	0	1	Personnel Analyst I	21,000.00	52,182.05
2	2	2	Project Coordinator	27,325.56	99,702.63
2	2	2	Revenue Analyst	20,800.00	64,480.00
1	1	1	Senior Clerk	15.00	18.87
38	32	36			



DIVISION OF ASSESSMENTS AND LICENSES

COMPARISON OF STAFFING LEVEL

No. of Employees			Salary Schedule		
Budget 2020	December 2020	Budget 2021	Position	Minimum	Maximum
<u>TECHNICIANS</u>					
4	2	4	Inspector of Weights & Measures	15.00	21.01
1	1	1	Supervisor of Weights & Measures	20,800.00	70,264.38
5	3	5			
54	42	50	TOTAL FULL TIME		
54	42	50	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

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 508,539	\$ 465,462	\$ 471,210	\$ 476,450
Longevity	3,925	4,225	3,600	3,600
Vacation Conversion	—	2,543	—	—
Separation Payments	—	6,024	—	12,653
Bonus Incentive	2,500	—	—	—
	\$ 514,964	\$ 478,253	\$ 474,810	\$ 492,703
Benefits				
Hospitalization	\$ 81,547	\$ 75,489	\$ 72,338	\$ 71,140
Prescription	11,921	12,593	14,928	13,896
Dental	4,089	3,607	3,899	3,790
Vision Care	454	401	553	622
Public Employees Retire System	71,555	66,338	66,225	67,712
Fica-Medicare	7,245	6,724	6,679	7,145
Workers' Compensation	4,864	4,776	4,113	4,751
Life Insurance	236	216	265	324
	\$ 181,911	\$ 170,145	\$ 169,001	\$ 169,380
Other Training & Professional Dues				
Travel	\$ —	\$ 230	\$ 150	\$ —
Tuition & Registration Fees	250	200	250	1,500
Mileage (Priv Auto) Trng Prps	58	146	63	500
Professional Dues & Subscript	559	1,044	510	1,000
	\$ 867	\$ 1,620	\$ 973	\$ 3,000
Contractual Services				
Professional Services	\$ 86	\$ —	\$ —	\$ —
Parking In City Facilities	—	—	—	350
Insurance And Official Bonds	—	11,060	—	—
Other Contractual	43,701	40,973	40,491	51,000
	\$ 43,787	\$ 52,033	\$ 40,491	\$ 51,350
Materials & Supplies				
Office Supplies	\$ 358	\$ 716	\$ —	\$ 1,000
Postage	—	—	—	200
Office Furniture & Equipment	369	3,549	216	7,000
Other Supplies	3,036	3,523	3,060	4,000
Just In Time Office Supplies	1,464	413	113	1,000
	\$ 5,227	\$ 8,201	\$ 3,389	\$ 13,200
Maintenance				
Maintenance Office Equipment	\$ 2,278	\$ 1,495	\$ 1,495	\$ 4,700
Maintenance Contracts	868	1,030	1,355	1,500
	\$ 3,146	\$ 2,525	\$ 2,850	\$ 6,200

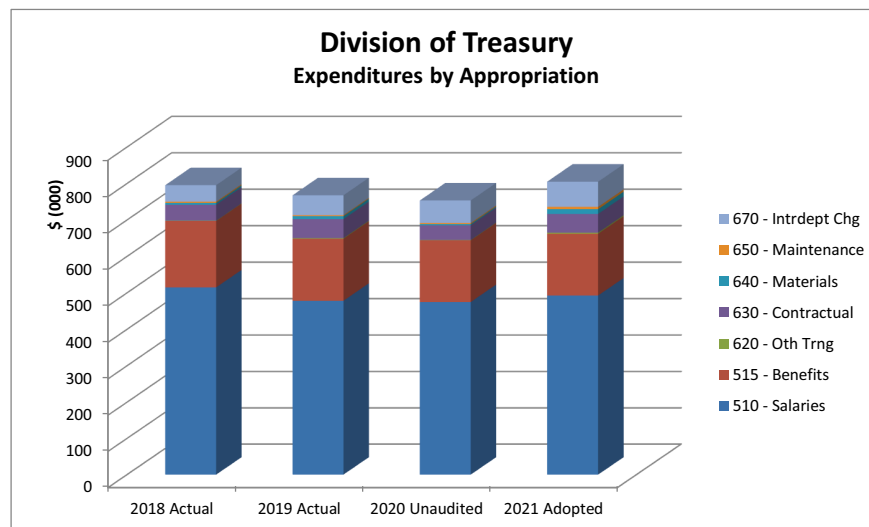
DIVISION OF TREASURY

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 15,715	\$ 23,718	\$ 35,891	\$ 36,261
Charges From Print & Repro	2,964	3,224	2,589	3,948
Charges From Central Storeroom	26,785	27,873	23,336	28,861
	\$ 45,464	\$ 54,815	\$ 61,815	\$ 69,070
	\$ 795,364	\$ 767,593	\$ 753,330	\$ 804,903

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Miscellaneous	\$ 6,411	\$ 6,726	\$ 4,113	\$ —
Interest Earnings/Investment Income	3,974,382	5,468,173	1,709,440	400,000
	\$ 3,980,793	\$ 5,474,900	\$ 1,713,553	\$ 400,000





DIVISION OF TREASURY

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	Budget 2020	December 2020		Minimum	Maximum
			<u>ADMINISTRATORS & OFFICIALS</u>		
1	1	1	City Treasurer	42,758.15	140,514.00
1	1	1	Deputy City Treasurer	26,273.96	94,755.63
2	2	2			
			<u>ADMINISTRATIVE SUPPORT</u>		
2	1	1	Principal Cashier	16.35	27.01
2	1	1			
			<u>PROFESSIONALS</u>		
2	1	1	Fiscal Manager	23,647.11	97,175.21
1	1	1	Investment Manager	23,647.11	93,401.98
1	1	1	Senior Personnel Assistant	20,800.00	55,388.98
4	3	3			
8	6	6	TOTAL FULL TIME		
8	6	6	TOTAL DIVISION		



DIVISION OF PURCHASES AND SUPPLIES

Tiffany White-Johnson, CPPB, Commissioner

Mission Statement

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

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

PROGRAM NAME: PURCHASES AND SUPPLIES

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

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

DIVISION OF PURCHASES AND SUPPLIES

Expenditures

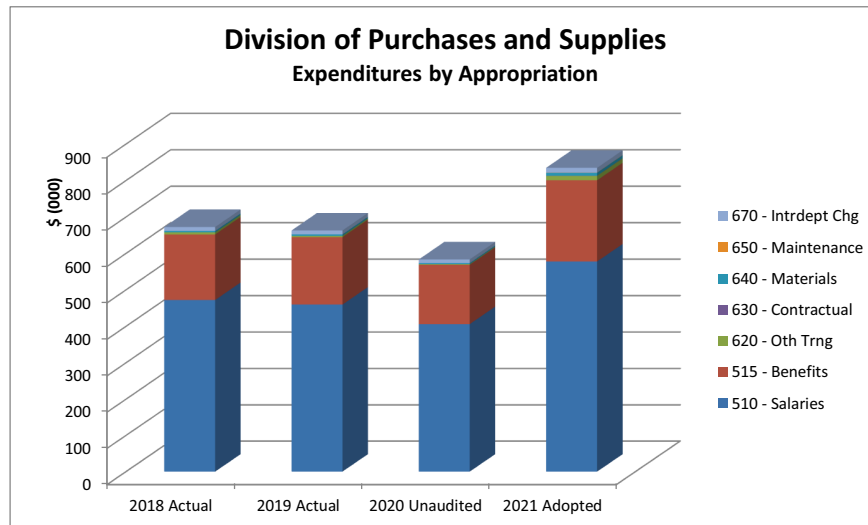
	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 465,671	\$ 454,607	\$ 403,192	\$ 533,487
Longevity	2,975	3,150	2,800	3,225
Vacation Conversion	—	1,811	—	—
Separation Payments	—	—	—	41,062
Bonus Incentive	3,500	—	—	—
	\$ 472,146	\$ 459,568	\$ 405,992	\$ 577,774
Benefits				
Hospitalization	\$ 85,054	\$ 88,265	\$ 74,829	\$ 104,758
Prescription	13,125	15,410	16,419	22,458
Dental	4,356	4,344	4,229	6,203
Vision Care	489	491	555	842
Public Employees Retire System	64,574	64,504	57,320	76,112
Fica-Medicare	6,027	5,860	5,038	7,773
Workers' Compensation	5,791	5,614	3,898	4,081
Life Insurance	287	295	313	498
	\$ 179,702	\$ 184,783	\$ 162,601	\$ 222,725
Other Training & Professional Dues				
Travel	\$ —	\$ 28	\$ —	\$ —
Tuition & Registration Fees	4,161	1,215	—	8,000
Professional Dues & Subscript	1,579	2,452	1,800	4,185
	\$ 5,740	\$ 3,695	\$ 1,800	\$ 12,185
Contractual Services				
Mileage (Private Auto)	\$ —	\$ —	\$ —	\$ 350
	\$ —	\$ —	\$ —	\$ 350
Materials & Supplies				
Office Supplies	\$ —	\$ 491	\$ 119	\$ 3,000
Postage	89	210	191	200
Just In Time Office Supplies	3,823	3,395	2,724	5,000
	\$ 3,912	\$ 4,096	\$ 3,034	\$ 8,200
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 400
	\$ —	\$ —	\$ —	\$ 400
Interdepart Service Charges				
Charges From Telephone Exch	\$ 3,933	\$ 3,420	\$ 3,687	\$ 3,725
Charges From Print & Repro	4,593	6,106	5,623	8,576
Charges From Central Storeroom	2,238	1,145	666	824
	\$ 10,763	\$ 10,671	\$ 9,977	\$ 13,125
	\$ 672,264	\$ 662,813	\$ 583,404	\$ 834,759



DIVISION OF PURCHASES AND SUPPLIES

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ (100)	\$ —	\$ —	\$ —
Miscellaneous	24,877	31,142	7,278	15,000
	\$ 24,777	\$ 31,142	\$ 7,278	\$ 15,000



DIVISION OF PURCHASES AND SUPPLIES

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	0	0	Administrative Manager	31,200.00	122,426.51
1	1	1	Commissioner of Purchases & Supplies	42,758.15	140,514.00
2	1	1			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Buyers Assistant	20,800.00	49,211.00
1	1	1	Principal Clerk	16.60	22.86
1	1	0	Typist	15.00	17.50
3	3	2			
<u>PROFESSIONALS</u>					
4	2	3	Buyer	31,200.00	55,005.81
0	0	1	Financial Systems Coordinator	23,647.11	74,000.47
0	0	1	Project Manager II	22,333.00	86,455.17
1	1	1	Purch Supv Div of Purch & Supp	31,200.00	75,770.24
5	3	6			
10	7	9	TOTAL FULL TIME		
10	7	9	TOTAL DIVISION		



BUREAU OF INTERNAL AUDIT

Natasha Brandt, CPA, JD, Manager Of Internal Audit

Mission Statement

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

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

PROGRAM NAME: FINANCIAL & OPERATIONAL AUDITING

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

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

BUREAU OF INTERNAL AUDIT

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 395,781	\$ 412,913	\$ 394,240	\$ 413,828
Seasonal	13,312	2,073	—	—
Part-Time Permanent	—	10,073	452	—
Longevity	600	600	600	775
Separation Payments	—	4,995	8,434	—
Bonus Incentive	2,500	—	—	—
Overtime	6,492	—	—	—
	\$ 418,685	\$ 430,654	\$ 403,726	\$ 414,603
Benefits				
Hospitalization	\$ 63,755	\$ 73,862	\$ 72,064	\$ 71,140
Prescription	9,513	12,434	14,452	13,896
Dental	3,017	3,162	3,592	3,501
Vision Care	326	310	471	525
Public Employees Retire System	57,881	59,268	56,863	58,236
Fica-Medicare	5,800	5,906	5,598	6,016
Workers' Compensation	3,924	4,238	3,683	4,040
Life Insurance	191	208	270	324
	\$ 144,407	\$ 159,387	\$ 156,992	\$ 157,678
Other Training & Professional Dues				
Travel	\$ 1,344	\$ 1,236	\$ 483	\$ 600
Tuition & Registration Fees	1,338	2,603	4,337	6,000
Mileage (Priv Auto) Trng Prps	547	364	167	900
Professional Dues & Subscript	1,959	1,892	1,971	2,330
	\$ 5,188	\$ 6,095	\$ 6,959	\$ 9,830
Contractual Services				
Professional Services	\$ —	\$ —	\$ —	\$ 175,000
Mileage (Private Auto)	617	463	—	—
Parking In City Facilities	28	43	—	1,500
State Auditor Examination	249,595	232,574	231,767	488,000
	\$ 250,240	\$ 233,080	\$ 231,767	\$ 664,500
Materials & Supplies				
Office Supplies	\$ 174	\$ —	\$ —	\$ 800
Computer Software	70,054	280	21,170	24,190
Just In Time Office Supplies	652	743	181	2,000
	\$ 70,880	\$ 1,023	\$ 21,351	\$ 26,990



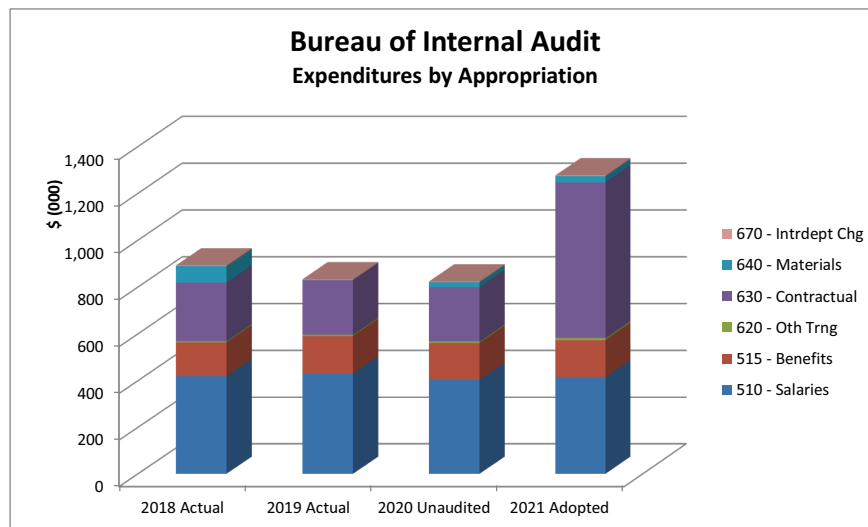
BUREAU OF INTERNAL AUDIT

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 1,403	\$ 1,498	\$ 1,607	\$ 1,624
Charges From Print & Repro	1,276	1,122	1,149	1,752
Charges From Central Storeroom	95	56	24	29
	\$ 2,773	\$ 2,676	\$ 2,780	\$ 3,405
	\$ 892,173	\$ 832,915	\$ 823,574	\$ 1,277,006

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Miscellaneous	\$ 28,592	\$ 175,435	\$ 6,627	\$ —
	\$ 28,592	\$ 175,435	\$ 6,627	\$ —



BUREAU OF INTERNAL AUDIT

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	Budget 2020	December 2020		Minimum	Maximum
			<u>ADMINISTRATORS & OFFICIALS</u>		
1	1	1	Manager of Internal Audit	40,314.82	134,602.24
1	1	1			
			<u>PROFESSIONALS</u>		
1	1	1	Accountant II	16.60	25.23
3	1	2	Auditor	20,800.00	65,000.00
2	0	0	Auditor II	31,200.00	68,000.00
1	0	1	Deputy Auditor	49,500.00	93,160.80
1	1	1	Senior Internal Auditor	23,647.11	74,000.47
8	3	5			
9	4	6	TOTAL FULL TIME		
			<u>PART TIME</u>		
2	0	0	Student Aide	10.00	11.94
2	0	0	TOTAL PART TIME		
11	4	6	TOTAL DIVISION		



DIVISION OF FINANCIAL REPORTING AND CONTROL

James E. Gentile, CPA, City Controller

Mission Statement

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

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

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

PROGRAM NAME: CASH RECONCILIATION

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

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

PROGRAM NAME: GENERAL ACCOUNTING

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

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

DIVISION OF FINANCIAL REPORTING AND CONTROL

PROGRAM NAME: PROPRIETARY / CAPITAL FUND ACCOUNTING

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

ACTIVITIES: Train user department's financial personnel on accounting issues as needed. Coordinate and reconcile inter-fund receivable/payable accounts. Prepare and review the year-end workpapers needed for financial reporting purposes. Reconcile the minor enterprise and internal service funds' fixed assets. Maintain status of capital projects activity for all City departments and divisions. Track and assess the adequacy of internal service billings and rates. Initiate drawdowns of capital funds. Periodically review system generated reports to help ensure data accuracy.

PROGRAM NAME: SPECIAL REVENUE ACCOUNTING

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

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



DIVISION OF FINANCIAL REPORTING AND CONTROL

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 838,572	\$ 800,476	\$ 919,816	\$ 1,051,829
Seasonal	1,392	2,633	3,866	—
Part-Time Permanent	1,100	37,888	47,639	75,764
Student Trainees	—	4,547	—	—
Longevity	4,100	4,025	4,300	3,925
Vacation Conversion	—	16,011	—	—
Separation Payments	4,788	—	754	—
Bonus Incentive	6,000	—	—	—
Overtime	1,491	2,464	6,627	32,198
	\$ 857,443	\$ 868,045	\$ 983,001	\$ 1,163,716
Benefits				
Hospitalization	\$ 129,789	\$ 119,052	\$ 135,210	\$ 160,960
Prescription	19,093	20,096	27,006	31,476
Dental	6,559	5,672	6,727	8,394
Vision Care	671	620	1,203	1,581
Public Employees Retire System	118,408	119,414	135,050	159,695
Fica-Medicare	12,066	12,191	13,773	16,408
Workers' Compensation	8,144	8,613	7,471	9,837
Life Insurance	388	357	549	876
	\$ 295,117	\$ 286,015	\$ 326,990	\$ 389,227
Other Training & Professional Dues				
Travel	\$ 4,278	\$ 4,621	\$ —	\$ 15,000
Tuition & Registration Fees	1,020	1,360	—	3,000
Professional Dues & Subscript	1,356	1,778	2,410	3,400
	\$ 6,654	\$ 7,759	\$ 2,410	\$ 21,400
Contractual Services				
Advertising And Public Notice	\$ 67	\$ 67	\$ 58	\$ 100
Parking In City Facilities	11	27	132	200
	\$ 77	\$ 94	\$ 191	\$ 300
Materials & Supplies				
Postage	\$ —	\$ —	\$ 18	\$ 40
Computer Software	—	4,300	—	2,000
Office Furniture & Equipment	—	1,740	—	—
Just In Time Office Supplies	2,346	1,287	1,182	2,300
	\$ 2,346	\$ 7,327	\$ 1,200	\$ 4,340
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 120
	\$ —	\$ —	\$ —	\$ 120

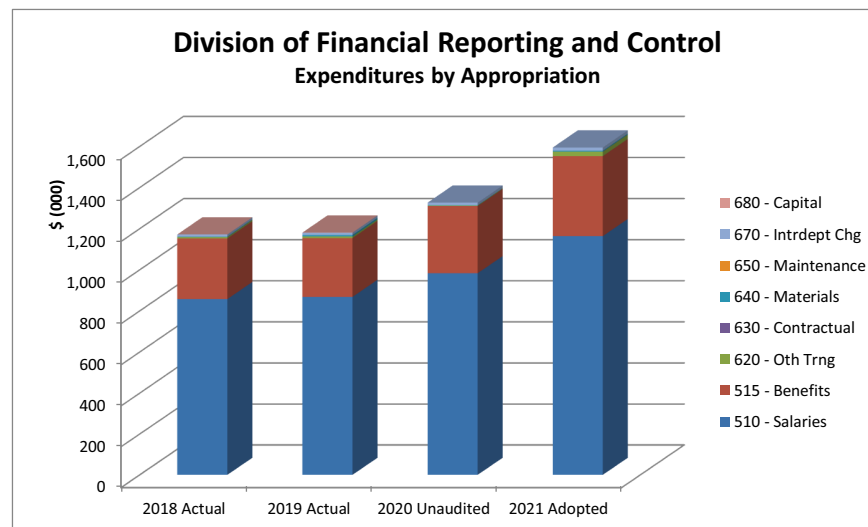
DIVISION OF FINANCIAL REPORTING AND CONTROL

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 5,709	\$ 6,249	\$ 7,293	\$ 7,368
Charges From Print & Repro	4,641	5,076	5,403	8,240
Charges From Central Storeroom	17	40	35	43
	\$ 10,367	\$ 11,365	\$ 12,730	\$ 15,651
Capital Outlay				
Office Equipment	\$ —	\$ 499	\$ —	\$ —
	\$ —	\$ 499	\$ —	\$ —
	\$ 1,172,005	\$ 1,181,103	\$ 1,326,522	\$ 1,594,754

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Miscellaneous	\$ 11,599	\$ 12,169	\$ 8,096	\$ —
	\$ 11,599	\$ 12,169	\$ 8,096	\$ —





DIVISION OF FINANCIAL REPORTING AND CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Assistant City Comptroller	41,312.22	125,483.55
1	1	1	City Controller	42,758.15	152,224.32
2	2	2			
<u>PROFESSIONALS</u>					
1	0	0	Accountant IV	20,800.00	65,610.28
2	2	2	Accountant Supervisor	23,647.11	80,096.82
1	1	1	Administrative Manager	31,200.00	122,426.51
1	1	1	Assistant Administrator	31,200.00	76,852.88
1	1	1	FMIS Functional Manager	27,325.56	99,702.63
1	1	1	Fiscal Manager	23,647.11	97,175.21
1	1	1	Grant Administrator	22,333.40	83,008.39
4	7	7	Staff Accountant	38,500.00	73,250.00
12	14	14			
14	16	16	TOTAL FULL TIME		
<u>PART TIME</u>					
2	0	1	Accountant IV	20,800.00	65,610.28
2	2	2	Student Aide	10.00	11.94
4	2	3	TOTAL PART TIME		
18	18	19	TOTAL DIVISION		

INFORMATION SYSTEMS SERVICES

Donald A. C. Phillips, J.D., Chief Information Officer**Kimberly Roy-Wilson, Commissioner**

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

PROGRAM NAME: APPLICATION & COMPUTER NETWORK APPLICATIONS

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

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

PROGRAM NAME: IT PROGRAM MANAGEMENT SERVICES (SOLUTION DELIVERY)

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

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

PROGRAM NAME: TECHNICAL SUPPORT SERVICES

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

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

PROGRAM NAME: TELECOMMUNICATIONS DELIVERY SERVICES

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

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



INFORMATION SYSTEMS SERVICES

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,778,507	\$ 1,938,859	\$ 2,033,945	\$ 2,210,937
Seasonal	20,039	25,752	5,371	—
Part-Time Permanent	72,199	30,325	35,509	66,242
Longevity	9,625	8,750	9,125	20,250
Wage Settlements	—	—	5	—
Vacation Conversion	—	10,489	—	—
Separation Payments	3,408	19,875	5,106	—
Bonus Incentive	14,000	—	—	—
Overtime	2,370	2,048	2,679	—
	\$ 1,900,148	\$ 2,036,097	\$ 2,091,740	\$ 2,297,429
Benefits				
Hospitalization	\$ 281,738	\$ 321,326	\$ 332,221	\$ 361,462
Prescription	41,858	54,152	67,128	72,732
Dental	14,529	15,223	18,131	20,226
Vision Care	1,528	1,574	2,535	3,156
Public Employees Retire System	262,875	278,704	291,822	322,794
Fica-Medicare	26,716	27,844	28,509	33,182
Workers' Compensation	17,986	20,004	17,435	20,937
Life Insurance	882	961	1,332	1,794
Unemployment Compensation	—	—	2,273	—
Clothing Allowance	—	—	—	900
Clothing Maintenance	350	525	2,509	525
	\$ 648,462	\$ 720,314	\$ 763,894	\$ 837,708
Other Training & Professional Dues				
Travel	\$ 8,690	\$ 11,391	\$ —	\$ 10,000
Tuition & Registration Fees	26,767	3,789	3,869	50,000
Professional Dues & Subscript	120	—	—	1,000
	\$ 35,577	\$ 15,180	\$ 3,869	\$ 61,000
Utilities				
Cellular Servicess	\$ 110,000	\$ —	\$ 94,406	\$ 135,000
Electricity - Cpp	303	303	278	310
Electricity - Other	319,464	271,678	280,622	363,590
Steam	195,031	214,661	203,782	222,068
Security & Monitoring System	30,540	20,844	—	—
	\$ 655,338	\$ 507,486	\$ 579,087	\$ 720,968

INFORMATION SYSTEMS SERVICES

Expenditures (Continued)

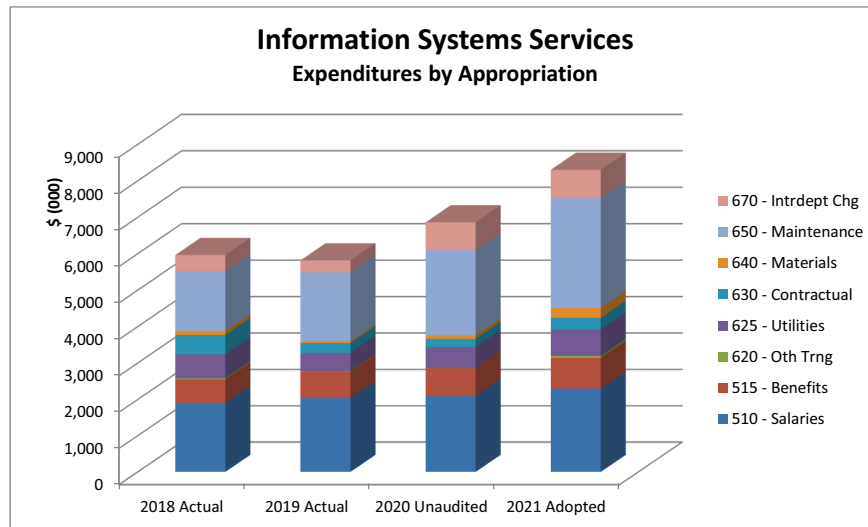
	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Contractual Services				
Professional Services	\$ 501,878	\$ 173,836	\$ 165,586	\$ 288,758
Parking In City Facilities	27,812	30,768	35,104	35,516
Other Contractual	—	64,012	24,000	—
	\$ 529,690	\$ 268,616	\$ 224,690	\$ 324,274
Materials & Supplies				
Office Supplies	\$ 857	\$ —	\$ —	\$ —
Postage	75	—	—	100
Computer Supplies	1,309	2,779	1,958	3,000
Computer Hardware	41,100	9	8,661	32,650
Computer Software	57,745	41,556	67,038	224,600
Small Equipment	379	—	—	—
Electrical Supplies	—	2,249	—	—
Just In Time Office Supplies	7,800	6,474	14,656	10,000
	\$ 109,263	\$ 53,067	\$ 92,313	\$ 270,350
Maintenance				
Maintenance Contracts	\$ —	\$ 4,500	\$ —	\$ —
Computer Hardware Maintenance	405,091	219,930	151,900	200,000
Computer Software Maintenance	1,024,042	1,576,911	1,970,237	2,549,952
Maintenance Building	217,314	86,220	223,365	260,600
	\$ 1,646,447	\$ 1,887,560	\$ 2,345,502	\$ 3,010,552
Interdepart Service Charges				
Charges From Telephone Exch	\$ 417,258	\$ 310,539	\$ 744,810	\$ 752,483
Charges From Print & Repro	5,653	4,573	6,380	9,730
Charges From Central Storeroom	12	32	4	5
Charges From M.V.M.	15,343	11,977	7,714	15,527
	\$ 438,266	\$ 327,121	\$ 758,907	\$ 777,745
	\$ 5,963,192	\$ 5,815,441	\$ 6,860,003	\$ 8,300,026

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ 425,500	\$ 425,000	\$ 433,165	\$ 426,000
Miscellaneous	22,109	29,237	19,022	—
	\$ 447,609	\$ 454,237	\$ 452,187	\$ 426,000



INFORMATION SYSTEMS SERVICES



INFORMATION SYSTEMS SERVICES

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	Budget 2020	December 2020		Minimum	Maximum
			<u>ADMINISTRATORS & OFFICIALS</u>		
2	2	2	Assistant Commissioner of ITS	31,200.00	101,207.60
1	1	1	Assistant Manager Application Dev/Tech Support	46,224.91	137,831.29
1	1	1	Commissioner of Information Technology & Services	52,734.82	161,827.86
1	1	1	Secretary to Directors De	36,590.39	154,089.52
2	2	2	Supervisor of Hardware Evaluation	30,214.95	98,444.95
7	7	7			
			<u>PROFESSIONALS</u>		
1	0	0	Administrative Manager	31,200.00	122,426.51
1	1	1	Asset Management Analyst	25,000.00	55,919.57
2	2	2	Assistant Administrator	31,200.00	76,852.88
1	0	0	Budget & Management Analyst	20,800.00	58,534.37
1	1	1	Building Manager	23,647.11	86,215.32
1	0	1	Business Process Analyst	55,000.00	108,044.90
1	1	1	Data Base Coordinator	30,214.00	87,813.65
1	1	1	Fiscal Manager	23,647.11	97,175.21
2	2	2	Network Analyst II	31,200.00	105,753.65
1	1	1	Program Manager	30,214.00	91,429.27
1	1	1	Project Manager I	31,200.00	73,605.38
2	1	3	Project Manager II	22,333.00	86,455.17
1	0	0	Software Analyst	45,000.00	96,330.79
1	1	1	Supervisor of Systems and Tech Support	55,000.00	93,199.31
2	2	2	Systems Analyst	31,200.00	69,048.93
1	1	1	Web Developer	30,215.00	90,533.02
20	15	18			
			<u>SERVICE & MAINTENANCE</u>		
3	3	3	Custodial Worker	17.54	19.62
3	3	3			



INFORMATION SYSTEMS SERVICES

COMPARISON OF STAFFING LEVEL

No. of Employees			Salary Schedule		
Budget 2020	December 2020	Budget 2021	Position	Minimum	Maximum
<u>TECHNICIANS</u>					
5	4	5	PC Technician	25,000.00	53,769.65
35	29	33	TOTAL FULL TIME		
<u>PART TIME</u>					
1	1	1	Sr. Budget & Mgmt Analyst	26,273.96	88,147.99
2	0	2	Student Aide	10.00	11.94
3	1	3	TOTAL PART TIME		
38	30	36	TOTAL DIVISION		

OFFICE OF BUDGET AND MANAGEMENT

Gregory Cordek, Budget Administrator

Mission Statement

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

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

PROGRAM NAME: AUDIT COMPLIANCE

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

PROGRAM NAME: CAPITAL

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

PROGRAM NAME: FINANCIAL PLANNING

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

PROGRAM NAME: GRANT COMPLIANCE

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

PROGRAM NAME: MANAGEMENT SUPPORT

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

PROGRAM NAME: OPERATIONS

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



OFFICE OF BUDGET AND MANAGEMENT

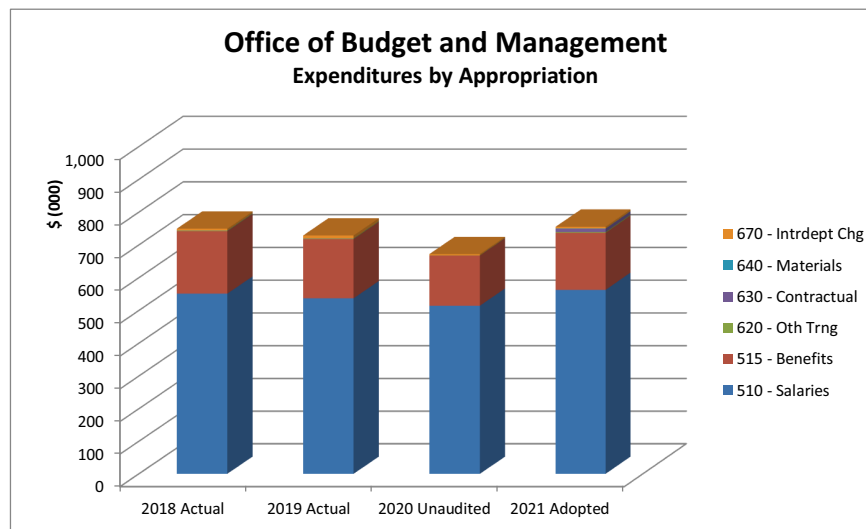
Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 545,514	\$ 523,463	\$ 512,359	\$ 557,717
Longevity	1,600	1,900	2,075	2,075
Vacation Conversion	—	8,153	—	—
Separation Payments	—	3,495	—	3,000
Bonus Incentive	4,000	—	—	—
	\$ 551,114	\$ 537,011	\$ 514,434	\$ 562,792
Benefits				
Hospitalization	\$ 84,251	\$ 76,538	\$ 54,266	\$ 64,808
Prescription	12,544	12,947	11,933	13,494
Dental	3,714	3,475	2,705	3,417
Vision Care	466	444	568	738
Public Employees Retire System	76,340	74,186	71,359	78,832
Fica-Medicare	7,667	7,521	7,238	6,991
Workers' Compensation	5,502	5,411	4,660	5,148
Life Insurance	270	261	309	438
	\$ 190,754	\$ 180,783	\$ 153,037	\$ 173,866
Other Training & Professional Dues				
Travel	\$ 706	\$ 773	\$ —	\$ 1,500
Tuition & Registration Fees	340	440	—	800
Professional Dues & Subscript	261	261	331	300
	\$ 1,307	\$ 1,474	\$ 331	\$ 2,600
Contractual Services				
Other Contractual	\$ —	\$ —	\$ —	\$ 10,000
	\$ —	\$ —	\$ —	\$ 10,000
Materials & Supplies				
Just In Time Office Supplies	\$ 532	\$ 368	\$ 331	\$ 500
	\$ 532	\$ 368	\$ 331	\$ 500
Interdepart Service Charges				
Charges From Print & Repro	\$ 5,650	\$ 8,992	\$ 3,715	\$ 5,665
	\$ 5,650	\$ 8,992	\$ 3,715	\$ 5,665
	\$ 749,357	\$ 728,628	\$ 671,848	\$ 755,423

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Miscellaneous	\$ 6,857	\$ 7,383	\$ 4,660	\$ —
	\$ 6,857	\$ 7,383	\$ 4,660	\$ —

OFFICE OF BUDGET AND MANAGEMENT



COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Budget Administrator	31,200.00	114,692.86
1	1	1			
<u>PROFESSIONALS</u>					
1	0	0	Accountant IV	20,800.00	65,610.28
2	0	1	Budget Analyst	20,800.00	58,534.37
0	2	2	Budget & Management Analyst	31,200.00	63,454.14
2	1	1	Deputy Budget Administrator	26,273.96	91,088.49
3	3	3	Senior Budget & Management Analyst	26,273.96	88,147.99
8	6	7			
9	7	8	TOTAL FULL TIME		
9	7	8	TOTAL DIVISION		



DIVISION OF PUBLIC HEALTH ADMINISTRATION

Brian Kimball, Interim Director

Mission Statement

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

Cleveland Department of Public Health is committed to improving the quality of life in the City of Cleveland by promoting healthy behavior, protecting the environment, preventing disease and making our communities healthy places to live, visit, work and play. We do this through direct clinical care, prevention and health promotion, licensing and permitting, monitoring and inspecting and educating and informing the public. CDPH completed a strategic plan, where it identified a core framework of five strategic priorities - grow and sustain the competence, professionalism and wellbeing of the CDPH workforce; foster a culture of continuous quality improvement; coordinate internal and external resources for more effective, targeted public health interventions; increase stakeholders' awareness and satisfaction of our services; and engage in practices that expand program activities and enhance service delivery.

The Department consists of five cost centers: Administration, the Divisions of Health, Environment, Air Quality and Health, Equity and Social Justice. In total, the Department employs approximately 140 employees and will have an operating budget in excess of \$20 million.

PROGRAM NAME: HUMAN RESOURCES

OBJECTIVES: To support the organizations strategic plan while providing quality Human Resource and Payroll services to motivate, develop and retain a diverse and competent workforce within the Department of Public Health.

ACTIVITIES: Provides records on information relating to Compensation and Benefits, Recruitment and Selection, Professional Development activities, employee services, as well as health and safety awareness. Provide direction for the employees of the Department of Public Health. Deploy the strategic objectives in the Workforce Development Plan including professional and talent development; tracking and monitoring staff participation and completion of professional training, and developing the policies and procedures that ensure staff members work in a safe, supportive and effective work environment.

PROGRAM NAME: INFORMATION TECHNOLOGY

OBJECTIVES: To maintain a reliable and scalable information technology infrastructure, enabling innovative uses of technology by continuing to improve and enhance practices, connectivity and communication tools and support the needs of the CDPH user community. To align our section with the City and Departmental goals of increasing CDPH's ability to effectively address most critical issues by utilizing new technology and processes to enhance productivity and efficiency.

ACTIVITIES: To serve CDPH as the one-stop shop for all helpdesk requests, technical challenges and all other communication issues by managing permissions and servers connectivity. IT priority is to ensure that every division in the department can run their businesses, processes and communications effectively.

DIVISION OF PUBLIC HEALTH ADMINISTRATION

PROGRAM NAME: PUBLIC HEALTH ACCREDITATION BOARD (PHAB) ACCREDITATION

OBJECTIVES: To promote accreditation as a vehicle for internal process and external service improvement. To align existing and prospective CDPH activities with PHAB performance standards. To develop and implement key plans within the PHAB framework, addressing the alignment of strategic prioritization, community health improvement, performance management, workforce development, quality improvement, and communications.

ACTIVITIES: Coordinate the assessment of documentation needs; and the review, selection, and justification of all documentation within 12 "domain" areas to build a robust compilation of evidence for submission to PHAB. Work with the executive team and domain leaders to manage the progress of all relevant accreditation tasks. Develop and provide trainings on fundamental concepts and processes that support accreditation. Research and recommend best practices in accreditation preparation and maintenance. Increase awareness about accreditation topics among staff, leadership, and partners.

PROGRAM NAME: FISCAL

OBJECTIVES: To be accurate and timely in all fiscal matters. To maintain complete, digital, accessible, supporting documents for all reports. To support our customers and each other in a professional, understanding and respectful manner. To maintain a pro-active attitude and approach by anticipating future problems, needs or changes and developing documented resolutions.

ACTIVITIES: Develop and analyze information to access the current and future financial status of Department. Provide and interpret financial information. Formulate strategic and long-term plans for Department. Monitor approve budget and authorizes expenditures within City guidelines. Serve as a resource regarding fiscal matters and in resolving fiscal issues.



DIVISION OF PUBLIC HEALTH ADMINISTRATION

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 729,295	\$ 769,854	\$ 760,783	\$ 994,735
Longevity	4,179	4,369	4,728	5,050
Vacation Conversion	—	9,907	—	—
Separation Payments	—	—	9,317	—
Bonus Incentive	4,425	—	—	—
Overtime	2,213	1,713	132	—
	\$ 740,111	\$ 785,843	\$ 774,961	\$ 999,785
Benefits				
Hospitalization	\$ 129,414	\$ 149,967	\$ 161,372	\$ 182,249
Prescription	18,837	24,516	32,979	35,136
Dental	6,084	6,842	7,891	9,026
Vision Care	614	497	1,035	1,348
Public Employees Retire System	100,426	110,167	108,849	141,035
Fica-Medicare	10,441	11,160	10,834	14,495
Workers' Compensation	7,544	8,558	7,347	10,619
Life Insurance	351	393	520	750
	\$ 273,711	\$ 312,098	\$ 330,826	\$ 394,658
Other Training & Professional Dues				
Travel	\$ 180	\$ 3,219	\$ 1,478	\$ 1,000
Tuition & Registration Fees	2,070	7,189	719	3,000
Other Training Supplies	199	—	—	—
Mileage (Priv Auto) Trng Prps	—	162	—	2,000
Professional Dues & Subscript	10,685	20,499	20,195	21,000
	\$ 13,134	\$ 31,069	\$ 22,392	\$ 27,000
Contractual Services				
Professional Services	\$ 31,989	\$ 50,300	\$ 35,191	\$ 42,000
Mileage (Private Auto)	359	214	170	1,000
Security Services	17,438	18,117	—	—
Parking In City Facilities	1,416	1,666	1,215	2,515
Property Rental	397,004	303,317	688,649	688,649
Other Contractual	—	—	—	23,428
	\$ 448,206	\$ 373,615	\$ 725,225	\$ 757,592
Materials & Supplies				
Office Supplies	\$ 99	\$ 708	\$ —	\$ —
Postage	—	51	—	—
Computer Hardware	—	—	430	—
Computer Software	—	—	58	—
Office Furniture & Equipment	—	—	204	—

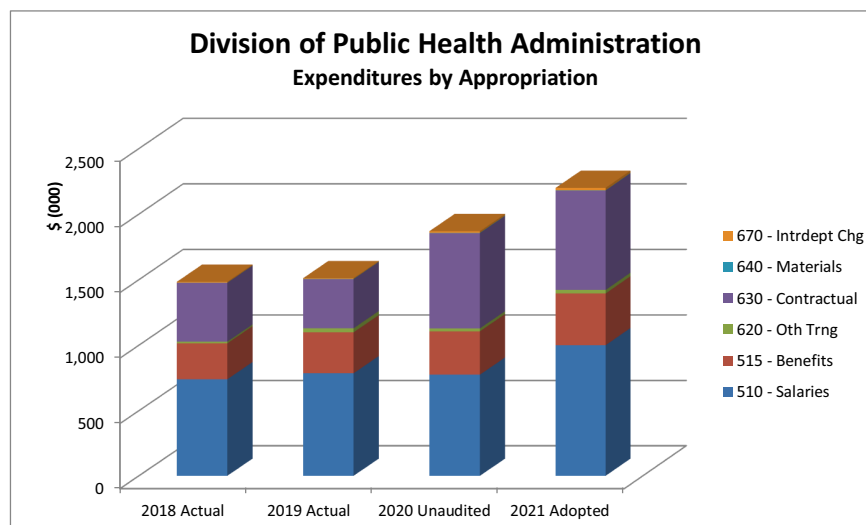
DIVISION OF PUBLIC HEALTH ADMINISTRATION

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Food	60	—	—	—
Other Supplies	—	300	960	700
Just In Time Office Supplies	766	977	1,457	1,500
	\$ 925	\$ 2,036	\$ 3,108	\$ 2,200
Interdepart Service Charges				
Charges From Print & Repro	\$ 7,288	\$ 6,409	\$ 12,159	\$ 18,544
Charges From M.V.M.	—	—	957	183
	\$ 7,288	\$ 6,409	\$ 13,116	\$ 18,727
	\$ 1,483,374	\$ 1,511,070	\$ 1,869,628	\$ 2,199,962

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Miscellaneous	\$ 10,383	\$ 14,563	\$ 20,266	\$ —
	\$ 10,383	\$ 14,563	\$ 20,266	\$ —





DIVISION OF PUBLIC HEALTH ADMINISTRATION

COMPARISON OF STAFFING LEVEL

No. of Employees			Salary Schedule		
Budget 2020	December 2020	Budget 2021	Position	Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Administrative Manager	31,200.00	122,426.51
0	0	1	Assistant Director	31,200.00	76,852.88
1	1	1	Director of Public Health	50,795.81	191,316.74
2	2	3			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Assistant Administrator	31,200.00	76,852.88
1	1	1	Stock Clerk	15.00	20.74
2	2	2			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Officer	20,800.00	58,499.94
1	1	1	Chief of Computer Operations	23,647.11	93,401.98
0	0	1	Fiscal Grant Administrator	40,000.00	95,063.30
1	1	1	Fiscal Officer	53,768.00	96,446.58
1	1	1	Business Process Analyst	55,000.00	108,044.90
2	1	2	Project Coordinator	27,325.56	99,702.63
1	1	1	Project Director	22,333.40	88,646.98
1	1	1	Sr Budget and Management Analyst	26,273.96	88,147.99
1	1	1	Sr. Programmer Analyst	23,647.11	76,592.09
9	8	10			
13	12	15	TOTAL FULL TIME		
13	12	15	TOTAL DIVISION		

DIVISION OF HEALTH

Persis Sosiak, Commissioner

Mission Statement

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

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

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

Grant funding supplements General Fund monies and enables the Health Division to provide a wide range of health services throughout the community. These services include immunization activities and infant mortality reduction as well as HIV/STD outreach and control, nursing services, substance abuse and mental health, addressing health disparities, and social determinants of health and epidemiology (communicable disease surveillance). [we supply GF to more than just infant mortality reduction and immunization activities.]

PROGRAM NAME: EMERGENCY PREPAREDNESS

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. Section is highly involved with the COVID-19 response.

PROGRAM NAME: CLEVELAND OFFICE OF MINORITY HEALTH

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

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

PROGRAM NAME: DIVISION OF NURSING

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

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



DIVISION OF HEALTH

PROGRAM NAME: MENTAL HEALTH AND SUBSTANCE ABUSE

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

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

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. Section plays a leadership role in the COVID-19 response and has daily responsibilities for managing COVID-19 cases

PROGRAM NAME: VITAL STATISTICS

OBJECTIVES: To maintain an accurate record of all births occurring in Cleveland and for anyone born in Ohio and keep those statistics which reflect upon the general health status of the City. To register death certificates for all but 3 municipalities within Cuyahoga County.

ACTIVITIES: Register birth and death certificates for Cleveland and all but 3 municipalities within Cuyahoga County. Distribute, for a fee, records of births, death and stillbirths. Provide indigent cremation services.

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: HEALTHY CLEVELAND INITIATIVE

OBJECTIVES: To address all social determinants of health impacting Cleveland stakeholders where they live, work and play as we leverage policies, partnerships and programs within our community that enhance quality of life and reduce inequity.

ACTIVITIES: Utilizing a socio-ecological approach to health, work with partners to influence health outcomes at all levels of change including policy, community, organizational, interpersonal and personal levels. Specific focus on following health areas: Active Living, Clean Air, Behavioral Health, Healthy Eating, Health Literacy, Healthy Neighborhoods and Violence Prevention. The work is actualized through committees of individuals, organizations and others who play a role in addressing health in our city. Committees work closely with the department of Health and other stakeholders as needed to set priorities and objectives within the subcommittees.

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DIVISION OF HEALTH

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,538,179	\$ 1,628,572	\$ 1,547,676	\$ 2,025,272
Longevity	9,696	8,436	8,940	12,100
Wage Settlements	—	—	7	—
Vacation Conversion	—	5,611	—	—
Separation Payments	20,444	11,206	37,520	—
Bonus Incentive	6,975	—	—	—
Overtime	2,784	1,427	826	4,000
	\$ 1,578,079	\$ 1,655,252	\$ 1,594,969	\$ 2,041,372
Benefits				
Hospitalization	\$ 309,049	\$ 319,845	\$ 294,352	\$ 340,401
Prescription	46,553	54,251	61,860	68,733
Dental	14,714	14,522	15,463	18,181
Vision Care	2,061	2,022	2,444	3,536
Public Employees Retire System	218,102	227,035	226,551	288,005
Fica-Medicare	20,936	22,651	21,238	26,959
Workers' Compensation	21,398	17,867	18,307	18,827
Life Insurance	990	1,068	2,224	1,954
Unemployment Compensation	11,396	1,975	6,544	2,000
Clothing Allowance	2,375	2,120	1,590	2,120
	\$ 647,573	\$ 663,357	\$ 650,573	\$ 770,716
Other Training & Professional Dues				
Travel	\$ 7,830	\$ 645	\$ 5	\$ 1,000
Tuition & Registration Fees	1,120	975	—	2,000
Mileage (Priv Auto) Trng Prps	1,759	1,392	—	1,000
Professional Dues & Subscript	11,188	4,136	1,725	8,000
	\$ 21,897	\$ 7,147	\$ 1,730	\$ 12,000
Utilities				
Brokered Gas Supply	\$ 12,089	\$ 13,634	\$ 9,911	\$ 14,464
Gas	8,889	7,918	7,006	8,401
Electricity - Cpp	184,231	179,256	155,071	190,173
Electricity - Other	3,214	4,247	2,202	4,505
	\$ 208,423	\$ 205,055	\$ 174,189	\$ 217,543
Contractual Services				
Professional Services	\$ 410,490	\$ 1,055,244	\$ 1,100,724	\$ 990,824
Mileage (Private Auto)	6,921	8,058	1,424	9,320
Security Services	11,539	9,591	—	54,649
Janitorial Services	—	—	14,010	20,000
Freight Expense	—	—	—	520

DIVISION OF HEALTH

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Advertising And Public Notice	—	635	—	1,000
Participation Fee	—	40	—	—
Parking In City Facilities	660	853	685	1,400
Property Rental	279,506	260,711	230,771	191,818
Subgrantees	242,864	242,864	243,987	242,864
Other Contractual	38,297	176,972	79,180	258,200
Indigent Relief	66,628	92,998	118,774	116,250
Refunds & Miscellaneous	2,800	—	—	—
	\$ 1,059,705	\$ 1,847,967	\$ 1,789,555	\$ 1,886,845
Materials & Supplies				
Office Supplies	\$ 262	\$ 242	\$ —	\$ 500
Postage	321	146	150	200
Computer Hardware	—	—	33	—
Purchase Of Tests	—	4,523	—	10,800
Clothing	868	—	122	1,000
Office Furniture & Equipment	403	—	13,947	600
Medical Supplies	2,204	22,562	26,509	16,540
Food	593	(176)	—	1,000
Laboratory Supplies	10,812	5,620	9,383	10,000
Paper And Other Printing Suppl	—	—	18,349	—
Other Supplies	6,013	81	168	2,000
Pharmaceutical Supplies	11,533	19,738	37,600	12,000
Just In Time Office Supplies	10,807	10,568	5,279	10,000
	\$ 43,817	\$ 63,304	\$ 111,541	\$ 64,640
Maintenance				
Maintenance Contracts	\$ 225	\$ 645	\$ —	\$ 1,000
Car Washes	375	—	—	280
Maintenance Misc. Equipment	—	—	—	1,000
Maintenance Building	390	390	300	500
	\$ 990	\$ 1,035	\$ 300	\$ 2,780
Interdepart Service Charges				
Charges From Telephone Exch	\$ 170,567	\$ 218,796	\$ 257,179	\$ 259,828
Charges From W.P.C.	—	1,056	11,550	1,000
Charges From Print & Repro	38,000	35,786	27,518	41,969
Charges From Central Storeroom	5,991	5,997	8,066	9,976



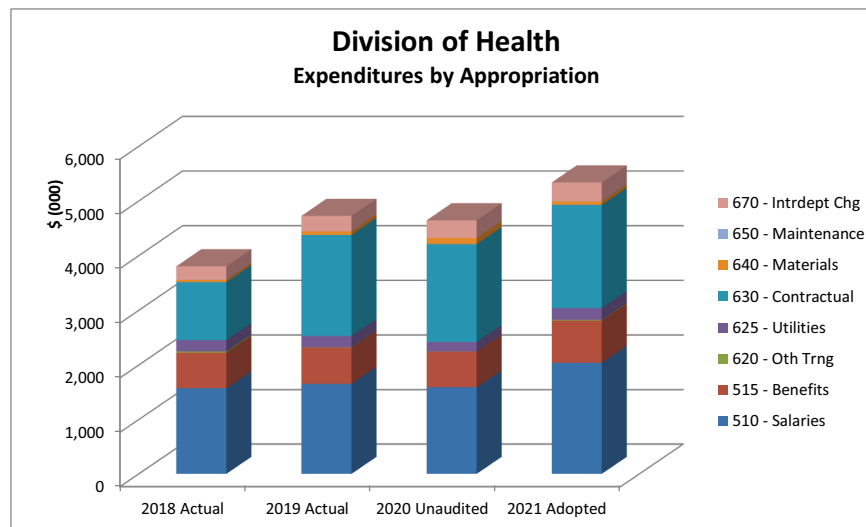
DIVISION OF HEALTH

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges From M.V.M.	18,122	10,573	11,893	19,074
Charges From Waste Collection	5,865	5,980	4,669	5,000
Charges From Parks Maintenance	6,470	6,470	2,588	6,670
	\$ 245,015	\$ 284,656	\$ 323,464	\$ 343,517
	\$ 3,805,498	\$ 4,727,773	\$ 4,646,321	\$ 5,339,413

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ 1,417,792	\$ 1,392,771	\$ 732,652	\$ 1,325,660
Miscellaneous	169,300	283,311	251,376	226,816
	\$ 1,587,092	\$ 1,676,082	\$ 984,028	\$ 1,552,476



DIVISION OF HEALTH

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
2	1	2	Health Services Administrator	27,325.56	85,577.88
0	0	1	Deputy Commissioner of Health	26,273.96	80,090.83
1	1	1	Commissioner of Health	45,021.46	161,827.66
3	2	4			
<u>ADMINISTRATIVE SUPPORT</u>					
6	2	7	Junior Clerk	15.00	16.82
2	2	2	Principal Clerk	16.60	22.86
1	1	1	Private Secretary	17.74	24.11
4	4	4	Senior Clerk	15.00	18.87
13	9	14			
<u>PARA-PROFESSIONALS</u>					
1	1	1	Community Health Aide	15.62	18.63
1	1	1			
<u>PROFESSIONALS</u>					
1	0	0	Assistant Administrator	31,200.00	76,852.88
1	1	1	Chief of Laboratories	23,647.11	88,725.73
1	1	1	Director Of Public Hlth Nursg	26,273.96	91,088.49
1	0	0	Disease Intervention Specialist I	17.83	26.73
1	1	1	Grant Administrator	22,333.40	83,008.39
1	1	1	Health Center Director	22,333.40	83,008.39
3	1	3	Epidemiologist	40,000.00	91,405.96
1	1	1	Manager of Events	23,647.11	86,215.32
1	0	1	Health Promotion Coordinator	22,333.40	85,312.08
2	2	3	Project Coordinator	27,325.56	99,702.63
4	3	4	Public Health Nurse III	57,356.03	58,503.15
1	1	1	Supervisor Of Vital Statistics	20,800.00	61,601.02
18	12	17			

**DIVISION OF HEALTH****COMPARISON OF STAFFING LEVEL**

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
			<u>TECHNICIANS</u>		
2	2	2	Clinical Laboratory Technician II	18.80	27.01
2	2	2			
37	26	38	TOTAL FULL TIME		
37	26	38	TOTAL DIVISION		

DIVISION OF ENVIRONMENT

Patrick Cusick, Interim Commissioner

Mission Statement

To promote, prevent, and protect the environment to ensure citizens who reside in or visit the City of Cleveland are not negatively impacted by environmental hazards.

The Division of Environmental Health performs all of its investigations with the authority of Cleveland's codified ordinance, the State of Ohio Department of Agriculture and the State of Ohio Department of Public Health. Our Division strives to evoke confidence as we promote health and quality of life. Our daily objective is preventing and controlling those diseases or deaths that result from interactions between people and their environment. Our environmental health programs seek to minimize or eliminate risk factors in the human environment that threaten life and health. The span of investigations this Division performs is diverse and culturally sensitive. There are seven (7) environmental health programs within the Division of Environment. Environmental Health Services Program, Farm Animals and Bees, Food Safety, Lead Safe Living Healthy Homes, Public Swimming Pools, Spas and Spray, School Environmental Health and Safety, Hazardous, Solid and Infectious Waste Disposal.

PROGRAM NAME: ENVIRONMENTAL HEALTH SERVICES

OBJECTIVES: The Division of Environment Environmental Health Services Program objective is to ensure that the citizens in the city of Cleveland are free of environmental hazards that impact the quality of life. Environmental hazards that impact the quality of life in the city of Cleveland are the failure to abate grass 8' in height and/or the failure to abate the nuisance of fourteen noxious weeds, failure to abate the nuisance of refuse and/or junk, garbage, tires and other wastes, failure to abate the nuisance of stagnant water and the failure to eradicate an infestation of insects or rodents. In addition to these exterior hazards, public health sanitarians also inspect for mold and other indoor environmental hazards. Public Health Sanitarians in the Environmental Health Services Program are also responsible for inspecting Barbershops, Public Laundries and Hotel/Motels. Another responsibility of Public Health Sanitarians in Environmental Health Services is the prevention of zoonotic diseases. Zoonotic diseases (also called zoonoses) are infectious diseases that can be spread from animals to humans.

Zoonotic diseases include:

- Those that can be transmitted directly from animals to humans (e.g., rabies)
- Diseases that can be acquired indirectly by humans through ingestion, inhalation or contact with infected animal products, soil, water or other environmental surfaces that have been contaminated with animal waste or a dead animal (e.g., anthrax, leptospirosis)
- Vector-borne diseases that require a mosquito or other arthropod to transmit disease from animals to humans (e.g., Rocky Mountain spotted fever, St. Louis encephalitis, West Nile virus)

PROGRAM NAME: FARM ANIMALS AND BEES

OBJECTIVES: The Division of Environment Farm Animal Program is designed to allow the citizens of Cleveland to have farm animals based on the square footage of the parcel. The objective of this program is to permit the keeping of farm animals and bees in a manner that prevents nuisances to occupants of nearby properties and prevents conditions that are unsanitary or unsafe. The keeping of chickens, ducks, rabbits and similar farm animals shall be governed by the following regulations. In Residential Districts, the following regulations shall apply: No more than one (1) such animal shall be kept on a parcel of land for each eight hundred (800) square feet of parcel or lot area. For a standard residential lot of four thousand eight hundred (4,800) square feet, this regulation would permit no more than a total of six (6) such animals. No roosters, geese or turkeys may be kept in a Residential District except on a parcel that is at least one (1) acre in area and only if the coop or cage housing the bird(s) is at least one hundred (100) feet from all property lines.



DIVISION OF ENVIRONMENT

PROGRAM NAME: FOOD SAFETY

OBJECTIVES: The Division of Environment Food Safety Program objective is to ensure that all food sold in the city of Cleveland is safe and wholesome for human consumption. This is achieved by inspecting food service operations (e.g., restaurants, vending machine locations, mobile and temporary food service operations) and retail food establishments (grocery stores and corner stores). All inspections are governed by the rules and regulations of the Ohio Uniform Food Safety Code Chapter 3717 of the Ohio Administrative Code, Chapter 3717 of the Ohio Revised Code related to food service operations and Chapter 3701-21 of the Ohio Administrative Code. In addition to inspecting FSO's and RFE's, the Public Health provides trainings to the general public such as Person-in-Charge and ServSafe courses designed to educate on practices that prevent the spread of foodborne illnesses. Public Health Sanitarians also acts as liaison with the Division of Health's Epidemiology section regarding foodborne disease outbreaks involving food service operations.

PROGRAM NAME: LEAD SAFE LIVING-HEALTHY HOMES

OBJECTIVES: The Division of Environment Lead Safe Living-Healthy Homes Program objective is to reduce the incidence of lead poisoning in children who reside in the city of Cleveland. The Lead Safe Living-Healthy Homes Program provides lead awareness and education, public health lead investigations and case management to the parents and/or guardians of children who test positive for lead. The program addresses the needs of lead-poisoned children from birth through 72 months of age. The Lead Safe Living-Healthy Homes Program also assists family members, medical care providers and other community members to reduce and prevent lead poisoning. The program also promotes the national lead poisoning prevention guidelines set forth by the CDC.

PROGRAM NAME: PUBLIC SWIMMING POOLS, SPAS AND SPRAY GROUNDS

OBJECTIVES: The Division of Environment Public Swimming Pools and Spray Ground Program objective is to ensure that all swimming pools, spas and spray grounds in the city of Cleveland are chemically safe and free of recreational waterborne illnesses. Recreational water illnesses are caused by germs you get by swallowing, breathing in mist form, or having contact with contaminated water. Public Health Sanitarians in this program inspect and provide technical assistance and training on the operation, maintenance, troubleshooting and evaluation of public swimming pools, serve as a resource for the general public relative to aquatic recreation issues, protection from disease transmission, personal safety, and complaint investigations.

PROGRAM NAME: SCHOOL ENVIRONMENTAL HEALTH AND SAFETY PROGRAM

OBJECTIVES: The Division of Environment School Environmental Health and Safety Program objective is to improve the environmental health of Cleveland's schools through non-regulatory means. A growing body of research strongly supports the importance of school environmental health to both the educational success and overall health and well-being of school children and staff. "Poor environmental conditions can thwart academic progress by making it harder for students to concentrate, causing or exacerbating illnesses in students and staff, increasing absences and lost work days, and diverting school funds to pay for costly repair and remediation projects". Public Health Sanitarians in this program inspect all Public and Charter schools in the city of Cleveland utilizing the Ohio Department of Health School Environmental Health Inspection Guidance Document.



DIVISION OF ENVIRONMENT

PROGRAM NAME: SOLID AND INFECTIOUS WASTE DISPOSAL

OBJECTIVES: The Division of Environment Hazardous, Solid and Infectious Waste Disposal objectives are to conduct solid and infectious waste inspections according to the Ohio EPA's regulations and identify hazardous waste sites. The Division of Environment Hazardous, Solid and Infectious Waste Disposal includes the licensing and inspection of facilities that handle solid and infectious wastes such as Sanitary Landfill, Industrial Landfill, Solid Waste Transfer Facilities, Composting Facilities, Construction and Demolition Debris Sites, Methane Gas Monitoring and all Solid Waste Facilities undergoing closure. The Program also inspects Infectious Waste Treatment Facilities (where infectious wastes are treated by chemical means, autoclaving, or incineration) and Generators of Infectious Waste Facilities (where infectious wastes are generally stored on-site.) These facilities are sub-divided into two groups - Large Generators (those generating more than 50 pounds in a month); and Small Generators (those generating less than 50 pounds in a month). Such facilities include hospitals, doctor and dentist offices, tattoo and body piercing establishments, or other places that generate infectious waste as defined in the Ohio EPA regulation.



DIVISION OF ENVIRONMENT

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 950,548	\$ 1,020,236	\$ 1,126,400	\$ 1,265,768
Longevity	5,575	6,150	6,975	5,600
Wage Settlements	—	—	2	—
Vacation Conversion	—	6,803	—	—
Separation Payments	1,616	—	20,084	40,000
Bonus Incentive	2,500	—	—	—
Overtime	32,275	19,695	11,069	9,000
	\$ 992,514	\$ 1,052,883	\$ 1,164,529	\$ 1,320,368
Benefits				
Hospitalization	\$ 170,633	\$ 203,420	\$ 221,695	\$ 230,624
Prescription	25,425	32,654	47,315	47,004
Dental	8,566	9,199	12,377	13,041
Vision Care	1,253	1,358	1,772	2,193
Public Employees Retire System	146,727	146,474	164,034	179,396
Fica-Medicare	13,968	15,359	16,049	18,451
Workers' Compensation	4,740	33,294	9,843	12,926
Life Insurance	642	700	937	1,248
Unemployment Compensation	1,535	2,703	—	12,896
	\$ 373,490	\$ 445,161	\$ 474,022	\$ 517,779
Other Training & Professional Dues				
Travel	\$ 39	\$ 584	\$ 20	\$ 2,000
Tuition & Registration Fees	2,729	2,095	1,500	2,000
Other Training Supplies	27	—	—	—
Mileage (Priv Auto) Trng Prps	508	455	—	1,000
Professional Dues & Subscript	2,189	3,281	1,659	4,500
	\$ 5,491	\$ 6,414	\$ 3,179	\$ 9,500
Contractual Services				
Professional Services	\$ 116,610	\$ 129,769	\$ —	\$ 222,960
Mileage (Private Auto)	5,182	10,335	8,789	7,000
Security Services	31,115	25,578	24,699	—
Advertising And Public Notice	—	—	270	—
Parking In City Facilities	—	—	—	500
Property Rental	165,620	132,770	132,770	132,770
Other Contractual	21,274	18,547	58,979	26,090
	\$ 339,801	\$ 316,998	\$ 225,507	\$ 389,320
Materials & Supplies				
Office Supplies	\$ 605	\$ —	\$ —	\$ —
Postage	418	451	356	500

DIVISION OF ENVIRONMENT

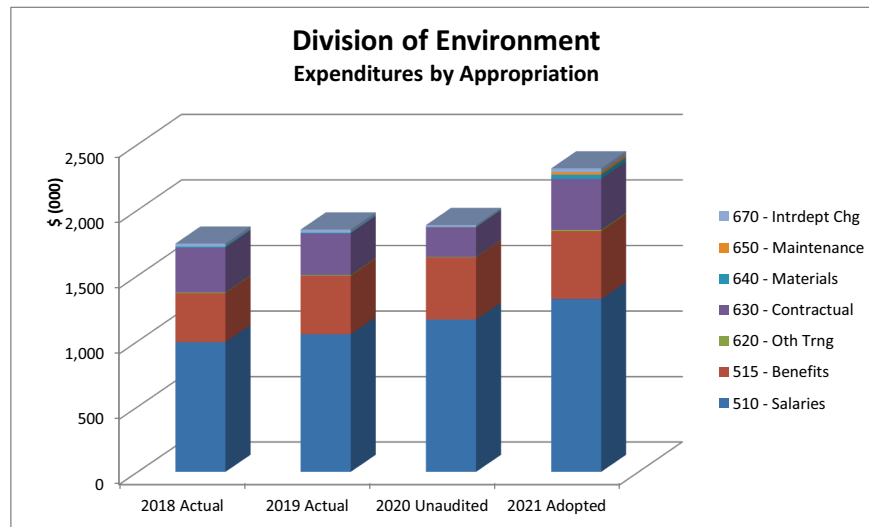
Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Purchase Of Tests	—	—	—	877
Chemical	—	—	—	4,000
Small Equipment	740	—	—	24,700
Medical Supplies	1,320	—	—	—
Food	—	22	—	—
Other Supplies	—	3,278	2,071	500
Just In Time Office Supplies	5,403	1,382	236	1,700
	\$ 8,486	\$ 5,133	\$ 2,663	\$ 32,277
Maintenance				
Maintenance Contracts	\$ —	\$ —	\$ —	\$ 18,100
Computer Software Maintenance	—	—	—	722
Car Washes	300	—	600	300
	\$ 300	\$ —	\$ 600	\$ 19,122
Interdepart Service Charges				
Charges From Print & Repro	\$ 15,560	\$ 12,804	\$ 11,902	\$ 18,153
Charges From Central Storeroom	—	—	29	36
Charges From M.V.M.	7,942	11,426	2,677	10,762
	\$ 23,501	\$ 24,230	\$ 14,608	\$ 28,951
	\$ 1,743,584	\$ 1,850,820	\$ 1,885,108	\$ 2,317,317

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ —	\$ 29,803	\$ 30,166	\$ 15,000
Licenses & Permits	20,595	29,360	30,201	17,161
Miscellaneous	37,027	7,354	10,909	—
	\$ 57,622	\$ 66,516	\$ 71,276	\$ 32,161

DIVISION OF ENVIRONMENT



DIVISION OF ENVIRONMENT

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	Budget 2020	December 2020		Minimum	Maximum
			<u>ADMINISTRATORS & OFFICIALS</u>		
1	1	1	Commissioner of Environment	42,758.15	152,224.32
1	1	1			
			<u>ADMINISTRATIVE SUPPORT</u>		
1	0	1	Assistant Administrator	31,200.00	76,852.88
1	1	1	Program Manager	30,214.00	91,429.27
2	2	2	Project Coordinator	27,325.56	99,702.63
1	1	1	Receptionist	15.00	16.49
5	4	5			
			<u>PROFESSIONALS</u>		
1	1	1	Caseworker II	15.64	22.97
1	0	1	Caseworker Supervisor	31,200.00	54,058.99
1	1	1	Dist Supv Environmental Hlth	20,800.00	67,032.85
3	2	3			
			<u>TECHNICIAN</u>		
1	1	1	Chemist	20.61	34.54
1	1	1	Data Conversion Operator	15.00	17.50
1	1	1	Environmental Compliance Specialist II	16.35	31.12
1	1	1	Environmental Compliance Specialist III	17.90	32.68
4	3	4	Public Health Sanitarian I	17.26	21.46
2	1	1	Public Health Sanitarian II	19.38	26.85
3	4	4	Public Health Sanitarian III	26.43	28.17
1	1	1	Public Health Sanitarian IV	29.30	34.63
14	13	14			
23	20	23	TOTAL FULL TIME		
23	20	23	TOTAL DIVISION		

**DIVISION OF AIR QUALITY****David Hearne, Commissioner****Mission Statement**

We are a public health agency continuously improving air quality through citizen engagement and accountable, data-driven regulation of air pollution sources.

Since 1882, the Cleveland Division of Air Quality (CDAQ) has used state of the art approaches to protect the health of greater Clevelanders. CDAQ helps citizens improve the air quality of their region, City, neighborhood, and homes. Through analysis, education, and outreach, we empower our community to breathe easier. CDAQ also serves as Ohio EPA's delegated Local Air Agency for all of Cuyahoga County. CDAQ issues city air pollution permits under the Codified Ordinances of the City of Cleveland, and develops state air pollution control permits on behalf of Ohio EPA. Through facility inspections and investigation of citizen complaints, CDAQ ensures that regulated commercial and industrial sources are in compliance with their permits and any other conditions or requirements specified in Federal, State and local regulations. CDAQ installs, operates, and maintains air quality monitoring equipment, and reports resultant data to Ohio EPA, for ambient levels of criteria air pollutants throughout the Greater Cleveland area, including all of Cuyahoga County, as a component of the statewide monitoring network.

Some of the many activities of the Division include:

- Engaging our community to resolve air quality concerns.
- Inspecting air pollution sources to determine compliance.
- Investigating citizen air quality complaints.
- Inspecting demolition sites and renovation projects for compliance with the Asbestos National Emission Standards for Hazardous Air Pollutants.
- Pursuing appropriate enforcement actions for discovered violations.
- Operating ambient air quality and special air monitoring equipment 365 days a year.
- Preparing permits that clearly document air pollution requirements.
- Providing air quality perspective and expertise for illegal dumping, hazardous waste, and Environmental Crimes Task Force investigations.
- Witnessing facility stack emissions tests and reviewing the test reports.
- Providing air quality and pollution prevention information to citizens and community organizations through a range of outreach activities.
- Supporting programs and initiatives that improve air pollution control throughout the State of Ohio and the United States.

DIVISION OF AIR QUALITY

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 293,099	\$ 329,083	\$ 338,542	\$ 416,340
Longevity	575	575	875	700
Separation Payments	727	2,023	10,658	—
Bonus Incentive	500	—	—	—
Overtime	2,130	6,279	1,908	2,000
	\$ 297,030	\$ 337,960	\$ 351,982	\$ 419,040
Benefits				
Hospitalization	\$ 53,115	\$ 65,139	\$ 66,402	\$ 72,531
Prescription	7,944	17,742	14,149	15,108
Dental	1,872	2,706	3,379	4,076
Vision Care	204	411	568	727
Public Employees Retire System	39,920	50,449	47,682	58,417
Fica-Medicare	4,146	5,018	4,846	6,050
Workers' Compensation	3,689	1,461	3,933	3,510
Life Insurance	162	235	273	378
Clothing Allowance	1,600	800	400	1,500
	\$ 112,651	\$ 143,960	\$ 141,634	\$ 162,297
Other Training & Professional Dues				
Travel	\$ 7,826	\$ 6,638	\$ (56)	\$ 1,000
Tuition & Registration Fees	205	504	—	1,000
Training	340	—	—	—
Mileage (Priv Auto) Trng Prps	—	—	—	1,000
Professional Dues & Subscript	2,571	8,132	6,873	10,000
	\$ 10,942	\$ 15,274	\$ 6,817	\$ 13,000
Contractual Services				
Professional Services	\$ —	\$ —	\$ —	\$ 1,800
Mileage (Private Auto)	107	271	—	—
Program Promotion	—	5,581	—	—
Participation Fee	—	6,510	—	7,500
Property Rental	—	10,005	80,245	132,770
Refunds & Miscellaneous	—	50	—	—
Local Match-Grant Programs	276,100	276,100	276,100	276,100
	\$ 276,207	\$ 298,517	\$ 356,345	\$ 418,170
Materials & Supplies				
Office Supplies	\$ 14	\$ 14	\$ —	\$ —
Postage	62	—	—	—
Computer Supplies	—	—	963	—
Computer Hardware	—	—	9,088	—

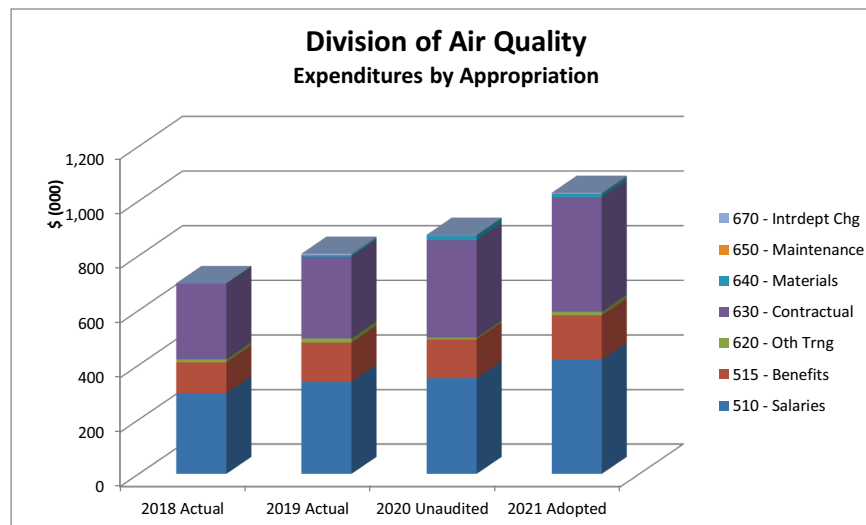
DIVISION OF AIR QUALITY

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Computer Software	—	—	875	1,200
Clothing	—	2,406	3,835	2,500
Small Equipment	2,748	—	—	3,000
Special Events Supplies	—	3,799	3,750	7,300
	\$ 2,823	\$ 6,220	\$ 18,511	\$ 14,000
Maintenance				
Repair Parts	\$ —	\$ —	\$ —	\$ 2,000
	\$ —	\$ —	\$ —	\$ 2,000
Interdepart Service Charges				
Charges From Print & Repro	\$ —	\$ 5,330	\$ 1,110	\$ 1,693
	\$ —	\$ 5,330	\$ 1,110	\$ 1,693
	\$ 699,654	\$ 807,261	\$ 876,400	\$ 1,030,200

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ 152,850	\$ 143,944	\$ 138,722	\$ 150,000
Miscellaneous	1,229	1,703	3,933	—
	\$ 154,079	\$ 145,647	\$ 142,655	\$ 150,000



DIVISION OF AIR QUALITY

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Commissioner of Air Quality	42,758.15	152,224.32
1	1	1	Chief of Air Pollution Outreach	34,008.00	82,706.96
2	1	2	Health Outreach Specialist	34,008.00	54,308.80
4	3	4			
<u>TECHNICIAN</u>					
1	1	1	Indoor Air Quality Specialist	34,008.00	54,308.80
1	0	1	Env Compl Specialist I	15.00	26.43
2	1	2	Env Enforcement Specialist I	15.00	27.51
4	2	4			
8	5	8	TOTAL FULL TIME		
8	5	8	TOTAL DIVISION		



OFFICE OF HEALTH, EQUITY AND SOCIAL JUSTICE

Tracy Martin-Thompson, Chief

Mission Statement

The mission of the newly created Division of Health Equity and Social Justice will be to improve the health outcomes and the overall quality of life for our most disadvantaged populations in order to create thriving neighborhoods and a thriving city.

The City of Cleveland believes that social justice serves as the lens through which we must examine the quality of health and well-being of those who have been impacted the most by systemic challenges that serve as chronic impediments to growth and success. The root causes of many health threats are notably linked to the social determinants of health and the overall conditions that shape a person's opportunity to thrive and achieve their full potential regardless of race, ethnicity, social/economic status, etc. Improving health outcomes and the overall quality of life for our most disadvantaged populations are essential steps in creating thriving neighborhoods and a thriving city.

A critical part of ensuring that all people are able to attain positive health outcomes is to identify and eliminate the patterns of systematic disadvantage that thwart the well-being of marginalized populations. Such an effort requires a strategic and comprehensive methodology. The magnitude and the intricate nature of this type of endeavor warrants the development of the appropriate infrastructure required to create, advance and sustain the complex, fundamental changes that are required to ensure all City of Cleveland residents are able to thrive and live quality lives. Recognizing this, Mayor Frank G. Jackson created a new organizational structure specifically designed to support the advancement of this effort-the Division of Health Equity and Social Justice, a division within the Cleveland Department of Public Health.

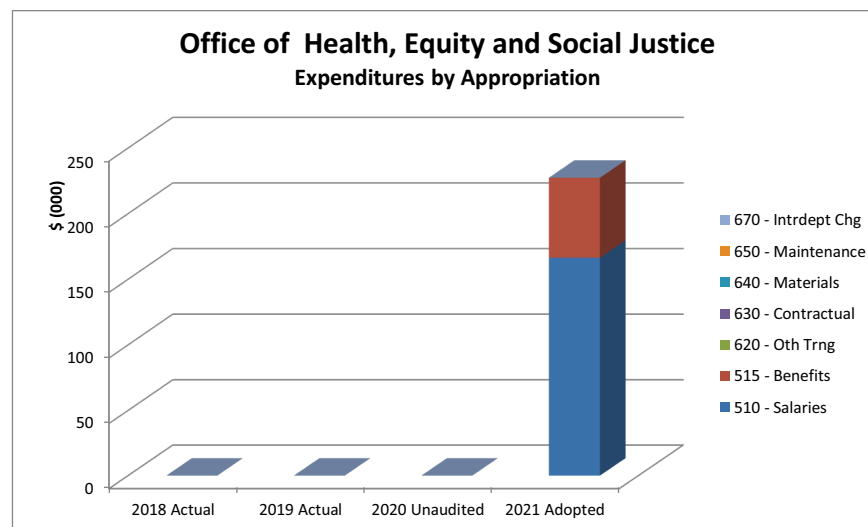
The key priorities that will be advanced through this new Division will include, but are not limited to, the following:

- Identify the behavioral, cultural, social, environmental, racial and organizational determinants that promote or compromise health in disadvantaged groups; and identify/implement evidence-based strategies to address identified challenges and promote health equity and social justice.
- Improve health outcomes and overall quality of life for disadvantaged populations.

OFFICE OF HEALTH, EQUITY AND SOCIAL JUSTICE

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ —	\$ —	\$ —	\$ 166,386
	\$ —	\$ —	\$ —	\$ 166,386
Benefits				
Hospitalization	\$ —	\$ —	\$ —	\$ 26,928
Prescription	—	—	—	5,712
Dental	—	—	—	1,608
Vision Care	—	—	—	216
Public Employees Retire System	—	—	—	23,982
Fica-Medicare	—	—	—	2,408
Life Insurance	—	—	—	120
	\$ —	\$ —	\$ —	\$ 60,974
	\$ —	\$ —	\$ —	\$ 227,360



**OFFICE OF HEALTH, EQUITY AND SOCIAL JUSTICE****COMPARISON OF STAFFING LEVEL**

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
			<u>ADMINISTRATIVE SUPPORT</u>		
0	0	1	Administrative Assistant	21,851.06	79,512.34
0	0	1			
			<u>PROFESSIONALS</u>		
0	0	1	Administrative Manager	31,200.00	122,426.51
0	0	1			
0	0	2	TOTAL FULL TIME		
0	0	2	TOTAL DIVISION		

PUBLIC SAFETY ADMINISTRATION

Karrie D. Howard, 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.

The Cleveland Department of Public Safety, consisting of the Divisions of Police; Fire, Emergency Medical Service; Animal Care & Control; Corrections; the Office of Professional Standards; the Civilian Police Review Board; Office of Emergency Management; and Information Technology, works diligently to facilitate and preserve a safe city for those who live, work and play in the City of Cleveland. The Department is supported by team-members who engage in the good works of General Administration, Grant Management, and other additional functions.

The 2020 year presented unprecedented challenges. Faced with the COVID-19 pandemic the Divisions of Public Safety have functioned with staffing and economic challenges. The Department of Public Safety as a whole has and will work diligently to provide high-quality services to the City. A modern role of Public Safety requires an ever evolving review of operations, policy, accountability, and effectiveness.

The Department of Public Safety looks forward to increased and responsible community engagement; accountability of its members; and through robust recruitment plan endeavor to attract applicants from broad sections of the Greater Cleveland Community. The Department will also work to acknowledging the extraordinary work of members of the Public Safety team. All of this, will be accomplished through a holistic focus on Public Safety operations, while improving its efficiency and effectiveness.

During 2020, Department of Public Safety aggressively sought grant funding and other supplemental funding to offset costs of operations, which are generally directly incurred by our citizens. These grants and other supplemental state and federal funding sources assists with staffing and equipping our first responders, thereby improving the quality of safety in the City of Cleveland. We will continue this vigilance throughout 2021.

Increased incorporation of technology into the operation and mission of Public Safety will be key to success moving forward. We will work to seek out innovative and helpful technology to improve networks and telecommunications systems.

The Office of Professional Standard (OPS), which is responsible for investigating citizen complaints against members of the Department of Public Safety, is instrumental to fostering a positive and cooperative relationship between the Public Safety and the community it serves. OPS investigations into police misconduct, incidents involving excessive force will be reviewed thoroughly and concluded in the interest of justice.

PROGRAM NAME: GENERAL ADMINISTRATION

OBJECTIVES: To evaluate Department-wide operations, develop and implement necessary policies to sustain and evolve Department operations.

ACTIVITIES: Provide direction and oversight of the operating Departmental divisions; research, develop, and update policies; maintain ethical and responsible fiscal control; and coordinate efficient and effective personnel support.



PUBLIC SAFETY ADMINISTRATION

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, coordinating and training various Community Emergency Response Teams (CERT).

PROGRAM NAME: OFFICE OF INFORMATION TECHNOLOGY

OBJECTIVES: To maintain and provide technical support for all Public Safety IT needs and projects such as the 911 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 (APR), and record management systems.

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

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

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

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

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

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

PUBLIC SAFETY ADMINISTRATION

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 2,379,974	\$ 2,508,906	\$ 2,750,876	\$ 2,858,097
Uniformed Overtime	(397)	—	—	—
Longevity	10,625	11,700	12,275	12,725
Wage Settlements	—	—	445	—
Vacation Conversion	—	10,769	—	—
Separation Payments	87,717	89,217	108,589	150,000
Bonus Incentive	15,500	250	—	—
Overtime	52,565	50,800	29,668	20,000
	\$ 2,545,983	\$ 2,671,642	\$ 2,901,852	\$ 3,040,822
Benefits				
Hospitalization	\$ 389,720	\$ 433,722	\$ 463,477	\$ 456,795
Prescription	55,700	72,420	96,262	90,291
Dental	19,763	19,309	24,796	25,241
Vision Care	1,908	2,073	3,391	3,845
Public Employees Retire System	341,033	359,843	388,085	422,706
Police & Firemens Disab & Pens	—	443	—	—
Fica-Medicare	35,208	40,220	40,196	44,382
Workers' Compensation	23,897	28,878	25,316	29,039
Life Insurance	1,200	1,245	1,711	2,106
Unemployment Compensation	—	140	—	—
Clothing Allowance	530	30	—	—
	\$ 868,959	\$ 958,322	\$ 1,043,234	\$ 1,074,405
Other Training & Professional Dues				
Travel	\$ 2,328	\$ 7,629	\$ 599	\$ 10,000
Tuition & Registration Fees	6,607	425	—	5,000
Other Training Supplies	30	—	—	—
Professional Dues & Subscript	698	813	957	1,000
	\$ 9,663	\$ 8,867	\$ 1,556	\$ 16,000
Utilities				
Brokered Gas Supply	\$ —	\$ —	\$ 246	\$ 10,094
Gas	—	—	2,117	4,120
Electricity - Cpp	274	247	224	307
Electricity - Other	—	—	2,737	14,790
Steam	77,325	76,463	72,962	84,495
	\$ 77,600	\$ 76,709	\$ 78,286	\$ 113,806
Contractual Services				
Professional Services	\$ 96	\$ 1,233	\$ 19,076	\$ 5,000
Court Reporter	—	—	57	—



PUBLIC SAFETY ADMINISTRATION

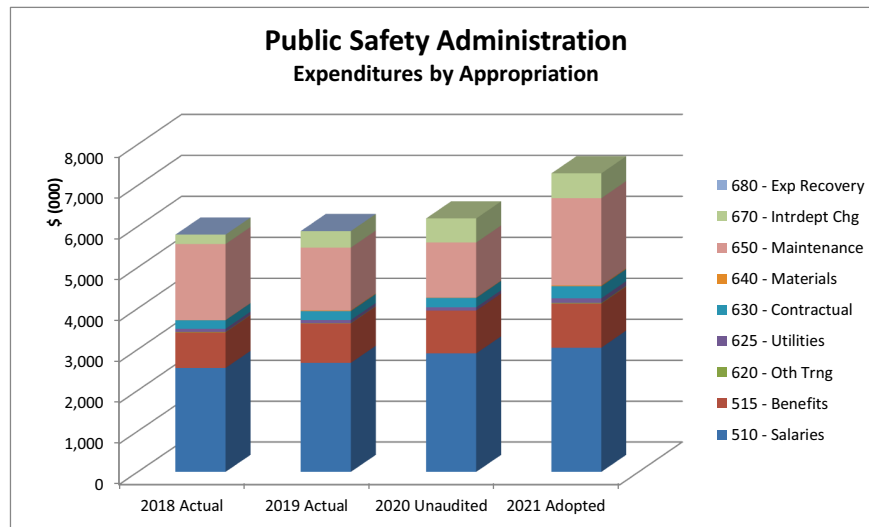
Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Mileage (Private Auto)	—	55	—	—
Jury And Witness Fees	—	(135)	—	—
Advertising And Public Notice	—	—	—	2,500
Parking In City Facilities	8,419	8,897	5,544	8,000
Property Rental	175,000	182,850	189,600	215,000
Other Contractual	25,235	25,159	16,445	65,000
County Aud & Treas Coll Fee	—	29	9	—
	\$ 208,750	\$ 218,087	\$ 230,731	\$ 295,500
Materials & Supplies				
Office Supplies	\$ —	\$ 5,979	\$ 75	\$ 2,500
Postage	—	—	—	350
Computer Hardware	1,065	3,526	5,741	8,000
Small Equipment	300	—	1,443	2,000
Medical Supplies	—	413	—	—
Just In Time Office Supplies	2,846	5,902	2,186	5,000
	\$ 4,212	\$ 15,820	\$ 9,444	\$ 17,850
Maintenance				
Maintenance Contracts	\$ 1,595,108	\$ 1,528,959	\$ 1,021,961	\$ 1,389,015
Computer Hardware Maintenance	247,203	585	316,276	738,971
Maintenance Building	9,853	2,286	2,286	—
	\$ 1,852,164	\$ 1,531,830	\$ 1,340,523	\$ 2,127,986
Interdepart Service Charges				
Charges From Telephone Exch	\$ 199,743	\$ 376,610	\$ 562,121	\$ 567,912
Charges From Print & Repro	27,742	23,865	22,704	34,626
Charges From Central Storeroom	3,122	3,016	2,655	3,284
	\$ 230,607	\$ 403,491	\$ 587,480	\$ 605,822
	\$ 5,797,937	\$ 5,884,768	\$ 6,193,106	\$ 7,292,191

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ 8,491	\$ 6,260	\$ 3,386	\$ 9,000
Fines, Forfeitures & Settlements	4,346	2,968	800	2,000
Miscellaneous	39,599	40,780	33,412	5,000
	\$ 52,436	\$ 50,009	\$ 37,598	\$ 16,000

PUBLIC SAFETY ADMINISTRATION





PUBLIC SAFETY ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
0	1	1	Administration Bureau Mgr	40,314.82	145,820.32
5	0	0	Assisitant Director	36,590.39	154,089.52
1	1	1	Director of Public Safety	50,795.81	191,316.74
2	2	2	Public Safety IT Manager	65,000.00	115,588.44
0	1	1	Secretary to the Director	36,590.39	154,089.52
1	0	0	Supervisor Of Computer Operations	30,214.95	98,444.95
9	5	5			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Chief Clerk	31,200.00	54,124.93
3	3	3	Principal Clerk	16.60	22.86
1	1	1	Senior Clerk	15.00	18.87
5	5	5			
<u>PROFESSIONALS</u>					
2	2	2	Administrative Manager	31,200.00	122,426.51
1	1	1	Administrative Officer	20,800.00	58,499.94
2	2	2	Assistant Administrator	31,200.00	76,852.88
1	1	1	Budget Administrator	31,200.00	114,692.86
1	1	1	Budget Analyst	20,800.00	58,534.37
0	1	1	Executive Commission Public Safety Project - Grants	36,590.39	157,171.30
0	1	2	Executive Commissioner of Public Safety - Operations	36,590.39	157,171.30
1	1	1	Fiscal Manager	23,647.11	97,175.21
1	1	1	Grant Administrator	22,333.40	83,008.39
4	4	4	Network Analyst II	31,200.00	105,753.65
3	2	2	Payroll Specialist	20,800.00	65,000.00
2	2	2	Personnel Adminstrator	26,273.96	91,088.49
1	1	1	Personnel Assistant	20,800.00	52,381.41
1	1	1	Police Stress Consultant	75,000.00	131,350.50
1	1	1	Project Coordinator	27,325.56	99,702.63
1	1	1	Project Director	22,333.40	88,646.98
2	2	2	Software Analyst	45,000.00	96,330.79
24	25	26			



PUBLIC SAFETY ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees December 2020	Budget 2021	Position	Salary Schedule	
				Minimum	Maximum
			<u>TECHNICIAN</u>		
1	1	1	Computer Operator	15.00	26.52
1	0	0	PC Technician	25,000.00	53,769.65
2	1	1			
			<u>NON EEO REPORTING</u>		
1	1	1	Emergency Mgt Planner	36,000.00	90,000.00
1	1	1	Manager of Public Safety Office QC	27,325.56	96,463.81
2	2	2			
42	38	39	TOTAL FULL TIME		
42	38	39	TOTAL DIVISION		



DIVISION OF POLICE

Calvin Williams, Chief

Mission Statement

The mission of the Cleveland Division of Police is to serve as guardians of the Cleveland community. Guided by the Constitution, we shall enforce the law, maintain order, and protect the lives, property, and rights of all people. We shall carry out our duties with a reverence for human life and in partnership with members of the community through professionalism, respect, integrity, dedication and excellence in policing.

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

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

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

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

PROGRAM NAME: ADMINISTRATIVE OPERATIONS

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

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

DIVISION OF POLICE

PROGRAM NAME: FIELD OPERATIONS

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

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

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

PROGRAM NAME: HOMELAND SPECIAL OPERATIONS

OBJECTIVES: To target the perpetrators of specific crimes such as financial crimes, homicides, sexual assaults, drug trafficking, threats and criminal actions against the security of our City for arrest and prosecution.

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

Maintain contact with and enlist the assistance of community leaders and residents to identify those responsible for neighborhood criminal activity. Perform crisisintervention; handle hostage negotiations and other highly dangerous and volatile situations where specialized training or equipment is required. Provide support to district operations in improving the quality of life in neighborhoods through the enforcement of drug laws and by suppressing juvenile crime. Detect offenders through crime processing and the use of the Automated Fingerprint Identification System (AFIS) and the use of firearms through the National Integrated Ballistic Imaging Network (NIBIN).

Establish homeland security initiatives within the City of Cleveland and the Greater Cleveland area. Prevent, respond, and investigate terrorist activities in our City and the Greater Cleveland area. Provide security and patrols of Cleveland Hopkins Airport, City Hall, and the borders of the City. Participate in Law Enforcement Partnerships with Federal Agencies in an effort to combat drugs, arrest violent fugitives, identify sexual predators, and control illegal firearms.



DIVISION OF POLICE

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 8,660,559	\$ 9,669,864	\$ 9,857,167	\$ 10,970,383
Military Leave	88,865	144,431	175,629	100,000
Part-Time Permanent	239,970	330,059	338,036	581,520
Student Trainees	2,340,238	2,247,721	1,326,685	2,800,000
School Guards	1,152,729	1,234,489	714,412	712,500
Uniformed Personnel	96,098,910	100,448,768	105,393,696	108,091,651
Uniformed Overtime	17,294,061	16,661,834	14,675,031	13,000,000
Longevity	812,425	806,700	791,000	788,600
Wage Settlements	183,255	—	113,233	—
Vacation Conversion	—	2,767	—	—
Separation Payments	3,635,086	4,581,919	5,033,420	5,000,000
Bonus Incentive	25,500	2,500	—	—
Overtime	1,985,674	1,925,661	1,665,301	1,700,000
Deferred Overtime Payments	448,737	455,381	567,519	550,000
	\$ 132,966,009	\$ 138,512,094	\$ 140,651,129	\$ 144,294,654
Benefits				
Hospitalization	\$ 18,151,116	\$ 19,729,852	\$ 20,003,544	\$ 19,325,436
Prescription	2,753,405	3,380,758	4,156,894	3,933,336
Dental	910,077	909,555	1,059,923	1,062,111
Vision Care	95,962	97,253	155,298	179,136
Public Employees Retire System	1,683,741	1,845,578	1,838,212	1,955,361
Police & Firemens Disab & Pens	22,494,824	23,457,300	24,661,698	24,215,115
Fica-Medicare	1,854,979	1,948,154	2,002,370	2,113,784
Workers' Compensation	3,064,338	2,730,814	1,376,415	3,628,007
Life Insurance	57,355	60,109	80,261	99,408
Unemployment Compensation	21,065	22,502	53,793	60,000
Clothing Allowance	812,361	762,316	710,034	684,855
Clothing Maintenance	1,131,988	1,180,675	1,250,492	1,331,285
	\$ 53,031,210	\$ 56,124,865	\$ 57,348,934	\$ 58,587,834
Other Training & Professional Dues				
Travel	\$ 17,260	\$ 32,551	\$ 9,501	\$ 20,000
Tuition & Registration Fees	11,033	8,848	11,581	20,000
Professional Dues & Subscript	6,674	11,784	4,429	5,000
	\$ 34,967	\$ 53,183	\$ 25,511	\$ 45,000
Utilities				
Brokered Gas Supply	\$ 52,958	\$ 76,889	\$ 44,431	\$ 79,361
Gas	32,805	35,384	31,994	49,501
Electricity - Cpp	1,170,805	1,214,278	1,250,057	1,304,217

DIVISION OF POLICE

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Electricity - Other	65,500	94,243	75,723	144,144
Steam	739,154	52,691	124,434	207,694
	\$ 2,061,221	\$ 1,473,485	\$ 1,526,639	\$ 1,784,917
Contractual Services				
Professional Services	\$ 660,505	\$ 828,171	\$ 608,837	\$ 726,000
Court Reporter	—	3,404	5,268	30,000
Referee Services	49,849	49,501	49,869	45,000
Mileage (Private Auto)	1,427	473	—	5,000
Janitorial Services	—	—	575	—
Medical Services	1,250	3,125	2,723	10,000
Advertising And Public Notice	4,291	1,130	899	12,000
Parking In City Facilities	108,106	137,775	67,167	120,000
Insurance And Official Bonds	—	—	1,758	—
Property Rental	44,358	43,895	66,158	46,000
Towing	241,540	217,324	290,000	250,000
Subgrantees	—	335	—	—
Other Contractual	179,830	104,632	30,743	100,000
Local Match-Grant Programs	—	45,627	517,962	—
	\$ 1,291,156	\$ 1,435,392	\$ 1,641,960	\$ 1,344,000
Materials & Supplies				
Office Supplies	\$ 25,071	\$ 589	\$ 8,997	\$ 10,000
Postage	3,072	2,595	813	6,000
Computer Supplies	1,615	1,001	2,118	—
Computer Hardware	999	1,402	—	—
Computer Software	3,490	8,831	47,217	30,000
Fuel	46,585	86,078	20,037	75,000
Clothing	15,484	103,831	59,255	285,000
Hardware & Small Tools	—	—	1,815	—
Small Equipment	77,391	70,315	146,182	85,000
Office Furniture & Equipment	6,703	4,626	4,332	10,000
Ammunition	174,892	199,227	164,700	200,000
Hygiene And Cleaning Supplies	4,529	4,979	7,866	8,000
Lumber, Glass, And Drywall	—	—	996	2,000
Medical Supplies	3,631	—	12,899	8,000
Food	—	15,007	10,706	15,000
Laboratory Supplies	11,116	10,511	47,092	10,000
Photographic Supplies	5,000	—	27,808	40,000
Medical Equipment	—	—	1,598	—



DIVISION OF POLICE

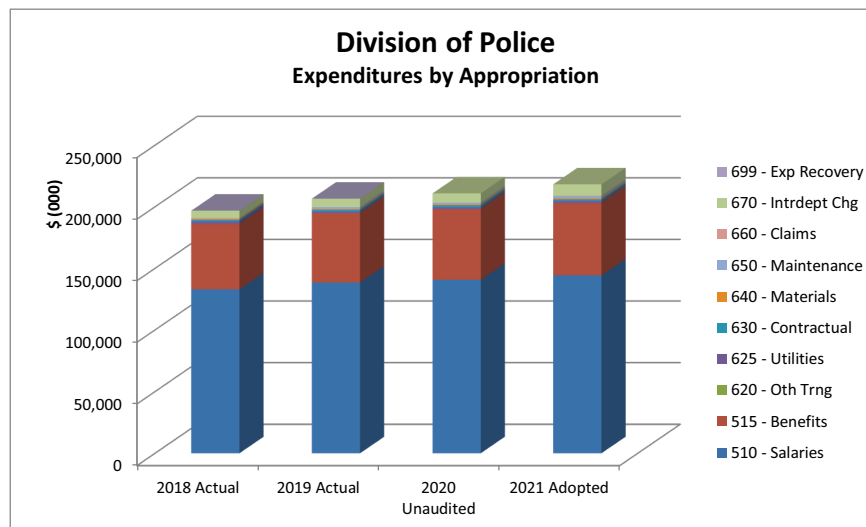
Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Printed Materials	27,042	40,110	12,240	15,000
Shop Tools	—	387	—	—
Other Supplies	227,866	88,948	142,085	110,000
Safety Equipment	75,000	—	23,986	—
Batteries	—	—	—	1,000
Just In Time Office Supplies	58,943	40,948	63,766	55,000
Misc Maintenance Supplies	1,927	1,634	314	3,000
	\$ 770,354	\$ 681,019	\$ 806,819	\$ 968,000
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ 320	\$ 2,000
Maintenance Contracts	201,857	1,223,251	1,009,646	1,454,756
Computer Hardware Maintenance	—	—	12,620	—
Computer Software Maintenance	—	—	39,840	—
Maintenance Machinery & Tools	338	—	—	2,000
Car Washes	45,290	28,844	22,000	45,000
Maintenance Misc. Equipment	22,500	16,582	32,155	20,000
Maintenance Building	63,195	84,644	75,597	76,000
Repair Of Overhead Doors	—	—	3,326	24,000
	\$ 333,180	\$ 1,353,322	\$ 1,195,504	\$ 1,623,756
Claims, Refunds, Maintenance				
Judgments, Damages, & Claims	\$ 109,984	\$ —	\$ 100,500	\$ —
Police Chief Expense Fund	200,000	150,000	105,000	250,000
	\$ 309,984	\$ 150,000	\$ 205,500	\$ 250,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 2,136,967	\$ 2,517,497	\$ 3,067,274	\$ 3,098,873
Charges From Radio Comm System	1,119,526	1,290,377	1,030,945	2,600,674
Charges From W.P.C.	1,522	3,369	1,267	—
Charges From Print & Repro	327,797	367,328	407,563	621,586
Charges From Central Storeroom	78,477	86,788	80,837	99,978
Charges From M.V.M.	2,329,760	2,518,083	2,847,268	2,833,888
	\$ 5,994,049	\$ 6,783,441	\$ 7,435,154	\$ 9,254,999
	\$ 196,792,131	\$ 206,566,801	\$ 210,837,151	\$ 218,153,160

DIVISION OF POLICE

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ 464,010	\$ 467,685	\$ 485,126	\$ 524,688
Fines, Forfeitures & Settlements	578	200	70	—
Grant Revenue	620,915	912,538	630,141	416,666
Miscellaneous	11,420,037	13,612,100	10,404,313	10,679,077
	\$ 12,505,540	\$ 14,992,523	\$ 11,519,649	\$ 11,620,431





DIVISION OF POLICE

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Chief of Police	69,682.20	184,847.09
17	17	17	Captain of Police	102,977.43	103,477.43
12	12	12	Commander of Police	119,533.82	120,033.82
1	1	1	Commissioner of Traffic Control	119,533.82	120,033.82
4	4	4	Deputy Chief of Police	63,966.00	155,730.30
57	57	57	Lieutenant of Police	88,704.68	89,204.68
211	205	211	Sergeant of Police	76,400.59	76,900.59
1	0	0	Project Manager 1	31,200.00	73,605.38
304	297	303			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Accountant Clerk I	10.00	17.90
1	1	1	Accountant Clerk II	10.00	19.33
4	3	3	Chief Clerk	31,200.00	54,124.93
1	0	0	Messenger	15.00	17.33
14	11	12	Principal Clerk	16.60	22.86
2	1	1	Private Secretary	17.74	24.11
4	3	3	Secretary	15.00	20.12
1	1	1	Stock Clerk	15.00	20.74
2	2	2	Telephone Operator	15.62	19.39
2	1	1	Typist	15.00	17.50
32	24	25			
<u>PARA-PROFESSIONALS</u>					
2	2	2	Docket Clerk	31,200.00	41,317.12
2	2	2			
<u>PROFESSIONALS</u>					
1	1	1	Accountant I	16.04	22.97
1	0	0	Administrative Manager	31,200.00	122,426.51
2	2	2	Administrative Officer	20,800.00	58,499.94
0	1	1	Assistant Administrator	31,200.00	76,852.88
1	1	1	Aviation Unit Manager	88,000.00	108,000.00
4	4	4	Crime Analyst I	38,000.00	56,849.10

DIVISION OF POLICE

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees December 2020	Budget 2021	Position	Salary Schedule	
				Minimum	Maximum
1	1	1	Crime Analyst III	66,000.00	84,064.32
1	1	1	Mounted Unit Train Instr-Hndlr	38,000.00	54,641.81
1	1	1	Personnel Assistant	20,800.00	52,381.41
1	0	0	Photographer	15.00	25.23
2	1	1	Project Coordinator	27,325.56	99,702.63
2	1	1	Project Director	22,333.40	88,646.98
1	1	1	Systems Analyst	31,200.00	69,048.93
18	15	15			
<u>PROTECTIVE SERVICES</u>					
972	918	950	Patrol Officer I	64,524.93	66,293.61
58	142	93	Patrol Officer II	57,904.23	59,062.31
186	141	189	Patrol Officer III	55,952.83	57,071.89
91	37	75	Patrol Officer IV	52,724.93	53,779.43
4	1	2	Police Safety Aide	25,859.69	34,450.29
180	42	180	Police Trainee*	15.00	15.00
25	21	23	Traffic Controller	17.00	17.34
1,336	1,260	1,332			
<u>SERVICE & MAINTENANCE</u>					
8	6	7	Guard	19.06	19.77
8	6	7			
<u>TECHNICIANS</u>					
10	10	10	Chief Radio Dispatcher	54,430.65	58,042.87
7	4	7	Communication Specialist - Bilingual	28,449.19	46,275.02
1	0	0	Computer Operator	15.00	26.52
3	3	3	Data Conversion Supervisor	23.05	23.51
4	1	3	Fingerprint Examiner	31,233.45	49,950.87
2	1	1	Forensic Video Specialist	50,000.00	78,810.30
85	79	85	Police Radio Dispatcher	28,453.01	50,472.06
23	20	23	Safety Telephone Operator	26,439.10	40,161.79
1	1	1	Scientific Examiner	40,304.68	68,261.85
44	36	36	Senior Data Conversion Operator	15.00	20.97
180	155	169			



DIVISION OF POLICE

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
<u>NON EEO REPORTING</u>					
1	1	1	Intelligence Analyst I	38,000.00	54,641.81
1	1	1			
1,881	1,760	1,854	TOTAL FULL TIME		
<u>PART TIME</u>					
4	4	4	Helicopter Pilot	60,000.00	75,741.12
1	0	0	Hostler	17.12	17.46
355	300	355	School Crossing Guard	20.50	31.09
44	14	34	Traffic Controller	17.00	17.34
404	318	393	TOTAL PART TIME		
2,285	2,078	2,247	TOTAL DIVISION		

* Denotes amount not included in Total Headcount

DIVISION OF FIRE

Angelo Calvillo , Chief

Mission Statement

To serve the City of Cleveland with the highest degree of quality and professionalism through a proactive commitment to prevent and mitigate emergency situations where life and property are at risk. The Cleveland Division of Fire has been serving the Community of Cleveland, Ohio for over 150 Years! Our core values center around the protection of lives, property and the environment through preparedness, prevention, public education and emergency response; we place an emphasis on quality services delivered efficiently, effectively and safely...

The Cleveland Division of Fire is responsible for providing fire suppression, fire code enforcement, fire safety education, technical rescue operations, hazardous material regulation and response, basic and advanced life support, and pre-hospital care in support of the Division of Emergency Medical Service (EMS), for the City of Cleveland through a coordinated system of response assets located strategically throughout the community. The Division of Fire supports the response system by conducting administrative operations, communications, and training of its employees to ensure the community receives superior fire, rescue, and emergency medical response.

PROGRAM NAME: ADMINISTRATION

OBJECTIVES: To plan, direct, coordinate, control and evaluate all aspects of the Divisional operations to ensure resources are being used effectively and efficiently.

ACTIVITIES: Plan and prepare operating and capital budgets. Manage daily operations, maintain discipline, monitor and implement sick leave, light duty and leave of absence procedures. Collect, compile and enter data on alarms, employee work hours and other data into data base systems. Participate in planning of rehab and construction of Division facilities. Schedule and coordinate public fire education programs, public relations and news releases in conjunction with the Mayor's Office, Public Safety Directors Office and other interested community organizations. Time keeping and payroll activities are maintained through a consolidation of Division of Fire and EMS employees, overseen by a civilian Administrative Manager, who reports to an Assistant Director of the Department of Public Safety.

PROGRAM NAME: COMMUNICATIONS

OBJECTIVES: To provide efficient communication for the Division of Fire in coordination with the Division of EMS to ensure timely and effective deployment to all emergencies.

ACTIVITIES: Receive and dispatch all calls for assistance. Determine proper response and dispatch firefighting and or medical/rescue units. Coordinate and control emergency radio transmission and provide a communications/command vehicle for major incidents. Provide support and maintenance for all communication systems for dispatching and recording of fire alarms, response times, fire loss estimates and other records.

PROGRAM NAME: OPERATIONS

OBJECTIVES: To save lives and property by: extinguishing and preventing the spread of fire, providing immediate medical care, rescue and extrication services, abating hazardous material releases, and investigating the causes and origins of fires and other hazardous situations.

ACTIVITIES: Respond in coordination to over 60,000 emergency alarms annually with required personnel, apparatus and equipment to provide the fire suppression, emergency medical care, transport, and other rescue operations necessary to mitigate any emergency that presents itself to the community where life and property are at risk. Conduct daily training according to Training Program directive. Maintain apparatus, equipment and stations. Inspect buildings and fire hydrants and investigate fires and accidents.



DIVISION OF FIRE

PROGRAM NAME: OPERATIONS SUPPORT

OBJECTIVES: To provide the required equipment, supplies and support services for Fire Operations.

ACTIVITIES: Provide, issue, maintain and repair all rescue equipment, small equipment and supplies to insure other programs maintain operational capacity, including self-contained breathing equipment (SCBA), personal protective clothing, hoses, nozzles, small tools and equipment, supplies and all materials needed for continued operations. Provide 24 hour emergency apparatus repair. Provide pre-incident information on streets, buildings, hazardous conditions, hydrant and water mains.

PROGRAM NAME: PREVENTION AND EDUCATION

OBJECTIVES: To ensure life safety and reduce fires and the release of hazardous substances.

ACTIVITIES: Perform fire and life safety inspections of all buildings except one and two family dwellings. Review new construction and building renovations plans for compliance with state and local fire safety laws. Test new and existing fire protection systems. Review and issue permits for control of flammable and hazardous substances. Provide hazardous material specialists to ensure hazardous material spills are cleaned up in compliance with local, state and federal laws.

PROGRAM NAME: TRAINING AND EDUCATION

OBJECTIVES: To provide the necessary knowledge, skills and abilities to enable the Division of Fire to operate in a safe and efficient, and cooperative manner to respond to all emergencies. To also coordinate all pre-hospital care training with the Division of EMS, ensuring effective, compliant, and professional application of all pre-hospital medical care protocols.

ACTIVITIES: Conduct basic training classes for newly appointed firefighter to ensure compliance with federal, state and industry standards. Provide hazardous material training to members of the division to comply with Federal, OSHA, State and National fire Protection standards. Recertify firefighters as Emergency Medical Technicians and maintain and update the Division Drill manual. Conduct classes on safe driving, pump operations, aerial ladder operation, rescue techniques and other pertinent subjects. Maintain training records, test and evaluate new equipment and operations methods.

DIVISION OF FIRE

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 582,490	\$ 597,613	\$ 604,300	\$ 631,681
Military Leave	90,663	76,830	65,130	—
Injury Pay	—	350	403	—
Student Trainees	590,640	349,579	—	1,000,000
Uniformed Personnel	46,947,614	55,284,232	52,534,812	52,583,718
Uniformed Overtime	8,019,467	7,140,172	8,326,800	7,670,000
Longevity	393,575	398,850	372,800	379,550
Wage Settlements	83,003	63,114	55,412	—
Separation Payments	1,650,891	1,140,398	1,238,275	1,200,000
Bonus Incentive	5,500	—	—	—
Overtime	12,882	7,261	3,819	20,000
Deferred Overtime Payments	152,480	174,997	92,277	175,000
	\$ 58,529,205	\$ 65,233,396	\$ 63,294,028	\$ 63,659,949
Benefits				
Hospitalization	\$ 8,627,631	\$ 9,035,480	\$ 8,965,314	\$ 8,995,308
Prescription	1,286,651	1,530,468	1,873,113	1,804,182
Dental	440,344	428,296	487,302	494,945
Vision Care	41,311	40,489	63,447	73,934
Public Employees Retire System	83,881	85,431	81,062	91,235
Police & Firemens Disab & Pens	13,186,321	15,050,627	15,141,179	15,133,196
Fica-Medicare	781,091	902,014	886,820	942,952
Workers' Compensation	1,342,811	2,180,858	564,658	1,500,032
Life Insurance	25,329	25,619	32,326	40,656
Unemployment Compensation	6,700	—	10,832	—
Clothing Allowance	328,093	311,716	290,300	295,400
Clothing Maintenance	426,100	442,350	431,750	480,025
	\$ 26,576,263	\$ 30,033,347	\$ 28,828,103	\$ 29,851,865
Other Training & Professional Dues				
Travel	\$ 11,161	\$ 18,790	\$ 3,660	\$ 15,000
Tuition & Registration Fees	18,358	30,518	6,093	25,000
Training	5,875	350	7,918	—
Other Training Supplies	—	7,337	11,011	14,500
Mileage (Priv Auto) Trng Prps	3,591	3,930	1,343	5,000
Professional Dues & Subscript	2,739	3,946	8,010	6,000
Ohio Municipal League	150	—	—	—
	\$ 41,874	\$ 64,870	\$ 38,036	\$ 65,500



DIVISION OF FIRE

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Utilities				
Brokered Gas Supply	\$ 81,289	\$ 101,534	\$ 65,879	\$ 100,477
Gas	47,954	45,209	43,849	60,307
Electricity - Cpp	508,311	511,379	527,211	549,740
Electricity - Other	31,004	25,016	27,773	33,532
Steam	32,224	33,401	32,094	34,196
	\$ 700,782	\$ 716,539	\$ 696,807	\$ 778,252
Contractual Services				
Professional Services	\$ 25,387	\$ 59,222	\$ 32,108	\$ 30,000
Court Reporter	3,689	1,000	1,649	750
Referee Services	404	9,678	7,334	—
Mileage (Private Auto)	11,410	15,216	11,893	15,000
Waste Disposal	53	—	—	—
Medical Services	1,900	4,683	—	10,000
Freight Expense	447	867	2,463	—
Parking In City Facilities	2,036	2,236	1,815	6,500
Towing	—	105	—	—
Other Contractual	50,133	6,878	40,000	126,000
Local Match-Grant Programs	22,781	7,000	—	—
	\$ 118,239	\$ 106,882	\$ 97,261	\$ 188,250
Materials & Supplies				
Office Supplies	\$ —	\$ 3,004	\$ —	\$ 5,000
Postage	421	—	—	1,000
Computer Supplies	970	719	1,809	2,000
Computer Hardware	22,555	3,570	711	2,000
Computer Software	—	719	140	—
Fire/Ems Apparatus Parts	22,557	123,389	11,300	87,840
Clothing	63,628	161,866	13,400	80,000
Hardware & Small Tools	11,284	17,516	12,089	15,000
Small Equipment	41,713	21,980	26,540	45,000
Office Furniture & Equipment	61,471	756	30,686	20,000
Electrical Supplies	992	3,281	2,327	4,000
Hygiene And Cleaning Supplies	53,815	44,207	46,380	40,000
Lumber, Glass, And Drywall	1,220	926	—	5,000
Medical Supplies	49,950	47,687	—	50,000
Medical Equipment	53	—	—	—
Printed Materials	20,067	2,924	16,246	30,000
Other Supplies	48,270	57,651	86,879	76,000
Safety Equipment	42,305	121,818	51,549	150,000

DIVISION OF FIRE

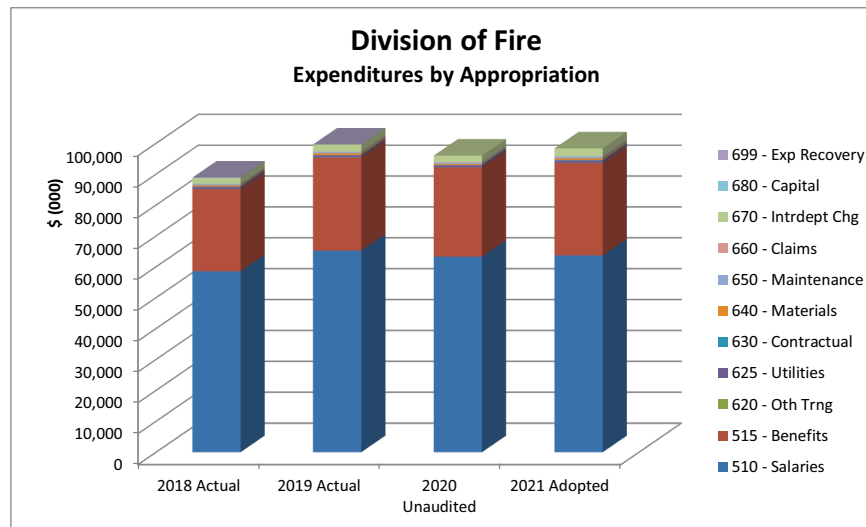
Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Special Events Supplies	49	—	994	950
Batteries	2,900	3,709	192	5,000
Just In Time Office Supplies	10,911	7,210	11,458	10,000
	\$ 455,130	\$ 622,930	\$ 312,700	\$ 628,790
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 950
Maintenance Contracts	51,641	21,889	6,719	49,000
Computer Hardware Maintenance	—	—	2,780	—
Computer Software Maintenance	95,445	177,739	212,597	285,059
Maintenance Electrical Equip	1,300	—	8,769	3,000
Maintenance Vehicles	—	20,280	—	5,000
Repair Parts	38,159	38,642	60,418	52,000
Car Washes	1,125	375	300	1,000
Maintenance Misc. Equipment	84,139	115,438	109,099	65,000
Maintenance Building	58,425	30,095	7,322	15,200
Repair Of Overhead Doors	103,588	57,809	77,845	65,000
	\$ 433,823	\$ 462,266	\$ 485,850	\$ 541,209
Claims, Refunds, Maintenance				
Judgments, Damages, & Claims	\$ 1,000	\$ —	\$ 102,397	\$ 4,000
	\$ 1,000	\$ —	\$ 102,397	\$ 4,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 402,183	\$ 428,174	\$ 374,047	\$ 377,901
Charges From Radio Comm System	218,589	277,718	206,932	538,591
Charges From W.P.C.	1,807	588	1,639	—
Charges From Print & Repro	37,469	29,944	26,629	40,612
Charges From Central Storeroom	675	263	288	356
Charges From M.V.M.	1,291,470	1,629,347	1,536,171	1,666,449
	\$ 1,952,194	\$ 2,366,033	\$ 2,145,706	\$ 2,623,909
Capital Outlay				
Office Equipment	\$ 10,187	\$ —	\$ —	\$ —
	\$ 10,187	\$ —	\$ —	\$ —
Expenditure Recovery				
Expenditure Recovery	\$ 53,822	\$ 6,863	\$ —	\$ —
	\$ 53,822	\$ 6,863	\$ —	\$ —
	\$ 88,872,519	\$ 99,613,126	\$ 96,000,887	\$ 98,341,724

DIVISION OF FIRE

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ 29,931	\$ 199,890	\$ 200,557	\$ 604,250
Fines, Forfeitures & Settlements	68	500	3,518	—
Grant Revenue	—	—	216,361	—
Licenses & Permits	769,769	686,765	494,382	818,000
Miscellaneous	1,710,376	905,504	722,601	14,000
	\$ 2,510,144	\$ 1,792,659	\$ 1,637,419	\$ 1,436,250



DIVISION OF FIRE

COMPARISON OF STAFFING LEVEL

No. of Employees			Salary Schedule		
Budget 2020	December 2020	Budget 2021	Position	Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
6	6	6	Assistant Chief of Fire	127,236.14	137,724.51
25	25	25	Battalion Chief of Fire	100,891.32	103,419.14
57	56	57	Captain of Fire	86,906.31	89,154.43
1	1	1	Chief of Fire	64,407.00	184,847.09
165	162	165	Lieutenant of Fire	74,850.27	76,857.27
254	250	254			
<u>ADMINISTRATIVE SUPPORT</u>					
4	3	4	Chief Clerk	31,200.00	54,124.93
1	1	1	Principal Clerk	16.60	22.86
3	3	3	Private Secretary	17.74	24.11
1	1	1	Senior Clerk	15.00	18.87
9	8	9			
<u>PROFESSIONALS</u>					
1	1	1	Assistant Personnel Administrator	20,800.00	61,601.02
1	1	1	Personnel Assistant	20,800.00	52,381.41
1	1	1	Project Director	22,333.40	88,646.98
1	1	1	Sr Budget & Mgmt Analyst	26,273.96	88,147.99
4	4	4			
<u>PROTECTIVE SERVICES</u>					
38	0	44	Apprentice-Medic I Fire	54,713.94	57,106.70
58	22	40	Apprentice-Medic II Fire	55,213.94	58,106.70
35	58	59	Apprentice-Medic III Fire	57,213.94	59,606.70
376	371	364	Firefighter	63,233.13	66,256.27
40	0	100	Fire Trainee*	15.00	15.00
507	451	507			
774	713	774	TOTAL FULL TIME		
774	713	774	TOTAL DIVISION		

* Denotes amount not included in Total Headcount



DIVISION OF EMERGENCY MEDICAL SERVICE

Nicole A. Carlton, Commissioner

Mission Statement

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

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

PROGRAM NAME: ADMINISTRATION

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

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

PROGRAM NAME: COMMUNICATIONS

OBJECTIVES: To effectively respond, control and direct all emergency communications via telephone, radio and data transmissions.

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

PROGRAM NAME: EMPLOYEE TRAINING AND EDUCATION

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

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



DIVISION OF EMERGENCY MEDICAL SERVICE

PROGRAM NAME: OPERATIONS

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

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

PROGRAM NAME: PUBLIC EDUCATION

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

ACTIVITIES: Provide programs that serve to educate the public on general health, safety and lifesaving skills. Provide certification and training in first aid, CPR and AED in accordance with established American Heart Association standards. Function as community training center for the American Heart Association. Provide general health screenings for the community through a series of coordinated neighborhood locations throughout the City of Cleveland. Promote general health and wellness education through cooperative efforts with other leading health agencies. In collaboration with the Department of Aging, assist with the Senior Power Program and the Senior Falls Program to reduce injuries to the city's senior population. Provide city employee CPR and AED training; install and maintain all AEDs located at City of Cleveland properties.



DIVISION OF EMERGENCY MEDICAL SERVICE

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 13,595,952	\$ 14,009,184	\$ 18,315,654	\$ 17,492,074
Military Leave	31,508	62,061	63,908	—
Part-Time Permanent	—	—	4,368	—
Student Trainees	516,951	301,799	433,468	550,000
Uniformed Overtime	—	—	3,521	—
Longevity	81,825	87,875	86,075	90,275
Wage Settlements	—	—	10,007	—
Vacation Conversion	—	7,796	—	—
Separation Payments	89,523	88,500	148,675	100,000
Bonus Incentive	2,500	—	—	—
Overtime	2,913,378	3,301,719	3,317,998	3,120,000
Deferred Overtime Payments	102,494	98,677	90,067	102,500
	\$ 17,334,131	\$ 17,957,611	\$ 22,473,741	\$ 21,454,849
Benefits				
Hospitalization	\$ 2,734,321	\$ 2,779,271	\$ 2,969,667	\$ 3,189,521
Prescription	406,520	496,068	605,521	688,467
Dental	132,476	132,839	136,229	181,553
Vision Care	14,357	14,330	14,853	29,454
Public Employees Retire System	2,403,279	2,484,626	2,515,536	2,962,840
Fica-Medicare	246,978	255,914	321,287	319,348
Workers' Compensation	454,310	328,925	156,101	441,289
Life Insurance	10,049	10,136	12,669	17,166
Unemployment Compensation	1,989	—	7,223	15,000
Clothing Allowance	134,675	142,100	128,175	150,063
Clothing Maintenance	89,650	91,925	86,075	101,563
	\$ 6,628,604	\$ 6,736,132	\$ 6,953,336	\$ 8,096,264
Other Training & Professional Dues				
Travel	\$ 8,931	\$ 8,091	\$ 434	\$ 10,000
Tuition & Registration Fees	12,838	14,370	6,941	20,000
Other Training Supplies	9,703	2,903	—	25,000
	\$ 31,471	\$ 25,364	\$ 7,375	\$ 55,000
Utilities				
Brokered Gas Supply	\$ 2,723	\$ 3,910	\$ 2,385	\$ 3,469
Gas	1,626	1,725	1,718	2,071
Electricity - Cpp	2	2	3	5
Electricity - Other	1,914	1,878	1,961	2,132
	\$ 6,265	\$ 7,515	\$ 6,067	\$ 7,677

DIVISION OF EMERGENCY MEDICAL SERVICE

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Contractual Services				
Professional Services	\$ 73,709	\$ 26,280	\$ 38,186	\$ 30,000
Court Reporter	181	984	—	1,000
Referee Services	6,088	9,863	6,645	10,000
Janitorial Services	15,000	15,000	15,000	15,000
Medical Services	1,290	—	1,347	2,000
Parking In City Facilities	1,437	1,796	221	1,500
Other Contractual	8,543	18,851	104,589	20,000
	\$ 106,249	\$ 72,774	\$ 165,988	\$ 79,500
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 4,271	\$ 5,000
Postage	1,151	289	384	2,500
Computer Hardware	44,188	88,160	13,950	10,000
Clothing	32,025	15,280	—	32,000
Hardware & Small Tools	264	159	2,056	200
Office Furniture & Equipment	35,592	—	—	—
Electrical Supplies	—	591	34	1,500
Hygiene And Cleaning Supplies	19,617	19,530	11,271	35,000
Medical Supplies	601,281	489,063	807,258	500,000
Medical Equipment	116,195	199,356	144,385	150,000
Printed Materials	25,095	9,249	15,692	40,000
Other Supplies	16,743	182	63	500
Safety Equipment	110,990	269,903	143,180	200,000
Pharmaceutical Supplies	360,629	437,500	384,614	750,000
Batteries	—	25,527	36,630	30,000
Just In Time Office Supplies	4,619	5,655	11,283	5,000
	\$ 1,368,388	\$ 1,560,444	\$ 1,575,071	\$ 1,761,700
Maintenance				
Maintenance Contracts	\$ 248,306	\$ 298,914	\$ 288,440	\$ 403,000
Computer Hardware Maintenance	—	—	6,003	—
Maintenance Misc. Equipment	53,976	49,161	49,635	65,000
Repair Of Overhead Doors	—	532	1,054	2,500
	\$ 302,282	\$ 348,607	\$ 345,132	\$ 470,500
Claims, Refunds, Maintenance				
Judgments, Damages, & Claims	\$ 500	\$ —	\$ —	\$ 1,000
	\$ 500	\$ —	\$ —	\$ 1,000



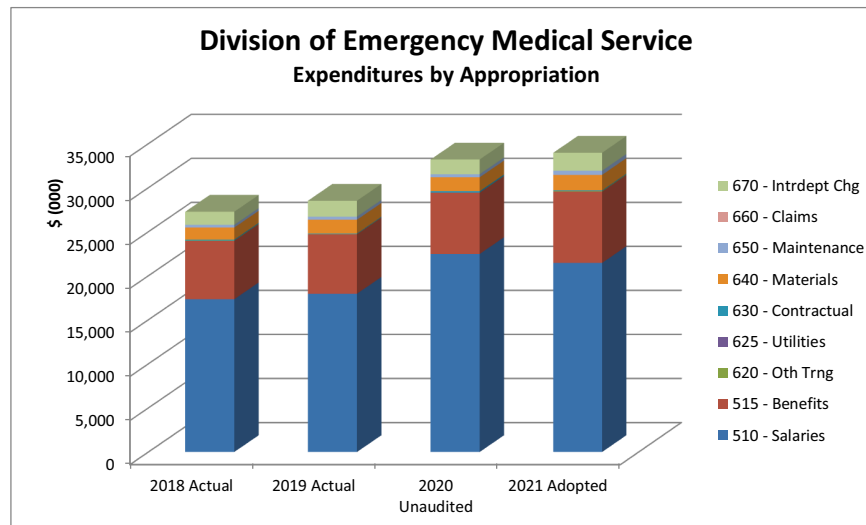
DIVISION OF EMERGENCY MEDICAL SERVICE

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 127,679	\$ 179,281	\$ 258,498	\$ 261,161
Charges From Radio Comm System	65,657	78,627	59,694	128,335
Charges From Print & Repro	63,199	41,219	60,415	92,140
Charges From Central Storeroom	503	316	199	246
Charges From M.V.M.	1,234,275	1,512,399	1,296,624	1,559,499
	\$ 1,491,312	\$ 1,811,841	\$ 1,675,430	\$ 2,041,381
	\$ 27,269,202	\$ 28,520,290	\$ 33,202,139	\$ 33,967,871

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ 14,563,218	\$ 16,369,531	\$ 13,253,517	\$ 15,054,800
Grant Revenue	—	—	72,780	—
Miscellaneous	216,299	224,947	303,001	2,200
	\$ 14,779,516	\$ 16,594,478	\$ 13,629,298	\$ 15,057,000



DIVISION OF EMERGENCY MEDICAL SERVICE

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Commissioner of Emergency Medical Service	42,758.15	152,224.32
20	20	20	Emergency Medical Technician Supervisor	55,998.48	66,849.83
21	21	21			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	31,200.00	122,426.51
1	1	1	Sr Personnel Assistant	20,800.00	55,388.98
2	2	2			
<u>TECHNICIANS</u>					
38	24	38	Emergency Medical Dispatcher	33,132.19	51,522.37
10	1	10	Emergency Medical Dispatcher Trainee*	15.00	15.00
271	233	271	Emergency Medical Technician	35,234.07	5,592.06
35	6	35	Emergency Medical Technician Trainee*	15.00	15.00
309	257	309			
332	280	332	TOTAL FULL TIME		
332	280	332	TOTAL DIVISION		

* Denotes amount not included in Total Headcount



DIVISION OF ANIMAL CARE AND CONTROL

Colleen Siedlecki, Manager of Animal Control Services

Mission Statement

The City of Cleveland Division of Animal Care and Control mission is to protect the safety of our residents by impounding stray dogs and nuisance wildlife. Promote responsible pet ownership through enforcement of city animal ordinances, pet identification, and animal adoption programs.

Animal Control Services is responsible for responding to all calls for services or complaints concerning all dogs and nuisance wildlife. The Division is committed to the reduction of the City's nuisance animal population by contracting services to trap and dispose of unwanted skunks, raccoons, opossums, and groundhogs. The Division is also committed to reducing the number of euthanized animals at the kennel by locating owners of lost dogs and promoting animal adoptions, rescues, and transfers to other shelters.

PROGRAM NAME: ANIMAL CONTROL

OBJECTIVES: Enforce city ordinances.

ACTIVITIES: Respond to complaints regarding stray, vicious, and nuisance dogs.

PROGRAM NAME: NUISANCE ANIMAL REMOVAL

OBJECTIVES: Reduce the number of the unwanted nuisance wildlife population that poses a safety risk to residents and their pets.

ACTIVITIES: Contract services to trap, remove, and dispose of nuisance skunks, raccoons, opossums and groundhogs.

DIVISION OF ANIMAL CARE AND CONTROL

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 886,395	\$ 1,247,403	\$ 1,332,039	\$ 1,376,699
Part-Time Permanent	136,779	162,222	109,324	261,088
Injury Pay	445	—	—	—
Longevity	2,950	3,425	3,825	4,900
Wage Settlements	—	—	397	—
Separation Payments	1,113	5,490	5,793	10,000
Bonus Incentive	8,000	—	—	—
Overtime	43,953	70,242	42,401	60,000
	\$ 1,079,635	\$ 1,488,782	\$ 1,493,779	\$ 1,712,687
Benefits				
Hospitalization	\$ 161,513	\$ 222,622	\$ 256,303	\$ 254,955
Prescription	23,659	38,049	54,206	51,123
Dental	6,883	9,089	12,342	12,396
Vision Care	1,042	1,320	2,264	2,558
Public Employees Retire System	147,082	204,159	214,806	238,376
Fica-Medicare	15,376	21,155	21,131	24,834
Workers' Compensation	20,739	75,057	12,815	85,019
Life Insurance	705	894	1,389	1,674
Unemployment Compensation	7,344	—	6,332	—
Clothing Allowance	3,250	4,000	4,000	6,275
Clothing Maintenance	4,725	5,775	6,650	7,150
	\$ 392,319	\$ 582,119	\$ 592,238	\$ 684,360
Other Training & Professional Dues				
Travel	\$ 1,051	\$ 1,249	\$ 1,197	\$ 2,000
Tuition & Registration Fees	—	3,676	—	3,000
Professional Dues & Subscript	—	444	—	500
	\$ 1,051	\$ 5,368	\$ 1,197	\$ 5,500
Utilities				
Brokered Gas Supply	\$ 4,582	\$ 7,117	\$ 4,465	\$ 4,500
Gas	2,567	6,661	11,521	6,592
Electricity - Cpp	—	26,431	35,246	32,239
Electricity - Other	14,734	14,121	8,661	—
Security & Monitoring System	—	—	10,000	16,000
	\$ 21,884	\$ 54,330	\$ 69,894	\$ 59,331



DIVISION OF ANIMAL CARE AND CONTROL

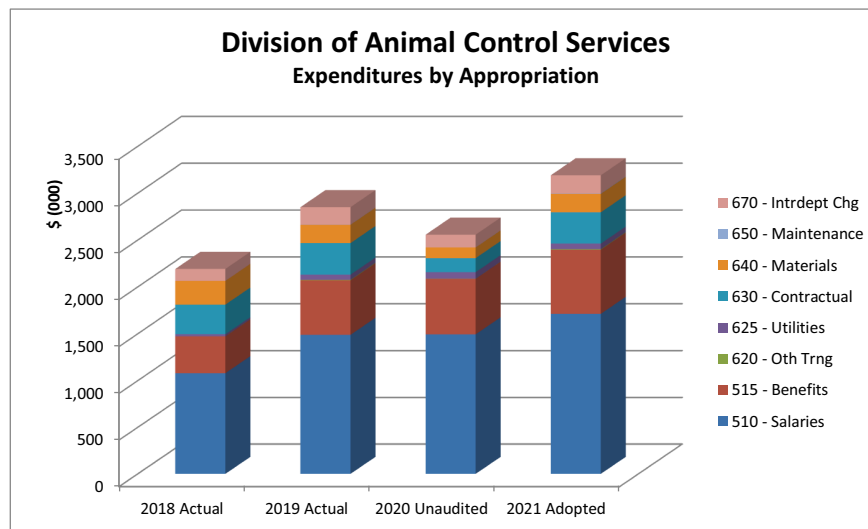
Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Contractual Services				
Professional Services	\$ 314,547	\$ 333,861	\$ 147,319	\$ 325,000
Security Services	476	476	—	3,000
Computer Software Rental	—	1,800	1,800	2,000
Other Contractual	—	—	—	2,300
Credit Card Processing Fees	1,467	1,224	1,115	2,000
	\$ 316,490	\$ 337,362	\$ 150,234	\$ 334,300
Materials & Supplies				
Hardware & Small Tools	\$ 391	\$ 524	\$ 500	\$ 1,500
Small Equipment	6,072	9,885	735	5,000
Hygiene And Cleaning Supplies	13,156	13,150	27,812	12,100
Medical Supplies	94,689	134,093	70,882	135,000
Other Supplies	120,556	21,988	—	22,000
Safety Equipment	16,196	12,647	11,180	15,000
Special Events Supplies	—	—	—	5,000
Just In Time Office Supplies	1,748	3,446	2,359	2,000
	\$ 252,807	\$ 195,732	\$ 113,469	\$ 197,600
Maintenance				
Maintenance Contracts	\$ —	\$ 1,617	\$ 945	\$ 3,500
	\$ —	\$ 1,617	\$ 945	\$ 3,500
Interdepart Service Charges				
Charges From Telephone Exch	\$ 23,042	\$ 36,812	\$ 55,046	\$ 55,613
Charges From Radio Comm System	9,021	11,164	9,324	21,519
Charges From Print & Repro	10,369	15,431	10,920	16,655
Charges From Central Storeroom	1,528	1,230	1,487	1,839
Charges From M.V.M.	83,888	120,986	58,837	97,787
	\$ 127,848	\$ 185,624	\$ 135,614	\$ 193,413
	\$ 2,192,035	\$ 2,850,934	\$ 2,557,369	\$ 3,190,691

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ 80,784	\$ 87,098	\$ 66,680	\$ 85,000
Fines, Forfeitures & Settlements	—	1,645	—	—
Miscellaneous	13,184	15,712	12,815	500
	\$ 93,968	\$ 104,455	\$ 79,495	\$ 85,500

DIVISION OF ANIMAL CARE AND CONTROL





DIVISION OF ANIMAL CARE AND CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Chief Animal Control Officer	20,800.00	90,628.23
1	1	1	Manager of Animal Control Services	20,800.00	90,628.23
2	2	2			
<u>ADMINISTRATION SUPPORT</u>					
3	3	3	Jr Clerk	15.00	16.82
1	1	1	Senior Clerk	15.00	18.87
4	4	4			
<u>PROFESSIONALS</u>					
1	0	0	Vet In Charge of Spay & Neut C	31,200.00	101,709.50
1	0	0			
<u>PROTECTIVE SERVICES</u>					
1	0	0	Animal Control Supervisor I	40,000.00	61,804.70
13	11	11	Animal Control Officer	19.29	19.68
14	11	11			
<u>SERVICE & MAINTENANCE</u>					
2	2	2	Custodial Worker	17.54	19.62
2	2	2			
<u>TECHNICIANS</u>					
4	4	4	Registered Animal Health Technician	15.00	18.63
4	4	4			
<u>NON EEO REPORTING</u>					
1	1	1	Animal Adoption Vol/Coor	20,800.00	48,231.90
5	5	5	Animal Care Worker	16.76	17.80
2	2	2	Canine Enrichment Specialist	31,000.00	37,440.00
1	1	1	Shelter Operations Manager	40,000.00	80,000.00
9	9	9			
36	32	32	TOTAL FULL TIME		

DIVISION OF ANIMAL CARE AND CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	Budget 2020	Budget 2021		Minimum	Maximum
			<u>PART TIME</u>		
2	2	2	Animal Control Officer	19.29	19.68
2	0	0	Animal Care Worker	16.76	17.80
0	1	1	Animal Control Supervisor I	40,000.00	61,804.70
2	0	0	Jr Clerk	15.00	16.82
2	0	0	Registered Animal Health Technician	15.00	18.63
0	0	2	Vet In Charge of Spay & Neut C	31,200.00	101,709.50
8	3	5	TOTAL PART TIME		
44	35	37	TOTAL DIVISION		



DIVISION OF CORRECTION

Karrie D. Howard, Director

Mission Statement

To provide for the incarceration of persons who have been arrested and convicted of crimes and sentenced by the court system.

Following more than a decade of discussions and planning, Cleveland and Cuyahoga County Councils approved the transfer of Cleveland jail operations to the County Sheriff. The transition began November 1, 2017 and was successfully completed in July 2018. The County Sheriff will provide all prisoner services, including booking, processing, medical care, and housing for individuals arrested by Cleveland police officers or sentenced by the Judges of Cleveland Municipal Court; and; for individuals arrested by agencies operating under Authorizing Agreements or Memorandums of Understanding with the City of Cleveland.

The Division of Correction will continue to monitor the process to ensure compliance with the negotiated terms of the contract between the City and County and ensure the County provides the level of services required by the Agreement and Ohio Administrative code chapter 5120:1-8 "minimum standards for jails in Ohio;" and, validate County invoices for services provided.

DIVISION OF CORRECTION

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,742,500	\$ 54,013	\$ 54,646	\$ 140,002
Seasonal	220,171	—	—	—
Part-Time Permanent	38,800	—	19,057	—
Injury Pay	1,956	—	—	—
Longevity	32,375	575	575	575
Wage Settlements	21,438	—	2,951	—
Separation Payments	250,057	—	—	—
Bonus Incentive	62,500	—	—	—
Overtime	488,210	785	—	—
	\$ 2,858,008	\$ 55,374	\$ 77,229	\$ 140,577
Benefits				
Hospitalization	\$ 447,133	\$ 14,074	\$ 14,416	\$ 26,926
Prescription	65,774	2,455	3,187	5,715
Dental	25,626	723	825	1,607
Vision Care	3,152	62	93	213
Public Employees Retire System	420,108	7,725	10,964	15,876
Fica-Medicare	41,415	731	1,099	1,663
Workers' Compensation	391,896	77,504	475	72,300
Life Insurance	1,961	34	44	114
Unemployment Compensation	176,403	150,080	1,436	—
Clothing Allowance	28,095	—	—	—
Clothing Maintenance	39,825	—	—	—
	\$ 1,641,388	\$ 253,387	\$ 32,541	\$ 124,414
Utilities				
Brokered Gas Supply	\$ 9,582	\$ —	\$ —	\$ —
Gas	6,076	—	—	—
Electricity - Other	63,898	—	—	—
	\$ 79,556	\$ —	\$ —	\$ —
Contractual Services				
Professional Services	\$ 263,860	\$ —	\$ —	\$ —
Medical Services	1,023,174	366,999	405,436	750,000
Other Contractual	1,814,400	4,500,000	2,050,000	3,500,000
	\$ 3,101,433	\$ 4,866,999	\$ 2,455,436	\$ 4,250,000
Materials & Supplies				
Office Supplies	\$ 16	\$ —	\$ —	\$ 1,000
Hardware & Small Tools	732	—	—	—
Office Furniture & Equipment	158	—	—	—
Electrical Supplies	2,000	—	—	—



DIVISION OF CORRECTION

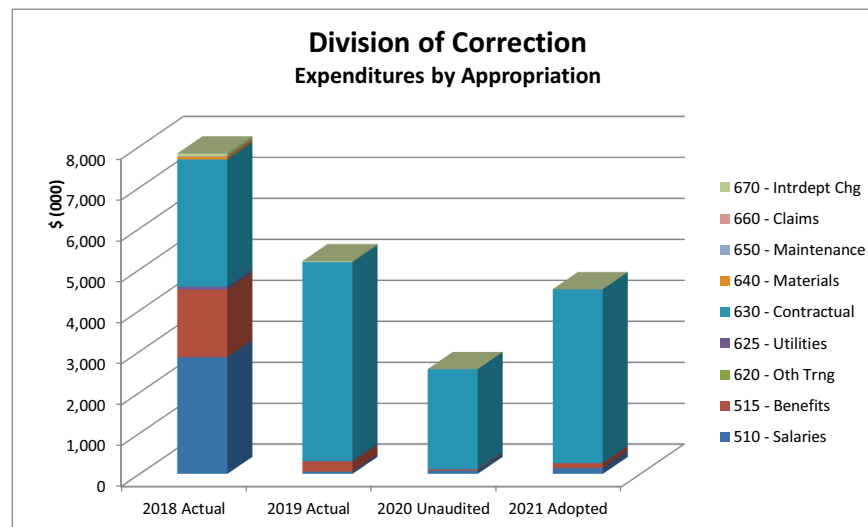
Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Hygiene And Cleaning Supplies	2,736	—	—	—
Lumber, Glass, And Drywall	9,981	—	—	—
Food	23,038	—	—	—
Pharmaceutical Supplies	25,000	—	—	—
Just In Time Office Supplies	1,695	—	—	—
Building Maintenance Supplies	2,788	—	—	—
	\$ 68,144	\$ —	\$ —	\$ 1,000
Maintenance				
Maintenance Contracts	\$ 12,100	\$ —	\$ —	\$ —
Maintenance Fire Apparatus	295	—	—	—
	\$ 12,395	\$ —	\$ —	\$ —
Interdepart Service Charges				
Charges From Telephone Exch	\$ 27,797	\$ 23,808	\$ —	\$ —
Charges From Radio Comm System	9,428	—	—	—
Charges From W.P.C.	1,359	—	—	—
Charges From Print & Repro	12,166	225	859	1,310
Charges From Central Storeroom	165	—	—	—
Charges From M.V.M.	13,999	—	—	—
	\$ 64,913	\$ 24,033	\$ 859	\$ 1,310
	\$ 7,825,838	\$ 5,199,792	\$ 2,566,065	\$ 4,517,301

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ 30	\$ —	\$ —	\$ —
Miscellaneous	91,681	141,768	475	—
	\$ 91,711	\$ 141,768	\$ 475	\$ —

DIVISION OF CORRECTION



COMPARISON OF STAFFING LEVEL

No. of Employees			Salary Schedule		
Budget 2020	December 2020	Budget 2021	Position	Minimum	Maximum
<u>PROFESSIONALS</u>					
1	1	1	Project Coordinator	27,325.56	99,702.63
0	0	1	Project Director	22,333.40	88,646.98
1	1	2			
1	1	2	TOTAL FULL TIME		
<u>PART TIME</u>					
0	1	0	Comm Of Corrections	40,314.82	134,466.88
0	1	0	TOTAL PART TIME		
1	2	2	TOTAL DIVISION		



OFFICE OF PROFESSIONAL STANDARDS

Roger Smith, Administrator

Mission Statement

To cause a full, complete, fair, and impartial investigation to be made of each citizen complaint filed with the Office of Professional Standards against an Officer or employee of the Cleveland Division of Police; to prepare and submit a completed report of the investigation resulting from a citizen complaint to the Civilian Police Review Board for its review and disposition.

Citizen complaints may be filed in person at the Office of Professionals Standards (OPS), or by U.S. mail, email, or facsimile to OPS. Citizen complaints also may be filed at the Cleveland Division of Police (CDP) Headquarters, any of the five (5) CDP District Stations, the Mayor's Action Center (MAC), or Director of Public Safety's Action Center (DAC). All citizen complaints are identified by an OPS file tracking number and then assigned to a civilian Investigator.

Once a file tracking number is designated and the complaint is assigned to a civilian Investigator, a preliminary review is conducted. If during the preliminary review it is determined that potential criminal conduct or activity may have occurred, then OPS refers the complaint to the Internal Affairs Unit of CDP. If there is no alleged criminal conduct or activity, then OPS will conduct the investigation. During the course of the investigation, the citizen and any potential witnesses are interviewed, the assignment and duty reports of the officer(s) involved, as well as all relevant documentation is reviewed, and the officer(s) responds to the allegations.

At the conclusion of the investigation, it is reviewed and approved by the OPS Administrator, who then forwards it to the Civilian Police Review Board (CPRB). The CPRB reviews all completed investigations conducted by OPS, deliberates, and then determines if a civil violation of policy, training, or rules and regulations occurred. If the CPRB determines that a violation did occur, then it sustains the complaint and accordingly recommends the appropriate discipline to either the Chief of Police or the Director of Public Safety.

When the CPRB recommends discipline, a pre-disciplinary hearing is conducted in which OPS presents its investigation to either the Chief of Police or the Director of Public Safety, or his designated hearing officer. The Officer(s) involved, who is present along with his/her union representative(s), has the opportunity to respond to the charges filed against him/her. The Chief of Police or the Director of Public Safety makes the final decision whether or not to impose discipline against the Officer(s) who was the subject of the citizen complaint.

PROGRAM NAME: OFFICE OF PROFESSIONAL STANDARDS

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

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

OFFICE OF PROFESSIONAL STANDARDS

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 654,685	\$ 828,864	\$ 869,285	\$ 926,410
Longevity	3,100	3,100	3,325	3,425
Separation Payments	3,938	—	—	—
Bonus Incentive	4,000	—	—	—
Overtime	—	1,919	1,187	5,000
	\$ 665,722	\$ 833,884	\$ 873,797	\$ 934,835
Benefits				
Hospitalization	\$ 108,877	\$ 145,143	\$ 164,441	\$ 176,903
Prescription	16,047	24,179	33,758	36,774
Dental	5,322	6,665	8,376	9,697
Vision Care	522	647	1,125	1,456
Public Employees Retire System	89,580	114,647	122,455	130,877
Fica-Medicare	9,227	11,526	11,985	13,555
Workers' Compensation	6,205	8,037	7,095	8,744
Life Insurance	320	405	580	738
	\$ 236,101	\$ 311,248	\$ 349,816	\$ 378,744
Other Training & Professional Dues				
Travel	\$ 9,790	\$ 13,255	\$ 550	\$ 5,000
Tuition & Registration Fees	—	725	—	1,500
Training	824	—	—	3,500
Professional Dues & Subscript	400	400	400	500
	\$ 11,014	\$ 14,380	\$ 950	\$ 10,500
Utilities				
Steam	\$ 19,331	\$ 17,184	\$ 18,241	\$ 24,000
	\$ 19,331	\$ 17,184	\$ 18,241	\$ 24,000
Contractual Services				
Professional Services	\$ 962,630	\$ 239,429	\$ 82,000	\$ 125,000
Parking In City Facilities	—	—	—	300
	\$ 962,630	\$ 239,429	\$ 82,000	\$ 125,300
Materials & Supplies				
Office Supplies	\$ —	\$ 565	\$ —	\$ 6,000
Computer Hardware	—	297	—	—
Just In Time Office Supplies	1,375	651	188	1,500
	\$ 1,375	\$ 1,513	\$ 188	\$ 7,500



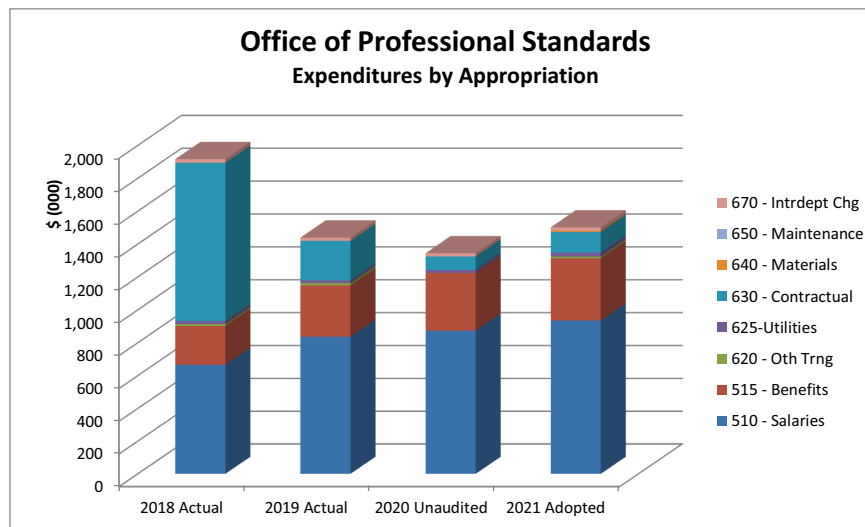
OFFICE OF PROFESSIONAL STANDARDS

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 12,009	\$ 11,757	\$ 14,459	\$ 14,608
Charges From Print & Repro	1,568	2,023	740	1,750
Charges From M.V.M.	7,036	5,542	4,523	4,928
	\$ 20,613	\$ 19,322	\$ 19,722	\$ 21,286
	\$ 1,916,786	\$ 1,436,960	\$ 1,344,714	\$ 1,502,165

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Miscellaneous	\$ 6,393	\$ 6,707	\$ 7,095	\$ —
	\$ 6,393	\$ 6,707	\$ 7,095	\$ —



OFFICE OF PROFESSIONAL STANDARDS

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Administrative Manager	31,200.00	122,426.51
1	0	0	General Manager of Administrator Services	31,200.00	101,648.77
2	1	1			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Private Secretary	17.74	24.11
1	1	1			
<u>PROFESSIONALS</u>					
9	8	9	Office of Professional Standards Investigator	20,092.80	55,191.48
1	1	1	Office of Professional Standards - Standards Research/ Analyst	20,092.80	62,770.08
1	1	1	Office of Professional Standards - Senior Investigator	28,000.00	85,000.00
1	1	1	Project Coordinator	27,325.56	99,702.63
12	11	12			
15	13	14	TOTAL FULL TIME		
15	13	14	TOTAL DIVISION		



POLICE REVIEW BOARD

Michael Graham, Chair

Mission Statement

To receive, cause investigation, and recommend resolution of citizen complaints filed with the Office of Professional Standards alleging misconduct by an Officer or employee of the Cleveland Division of Police, when such misconduct is directed toward any person who is not a member of the Cleveland Division of Police.

The Civilian Police Review Board (CPRB) conducts hearings on investigations of potential police misconduct. The misconduct complained of may include, but not be limited to, the use of excessive or deadly force. On its own complaint, the CPRB may cause investigation of incidents involving the use of deadly force by members of the Cleveland Division of Police (CDP) and incidents resulting in the injury or death of persons in the custody of CDP.

In order to perform its duties and functions, the CPRB may compel the attendance of witnesses and production of evidence and various documentation. For that purpose, the CPRB may issue subpoenas to be signed by the Chair.

During its review of an investigation conducted by the Office of Professionals Standards (OPS), and prior to recommending any action be taken on a complaint or that a complaint warrants no action, the CPRB may, in its sole discretion, hold a public hearing.

If and when the CPRB determines that a civil violation of policy, training, or rules and regulations occurred, then it may recommend that discipline be imposed against an Officer or employee of CDP. Accordingly, the CPRB shall submit its recommendation to the Chief of Police or the Director of Public Safety. The CPRB also shall notify the citizen of its disposition of his/her complaint.

PROGRAM NAME: CIVILIAN POLICE REVIEW BOARD

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

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

POLICE REVIEW BOARD

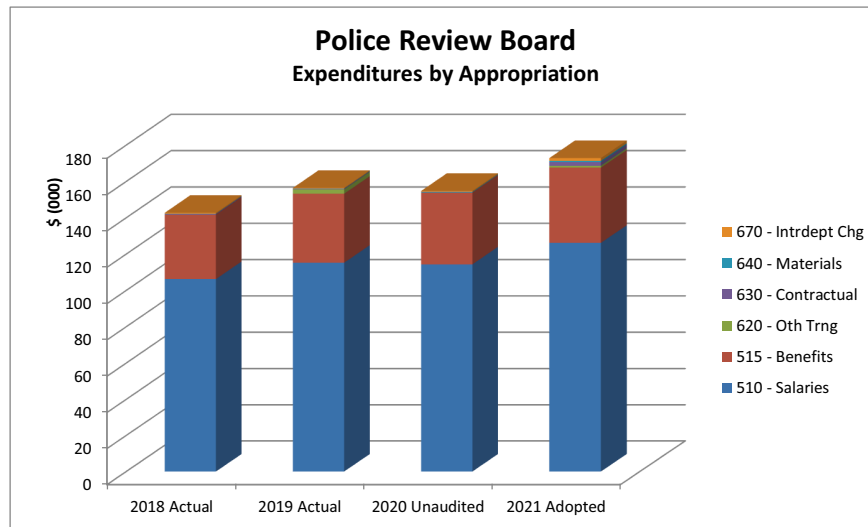
Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 44,610	\$ 46,740	\$ 48,214	\$ 50,868
Board Members	61,175	66,649	65,375	73,272
Longevity	475	475	475	575
Overtime	—	1,385	281	1,500
	\$ 106,260	\$ 115,249	\$ 114,345	\$ 126,215
Benefits				
Hospitalization	\$ 14,860	\$ 15,721	\$ 16,121	\$ 16,922
Prescription	2,034	2,436	3,073	2,860
Dental	715	701	825	803
Vision Care	81	81	88	109
Public Employees Retire System	15,237	15,987	16,394	17,691
Fica-Medicare	1,505	1,631	1,608	1,830
Workers' Compensation	982	1,117	976	1,145
Life Insurance	34	34	44	54
Unemployment Compensation	—	279	411	—
	\$ 35,449	\$ 37,988	\$ 39,539	\$ 41,414
Other Training & Professional Dues				
Travel	\$ —	\$ 2,303	\$ —	\$ —
Tuition & Registration Fees	—	100	—	—
Training	—	—	—	1,000
	\$ —	\$ 2,403	\$ —	\$ 1,000
Contractual Services				
Parking In City Facilities	\$ —	\$ —	\$ —	\$ 1,000
Other Contractual	357	312	—	1,000
	\$ 357	\$ 312	\$ —	\$ 2,000
Materials & Supplies				
Just In Time Office Supplies	\$ 160	\$ 154	\$ 375	\$ 750
	\$ 160	\$ 154	\$ 375	\$ 750
Interdepart Service Charges				
Charges From Print & Repro	\$ 508	\$ 344	\$ 509	\$ 1,500
	\$ 508	\$ 344	\$ 509	\$ 1,500
	\$ 142,734	\$ 156,450	\$ 154,768	\$ 172,879

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Miscellaneous	\$ 586	\$ 615	\$ 976	\$ —
	\$ 586	\$ 615	\$ 976	\$ —

POLICE REVIEW BOARD



COMPARISON OF STAFFING LEVEL

No. of Employees			Position	Salary Schedule	
Budget 2020	December 2020	Budget 2021		Minimum	Maximum
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Private Secretary	17.74	24.11
1	1	1	TOTAL FULL TIME		
<u>BOARD MEMBERS</u>					
1	1	1	Police Review Board Chair	7,775.00	7,775.00
8	8	8	Police Review Board Member	7,200.00	7,200.00
9	9	9	TOTAL BOARD MEMBERS		
10	10	10	TOTAL DIVISION		

COMMUNITY POLICE COMMISSION

Jason Goodrick, Executive Director**Mission Statement**

The mission of the Community Police Commission is to make recommendations on policies and practices related to community and problem-oriented policing, bias-free policing, and police transparency; to work with the many communities that make up Cleveland for the purpose of developing recommendations for police practices that reflect an understanding of the values and priorities of Cleveland residents; and to report to the City and community as a whole and to provide transparency on police department reforms.

Guided by the Consent Decree, which resulted from negotiations between the City and the Department of Justice, the Cleveland Community Police Commission (CPC) understands that realizing success and legitimacy in the eyes of the public means that its work must be independent, collaborative, and transparent, and its decision-making informed by best practices and community perspectives.

In accordance with paragraphs 15-21 of the Consent Decree, a Community Police Commission consisting of 13 members who represent the many and diverse communities in Cleveland was established on September 8, 2015. Ten members of the Commission were appointed by a selection panel. Three members (one each) were appointed by the Cleveland Police Patrolman' Association, the Fraternal Order of Police, and the Black Shield. Paragraph 15 in the Consent Decree states the Commission will have the following mandate:

- To make recommendations to the Chief of Police and the City, including the Mayor and City Council, on policies and practices related to community and problem-oriented policing, bias-free policing, and police transparency;
- To work with the many communities that make up Cleveland for the purpose of developing recommendations for police practices that reflect an understanding of the values and priorities of Cleveland residents; and
- To report to the City and the community as a whole and to provide transparency on police department reforms.

PROGRAM NAME: COMMUNITY POLICE COMMISSION

OBJECTIVES: To work with Cleveland communities to develop recommendations on policies and practices, including community and problem-oriented policing, bias-free policing, police transparency, and other issues.

ACTIVITIES: To fulfill the mandates of the Consent Decree, the Commission will hold public meetings; review, assess and comment on policies, practices, training and police reform measures; research best practices; issue reports to the community related to its activities and its recommendations; and work with District Policing Committees and other community members.



COMMUNITY POLICE COMMISSION

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 183,307	\$ 229,209	\$ 299,898	\$ 302,401
Separation Payments	6,369	—	—	—
Bonus Incentive	2,500	—	—	—
Overtime	—	—	375	—
	\$ 192,176	\$ 229,209	\$ 300,273	\$ 302,401
Benefits				
Hospitalization	\$ 29,085	\$ 47,519	\$ 65,002	\$ 62,494
Prescription	4,104	6,935	13,610	12,666
Dental	1,447	1,985	3,503	3,446
Vision Care	131	189	465	525
Public Employees Retire System	26,956	30,515	38,603	42,336
Fica-Medicare	2,702	3,227	4,167	4,385
Workers' Compensation	1,978	2,204	1,921	3,005
Life Insurance	98	90	221	270
	\$ 66,502	\$ 92,663	\$ 127,493	\$ 129,127
Other Training & Professional Dues				
Travel	\$ 2,688	\$ 4,117	\$ —	\$ 5,000
Tuition & Registration Fees	1,394	2,320	950	1,675
	\$ 4,082	\$ 6,437	\$ 950	\$ 6,675
Contractual Services				
Professional Services	\$ 36,500	\$ 18,750	\$ 50,000	\$ 85,000
Mileage (Private Auto)	34	395	29	1,000
Program Promotion	632	2,008	—	5,650
Parking In City Facilities	—	—	—	1,000
Property Rental	19,530	16,780	33,560	16,780
Equipment Rental	—	—	—	1,000
Other Contractual	—	—	—	18,000
	\$ 56,696	\$ 37,933	\$ 83,589	\$ 128,430
Materials & Supplies				
Office Supplies	\$ —	\$ 46	\$ —	\$ —
Computer Hardware	225	—	—	—
Computer Software	5,782	8,681	5,187	6,439
Office Furniture & Equipment	—	508	598	—
Food	—	2,364	980	1,500
Other Supplies	—	1,536	—	—
Special Events Supplies	50	1,748	—	2,800
Just In Time Office Supplies	2,591	2,784	150	600
	\$ 8,648	\$ 17,667	\$ 6,915	\$ 11,339

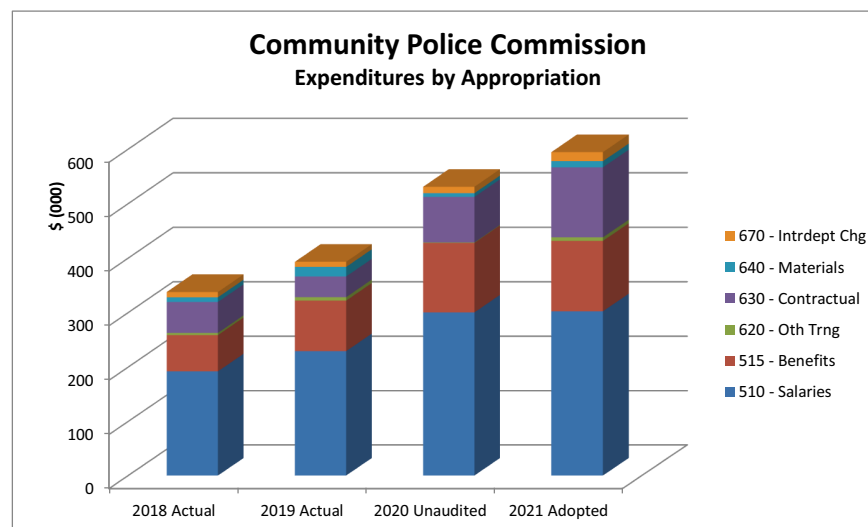
COMMUNITY POLICE COMMISSION

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 5,598	\$ 3,559	\$ 9,403	\$ 9,499
Charges From Print & Repro	4,115	5,730	2,203	7,000
	\$ 9,713	\$ 9,289	\$ 11,605	\$ 16,499
	\$ 337,817	\$ 393,198	\$ 530,825	\$ 594,471

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Miscellaneous	\$ 54	\$ —	\$ 1,921	\$ —
	\$ 54	\$ —	\$ 1,921	\$ —



**COMMUNITY POLICE COMMISSION****COMPARISON OF STAFFING LEVEL**

No. of Employees			Position	Salary Schedule	
Budget 2020	December 2020	Budget 2021		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Administrative Manager	31,200.00	122,426.51
1	1	1			
<u>PROFESSIONALS</u>					
1	1	1	Assistant Administrator	31,200.00	76,852.88
3	3	3	Project Coordinator	27,325.56	99,702.63
4	4	4	TOTAL FULL TIME		
5	5	5	TOTAL DIVISION		



POLICE INSPECTOR GENERAL

Calvin Williams, Chief of Police

Mission Statement

To assist the Division of Police in achieving compliance with policies, procedures, and the requirements set forth by the Consent Decree by planning and conducting reviews and audits.

In accordance with paragraphs 250-254 of the Consent Decree, the Police Inspector General will work in the Office of the Mayor, but will report to the Chief of Police. The duties of the Police Inspector General will include a review of the Division of Police policies and practices to determine compliance with state and federal law, effectiveness, consistency with principals to bias-free and community policing and procedural justice. Other duties of the Police Inspector General will include auditing compliance with policies and procedures, conduct investigations, analyze trends and develop specific recommendations for reform concerning policies, procedures, practices, training, and equipment to improve police services and accountability.

PROGRAM NAME: POLICE INSPECTOR GENERAL

OBJECTIVES: To work with the Division of Police to achieve compliance with policies, procedures, state and federal laws, and the requirements of the Consent Decree.

ACTIVITIES: To fulfill the mandates of the Consent Decree, the Inspector General will perform investigations, analyze trends, and make reports and recommendations, as appropriate, at the request of the Chief of Police or the Mayor.



POLICE INSPECTOR GENERAL

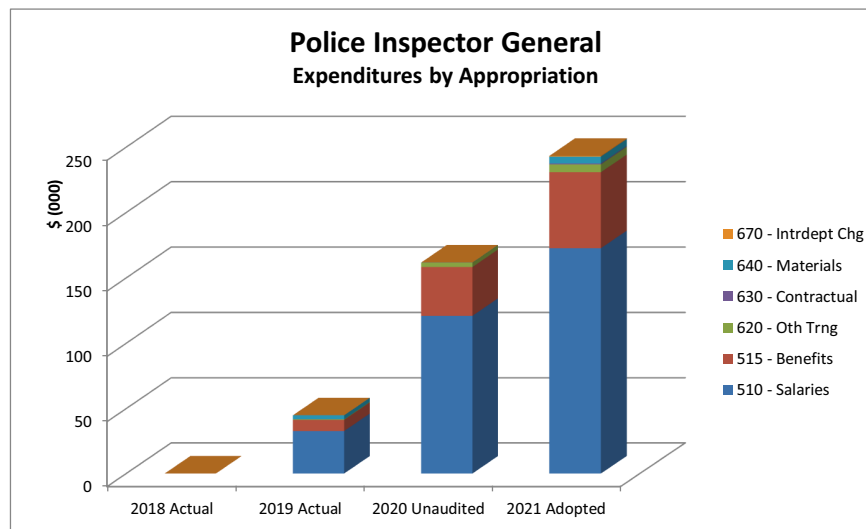
Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ —	\$ 32,731	\$ 120,961	\$ 172,694
	\$ —	\$ 32,731	\$ 120,961	\$ 172,694
Benefits				
Hospitalization	\$ —	\$ 3,604	\$ 14,416	\$ 23,554
Prescription	—	778	3,073	5,007
Dental	—	114	825	1,403
Vision Care	—	9	93	189
Public Employees Retire System	—	3,344	16,917	24,177
Fica-Medicare	—	466	1,718	2,504
Workers' Compensation	—	233	221	1,211
Life Insurance	—	—	44	90
	\$ —	\$ 8,548	\$ 37,308	\$ 58,135
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ 1,790	\$ 2,000
Tuition & Registration Fees	—	350	1,150	3,000
Professional Dues & Subscript	—	100	390	1,000
	\$ —	\$ 450	\$ 3,330	\$ 6,000
Contractual Services				
Mileage (Private Auto)	\$ —	\$ —	\$ —	\$ 700
	\$ —	\$ —	\$ —	\$ 700
Materials & Supplies				
Office Furniture & Equipment	\$ —	\$ 2,749	\$ —	\$ 3,750
Just In Time Office Supplies	—	359	102	1,500
	\$ —	\$ 3,108	\$ 102	\$ 5,250
Interdepart Service Charges				
Charges From Print & Repro	\$ —	\$ —	\$ —	\$ 500
	\$ —	\$ —	\$ —	\$ 500
	\$ —	\$ 44,837	\$ 161,701	\$ 243,279

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Miscellaneous	\$ —	\$ —	\$ 221	\$ —
	\$ —	\$ —	\$ 221	\$ —

POLICE INSPECTOR GENERAL



COMPARISON OF STAFFING LEVEL

No. of Employees			Salary Schedule		
Budget 2020	December 2020	Budget 2021	Position	Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Police Inspector General	100,000.00	135,000.00
1	1	1			
<u>PARA-PROFESSIONALS</u>					
1	0	0	Paralegal	31,200.00	50,203.50
1	0	0			
<u>PROFESSIONALS</u>					
1	0	0	Auditor	20,800.00	65,000.00
0	0	1	Project Coordinator	27,325.56	99,702.63
1	0	1			
3	1	2	TOTAL DIVISION		



DEPARTMENT OF JUSTICE

Calvin Williams, Chief of Police

Mission Statement

To account for expenses directly related to the Consent Decree in the areas of recruiting, training, independent monitor review, additional personnel and information technology needs.

In addition to the Divisions of Office of Professional Standards, Police Review Board, Community Police Commission, and the Police Inspector General, the Consent Decree also requires additional functions that include: recruiting, training, independent monitor review, additional personnel and information technology needs.

The recruitment plan will include specific strategies for attracting a diverse group of applicants, including officers that are familiar with the different neighborhoods of Cleveland, who possess strategic thinking and problem solving skills, emotional maturity, interpersonal skills, and the ability to collaborate with a diverse cross-section of the community. (Paragraph 304)

The Division of Police will ensure all officers receive adequate training to understand: (a) how to police effectively and safely in accordance with policies; and (b) the requirements of the Consent Decree, Ohio Law, and the Constitution and laws of the United States. (Paragraph 269)

An independent monitor jointly selected by the City of Cleveland and the Department of Justice will serve as an agent of the court to assess and report whether the requirements of the Consent Decree have been implemented, and whether this implementation is resulting in constitutional and effective policing, professional treatment of individuals, and increased community trust of the Division of Police. (Paragraph 350)

Additional Personnel will include:

- ♦ Implementation Coordinator (Paragraph 385) - To facilitate the provision of data, documents, materials, and access to the City's and the Division of Police's personnel to the independent monitor, Department of Justice, and any other necessary parties to ensure compliance with the requirements of the Consent Decree.
- ♦ Civilian Head of Internal Affairs (Paragraph 178) - A qualified citizen will be hired to report directly to the Chief of Police. This position will be someone who is not a current or former employee of the Division of Police, and is not a current or retired law enforcement officer.
- ♦ Crisis Intervention (Paragraph 131) - A Captain and Sergeant of Police will work together to better facilitate communication between the Division of Police and members of the mental health community and to increase the effectiveness of the Crisis Intervention Program.
- ♦ The Division of Police will collect and maintain all data and records necessary to accurately evaluate its use of force, search and seizure practices, facilitate transparency, and, as permitted by law, broad public access to information related to the Division of Police. To fulfill the data analysis requirements of the Consent Decree, four information technology positions will be added and additional software will be purchased. (Paragraph 257)

DEPARTMENT OF JUSTICE

PROGRAM NAME: CONSENT DECREE ADDITIONAL PERSONNEL

OBJECTIVES: To account for the additional positions required by the Consent Decree in the areas of Implementation Coordinator, Civilian Head of Internal Affairs, and Crisis Intervention.

ACTIVITIES: **Implementation Coordinator-** Ensure that all data, documents and records are maintained as provided in the Consent Agree and assist in assigning implementation and compliance related tasks.

Civilian Head of Internal Affairs- Conduct objective, comprehensive, and timely investigations of all internal allegations of officer misconduct.

Crisis Intervention- Develop and maintain partnerships with program stakeholders, participate in and implement changes recommended by the Advisory Committee, select candidates for designation of specialized CIT officers, and create ways to honor and recognize Crisis Intervention staff when appropriate.

PROGRAM NAME: INFORMATION TECHNOLOGY

OBJECTIVES: To ensure collection, tracking, and reporting of data related specific stops outlined in the Consent Decree.

ACTIVITIES: Routine reporting, an annual assessment to the independent monitor, development of a protocol to accurately analyze data collected, issue reports summarizing data, and ensure transparency.

PROGRAM NAME: MONITOR

OBJECTIVES: To work with Cleveland Division of Police to achieve compliance with the requirements of the Consent Decree.

ACTIVITIES: To fulfill the mandates of the Consent Decree, the independent monitor will perform compliance reviews, conduct biennial surveys, evaluate outcome measurements, develop a monitoring plan, provide recommendations, and file written reports with the court every six months.

PROGRAM NAME: RECRUITMENT PLAN

OBJECTIVES: To revise the recruitment procedures and hiring to ensure that the Division of Police attracts and hires a diverse group of qualified personnel.

ACTIVITIES: Develop and implement a recruitment policy and a strategic recruitment plan that includes clear goals, objectives, and action steps for attracting qualified applicants from a broad cross-section of the community.

PROGRAM NAME: TRAINING

OBJECTIVES: To train the Division of Police to reflect their commitment to procedural justice, bias-free policing, community policing, and will install agency expectations that officers police diligently, and have an understanding of commitment to the constitutional rights they encounter.

ACTIVITIES: Develop and implement a written training plan for the Division of Police's recruit academy, probationary field training, and in-service training to ensure that recruits, and officers are trained to effectively and lawfully carry out their duties in accordance with the policies of the Division of Police, the requirements and goals of the Consent Decree, Ohio law, and the Constitution and laws of the United States.



DEPARTMENT OF JUSTICE

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 297,251	\$ 405,261	\$ 409,443	\$ 466,830
Part-Time Permanent	107,044	90,941	73,915	100,000
Uniformed Personnel	306,140	322,317	363,236	395,713
Uniformed Overtime	540,836	328,442	18,592	237,000
Longevity	2,225	2,225	3,625	5,125
Wage Settlements	—	—	225	—
Vacation Conversion	—	1,081	—	—
Separation Payments	—	—	244,631	—
Bonus Incentive	2,500	—	—	—
Overtime	5,311	2,704	2,084	4,000
Deferred Overtime Payments	1,241	4,737	2,172	—
	\$ 1,262,547	\$ 1,157,709	\$ 1,117,923	\$ 1,208,668
Benefits				
Hospitalization	\$ 74,696	\$ 89,404	\$ 89,493	\$ 138,027
Prescription	11,265	15,511	18,870	28,557
Dental	3,101	3,518	4,003	8,039
Vision Care	296	390	636	1,059
Public Employees Retire System	55,923	69,928	67,126	79,955
Police & Firemens Disab & Pens	163,118	124,045	78,588	133,825
Fica-Medicare	18,144	16,620	15,981	17,527
Workers' Compensation	7,171	8,445	7,397	11,131
Life Insurance	256	326	429	600
Clothing Allowance	1,600	1,600	1,333	2,800
Clothing Maintenance	3,000	3,000	3,200	5,600
	\$ 338,570	\$ 332,786	\$ 287,056	\$ 427,120
Other Training & Professional Dues				
Travel	\$ 10,418	\$ 31,697	\$ 640	\$ 30,925
Tuition & Registration Fees	5,750	8,892	8,065	15,050
Professional Dues & Subscript	—	—	—	500
	\$ 16,168	\$ 40,590	\$ 8,705	\$ 46,475
Contractual Services				
Professional Services	\$ 74,433	\$ 370,699	\$ 577	\$ 142,000
Mileage (Private Auto)	—	—	—	500
Program Promotion	—	16,771	1,870	5,000
Parking In City Facilities	660	715	660	—
Property Rental	226	—	—	—
Other Contractual	1,353,577	964,547	814,820	1,062,000
	\$ 1,428,896	\$ 1,352,731	\$ 817,927	\$ 1,209,500

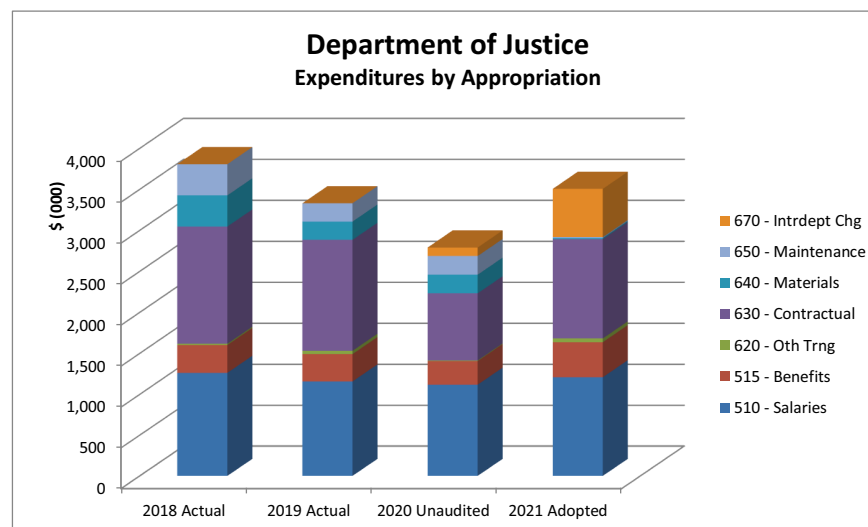
DEPARTMENT OF JUSTICE

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Materials & Supplies				
Office Supplies	\$ —	\$ 27	\$ —	\$ —
Computer Software	374,554	215,929	224,739	—
Office Furniture & Equipment	—	1,302	—	—
Special Events Supplies	4,906	5,478	2,673	8,400
Just In Time Office Supplies	834	528	—	5,000
	\$ 380,294	\$ 223,264	\$ 227,412	\$ 13,400
Maintenance				
Maintenance Contracts	\$ —	\$ —	\$ 104,184	\$ 587,000
	\$ —	\$ —	\$ 104,184	\$ 587,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 10,559	\$ 7,770	\$ 5,007	\$ 5,100
Charges From Print & Repro	8,720	15,605	523	12,000
	\$ 19,279	\$ 23,375	\$ 5,529	\$ 17,100
	\$ 3,445,754	\$ 3,130,455	\$ 2,568,736	\$ 3,509,263

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Miscellaneous	\$ 2,660	\$ 2,791	\$ 8,122	\$ —
	\$ 2,660	\$ 2,791	\$ 8,122	\$ —





DEPARTMENT OF JUSTICE

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Special Assistant to the Mayor	31,200.00	123,010.37
1	1	1	Captain of Police	102,977.43	103,477.43
2	1	2	Sergeant of Police	76,400.59	76,900.59
4	3	4			
<u>PROFESSIONALS</u>					
1	0	0	Administrative Assistant	21,851.06	79,512.34
1	1	1	Data Base Administrator	39,937.34	118,853.53
1	1	1	Data Base Analyst	30,214.95	98,444.95
1	1	1	Project Manager II	22,333.00	86,455.17
4	3	3			
<u>PROTECTIVE SERVICES</u>					
2	1	2	Patrol Officer I	64,524.93	66,293.61
2	1	2			
<u>NON EEO REPORTING</u>					
2	1	2	Data Analysis Coordinator	39,520.00	135,200.00
2	1	2			
12	8	11	TOTAL FULL TIME		
<u>PART TIME</u>					
1	1	1	Executive Assist To The Mayor	50,795.81	191,316.74
1	1	1	TOTAL PART TIME		
13	9	12	TOTAL DIVISION		



DIVISION OF PUBLIC WORKS ADMINISTRATION

Michael E. Cox, Director**Mission Statement**

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

The Department of Public Works is responsible for planning, constructing, operating, and maintaining all city-owned parks, playgrounds, recreation centers, golf courses, cemeteries, Rockefeller Greenhouse, parking facilities, Markets, and the Cleveland Public Auditorium and Stadium; operation of moveable bridges and viaducts; maintenance and repair of all streets and bridges including cleaning, snow removal and ice control, crack sealing and maintenance of all streets and boulevards; maintenance of all traffic control devices, determination and layout of all parking restrictions, design and placement of all traffic markings, traffic signs and traffic control devices; collection and control of all solid waste and recycling; purchase, repair and maintain the City's vehicle fleet. This Department also coordinates the functions of its Divisions with other Departments and offices of the City, and with Federal, State, County, and neighboring municipal agencies.

PROGRAM NAME: ADMINISTRATION

OBJECTIVES: Control and supervise all activities and personnel of the Office of Administration; shall coordinate departmental support for the various divisions of the Department of Public Works in the areas of personnel, legislation, budgeting, purchasing, information technology and in such additional areas as are determined to be necessary by the Director of Public Works for the efficient operation of the Department; and shall perform such other duties as may from time to time be required by ordinance or by the Director of Public Works.

ACTIVITIES: Coordinate and enforce all personnel, budget & purchasing, legislation and information technology policies and procedures. Enforce disciplinary actions, prepare and monitor budget revenue and expenditures. Manage technology projects and department specific software/hardware functions. Prepare and process legislation for the Department.

PROGRAM NAME: OPERATIONS

OBJECTIVES: To provide successful management of all operational activities with the Department of Public works.

ACTIVITIES: Coordinate the operations of the divisions of Motor Vehicle, Park Maintenance, Parking Facilities, Property Management, Streets, Traffic Engineering, and Waste Collection.

PROGRAM NAME: RECREATION AND SPECIAL EVENTS

OBJECTIVES: To coordinate and manage events within the City of Cleveland. To improve community awareness of programs and activities provided by the Department of Public Works. To provide recreation and leisure opportunities at the City's recreation facilities for Cleveland area residents of all ages. To provide a venue for meetings, trade shows and theatrical events.

ACTIVITIES: Schedule vendor meetings as needed to ensure vendors have the required information to carry out events. Establish event calendars and other promotional literature to market department assets. Provide year round recreation programming and activity. Provide efficient operation of the Public Auditorium and the West Side Market.



DIVISION OF PUBLIC WORKS ADMINISTRATION

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 2,156,247	\$ 2,124,314	\$ 2,073,424	\$ 2,131,174
Longevity	14,675	15,625	15,150	16,450
Wage Settlements	21,409	—	—	—
Vacation Conversion	—	6,866	—	—
Separation Payments	1,844	19,976	10,591	—
Bonus Incentive	14,500	500	—	—
Overtime	166	835	—	—
	\$ 2,208,841	\$ 2,168,117	\$ 2,099,166	\$ 2,147,624
Benefits				
Hospitalization	\$ 357,258	\$ 387,537	\$ 365,001	\$ 371,473
Prescription	52,788	70,387	75,716	73,158
Dental	17,510	17,338	19,182	19,671
Vision Care	2,082	2,092	2,991	3,460
Public Employees Retire System	324,580	301,293	291,213	303,092
Fica-Medicare	30,175	30,131	29,179	27,339
Workers' Compensation	30,826	21,645	18,637	26,733
Life Insurance	1,161	1,186	1,410	1,788
Unemployment Compensation	7,562	2,786	—	—
Clothing Allowance	400	400	400	400
Clothing Maintenance	150	150	150	150
	\$ 824,492	\$ 834,946	\$ 803,879	\$ 827,264
Contractual Services				
Professional Services	\$ —	\$ —	\$ —	\$ 2,150
Parking In City Facilities	2,916	3,133	2,310	3,800
Insurance And Official Bonds	—	250	—	250
Property Rental	166,347	166,347	166,347	166,347
	\$ 169,263	\$ 169,730	\$ 168,657	\$ 172,547
Materials & Supplies				
Other Supplies	\$ —	\$ —	\$ —	\$ 200
Special Events Supplies	1,500	1,500	—	5,000
Just In Time Office Supplies	3,178	1,793	1,813	3,200
	\$ 4,678	\$ 3,293	\$ 1,813	\$ 8,400
Interdepart Service Charges				
Charges From Telephone Exch	\$ 7,475	\$ 6,058	\$ 7,610	\$ 7,688

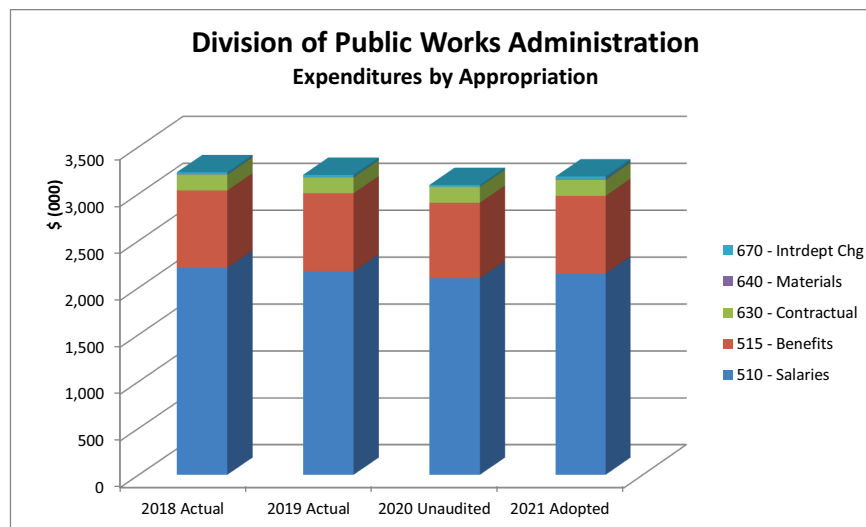
DIVISION OF PUBLIC WORKS ADMINISTRATION

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges From Print & Repro	8,641	15,075	8,089	14,690
Charges From Central Storeroom	849	540	312	915
Charges From M.V.M.	2,690	2,161	2,588	4,200
	\$ 19,656	\$ 23,834	\$ 18,598	\$ 27,493
	\$ 3,226,930	\$ 3,199,920	\$ 3,092,113	\$ 3,183,328

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ 66,798	\$ 34,153	\$ 15,137	\$ 25,000
Licenses & Permits	—	—	300	—
Miscellaneous	404,716	408,923	46,715	20,000
	\$ 471,514	\$ 443,075	\$ 62,152	\$ 45,000





DIVISION OF PUBLIC WORKS ADMINISTRATION

COMPARISON OF STAFFING LEVEL

No. of Employees			Salary Schedule		
Budget 2020	December 2020	Budget 2021	Position	Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
2	2	2	Asst. Director of Public Works	36,590.39	154,089.52
1	1	1	Deputy Commissioner of Recreation	26,273.96	91,088.49
1	1	1	Director of Public Works	50,795.81	191,316.74
1	1	1	Manager of Administration	40,314.82	134,602.24
1	1	1	Manager of Events	23,647.11	86,215.32
1	0	1	Public Auditorium Sales Manager	30,214.95	114,691.24
7	6	7			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Chief Clerk	31,200.00	54,124.93
2	1	1	Principal Clerk	16.60	22.86
1	0	0	Senior Clerk	15.00	18.87
4	2	2			
<u>PROFESSIONALS</u>					
7	6	6	Assistant Administrator	31,200.00	76,852.88
1	1	1	Assistant Manager of Marketing	20,800.00	64,468.16
1	1	1	Assistant Manager of Recreation	20,800.00	62,770.08
3	3	3	Budget Analyst	20,800.00	58,534.37
1	1	1	Data Base Administrator	39,937.34	118,853.53
0	1	1	Payroll Specialist	20,800.00	65,000.00
4	4	4	Personnel Administrator	26,273.96	91,088.49
3	2	2	Project Coordinator	27,325.56	99,702.63
1	1	1	Project Director	22,333.40	88,646.98
1	1	1	Senior Budget and Management Analyst	26,273.96	88,147.99
4	2	2	Senior Personnel Assistant	20,800.00	55,388.98
26	23	23			
<u>TECHNICIANS</u>					
1	1	1	Accident & Safety Inspector	2,293.00	25.43
1	1	1			
38	32	33	TOTAL FULL TIME		
38	32	33	TOTAL DIVISION		



DIVISION OF RECREATION

Samuel Gissentaner, Commissioner

Mission Statement

To provide recreation opportunities for Cleveland area residents of all age groups.

The Division of Recreation operates 21 recreation centers (includes an indoor roller rink, outdoor roller and ice skating rink, and a residential camp), 1 arts center, 19 indoor pools, 22 outdoor pools, 2 football complex / one with a track, 1 baseball complex and permits 155 ball-fields, (including 4 ball-field complexes). Each facility provides recreational opportunities for all ages and interest groups. The involvement of neighborhood residents will continue to be a priority via Friends of Recreation Councils that assist with programming and evaluation.

PROGRAM NAME: CAMPING

OBJECTIVES: To provide recreational opportunities for youth services involving camping and other outdoor environmental activities.

ACTIVITIES: Operate a summer residential camp program for youth between the ages 9 to 13. Conduct a day camp program for seniors in conjunction with various senior centers throughout the City of Cleveland. Conduct a holistic life program for youth in Conjunction with Cleveland Public Schools.

PROGRAM NAME: CULTURAL ARTS

OBJECTIVES: To provide cultural arts to City residents.

ACTIVITIES: Organize programs in drama, dance, painting, drawing, cartoon arts, ceramics and pottery.

PROGRAM NAME: FOOD SERVICE PROGRAM

OBJECTIVES: To supplement the dietary requirements of children.

ACTIVITIES: Provide free meals for City of Cleveland youth 18 years of age and under for both after school and Summer meals.

PROGRAM NAME: ORGANIZED SPORTS

OBJECTIVES: To provide ongoing planning, development and coordination of a variety of sports programs, both traditional and non-traditional.

ACTIVITIES: Promotes league play in basketball, baseball, softball, football, soccer etc.

PROGRAM NAME: RECREATION CENTERS

OBJECTIVES: To provide year around recreation programs and activities to City residents.

ACTIVITIES: Operate and maintain recreation centers. Develop and implement year round activities for all ages.

PROGRAM NAME: SUMMER PROGRAMS

OBJECTIVES: To provide supplemental recreation activities to City residents during the summer season.

ACTIVITIES: Conduct activities in pools, ball-fields, and in recreation centers.



DIVISION OF RECREATION

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 4,610,736	\$ 4,765,471	\$ 4,724,899	\$ 5,144,174
Seasonal	1,142,936	844,261	151,499	1,130,000
Part-Time Permanent	1,405,478	1,616,910	1,469,801	1,332,351
School Guards	—	4,969	—	—
Longevity	30,600	33,500	30,900	41,850
Wage Settlements	—	48,209	1,360	—
Vacation Conversion	—	20,765	—	—
Separation Payments	10,688	24,239	3,187	30,000
Bonus Incentive	23,500	500	—	—
Overtime	184,453	231,893	66,709	72,900
	\$ 7,408,391	\$ 7,590,718	\$ 6,448,355	\$ 7,751,275
Benefits				
Hospitalization	\$ 934,296	\$ 1,047,702	\$ 1,062,409	\$ 1,047,338
Prescription	143,326	181,966	224,636	213,057
Dental	42,828	44,481	52,521	53,808
Vision Care	6,644	6,875	8,410	9,837
Public Employees Retire System	1,042,597	1,052,521	928,208	1,080,423
Police & Firemens Disab & Pens	—	237	—	—
Fica-Medicare	104,141	105,095	88,249	112,397
Workers' Compensation	142,187	152,710	65,772	195,833
Life Insurance	4,182	4,412	5,402	6,540
Unemployment Compensation	24,331	8,590	51,588	6,000
Clothing Allowance	400	400	400	400
Clothing Maintenance	1,200	1,500	1,500	1,650
	\$ 2,446,132	\$ 2,606,489	\$ 2,489,095	\$ 2,727,283
Other Training & Professional Dues				
Travel	\$ —	\$ 137,010	\$ 93,984	\$ 100,000
Tuition & Registration Fees	3,153	17,680	1,155	570
Professional Dues & Subscript	—	—	—	360
	\$ 3,153	\$ 154,690	\$ 95,139	\$ 100,930
Utilities				
Brokered Gas Supply	\$ 249,137	\$ 345,410	\$ 193,079	\$ 366,455
Gas	155,265	161,934	132,766	175,100
Electricity - Cpp	1,122,524	1,106,496	915,765	1,174,200
Electricity - Other	120,194	109,948	102,836	118,450
Security & Monitoring System	13,092	14,592	13,092	15,000
Contractual Utilities	38,518	30,509	32,096	99,000
	\$ 1,698,730	\$ 1,768,890	\$ 1,389,635	\$ 1,948,205

DIVISION OF RECREATION

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Contractual Services				
Professional Services	\$ 60,190	\$ 51,002	\$ 35,386	\$ 48,270
Mileage (Private Auto)	184	—	10	1,000
Parking In City Facilities	5,436	6,547	6,201	7,840
Other Contractual	1,755,965	1,643,285	1,793,955	1,999,164
Bank Service Fees	574	(956)	(125)	—
	\$ 1,822,349	\$ 1,699,879	\$ 1,835,428	\$ 2,056,274
Materials & Supplies				
Chemical	\$ 84,686	\$ 85,820	\$ 3,637	\$ 90,000
Clothing	10,584	8,886	5,428	7,835
Small Equipment	4,445	6,600	1,996	8,000
Office Furniture & Equipment	957	—	—	—
Electrical Supplies	—	1,828	—	2,250
Hygiene And Cleaning Supplies	5,310	1,320	3,400	3,600
Aquatics (Pool) Supplies	15,206	14,300	9,029	17,000
Playground Equipment And Suppl	14,267	13,938	—	15,000
Medical Supplies	1,339	2,147	86	1,350
Food	47,921	34,246	14,378	25,000
Other Supplies	21,616	18,478	2,619	12,300
Arts & Crafts Supplies	30,874	35,506	35,880	35,000
Sporting Goods Supplies	63,010	40,916	11,282	75,000
Just In Time Office Supplies	3,637	4,747	1,219	8,300
	\$ 303,851	\$ 268,733	\$ 88,954	\$ 300,635
Maintenance				
Maintenance Contracts	\$ —	\$ 4,503	\$ 3,675	\$ 3,600
Maintenance Machinery & Tools	8,455	5,125	4,917	8,000
Maintenance Fire Apparatus	5,896	5,900	5,396	7,000
Repair Parts	30,000	24,984	12,670	50,000
Car Washes	—	450	630	450
Maintenance Misc. Equipment	2,000	2,000	10,533	4,000
Maintenance Building	300	300	300	—
	\$ 46,651	\$ 43,262	\$ 38,121	\$ 73,050
Interdepart Service Charges				
Charges From Telephone Exch	\$ 354,645	\$ 414,126	\$ 226,210	\$ 338,540
Charges From Radio Comm System	3,859	4,785	3,885	10,000
Charges From W.P.C.	2,564	3,249	—	—
Charges From Print & Repro	23,166	26,509	16,831	25,670
Charges From Central Storeroom	958	733	505	1,500
Charges From M.V.M.	218,867	227,046	169,304	205,000



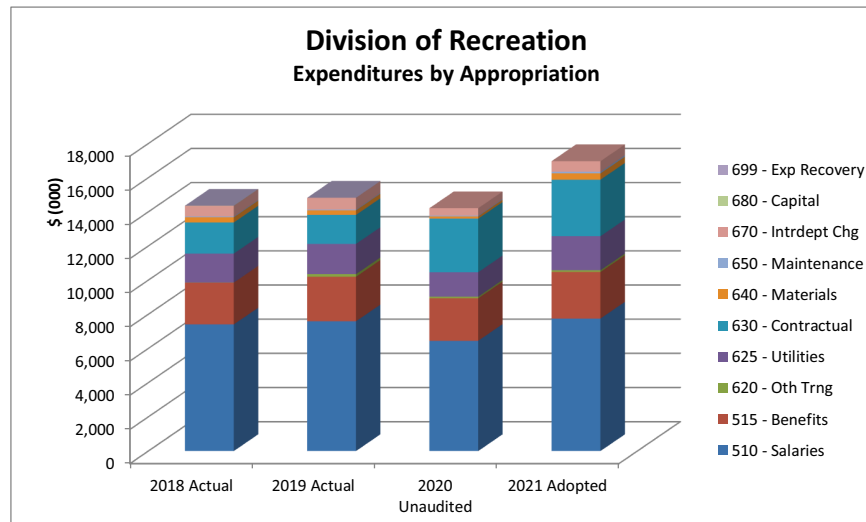
DIVISION OF RECREATION

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges From Waste Collection	16,183	16,249	16,322	20,000
	\$ 620,243	\$ 692,697	\$ 433,056	\$ 600,710
Capital Outlay				
Building Betterments -Existing	\$ 10,000	\$ —	\$ —	\$ —
	\$ 10,000	\$ —	\$ —	\$ —
	\$ 14,359,500	\$ 14,825,358	\$ 12,817,782	\$ 15,558,362

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ 3,225	\$ 800	\$ —	\$ —
Licenses & Permits	(836)	1,922	1,000	—
Miscellaneous	127,735	108,267	66,667	9,000
	\$ 130,124	\$ 110,988	\$ 67,667	\$ 9,000



DIVISION OF RECREATION

COMPARISON OF STAFFING LEVEL

No. of Employees			Salary Schedule		
Budget 2020	December 2020	Budget 2021	Position	Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Commissioner of Recreation	42,758.15	163,046.16
2	1	1	Deputy Commissioner of Recreation	26,273.96	91,088.49
6	6	6	Manager of Recreation	40,000.00	86,215.32
9	8	8			
<u>ADMINISTRATIVE SUPPORT</u>					
22	18	20	Junior Clerk	15.00	16.82
1	1	1	Private Secretary	17.74	24.11
2	2	2	Secretary	15.00	20.12
25	21	23			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	31,200.00	122,426.51
1	1	1	Assistant Administrator	31,200.00	76,852.88
4	4	4	Assistant Manager of Recreation	20,800.00	62,770.08
1	1	1	Project Coordinator	27,325.56	99,702.63
23	22	23	Recreation Center Manager	32,500.00	79,225.56
30	29	30			
<u>SERVICE & MAINTENANCE</u>					
1	1	1	Real Estate Maintenance Man	19.03	21.45
1	1	1			
<u>TECHNICIAN</u>					
20	18	18	Physical Director	15.00	15.90
53	41	48	Recreation Instructor II	15.00	17.50
1	0	0	Recreation Instructor III	15.00	21.79
74	59	66			
139	118	128	TOTAL FULL TIME		
195	111	195	TOTAL PART TIME		
263	8	263	TOTAL SEASONAL*		
597	237	586	TOTAL DIVISION		

*Seasonals work from June to August



DIVISION OF PARKING FACILITIES

Kim Johnson, Interim Commissioner

Mission Statement

To provide adequate Off-Street parking throughout the downtown area and to enforce the On-Street parking throughout the City of Cleveland.

PROGRAM NAME: ON-STREET

OBJECTIVES: To provide for the on-street parking needs of the City of Cleveland.

ACTIVITIES: Enforce parking regulations. Repair and maintain the current parking meters. Evaluate the parking needs of the City of Cleveland. Compile and maintain accurate records pertaining to parking meter repairs. Propose regulations that will provide rapid curb turnover as well as increase the supply of available on-street parking areas.

PROGRAM NAME: OFF-STREET

OBJECTIVES: To provide off-street parking within the City of Cleveland

ACTIVITIES: Continue to improve operations. Manage all Community Development properties not being developed but currently being operated as public parking lots, until such time as development becomes feasible. Oversee and monitor parking at the Gateway Garages.

DIVISION OF PARKING FACILITIES

Expenditures

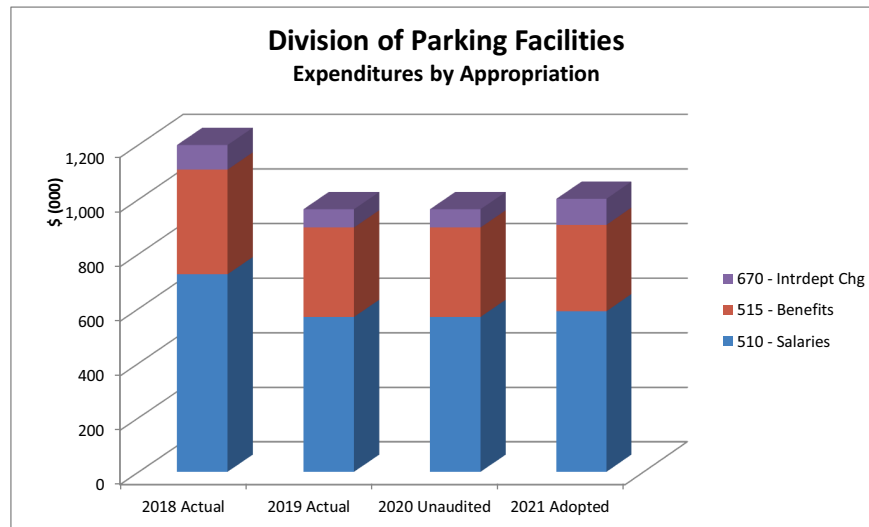
	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 647,645	\$ 717,707	\$ 557,331	\$ 578,652
Longevity	6,150	6,250	6,325	6,000
Separation Payments	1,913	942	4,712	—
Bonus Incentive	9,500	—	—	—
Overtime	—	77	522	5,000
	\$ 665,207	\$ 724,976	\$ 568,890	\$ 589,652
Benefits				
Hospitalization	\$ 181,709	\$ 204,319	\$ 172,396	\$ 157,547
Prescription	27,337	35,831	35,996	33,105
Dental	7,798	9,117	9,199	8,751
Vision Care	963	1,097	1,409	1,567
Public Employees Retire System	89,448	103,366	81,194	84,969
Fica-Medicare	9,375	10,147	7,885	8,606
Workers' Compensation	12,202	7,539	6,422	10,989
Life Insurance	576	697	726	804
Unemployment Compensation	—	—	4,216	—
Clothing Allowance	5,300	5,500	3,883	4,225
Clothing Maintenance	4,550	5,600	4,200	5,700
	\$ 339,258	\$ 383,212	\$ 327,525	\$ 316,263
Interdepart Service Charges				
Charges From Telephone Exch	\$ 7,621	\$ 7,192	\$ 9,476	\$ 7,016
Charges From Radio Comm System	14,177	19,587	14,528	41,000
Charges From Print & Repro	—	150	—	500
Charges From M.V.M.	40,773	63,099	42,652	47,000
	\$ 62,571	\$ 90,028	\$ 66,656	\$ 95,516
	\$ 1,067,036	\$ 1,198,216	\$ 963,071	\$ 1,001,431

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Miscellaneous	\$ 9,132	\$ 9,581	\$ 6,422	\$ —
	\$ 9,132	\$ 9,581	\$ 6,422	\$ —



DIVISION OF PARKING FACILITIES



COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
<u>PROFESSIONALS</u>					
2	2	2	Supervisor of Parking Enforcement	20,800.00	44,904.32
2	2	2			
<u>SERVICE & MAINTENANCE</u>					
16	11	11	Parking Enforcement Officer	17.00	17.34
16	11	11			
<u>TECHNICIANS</u>					
1	1	1	Parking Meter Foreman	28,404.92	48,721.50
2	1	1	Parking Meter Serviceman	18.38	19.55
3	2	2			
21	15	15	TOTAL FULL TIME		
21	15	15	TOTAL DIVISION		

DIVISION OF PROPERTY MANAGEMENT

Thomas A. Nagel, Commissioner

Mission Statement

Provide the City of Cleveland's various general fund and selected enterprise units a facilities maintenance service to propagate clean, safe and energy efficient facilities

PROGRAM NAME: BUILDING OPERATIONS & MAINTENANCE

OBJECTIVES: To provide equipment operators and repair technicians for building HVAC, emergency systems and equipment, power distribution, lighting, and other functions necessary to operate a public facility.

ACTIVITIES: Operate chillers, boilers, and fans. Maintain comfortable building interior temperatures throughout the various seasons. Maintain emergency systems in readiness and keep operational during actual emergencies. Perform the various maintenance and repair functions needed to keep a public facility operational.

PROGRAM NAME: CAPITAL REPAIRS & IMPROVEMENTS

OBJECTIVES: To provide in-house labor for emergency repairs and planned improvements to City buildings infrastructures.

ACTIVITIES: Repair, replace and/or add large mechanical, electrical, and plumbing systems and equipment. Perform related duties upon doors, windows, roofs, walls, ceilings, sidewalks, driveways, sewers and landscape irrigation systems. Remodel interior spaces to accommodate changes in use of the facility or changes to existing operations.

PROGRAM NAME: FACILITIES SECURITY

OBJECTIVES: Provide point of entry security at City Hall and Hough Multi Purpose buildings.

ACTIVITIES: Assign Guards to these buildings during operating hours for the purpose of public safety while visiting the facility. Maintain electronic surveillance systems, security and burglar monitoring systems.

PROGRAM NAME: HOUSEKEEPING SERVICES

OBJECTIVES: To provide for routine and daily cleaning of selected facilities throughout the city.

ACTIVITIES: Assign Custodial personnel at facilities in need of daily cleaning due to heavy use by the general public and/or employees. Provide roving cleaning crews weekly to facilities that do not have a heavy usage pattern. Facilitate the timely removal of trash from buildings and provide preventive pest control.



DIVISION OF PROPERTY MANAGEMENT

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 3,820,085	\$ 4,027,411	\$ 3,960,152	\$ 4,148,065
Part-Time Permanent	36,711	37,592	40,226	38,000
Longevity	25,000	25,625	23,875	25,375
Wage Settlements	—	—	299	—
Vacation Conversion	—	15,946	—	—
Separation Payments	12,096	36,608	15,943	20,000
Bonus Incentive	17,000	5,500	—	—
Overtime	311,592	333,574	160,128	184,979
	\$ 4,222,484	\$ 4,482,255	\$ 4,200,622	\$ 4,416,419
Benefits				
Hospitalization	\$ 685,970	\$ 726,721	\$ 765,863	\$ 729,368
Prescription	103,562	124,382	166,240	147,966
Dental	34,052	33,778	40,655	39,945
Vision Care	3,738	3,703	6,166	6,925
Public Employees Retire System	587,775	618,123	606,542	615,499
Fica-Medicare	58,621	62,478	58,280	64,038
Workers' Compensation	69,859	62,463	38,657	108,261
Life Insurance	2,322	2,335	3,066	3,732
Unemployment Compensation	—	—	3,777	—
Clothing Allowance	4,680	5,010	6,620	6,455
Tool Insurance	900	1,050	1,200	900
Clothing Maintenance	7,200	7,150	7,525	8,375
	\$ 1,558,679	\$ 1,647,192	\$ 1,704,589	\$ 1,731,464
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 849	\$ 199	\$ —	\$ 2,500
Professional Dues & Subscript	—	656	72	650
	\$ 849	\$ 855	\$ 72	\$ 3,150
Utilities				
Brokered Gas Supply	\$ 26,885	\$ 27,050	\$ 16,391	\$ 34,229
Sewer-Other	—	—	—	48
Gas	11,292	9,816	8,769	14,380
Electricity - Cpp	515,486	555,859	470,896	634,269
Electricity - Other	3,349	3,089	3,027	3,734
Steam	894,056	911,883	941,013	976,966
	\$ 1,451,069	\$ 1,507,697	\$ 1,440,096	\$ 1,663,626
Contractual Services				
Professional Services	\$ 7,336	\$ 7,336	\$ —	\$ 7,396
Security Services	62,088	59,976	72,112	75,000

DIVISION OF PROPERTY MANAGEMENT

Expenditures (Continued)

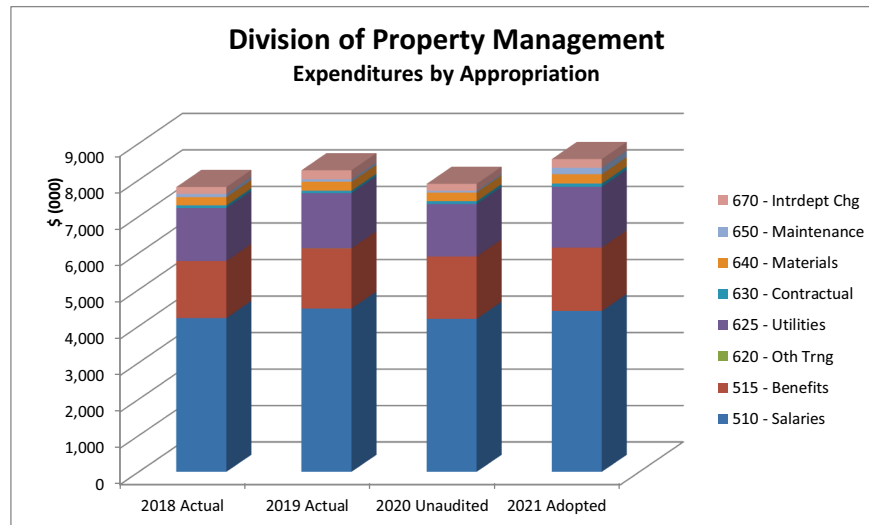
	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Parking In City Facilities	1,524	1,592	2,922	3,600
Other Contractual	—	—	—	2,103
	\$ 70,948	\$ 68,904	\$ 75,034	\$ 88,099
Materials & Supplies				
Chemical	\$ 11,384	\$ 8,112	\$ 25,478	\$ 4,500
Clothing	12,850	12,850	7,150	6,000
Hardware & Small Tools	750	—	—	1,000
Electrical Supplies	30,459	—	14,906	35,000
Hygiene And Cleaning Supplies	128,129	201,730	162,588	160,000
Painting Equipment & Supplies	—	2,500	2,500	—
Heating And Air Filters	5,500	5,500	2,750	5,000
Medical Supplies	—	—	2,984	800
Other Supplies	3,926	11,497	1,171	—
Safety Equipment	20,031	—	13,781	30,000
Just In Time Office Supplies	1,077	597	497	1,750
Building Maintenance Supplies	13,891	2,098	2,157	10,000
	\$ 227,997	\$ 244,884	\$ 235,962	\$ 254,050
Maintenance				
Maintenance Contracts	\$ 5,000	\$ —	\$ —	\$ 2,500
Maintenance Machinery & Tools	56,146	30,960	30,960	102,417
Maintenance Fire Apparatus	—	5,375	1,691	63,581
Maintenance Building	22,464	29,106	11,223	8,100
	\$ 83,611	\$ 65,441	\$ 43,874	\$ 176,598
Interdepart Service Charges				
Charges From Telephone Exch	\$ 51,016	\$ 48,743	\$ 51,661	\$ 52,200
Charges From Radio Comm System	8,741	10,393	7,770	20,000
Charges From Light And Power	816	—	—	—
Charges From Water	—	—	—	450
Charges From W.P.C.	—	—	—	900
Charges From Print & Repro	676	3,787	2,402	4,000
Charges From Central Storeroom	379	235	267	350
Charges From M.V.M.	126,516	182,430	128,711	155,000
Charges From Waste Collection	2,576	2,185	2,392	5,000
	\$ 190,719	\$ 247,772	\$ 193,203	\$ 237,900
	\$ 7,806,356	\$ 8,265,000	\$ 7,893,450	\$ 8,571,306



DIVISION OF PROPERTY MANAGEMENT

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ 72,486	\$ 70,853	\$ 81,378	\$ 73,131
Miscellaneous	1,357,702	872,622	57,563	1,300,000
	\$ 1,430,188	\$ 943,475	\$ 138,941	\$ 1,373,131



DIVISION OF PROPERTY MANAGEMENT

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Commissioner of Property Management	45,201.46	161,827.86
1	0	0	Manager of Enterprise Unit	23,647.11	86,215.32
1	1	1	Manager of General Maintenance	23,647.11	86,215.32
3	2	2			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Private Secretary	17.74	24.11
1	1	1			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	31,200.00	122,426.51
2	2	2	Assistant Custodian	20,800.00	53,513.57
6	4	5	Building Stationary Engineer	21.71	24.71
9	7	8			
<u>SERVICE & MAINTENANCE</u>					
24	24	24	Custodial Worker	17.54	19.62
2	2	2	Custodial Worker Supervisor	21.11	23.57
1	0	1	Custodian	26,273.96	78,184.48
2	2	2	Guard	19.06	19.77
1	1	1	Mechanical Handyman	18.77	21.19
10	10	9	Municipal Service Laborer	18.01	20.41
40	39	39			
<u>SKILLED CRAFT</u>					
2	2	2	Carpenter	42.96	53.70
1	1	1	Carpenter Unit Leader	44.21	54.95
1	1	1	Cement Finisher	42.48	53.10
1	0	1	Chief Building Stationary Engineer	23.21	36.21
4	3	4	Electrical Worker	48.88	61.10
3	2	3	Painter	36.85	46.06
1	1	1	Plasterer	39.73	49.66
5	5	5	Plumber	52.38	65.47
1	1	1	Plumber Foreman	53.63	66.72

**DIVISION OF PROPERTY MANAGEMENT****COMPARISON OF STAFFING LEVEL**

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
1	1	1	Roofer	43.43	54.29
1	1	1	Sheetmetal Worker	53.23	66.54
21	18	21			
74	67	71	TOTAL FULL TIME		
1	1	1	TOTAL PART TIME		
75	68	72	TOTAL DIVISION		

DIVISION OF PARK MAINTENANCE AND PROPERTIES

Michael E. Cox, Director**Mission Statement**

To provide the City and its neighborhoods with safe and well-maintained parks, trees, gardens, vacant properties and cemeteries.

PROGRAM NAME: CEMETERY MAINTENANCE & SERVICES

OBJECTIVES: To provide for burials and maintenance to Cleveland's Cemetery properties.

ACTIVITIES: Maintain grounds. Provide burial services.

PROGRAM NAME: FIELD MAINTENANCE

OBJECTIVES: To maintain athletic fields and other grounds.

ACTIVITIES: To drag and line ball diamonds to maintain athletic recreational fields and properties.

PROGRAM NAME: HORTICULTURE, MALL, AND CULTURAL GARDENS

OBJECTIVES: To operate the City Greenhouse.

ACTIVITIES: Develop and maintain an awareness and appreciation of natural foliage in formal gardens and park areas. Propagate plant material for seasonal displays. Plant and maintain formal gardens, plazas, malls, and other formal park areas.

PROGRAM NAME: VACANT PROPERTY CUTTING AND CLEANING

OBJECTIVES: To keep vacant properties within the City aesthetically pleasing and to eliminate health and safety hazards.

ACTIVITIES: Cut weeds and remove debris from vacant properties.

PROGRAM NAME: PARKS GROUND MAINTENANCE

OBJECTIVES: To provide pleasant and attractive public areas.

ACTIVITIES: Cut grass, seed, edge, prune trees and underbrush, mulch, remove debris, etc.

PROGRAM NAME: SNOW REMOVAL

OBJECTIVES: To provide access around City Hall, Public Square and quadrants, Malls A, B and C, and other City facilities as directed

ACTIVITIES: Remove snow from around recreation centers, sidewalks, parking lots, walkways, bus stops and fire hydrants on City property.

PROGRAM NAME: URBAN FORESTRY

OBJECTIVES: To provide a safe and low risk urban forest while striving to preserve its natural beauty.

ACTIVITIES: Remove dead and hazardous trees. Prevent unsafe conditions relating to tree growth. Trim trees for clearance of streetlights, traffic signals and signs, pedestrian and vehicular traffic, as well as building clearance. Remove overgrown tree roots that cause raised sidewalks, and overgrown tree lawns. Provide public information regarding the care of trees to concerned citizens.



DIVISION OF PARK MAINTENANCE AND PROPERTIES

PROGRAM NAME: VEHICLE AND EQUIPMENT REPAIR

OBJECTIVES: To provide mechanical services to off road equipment and vehicles (first echelon maintenance).

ACTIVITIES: Repair mowers, tractors, trimmers, turf vacs, leaf blowers, weed eaters, chain saws, mounted equipment, and assorted hand held equipment.

PROGRAM NAME: WAREHOUSE / OPERATIONS HEADQUARTERS

OBJECTIVES: To provide and accurately define the duties and assignments of personnel in order to provide maximum service levels and to provide adequate storage and maintenance of tools and equipment.

ACTIVITIES: Planning research reports and deliveries. Maintain the warehouse and its grounds.

DIVISION OF PARK MAINTENANCE AND PROPERTIES

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 4,903,753	\$ 5,328,568	\$ 5,145,342	\$ 5,237,714
Seasonal	1,610,590	1,930,936	1,707,819	1,817,320
Injury Pay	1,268	1,938	—	—
Longevity	41,100	40,125	37,775	40,225
Wage Settlements	277,188	113,957	7,487	—
Vacation Conversion	—	1,132	—	—
Separation Payments	16,370	43,838	95,902	20,000
Bonus Incentive	13,500	50,500	800	—
Overtime	135,530	128,829	149,307	123,930
	\$ 6,999,299	\$ 7,639,822	\$ 7,144,432	\$ 7,239,189
Benefits				
Hospitalization	\$ 1,205,310	\$ 1,254,007	\$ 1,241,861	\$ 1,175,617
Prescription	179,699	213,121	260,721	235,070
Dental	55,856	53,209	59,557	58,006
Vision Care	5,867	5,733	9,148	10,305
Public Employees Retire System	971,487	1,057,654	1,013,125	1,010,442
Fica-Medicare	97,466	106,996	99,734	104,923
Workers' Compensation	197,806	186,439	66,777	200,226
Life Insurance	3,546	3,664	4,787	5,904
Unemployment Compensation	88,578	138,069	238,676	145,000
Clothing Allowance	35,755	37,689	34,442	34,885
Tool Insurance	2,200	6,800	5,000	5,000
Clothing Maintenance	13,838	15,017	13,457	17,673
	\$ 2,857,409	\$ 3,078,398	\$ 3,047,286	\$ 3,003,051
Other Training & Professional Dues				
Travel	\$ —	\$ 1,589	\$ 645	\$ —
Tuition & Registration Fees	149	70	70	250
	\$ 149	\$ 1,659	\$ 715	\$ 250
Utilities				
Brokered Gas Supply	\$ 50,067	\$ 62,799	\$ 42,421	\$ 66,626
Gas	37,511	34,712	28,405	36,833
Electricity - Cpp	510,319	471,696	456,921	597,400
Electricity - Other	35,425	36,384	33,476	38,604
Steam	12,026	12,718	12,273	13,498
Security & Monitoring System	11,221	540	—	3,781
	\$ 656,569	\$ 618,849	\$ 573,496	\$ 756,742



DIVISION OF PARK MAINTENANCE AND PROPERTIES

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Contractual Services				
Professional Services	\$ —	\$ 5,903	\$ 92,769	\$ 2,176
Waste Disposal	1,370	1,010	225	1,350
Medical Services	—	—	—	1,349
Parking In City Facilities	660	715	605	1,360
Property Rental	43,676	43,676	43,676	43,676
Other Contractual	2,377,665	2,312,659	2,328,634	2,579,088
	\$ 2,423,371	\$ 2,363,963	\$ 2,465,909	\$ 2,628,999
Materials & Supplies				
Office Supplies	\$ —	\$ 3,483	\$ —	\$ —
Chemical	—	—	—	927
Salt & De-Icer	—	—	—	7,200
Auto & Light Truck Parts	—	—	5,000	—
Clothing	—	—	—	1,030
Hardware & Small Tools	24,834	19,927	14,452	10,000
Seed, Fertilizer & Herbicide	—	15,237	—	13,000
Small Equipment	10,917	7,726	21,738	24,500
Fence, Posts & Bars	14,062	5,000	3,000	15,000
Hygiene And Cleaning Supplies	23,803	38,017	16,803	25,000
Clay, Soil & Turf	10,000	—	16,057	10,000
Playground Equipment And Suppl	38,693	35,796	37,643	40,857
Lumber, Glass, And Drywall	—	—	5,000	10,000
Other Supplies	43,026	16,495	22,866	23,500
Sporting Goods Supplies	12,127	22,031	7,832	5,000
Safety Equipment	17,382	27,314	23,597	15,000
Greenhouse Maintenance Suppl	33,226	35,758	42,280	39,000
Just In Time Office Supplies	1,144	1,023	365	1,009
Misc Maintenance Supplies	18,903	17,209	39,877	15,500
	\$ 248,117	\$ 245,017	\$ 256,512	\$ 256,523
Maintenance				
Maintenance Contracts	\$ 1,468	\$ 7,035	\$ 4,446	\$ 9,270
Repair Parts	269,793	324,059	256,994	270,000
	\$ 271,261	\$ 331,094	\$ 261,440	\$ 279,270
Claims, Refunds, Maintenance				
Judgments, Damages, & Claims	\$ 1,000	\$ 100	\$ 1,750	\$ 6,500
	\$ 1,000	\$ 100	\$ 1,750	\$ 6,500

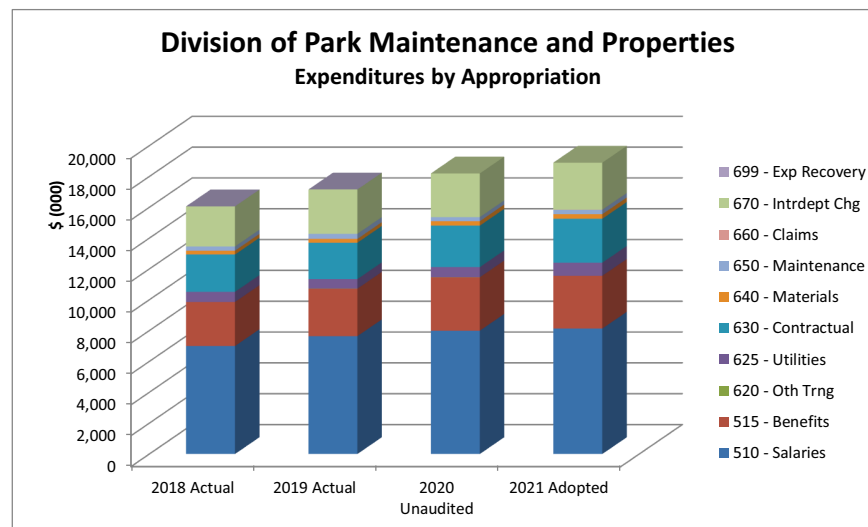
DIVISION OF PARK MAINTENANCE AND PROPERTIES

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 45,413	\$ 54,014	\$ 73,084	\$ 75,000
Charges From Radio Comm System	82,976	97,537	79,244	190,695
Charges From W.P.C.	2,423	5,526	12,199	4,058
Charges From Print & Repro	23,922	24,768	18,162	30,000
Charges From Central Storeroom	2,369	1,047	2,506	3,100
Charges From M.V.M.	2,122,552	2,331,337	2,273,410	2,235,000
Charges From Waste Collection	325,662	364,700	257,962	365,000
	\$ 2,605,318	\$ 2,878,929	\$ 2,716,566	\$ 2,902,853
Expenditure Recovery				
Expenditure Recovery	\$ —	\$ 170	\$ —	\$ —
	\$ —	\$ 170	\$ —	\$ —
	\$ 16,062,494	\$ 17,158,001	\$ 16,468,106	\$ 17,073,377

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ 1,531,414	\$ 1,686,364	\$ 1,420,096	\$ 1,217,087
Licenses & Permits	—	30	—	—
Miscellaneous	141,799	171,394	81,568	61,880
	\$ 1,673,213	\$ 1,857,788	\$ 1,501,665	\$ 1,278,967





DIVISION OF PARK MAINTENANCE AND PROPERTIES

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	0	1	Commissioner of Park Maint. & Properties	42,758.15	163,046.16
3	3	3	Manager of Urban Forestry	22,333.40	81,827.04
4	3	4			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Assistant Administrator	31,200.00	76,852.88
4	4	4	Field Operations Forester	32,445.00	66,858.11
1	1	1	Senior Clerk	15.00	18.87
1	1	1	Storekeeper	18.58	23.62
7	7	7			
<u>PROFESSIONALS</u>					
4	4	4	Administrative Manager	31,200.00	122,426.51
1	1	1	Project Coordinator	27,325.56	99,702.63
5	5	5			
<u>SERVICE & MAINTENANCE</u>					
3	2	3	Gardener	20.08	22.52
12	12	12	Ground Maintenance Foreman	23.33	24.28
13	11	13	Ground Maintenance Truck Driver II	21.56	21.99
2	2	2	Horticulturist Maintenance Foreman	25.88	26.93
42	39	39	Real Estate Maintenance Worker	19.03	21.45
72	66	69			
<u>SKILLED CRAFT</u>					
10	10	10	Arborist I	23.12	25.62
11	11	11	Arborist II	23.68	24.63
5	4	4	Automobile Repair Worker	12.60	22.26
26	25	25			
114	106	110	TOTAL FULL TIME		
375	20	379	TOTAL SEASONAL		
489	126	489	TOTAL DIVISION		

DIVISION OF WASTE COLLECTION AND DISPOSAL

Paul F. Alcantar, Commissioner

Mission Statement

To reduce public health hazards resulting from refuse dumping in City of Cleveland neighborhoods by providing collection and appropriate disposal of residential, commercial, recyclables and city owned public Street waste receptacles for the citizens of the City of Cleveland. The division of Waste Collection and Disposal division is committed to providing an efficient collection and disposal service. The City currently provides service to approximately 152,000 dwelling units on a weekly basis. The waste collection process includes residential waste, recycling, bulk items, tires, receptacles, and dead animal collection.

In 2016 the City completed the delivery of roll-carts for automated collection service. This service was first born as a Pilot Program that begun in 2008 and started with 15,000 Cleveland residents.

The new system was implemented to encourage curbside recycling and increase efficiency. City residents received a black roll-cart for trash and a blue recycling for recycling that can be wheeled to the curb for collection. The new program is now City wide.

The City of Cleveland annually disposes of approximately 230,000 tons of municipal solid waste from residential collection. The majority of the municipal solid waste is processed at the City's Ridge Road Transfer Station, where it is then loaded onto contracted trailers and then shipped to a landfill. The transfer station has a Capacity of 3,000 tons per day. All construction and demolition debris is disposed of via the use of privately owned landfills, and Transfer Stations, or Processing Facilities. The City owned transfer station also accepts waste from local private haulers for a fee.

In addition to providing residential waste collection service, the Division of Waste Collection also offers alternative disposal via the Commercial waste and recycling Collection service program. The Commercial Collection service provides both permanent and temporary dumpster rental services to city residents, local businesses and City facilities, Located within the Cleveland area. Our commercial waste and recycling services are offered at a competitive rate.

If the City had to close the Ridge Road Transfer Station, the current final closure, post-closure, and/or corrective measures cost estimates and any other environmental obligations would cost the City \$91,603 and would be paid for by the Waste Collection and Disposal operating budget.

PROGRAM NAME: RESIDENTIAL COLLECTIONS/CURBSIDE RECYCLING

OBJECTIVES: To remove commingled recyclable commodities from the City's waste stream and to reduce the loss of re-usable resources going into the landfills.

ACTIVITIES: Provide weekly collection of solid waste and recyclables, conduct on-site inspections concerning appearance of areas served, provide bulk by appointment and once a month collection of bulk items.

PROGRAM NAME: WASTE DISPOSAL/COMMODITY PROCESSING

OBJECTIVES: Recycling collected at curbside is taken to the City transfer station and loaded into transfer trailers and sent to the Cities contracted processor to remove solid waste and to prepare recyclable commodities for marketing (i.e. soft/bale).

ACTIVITIES: Transfer operations, once the municipal solid waste and recycling is delivered to the transferred the trash is sent to the landfill and the recycling is sent to our processor where they sort and market the materials. The Transfer station also provides drop-off sites for residential tires and recycling.



DIVISION OF WASTE COLLECTION AND DISPOSAL

PROGRAM NAME: *ANCILLARY SERVICES*

OBJECTIVES: To improve the appearance of the City and contribute to the revitalization efforts being made in Downtown Cleveland.

ACTIVITIES: Provides roll-off boxes for clean ups and special events in neighborhoods and downtown. The Ancillary Division also provides waste collection to the West Side Market, downtown streets and parks and all municipal buildings as well as repair, replace and service outdoor waste receptacles. The Ancillary Division also provides waste container rental through commercial waste collection service, provide distribution and maintenance of roll carts as well as collection of dead animal, document shedding, staffing of the electronics and household hazardous waste drop-off sites. Our Ancillary Division also preforms annual inspection on all private haulers equipment operating within the City of Cleveland.

DIVISION OF WASTE COLLECTION AND DISPOSAL

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 8,643,488	\$ 9,030,812	\$ 8,856,501	\$ 9,922,259
Seasonal	626,046	566,786	745,821	650,000
Part-Time Permanent	24,275	24,132	27,287	25,004
Injury Pay	—	1,063	—	—
Student Trainees	—	—	2,114	—
Longevity	52,750	57,525	54,275	64,025
Wage Settlements	21,891	5,181	792	—
Vacation Conversion	—	5,206	—	—
Separation Payments	29,833	45,910	47,699	63,800
Bonus Incentive	45,500	56,500	500	—
Overtime	1,276,411	1,940,722	1,236,015	504,502
	\$ 10,720,194	\$ 11,733,837	\$ 10,971,005	\$ 11,229,590
Benefits				
Hospitalization	\$ 2,033,794	\$ 2,044,220	\$ 2,089,605	\$ 2,156,531
Prescription	304,915	345,904	435,629	392,184
Dental	98,919	93,087	107,941	117,605
Vision Care	10,441	10,093	16,542	20,055
Public Employees Retire System	1,488,228	1,614,899	1,591,630	1,556,096
Fica-Medicare	149,070	163,062	152,758	153,058
Workers' Compensation	1,037,741	589,600	101,397	561,517
Life Insurance	6,800	6,514	8,950	11,298
Unemployment Compensation	3,875	2,136	39,294	10,000
Clothing Allowance	83,399	73,975	78,075	73,600
Clothing Maintenance	25,150	23,500	25,338	35,650
	\$ 5,242,331	\$ 4,966,990	\$ 4,647,159	\$ 5,087,594
Other Training & Professional Dues				
Travel	\$ 14,847	\$ 7,945	\$ —	\$ 8,000
Tuition & Registration Fees	140	450	150	1,000
Mileage (Priv Auto) Trng Prps	—	—	—	90
Professional Dues & Subscript	1,341	120	—	270
	\$ 16,328	\$ 8,515	\$ 150	\$ 9,360
Utilities				
Brokered Gas Supply	\$ 87,714	\$ 122,476	\$ 75,378	\$ 127,000
Gas	64,826	56,948	55,687	58,710
Electricity - Cpp	225,818	436,039	242,442	350,000
	\$ 378,358	\$ 615,463	\$ 373,508	\$ 535,710



DIVISION OF WASTE COLLECTION AND DISPOSAL

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Contractual Services				
Professional Services	\$ 18,055	\$ 117,030	\$ 111,260	\$ 81,300
Referee Services	—	—	—	250
Waste Disposal	6,035,433	6,592,224	7,970,744	7,842,445
Security Services	27,802	—	—	1,024
Janitorial Services	12,459	7,399	—	2,060
Medical Services	—	—	—	3,500
Waste Disposal Fee - Ohio EPA	1,389,776	1,575,658	1,567,579	1,721,990
Advertising And Public Notice	—	—	5,000	15,000
Program Promotion	—	—	—	10,000
Parking In City Facilities	—	—	—	1,100
Transfer Station	—	—	55,728	91,603
Special Assessment	1,470	1,606	1,193	4,000
Other Contractual	98,285	105,603	73,428	100,000
Credit Card Processing Fees	21,616	14,984	15,328	26,480
	\$ 7,604,896	\$ 8,414,504	\$ 9,800,261	\$ 9,900,752
Materials & Supplies				
Office Supplies	\$ 270	\$ 45	\$ —	\$ 1,000
Postage	—	—	—	10,000
Computer Supplies	—	—	—	800
Hardware & Small Tools	—	1,685	—	2,000
Fence, Posts & Bars	—	715	—	1,000
Hygiene And Cleaning Supplies	3,515	254	18,506	4,500
Other Supplies	8,528	17,380	25,641	12,500
Safety Equipment	1,500	14,945	1,848	4,678
Just In Time Office Supplies	2,621	2,479	1,991	3,000
	\$ 16,433	\$ 37,502	\$ 47,986	\$ 39,478
Maintenance				
Maintenance Misc. Equipment	\$ 27,443	\$ 20,825	\$ 13,126	\$ 25,000
Maintenance Building	1,828	17,150	11,006	15,000
Repair Of Overhead Doors	5,000	5,000	—	5,000
	\$ 34,271	\$ 42,975	\$ 24,132	\$ 45,000
Claims, Refunds, Maintenance				
Judgments, Damages, & Claims	\$ —	\$ —	\$ —	\$ 8,000
	\$ —	\$ —	\$ —	\$ 8,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 51,608	\$ 72,085	\$ 99,232	\$ 100,275
Charges From Radio Comm System	67,593	78,445	65,886	175,600
Charges From W.P.C.	5,832	8,249	4,609	8,300

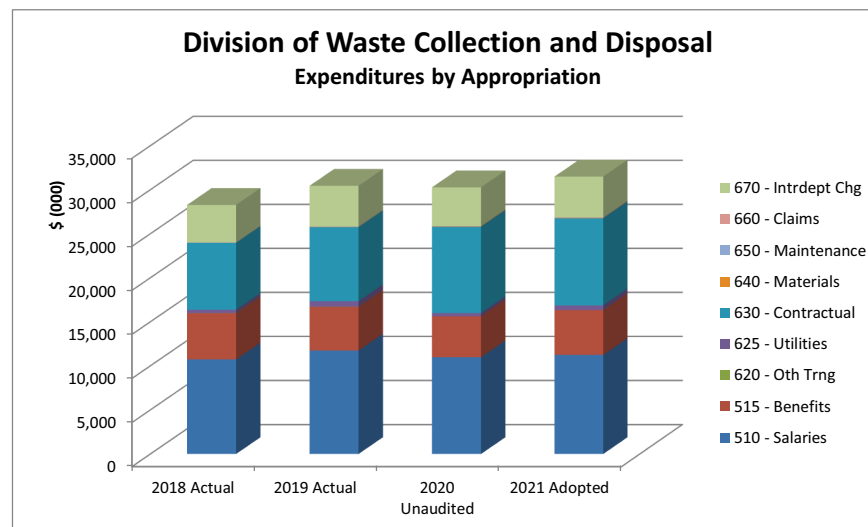
DIVISION OF WASTE COLLECTION AND DISPOSAL

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges From Print & Repro	23,317	18,320	16,664	26,000
Charges From Central Storeroom	963	382	324	1,377
Charges From M.V.M.	4,109,473	4,443,859	4,221,300	4,325,000
Charges From Waste Collection	—	710	—	—
	\$ 4,258,786	\$ 4,622,052	\$ 4,408,014	\$ 4,636,552
	\$ 28,271,597	\$ 30,441,838	\$ 30,272,215	\$ 31,492,036

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ 14,895,431	\$ 15,119,294	\$ 14,287,169	\$ 15,276,638
Miscellaneous	136,346	145,720	102,759	500
	\$ 15,031,777	\$ 15,265,014	\$ 14,389,927	\$ 15,277,138





DIVISION OF WASTE COLLECTION AND DISPOSAL

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
5	5	5	Asst. Superintendent of Waste Collection	28.72	31.33
1	1	1	Commissioner of Waste Collection & Disposal	40,314.82	145,820.32
1	1	1	General Superintendent of Waste Collection	31,200.00	70,418.40
7	7	7			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Assistant Adminstrator	31,200.00	76,852.88
1	0	1	Senior Clerk	15.00	18.87
2	1	2			
<u>PROFESSIONALS</u>					
1	1	1	Project Coordinator	27,325.56	99,702.63
1	1	1			
<u>SKILLED CRAFT</u>					
2	1	2	Construction Equipment Operator Group B	45.91	57.44
1	0	0	Street Equipment Maintenance Specialist	27.16	27.70
3	1	2			
<u>SERVICE & MAINTENANCE</u>					
1	1	1	Labor Foreman	23.32	24.27
2	2	2	Municipal Service Laborer	18.01	20.41
0	0	8	Snow Removal Vehicle Operator	18.88	19.26
2	2	2	Transfer Station Attendant	24.00	26.52
96	76	99	Waste Collection Driver	22.37	22.82
9	9	8	Waste Collection Foreman	23.32	24.27
5	5	5	Waste Collection Foreman I	25.36	26.39
108	79	99	Waste Collector	18.01	20.41
223	174	224			



DIVISION OF WASTE COLLECTION AND DISPOSAL

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees December 2020	Budget 2021	Position	Salary Schedule	
				Minimum	Maximum
			<u>TECHNICIANS</u>		
1	2	1	Radio Operator	20.58	23.03
1	2	1			
237	186	237	TOTAL FULL TIME		
36	20	36	TOTAL SEASONAL (Average) *		
1	1	1	TOTAL PART TIME		
274	207	274	TOTAL DIVISION		



DIVISION OF TRAFFIC ENGINEERING

Robert Mavec, Commissioner

Mission Statement

Maintain and upgrade all Traffic Control Devices within the City of Cleveland

The Division of Traffic Engineering is charged with the planning and geometric design of streets, highways, and abutting lands - particularly as related to safe and efficient traffic operation.

The Division is responsible for the erection and maintenance of all traffic control devices; preparation of drawings, standards and specifications; the determination and layout of parking restrictions; and the design and placement of pavement markings, traffic signs and traffic control devices.

PROGRAM NAME: FADED SIGN PROGRAM

OBJECTIVES: Replace missing and badly faded signs.

ACTIVITIES: Check old records against what is currently installed to verify correctness, also replace any faded or missing signs within the area.

PROGRAM NAME: LED SIGNAL LAMP PROGRAM

OBJECTIVES: Save on energy costs and provide a much more reliable signal lamp.

ACTIVITIES: Replace entire intersection s with the 7-year LED signal lamps whereas the current incandescent bulb life ids about 6-months.

PROGRAM NAME: PAVEMENT MARKINGS

OBJECTIVES: Ensure that all pavement markings are clear and visible.

ACTIVITIES: The Division paints all pavement markings once a year during the Spring, Summer, and Fall months. The Division is responsible for over 5,000 crosswalks, 5,000 stop bars, 4,300 pavement arrows, and 630 miles of lane lines.

PROGRAM NAME: TRAFFIC SIGNALIZATION PROGRAM

OBJECTIVES: Maintain and upgrade all traffic signals within the City of Cleveland.

ACTIVITIES: Upgrade signal corridors throughout the City of Cleveland. Also replace old mechanical signal controllers with new Solid State traffic controllers that are more reliable and have the ability to adjust with changing traffic patterns.

DIVISION OF TRAFFIC ENGINEERING

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,925,928	\$ 1,890,150	\$ 1,917,161	\$ 1,922,768
Longevity	8,875	10,875	9,825	12,450
Wage Settlements	—	—	64	—
Vacation Conversion	—	15,862	—	—
Separation Payments	14,500	41,972	—	50,000
Bonus Incentive	9,500	—	—	—
Overtime	94,266	98,370	76,570	93,000
	\$ 2,053,070	\$ 2,057,230	\$ 2,003,619	\$ 2,078,218
Benefits				
Hospitalization	\$ 363,024	\$ 401,255	\$ 403,985	\$ 400,131
Prescription	53,168	66,421	82,121	75,996
Dental	18,059	18,548	21,081	20,653
Vision Care	2,007	2,002	2,715	3,054
Public Employees Retire System	278,394	285,177	288,914	290,424
Fica-Medicare	27,473	27,586	26,782	25,867
Workers' Compensation	21,871	66,149	17,922	43,987
Life Insurance	1,048	1,048	1,362	1,674
Unemployment Compensation	—	—	—	2,453
Clothing Allowance	21,153	20,365	19,390	33,220
Clothing Maintenance	6,750	6,750	6,075	11,475
	\$ 792,948	\$ 895,301	\$ 870,347	\$ 908,934
Utilities				
Brokered Gas Supply	\$ 9,063	\$ 12,859	\$ 7,275	\$ 15,450
Gas	4,917	4,215	3,392	4,475
Electricity - Cpp	299,241	212,958	209,191	226,600
Electricity - Other	324,910	314,929	339,980	335,560
	\$ 638,131	\$ 544,961	\$ 559,837	\$ 582,085
Contractual Services				
Professional Services	\$ 831	\$ 30,891	\$ 1,492	\$ 1,700
Parking In City Facilities	1,535	2,139	1,461	5,000
Other Contractual	30,000	2,834	30,000	30,000
	\$ 32,366	\$ 35,864	\$ 32,952	\$ 36,700
Materials & Supplies				
Clothing	\$ —	\$ —	\$ —	\$ 1,500
Hardware & Small Tools	10,556	5,819	2,354	10,000
Electrical Supplies	—	—	12,944	1,000



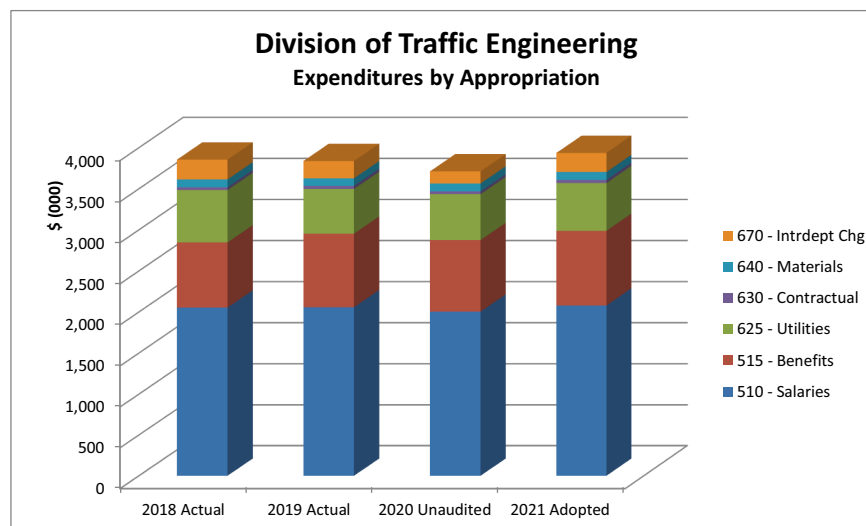
DIVISION OF TRAFFIC ENGINEERING

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Hygiene And Cleaning Supplies	—	—	—	500
Other Supplies	85,725	86,774	81,712	83,300
Just In Time Office Supplies	317	466	—	1,000
	\$ 96,598	\$ 93,059	\$ 97,010	\$ 97,300
Interdepart Service Charges				
Charges From Telephone Exch	\$ 13,124	\$ 12,301	\$ 12,322	\$ 13,000
Charges From Radio Comm System	11,334	15,532	11,023	30,000
Charges From Light And Power	—	—	2,748	—
Charges From W.P.C.	—	1,435	—	—
Charges From Print & Repro	1,329	4,164	5,681	8,900
Charges From Central Storeroom	23	75	39	100
Charges From M.V.M.	214,711	176,921	115,312	181,000
	\$ 240,520	\$ 210,427	\$ 147,125	\$ 233,000
	\$ 3,853,632	\$ 3,836,841	\$ 3,710,891	\$ 3,936,237

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ 2,300	\$ 3,612	\$ —	\$ 2,000
Licenses & Permits	7,300	6,800	7,500	6,000
Miscellaneous	26,438	37,729	49,174	30,500
	\$ 36,038	\$ 48,141	\$ 56,674	\$ 38,500



DIVISION OF TRAFFIC ENGINEERING

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	Budget 2020	December 2020		Minimum	Maximum
			<u>ADMINISTRATORS & OFFICIALS</u>		
1	1	1	Commissioner of Traffic Engineering	42,758.15	140,514.00
1	1	1			
			<u>ADMINISTRATIVE SUPPORT</u>		
1	1	1	Principal Clerk	16.60	22.86
1	1	1			
			<u>PROFESSIONALS</u>		
1	1	1	Consulting Engineer	36,000.00	104,888.34
1	1	1	Engineer	22.78	39.58
2	2	2			
			<u>SKILLED CRAFT</u>		
8	7	7	Low Tension Lineman	31.39	32.64
1	1	1	Sign Painter	36.37	37.10
1	1	1	Sign Painter Unit Leader	39.16	39.94
10	9	9			
			<u>SERVICE & MAINTENANCE</u>		
1	1	1	Line Helper Driver	21.18	28.40
3	3	3	Traffic Sign Process Operator	28.55	29.12
11	9	10	Traffic Sign & Marking Technician	18.48	20.12
15	13	14			
			<u>TECHNICIANS</u>		
1	1	1	Chief of Traffic Signal Unit	18.60	43.99
2	2	2	Traffic Sign Marking Supervisor	28.50	29.07
1	1	1	Traffic Signal Control Technician	37.17	38.55
4	4	4			
33	30	31	TOTAL FULL TIME		
33	30	31	TOTAL DIVISION		



COMMUNITY DEVELOPMENT DIRECTOR'S OFFICE

Michiel Wackers, Interim Director

Louise V. Jackson, Commissioner, Division of Neighborhood Services

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: Consumer Affairs 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.

PROGRAM NAME: EXTERIOR PAINT PROGRAM

OBJECTIVE: This Paint Program provides a valuable incentive to homeowners and tenants to maintain the exterior of their home and aid in reducing lead based paint hazards. To be eligible, an applicant must be a City resident and live in a one or two family structure that is being painted, and meet the program income guidelines.

ACTIVITIES: The Program provides grants of up to \$1500 for reimbursement of exterior paint and paint supplies for owner occupants and up to \$750 for tenants. The grant will not exceed the cost of the exterior paint and supplies. The entire property must be painted to qualify for the reimbursement. Lead regulations must be followed when houses are painted. To ensure compliance, a pre-inspection is conducted to verify that the property needs to be painted and that safe work practices will be followed. A certified Risk Assessor or Clearance Technician must do the final clearance exam. Final clearance as defined by the regulations is a visual clearance of the work site completed by a State Certified Lead Risk Assessor or Clearance Technician.

PROGRAM NAME: COMMUNITY ENGAGEMENT HEALTHY HOME INITIATIVE

OBJECTIVE: The goal of the initiative is to deploy Community Engagement Specialists by neighborhood to improve the quality of life of residents and the City's housing stock. The program will be focused on healthy homes and linking residents and landlords to resources, education and training once trust is built.

ACTIVITIES: Under the oversight of the Community Engagement Specialists Manager (Program Manager), the Community Engagement Specialists (CES) will work out of Community Development Corporations offices and report to the CDC Executive Director or their designee so that they can benefit from the knowledge and network of the CDCs. The main roles and responsibilities of the Community Engagement Specialists includes: working with the Department of Community Development, Department of Building and Housing, Program Manager, CDC team, and Council member to determine which areas of neighborhood have the most need; identifying external and internal housing issues; building trust with residents and landlords, and provide technical assistance; connecting residents and landlords with internal and external resources; administering the paint program in the field with support from the Home Maintenance Program Administrator; and conduct classes and forums for home owners and landlords on a quarterly basis, with support of Program Manager.

COMMUNITY DEVELOPMENT DIRECTOR'S OFFICE

Expenditures

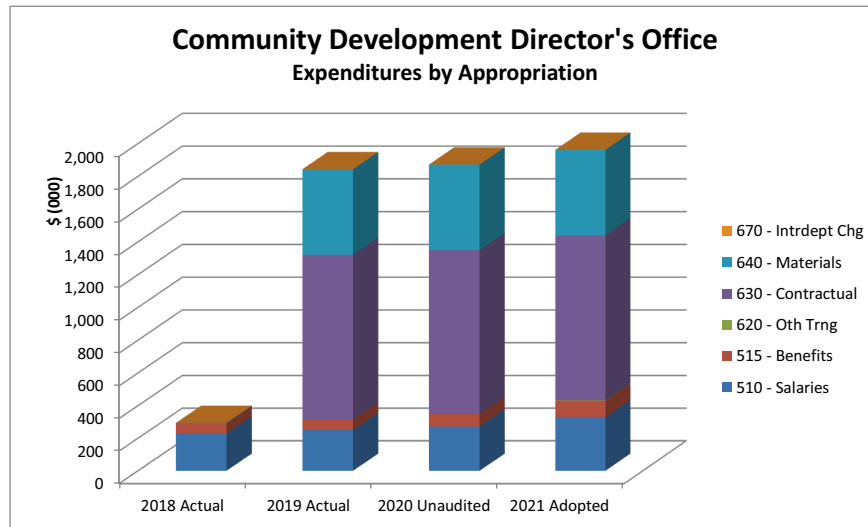
	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 195,437	\$ 209,578	\$ 235,554	\$ 291,667
Board Members	31,500	34,800	35,400	36,580
Longevity	775	950	475	475
Separation Payments	—	4,997	—	—
Bonus Incentive	1,000	—	—	—
	\$ 228,712	\$ 250,325	\$ 271,429	\$ 328,722
Benefits				
Hospitalization	\$ 15,574	\$ 18,626	\$ 23,860	\$ 34,496
Prescription	2,538	3,702	5,495	7,776
Dental	814	779	1,213	1,905
Vision Care	298	285	385	520
Public Employees Retire System	31,900	33,717	38,736	46,475
Fica-Medicare	3,294	3,548	3,811	4,772
Workers' Compensation	2,161	3,845	2,390	2,716
Life Insurance	143	115	178	276
Unemployment Compensation	2,206	—	1,522	2,345
	\$ 58,929	\$ 64,617	\$ 77,590	\$ 101,281
Other Training & Professional Dues				
Travel	\$ 1,471	\$ 252	\$ —	\$ 2,200
Tuition & Registration Fees	—	—	—	400
Mileage (Priv Auto) Trng Prps	—	—	—	200
	\$ 1,471	\$ 252	\$ —	\$ 2,800
Contractual Services				
Professional Services	\$ —	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Mileage (Private Auto)	—	20	25	200
Advertising And Public Notice	4,731	—	—	5,800
Program Promotion	—	5,777	—	—
Parking In City Facilities	600	—	—	200
Other Contractual	—	—	—	250
	\$ 5,331	\$ 1,005,798	\$ 1,000,025	\$ 1,006,450
Materials & Supplies				
Painting Equipment & Supplies	\$ —	\$ 521,232	\$ 521,516	\$ 521,232
Just In Time Office Supplies	—	1,223	1,216	1,500
	\$ —	\$ 522,455	\$ 522,732	\$ 522,732
Interdepart Service Charges				
Charges From Telephone Exch	\$ 13	\$ 10	\$ 120	\$ 121
	\$ 13	\$ 10	\$ 120	\$ 121
	\$ 294,455	\$ 1,843,457	\$ 1,871,896	\$ 1,962,106



COMMUNITY DEVELOPMENT DIRECTOR'S OFFICE

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Miscellaneous	\$ 2,437	\$ 2,038	\$ 2,390	\$ —
	\$ 2,437	\$ 2,038	\$ 2,390	\$ —





COMMUNITY DEVELOPMENT DIRECTOR'S OFFICE

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
2	2	2	Administrative Manager	31,200.00	122,426.51
2	0	2			
<u>PROFESSIONALS</u>					
1	1	1	Assistant Administrator	31,200.00	76,852.88
3	0	1	Consumer Protection Specialist	15.00	20.97
1	0	0	Contract Specialist	15.00	28.07
1	0	0	Intake Specialist	15.00	18.63
1	0	1	Program Manager	30,214.00	91,429.27
7	1	3			
9	3	5	TOTAL FULL TIME		
<u>BOARD MEMBERS</u>					
1	0	1	Member of Fair Housing Board-Chair	7,775.00	7,775.00
4	5	4	Member of Fair Housing Board-Member	7,200.00	7,200.00
5	5	5	TOTAL BOARD MEMBERS		
14	8	10	TOTAL DIVISION		



BUILDING AND HOUSING DIRECTOR'S OFFICE

Ayonna Blue Donald, Director

Mission Statement

The Department of Building & Housing is committed to ensuring that existing and new structures in the City of Cleveland are constructed and maintained in a safe and habitable manner by enforcing the Cleveland Building, Housing, and Zoning Codes, the National Electrical Code, and the Ohio Building, Mechanical, Plumbing, and Elevator Codes. The Department staff reviews construction project plans, issues permits, and inspects properties. The Department's staff provides quality, timely service to their customers and conducts themselves with professionalism and integrity.

This Department was established to administer and enforce the provisions of the Cleveland Building, Housing, and Zoning Codes plus the National Electrical Code and the Ohio Building, Mechanical, Plumbing, and Elevator Codes. The Department has two primary functions - Plan Examination and Code Enforcement and is divided into two divisions, Construction Permitting and Code Enforcement, and the Director's Office. The Department registers building contractors, issues permits, inspects all new construction and major rehabilitation, engages in a systematic and complaint driven code enforcement program for existing properties and provides nuisance abatement to unsafe and/or condemned properties.

PROGRAM NAME: DIRECTOR'S OFFICE

OBJECTIVES: The Director's Office manages the Department's business operations.

ACTIVITIES: The Director's Office monitors the Department expenditures and revenues and performs accounting functions. The staff in the Director's Office maintains records and provides information services. This division performs personnel, labor-relations, and technology functions.

BUILDING AND HOUSING DIRECTOR'S OFFICE

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,296,848	\$ 1,362,134	\$ 1,454,874	\$ 1,842,052
Seasonal	9,274	783	—	—
Part-Time Permanent	—	—	—	21,106
Longevity	9,450	9,850	10,675	11,250
Vacation Conversion	—	9,595	—	—
Separation Payments	—	—	16,101	10,000
Bonus Incentive	7,500	—	—	—
Overtime	33,129	42,673	9,637	—
	\$ 1,356,201	\$ 1,425,035	\$ 1,491,287	\$ 1,884,408
Benefits				
Hospitalization	\$ 225,596	\$ 255,206	\$ 265,647	\$ 354,277
Prescription	32,279	42,642	55,282	71,511
Dental	11,017	11,721	13,397	18,923
Vision Care	1,404	1,424	1,958	2,877
Public Employees Retire System	187,776	198,371	206,644	286,051
Fica-Medicare	18,344	19,336	20,537	26,038
Workers' Compensation	21,508	14,202	12,245	14,923
Life Insurance	787	815	1,065	1,692
Unemployment Compensation	—	—	—	12,896
Clothing Maintenance	—	93	—	300
	\$ 498,712	\$ 543,808	\$ 576,775	\$ 789,488
Other Training & Professional Dues				
Travel	\$ 6,250	\$ 11,437	\$ 6,632	\$ 2,500
Tuition & Registration Fees	5,065	3,570	4,899	1,500
Other Training Supplies	—	—	—	200
Mileage (Priv Auto) Trng Prps	—	—	—	100
Professional Dues & Subscript	—	—	—	2,060
	\$ 11,315	\$ 15,007	\$ 11,530	\$ 6,360
Contractual Services				
Professional Services	\$ 178,000	\$ 426,500	\$ 183,800	\$ 196,000
Court Reporter	—	—	—	124
Travel- Non-Training	41	21	—	138
Mileage (Private Auto)	1,019	356	243	405
Jury And Witness Fees	—	41	—	—
Medical Services	—	—	—	412
Freight Expense	—	—	—	134
Advertising And Public Notice	899	—	383	—
Parking In City Facilities	6,883	9,075	8,203	4,532



BUILDING AND HOUSING DIRECTOR'S OFFICE

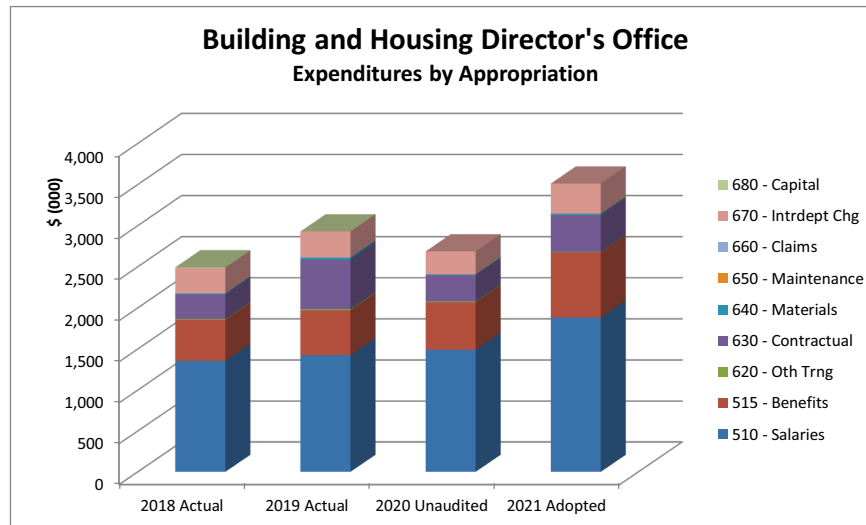
Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Other Contractual	28,300	118,149	101,104	131,607
County Aud & Treas Coll Fee	131	267	445	—
Credit Card Processing Fees	81,163	48,403	23,068	115,000
	\$ 296,435	\$ 602,813	\$ 317,245	\$ 448,352
Materials & Supplies				
Office Supplies	\$ 324	\$ 59	\$ 111	\$ 500
Postage	314	233	305	515
Computer Supplies	42	859	—	1,500
Computer Hardware	—	49	1,638	—
Computer Software	—	—	3,381	2,000
Hardware & Small Tools	—	118	—	—
Office Furniture & Equipment	503	11,271	1,026	691
Hygiene And Cleaning Supplies	—	—	178	—
Shop Tools	—	—	35	—
Other Supplies	237	—	—	412
Batteries	25	64	51	103
Just In Time Office Supplies	11,227	11,941	2,721	9,785
	\$ 12,672	\$ 24,594	\$ 9,446	\$ 15,506
Maintenance				
Maintenance Contracts	\$ —	\$ 1,190	\$ —	\$ 6,000
Car Washes	300	—	—	—
	\$ 300	\$ 1,190	\$ —	\$ 6,000
Claims, Refunds, Maintenance				
Judgments, Damages, & Claims	\$ —	\$ —	\$ —	\$ 3,000
	\$ —	\$ —	\$ —	\$ 3,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 63,513	\$ 64,984	\$ 76,671	\$ 77,461
Charges From Print & Repro	87,257	89,258	89,615	136,675
Charges From Central Storeroom	138,633	150,723	105,072	129,952
Charges From M.V.M.	20,833	12,080	8,900	14,500
	\$ 310,235	\$ 317,044	\$ 280,258	\$ 358,588
Capital Outlay				
Small Equipment	\$ 6,790	\$ —	\$ —	\$ —
	\$ 6,790	\$ —	\$ —	\$ —
	\$ 2,492,660	\$ 2,929,492	\$ 2,686,543	\$ 3,511,702

BUILDING AND HOUSING DIRECTOR'S OFFICE

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ 15,012	\$ 95,699	\$ 268,322	\$ 650
Licenses & Permits	17,641,261	18,293,580	15,066,629	17,830,369
Miscellaneous	34,475	42,807	27,373	39,670
	\$ 17,690,748	\$ 18,432,085	\$ 15,362,324	\$ 17,870,689





BUILDING AND HOUSING DIRECTOR'S OFFICE

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Director of Building & Housing	50,795.81	191,316.74
1	1	1	Secretary to the Director	36,590.39	154,089.52
2	2	2			
<u>ADMINISTRATIVE SUPPORT</u>					
4	1	4	Legal Secretary	31,200.00	51,423.42
3	3	3	Principal Cashier	16.35	27.01
1	1	1	Senior Cashier	15.00	22.97
2	1	1	Senior Clerk	15.00	18.87
10	6	9			
<u>PROFESSIONALS</u>					
2	2	2	Accountant II	16.60	25.23
3	2	2	Administrative Officer	20,800.00	58,499.94
1	1	1	Assistant Administrator	31,200.00	76,852.88
0	1	1	Assistant Plan Examiner	15.00	26.52
1	1	1	Data Base Administrator	39,937.34	118,853.53
1	1	1	Demolition Compliance Officer	20,800.00	54,845.04
2	2	2	Financial Systems Coordinator	23,647.11	74,000.47
2	0	2	Env Compliance Specialist I	15.00	26.43
1	1	1	Program Manager	30,214.00	91,429.27
1	1	1	Fiscal Manager	23,647.11	97,175.21
1	1	1	Project Coordinator	27,325.56	99,702.63
15	13	15			
<u>PARA PROFESSIONALS</u>					
1	1	1	Paralegal	31,200.00	50,203.50
1	1	1			
<u>TECHNICIAN</u>					
2	2	2	Sr Data Conversion Operator	15.00	20.97
2	2	2			



BUILDING AND HOUSING DIRECTOR'S OFFICE

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees December 2020	Budget 2021	Position	Salary Schedule	
				Minimum	Maximum
			<u>NON EEO REPORTING</u>		
2	2	2	Business Process Analyst	55,000.00	108,044.90
2	2	2			
32	26	31	TOTAL FULL TIME		
			<u>PARTIME</u>		
1	0	0	<u>Student Aide</u>	10.00	11.94
1	0	0	TOTAL PART TIME		
33	26	31	TOTAL DIVISION		



DIVISION OF CODE ENFORCEMENT

Thomas Vanover, Commissioner

PROGRAM NAME: DIVISION OF CODE ENFORCEMENT

OBJECTIVES: The Division of Code Enforcement inspects structures to enforce the Cleveland Building, Housing, and Zoning Codes, the National Electrical Code, and the Ohio Building, Mechanical, Plumbing, and Elevator Codes. These inspections are to maintain uniform standards and requirements for residential, commercial, and industrial buildings.

ACTIVITIES: The staff in the Division of Code Enforcement inspects all new and rehabilitation construction, engages in a systematic and complaint-driven code-enforcement program for existing properties, and provides nuisance abatement to unsafe and/or condemned properties. The inspectors issue violation notices, condemn, board-up and secure, abate, or demolish those structures not in compliance with these Codes when the structures constitute a nuisance and/or a hazard to the general public.

DIVISION OF CODE ENFORCEMENT

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 4,922,216	\$ 5,475,913	\$ 5,688,327	\$ 5,966,590
Longevity	27,675	26,425	28,025	29,975
Vacation Conversion	—	3,201	—	—
Separation Payments	55,217	11,288	31,330	20,000
Bonus Incentive	12,800	1,800	2,400	—
Overtime	34,744	26,838	6,157	12,000
	\$ 5,052,653	\$ 5,545,465	\$ 5,756,239	\$ 6,028,565
Benefits				
Hospitalization	\$ 934,355	\$ 1,076,259	\$ 1,127,559	\$ 1,086,471
Prescription	141,252	184,879	238,075	220,707
Dental	49,871	52,172	62,397	60,828
Vision Care	6,684	7,299	8,780	9,827
Public Employees Retire System	691,632	768,675	823,674	923,386
Fica-Medicare	70,758	77,332	80,286	82,197
Workers' Compensation	50,683	59,284	47,351	64,654
Life Insurance	3,032	3,451	4,702	5,778
Unemployment Compensation	2,475	4,130	14,895	59,837
Clothing Maintenance	1,350	1,200	1,350	1,650
Autoomobile Maintenance Allow	—	—	—	6,600
	\$ 1,952,091	\$ 2,234,681	\$ 2,409,069	\$ 2,521,935
Other Training & Professional Dues				
Travel	\$ 1,790	\$ 4,812	\$ —	\$ —
Tuition & Registration Fees	11,675	17,985	12,410	10,400
Other Training Supplies	5,487	3,481	1,308	11,000
Mileage (Priv Auto) Trng Prps	2,969	1,653	1,302	1,500
Professional Dues & Subscript	10,009	2,000	2,000	6,500
	\$ 31,930	\$ 29,932	\$ 17,020	\$ 29,400
Contractual Services				
Professional Services	\$ 20,260	\$ —	\$ —	\$ —
Court Reporter	—	200	—	—
Travel- Non-Training	165	390	80	4,150
Mileage (Private Auto)	149,329	187,518	126,582	195,000
Parking In City Facilities	10,670	10,725	9,845	15,500
Other Contractual	—	47,396	24,162	25,000
	\$ 180,424	\$ 246,230	\$ 160,670	\$ 239,650
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 1,545
Postage	—	8	—	—



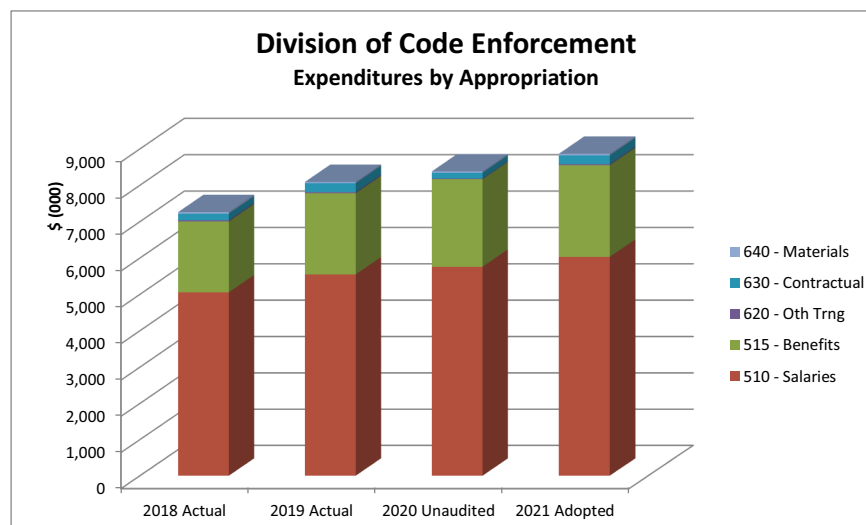
DIVISION OF CODE ENFORCEMENT

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Computer Supplies	178	—	—	2,575
Computer Hardware	—	—	585	—
Computer Software	100	—	—	—
Clothing	17,319	17,502	19,648	14,217
Small Equipment	—	—	988	—
Office Furniture & Equipment	—	—	1,490	—
Photographic Supplies	2,160	2,328	—	2,060
Other Supplies	543	—	—	100
Safety Equipment	11,029	11,357	10,416	13,600
Just In Time Office Supplies	11,560	2,792	3,762	7,000
	\$ 42,888	\$ 33,986	\$ 36,889	\$ 41,097
	\$ 7,259,986	\$ 8,090,294	\$ 8,379,887	\$ 8,860,647

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ —	\$ —	\$ (800)	\$ —
Miscellaneous	60,120	63,201	47,351	—
	\$ 60,120	\$ 63,201	\$ 46,551	\$ —



DIVISION OF CODE ENFORCEMENT

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	Budget 2020	December 2020		Minimum	Maximum
			<u>ADMINISTRATORS & OFFICIALS</u>		
1	1	1	Commissioner of Code Enforcement	42,758.15	152,224.32
1	1	1			
			<u>ADMINISTRATIVE SUPPORT</u>		
1	1	1	Principal Clerk	16.60	22.86
4	4	4	Legal Secretary	31,200.00	51,423.42
5	5	5			
			<u>PROFESSIONALS</u>		
1	1	1	Bureau Manager - Building	26,797.11	90,711.92
1	1	1	Bureau Manager - Demolition	26,797.11	90,711.92
1	1	1	Chief Electrical Inspector	20,800.00	75,084.85
1	1	1	Chief Elevator Inspector	20,800.00	75,084.85
1	0	1	Chief Plumbing Inspector	20,800.00	58,396.41
1	1	1	Chief Heating Inspector	20,800.00	75,084.85
1	1	1	Demolition Contract Specialist	26,797.11	104,508.04
1	1	1	Assistant Plan Examiner	15.00	26.52
2	2	2	Paralegal	31,200.00	50,203.50
10	9	10			
			<u>TECHNICIAN</u>		
7	7	7	Chief Building Inspector	20,800.00	75,084.85
8	8	8	Elevator Inspector	27.45	33.47
1	1	1	Environmental Compliance Specialist III	17.90	32.68
29	28	28	Residential Building Inspector	18.82	23.65
10	6	7	Residential Building Inspc Interim	18.82	19.45
7	7	7	Senior Data Conversion Operator	15.00	20.97
62	57	58			
			<u>NON EEO REPORTING</u>		
14	12	13	Building Inspector 1	27.45	28.52
1	2	2	Building Inspector 2	29.00	30.10
2	3	2	Building Inspector 3	30.54	31.67
1	0	0	Building Inspector 4	32.13	33.29
2	2	2	Building Inspector Interim	22.71	26.01

**DIVISION OF CODE ENFORCEMENT****COMPARISON OF STAFFING LEVEL**

Budget 2020	No. of Employees December 2020	Budget 2021	Position	Salary Schedule	
				Minimum	Maximum
6	2	3	Electrical Safety Inspector 1	26.38	26.91
0	0	1	Electrical Safety Inspector 2	29.35	29.94
1	1	0	Electrical Safety Inspector 3	29.35	29.94
3	3	3	Mechanical Inspector 1	27.45	28.52
2	2	2	Mechanical Inspector 2	29.00	30.01
1	1	1	Mechanical Inspector 3	30.54	31.67
1	0	1	Plumbing Inspector 1	29,286.40	49,670.40
4	3	3	Plumbing Inspector 2	27.87	28.43
0	1	1	Plumbing Inspector 3	29.35	29.94
38	32	34			
116	104	108	TOTAL FULL TIME		
116	104	108	TOTAL DIVISION		



DIVISION OF CONSTRUCTION PERMITTING

Navid Hussain, Commissioner

PROGRAM NAME: DIVISION OF CONSTRUCTION PERMITTING

OBJECTIVES: The Division of Construction Permitting insures that standards are met when structures are constructed, altered, or repaired.

ACTIVITIES: The Division of Construction Permitting reviews permit applications according to City and State standards. This division registers contractors before the contractors obtain permits to perform construction work in the City.



DIVISION OF CONSTRUCTION PERMITTING

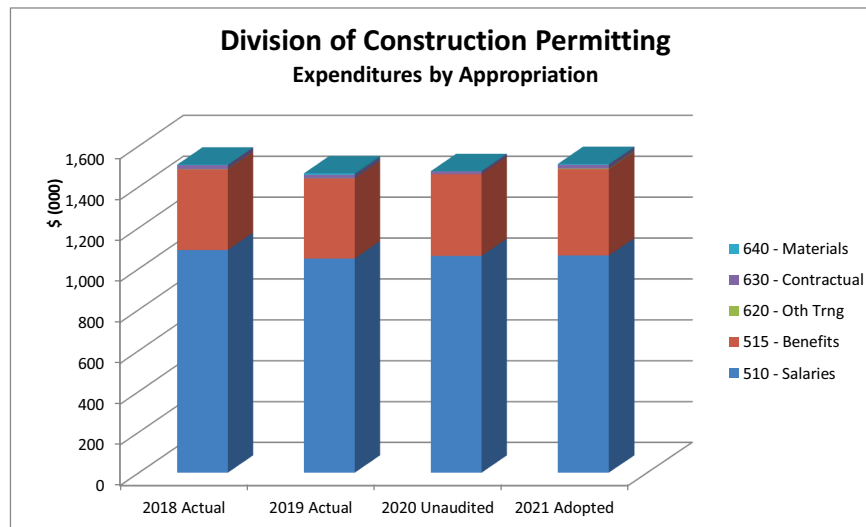
Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,047,843	\$ 993,393	\$ 1,043,449	\$ 1,040,268
Longevity	7,825	7,425	8,000	7,600
Vacation Conversion	—	1,218	—	—
Separation Payments	25,332	6,535	—	10,000
Bonus Incentive	4,000	—	—	—
Overtime	5,862	40,658	10,454	5,862
	\$ 1,090,862	\$ 1,049,229	\$ 1,061,903	\$ 1,063,730
Benefits				
Hospitalization	\$ 181,453	\$ 179,788	\$ 177,037	\$ 174,355
Prescription	27,191	30,235	37,495	35,562
Dental	9,239	8,250	9,569	9,541
Vision Care	1,212	1,194	1,524	1,697
Public Employees Retire System	148,922	146,090	150,284	165,055
Fica-Medicare	14,727	14,179	14,292	13,124
Workers' Compensation	10,298	10,427	9,006	10,626
Life Insurance	607	596	795	972
Unemployment Compensation	—	—	—	10,833
	\$ 393,648	\$ 390,757	\$ 400,002	\$ 421,765
Other Training & Professional Dues				
Travel	\$ 350	\$ —	\$ —	\$ —
Tuition & Registration Fees	750	710	—	500
Other Training Supplies	—	—	—	1,200
Mileage (Priv Auto) Trng Prps	302	—	—	500
Professional Dues & Subscript	—	—	—	1,000
	\$ 1,402	\$ 710	\$ —	\$ 3,200
Contractual Services				
Professional Services	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,300
Freight Expense	—	—	—	100
Other Contractual	9,800	7,884	3,300	8,343
	\$ 19,800	\$ 17,884	\$ 13,300	\$ 18,743
Materials & Supplies				
Office Supplies	\$ 146	\$ 142	\$ —	\$ 400
Computer Supplies	—	—	—	300
Office Furniture & Equipment	—	3,729	—	—
Just In Time Office Supplies	1,889	3,178	1,066	3,000
	\$ 2,035	\$ 7,049	\$ 1,066	\$ 3,700
	\$ 1,507,748	\$ 1,465,629	\$ 1,476,272	\$ 1,511,138

DIVISION OF CONSTRUCTION PERMITTING

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Miscellaneous	\$ 14,142	\$ 14,837	\$ 9,006	\$ —
	\$ 14,142	\$ 14,837	\$ 9,006	\$ —





DIVISION OF CONSTRUCTION PERMITTING

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Assistant Commissioner of Construction Permitting	26,273.96	98,678.77
1	1	1	Commissioner of Construction Permitting	42,758.15	152,224.32
2	2	2			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Project Coordinator	27,325.56	99,702.63
1	0	1	Customer Support Rep	15.00	21.05
1	1	1	Senior Clerk	15.00	18.87
3	2	3			
<u>PROFESSIONALS</u>					
4	4	4	Assistant Plan Examiner	15.00	26.52
8	5	5	Master Plan Examiner	23,647.11	112,409.91
12	9	9			
<u>TECHNICIANS</u>					
2	3	3	Senior Data Conversion Oper	15.00	20.97
2	3	3			
<u>NON EEO REPORTING</u>					
2	2	2	Residential Plan Examiner	21.82	29.97
2	2	2			
21	18	19	TOTAL FULL TIME		
21	18	19	TOTAL DIVISION		



DEPARTMENT OF ECONOMIC DEVELOPMENT

David M. Ebersole, Director

Mission Statement

To provide governmental leadership that will capitalize on Cleveland's economic strength by the encouragement of economic development, and to provide programs for the city, which will generate additional tax revenue, employment and real property values.

Major responsibilities include the following: manage the overall operations of the Department; plan a comprehensive economic development program; operate major commercial/institutional development and redevelopment programs; develop and implement a comprehensive industrial development strategy; operate business investment lending programs; serve as an ombudsman for small businesses within City government; coordinate small business assistance groups; organize local neighborhood based retention and expansion plans; provide business development and marketing resources; and planning and economic policy support.

PROGRAM NAME: ADMINISTRATION

OBJECTIVES: To provide day-to-day management of staff assignments, program development, legislation affairs, program policy and planning. To provide a development strategy for Cleveland in cooperation with other city departments and provide economic development support to the Mayor, City Council, city departments, and the business community. Also, perform capital and operating budget management, loan portfolio and compliance management, grantor agency financial reporting, and coordinate program audits and management information services.

ACTIVITIES: Provide policy for program management and administer loan programs.

PROGRAM NAME: BUSINESS DEVELOPMENT

OBJECTIVES: To assist in the development of real estate opportunities for new businesses as well as assist area businesses with City regulatory, licensing, zoning and building code procedures and clearances. Also, provide assistance in real estate and site location and drafts of expansion plans for area businesses. Develop strategies to promote Cleveland as a good place to live and work.

ACTIVITIES: Collect and make available pertinent real estate and city data. Produce site and expansion plans. Implement interdepartmental programs. Implement and administer the Neighborhood Development Investment Fund (NDIF). Produce marketing brochures promoting both Cleveland and Economic Development assistance programs.

PROGRAM NAME: BUSINESS RETENTION & EXPANSION

OBJECTIVES: To provide assistance to commercial, industrial, and residential business or projects using federal, state, local and private resources to foster economic development in the City of Cleveland.

ACTIVITIES: Market loan programs to the business and the lending community as viable sources of fixed asset financing; package low interest long term loans and tax incentives to businesses; package loans and grants to local development corporations to support for-profit and non-profit neighborhood development; secure federal funds for commercial lending; utilize the Cleveland Citywide Development Corporation to review proposed development projects. Coordinate small business assistance groups; organize local neighborhood based retention and expansion plans.



DEPARTMENT OF ECONOMIC DEVELOPMENT

Expenditures

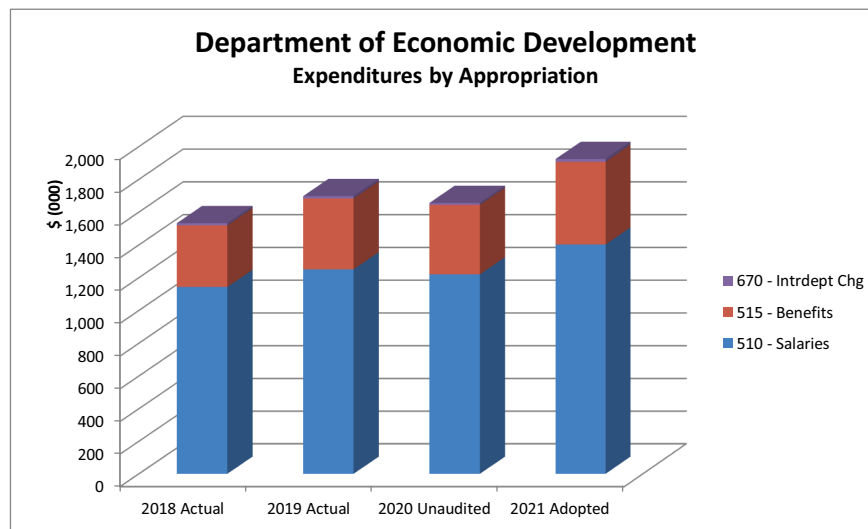
	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,131,230	\$ 1,239,887	\$ 1,209,158	\$ 1,397,639
Longevity	3,400	3,875	4,100	4,525
Vacation Conversion	—	4,281	—	—
Separation Payments	889	2,572	6,804	—
Bonus Incentive	7,500	—	—	—
	\$ 1,143,019	\$ 1,250,615	\$ 1,220,061	\$ 1,402,164
Benefits				
Hospitalization	\$ 159,715	\$ 186,563	\$ 177,949	\$ 223,075
Prescription	23,702	31,444	37,191	41,280
Dental	7,820	8,538	9,417	11,925
Vision Care	894	977	1,466	2,100
Public Employees Retire System	156,458	174,459	169,666	196,303
Fica-Medicare	16,167	17,555	17,085	17,063
Workers' Compensation	10,612	12,295	10,731	12,209
Life Insurance	492	604	719	1,084
	\$ 375,859	\$ 432,434	\$ 424,223	\$ 505,039
Interdepart Service Charges				
Charges From Print & Repro	\$ 10,335	\$ 10,569	\$ 9,199	\$ 14,029
Charges From Central Storeroom	2,166	2,549	1,687	2,086
Charges From M.V.M.	894	1,192	446	1,065
	\$ 13,395	\$ 14,310	\$ 11,331	\$ 17,180
	\$ 1,532,272	\$ 1,697,359	\$ 1,655,616	\$ 1,924,383

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Licenses & Permits	\$ 104,135	\$ 106,113	\$ 107,705	\$ 109,859
Miscellaneous	17,731	18,908	10,731	—
	\$ 121,866	\$ 125,021	\$ 118,436	\$ 109,859



DEPARTMENT OF ECONOMIC DEVELOPMENT





DEPARTMENT OF ECONOMIC DEVELOPMENT

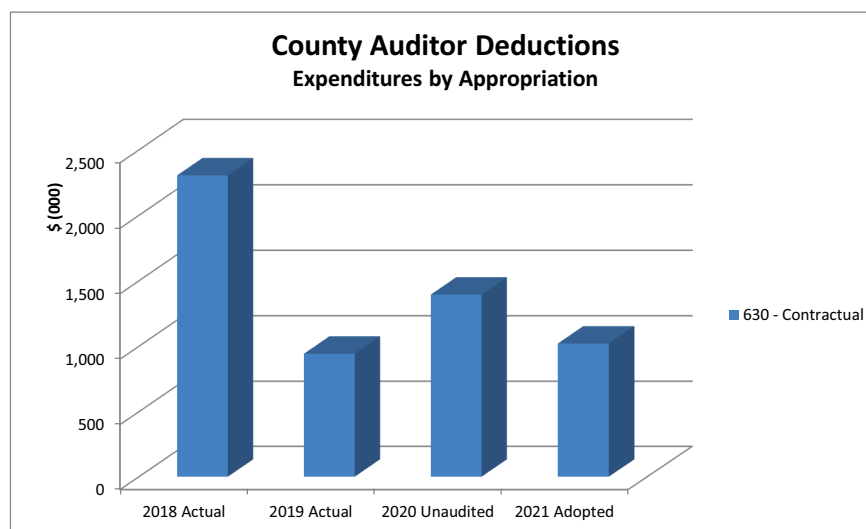
COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	0	1	Assistant Director	36,590.39	154,089.52
1	1	1	Budget Administrator	31,200.00	114,692.86
1	1	1	Director of Economic Development	50,795.81	191,316.74
1	1	1	Executive Assistant To The Mayor	50,795.81	191,316.74
4	3	4			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	31,200.00	122,426.51
1	1	1	Assistant Administrator	31,200.00	76,852.88
1	1	1	Auditor	20,800.00	65,000.00
3	2	3	Development Finance Analyst I	34,000.00	66,489.84
4	3	4	Development Finance Analyst II	51,043.20	93,856.07
4	3	3	Economic Development Specialist	40,000.00	53,105.35
1	0	1	Office Manager	20,800.00	54,845.04
3	2	2	Project Coordinator	27,325.56	99,702.63
18	13	16			
22	16	20	TOTAL FULL TIME		
22	16	20	TOTAL DIVISION		

COUNTY AUDITOR DEDUCTIONS

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Contractual Services				
Non Productive Land Sales	\$ 32,593	\$ 47,779	\$ 12,400	\$ 20,000
Board Of Election Expense	1,294,540	5,778	637,583	—
County Aud & Treas Coll Fee	976,808	889,387	744,455	1,000,000
Advertising Del Land Sales	886	—	—	—
	\$ 2,304,828	\$ 942,944	\$ 1,394,438	\$ 1,020,000
	\$ 2,304,828	\$ 942,944	\$ 1,394,438	\$ 1,020,000

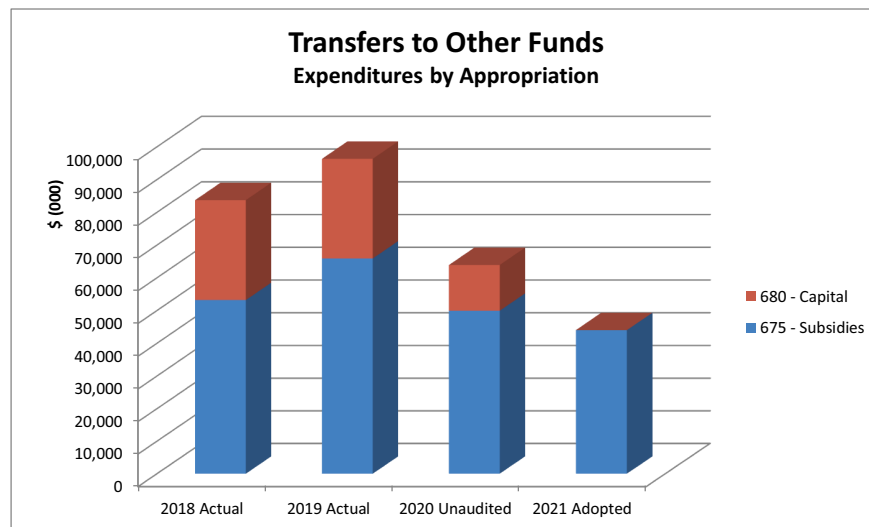




TRANSFERS TO OTHER FUNDS

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Interfund Subsidies				
Transfer To Rainy Day Res Fund	\$ 5,000,000	\$ 5,000,000	\$ —	\$ —
Transfer To Stadium Fund	10,270,275	10,597,563	9,486,600	10,194,803
Subsidy To St Construction	18,310,000	27,675,490	13,900,000	12,072,066
Transfer to Other SubClasses	5,280,326	9,078,513	11,216,330	5,120,000
Transfer To Debt Service Fund	9,233,393	9,329,986	8,795,394	10,982,709
Transfer To Schools Rec Fund	1,125,000	1,125,000	1,125,000	1,125,000
Subsidy To Sinking Fund	770,000	518,002	797,000	686,819
Subsidy To Cemetery	250,000	116,525	150,000	352,989
Transfer To Parking Facilities	—	—	2,000,000	—
Subsidy to Golf Courses	1,200,000	928,988	705,000	806,447
Subsidy to Conv Center	1,750,000	1,485,107	1,750,000	1,922,570
Subsidy to Westside Market	—	—	—	738,926
	\$ 53,188,994	\$ 65,855,174	\$ 49,925,324	\$ 44,002,329
Capital Outlay				
Transfer To Capital Project	\$ 30,525,090	\$ 30,450,000	\$ 13,962,000	\$ —
	\$ 30,525,090	\$ 30,450,000	\$ 13,962,000	\$ —
	\$ 83,714,084	\$ 96,305,174	\$ 63,887,324	\$ 44,002,329



OTHER ADMINISTRATIVE

Expenditures

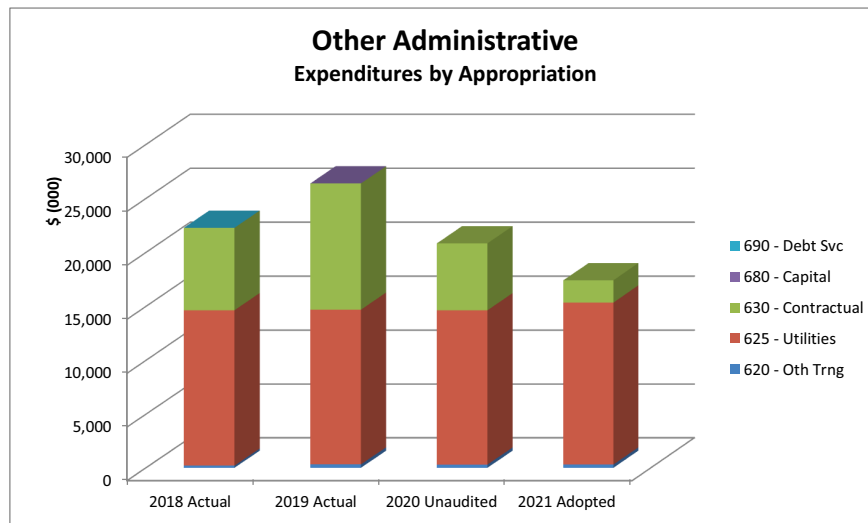
	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Other Training & Professional Dues				
Professional Dues & Subscript	\$ 3,305	\$ 2,040	\$ 2,494	\$ 5,000
Ohio Municipal League	23,441	24,600	24,600	24,600
NOACA	51,304	85,836	68,559	68,559
Mayors & Mgrs Assoc.	15,000	18,750	19,500	19,500
Global Cleveland	50,000	125,000	125,000	125,000
U.S. Conference Of Mayors	17,511	17,511	17,511	17,511
National League Of Cities	18,979	19,548	19,920	19,920
Greater Cleveland Partnership	25,000	25,000	25,000	25,000
	\$ 204,540	\$ 318,285	\$ 302,584	\$ 305,090
Utilities				
Electricity - Cpp	\$ 14,434,931	\$ 14,372,436	\$ 14,332,330	\$ 15,044,400
	\$ 14,434,931	\$ 14,372,436	\$ 14,332,330	\$ 15,044,400
Contractual Services				
Professional Services	\$ 716,000	\$ 696,000	\$ 757,735	\$ 216,000
Insurance And Official Bonds	5,901	—	—	—
Property Rental	3,120,000	2,400,000	—	—
Other Contractual	244,455	424,705	479,081	625,000
Justice Center-Tower Maint	3,408,562	3,080,904	3,702,068	—
Local Match-Grant Programs	—	5,000,000	—	—
Bank Service Fees	145,682	101,182	138,277	100,000
	\$ 7,640,600	\$ 11,702,791	\$ 5,077,161	\$ 941,000
	\$ 22,280,070	\$ 26,393,512	\$ 19,712,075	\$ 16,290,490

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ 2,012,608	\$ 1,802,081	\$ 1,764,033	\$ 1,742,427
Fines, Forfeitures & Settlements	—	—	151	—
Grant Revenue	3	—	60,344,252	—
Miscellaneous	12,900,615	23,210,205	12,983,699	13,926,324
Other Shared Revenue	13,019,984	13,440,585	10,688,575	14,661,124
Property Tax	34,627,861	37,905,313	38,373,449	36,306,966
Sale Of City Assets	9,248,500	—	—	1,000,446
State And Local Gov Fund	25,007,190	26,072,779	25,504,426	26,533,090
Transfers In	—	3,731,113	—	8,500,000
Income Tax	413,157,510	441,753,840	410,100,006	424,000,000
Interest Earnings/Investment Income	24,420	27,024	5,603	—
	\$ 509,998,691	\$ 547,942,939	\$ 559,764,195	\$ 526,670,377



OTHER ADMINISTRATIVE



Special Revenue Fund



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

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

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

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



Special Revenue Funds

Special Revenue Fund Summary

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget	\$ Change	% Change
RESTRICTED INCOME TAX FUND						
RECEIPTS	\$ 51,952,630	\$ 55,661,234	\$ 51,428,514	\$ 53,100,000	\$ 1,671,486	3%
EXPENDITURES	51,737,512	53,878,638	54,392,929	53,138,172	(1,254,757)	-2%
Net	\$ 215,118	\$ 1,782,596	\$ (2,964,415)	\$ (38,172)	\$ 2,926,243	-99%
Decertifications	77,485	—	750,000	—	—	—
Beginning Balance	177,388	469,991	2,252,587	38,172	—	—
Ending Balance	\$ 469,991	\$ 2,252,587	\$ 38,172	\$ 0	\$ (38,172)	-100%
STREET CONSTRUCTION						
RECEIPTS	\$ 32,897,822	\$ 44,095,056	\$ 32,341,635	\$ 30,716,666	\$ (1,624,969)	-5%
EXPENDITURES	28,381,919	35,747,708	39,239,755	36,866,551	(2,373,204)	-6%
Net	\$ 4,515,903	\$ 8,347,348	\$ (6,898,120)	\$ (6,149,885)	\$ 748,235	-11%
Decertifications	78,367	105,415	8	—	—	—
Beginning Balance	6,782	4,601,052	13,053,816	6,155,704	—	—
Ending Balance	\$ 4,601,052	\$ 13,053,816	\$ 6,155,704	\$ 5,819	\$ (6,149,885)	-100%
FT Staffing Levels	143	143	147	151		
RAINY DAY RESERVE FUND						
RECEIPTS	\$ 5,448,650	\$ 5,630,026	\$ 212,554	\$ 140,000	\$ 140,000	100%
EXPENDITURES	—	—	—	—	—	%
Net	\$ 5,448,650	\$ 5,630,026	\$ 212,554	\$ 140,000	\$ (72,554)	-34%
Beginning Balance	25,994,509	31,443,159	37,073,185	37,285,738	—	—
Ending Balance	\$ 31,443,159	\$ 37,073,185	\$ 37,285,738	\$ 37,425,738	\$ 140,000	0%
SCHOOL ACTIVITIES						
RECEIPTS	\$ 1,125,000	\$ 1,125,000	\$ 1,125,000	\$ 1,125,000	\$ —	%
EXPENDITURES	1,125,000	1,125,000	1,125,000	1,125,000	—	%
Net	\$ —	\$ —	\$ —	\$ —	\$ —	%
Beginning Balance	—	—	—	—	—	—
Ending Balance	\$ —	\$ —	\$ —	\$ —	\$ —	%



	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Unaudited</u>	<u>2021 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
CLEVELAND STADIUM						
RECEIPTS	\$ 15,502,393	\$ 16,044,482	\$ 15,552,372	\$ 14,544,803	\$ (1,007,569)	-7%
EXPENDITURES	10,979,895	13,802,332	10,722,300	22,444,803	11,722,503	52%
Net	\$ 4,522,498	\$ 2,242,150	\$ 4,830,071	\$ (7,900,000)	\$ (12,730,071)	-264%
Decertifications	—	—	—	—	—	—
Beginning Balance	22,995,523	27,518,021	29,760,171	34,590,242	4,830,071	—
Ending Balance	<u>\$ 27,518,021</u>	<u>\$ 29,760,171</u>	<u>\$ 34,590,242</u>	<u>\$ 26,690,242</u>	<u>\$ (7,900,000)</u>	<u>-23%</u>



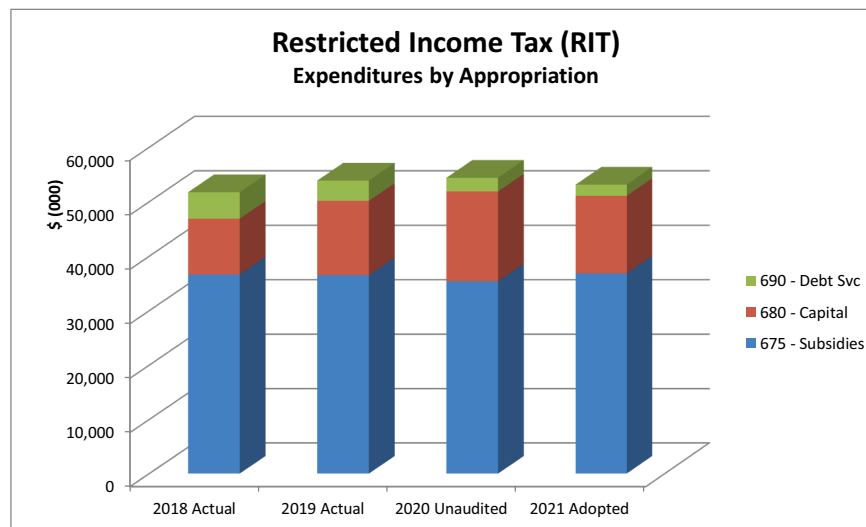
RESTRICTED INCOME TAX

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Interfund Subsidies				
Transfer to Other SubClasses	\$ 36,621,916	\$ 36,507,408	\$ 35,379,928	\$ 36,821,484
	\$ 36,621,916	\$ 36,507,408	\$ 35,379,928	\$ 36,821,484
Capital Outlay				
Transfer To Capital Project	\$ 10,254,282	\$ 13,635,086	\$ 16,484,743	\$ 14,237,047
	\$ 10,254,282	\$ 13,635,086	\$ 16,484,743	\$ 14,237,047
Debt Service				
Professional Svcs-Debt Svc	\$ —	\$ 175	\$ 359	\$ —
Principal	4,210,186	3,135,969	1,952,490	1,459,618
Interest	651,129	599,998	575,409	620,022
	\$ 4,861,315	\$ 3,736,142	\$ 2,528,258	\$ 2,079,640
	\$ 51,737,513	\$ 53,878,636	\$ 54,392,929	\$ 53,138,171

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Income Tax	\$ 51,644,691	\$ 55,219,228	\$ 51,262,501	\$ 53,000,000
Interest Earnings/Investment Income	307,940	442,004	166,012	100,000
	\$ 51,952,631	\$ 55,661,232	\$ 51,428,513	\$ 53,100,000



STREET CONSTRUCTION, MAINTENANCE & REPAIR

Randall Scott, Interim Commissioner

Mission Statement

The mission of the Division of Streets is to maintain a safe/clean pavement condition and bridge condition along the major, minor, and residential streets within the City of Cleveland. This includes all aspects of Snow Removal, Pavement Repairs, Resurfacing, Bridge Maintenance, Street Sweeping, and Graffiti Abatement.

PROGRAM NAME: BRIDGE MAINTENANCE

OBJECTIVES: To ensure that the City of Cleveland bridge network is maintained and in good working condition, including five movable bridges over the Cuyahoga River.

ACTIVITIES: The Division reviews bridge inspection reports and makes necessary repairs to the bridge stock based on the inspections. The general maintenance includes drainage systems, expansion joints, and minor surface repairs. The Division is also responsible for staffing the movable bridges during their 24 hour operation.

PROGRAM NAME: GRAFFITI ABATEMENT

OBJECTIVES: To insure the removal of graffiti from all areas in the City of Cleveland.

ACTIVITIES: The Division aggressively removes or covers up any graffiti within the City of Cleveland's right of way and parks using the Division's own resources and with the assistance of volunteers.

PROGRAM NAME: SNOW AND ICE CONTROL

OBJECTIVES: To provide snow and ice control services and maintain reasonable and safe traffic flow along the main and residential streets of the City of Cleveland.

ACTIVITIES: Provide anti-icing and de-icing to all primary routes during light snow conditions. Conduct tandem plowing of all primary routes during heavy snow. Plow and/or salt residential streets. Respond to requests for snow/ice control service.

PROGRAM NAME: STREET CLEANING

OBJECTIVES: To provide a clean appearance and provide safe road conditions for main streets and residential streets within the City.

ACTIVITIES: Clean streets. Remove litter. Reduce the amount of pollutants flowing into our sanitary sewer systems.

PROGRAM NAME: STREET REPAIR

OBJECTIVES: To maintain, repair deficiencies, and remove all hazardous areas within the City of Cleveland's roadway network.

ACTIVITIES: The Division systematically repairs pot holes throughout the city year round and most importantly in the spring time when pot holes are most prevalent. The Division also repairs deteriorated roadway base and caps utility cuts.

PROGRAM NAME: STREET RESURFACING

OBJECTIVES: To maintain, repair, and improve the pavement condition within the City of Cleveland.

ACTIVITIES: Using allocated capital funding, the Division of Streets removes old deteriorated pavement and replaces it with new asphalt surfaces. The Division of Streets also replaces all ADA ramps on roadways that are completely resurfaced.



STREET CONSTRUCTION, MAINTENANCE & REPAIR

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 8,160,910	\$ 8,709,368	\$ 8,694,300	\$ 8,841,159
Seasonal	3,905,784	4,067,814	3,890,175	4,412,496
Military Leave	—	4,116	—	—
Injury Pay	9,277	7,278	6,579	—
Longevity	55,550	56,000	55,075	54,950
Wage Settlements	16,305	—	4,058	—
Vacation Conversion	—	12,091	—	—
Separation Payments	35,067	107,196	91,959	—
Bonus Incentive	44,000	44,000	—	—
Overtime	1,071,829	1,111,334	1,034,210	1,000,000
	\$ 13,298,721	\$ 14,119,197	\$ 13,776,355	\$ 14,308,605
Benefits				
Hospitalization	\$ 1,386,530	\$ 1,504,900	\$ 1,554,970	\$ 1,415,779
Prescription	210,150	258,712	324,673	287,787
Dental	65,265	63,308	73,322	76,221
Vision Care	7,280	7,129	11,390	13,656
Public Employees Retire System	1,859,353	1,944,070	1,980,698	2,030,859
Fica-Medicare	185,536	196,334	191,273	203,124
Workers' Compensation	675,614	503,524	121,032	408,933
Life Insurance	4,577	4,510	6,103	7,572
Unemployment Compensation	104,301	108,906	209,572	150,000
Clothing Allowance	43,421	41,913	41,875	43,400
Tool Insurance	2,870	3,440	4,470	260
Clothing Maintenance	19,925	19,075	19,425	26,225
	\$ 4,564,822	\$ 4,655,821	\$ 4,538,802	\$ 4,663,816
Other Training & Professional Dues				
Travel	\$ 6,134	\$ 8,739	\$ —	\$ —
Tuition & Registration Fees	1,575	3,650	—	—
Professional Dues & Subscript	—	—	225	—
	\$ 7,709	\$ 12,389	\$ 225	\$ —
Utilities				
Brokered Gas Supply	\$ 59,939	\$ 90,799	\$ 53,803	\$ 96,328
Water	2,681	11,155	1,504	7,761
Gas	46,426	43,016	41,536	45,636
Electricity - Cpp	121,087	124,336	94,378	131,908
Electricity - Other	30,419	27,873	27,025	29,570
Security & Monitoring System	20,632	34,008	13,412	1,200
	\$ 281,184	\$ 331,187	\$ 231,658	\$ 312,403

STREET CONSTRUCTION, MAINTENANCE & REPAIR

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Contractual Services				
Professional Services	\$ 275,160	\$ 223,493	\$ 207,672	\$ 261,550
Medical Services	—	—	—	2,500
Parking In City Facilities	4,536	6,304	2,549	6,604
Property Rental	86,000	110,000	12,443	125,000
Equipment Rental	—	97,999	60,869	80,000
Other Contractual	910	—	900	7,200
	\$ 366,606	\$ 437,797	\$ 284,433	\$ 482,854
Materials & Supplies				
Salt & De-Icer	\$ 1,627,702	\$ 3,359,623	\$ 3,706,877	\$ 3,500,000
Heavy Truck Parts	270	—	—	—
Construction Equipment Parts	—	1,462	—	—
Clothing	4,000	2,081	6,000	2,060
Hardware & Small Tools	462	13,352	1,410	10,000
Welding Supplies & Equipment	5,000	2,350	10,000	8,000
Boilers, Heaters & Cool Equip	15,000	—	10,000	15,450
Seed, Fertilizer & Herbicide	2,739	1,515	335	1,000
Small Equipment	15,396	14,465	11,870	10,740
Electrical Supplies	8,188	—	27,816	6,180
Fence, Posts & Bars	9,169	—	—	1,090
Hygiene And Cleaning Supplies	24,499	22,753	48,338	23,000
Painting Equipment & Supplies	6,500	17,886	20,827	15,000
Lumber, Glass, And Drywall	12,244	11,015	15,351	5,000
Medical Supplies	—	358	—	—
Other Supplies	250,541	249,112	284,597	250,000
Guard Rail Supplies	85,479	31,105	29,670	30,000
Bridge Maintenance Supplies	654,877	382,410	503,153	639,885
Safety Equipment	5,000	14,196	4,130	11,000
Just In Time Office Supplies	3,959	4,633	5,070	4,000
Building Maintenance Supplies	2,532	57,850	5,348	6,000
Paving Material	154,859	139,774	22,291	150,000
Asphalt	458,202	427,641	380,222	450,000
Cement Sand & Gravel	262,156	455,819	511,755	475,000
Misc Maintenance Supplies	98,368	100,376	129,132	100,000
	\$ 3,707,141	\$ 5,309,776	\$ 5,734,192	\$ 5,713,405



Special Revenue Funds

Department of Public Works

STREET CONSTRUCTION, MAINTENANCE & REPAIR

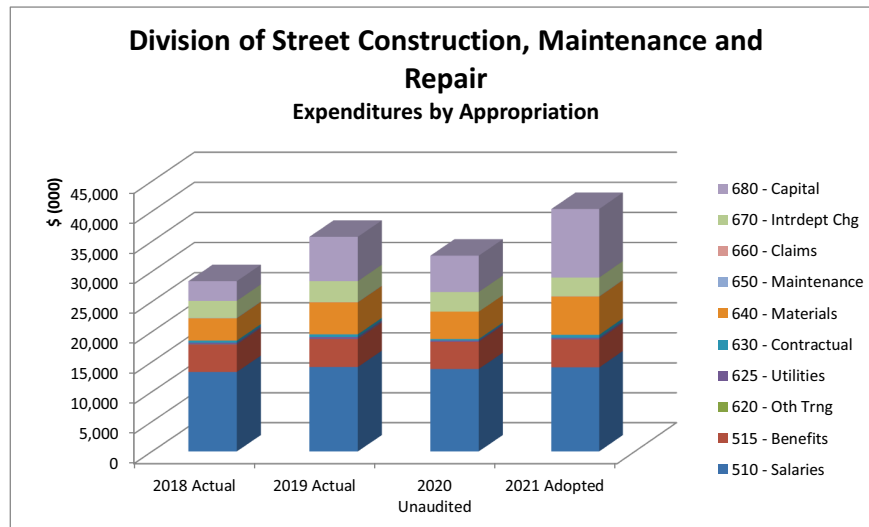
Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Maintenance				
Maintenance Electrical Equip	\$ 2,515	\$ —	\$ —	\$ —
Maintenance Machinery & Tools	—	10,000	—	15,450
Repair Parts	—	—	9,461	—
Repair Of Overhead Doors	48,102	31,451	16,640	30,000
	\$ 50,617	\$ 41,451	\$ 26,101	\$ 45,450
Claims, Refunds, Maintenance				
Judgments, Damages, & Claims	\$ 125	\$ —	\$ —	\$ 5,000
	\$ 125	\$ —	\$ —	\$ 5,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 197,050	\$ 284,492	\$ 336,232	\$ 339,696
Charges From Radio Comm System	92,793	111,685	87,218	209,579
Charges From W.P.C.	2,845	7,038	1,817	5,000
Charges From Print & Repro	21,238	19,346	22,935	34,979
Charges From Central Storeroom	168	134	219	271
Charges From M.V.M.	2,518,100	3,050,755	2,818,999	2,967,412
Charges From Waste Collection	7,632	7,488	7,488	5,000
	\$ 2,839,826	\$ 3,480,938	\$ 3,274,908	\$ 3,561,937
Capital Outlay				
Local Resurfacing	\$ 3,265,168	\$ 2,759,154	\$ 2,773,081	\$ 2,773,081
Transfer To Capital Project	—	4,600,000	8,600,000	5,000,000
	\$ 3,265,168	\$ 7,359,154	\$ 11,373,081	\$ 7,773,081
	\$ 28,381,919	\$ 35,747,708	\$ 39,239,755	\$ 36,866,551

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ 34,454	\$ 41,461	\$ 27,525	\$ 35,000
Licenses & Permits	860,367	1,045,823	929,773	895,200
Miscellaneous	171,622	165,969	121,792	400
Other Shared Revenue	13,490,856	15,123,463	17,289,323	17,664,000
Transfers In	18,310,000	27,675,490	13,900,000	12,072,066
Interest Earnings/Investment Income	30,504	42,850	73,222	50,000
	\$ 32,897,803	\$ 44,095,057	\$ 32,341,636	\$ 30,716,666

STREET CONSTRUCTION, MAINTENANCE & REPAIR





STREET CONSTRUCTION, MAINTENANCE & REPAIR

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
2	2	2	Assistant Commissioner of Streets	26,273.96	98,678.77
1	0	0	Commissioner of Streets	40,314.82	145,820.32
3	2	2			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	31,200.00	122,426.51
1	1	1	Assistant Administrator	31,200.00	76,852.88
1	1	1	Section Chief of Engineering and Construction	50,000.00	108,011.58
3	3	3			
<u>SKILLED CRAFT</u>					
3	3	3	Asphalt Construction Unit Leader	29.12	43.68
20	19	20	Asphalt Tamper	26.85	41.03
2	1	1	Bridge Oiler	19.25	22.79
2	2	2	Carpenter	42.96	53.70
3	3	3	Construction Equipment Operator Group A	46.03	57.59
5	5	5	Construction Equipment Operator Group B	45.91	57.44
17	16	17	Electric Bridge Operator	10.00	18.80
4	4	4	Electric Bridge Operator Unit Leader	10.00	20.13
2	2	2	Electrical Worker	48.88	61.10
3	3	3	Ironworker	47.53	59.41
1	1	1	Jackhammer Operator	27.94	41.85
1	1	1	Machinist	21.39	25.60
2	1	1	Master Mechanic	46.83	58.59
11	11	11	Paver	28.28	42.46
3	3	3	Paving Unit Leader	27.99	42.82
5	5	5	Street Equipment Maintenance Specialist	27.16	27.70
7	6	7	Street Maintenance District Unit Leader	59,446.40	67,509.31
9	13	11	Street Maintenance Unit Leader	23.32	24.27
2	3	3	Welder/Fabricator Technician	18.36	26.64
102	102	103			

STREET CONSTRUCTION, MAINTENANCE & REPAIR

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees December 2020	Budget 2021	Position	Salary Schedule	
				Minimum	Maximum
			<u>SERVICE & MAINTENANCE</u>		
1	1	1	Concrete Mixer Driver	25.89	26.41
2	2	2	General Shop Unit Leader	28.97	30.14
10	8	10	Municipal Service Laborer	18.01	20.41
3	3	3	Street Carry-all Driver	27.16	27.70
2	2	2	Tanker Truck Driver	27.16	27.70
21	19	20	Truck Driver	21.86	22.30
39	35	38			
			<u>TECHNICIAN</u>		
5	5	5	Radio Operator	20.58	23.03
5	5	5			
152	147	151	TOTAL FULL TIME		
127	127	127	TOTAL SEASONAL (PEAK) *		
279	274	278	TOTAL DIVISION		

* Due to the seasonal nature of the division, position titles vary throughout the year. Therefore, averages, rather than actual employees are used.

**SCHOOLS RECREATION & CULTURAL****Expenditures****Contractual Services**

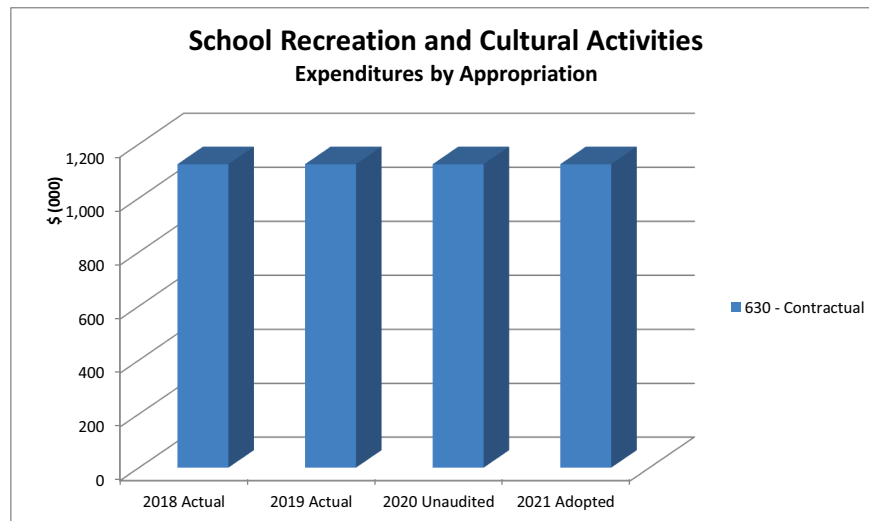
Other Contractual

2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
\$ 1,125,000	\$ 1,125,000	\$ 1,125,000	\$ 1,125,000
\$ 1,125,000	\$ 1,125,000	\$ 1,125,000	\$ 1,125,000
\$ 1,125,000	\$ 1,125,000	\$ 1,125,000	\$ 1,125,000

Revenues

Transfers In

2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
\$ 1,125,000	\$ 1,125,000	\$ 1,125,000	\$ 1,125,000
\$ 1,125,000	\$ 1,125,000	\$ 1,125,000	\$ 1,125,000



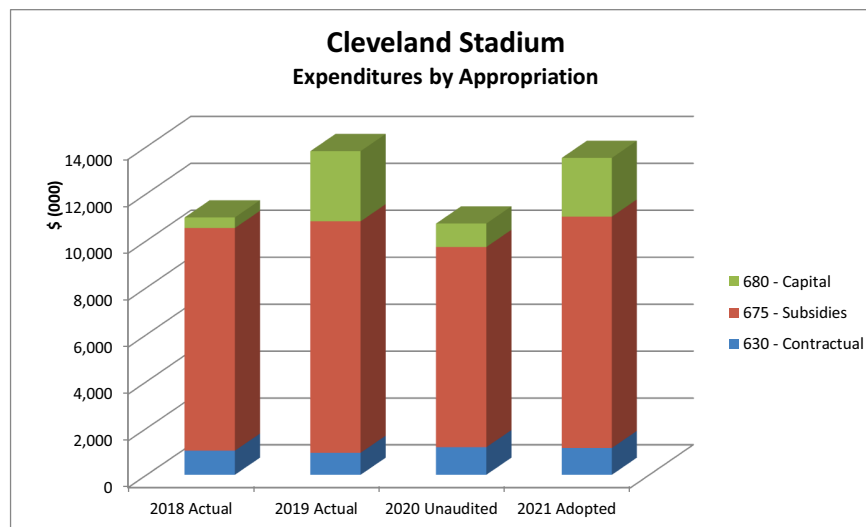
CLEVELAND STADIUM

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Contractual Services				
Professional Services	\$ 189,670	\$ 13,860	\$ 14,398	\$ 180,000
Insurance And Official Bonds	—	168,116	387,792	400,000
Stadium Property Tax	843,817	761,893	783,510	781,303
	\$ 1,033,487	\$ 943,869	\$ 1,185,700	\$ 1,361,303
Interfund Subsidies				
Transfer To Debt Service Fund	\$ 9,495,275	\$ 9,868,463	\$ 8,536,600	\$ 9,083,500
	\$ 9,495,275	\$ 9,868,463	\$ 8,536,600	\$ 9,083,500
Capital Outlay				
Transfer to other SubFunds	\$ 451,132	\$ 2,990,000	\$ 1,000,000	\$ 12,000,000
	\$ 451,132	\$ 2,990,000	\$ 1,000,000	\$ 12,000,000
	\$ 10,979,895	\$ 13,802,332	\$ 10,722,300	\$ 22,444,803

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Other Shared Revenue	4,641,053	4,698,948	4,837,448	4,000,000
Transfers In	10,270,275	10,597,563	10,336,600	10,194,803
Interest Earnings/Investment Income	341,066	497,971	128,323	100,000
	\$ 15,502,393	\$ 16,044,482	\$ 15,552,371	\$ 14,544,803



Major Enterprise Funds



Enterprise Funds are used to account for operations that function in a manner similar to private business enterprises and are financed primarily by user fees to the general public. Major Enterprises, consisting of Public Utilities and Airports, are totally self-supporting

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget	\$ Change	% Change
UTILITIES ADMINISTRATION						
RECEIPTS	\$ 5,890,770	\$ 6,570,040	\$ 6,5310,001	\$ 8,454,902	\$ 1,924,901	29%
EXPENDITURES	6,051,051	6,488,211	6,713,911	8,482,973	1,769,062	26%
Net	\$ (160,281)	\$ 81,829	\$ (183,910)	\$ (28,071)	\$ 155,839	-85%
Decertifications	11,226	18,913	24,170	—	—	—
Beginning Balance	621,780	472,724	573,467	413,727	—	—
Ending Balance	\$ 472,724	\$ 573,467	\$ 413,727	\$ 385,656	\$ (28,071)	-7%
FT Staffing Levels	55	56	56	72	16	22%
FISCAL CONTROL						
RECEIPTS	\$ 7,013,135	\$ 7,232,424	\$ 7,467,734	\$ 8,918,674	\$ 1,450,940	19%
EXPENDITURES	7,348,783	7,300,586	7,682,809	8,938,937	1,256,128	16%
Net	\$ (335,647)	\$ (68,162)	\$ (215,075)	\$ (20,263)	\$ 194,812	-91%
Decertifications	10,040	49,107	29,316	—	—	—
Beginning Balance	824,042	498,435	479,379	293,620	—	—
Ending Balance	\$ 498,435	\$ 479,380	\$ 293,620	\$ 273,357	\$ (20,263)	-7%
FT Staffing Levels	74	77	76	83	7	8%
WATER						
RECEIPTS	\$ 314,400,016	\$ 330,939,281	\$ 321,637,242	\$ 317,737,354	\$ (3,899,888)	-1%
EXPENDITURES	335,333,313	330,916,318	329,319,665	345,804,217	16,484,552	5%
Net	\$ (20,933,297)	\$ 22,963	\$ (7,682,423)	\$ (28,066,863)	\$ (20,384,440)	265%
Decertifications	7,053,923	4,829,435	706,653	—	—	—
Beginning Balance	208,277,487	194,398,113	199,250,511	192,274,741	—	—
Ending Balance	\$ 194,398,113	\$ 199,250,511	\$ 192,274,741	\$ 164,207,878	\$ (28,066,863)	-15%
FT Staffing Levels	983	991	1,019	1,177	158	13%



Major Enterprise Funds

Major Enterprise Funds Summary

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget	\$ Change	% Change
WATER POLLUTION CONTROL						
RECEIPTS	\$ 30,050,958	\$ 32,699,000	\$ 28,152,280	\$ 28,818,639	\$ 666,359	2%
EXPENDITURES	26,414,136	29,323,917	29,825,294	28,972,780	(852,514)	-3%
Net	\$ 3,636,822	\$ 3,375,084	\$ (1,673,014)	\$ (154,141)	\$ 1,518,873	0%
Decertifications	295,964	792,488	7,971	—	—	—
Beginning Balance	15,386,245	19,319,031	23,486,603	21,821,560	—	—
Ending Balance	\$ 19,319,031	\$ 23,486,603	\$ 21,821,560	\$ 21,667,419	\$ (154,141)	-1%
FT Staffing Levels	137	132	130	172	42	24%
CLEVELAND PUBLIC POWER						
RECEIPTS	\$ 214,307,889	\$ 209,564,532	\$ 189,070,965	\$ 210,702,376	\$ 21,631,411	10%
EXPENDITURES	211,594,373	206,037,051	189,598,457	210,011,087	20,412,630	10%
Net	\$ 2,713,517	\$ 3,527,481	\$ (527,492)	\$ 691,289	\$ 1,218,781	0%
Decertifications	89,312	1,646,450	606,769	—	—	—
Beginning Balance	18,519,104	21,321,933	26,495,863	26,575,140	—	—
Ending Balance	\$ 21,321,933	\$ 26,495,863	\$ 26,575,140	\$ 27,266,429	\$ 691,289	3%
FT Staffing Levels	228	231	219	287	68	24%
PORT CONTROL						
RECEIPTS	\$ 164,298,692	\$ 165,398,865	\$ 161,644,262	\$ 151,549,889	\$ (10,094,373)	-7%
EXPENDITURES	164,751,434	165,421,443	149,317,611	151,549,889	2,232,278	1%
Net	\$ (452,742)	\$ (22,578)	\$ 12,326,651	\$ —	\$ (12,326,651)	%
Receivables & Adjustments	6,447,066	(1,647,382)	2,185,018	—	—	—
Decertifications	802,728	1,770,283	776,193	—	—	—
Beginning Balance	73,470,797	80,267,849	80,368,172	95,656,034	—	—
Ending Balance	\$ 80,267,849	\$ 80,368,172	\$ 95,656,034	\$ 95,656,034	\$ —	0%
FT Staffing Levels	348	344	328	364	36	10%

UTILITIES GENERAL ADMINISTRATION

Martin J. Keane, 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

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 3,580,810	\$ 3,698,674	\$ 4,001,954	\$ 4,852,146
Part-Time Permanent	—	—	—	38,296
Student Trainees	10,249	84,214	69,684	94,994
Longevity	17,050	17,600	18,700	20,850
Vacation Conversion	—	13,919	—	—
Separation Payments	29,962	1,967	2,701	72,000
Bonus Incentive	25,000	—	—	—
Overtime	62,763	60,671	7,653	54,500
	\$ 3,725,834	\$ 3,877,045	\$ 4,100,692	\$ 5,132,786
Benefits				
Hospitalization	\$ 548,711	\$ 578,110	\$ 613,223	\$ 814,606
Prescription	81,533	98,135	127,480	163,554
Dental	27,017	26,750	32,071	43,735
Vision Care	2,999	3,080	4,953	7,319
Public Employees Retire System	519,753	537,992	569,984	706,537
Fica-Medicare	50,948	52,159	55,180	70,176
Workers' Compensation	35,742	39,176	33,122	46,707
Life Insurance	1,804	1,945	2,557	3,960
Unemployment Compensation	5,935	2,095	5,726	—
Clothing Allowance	400	—	—	—
Clothing Maintenance	325	—	—	—
	\$ 1,275,169	\$ 1,339,441	\$ 1,444,297	\$ 1,856,594
Other Training & Professional Dues				
Travel	\$ 23,220	\$ 23,215	\$ 11,373	\$ 32,000
Tuition & Registration Fees	11,324	12,497	3,320	15,000
Other Training Supplies	—	—	—	12,000
Professional Dues & Subscript	5,585	4,920	5,125	11,000
	\$ 40,129	\$ 40,632	\$ 19,818	\$ 70,000
Contractual Services				
Professional Services	\$ 2,655	\$ 106,060	\$ 81,919	\$ 185,000
Cable Professional Services	4,529	4,155	4,510	6,500
Mileage (Private Auto)	1,865	2,360	1,055	2,900
Advertising And Public Notice	21,462	15,231	9,066	32,000
Program Promotion	15,500	21,888	9,000	22,000
Parking In City Facilities	17,550	20,066	14,015	22,120
Insurance And Official Bonds	250	—	—	—
Property Rental	118,728	118,728	118,728	118,728
Other Contractual	243,928	202,999	119,396	235,400
	\$ 426,467	\$ 491,487	\$ 357,689	\$ 624,648

UTILITIES GENERAL ADMINISTRATION

Expenditures (Continued)

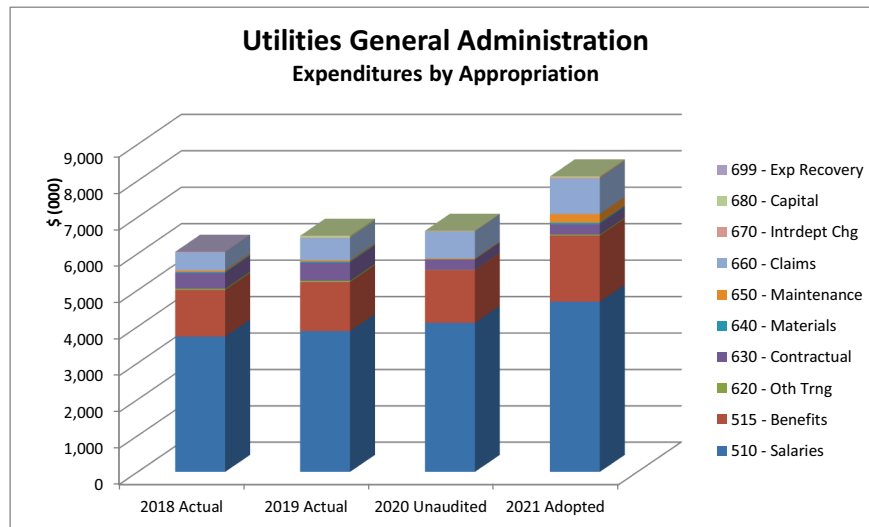
	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 101	\$ —
Postage	95	99	11	1,000
Computer Supplies	—	—	—	1,000
Computer Hardware	3,667	5,442	5,772	10,000
Computer Software	4,561	3,172	1,513	7,000
Office Furniture & Equipment	—	6,493	—	3,000
Photographic Supplies	11,654	8,751	2,539	14,000
Other Supplies	2,724	2,972	779	3,500
Just In Time Office Supplies	3,900	3,976	1,297	6,600
	\$ 26,601	\$ 30,905	\$ 12,011	\$ 46,100
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 500
Maintenance Contracts	9,327	4,737	7,797	11,000
Maintenance Utility Systems	33,884	23,732	13,471	20,000
Maintenance Misc. Equipment	—	10,769	3,606	10,000
	\$ 43,210	\$ 39,238	\$ 24,874	\$ 41,500
Claims, Refunds, Maintenance				
Judgments, Damages, & Claims	\$ 752	\$ —	\$ 100,000	\$ —
Indirect Cost	500,488	608,131	633,509	670,053
	\$ 501,240	\$ 608,131	\$ 733,509	\$ 670,053
Interdepart Service Charges				
Charges From Telephone Exch	\$ 3,465	\$ 2,560	\$ 2,894	\$ 2,924
Charges From Water	—	—	1,063	—
Charges From Print & Repro	5,184	4,030	7,672	11,701
Charges From Central Storeroom	47	25	3	—
Charges From M.V.M.	3,706	6,535	2,805	6,667
	\$ 12,402	\$ 13,150	\$ 14,436	\$ 21,292
Capital Outlay				
Other Equipment	\$ —	\$ 29,499	\$ 6,585	\$ 20,000
Transfer To Capital Project	—	18,683	—	—
	\$ —	\$ 48,181	\$ 6,585	\$ 20,000
	\$ 6,051,051	\$ 6,488,211	\$ 6,713,911	\$ 8,482,973

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ 4,560,978	\$ 5,185,007	\$ 5,230,843	\$ 6,770,762
Miscellaneous	1,329,792	1,385,033	1,299,158	1,684,140
	\$ 5,890,770	\$ 6,570,040	\$ 6,530,001	\$ 8,454,902



UTILITIES GENERAL ADMINISTRATION



UTILITIES GENERAL ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	Budget 2020	December 2020		Minimum	Maximum
			<u>ADMINISTRATORS & OFFICIALS</u>		
2	1	2	Assistant Director	36,590.39	154,089.52
1	1	1	Assistant Manager-App. Dev. and Technical Support	46,224.91	137,831.29
1	1	1	Chief Assistant Director of Law	31,500.00	136,692.31
1	1	1	Director of Public Utilities	100,000.00	297,668.00
1	1	1	General Manager of Administrative Services	31,200.00	101,648.77
2	2	2	Manager of Marketing	30,214.95	114,691.24
1	1	1	Network/Data Center Operations Manager	55,000.00	117,737.72
2	2	2	Safety Programs Officer I	31,200.00	73,605.79
11	10	11			
			<u>ADMINISTRATIVE SUPPORT</u>		
1	1	1	Chief Clerk	31,200.00	54,124.93
1	1	1	Legal Secretary	31,200.00	51,423.42
2	2	2			
			<u>PROFESSIONALS</u>		
6	6	6	Administrative Manager	31,200.00	122,426.51
12	8	13	Assistant Administrator	31,200.00	76,852.88
1	1	1	Assistant Contract Compliance Officer	20,800.00	62,770.08
2	2	2	Assistant Director of Law I (s)	31,200.00	96,971.22
5	3	5	Assistant Manager of Marketing	20,800.00	64,468.16
1	1	1	Assistant Personnel Administrator	20,800.00	61,601.02
1	1	1	Chief Photographer	20,800.00	56,521.12
0	1	1	CD Executive Assistant	31,200.00	98,708.27
2	1	2	Civil Service Examiner II	20,800.00	67,626.00
1	1	1	Data Base Coordinator	30,214.00	87,813.65
1	1	1	Desktop Publishing Specialist	20,800.00	64,170.48
2	0	2	Hazardous Material Specialist	21.63	37.88
1	1	1	Network Analyst II	31,200.00	105,753.65
1	1	1	Personnel Administrator	26,273.96	91,088.49
1	1	1	Photographer	15.00	25.23
6	4	4	Project Coordinator	27,325.56	99,702.63
3	2	3	Reporter/Producer-TV20	20,800.00	75,084.85
3	1	3	Safety Program Manager	30,214.95	98,444.95



UTILITIES GENERAL ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
1	1	1	Senior Graphic Designer	40,000.00	75,000.00
1	1	1	Senior Systems Analyst	20,800.00	87,543.86
1	1	1	Superintendent of Motorized Equipment	26,273.96	78,184.48
1	1	1	Systems Analyst	31,200.00	69,048.93
2	2	2	Telecommunications Specialist	31,200.00	74,880.00
1	0	1	Web Developer	30,215.00	90,533.02
56	42	56			

TECHNICIANS

1	0	1	Business Process Analyst	55,000.00	108,044.90
2	2	2	Senior Computer Operator	15.00	31.16
3	2	3			
72	56	72	TOTAL FULL TIME		
0	4	0	TOTAL SEASONALS		
2	0	2	TOTAL PART TIME		
9	0	9	TOTAL STUDENT ASSISTANT		
83	60	83	TOTAL DIVISION		

UTILITIES FISCAL CONTROL

Frank Badalamenti, Chief Financial Officer**Mission Statement**

To provide professional financial management services and protect the fiscal integrity of funds and assets for all divisions of the City of Cleveland, Department of Public Utilities. The CFO's office monitors collections for the Department of Public Utilities to ensure we maximize collection of revenue and the efficient allocation and expending of funds necessary to support each division's operation. To adhere to the practice of generally accepted accounting principles in a manner consistent with the guidelines received by the State of Ohio and the City of Cleveland codified Ordinances.

PROGRAM NAME: ACCOUNTS RECEIVABLE SECTION

OBJECTIVES: Review and audit all customer billing transactions and perform required accounting duties of the operating divisions.

ACTIVITIES: Audit customer refunds; process certified collection receipts; reconcile bank statements and process returned checks due to non-sufficient funds; Perform daily and monthly bank reconciliations. Prepare month end billing activity reports for Water (CWD), Sewer and Cleveland Public Power (CPP).

PROGRAM NAME: ADMINISTRATION

OBJECTIVES: To supervise all financial units of the Department of Public Utilities (including contracts and compliance, payables, purchasing, budget, inventory, payroll, capital, etc.) in order to manage financial controls and compliance, ensuring prudent financial management.

ACTIVITIES: Provide timely, accurate, audible reporting of all financial transactions.

PROGRAM NAME: CASH RECEIPTS AND REMITTANCE PROCESSING

OBJECTIVES: To process water, sewer and electricity customer payments and mail deposit receipts in 24 hours.

ACTIVITIES: Process all payments. Account for all activities in the Water and Cleveland Public Power billing systems. Prepare bank deposits and funds for delivery to the City of Cleveland Treasurer. Archive all payment stubs and payment information as required by law and regulations.

PROGRAM NAME: CUSTOMER PAYMENT CENTER

OBJECTIVE: The Customer Payment Center of the Division of Utilities Fiscal Control is responsible for taking customer payments at the Carl B. Stokes Public Utilities Building at 1201 Lakeside Avenue each business day.

ACTIVITIES: Collect all over the counter payments. Balance all cash transactions at the end of each business day. Over the counter payments are uploaded into CWD's Customer Care & Billing system and CPP's Banner billing system each night.

PROGRAM NAME: GENERAL ACCOUNTING SECTION

OBJECTIVES: Compile financial reports for the Department of Public Utilities. Comply with all reporting requirements set by the State of Ohio and the Governmental Accounting Standards Board (GASB).

ACTIVITIES: Monitor all financial transactions, i.e. bill payments, revenue, expenditures and miscellaneous receipts. Account for all cash and currency as required by City of Cleveland ordinance. Verify that all cash and currency are remitted to the City of Cleveland Treasury. Perform all accounting functions. Prepare financial statements and operational reports for the divisions of Water, Water Pollution Control and Cleveland Public Power.



UTILITIES FISCAL CONTROL

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 4,285,843	\$ 4,314,950	\$ 4,470,644	\$ 5,125,888
Longevity	33,700	32,250	35,325	36,025
Wage Settlements	126,990	—	76	—
Vacation Conversion	—	13,051	—	—
Separation Payments	10,073	20,824	21,819	45,000
Bonus Incentive	20,500	—	—	—
Overtime	60,499	57,786	31,132	75,000
	\$ 4,537,605	\$ 4,438,861	\$ 4,558,996	\$ 5,281,913
Benefits				
Hospitalization	\$ 710,694	\$ 777,275	\$ 815,116	\$ 895,286
Prescription	104,716	130,153	168,359	174,957
Dental	33,360	33,869	41,659	46,149
Vision Care	4,927	4,985	6,847	8,332
Public Employees Retire System	611,578	614,088	644,460	745,939
Fica-Medicare	63,257	60,903	62,393	75,540
Workers' Compensation	41,969	44,564	37,935	46,586
Life Insurance	2,501	2,512	3,386	4,452
Unemployment Compensation	875	—	6,022	—
Clothing Allowance	1,560	1,440	1,560	1,830
Clothing Maintenance	1,300	1,200	1,300	1,713
	\$ 1,576,735	\$ 1,670,990	\$ 1,789,036	\$ 2,000,784
Other Training & Professional Dues				
Travel	\$ 4,813	\$ 2,624	\$ —	\$ 15,000
Tuition & Registration Fees	6,108	3,129	1,171	10,000
Other Training Supplies	626	1,041	1,093	—
Professional Dues & Subscript	2,315	1,948	1,095	7,000
	\$ 13,862	\$ 8,742	\$ 3,360	\$ 32,000
Contractual Services				
Professional Services	\$ 43,100	\$ 54,925	\$ 41,286	\$ 150,000
Program Promotion	389	—	471	—
Parking In City Facilities	1,980	2,310	2,393	3,000
Other Contractual	1,081	1,081	43,350	125,000
County Aud & Treas Coll Fee	168	—	—	—
	\$ 46,718	\$ 58,316	\$ 87,499	\$ 278,000
Materials & Supplies				
Office Supplies	\$ —	\$ 5,509	\$ 21,678	\$ 5,000
Postage	33	—	—	1,000
Computer Hardware	—	—	—	3,000

UTILITIES FISCAL CONTROL

Expenditures (Continued)

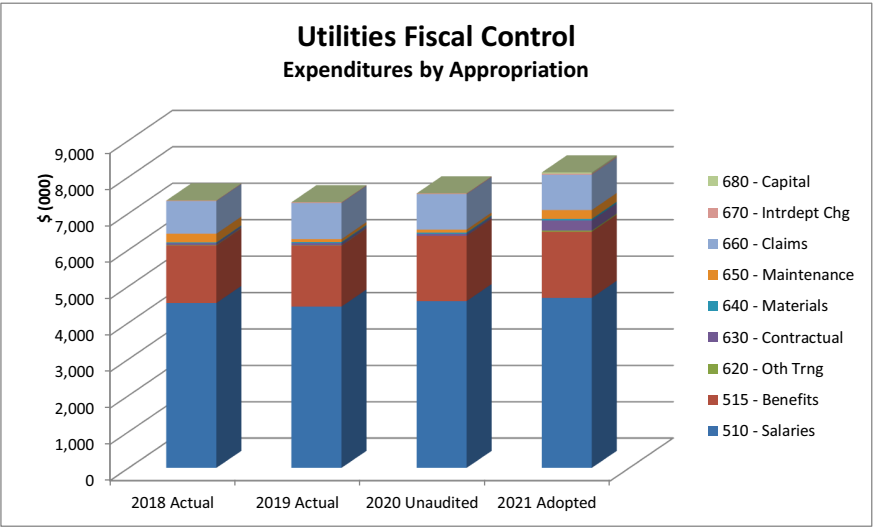
	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Computer Software	—	—	—	3,000
Office Furniture & Equipment	11,897	15,945	7,722	10,000
Other Supplies	573	1,156	5,768	2,000
Just In Time Office Supplies	10,770	8,141	5,103	20,000
	\$ 23,274	\$ 30,750	\$ 40,271	\$ 44,000
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 5,000
Maintenance Contracts	240,192	81,101	211,688	225,000
Computer Software Maintenance	—	—	—	12,000
	\$ 240,192	\$ 81,101	\$ 211,688	\$ 242,000
Claims, Refunds, Maintenance				
Indirect Cost	\$ 893,422	\$ 990,559	\$ 969,003	\$ 995,229
	\$ 893,422	\$ 990,559	\$ 969,003	\$ 995,229
Interdepart Service Charges				
Charges From Print & Repro	\$ 16,974	\$ 21,267	\$ 22,956	\$ 35,011
	\$ 16,974	\$ 21,267	\$ 22,956	\$ 35,011
Capital Outlay				
Other Equipment	\$ —	\$ —	\$ —	\$ 30,000
	\$ —	\$ —	\$ —	\$ 30,000
	\$ 7,348,783	\$ 7,300,586	\$ 7,682,809	\$ 8,938,937

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ 6,934,763	\$ 7,149,770	\$ 7,418,213	\$ 8,913,674
Miscellaneous	54,158	56,837	37,935	—
Interest Earnings/Investment Income	24,077	25,680	11,577	5,000
Non Operating Other/Other	138	138	9	—
	\$ 7,013,135	\$ 7,232,424	\$ 7,467,734	\$ 8,918,674



UTILITIES FISCAL CONTROL



UTILITIES FISCAL CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees December 2020	Budget 2021	Position	Salary Schedule	
				Minimum	Maximum
			<u>ADMINISTRATORS & OFFICIALS</u>		
1	1	1	Assistant Director	36,590.39	154,089.52
1	1	1	Budget Administrator	31,200.00	114,692.86
1	1	1	Utilities Comptroller	3,120.00	102,831.04
3	3	3			
			<u>ADMINISTRATIVE SUPPORT</u>		
1	1	1	Chief Clerk	31,200.00	54,124.93
5	5	5	Head Storekeeper	19.91	26.22
1	1	1	Principal Cashier	16.35	27.01
1	1	1	Principal Clerk	16.60	22.86
4	4	4	Senior Cashier	15.00	22.97
1	1	1	Stock Clerk	15.00	20.74
8	9	8	Storekeeper	18.58	23.62
21	22	21			
			<u>PROFESSIONALS</u>		
3	3	3	Accountant I	16.04	22.97
5	5	6	Accountant II	16.60	25.23
1	1	1	Accountant III	17.26	27.98
5	5	5	Accountant Supervisor	23,647.11	80,096.82
5	5	5	Administrative Manager	31,200.00	122,426.51
1	1	1	Administrative Officer	20,800.00	58,499.94
7	6	7	Assistant Administrator	31,200.00	76,852.88
1	0	0	Auditor	20,800.00	65,000.00
1	1	1	Buyer	31,200.00	55,005.81
1	1	1	Chief Auditor	23,647.11	93,401.98
5	2	5	Fiscal Manager	23,647.11	97,175.21
4	4	4	Personnel Assistant	20,800.00	52,381.41
1	1	1	Senior Budget and Management Analyst	26,273.96	88,147.99
3	2	3	Senior Internal Auditor	23,647.11	74,000.47
2	1	2	Staff Accountant	38,500.00	73,250.00
3	3	4	Warehouse Inventory Manager	22,333.40	88,646.98
48	41	49			



UTILITIES FISCAL CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
			<u>TECHNICIANS</u>		
10	10	10	Senior Data Conversion Operator	15.00	20.97
10	10	10			
82	76	83	TOTAL FULL TIME		
82	76	83	TOTAL DIVISION		

DIVISION OF WATER

Alex Margevicius, Commissioner**Mission Statement**

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

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

The Division of Water operates a major public water supply system, which services not only the City of Cleveland, but also approximately 79 suburban municipalities in Cuyahoga, Geauga, Lake, Medina, Portage, and Summit counties. The present service area covers about 680 square miles of which 593 square miles are for core services while 87 square miles are provisional emergency feed areas. CWD serves more than 1.4 million people. The City is empowered to establish rates and collect charges for the service provided by its Water Division, to acquire property and construct facilities to provide water services throughout the greater Cleveland service area and to perform other necessary functions with respect to the operation and maintenance of the water works system. The Division of Water is a self-supporting regional utility.

The Division of Water draws raw water from four intake tunnels in Lake Erie, chemically treats and disinfects the water, passes it through mixing and settling basins and then sand and gravel filters so that it becomes potable, and pumps it into reservoirs, storage towers, tanks and distribution lines. These services are provided to all of greater Cleveland, with approximately 50% of the water to industrial and commercial users and the remaining 50% to residential users.

The Division of Water maintains and operates four treatment plants, five major pumping stations, eleven secondary pumping stations, twenty one storage facilities, and about 5,200 miles of water mains in four different pressure zones which are determined by elevation above and distance away from the lake. The City of Cleveland has recognized that a viable public water supply system is essential to the social and economic growth of a metropolitan city. If the City and surrounding areas are to grow it is necessary for the area to have an adequate, economical and sustainable public water supply.

PROGRAM NAME: CAPITAL

OBJECTIVES: To upgrade and improve the water treatment and delivery system.

ACTIVITIES: Utilize engineering staff to design and undertake capital projects. Continue a multi-year, ongoing Capital Improvement Program to sustain aging infrastructure.

PROGRAM NAME: WATER OPERATIONS

OBJECTIVES: To provide potable water and related water services to customers in the Greater Cleveland service areas.

ACTIVITIES: Take in and treat lake water, pump and distribute potable water. Install and read meters to determine customer usage. Make service calls for system maintenance.



DIVISION OF WATER

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 52,555,000	\$ 55,369,096	\$ 56,751,384	\$ 59,662,171
Military Leave	6,754	2,858	5,130	—
Part-Time Permanent	67,417	61,789	75,093	57,464
Injury Pay	12,377	36,784	20,425	—
Student Trainees	159,920	347,175	209,722	350,312
Longevity	383,400	378,400	371,925	384,400
Wage Settlements	227,820	78,710	18,422	—
Vacation Conversion	—	133,702	—	—
Separation Payments	627,557	511,280	394,778	880,000
Bonus Incentive	216,237	135,905	—	20,000
Overtime	5,288,391	4,663,485	4,268,406	5,164,850
	\$ 59,544,873	\$ 61,719,184	\$ 62,115,284	\$ 66,519,197
Benefits				
Hospitalization	\$ 9,597,544	\$ 10,440,008	\$ 10,707,843	\$ 11,527,631
Prescription	1,428,752	1,767,864	2,233,340	2,293,602
Dental	473,917	475,863	557,017	609,460
Vision Care	58,618	60,241	83,535	101,138
Public Employees Retire System	8,155,678	8,502,485	8,846,646	9,367,205
Fica-Medicare	816,145	850,189	856,320	953,496
Workers' Compensation	1,283,451	1,491,947	652,843	1,051,382
Life Insurance	31,590	33,121	44,779	57,540
Unemployment Compensation	38,423	26,505	97,592	—
Clothing Allowance	201,795	210,632	221,170	214,678
Tool Insurance	6,420	10,610	9,760	8,125
Clothing Maintenance	109,093	115,581	117,450	84,266
Automobile Maintenance Allow	—	—	—	600
	\$ 22,201,426	\$ 23,985,046	\$ 24,428,295	\$ 26,269,123
Other Training & Professional Dues				
Travel	\$ 110,820	\$ 113,405	\$ 31,487	\$ 161,650
Tuition & Registration Fees	117,584	91,579	19,315	130,804
Training	40,032	—	70,000	78,100
Other Training Supplies	52,492	1,896	1,678	4,650
Mileage (Priv Auto) Trng Prps	—	—	—	500
Professional Dues & Subscript	50,302	481,822	238,239	233,849
	\$ 371,231	\$ 688,702	\$ 360,719	\$ 609,553
Utilities				
Brokered Gas Supply	\$ 366,445	\$ 463,569	\$ 285,677	\$ 477,426
Sewer-Other	6,833,534	7,629,450	15,824,899	7,370,000

DIVISION OF WATER

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Telephone	1,134,514	1,232,619	1,088,606	1,508,500
Water	100,000	100,000	75,000	100,000
Gas	462,816	495,876	413,717	510,752
Electricity - Cpp	18,200,063	17,453,993	17,249,240	19,167,847
Electricity - Other	4,794,366	4,612,872	4,888,574	4,751,258
Steam	55,642	57,060	58,007	58,772
	\$ 31,947,381	\$ 32,045,438	\$ 39,883,719	\$ 33,944,555
Contractual Services				
Professional Services	\$ 7,942,147	\$ 10,366,220	\$ 9,140,505	\$ 11,235,184
Mileage (Private Auto)	1,138	2,017	1,114	3,725
Advertising And Public Notice	175,591	181,324	28,944	215,250
Program Promotion	67,685	112,243	34,518	154,750
Parking In City Facilities	5,940	5,720	5,170	9,450
Taxes	128,299	138,498	136,033	131,000
Property Rental	177,097	80,450	71,931	159,420
Equipment Rental	48,818	36,602	48,014	106,800
Other Contractual	1,642,349	2,248,570	3,192,459	3,651,105
State Auditor Examination	67,000	71,000	81,000	81,000
Bank Service Fees	259,282	203,133	243,418	264,000
Credit Card Processing Fees	2,213,559	2,951,136	3,276,567	2,951,136
	\$ 12,728,905	\$ 16,396,913	\$ 16,259,672	\$ 18,962,820
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 155,790	\$ —
Postage	3,548,339	3,526,217	3,567,665	3,815,250
Computer Supplies	44,687	1,656	585	16,500
Computer Hardware	1,035,838	602,801	863,543	1,870,650
Computer Software	322,741	15,095	79,391	199,400
Fuel	84,180	9,000	195,218	259,900
Chemical	7,510,312	6,208,446	8,382,618	8,441,070
Salt & De-Icer	19,925	19,992	12,146	35,350
Clothing	24,042	25,266	23,853	25,600
Hardware & Small Tools	269,546	342,559	305,857	470,150
Small Equipment	263,758	237,381	230,786	462,350
Office Furniture & Equipment	35,443	61,311	5,871	61,550
Electrical Supplies	434,278	384,138	377,597	439,000
Hygiene And Cleaning Supplies	186,065	165,559	218,260	209,800
Painting Equipment & Supplies	5,674	—	—	—
Plumbing Supplies And Equip	5,638	—	3,452	—



DIVISION OF WATER

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Motors And Pumps	135,527	359,578	191,806	533,500
Laboratory Supplies	233,721	321,159	316,773	395,000
Other Supplies	51,133	140,439	71,129	211,300
Safety Equipment	463,955	489,841	885,151	558,973
Just In Time Office Supplies	73,941	63,905	32,104	79,300
Building Maintenance Supplies	81,274	114,976	179,132	213,600
Cement Sand & Gravel	2,231,248	2,660,520	2,602,965	3,353,000
Misc Maintenance Supplies	192,790	240,966	166,187	351,200
	\$ 17,254,054	\$ 15,990,805	\$ 18,867,877	\$ 22,002,443
Maintenance				
Maintenance Office Equipment	\$ 113	\$ —	\$ —	\$ 1,200
Maintenance Contracts	183,733	280,166	68,723	487,500
Computer Hardware Maintenance	581,645	1,013,062	645,010	1,700,200
Computer Software Maintenance	5,687,599	4,402,002	4,242,192	5,756,140
Maintenance Machinery & Tools	150,732	111,556	89,311	356,700
Maintenance Vehicles	111,640	178,855	201,750	277,800
Maintenance Utility Systems	19,120,141	23,442,801	22,766,164	24,399,000
Maintenance Misc. Equipment	1,022,470	760,990	946,429	1,192,630
Glass Repair	135	—	—	—
Maintenance Building	1,844,449	1,700,133	1,220,173	1,553,000
	\$ 28,702,657	\$ 31,889,565	\$ 30,179,751	\$ 35,724,170
Claims, Refunds, Maintenance				
Court Costs	\$ 852	\$ 1,297	\$ 750	\$ 2,000
Judgments, Damages, & Claims	573,002	279,855	164,261	600,000
Indirect Cost	4,133,992	4,554,098	4,721,518	4,751,819
	\$ 4,707,847	\$ 4,835,249	\$ 4,886,529	\$ 5,353,819
Interdepart Service Charges				
Charges From General Fund	\$ 1,800	\$ 2,737	\$ 2,300	\$ 2,300
Charges From Telephone Exch	815,415	1,157,575	1,750,242	1,768,273
Charges From Utilities Admin	3,281,040	3,726,393	3,761,620	4,974,949
Charges From Fiscal Control	4,993,032	5,147,830	5,341,116	6,417,845
Charges From Radio Comm System	231,721	271,326	217,103	515,411
Charges From Light And Power	—	880	—	—
Charges From W.P.C.	79,534	117,745	81,076	105,500
Charges From Print & Repro	222,453	254,967	183,059	279,188
Charges From M.V.M.	2,797,385	2,831,667	2,467,811	3,019,847
Charges Frm Str Cnst Mnt & Rep	137,200	90,025	—	200,000
Charges From Waste Collection	86,768	83,968	68,468	80,060
	\$ 12,646,348	\$ 13,685,111	\$ 13,872,794	\$ 17,363,373

DIVISION OF WATER

Expenditures (Continued)

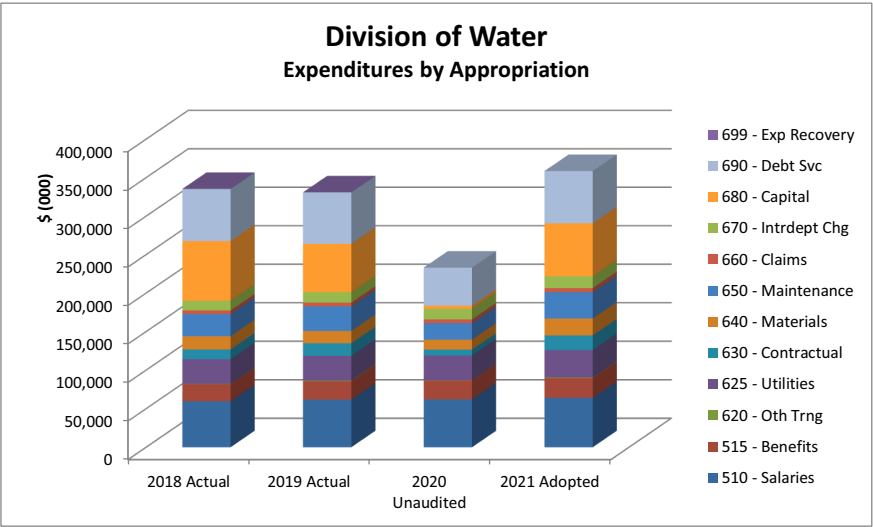
	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Capital Outlay				
Infrastructure	\$ —	\$ —	\$ —	\$ 29,800,000
Professional Services	—	—	—	3,200,000
Building Betterments -Existing	—	—	—	15,500,000
Computer Software	—	—	—	500,000
Computer Hardware	—	—	—	500,000
Motorized Equipment	—	—	—	365,000
Automobiles	—	—	—	135,000
Trucks	—	—	—	2,000,000
Machinery, Tools, Instruments	—	—	—	1,000,000
Other Equipment	—	—	—	2,000,000
Transfer To Water Capital Proj	77,630,000	62,744,000	68,900,000	—
	\$ 77,630,000	\$ 62,744,000	\$ 68,900,000	\$ 55,000,000
Debt Service				
Professional Svcs-Debt Svc	\$ 233,074	\$ 611,242	\$ 41,718	\$ 1,000,000
Principal	44,836,328	47,632,892	30,558,666	45,105,026
Interest	22,529,192	18,692,170	18,964,640	17,950,138
	\$ 67,598,594	\$ 66,936,304	\$ 49,565,024	\$ 64,055,164
	\$ 335,333,314	\$ 330,916,317	\$ 329,319,664	\$ 345,804,217

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ 304,952,892	\$ 319,412,394	\$ 317,477,553	\$ 316,147,356
Fines, Forfeitures & Settlements	304	17,638	25,447	—
Licenses & Permits	505,534	563,645	577,007	575,000
Miscellaneous	768,313	893,962	596,741	350,000
Interest Earnings/Investment Income	8,169,964	10,038,447	2,957,741	665,000
Non Operating Other/Other	3,018	1,008	2,751	—
	\$ 314,400,025	\$ 330,927,093	\$ 321,637,240	\$ 317,737,356



DIVISION OF WATER



DIVISION OF WATER

COMPARISON OF STAFFING LEVEL

No. of Employees			Salary Schedule		
Budget 2020	December 2020	Budget 2021	Position	Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
0	1	2	Administration Bureau Manager	40,314.82	145,820.32
1	1	1	Administrator of Engineering and Planning	30,214.95	124,250.48
2	1	2	Application Delivery Services Manager	65,000.00	105,625.89
2	2	2	Assistant Chief of Water Distribution	23,647.11	95,698.26
3	3	3	Assistant Director - General	36,590.39	154,089.52
7	2	7	Assistant Manager-App. Dev. and Technical Support	46,224.91	137,831.29
2	2	2	Assistant Water Plant Manager - Parma	15.00	37.66
1	1	1	Chief of Public Utilities Security	60,000.00	100,000.00
1	1	1	Chief of Pumping	26,273.96	107,738.40
1	1	1	Chief of Purification	23,647.11	95,698.26
1	1	1	Commissioner of Water	45,201.46	227,462.95
4	4	4	Customer Support Center Manager	65,000.00	105,625.89
2	1	2	General Manager of Administrative Services	31,200.00	101,648.77
3	3	3	Manager of General Maintenance	23,647.11	86,215.32
1	1	1	Manager of Telecommunications	30,214.95	114,691.24
1	1	1	Manager of Water Distribution Systems	30,219.95	128,618.41
1	1	1	Network Data Center Operations Manager	55,000.00	117,737.72
4	2	4	Safety Programs Officer I	31,200.00	73,605.79
7	6	8	Safety Programs Officer II	31,200.00	55,204.24
1	0	1	Secretary to Director of Public Utilities	36,590.39	154,089.52
7	7	7	Superintendent of Distribution	20,800.00	79,972.99
52	42	55			
<u>ADMINISTRATIVE SUPPORT</u>					
3	2	3	Chief Clerk	31,200.00	54,124.93
16	14	16	Customer Account Associate Billing Service	15.00	20.64
30	26	29	Customer Account Associate Credit and Collections	15.00	21.23
61	52	61	Customer Service Representative - Call Center	15.00	21.05
6	5	5	Customer Support Associate Meter Operations	15.00	20.64
1	1	1	Customer Support Center Manager of Billing Services	65,000.00	105,625.89
0	0	1	Deputy Clerk	31,200.00	86,594.35
4	3	2	Head Storekeeper	19.91	26.22
19	15	17	Principal Clerk	16.60	22.86
1	0	1	Secretary	15.00	20.12



DIVISION OF WATER

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees December 2020	Budget 2021	Position	Salary Schedule	
				Minimum	Maximum
2	1	2	Senior Clerk	15.00	18.87
8	8	9	Storekeeper	18.58	23.62
2	2	2	Telephone Operator	15.62	19.39
153	129	149			
<u>PROFESSIONALS</u>					
1	1	1	Accountant I	16.04	22.97
1	1	1	Accountant Supervisor	23,647.11	80,096.82
1	1	1	Accounts Payable Manager	22,333.40	77,171.05
18	14	14	Administrative Manager	31,200.00	122,426.51
5	4	5	Administrative Officer	20,800.00	58,499.94
1	0	1	Asset Management Coordinator	22,333.00	83,969.85
42	34	40	Assistant Administrator	31,200.00	76,852.88
1	1	1	Assistant Chief of Public Utilities Security	60,000.00	100,000.00
5	5	5	Assistant Director of Law I (s)	31,200.00	96,971.22
2	1	2	Assistant Manager of Marketing	20,800.00	64,468.16
8	7	8	Associate Engineer	24.04	46.84
4	3	3	Billing Services Analyst	31,200.00	70,358.29
1	1	1	Chief Civil Engineer	23,647.11	93,401.98
1	1	1	Chief of Laboratories	23,647.11	88,725.73
8	5	8	Chief Systems Analyst	27,325.56	108,011.58
1	1	1	Chief Training Officer	26,273.96	78,184.48
2	2	2	Construction Technician	15.00	26.52
14	10	14	Consulting Engineer	36,000.00	104,888.34
1	0	1	Contract Compliance Officer	26,273.96	78,184.48
1	1	1	Data Base Administrator	39,937.34	118,853.53
3	0	3	Data Base Analyst	30,214.95	98,444.95
2	1	2	Data Base Coordinator	30,214.00	87,813.65
4	4	4	Deputy Project Director	20,800.00	69,383.29
1	0	1	Engineer	22.78	39.58
3	2	3	Fiscal Manager	23,647.11	97,175.21
3	2	3	GIS/IS Coordinator	52,000.00	103,593.76
3	3	3	GIS Technician	20,800.00	52,519.19
4	4	4	Hazardous Materials Specialist	21.63	37.88
1	0	1	IT Security Officer	30,215.00	87,471.01
4	3	4	Labor Relations Officer	27,325.56	85,577.88
11	8	11	Network Analyst II	31,200.00	105,753.65

DIVISION OF WATER

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees December 2020	Budget 2021	Position	Salary Schedule	
				Minimum	Maximum
5	6	6	Personnel Administrator	26,273.96	91,088.49
8	8	8	Personnel Assistant	20,800.00	52,381.41
19	17	21	Project Coordinator	27,325.56	99,702.63
11	6	7	Project Director	22,333.40	88,646.98
2	1	1	Regulatory Compliance Manager	50,000.00	94,970.71
1	3	3	Safety Programs Manager	30,214.95	98,444.95
2	2	2	Senior Electric Security System Technician	45,000.00	75,000.00
6	1	3	Senior Systems Analyst	20,800.00	87,543.86
1	1	1	Software Analyst	45,000.00	96,330.79
1	1	1	Supervisor of Systems and Technical Support	55,000.00	93,199.31
7	7	10	Systems Analyst	31,200.00	69,048.93
3	3	3	Talent Development Specialist	20,800.00	80,386.51
16	15	15	Unit Supervisor	25.96	26.48
1	1	1	Warehouse Inventory Manager	22,333.40	88,646.98
4	3	4	Water Plant Manager	23,647.11	107,738.40
18	17	18	Water Service Investigator	21.49	21.92
2	1	2	Web Developer	30,215.00	90,533.02
264	213	256			
<u>PARA-PROFESSIONALS</u>					
1	1	1	Chief Legal Investigator	23,647.11	74,000.47
1	1	1	Claims Examiner	15.00	26.52
2	2	2			
<u>PROTECTIVE SERVICES</u>					
6	6	6	Security Manager	23,647.11	100,133.34
53	43	53	Security Officer	14.16	21.96
59	49	59			
<u>SKILLED CRAFT</u>					
13	12	13	Assistant Water Plant Manager	15.00	37.66
2	2	2	Bricklayer	42.01	52.51
1	1	1	Bricklayer Foreman	43.26	53.76
2	2	2	Bricklayer Helper	28.66	42.99
4	3	4	Carpenter	42.96	53.70
1	1	1	Carpenter Foreman	44.21	54.95
8	8	8	Cement Finisher	42.48	53.10



DIVISION OF WATER

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
2	2	2	Cement Finisher Foreman	43.73	54.35
2	1	2	Chief Building Stationary Engineer	23.21	36.21
13	12	13	Construction Equipment Operator Group A	46.03	57.59
2	2	2	Construction Equipment Operator Group B	45.91	57.44
14	12	14	Electrical Worker	48.88	61.10
1	1	1	Electrical Worker Foreman	50.13	62.35
1	1	1	Ironworker	47.53	59.41
30	25	30	Machinist	21.39	25.60
1	1	1	Machinist Helper	18.53	21.64
7	7	7	Machinist Unit Leader	14.28	28.74
5	5	5	Painter	36.85	46.06
1	1	1	Painter Foreman	38.10	47.31
3	2	3	Pipefitter	48.86	61.07
1	0	1	Pipefitter Foreman	54.15	67.37
3	3	3	Plumber	52.38	65.47
2	2	2	Sheet Metal Worker	53.23	66.54
1	1	1	Small Equipment Repair Worker	12.26	21.02
54	53	56	Water Plant Operator I	20.09	23.51
2	0	0	Water Plant Operator II	22.68	27.54
1	1	1	Water System Construction Inspector Supervisor	31,200.00	71,438.64
1	1	1	Welder Fabricator	18.36	26.64
178	162	178			

SERVICE & MAINTENANCE

12	10	12	Custodial Worker	17.54	19.62
2	2	2	Custodial Worker Supervisor	21.11	23.57
2	2	2	Grounds Maintenance Worker	17.62	19.62
10	8	10	Labor Unit Leader	23.32	24.27
57	53	57	Municipal Service Laborer	18.01	20.41
30	26	30	Truck Driver	21.86	22.30
13	11	13	Water Hydraulic Repairman	22.45	24.14
1	1	1	Water Hydraulic Supervisor	28.39	29.46
7	7	7	Water Hydraulic Unit Leader	26.22	27.24
14	14	14	Water Pipe Repair Supervisor	28.20	29.73
33	28	33	Water Pipe Repair Unit Leader	24.44	25.88
102	87	102	Water Pipe Repairman	18.33	23.46

DIVISION OF WATER

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees December 2020	Budget 2021	Position	Salary Schedule	
				Minimum	Maximum
14	14	14	Water System Construction Inspector	21.15	27.41
297	263	297			
TECHNICIANS					
1	1	1	Access Control Specialist	60,700.00	90,000.00
6	5	6	Business Process Analyst	55,000.00	108,044.90
5	5	5	Chemist	20.61	34.54
2	2	2	Chief Radio Dispatcher	26.31	27.34
1	1	1	Computer Operator	15.00	26.52
1	1	1	Environmental Compliance Specialist I	15.00	26.43
1	1	1	Inspection Supervisor of Permits and Sales	28.15	29.21
10	9	10	Inspector of Permits and Sales	21.81	25.77
7	3	7	Instrumentation Technician II	25.44	27.19
4	3	4	Laboratory Assistant	15.00	21.94
85	85	93	Meter Technician	19.16	23.46
9	7	8	Meter Technicain Supervisor	28.13	29.19
14	14	15	Meter Technician Unit Leader	24.95	25.95
20	16	20	Radio Dispatcher	17.33	22.49
3	3	3	Senior Chemist	19.65	30.52
1	1	2	Senior Draftsman	15.00	22.55
1	1	1	Senior Programmer Analyst	23,647.11	76,592.09
1	1	1	Telecommunications Analyst I	15.00	48.28
172	159	181			
1,177	1,019	1,177	TOTAL FULL TIME		
1	1	1	TOTAL PART TIME		
30	3	30	TOTAL STUDENT ASSISTANT		
1,208	1,023	1,208	TOTAL DIVISION		



WATER POLLUTION CONTROL

Ramona N. Lowery, Commissioner

Mission Statement

Provide services that sustain the free-flow of surface water through cleaning and maintaining a network of sewers and sewer connections.

The Division of Water Pollution Control manages the sanitary sewage, stormwater drainage, and combined collections systems in the City of Cleveland. The Division is responsible for the network of sewers conveying sanitary sewage and industrial waste in the City of Cleveland from their point of origin to an interceptor sewer or treatment facility for processing.

Water Pollution Control is responsible for cleaning and maintaining a network of 1,436 miles of sewer lines, approximately 43,000 catch basins and adjoining laterals, and 12 pump stations. The Division is also charged with managing and supervising the elimination, control or regulation of any matter relating to pollution of water courses within the City limits.

Water Pollution Control has expanded services by extending regular business days, and the Division continues to upgrade service equipment to insure adequate resources are available to address sewer concerns. The Division has established a preventive maintenance program in known flooding areas to eliminate potential street and basement flooding problems before they occur. As the storm water agent for the City of Cleveland, Water Pollution Control has established storm water best management demonstration projects at its Kirby Avenue headquarters to test alternatives to divert storm water from entering combined sewer systems.

PROGRAM NAME: CAPITAL

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

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

PROGRAM NAME: MAINTENANCE OPERATIONS

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

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

PROGRAM NAME: MARKETING

OBJECTIVE: Provide Public Education and Community Participation

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

PROGRAM NAME: PERMITS AND INSPECTION

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



WATER POLLUTION CONTROL

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

PROGRAM NAME: TEST TEE PROGRAM

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

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



WATER POLLUTION CONTROL

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 6,602,798	\$ 7,057,388	\$ 7,092,099	\$ 8,005,562
Injury Pay	651	5,050	3,161	—
Student Trainees	—	65,108	44,901	65,520
Longevity	45,425	45,450	43,150	43,150
Wage Settlements	—	—	1,148	—
Vacation Conversion	—	1,917	—	—
Separation Payments	31,335	62,004	116,874	45,000
Bonus Incentive	12,200	19,200	—	400
Overtime	282,163	308,970	233,650	300,000
	\$ 6,974,572	\$ 7,565,088	\$ 7,534,982	\$ 8,459,632
Benefits				
Hospitalization	\$ 1,185,823	\$ 1,279,278	\$ 1,317,583	\$ 1,388,826
Prescription	174,861	217,786	274,949	276,855
Dental	57,536	58,239	69,280	76,259
Vision Care	7,389	7,614	10,050	12,191
Public Employees Retire System	959,261	1,041,702	1,071,827	1,160,245
Fica-Medicare	98,696	106,989	106,544	120,169
Workers' Compensation	398,297	311,477	79,622	257,547
Life Insurance	4,027	4,347	5,785	6,799
Unemployment Compensation	—	—	1,703	—
Clothing Allowance	37,095	40,955	39,760	39,495
Tool Insurance	2,690	5,610	3,540	4,810
Clothing Maintenance	70,146	24,155	23,900	23,600
	\$ 2,995,821	\$ 3,098,154	\$ 3,004,542	\$ 3,366,796
Other Training & Professional Dues				
Travel	\$ 8,342	\$ 18,244	\$ 8,190	\$ 15,685
Tuition & Registration Fees	6,753	12,498	3,436	12,215
Other Training Supplies	—	199	140	—
Professional Dues & Subscript	7,001	11,452	7,485	2,939
	\$ 22,096	\$ 42,393	\$ 19,251	\$ 30,839
Utilities				
Brokered Gas Supply	\$ 43,482	\$ 60,462	\$ 35,001	\$ 57,276
Sewer-Other	18,159	15,711	17,802	18,025
Telephone	2,418	39,569	44,392	62,400
Water	6,874	6,578	7,654	12,500
Gas	26,361	27,364	26,575	33,450
Electricity - Cpp	245,898	197,254	169,196	203,172
Electricity - Other	19,927	10,610	10,840	12,500

WATER POLLUTION CONTROL

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
	\$ 363,119	\$ 357,549	\$ 311,461	\$ 399,323
Contractual Services				
Professional Services	\$ 1,800,472	\$ 2,173,041	\$ 2,718,620	\$ 978,939
Mileage (Private Auto)	676	14	—	600
Advertising And Public Notice	1,078	1,381	15,876	15,000
Program Promotion	45,882	17,460	36,841	44,000
Parking In City Facilities	2,004	2,167	1,595	2,500
Property Rental	—	—	—	4,000
Equipment Rental	18,050	10,000	32,950	50,000
Other Contractual	308,800	440,855	331,782	327,000
State Auditor Examination	16,000	18,000	33,000	18,000
Bank Service Fees	1,759	1,573	1,255	2,500
Credit Card Processing Fees	1,774	2,605	1,375	3,000
	\$ 2,196,496	\$ 2,667,097	\$ 3,173,293	\$ 1,445,539
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 57,354	\$ —
Postage	—	7	—	100
Computer Supplies	—	—	833	3,500
Computer Hardware	13,122	14,256	20,681	50,000
Computer Software	3,000	—	—	—
Clothing	3,868	5,310	5,640	5,500
Hardware & Small Tools	37,724	55,477	28,505	50,000
Small Equipment	5,156	5,346	5,558	5,000
Office Furniture & Equipment	4,091	23,509	12,526	7,500
Electrical Supplies	21,928	30,000	42,211	30,000
Hygiene And Cleaning Supplies	7,446	8,200	22,761	10,000
Other Supplies	61,724	19,116	22,263	30,000
Safety Equipment	159,281	162,682	196,367	180,000
Just In Time Office Supplies	3,247	3,539	3,315	5,000
Building Maintenance Supplies	114,201	83,542	41,637	77,500
Paving Material	—	—	—	250,000
Cement Sand & Gravel	—	—	—	600,000
	\$ 434,788	\$ 410,983	\$ 459,651	\$ 1,304,100



WATER POLLUTION CONTROL

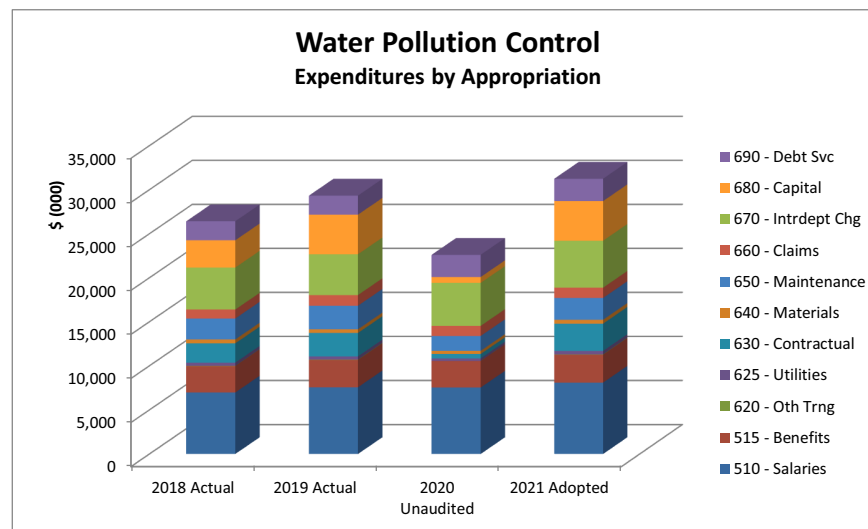
Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Maintenance				
Maintenance Office Equipment	\$ 2,000	\$ 10,165	\$ 5,000	\$ 5,000
Computer Hardware Maintenance	5,400	—	3,000	10,000
Computer Software Maintenance	137,841	108,409	93,261	129,300
Maintenance Vehicles	492,127	582,980	581,458	500,000
Maintenance Utility Systems	1,732,441	1,969,645	1,677,577	950,000
Maintenance Misc. Equipment	10,000	7,540	24,537	22,000
Maintenance Building	—	420	—	—
	\$ 2,379,810	\$ 2,679,160	\$ 2,384,832	\$ 1,616,300
Claims, Refunds, Maintenance				
Judgments, Damages, & Claims	\$ 49,936	\$ 199,880	\$ 48,915	\$ 88,000
Indirect Cost	968,739	1,010,157	1,098,451	1,094,079
	\$ 1,018,675	\$ 1,210,037	\$ 1,147,366	\$ 1,182,079
Interdepart Service Charges				
Charges From Telephone Exch	\$ 47,447	\$ 49,668	\$ 60,990	\$ 61,619
Charges From Utilities Admin	455,700	517,550	522,450	677,076
Charges From Fiscal Control	693,473	714,980	741,818	891,367
Charges From Radio Comm System	43,005	52,267	46,057	93,562
Charges From Water	3,109,848	2,870,252	3,171,439	3,100,000
Charges From Print & Repro	31,300	35,139	19,512	29,758
Charges From M.V.M.	292,954	311,308	201,876	309,375
Charges Frm Str Cnst Mnt & Rep	95,100	80,500	—	100,000
Charges From Waste Collection	4,140	3,183	3,362	2,633
	\$ 4,772,966	\$ 4,634,847	\$ 4,767,504	\$ 5,265,390
Capital Outlay				
Infrastructure	\$ —	\$ —	\$ —	\$ 2,000,000
Professional Services	—	—	—	250,000
Computer Hardware	—	—	—	250,000
Trucks	—	—	—	500,000
Transfer To Wpc Capital Proj	3,099,000	4,500,000	4,500,000	—
	\$ 3,099,000	\$ 4,500,000	\$ 4,500,000	\$ 3,000,000
Debt Service				
Professional Svcs-Debt Svc	\$ —	\$ —	\$ —	\$ 10,000
Principal	597,393	617,393	806,594	1,011,564
Interest	1,559,400	1,541,217	1,715,818	1,881,218
	\$ 2,156,793	\$ 2,158,610	\$ 2,522,412	\$ 2,902,782
	\$ 26,414,136	\$ 29,323,916	\$ 29,825,294	\$ 28,972,780

WATER POLLUTION CONTROL

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ 28,711,146	\$ 31,459,769	\$ 27,422,954	\$ 28,413,962
Grant Revenue	—	—	5,500	—
Licenses & Permits	304,288	323,780	321,267	324,640
Miscellaneous	110,074	110,227	162,157	38
Interest Earnings/Investment Income	925,450	805,225	240,402	80,000
	\$ 30,050,959	\$ 32,699,000	\$ 28,152,281	\$ 28,818,640





WATER POLLUTION CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Administrator of Engineering and Planning	30,214.95	124,250.48
1	1	1	Commissioner of Water Pollution Control	40,314.82	145,820.32
2	0	2	Deputy Commissioner of Water Pollution Control	30,214.95	114,691.24
1	1	1	Manager of General Maintenance	23,647.11	86,215.32
1	1	1	Superintendent of Sewer Maintenance	31,200.00	83,231.82
6	4	6			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Chief Clerk	31,200.00	54,124.93
4	4	4	Customer Service Representative - Call Center	15.00	21.05
2	2	2	Data Control Clerk	15.00	19.31
1	1	1	Senior Clerk	15.00	18.87
8	8	8			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	31,200.00	122,426.51
2	1	1	Administrative Officer	20,800.00	58,499.94
2	2	3	Assistant Administrator	31,200.00	76,852.88
8	5	8	Associate Engineer	24.04	46.84
1	1	1	Chief Civil Engineer	23,647.11	93,401.98
1	1	1	Construction Technician	15.00	26.52
3	3	3	Consulting Engineer	36,000.00	104,888.34
1	1	1	Project Coordinator	27,325.56	99,702.63
1	1	1	Unit Supervisor	25.96	26.48
20	16	20			
<u>SKILLED CRAFT</u>					
0	5	5	Apprentice Sewer Service Worker	15.50	17.69
3	2	3	Bricklayer	42.01	52.51
3	2	3	Bricklayer Helper	28.66	42.99
5	3	5	Const. Equipment Operator Group A	46.03	57.59
1	1	1	Const. Equipment Operator Group B	45.91	57.44
1	1	1	Electrical Worker	48.88	61.10
3	3	3	Heavy Duty Technician	15.75	26.65

WATER POLLUTION CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees December 2020	Budget 2021	Position	Salary Schedule	
				Minimum	Maximum
1	1	1	Heavy Duty Technician Unit Leader	23.85	33.07
4	2	4	Machinist	21.39	25.60
2	2	2	Machinist Unit Leader	14.28	28.74
23	22	28			
<u>SERVICE & MAINTENANCE</u>					
2	1	2	Custodial Worker	17.54	19.62
1	1	1	Custodial Worker Supervisor	21.11	23.57
6	6	6	House Connection Inspector	17.16	21.47
5	3	5	Municipal Service Laborer	18.01	20.41
5	4	5	Sewer Construction & Maint. Operations Supervisor	28.20	29.26
14	9	14	Sewer Maintenance Unit Leader	24.44	25.43
16	11	16	Sewer Maintenance Unit Leader Operator	25.63	26.64
58	42	58	Sewer Service Worker	20.25	21.92
107	77	107			
<u>TECHNICIANS</u>					
3	3	3	Radio Dispatcher WPC	23.40	23.87
3	3	3			
167	130	172	TOTAL FULL TIME		
15	1	10	TOTAL STUDENTS		
182	131	182	TOTAL DIVISION		



CLEVELAND PUBLIC POWER

Joy A. Perry, Interim Commissioner

Mission Statement

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

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

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

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

PROGRAM NAME: CLEVELAND PUBLIC POWER OPERATIONS

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

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

PROGRAM NAME: CLEVELAND PUBLIC POWER OPERATIONS CAPITAL

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

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

CLEVELAND PUBLIC POWER

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 15,483,316	\$ 15,401,816	\$ 15,582,939	\$ 17,706,497
Injury Pay	9,225	—	18,937	—
Student Trainees	477,623	295,823	317,445	316,646
Longevity	110,525	107,550	99,700	97,150
Wage Settlements	—	—	43,272	—
Vacation Conversion	—	17,822	—	—
Separation Payments	154,750	197,237	153,573	225,000
Bonus Incentive	92,100	8,900	200	—
Overtime	1,927,089	2,062,536	2,224,861	2,100,000
	\$ 18,254,628	\$ 18,091,685	\$ 18,440,927	\$ 20,445,293
Benefits				
Hospitalization	\$ 2,453,670	\$ 2,518,697	\$ 2,454,188	\$ 3,145,530
Prescription	367,207	426,935	514,745	638,304
Dental	120,110	115,474	126,605	171,087
Vision Care	13,378	12,978	19,365	27,921
Public Employees Retire System	2,456,267	2,547,631	2,622,038	2,907,903
Fica-Medicare	251,813	251,595	257,439	284,391
Workers' Compensation	389,798	353,586	191,863	488,418
Life Insurance	8,003	7,978	10,027	15,426
Unemployment Compensation	6,202	9,186	11,888	12,500
Clothing Allowance	132,910	131,110	124,410	40,000
Tool Insurance	8,575	12,175	12,400	12,000
Clothing Maintenance	94,265	95,615	87,365	90,105
	\$ 6,302,197	\$ 6,482,961	\$ 6,432,332	\$ 7,833,585
Other Training & Professional Dues				
Travel	\$ 32,120	\$ 46,103	\$ 4,797	\$ 24,500
Tuition & Registration Fees	29,500	11,798	859	47,600
Other Training Supplies	—	—	—	10,000
Professional Dues & Subscript	85,384	111,992	61,891	61,930
	\$ 147,004	\$ 169,893	\$ 67,547	\$ 144,030
Utilities				
Brokered Gas Supply	\$ 62,423	\$ 94,783	\$ 43,087	\$ 100,000
Sewer-Other	48,654	35,128	31,553	40,000
Telephone	27,346	72,854	413,252	369,415
Water	16,868	15,835	13,282	20,000
Gas	46,009	44,215	37,200	55,000
Electricity - Other	1,420,972	1,382,074	1,285,884	1,425,000
Steam	44,861	43,383	44,365	50,000
	\$ 1,667,134	\$ 1,688,271	\$ 1,868,621	\$ 2,059,415



CLEVELAND PUBLIC POWER

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Contractual Services				
Professional Services	\$ 2,126,110	\$ 2,572,450	\$ 3,868,626	\$ 2,395,447
Waste Disposal Fee - Ohio EPA	57	45	—	—
Advertising And Public Notice	845	—	—	—
Program Promotion	97,608	102,845	31,698	100,000
Parking In City Facilities	1,155	1,430	1,870	1,920
Insurance And Official Bonds	680,511	785,000	17,947	—
Property Rental	308,961	339,976	282,509	286,800
Equipment Rental	—	50,000	23,900	50,000
Other Contractual	977,021	1,419,970	1,468,270	1,195,000
State Auditor Examination	22,000	25,000	28,000	28,000
Bank Service Fees	38,393	(24,086)	(16,097)	30,000
Credit Card Processing Fees	779,196	520,206	465,856	775,000
	\$ 5,031,858	\$ 5,792,837	\$ 6,172,580	\$ 4,862,167
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 42,337	\$ —
Postage	440,919	445,257	452,156	455,000
Computer Hardware	49,069	76,447	91,529	125,000
Computer Software	250,000	9,587	54,528	40,000
Fuel	135,072	59,000	125,000	125,000
Purchased Power	98,568,560	102,405,856	91,804,936	104,620,864
Power Transmission Costs	23,093,932	14,477,203	18,193,430	19,343,284
CapacityCharges	17,217,284	16,037,702	10,860,003	11,780,585
Clothing	6,000	6,000	130,000	157,500
Hardware & Small Tools	193,093	137,933	32,561	125,000
Small Equipment	34,170	43,788	22,207	25,000
Office Furniture & Equipment	6,346	4,662	196	—
Electrical Supplies	560,761	395,340	741,714	600,000
Hygiene And Cleaning Supplies	28,958	27,833	17,475	27,000
Other Supplies	64,446	205,577	146,930	53,710
Safety Equipment	176,704	241,228	211,886	195,000
Capital Improvement Inventory	5,104,398	3,533,158	4,021,436	3,668,809
Just In Time Office Supplies	8,279	12,991	4,353	17,500
Building Maintenance Supplies	—	—	21,435	—
Paving Material	7,880	8,486	3,000	25,000
Cement Sand & Gravel	—	—	—	255,300
	\$ 145,945,870	\$ 138,128,047	\$ 126,977,110	\$ 141,639,552
Maintenance				
Maintenance Office Equipment	\$ 8,124	\$ —	\$ —	\$ —
Maintenance Contracts	29,000	65,056	19,750	—

CLEVELAND PUBLIC POWER

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Computer Hardware Maintenance	3,663	—	—	171,042
Computer Software Maintenance	263,137	299,519	340,677	643,175
Maintenance Vehicles	550,041	462,787	406,057	510,000
Car Washes	—	—	28,100	—
Maintenance Utility Systems	1,827,904	981,000	178,184	1,500,000
Maintenance Misc. Equipment	—	49,960	62,006	40,000
Maintenance Building	479,434	367,738	330,050	350,000
	\$ 3,161,303	\$ 2,226,061	\$ 1,364,822	\$ 3,214,217
Claims, Refunds, Maintenance				
Judgments, Damages, & Claims	\$ 81,470	\$ 39,974	\$ 8,402	\$ 90,000
Indirect Cost	1,670,004	1,782,261	1,767,558	1,801,679
	\$ 1,751,474	\$ 1,822,235	\$ 1,775,960	\$ 1,891,679
Interdepart Service Charges				
Charges From General Fund	\$ 3,137	\$ 6,075	\$ 7,546	\$ 6,300
Charges From Telephone Exch	3,395,582	4,723,839	1,735,498	1,753,377
Charges From Utilities Admin	820,260	931,601	940,400	1,218,737
Charges From Fiscal Control	1,248,258	1,286,960	1,335,279	1,604,461
Charges From Radio Comm System	99,892	114,823	96,253	230,981
Charges From Water	627,526	488,971	433,695	490,730
Charges From W.P.C.	10,439	14,260	3,801	16,600
Charges From Print & Repro	46,227	35,001	33,365	50,886
Charges From M.V.M.	361,224	338,874	260,430	416,313
Charges From Waste Collection	25,094	34,129	48,103	30,000
	\$ 6,637,639	\$ 7,974,531	\$ 4,894,370	\$ 5,818,385
Capital Outlay				
Infrastructure	\$ —	\$ —	\$ —	\$ 2,715,000
Professional Services	—	—	—	1,000,000
Building Betterments -Existing	—	—	—	315,000
Computer Software	—	—	—	192,500
Computer Hardware	—	—	—	192,500
Automobiles	—	—	—	240,079
Trucks	—	—	—	789,861
Other Equipment	—	—	—	680,060
Trans To Light&Power Cap Proj	7,004,526	9,714,937	9,759,500	—
	\$ 7,004,526	\$ 9,714,937	\$ 9,759,500	\$ 6,125,000



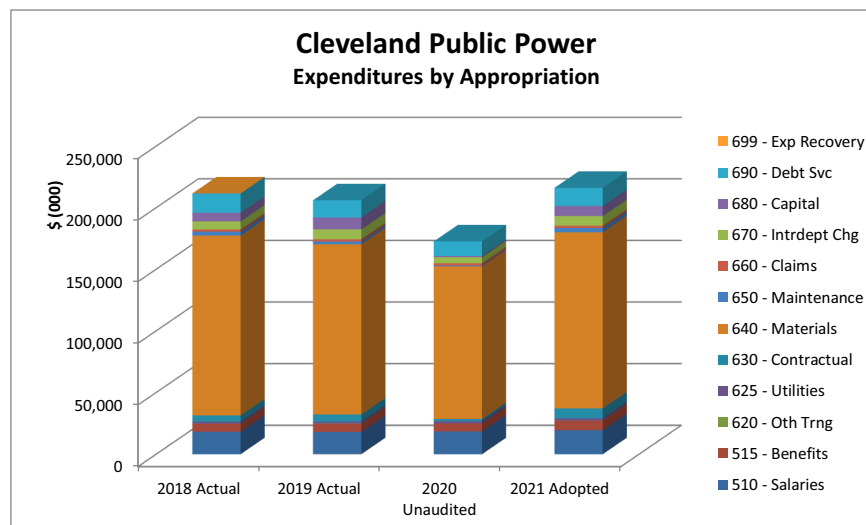
CLEVELAND PUBLIC POWER

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Debt Service				
Professional Svcs-Debt Svc	\$ 23,200	\$ 23,200	\$ 60,800	\$ 100,000
Principal	7,681,694	5,645,959	4,752,500	9,030,000
Interest	7,985,843	8,286,059	7,031,387	6,847,765
	\$ 15,690,737	\$ 13,955,217	\$ 11,844,686	\$ 15,977,765
Expenditure Recovery				
Expenditure Recovery	\$ —	\$ (9,621)	\$ —	\$ —
	\$ —	\$ (9,621)	\$ —	\$ —
	\$ 211,594,372	\$ 206,037,054	\$ 189,598,455	\$ 210,011,088

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ 212,815,583	\$ 208,033,166	\$ 188,023,694	\$ 204,659,376
Grant Revenue	—	33,000	—	—
Licenses & Permits	—	500	31,429	—
Miscellaneous	257,517	262,364	176,079	200,000
Other Tax	6,231,972	6,009,172	5,790,909	5,800,000
Interest Earnings/Investment Income	487,913	507,989	149,980	43,000
Non Operating Other/Other	(5,485,100)	(5,281,657)	(5,101,130)	—
	\$ 214,307,885	\$ 209,564,534	\$ 189,070,960	\$ 210,702,376



CLEVELAND PUBLIC POWER

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Administrator of Engineering and Planning	30,214.95	124,250.48
2	1	2	Assistant Commissioner of Cleveland Public Power	27,325.56	134,991.09
5	4	5	Assistant Supt. Of Electric Transmission and Distribution	26,273.96	93,856.07
1	1	1	Chief Supt. of Electric Transmission and Distribution	50,000.00	115,000.00
1	1	1	Commissioner of Cleveland Public Power	45,201.46	190,126.56
1	1	1	Customer Support Center Manager	65,000.00	105,625.89
1	0	1	Deputy Commissioner of Cleveland Public Power	46,224.91	143,228.70
5	2	3	Supt. of Electrical Transmission and Distribution	50,000.00	109,687.67
17	11	15			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Chief Clerk	31,200.00	54,124.93
21	22	22	Customer Service Representative - Call Center	15.00	21.05
2	2	2	Principal Clerk	16.60	22.86
1	1	1	Senior Clerk	15.00	18.87
25	26	26			
<u>PARA-PROFESSIONALS</u>					
1	0	0	Junior Electric Switchboard Operator	26.70	27.90
1	0	0			
<u>PROFESSIONALS</u>					
7	6	6	Administrative Manager	31,200.00	122,426.51
1	1	1	Administrative Officer	20,800.00	58,499.94
7	7	7	Assistant Administrator	31,200.00	76,852.88
1	1	1	Assistant Manager of Marketing	20,800.00	64,468.16
2	1	2	Associate Engineer	24.04	46.84
5	3	5	Chief Electric Transmission Operator	31,200.00	90,986.90
6	4	6	Consulting Engineer	36,000.00	104,888.34
1	1	1	Energy Marketing Manager	30,214.95	123,259.31
1	0	1	Electric Transmission SCADA Engineer	30,214.95	108,011.58



CLEVELAND PUBLIC POWER

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees December 2020	Budget 2021	Position	Salary Schedule	
				Minimum	Maximum
2	1	2	GIS Technician	20,800.00	52,519.19
7	7	7	Project Coordinator	27,325.56	99,702.63
1	1	1	Transmissions Operations Manager	30,214.95	117,900.21
2	1	1	Unit Supervisor	25.96	26.48
43	34	41			
<u>SKILLED CRAFT</u>					
0	2	2	Apprentice Cable Splicer I	26.54	29.16
1	0	0	Apprentice Cable Splicer II	25.93	26.45
2	0	0	Apprentice Cable Splicer III	26.54	29.16
0	1	2	Apprentice Cable Splicer IV	30,742.40	51,767.04
7	5	6	Apprentice Lineman	26.73	34.94
4	7	7	Apprentice Lineman II	30,971.20	52,148.93
5	2	3	Apprentice Lineman III	34,798.40	52,148.93
4	4	4	Apprentice Lineman IV	30,971.20	52,148.93
2	2	2	Cement Finisher	42.48	53.10
1	1	1	Cement Finisher Foreman	43.73	54.35
2	2	2	Construction Equipment Operator Group A	46.03	57.59
4	3	4	Electric Transmission and Distribution Inspector	35.42	39.93
8	7	8	Electric Worker	48.88	61.10
1	1	1	Electrical Worker Foreman	50.13	62.35
6	6	6	Heavy Duty Technician	15.75	26.65
1	1	1	Heavy Duty Technician Unit Leader	23.85	33.07
4	2	4	Line Clearance Man	26.31	28.98
6	6	6	Line Foreman	37.97	42.52
7	5	7	Lineman Leader	36.59	41.12
6	3	5	Low Tension Lineman	31.39	32.64
0	1	1	Low Tension Lineman Apprentice	26.22	28.34
1	0	1	Painter	36.85	46.06
21	11	21	Senior Lineman	35.42	39.93
12	8	12	Trouble Line Worker	36.63	41.15
105	80	106			
<u>SERVICE & MAINTENANCE</u>					
1	1	1	Cable Foreman	37.97	42.52
3	1	6	Cable Splicer Helper II	24.38	28.40
5	5	6	Custodial Worker	17.54	19.62

CLEVELAND PUBLIC POWER

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
1	1	1	Electric Meter Industrial Installer	33.52	34.81
2	2	2	Electric Meter Instrument Specialist and General Tester	33.89	35.20
2	2	2	Electric Meter Service Foreman	37.97	39.35
3	1	3	Electric Meter Service Installer I	31.23	33.09
5	4	6	Electric Meter Service Installer II	29.10	30.29
0	2	2	Electric Meter Apprentice 1st	30,264.00	51,003.26
2	2	2	Electric Meter Apprentice 2nd	14.55	24.52
2	0	1	Gas Turbine Mechanic	31.23	33.09
1	0	0	Gas Turbine Mechanic Apprentice	26.54	29.16
2	0	1	General Construction Unit Leader	35.41	36.84
13	6	6	Intern Apprentice	16.58	16.91
0	0	1	Instrumentation Tech I	22.79	24.69
15	14	17	Line Helper Driver	21.18	28.40
14	5	13	Line Helper Driver II	20.80	23.72
3	3	3	Line Switchman	37.50	42.03
6	5	6	Municipal Service Laborer	18.01	20.41
4	3	6	Senior Cable Splicer	35.42	39.93
1	1	1	Transformer Repair Foreman	37.97	42.52
2	2	3	Underground Conduit Foreman	37.97	42.52
87	60	89			
TECHNICIANS					
5	5	5	Dispatcher Electric System Operator	32.58	33.85
3	2	4	Meter Reader	17.32	21.17
1	1	1	Senior Draftsman	15.00	22.55
9	8	10			
287	219	287	TOTAL FULL TIME		
15	14	15	TOTAL STUDENTS		
302	233	302	TOTAL DIVISION		



AIRPORT GENERAL OPERATIONS

Robert Kennedy, Director

Mission Statement

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

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

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

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

PROGRAM NAME: ADMINISTRATION AND PERFORMANCE MANAGEMENT

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

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

PROGRAM NAME: BUSINESS DEVELOPMENT & MANAGEMENT

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

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

PROGRAM NAME: BURKE LAKEFRONT AIRPORT-OPERATIONS

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

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

PROGRAM NAME: CLEVELAND HOPKINS INTERNATIONAL AIRPORT-OPERATIONS

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

ACTIVITIES: Oversee the daily operations of the Cleveland Hopkins International Airport, including airfield operations, grounds maintenance, building maintenance, custodial services, utilities management, airport security, vehicle maintenance, and Airport Rescue Fire Fighting.

AIRPORT GENERAL OPERATIONS

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.

PROGRAM NAME: PLANNING AND ENGINEERING

OBJECTIVES: To provide oversight of all construction and environmental projects at the Airports.

ACTIVITIES: Oversee capital planning, engineering, construction, real estate, environmental and noise abatement activities.

PROGRAM NAME: FINANCE AND PROCUREMENT

OBJECTIVES: To provide financial management and procurement support services to all divisions of the Department.

ACTIVITIES: Oversee accounting, budgeting, auditing, financial analysis/reporting, and procurement activities.

PROGRAM NAME: INFORMATION TECHNOLOGY SERVICES

OBJECTIVES: To provide information technology support services to airport users and Department employees.

ACTIVITIES: Oversee network planning, design, installation and maintenance as well as software systems installation, maintenance, and integration.

PROGRAM NAME: MARKETING AND AIR SERVICE DEVELOPMENT

OBJECTIVES: To provide marketing, public relations, and air service development services to the public and Departmental employees.

ACTIVITIES: Oversee advertising, public relations, community relations, air service development, and airport terminal support services.

PROGRAM NAME: PLANNING

OBJECTIVES: To provide for the future developments of the Airport system.

ACTIVITIES: To manage the strategic direction of the Airport development and identify the infrastructure needed to satisfy customer needs; managing environmental compatibility, and monitoring and implementing applicable federal and state environmental incentives; and managing digital information needs and identify infrastructure needed to maintain effective e-commerce.



AIRPORT GENERAL OPERATIONS

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 19,806,343	\$ 19,812,550	\$ 20,435,756	\$ 21,293,110
Seasonal	877,581	866,155	871,701	484,885
Military Leave	940	9,119	4,439	—
Part-Time Permanent	142,883	173,238	226,169	34,097
Student Trainees	—	681	—	—
Longevity	125,150	122,800	122,850	129,000
Wage Settlements	39,860	—	11,984	—
Vacation Conversion	—	74,602	—	—
Separation Payments	192,565	146,616	413,828	—
Bonus Incentive	108,900	18,400	1,600	—
Overtime	2,054,769	2,640,180	1,588,336	2,000,000
	\$ 23,348,989	\$ 23,864,341	\$ 23,676,662	\$ 23,941,092
Benefits				
Hospitalization	\$ 3,443,391	\$ 3,507,861	\$ 3,654,258	\$ 3,712,888
Prescription	513,263	600,201	769,101	750,471
Dental	171,942	161,257	192,780	201,005
Vision Care	19,776	19,059	29,111	34,075
Public Employees Retire System	3,223,674	3,275,292	3,351,493	3,001,991
Fica-Medicare	328,573	335,508	332,393	305,374
Workers' Compensation	1,406,114	384,496	249,590	490,940
Life Insurance	11,834	11,489	15,460	19,596
Unemployment Compensation	93,894	131,039	157,787	—
Clothing Allowance	133,225	124,525	139,950	170,005
Tool Insurance	4,950	13,100	11,150	—
Clothing Maintenance	47,225	46,650	50,500	84,100
	\$ 9,397,860	\$ 8,610,477	\$ 8,953,573	\$ 8,770,445
Other Training & Professional Dues				
Travel	\$ 51,027	\$ 66,741	\$ 93	\$ 12,000
Tuition & Registration Fees	26,175	29,816	2,774	17,250
Other Training Supplies	—	—	2,560	—
Professional Dues & Subscript	124,328	124,732	121,702	156,925
	\$ 201,530	\$ 221,289	\$ 127,129	\$ 186,175

AIRPORT GENERAL OPERATIONS

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Utilities				
Brokered Gas Supply	\$ 321,030	\$ 435,038	\$ 282,414	\$ 422,997
Telephone	29	—	—	—
Water	1,235,426	1,034,887	720,380	1,131,735
Gas	187,075	178,366	169,465	237,366
Electricity - Cpp	288,858	274,375	275,730	313,903
Electricity - Other	4,692,257	4,099,230	3,558,723	5,226,915
	\$ 6,724,674	\$ 6,021,896	\$ 5,006,711	\$ 7,332,916
Contractual Services				
Professional Services	\$ 3,265,013	\$ 3,870,664	\$ 2,278,326	\$ 3,018,817
Travel- Non-Training	20,863	5,147	—	900
Waste Disposal	243,834	571,379	57,445	60,000
Advertising And Public Notice	1,900	—	—	2,000
Program Promotion	39,864	48,245	32,700	42,500
Participation Fee	2,436	15,160	8,487	—
Parking In City Facilities	2,786	3,453	2,074	4,000
Insurance And Official Bonds	886,468	1,100,130	1,186,710	1,156,499
Taxes	5,164,013	4,352,278	4,362,907	4,500,000
Parking Tax	2,699,705	2,586,928	1,820,767	1,125,808
Equipment Rental	75,031	99,997	—	25,000
Other Contractual	9,112,986	10,946,040	5,617,667	3,911,177
State Auditor Examination	32,000	35,000	36,000	40,000
Transfer To Other Airport Fnd	12,000,000	12,000,000	8,000,000	12,000,000
Customized	319,434	211,279	229,165	—
Bank Service Fees	21,750	7,108	7,111	15,000
Credit Card Processing Fees	13,633	13,812	8,603	20,000
	\$ 33,901,715	\$ 35,866,619	\$ 23,647,962	\$ 25,921,701
Materials & Supplies				
Postage	\$ 2,759	\$ 3,579	\$ 1,896	\$ 4,000
Computer Hardware	441,115	255,303	108,461	84,000
Computer Software	20,337	—	—	14,428
Chemical	2,219,896	2,017,200	1,701,822	1,223,500
Clothing	61,037	65,680	27,278	65,000
Hardware & Small Tools	15,000	23,742	43,301	22,500
Boilers, Heaters & Cool Equip	20,266	91,400	187,000	—
Seed, Fertilizer & Herbicide	10,000	44,988	—	15,000
Small Equipment	25,475	11,366	20,000	22,500
Office Furniture & Equipment	5,410	93,556	2,469	5,000
Electrical Supplies	104,307	31,992	22,000	15,000



AIRPORT GENERAL OPERATIONS

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Fence, Posts & Bars	34,970	50,000	50,000	50,000
Hygiene And Cleaning Supplies	304,527	405,633	410,278	251,875
Medical Supplies	52,904	9,000	39,899	70,876
Food	46,804	42,228	29,265	30,750
Other Supplies	849,139	1,032,035	696,000	843,500
Safety Equipment	64,935	14,950	73,760	86,280
Special Events Supplies	3,520	888	119	—
Just In Time Office Supplies	37,991	38,325	15,239	25,000
Building Maintenance Supplies	311,210	279,079	225,520	213,250
Cement Sand & Gravel	108,144	118,964	59,906	50,000
	\$ 4,739,749	\$ 4,629,909	\$ 3,714,212	\$ 3,092,459
Maintenance				
Computer Hardware Maintenance	\$ 58,383	\$ 163,688	\$ 247,805	\$ 75,729
Computer Software Maintenance	1,018,704	1,079,396	680,645	986,421
Maintenance Machinery & Tools	1,255,211	2,197,948	1,748,319	1,432,500
Maintenance Fire Apparatus	17,500	13,000	7,957	14,500
Maintenance Vehicles	815,138	672,997	528,769	623,000
Maintenance Utility Systems	—	—	78,369	—
Maintenance Misc. Equipment	876,085	889,834	963,465	896,000
Maintenance Building	11,233	11,083	10,164	13,500
	\$ 4,052,254	\$ 5,027,945	\$ 4,265,492	\$ 4,041,650
Claims, Refunds, Maintenance				
Judgments, Damages, & Claims	\$ 351,976	\$ 421,161	\$ 267,465	\$ 350,000
Indirect Cost	3,219,380	3,219,380	3,219,380	3,219,380
	\$ 3,571,356	\$ 3,640,541	\$ 3,486,845	\$ 3,569,380
Interdepart Service Charges				
Charges From General Fund	\$ 7,446,644	\$ 7,223,949	\$ 8,279,694	\$ 7,467,721
Charges From Telephone Exch	734,219	881,533	1,076,251	1,087,339
Charges From Utilities Admin	2,088	350	2,088	2,088
Charges From Radio Comm System	244,860	275,474	267,578	240,000
Charges From W.P.C.	—	—	—	2,000
Charges From Print & Repro	74,124	74,956	54,671	28,800
Charges From Central Storeroom	8,359	9,463	3,303	1,500
Charges From M.V.M.	109,326	26,265	(219)	—
Charges From Division Of Maint	—	—	13,923	35,000
Charges From Waste Collection	69,117	79,913	54,656	86,000
	\$ 8,688,737	\$ 8,571,902	\$ 9,751,945	\$ 8,950,448

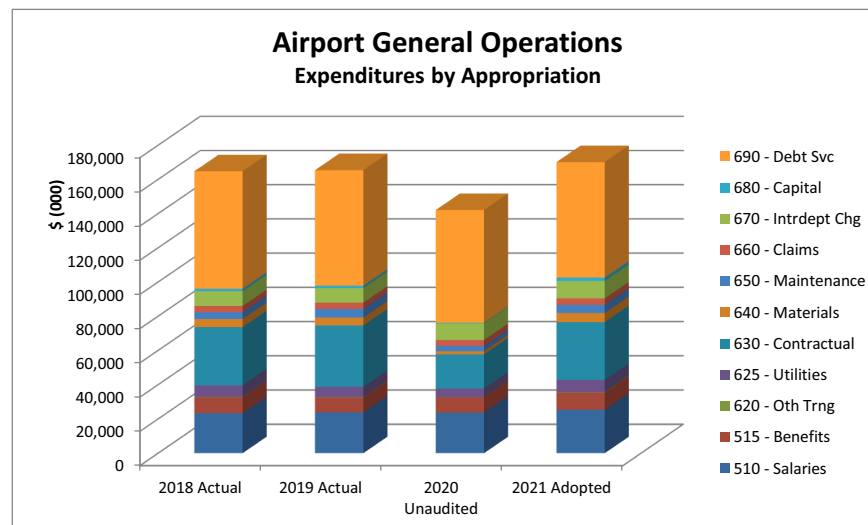
AIRPORT GENERAL OPERATIONS

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Capital Outlay				
Transfer To Airports Cap Proj	\$ 1,407,000	\$ 1,407,000	\$ 729,465	\$ —
	\$ 1,407,000	\$ 1,407,000	\$ 729,465	\$ —
Debt Service				
Principal	\$ 39,658,668	\$ 41,212,000	\$ 44,093,000	\$ 44,575,000
Interest	29,058,904	26,347,524	21,864,616	21,168,624
	\$ 68,717,572	\$ 67,559,524	\$ 65,957,616	\$ 65,743,624
	\$ 164,751,436	\$ 165,421,443	\$ 149,317,613	\$ 151,549,890

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ 141,722,180	\$ 142,606,641	\$ 108,505,823	\$ 130,838,696
Fines, Forfeitures & Settlements	3	3,195	4,422	—
Grant Revenue	3,219,343	2,472,306	41,766,744	10,671,192
Miscellaneous	17,857,867	18,447,475	10,694,998	9,900,000
Interest Earnings/Investment Income	1,493,694	1,857,658	585,892	140,000
Non Operating Other/Other	5,601	11,591	86,381	—
	\$ 164,298,688	\$ 165,398,866	\$ 161,644,261	\$ 151,549,888





AIRPORT GENERAL OPERATIONS

COMPARISON OF STAFFING LEVEL

No. of Employees			Salary Schedule		
Budget 2020	December 2020	Budget 2021	Position	Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
2	0	1	Administrator of Engineering and Planning	30,214.95	124,250.48
0	3	4	Administration Bureau Manager	40,314.82	145,820.32
2	2	2	Asst. Manager Appl Dev/Technical Support	46,224.91	137,831.29
1	0	0	Chief Safety Signal System	18.60	40.64
6	0	0	Assistant Director	36,590.39	154,089.52
1	1	1	Commissioner of Cleve. Hopkins Int. Airport	42,758.15	163,046.16
3	2	2	Deputy Comm. of Cleve. Hopkins Int. Airport	30,214.95	114,691.24
1	1	1	Director of Port Control	100,000.00	297,668.00
1	0	0	Secretary to Directors of Departments	41,312.22	159,849.18
1	1	1	General Manager of Administrative Services	31,200.00	101,648.77
1	1	1	HR Fiscal Administrator	22,333.40	70,234.84
1	1	1	Minority Business Development Administrator	27,325.56	85,577.88
20	12	14			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Chief Clerk	31,200.00	54,124.93
5	3	3	Principal Clerk	16.60	22.86
1	1	1	Private Secretary	17.74	24.11
1	1	1	Private Secretary to the Director	20,800.00	54,625.58
2	1	1	Head Storekeeper	19.91	26.22
1	1	1	Network/Data Center Operations Manager	55,000.00	117,737.72
1	0	0	Secretary	15.00	20.12
2	2	2	Stock Clerk	15.00	20.74
2	2	2	Storekeeper	18.58	23.62
16	12	12			
<u>PROFESSIONALS</u>					
1	0	0	Accountant I	16.04	22.97
1	1	1	Accountant III	17.26	27.98
4	4	4	Accountant IV	20,800.00	65,610.28
12	12	11	Administrative Manager	31,200.00	122,426.51
4	4	4	Administrative Officer	20,800.00	58,499.94
1	1	1	Airport Chief Engineer	30,214.95	124,250.48
1	1	1	Airport Comptroller	30,214.95	124,250.48
6	5	5	Airport Maintenance Manager	31,200.00	101,648.98
6	6	6	Airport Maintenance Superintendent	20,800.00	69,713.09

AIRPORT GENERAL OPERATIONS

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees December 2020	Budget 2021	Position	Salary Schedule	
				Minimum	Maximum
3	2	3	Airport Maintenance Supervisor	21,019.66	67,178.06
1	1	1	Airport Operations/ Sec Manager	26,273.96	98,678.77
1	1	1	Airport Planning Envir. Officer	30,214.95	98,444.95
1	1	1	Airport Safety Manager	31,200.00	99,350.78
1	1	1	Air Trade Development Manager	30,214.95	114,691.24
3	2	3	Assistant Administrator	31,200.00	76,852.88
2	2	2	Assistant Director of Law I (S)	31,200.00	96,971.22
1	0	0	Assistant Airport Safety Chief/Training	23,333.40	70,234.84
1	0	0	Auditor	20,800.00	65,000.00
1	1	1	Chief Civil Engineer	23,647.11	93,401.98
1	0	0	Chief Eng & Constr Inspector	28.54	31.15
1	1	1	Chief Systems Analyst	27,325.56	108,011.58
1	1	2	Chief Training Officer	26,273.96	78,184.48
3	0	1	Consulting Engineer	36,000.00	104,888.34
1	1	1	Contract Compliance Officer	26,273.96	78,184.48
3	2	2	Fiscal Manager	23,647.11	97,175.21
3	2	2	Network Analyst II	31,200.00	105,753.65
2	2	2	Personnel Administrator	26,273.96	91,088.49
20	20	20	Project Coordinator	27,325.56	99,702.63
1	1	1	Project Director	22,333.40	88,646.98
1	1	1	Safety Programs Officer 1	31,200.00	73,605.79
2	2	2	Super Admin Services-Data	20,800.00	62,770.08
2	1	1	Systems Analyst	31,200.00	69,048.93
1	1	1	Warehouse Inventory Manager	22,333.40	88,646.98
93	80	83			

SKILLED CRAFT

2	2	2	Carpenter	42.96	53.70
11	8	8	Electrical Worker	48.88	61.10
1	1	1	Electrical Worker Foreman	50.13	62.35
11	9	11	Heavy Duty Mechanic	15.75	26.65
2	2	2	Heavy Duty Unit Leader	23.85	33.07
3	3	3	Painter	36.85	46.06
1	1	1	Painter Foreman	38.10	47.31
2	1	1	Plumber	52.38	65.47
33	27	29			



AIRPORT GENERAL OPERATIONS

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
			<u>SERVICE & MAINTENANCE</u>		
19	15	17	Airport Field Foreman	23.32	24.27
64	46	62	Airport Maintenance Man	20.87	21.29
1	1	1	Building Stationary Engineer	21.71	24.71
55	40	45	Custodial Worker	17.54	19.62
7	6	7	Custodial Worker Supervisor	21.11	23.57
1	0	0	Municipal Service Laborer	18.01	20.41
1	1	1	Supt Vehicle Admin Services	20,800.00	78,184.48
5	4	4	Window Washer	17.54	23.52
153	113	137			
			<u>TECHNICIANS</u>		
6	4	4	Airport Term Operations Agent	12.14	18.56
7	6	7	Airport Operations Agent I	19.10	23.87
8	8	8	Airport Operations Agent II	24.00	28.10
6	5	6	Airport Operations Agent III	20,800.00	61,601.02
3	3	3	Airport Operations Superintendent	53,682.00	114,986.00
12	9	9	Airport Safety Supervisor	59,420.50	67,846.09
3	1	2	Airport Security Coordinator	23,333.40	70,234.84
4	4	4	Engineering & Construction Inspector	21.47	23.94
1	1	1	Environmental Assistant	20,800.00	56,521.12
1	1	1	Radio Dispatcher	23.40	23.87
51	42	45			
			<u>PROTECTIVE SERVICE</u>		
42	40	42	Airport Safety Man	19.17	26.23
3	2	2	Airport Safety Shift Commander	20,800.00	79,225.56
45	42	44			
411	328	364	TOTAL FULL TIME		
10	7	0	TOTAL PART TIME		
49	35	49	TOTAL SEASONAL		
12	0	0	TOTAL STUDENT TRAINEES		
482	370	413	TOTAL DIVISION		

Small Enterprise Funds



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



	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget	\$ Change	% Change
CEMETERIES						
RECEIPTS	\$ 1,731,859	\$ 1,585,673	\$ 1,785,215	\$ 1,767,989	\$ (17,226)	-1%
EXPENDITURES	1,638,457	1,768,506	1,730,741	1,823,789	93,048	5%
Net	\$ 93,402	\$ (182,833)	\$ 54,474	\$ (55,800)	\$ (110,274)	-202%
Decertifications	1,254	45	5	—	—	—
Beginning Balance	89,453	184,109	1,321	55,800	—	—
Ending Balance	\$ 184,109	\$ 1,321	\$ 55,800	\$ 0	\$ (55,800)	-100%
FT Staffing Levels	18	18	17	18	1	6%
GOLF COURSES						
RECEIPTS	\$ 1,352,077	\$ 1,343,933	\$ 1,393,565	\$ 1,406,447	\$ 12,882	1%
EXPENDITURES	1,336,755	1,395,670	1,393,104	1,408,036	14,932	1%
Net	\$ 15,322	\$ (51,737)	\$ 461	\$ (1,589)	\$ (2,050)	-444%
Decertifications	—	252	8	—	—	—
Beginning Balance	37,283	52,605	1,120	1,589	—	—
Ending Balance	\$ 52,605	\$ 1,120	\$ 1,589	\$ —	\$ (1,589)	-100%
MUNICIPAL PARKING FACILITIES						
RECEIPTS	\$ 10,582,031	\$ 10,387,257	\$ 6,091,771	\$ 6,049,800	\$ (41,971)	-1%
EXPENDITURES	11,079,463	10,610,757	5,613,163	6,040,975	427,812	8%
Net	\$ (497,432)	\$ (223,499)	\$ 478,608	\$ 8,825	\$ (469,783)	-98%
Decertifications	19,912	21,078	—	—	—	—
Beginning Balance	1,620,128	1,142,609	940,188	1,418,796	—	—
Ending Balance	\$ 1,142,609	\$ 940,188	\$ 1,418,796	\$ 1,427,621	\$ 8,825	1%
FT Staffing Levels	17	14	13	14	1	8%
PUBLIC AUDITORIUM						
RECEIPTS	\$ 3,000,720	\$ 2,687,508	\$ 2,467,998	\$ 2,761,887	\$ 293,889	12%
EXPENDITURES	2,800,278	2,921,089	2,403,205	2,827,799	424,594	18%
Net	\$ 200,442	\$ (233,581)	\$ 64,792	\$ (65,912)	\$ (130,705)	-202%
Decertifications	438	424	—	—	—	—
Beginning Balance	33,396	234,276	1,120	65,913	—	—
Ending Balance	\$ 234,276	\$ 1,120	\$ 65,913	\$ 0	\$ (65,912)	-100%
FT Staffing Levels	10	11	11	11	—	%



	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget	\$ Change	% Change
WEST SIDE MARKET						
RECEIPTS	\$ 1,380,216	\$ 1,379,619	\$ 1,182,356	\$ 1,753,927	\$ 571,571	48%
EXPENDITURES	1,639,777	1,655,523	1,619,386	1,813,892	194,506	12%
Net	\$ (259,560)	\$ (275,904)	\$ (437,030)	\$ (59,965)	\$ 377,066	-86%
Decertifications	1,822	15,462	—	—		—
Beginning Balance	1,015,176	757,437	496,995	59,965	—	—
Ending Balance	\$ 757,437	\$ 496,995	\$ 59,965	\$ 0	\$ (59,965)	-100%
FT Staffing Levels	6	6	5	5	—	%



CEMETERIES

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 748,300	\$ 842,223	\$ 806,980	\$ 839,220
Longevity	6,175	6,025	6,150	6,275
Wage Settlements	—	—	202	—
Separation Payments	2,716	—	—	—
Bonus Incentive	1,000	6,000	—	—
Overtime	30,468	33,167	35,442	48,068
	\$ 788,660	\$ 887,414	\$ 848,773	\$ 893,563
Benefits				
Hospitalization	\$ 169,184	\$ 198,007	\$ 208,374	\$ 209,129
Prescription	24,677	32,908	43,279	40,455
Dental	8,482	8,834	10,478	10,568
Vision Care	873	942	1,544	1,780
Public Employees Retire System	108,656	122,278	123,424	125,100
Fica-Medicare	11,095	12,460	11,898	13,000
Workers' Compensation	7,272	9,120	7,692	9,452
Life Insurance	500	570	780	978
Unemployment Compensation	7,896	842	—	—
Clothing Allowance	4,544	5,315	5,600	5,600
Tool Insurance	550	1,450	1,000	1,450
Clothing Maintenance	1,650	2,063	2,100	2,100
	\$ 345,380	\$ 394,788	\$ 416,170	\$ 419,612
Other Training & Professional Dues				
Professional Dues & Subscript	\$ —	\$ —	\$ —	\$ 52
	\$ —	\$ —	\$ —	\$ 52
Utilities				
Brokered Gas Supply	\$ 5,445	\$ 7,519	\$ 4,931	\$ 8,768
Gas	3,412	4,913	3,962	5,217
Electricity - Cpp	43,373	39,900	40,090	42,333
Electricity - Other	16,307	29,380	34,964	32,960
Security & Monitoring System	1,592	1,188	1,822	3,690
	\$ 70,128	\$ 82,900	\$ 85,768	\$ 92,968
Contractual Services				
Professional Services	\$ —	\$ 208,568	\$ —	\$ 515
Medical Services	—	—	—	309
Freight Expense	245	48	—	—
Other Contractual	208,568	—	208,568	208,568
Bank Service Fees	2,914	2,976	3,205	2,060
Credit Card Processing Fees	14,303	15,832	16,888	13,650
	\$ 226,030	\$ 227,424	\$ 228,660	\$ 225,102

CEMETERIES

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Materials & Supplies				
Hardware & Small Tools	\$ —	\$ 241	\$ —	\$ 1,030
Seed, Fertilizer & Herbicide	9,930	7,202	8,204	8,240
Small Equipment	2,779	4,390	—	4,000
Hygiene And Cleaning Supplies	1,378	1,652	2,001	1,000
Clay, Soil & Turf	3,940	2,247	1,600	3,708
Lumber, Glass, And Drywall	6,912	10,833	6,918	8,500
Other Supplies	5,712	8,276	8,651	7,765
Safety Equipment	2,055	594	845	600
Just In Time Office Supplies	1,142	759	420	824
	\$ 33,848	\$ 36,193	\$ 28,640	\$ 35,667
Maintenance				
Maintenance Contracts	\$ —	\$ —	\$ —	\$ 5,000
Maintenance Machinery & Tools	107	161	25	1,000
Maintenance Fire Apparatus	—	—	—	258
Maintenance Building	1,800	1,150	1,775	1,258
	\$ 1,907	\$ 1,311	\$ 1,800	\$ 7,516
Claims, Refunds, Maintenance				
Judgments, Damages, & Claims	\$ —	\$ —	\$ —	\$ 1,751
	\$ —	\$ —	\$ —	\$ 1,751
Interdepart Service Charges				
Charges From Telephone Exch	\$ 11,090	\$ 9,672	\$ 10,406	\$ 11,000
Charges From W.P.C.	6,114	1,361	4,651	1,000
Charges From Print & Repro	1,708	3,946	3,244	5,915
Charges From Central Storeroom	864	1,006	1,127	1,400
Charges From M.V.M.	152,729	122,490	100,690	124,243
Charges From Division Of Maint	—	—	—	1,000
Charges From Waste Collection	—	—	810	3,000
	\$ 172,505	\$ 138,475	\$ 120,929	\$ 147,558
	\$ 1,638,457	\$ 1,768,506	\$ 1,730,741	\$ 1,823,789

Revenues

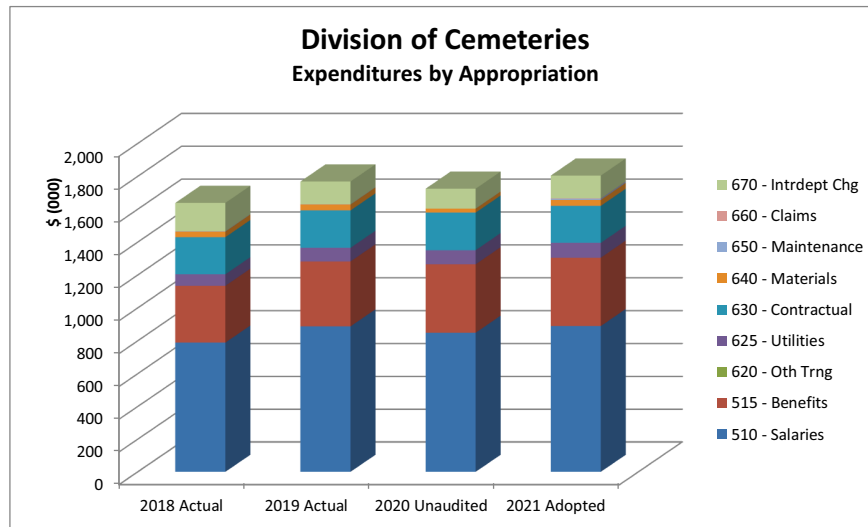
	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ 869,091	\$ 856,972	\$ 1,021,699	\$ 915,000
Miscellaneous	12,628	13,941	7,692	—



CEMETERIES

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Sale Of City Assets	491,120	466,374	566,682	490,000
Transfers In	250,000	116,525	150,000	352,989
Interest Earnings/Investment Income	109,020	131,736	38,065	10,000
Non Operating Other/Other	—	125	1,077	—
	\$ 1,731,859	\$ 1,585,673	\$ 1,785,215	\$ 1,767,989



CEMETERIES

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	Budget 2020	Budget 2021		Minimum	Maximum
			<u>ADMINISTRATORS & OFFICIALS</u>		
1	0	1	Manager of Urban Forestry	22,333.40	81,827.04
1	0	1			
			<u>ADMINISTRATIVE SUPPORT</u>		
1	1	1	Senior Clerk	15.00	18.87
1	1	1			
			<u>PROFESSIONALS</u>		
1	1	1	Assistant Administrator	31,200.00	76,852.88
1	1	1			
			<u>SERVICE & MAINTENANCE</u>		
9	9	9	Cemetery Maintenance Worker I	18.01	20.41
2	2	2	Cemetery Maintenance Worker II	27.73	30.32
2	2	2	Cemetery Foreman	23.33	24.28
1	1	1	Cemetery Supervisor	26.04	28.60
14	14	14			
			<u>SKILLED CRAFT</u>		
1	1	1	Automobile Repair Worker	12.60	22.26
1	1	1			
18	17	18	TOTAL FULL TIME		
20	0	20	TOTAL SEASONAL		
38	17	38	TOTAL DIVISION		



GOLF COURSE

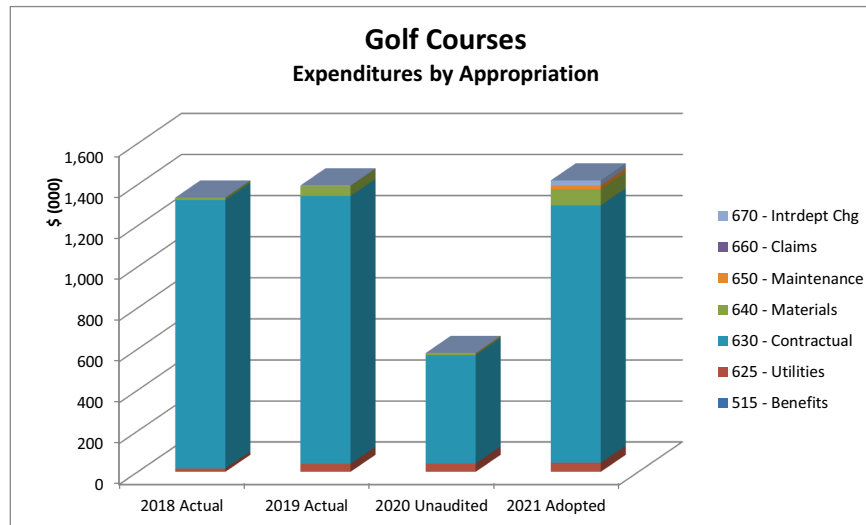
Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Benefits				
Life Insurance	\$ 3	\$ —	\$ —	\$ —
	\$ 3	\$ —	\$ —	\$ —
Utilities				
Sewer-Other	\$ 423	\$ —	\$ —	\$ —
Water	904	108	—	—
Electricity - Cpp	14,620	—	—	—
Electricity - Other	—	38,911	40,849	45,423
	\$ 15,946	\$ 39,018	\$ 40,849	\$ 45,423
Contractual Services				
Professional Services	\$ 763,708	\$ 767,039	\$ 759,055	\$ 755,000
Security Services	624	4,433	1,284	1,500
Taxes	—	—	—	10,000
Property Rental	865	242	95	—
Other Contractual	538,289	528,404	528,683	474,230
Credit Card Processing Fees	4,923	4,743	12,906	17,000
	\$ 1,308,409	\$ 1,304,861	\$ 1,302,022	\$ 1,257,730
Materials & Supplies				
Office Supplies	\$ 181	\$ —	\$ —	\$ —
Hygiene And Cleaning Supplies	1,360	5,285	4,186	15,450
Food	597	29,000	30,470	25,000
Other Supplies	9,709	6,783	3,965	13,557
Sporting Goods Supplies	—	—	—	10,000
Cement Sand & Gravel	—	7,900	7,000	—
	\$ 11,847	\$ 48,969	\$ 45,621	\$ 64,007
Maintenance				
Maintenance Fire Apparatus	\$ 550	\$ 945	\$ 713	\$ 680
Maintenance Building	—	—	3,532	18,619
	\$ 550	\$ 945	\$ 4,245	\$ 19,299
Interdepart Service Charges				
Charges From Print & Repro	\$ —	\$ 105	\$ 366	\$ 1,000
Charges From Division Of Maint	—	1,772	—	14,585
Charges From Waste Collection	—	—	—	5,992
	\$ —	\$ 1,877	\$ 366	\$ 21,577
	\$ 1,336,755	\$ 1,395,670	\$ 1,393,103	\$ 1,408,036

GOLF COURSE

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ 132,955	\$ 398,063	\$ 674,328	\$ 600,000
Miscellaneous	19,122	16,882	14,237	—
Transfers In	1,200,000	928,988	705,000	806,447
	\$ 1,352,077	\$ 1,343,933	\$ 1,393,565	\$ 1,406,447





PARKING LOTS GENERAL OPERATIONS

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 560,123	\$ 607,070	\$ 612,329	\$ 646,144
Part-Time Permanent	155,523	157,359	119,512	130,000
Longevity	6,200	4,700	4,000	3,975
Wage Settlements	—	—	171	—
Vacation Conversion	—	4,177	—	—
Separation Payments	1,067	9,086	35,088	31,600
Bonus Incentive	1,500	2,000	—	—
Overtime	44,040	43,394	12,919	45,000
	\$ 768,453	\$ 827,786	\$ 784,020	\$ 856,719
Benefits				
Hospitalization	\$ 154,073	\$ 157,026	\$ 170,697	\$ 180,921
Prescription	22,786	26,324	34,652	34,140
Dental	7,713	7,540	8,917	9,413
Vision Care	900	789	1,178	1,397
Public Employees Retire System	107,086	112,153	108,997	110,357
Fica-Medicare	10,841	11,622	10,985	13,013
Workers' Compensation	7,256	8,475	7,092	9,246
Life Insurance	444	407	577	738
Unemployment Compensation	2,496	474	3,618	5,000
Clothing Allowance	2,900	2,575	3,163	2,900
Clothing Maintenance	600	600	493	600
	\$ 317,094	\$ 327,984	\$ 350,368	\$ 367,725
Other Training & Professional Dues				
Travel	\$ —	\$ 3,824	\$ —	\$ —
Tuition & Registration Fees	3,226	—	—	—
Professional Dues & Subscript	1,120	920	920	1,515
	\$ 4,346	\$ 4,744	\$ 920	\$ 1,515
Utilities				
Electricity - Cpp	\$ 158,673	\$ 154,578	\$ 135,499	\$ 165,588
Electricity - Other	9,916	8,973	8,690	10,927
	\$ 168,589	\$ 163,551	\$ 144,190	\$ 176,515
Contractual Services				
Professional Services	\$ 1,903,000	\$ 2,265,163	\$ 1,505,794	\$ 1,800,000
Security Services	1,679	5,519	2,000	14,600
Janitorial Services	—	1,500	—	—
Taxes	238,445	239,245	245,340	240,000
Parking Tax	568,102	675,661	269,406	606,186
Property Rental	99,612	99,612	99,612	100,000

PARKING LOTS GENERAL OPERATIONS

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Equipment Rental	9,999	9,999	9,999	10,000
Special Assessment	5,449	5,512	4,582	4,750
Other Contractual	11,750	48,545	23,945	54,000
Bank Service Fees	28,290	25,238	19,602	30,000
Credit Card Processing Fees	240,729	197,125	73,201	200,000
	\$ 3,107,055	\$ 3,573,118	\$ 2,253,481	\$ 3,059,536
Materials & Supplies				
Clothing	\$ 5,000	\$ —	\$ 5,000	\$ 5,000
Hardware & Small Tools	3,648	—	—	2,000
Welding Supplies & Equipment	200	200	—	200
Electrical Supplies	—	—	5,000	—
Hygiene And Cleaning Supplies	—	—	3,758	1,350
Other Supplies	13,812	1,500	24,707	15,000
Batteries	12,020	17,443	10,752	15,000
Just In Time Office Supplies	1,316	1,487	917	3,100
	\$ 35,996	\$ 20,630	\$ 50,135	\$ 41,650
Maintenance				
Maintenance Contracts	\$ 144,782	\$ 66,318	\$ 32,015	\$ 120,000
Repair Parts	20,000	9,827	8,798	20,000
Car Washes	900	—	975	1,000
Maintenance Building	2,903	600	600	—
	\$ 168,585	\$ 76,745	\$ 42,388	\$ 141,000
Claims, Refunds, Maintenance				
Indirect Cost	\$ 193,560	\$ 199,106	\$ 214,479	\$ 203,139
	\$ 193,560	\$ 199,106	\$ 214,479	\$ 203,139
Interdepart Service Charges				
Charges From Telephone Exch	\$ 21,846	\$ 22,211	\$ 23,320	\$ 24,000
Charges From Light And Power	—	—	5,335	—
Charges From Print & Repro	6,318	4,608	5,381	8,500
Charges From Central Storeroom	94	146	93	710
Charges From M.V.M.	19,286	14,018	14,964	18,500
Charges From Waste Collection	1,040	1,040	1,080	1,500
Charges From Parks Maintenance	45,938	47,654	5,266	50,000
	\$ 94,522	\$ 89,676	\$ 55,439	\$ 103,210
Interfund Subsidies				
Transfer to Other SubClasses	\$ 2,423,241	\$ 1,748,202	\$ 637,340	\$ —
	\$ 2,423,241	\$ 1,748,202	\$ 637,340	\$ —



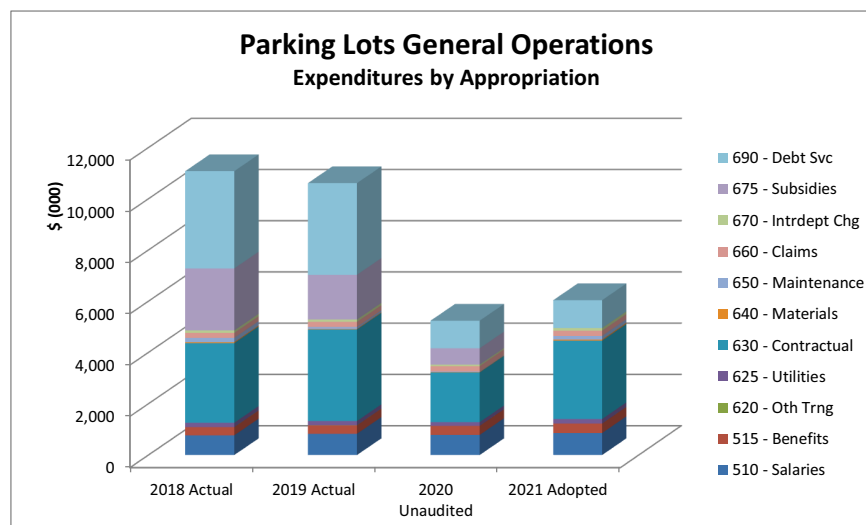
PARKING LOTS GENERAL OPERATIONS

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Debt Service				
Principal	\$ 3,256,667	\$ 3,426,667	\$ 933,527	\$ 1,000,000
Interest	541,354	152,549	146,877	89,966
	\$ 3,798,021	\$ 3,579,216	\$ 1,080,404	\$ 1,089,966
	\$ 11,079,463	\$ 10,610,757	\$ 5,613,163	\$ 6,040,975

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ 9,975,567	\$ 9,643,804	\$ 3,807,688	\$ 5,630,100
Miscellaneous	28,529	46,278	21,131	15,000
Transfers In	—	—	2,000,000	—
Other Tax	568,102	675,661	269,406	400,000
Interest Earnings/Investment Income	10,834	12,514	3,546	4,700
	\$ 10,583,031	\$ 10,378,257	\$ 6,101,771	\$ 6,049,800



PARKING LOTS GENERAL OPERATIONS

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	Budget 2020	December 2020		Minimum	Maximum
			<u>ADMINISTRATORS & OFFICIALS</u>		
1	0	1	Commissioner of Parking Facilities	40,314.82	145,820.32
2	1	1	Manager of Parking	23,647.11	86,215.32
3	1	2			
			<u>ADMINISTRATIVE SUPPORT</u>		
1	1	1	Administrative Manager	31,200.00	122,426.51
1	1	1	Assistant Administrator	31,200.00	76,852.88
1	1	1	Senior Clerk	15.00	18.87
3	3	3			
			<u>PROFESSIONALS</u>		
1	0	0	Accountant IV	20,800.00	65,610.28
1	1	1	Budget Analyst	20,800.00	58,534.37
2	1	1			
			<u>SERVICE & MAINTENANCE</u>		
4	4	4	Parking Coordinator	15.00	18.51
2	2	2	Parking Attendant	15.00	18.51
6	6	6			
			<u>TECHNICIANS</u>		
2	2	2	Parking Meter Collector	24.00	26.52
2	2	2			
16	13	14	TOTAL FULL TIME		
19	8	19	TOTAL PART TIME		
35	21	33	TOTAL DIVISION		

**PUBLIC AUDITORIUM****Susie Claytor, Deputy Commissioner****Mission Statement**

To strengthen Cleveland's economy by delivering efficient, excellent service through promotion, marketing and management of the Public Auditorium, West Side Market and First Energy Stadium.

The Deputy Commissioner of the Public Auditorium has authority over three major service operations: the Public Auditorium and Conference Center, the West Side Market and the First Energy Stadium.

The Public Auditorium and Conference Center includes the recent renovations to the lower level meeting room area and upgrades to the main auditorium floor. The new construction features a new spacious pre-function area that can accommodate up to 500 people and will have multi-purpose programming opportunities. The new space includes ten meeting rooms that can be set up to make up to 13 meeting room accommodations. The lower level will offer a walkway to the new Cleveland Convention Center. The historic Public Auditorium seats 10,000 and has over 29,000 square feet of usable exhibition space that can be arranged to accommodate up to 150 exhibits. The performing arts area of the Auditorium includes a 3000 seat Music Hall and 600 seat Little Theater.

PROGRAM NAME: ADMINISTRATIVE OFFICE

OBJECTIVES: To provide for the efficient operation of the Public Auditorium, Music Hall and the West Side Market. To provide fiscal data and to accurately account for revenues and expenses received from events.

ACTIVITIES: Coordinate the daily operations of the facility including event administration, labor management, fiscal operation and overall planning.

PROGRAM NAME: BUILDING MAINTENANCE

OBJECTIVES: To provide clean, attractive facilities as well as proper maintenance of the building and its equipment and services to exhibitors.

ACTIVITIES: Maintaining Buildings and equipment and providing electrical, plumbing, and Internet services to promoters.

PROGRAM NAME: FIRST ENERGY STADIUM

OBJECTIVES: Provide a source of public relaxation and entertainment through the ownership and leasing of Cleveland Browns Stadium for the play of professional football games and the presentation of other entertainment and public attractions.

ACTIVITIES: Monitor lease agreement compliance.

PROGRAM NAME: PUBLIC AUDITORIUM AND CONFERENCE CENTER

OBJECTIVES: Provide a venue for meetings, trade shows, theatrical events and receptions.

ACTIVITIES: Coordinate the daily operations of the facility, including overall planning, labor management, fiscal activities and maintenance.

PROGRAM NAME: SECURITY FUNCTIONS

OBJECTIVES: To provide security for persons using the Public Auditorium and Conference Center and to provide information as requested.

ACTIVITIES: Maintaining the building security equipment and providing the needed labor force to ensure the users safety.



PUBLIC AUDITORIUM

PROGRAM NAME: THEATRICAL EVENT ADMINISTRATION

OBJECTIVES: To provide promoters with assistance in producing profitable and successful theatrical events and meetings.

ACTIVITIES: Supplying skilled administration and labor in all areas pertaining to theatrical events and meetings.

PROGRAM NAME: WEST SIDE MARKET

OBJECTIVES: Provide a venue where quality food products can be bought and sold.

ACTIVITIES: Supervise Tenant contract compliance, fiscal and maintenance activities, rent structure development and overall planning.



PUBLIC AUDITORIUM

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 503,470	\$ 600,134	\$ 645,682	\$ 667,474
Seasonal	4,931	1,240	124	—
Part-Time Permanent	443,081	372,773	147,858	240,000
Injury Pay	—	—	15,348	—
School Guards	1,427	—	—	—
Longevity	3,675	2,975	3,100	4,675
Wage Settlements	—	—	348	—
Vacation Conversion	—	3,201	—	—
Separation Payments	2,842	—	—	—
Bonus Incentive	3,000	500	18,000	—
Overtime	182,896	179,499	36,963	60,000
	\$ 1,145,321	\$ 1,160,322	\$ 867,423	\$ 972,149
Benefits				
Hospitalization	\$ 98,659	\$ 104,112	\$ 106,917	\$ 103,819
Prescription	14,398	15,995	22,964	21,202
Dental	3,778	4,487	5,400	5,235
Vision Care	520	553	931	1,050
Public Employees Retire System	165,586	160,567	126,250	139,017
Fica-Medicare	16,362	16,523	12,357	11,180
Workers' Compensation	19,214	11,545	9,996	15,372
Life Insurance	320	348	486	594
Unemployment Compensation	532	—	29,319	5,000
Clothing Allowance	1,453	1,480	1,545	2,030
Tool Insurance	150	150	200	150
Clothing Maintenance	1,685	1,725	1,750	1,725
Union Welfare Payment	21,210	22,430	9,065	25,000
	\$ 343,867	\$ 339,915	\$ 327,180	\$ 331,374
Other Training & Professional Dues				
Professional Dues & Subscript	\$ —	\$ —	\$ 150	\$ 250
	\$ —	\$ —	\$ 150	\$ 250
Utilities				
Brokered Gas Supply	\$ 1,900	\$ 2,049	\$ 1,497	\$ 2,723
Gas	1,307	1,381	1,316	2,228
Electricity - Cpp	498,616	543,055	436,980	576,800
Steam	484,818	580,036	495,355	615,940
	\$ 986,640	\$ 1,126,520	\$ 935,148	\$ 1,197,691

PUBLIC AUDITORIUM

Expenditures (Continued)

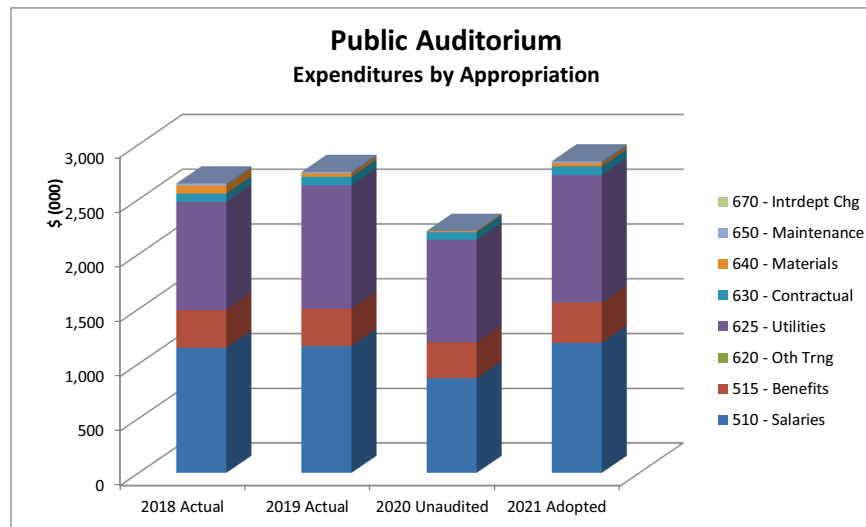
	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Contractual Services				
Professional Services	\$ 50	\$ 630	\$ 500	\$ 575
Parking In City Facilities	2,471	2,458	2,193	2,000
Equipment Rental	—	—	2,535	2,500
Other Contractual	72,001	73,808	64,793	71,500
Credit Card Processing Fees	1,679	1,750	606	2,250
	\$ 76,201	\$ 78,646	\$ 70,627	\$ 78,825
Materials & Supplies				
Electrical Supplies	\$ 40,387	\$ 23,000	\$ 8,934	\$ 7,000
Hygiene And Cleaning Supplies	10,296	7,025	8,862	12,000
Painting Equipment & Supplies	—	—	—	500
Plumbing Supplies And Equip	3,000	—	1,434	2,000
Motors And Pumps	6,250	—	—	3,000
Lumber, Glass, And Drywall	—	—	—	1,000
Other Supplies	123	—	—	1,000
Safety Equipment	—	—	—	500
Batteries	—	—	—	200
Just In Time Office Supplies	986	853	470	1,000
Building Maintenance Supplies	11,650	—	2,222	2,690
	\$ 72,693	\$ 30,878	\$ 21,922	\$ 30,890
Maintenance				
Maintenance Machinery & Tools	\$ —	\$ 300	\$ —	\$ 400
Maintenance Fire Apparatus	750	500	—	1,000
Maintenance Vehicles	—	—	—	4,000
Maintenance Utility Systems	—	6,226	2,928	6,000
Maintenance Misc. Equipment	—	1,100	—	1,000
Maintenance Building	18,137	4,706	2,473	4,120
	\$ 18,887	\$ 12,832	\$ 5,401	\$ 16,520
Interdepart Service Charges				
Charges From Telephone Exch	\$ 133,480	\$ 139,529	\$ 158,909	\$ 160,600
Charges From Radio Comm System	10,921	19,250	11,654	24,000
Charges From Print & Repro	2,019	1,750	1,588	2,495
Charges From Central Storeroom	321	367	285	450
Charges From M.V.M.	9,927	11,081	2,916	12,555
	\$ 156,668	\$ 171,976	\$ 175,353	\$ 200,100
	\$ 2,800,278	\$ 2,921,089	\$ 2,403,205	\$ 2,827,799



PUBLIC AUDITORIUM

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ 799,091	\$ 751,108	\$ 278,262	\$ 400,000
Grant Revenue	—	2,604	—	—
Miscellaneous	450,364	447,743	439,709	439,317
Transfers In	1,750,000	1,485,107	1,750,000	1,922,570
Interest Earnings/Investment Income	1,264	272	27	—
	\$ 3,000,720	\$ 2,686,833	\$ 2,467,998	\$ 2,761,887



PUBLIC AUDITORIUM

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	Budget 2020	December 2020		Minimum	Maximum
			<u>ADMINISTRATORS & OFFICIALS</u>		
1	1	1	Deputy Commissioner	26,273.96	91,088.19
1	1	1			
			<u>PROFESSIONALS</u>		
1	1	1	Building Stationary Engineer	21.71	24.71
1	1	1			
			<u>SERVICE & MAINTENANCE</u>		
3	3	3	Custodial Worker	17.54	19.62
2	2	2	Guard	19.06	19.77
1	1	1	Municipal Service Laborer	18.01	20.41
6	6	6			
			<u>SKILLED CRAFT</u>		
1	1	1	Electrical Worker	48.88	61.10
1	1	1	Plasterer	39.73	49.66
1	1	1	Plumber	52.38	65.47
3	3	3			
11	11	11	TOTAL FULL TIME		
48	2	48	TOTAL PART TIME		
59	13	59	TOTAL DIVISION		



WESTSIDE MARKET GENERAL OPERATIONS

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 244,937	\$ 294,154	\$ 283,613	\$ 259,278
Part-Time Permanent	29,989	33,287	31,196	36,288
Longevity	2,150	1,975	1,975	2,275
Wage Settlements	—	—	60	—
Separation Payments	—	—	7,601	—
Bonus Incentive	2,000	1,000	—	—
Overtime	17,901	15,973	16,058	20,000
	\$ 296,977	\$ 346,389	\$ 340,502	\$ 317,841
Benefits				
Hospitalization	\$ 72,704	\$ 87,765	\$ 85,230	\$ 77,334
Prescription	10,453	14,161	17,238	14,029
Dental	3,014	3,401	3,644	3,202
Vision Care	282	338	525	522
Public Employees Retire System	40,906	48,331	47,928	45,027
Fica-Medicare	4,157	4,804	4,740	4,631
Workers' Compensation	8,750	7,686	2,988	7,700
Life Insurance	163	202	250	264
Clothing Allowance	830	1,260	1,390	2,910
Tool Insurance	150	300	400	300
Clothing Maintenance	250	350	400	550
	\$ 141,661	\$ 168,598	\$ 164,735	\$ 156,469
Other Training & Professional Dues				
Professional Dues & Subscript	\$ 50	\$ 601	\$ 55	\$ 1,640
	\$ 50	\$ 601	\$ 55	\$ 1,640
Utilities				
Brokered Gas Supply	\$ 16,917	\$ 22,982	\$ 13,935	\$ 24,385
Gas	10,805	10,545	8,343	13,765
Electricity - Cpp	257,804	261,658	238,245	280,160
Security & Monitoring System	3,300	3,400	6,530	7,000
	\$ 288,827	\$ 298,585	\$ 267,053	\$ 325,310
Contractual Services				
Professional Services	\$ 35,635	\$ 45,200	\$ 20,000	\$ 40,000
Travel- Non-Training	44	22	—	—
Mileage (Private Auto)	224	223	68	500
Security Services	89,000	113,000	89,000	89,000
Janitorial Services	222,050	218,425	202,120	227,940
Other Contractual	227,872	176,284	441,096	320,000
	\$ 574,826	\$ 553,154	\$ 752,284	\$ 677,440

WESTSIDE MARKET GENERAL OPERATIONS

Expenditures (Continued)

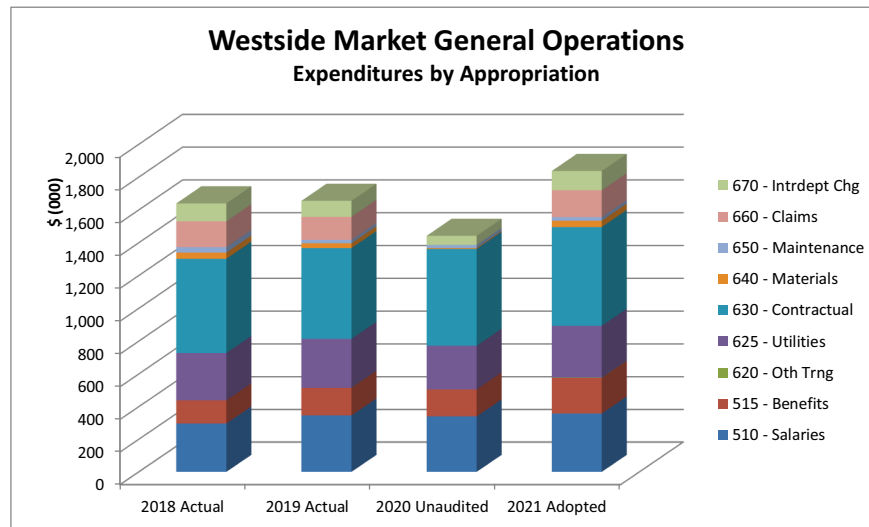
	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Materials & Supplies				
Chemical	\$ —	\$ —	\$ —	\$ 1,600
Fire/Ems Apparatus Parts	450	248	600	450
Salt & De-Icer	—	809	—	1,000
Boilers, Heaters & Cool Equip	16,167	18,929	7,297	16,500
Small Equipment	10,693	—	—	2,000
Electrical Supplies	2,072	828	6,666	6,000
Hygiene And Cleaning Supplies	—	—	—	1,000
Doors, Shutters And Windows	5,799	4,523	—	4,600
Plumbing Supplies And Equip	435	1,400	—	2,800
Medical Supplies	—	66	—	450
Other Supplies	1,149	1,025	624	1,350
Just In Time Office Supplies	583	1,326	3,329	1,183
	\$ 37,348	\$ 29,153	\$ 18,515	\$ 38,933
Maintenance				
Maintenance Fire Apparatus	\$ —	\$ —	\$ —	\$ 900
Maintenance Building	33,691	21,248	20,588	20,800
	\$ 33,691	\$ 21,248	\$ 20,588	\$ 21,700
Claims, Refunds, Maintenance				
Indirect Cost	\$ 157,171	\$ 140,470	\$ —	\$ 161,058
	\$ 157,171	\$ 140,470	\$ —	\$ 161,058
Interdepart Service Charges				
Charges From Telephone Exch	\$ 3,141	\$ 7,828	\$ 8,060	\$ 8,500
Charges From Print & Repro	2,327	2,199	2,177	3,500
Charges From M.V.M.	14,947	21,175	13,231	15,500
Charges From Waste Collection	82,494	66,123	32,186	80,000
Charges From Parks Maintenance	6,316	—	—	6,000
	\$ 109,225	\$ 97,324	\$ 55,654	\$ 113,500
	\$ 1,639,777	\$ 1,655,523	\$ 1,619,386	\$ 1,813,891

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ 1,356,120	\$ 1,349,534	\$ 921,849	\$ 1,015,001
Miscellaneous	6,413	13,474	7,146	—
Transfers In	—	—	250,000	738,926
Interest Earnings/Investment Income	17,684	16,611	3,361	—
	\$ 1,380,216	\$ 1,379,619	\$ 1,182,356	\$ 1,753,927



WESTSIDE MARKET GENERAL OPERATIONS



COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Manager of Markets	23,647.11	86,215.32
1	1	1			
<u>PROFESSIONALS</u>					
1	1	1	Supervisor of Markets	31,200.00	51,121.82
1	0	0	Assistant Administrator	31,200.00	76,852.88
2	2	2	Building Stationary Engineer	21.71	24.71
4	3	3			
<u>SERVICE & MAINTENANCE</u>					
1	1	1	Municipal Service Laborer	18.01	20.41
1	1	1			
6	5	5	TOTAL FULL TIME		
1	1	1	TOTAL PART TIME		
7	6	6	TOTAL DIVISION		

Debt Service Fund



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



Debt Service Fund

Debt Service Fund Summary

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Unaudited</u>	<u>2021 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
DEBT SERVICE						
RECEIPTS	\$ 85,585,093	\$ 76,705,028	\$ 71,692,222	\$ 72,481,997	\$ 789,775	1%
EXPENDITURES	72,152,208	78,050,324	76,798,169	75,747,612	(1,050,557)	-1%
Net	\$ 13,432,885	\$ (1,345,296)	\$ (5,105,947)	\$ (3,265,615)	\$ 1,840,332	-36%
Decertifications	—	—	—	—	—	%
Beginning Balance	22,106,635	35,539,520	34,194,224	29,088,277	(5,105,947)	-15%
Ending Balance	<u>\$ 35,539,520</u>	<u>\$ 34,194,224</u>	<u>\$ 29,088,277</u>	<u>\$ 25,822,662</u>	<u>\$ (3,265,615)</u>	<u>-11%</u>

2020 ACTIVITY

On February 19, 2020, Public Power System Revenue Refunding Bonds, Series 2020, were issued in the amount of \$83,580,000. The \$63,110,000 Series 2020A Tax-Exempt Bonds were issued to advance refund \$65,325,000 of outstanding Series 2014 Public Power System Refunding Revenue Bonds. The \$20,470,000 Federally Taxable Series 2020B Bonds were issued to advance refund 1) \$11,560,000 of outstanding Series 2014 Public Power System Refunding Revenue Bonds and 2) \$6,510,000 of the outstanding Series 2016 Public Power System Refunding Revenue Bonds. As a result of this refunding, the City achieved \$11,897,000 of net present value debt service savings or 14.3%.

Effective February 26, 2020, the City issued \$69,820,000 Subordinate Lien Income Tax Refunding Bonds, Series 2020A (Federally Taxable). The proceeds of these bonds were used to refund \$44,545,000 of various outstanding Subordinate Lien Income Tax Bonds and \$17,340,000 of outstanding Series 2012 Various Purpose and Refunding General Obligation Bonds. This refunding resulted in net present value debt service savings of \$8.50 million or 13.7%.

On June 6, 2020, the City issued \$15,815,000 Federally Taxable Water Revenue Bonds, Series EE, 2020 to refund \$14,565,000 of the outstanding Water Revenue Bonds, Series X, 2012. As a result of this refunding, the Division of Water achieved net present value savings of \$2.7 million or 18.7%. Then on June 11, 2020, the City issued \$70,270,000 of tax-exempt Water Revenue Bonds, Series FF, to currently refund all of the outstanding variable rate \$90,800,000 Series AA, 2015, Bonds. The Series AA Bonds were refunded in order to eliminate the risks associated with potential fluctuations in variable interest rates. The Series FF Bonds refunded the last remaining variable rate bonds issued by Water.

Effective July 30, 2020, the City issued \$60,685,000 Various Purpose General Obligation Bonds, Series 2020A. The proceeds of these bonds will be used to provide funds for public facilities improvements, parks and recreation improvements, road and bridge improvements and for neighborhood development projects.

The City issued \$99,145,000 Water Revenue Bonds, Series GG, 2020 (Federally Taxable) on August 13, 2020. These bonds advance refunded \$11,725,000 of Water Revenue Bonds, Series X, 2012, Bonds that did not produce savings at the time of the earlier refunding and also advance refunded \$76,060,000 of Water Revenue Bonds, Series Y, 2015. As a result of this refunding, the City achieved another \$8.34 million of net present value debt service savings for the Division of Water or 9.5%.

On October 9, 2020, the City issued \$2,050,000 of Taxable Economic and Community Development Bonds, Series 2020 (Core City Fund). These bonds were issued to provide funds for the acquisition, construction, equipping or improvement of multi-unit housing and commercial development and the preparation or remediation of sites for these purposes.

**2021 ACTIVITY**

- In 2021, the City is planning or reviewing the feasibility of the following financings:
- The replacement of the existing direct purchase agreement on the \$69,900,000 2010B Certificates of Participation (Cleveland Stadium) prior to its expiration in March 2021;
- The replacement of the existing direct purchase agreement on the \$19,160,000 2013A Taxable Economic and Community Development Bonds (Core City) prior to its expiration in May 2021;
- The potential issuance of Water revenue bonds to fund improvements to the system;
- Issuance of approximately \$50 million of general obligation bonds to fund various public improvements to roads and bridges, recreation facilities and other public facilities; 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, 2020 the City's Bond Ratings for various types of obligations were as follows:

	Moody's Investors Service	Standard & Poor's	Fitch Ratings
General Obligation Bonds	A1	AA+	A+
Subordinate Lien Income Tax Bonds	A1	AA	N/A
Nontax Revenue Bonds	A2	AA-	N/A
Waterworks Revenue Bonds	Aa2	AA+	N/A
Water Pollution Control Bonds	Aa3	A+	N/A
Subordinate Lien Water Revenue Bonds	Aa2	AA	N/A
Cleveland Public Power Revenue Bonds	A3	A-	N/A
Airport Revenue Bonds*	A2	A-	A-
Stadium Certificates of Participation Series	A3	A+	N/A
Parking Revenue Bonds+	A2	AA	N/A

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

*On November 5, 2020 S&P Global Ratings lowered its rating on the City's General Airport Revenue Bonds to A- (negative outlook) from A. This downgrade was the result of the impacts on the airline industry by the COVID-19 pandemic.

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 \$542,185,350 and unvoted debt limit (5.5%) is \$284,001,850. At January 1, 2021, the City had capacity under the indirect debt limitation calculation per the Ohio Revised Code to issue approximately \$150 million in additional unvoted debt. However, these debt limitations are not expected to affect the financing of any currently planned facilities or services.

	2019 Actual	2020 Unaudited	2021 Budget
Water Revenue Bonds + EXPENDITURES:			
Principal	\$ 37,060,000	\$ 34,285,000	\$ 17,995,000
Interest	19,688,455	17,673,791	17,062,983
Total Expenditures	\$ 56,748,455	\$ 51,958,791	\$ 35,057,983
RECEIPTS			
Utility Reimbursement	\$ 56,748,455	\$ 51,958,791	\$ 35,057,983
Total Receipts	\$ 56,748,455	\$ 51,958,791	\$ 35,057,983
Airport System Revenue Bonds + EXPENDITURES:			
Principal	\$ 39,970,000	\$ 41,585,000	\$ 44,250,000
Interest	28,242,487	21,699,071	22,222,394
Total Expenditures	\$ 68,212,487	\$ 63,284,071	\$ 66,472,394
RECEIPTS			
Enterprise Reimbursement	\$ 68,212,487	\$ 63,284,071	\$ 66,472,394
Total Receipts	\$ 68,212,487	\$ 63,284,071	\$ 66,472,394
Ohio Water Development Authority Loans - Water + EXPENDITURES:			
Principal	\$ 8,165,519	\$ 8,430,803	\$ 8,200,027
Interest	1,969,360	1,740,685	1,507,849
Total Expenditures	\$ 10,134,879	\$ 10,171,488	\$ 9,707,876
RECEIPTS			
Utility Reimbursement	\$ 10,134,879	\$ 10,171,488	\$ 9,707,876
Total Receipts	\$ 10,134,879	\$ 10,171,488	\$ 9,707,876
+ Amounts shown above are actual amounts paid to bondholders or swap counterparties during the year and therefore may not match the debt service amounts in the budget of enterprise funds which reflect deposit requirements in anticipation of these payments.			
Water Pollution Control Revenue Bonds+ EXPENDITURES:			
Principal	\$ 590,000	\$ 610,000	\$ 635,000
Interest	1,545,150	1,521,550	1,497,150
Total Expenditures	\$ 2,135,150	\$ 2,131,550	\$ 2,132,150
RECEIPTS			
Utility Reimbursement	\$ 2,135,150	\$ 2,131,550	\$ 2,132,150
Total Receipts	\$ 2,135,150	\$ 2,131,550	\$ 2,132,150



	2019 Actual	2020 Unaudited	2021 Budget
Ohio Water Development Authority Loans - Water Pollution Control + EXPENDITURES:			
Principal	\$ 24,060	\$ 203,743	\$ 377,252
Interest	—	195,591	384,498
Total Expenditures	\$ 24,060	\$ 399,334	\$ 761,750
RECEIPTS			
Utility Reimbursement	\$ 24,060	\$ 399,334	\$ 761,750
Total Receipts	\$ 24,060	\$ 399,334	\$ 761,750
Public Power System - Revenue Bonds + EXPENDITURES:			
Principal	\$ 5,640,000	\$ 3,740,000	\$ 9,030,000
Interest	8,453,175	6,142,349	6,847,765
Total Expenditures	\$ 14,093,175	\$ 9,882,349	\$ 15,877,765
RECEIPTS			
Utility Reimbursement	\$ 14,093,175	\$ 9,882,349	\$ 15,877,765
Total Receipts	\$ 14,093,175	\$ 9,882,349	\$ 15,877,765
Parking Facilities Revenue Refunding Bonds + EXPENDITURES:			
Principal	\$ 3,370,000	\$ 3,540,000	\$ 3,730,000
Interest	760,526	607,974	402,150
Total Expenditures	\$ 4,130,526	\$ 4,147,974	\$ 4,132,150
RECEIPTS			
Enterprise Reimbursement	\$ 4,130,526	\$ 4,147,974	\$ 4,132,150
Total Receipts	\$ 4,130,526	\$ 4,147,974	\$ 4,132,150

+ 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.



	2018	2019	2020	2021
	ACTUAL	ACTUAL	UNAUDITED	BUDGET
PROPERTY TAXES	\$ 18,036,711	\$ 19,674,512	\$ 19,988,562	\$ 18,943,020
INTERGOVERNMENTAL REVENUE	1,595,270	1,662,590	1,657,061	1,600,000
RESTRICTED INCOME TAX	36,621,915	36,507,410	35,379,929	36,821,484
GENERAL FUND INCOME TAX	5,662,760	5,678,928	5,638,512	5,680,168
INVESTMENT EARNINGS	699,092	1,156,575	313,495	257,400
BOND FEES & SERVICES	124,511	182,626	50,000	50,000
NOTE / BOND PROCEEDS	17,174,128	5,280,097	4,700,007	4,500,000
TRANSFERS FROM OTHER SUBFUNDS	1,154,507	2,077,753	6,000	857,553
TIF / DEVELOPER RECEIPTS	554,348	559,925	631,540	500,000
GENERAL FUND TRANSFER	4,340,633	4,169,060	3,953,882	5,131,807
FEDERAL SUBSIDY	474,729	456,179	217,806	476,162
DRAW/(ADD) OF FUND BALANCE	(13,485,996)	1,449,238	4,981,242	2,449,816
TOTAL RECEIPTS	\$ 72,952,608	\$ 78,854,893	\$ 77,518,036	\$ 77,267,410



Debt Service Fund

Debt Service Expenditures

	2019 Actual	2020 Unaudited	2021 Budget
Unvoted Tax Supported General Obligation Bonds			
Bonds Redeemed	\$ 25,340,000	\$ 25,170,000	\$ 24,660,000
Interest on Bonds	13,310,320	12,896,199	13,762,957
	<u>\$ 38,650,320</u>	<u>\$ 38,066,199</u>	<u>\$ 38,422,957</u>
Subordinated Income Tax Bonds (Police & Fire Pension)			
Bonds Redeemed	\$ 4,245,000	\$ 4,465,000	\$ 4,690,000
Interest on Bonds	1,342,625	1,124,875	896,000
	<u>\$ 5,587,625</u>	<u>\$ 5,589,875</u>	<u>\$ 5,586,000</u>
2013A Core City Fund			
Bonds Redeemed	\$ 900,000	\$ 950,000	\$ 975,000
Interest on Bonds	590,595	250,556	383,200
	<u>\$ 1,490,595</u>	<u>\$ 1,200,556</u>	<u>\$ 1,358,200</u>
Lower Euclid TIF Bonds			
Bonds Redeemed	\$ 218,000	\$ 226,000	\$ 234,000
Interest on Bonds	145,260	138,660	131,820
	<u>\$ 363,260</u>	<u>\$ 364,660</u>	<u>\$ 365,820</u>
Nontax Revenue Refunding Bonds - Stadium			
Bonds Redeemed	\$ 1,475,000	\$ 1,550,000	\$ —
Interest on Bonds	151,250	77,500	—
	<u>\$ 1,626,250</u>	<u>\$ 1,627,500</u>	<u>\$ —</u>
2014 Core City Bonds			
Bonds Redeemed	\$ 1,300,000	\$ 1,330,000	\$ 1,365,000
Interest on Bonds	259,328	228,127	191,553
Transfer to Other Subclass	—	6,000	—
	<u>\$ 1,559,328</u>	<u>\$ 1,564,127</u>	<u>\$ 1,556,553</u>
2015 Core City Bonds			
Bonds Redeemed			
Interest on Bonds	505,633	505,633	505,633
	<u>\$ 505,633</u>	<u>\$ 505,633</u>	<u>\$ 2,865,633</u>
2020 Core City Bonds			
Bonds Redeemed			
Interest on Bonds	—	5,656	39,155
	<u>\$ —</u>	<u>\$ 5,656</u>	<u>\$ 229,155</u>

	2019 Actual	2020 Unaudited	2021 Budget
Subordinate Lien Income Tax Bonds			
Bonds Redeemed	\$ 11,490,000	\$ 11,715,000	\$ 10,520,000
Interest on Bonds	15,044,582	13,757,844	14,031,735
Transfer to Other Subclass	—	823,854	—
	<u>\$ 26,534,582</u>	<u>\$ 26,296,698</u>	<u>\$ 24,551,735</u>
Subordinate Lien Inc. Tax Bonds (2014A)			
Bonds Redeemed	\$ 940,000	\$ 970,000	\$ 1,000,000
Interest on Bonds	792,731	523,931	494,757
Transfer to Other Subclass	—	83,333	—
	<u>\$ 1,732,731</u>	<u>\$ 1,577,264</u>	<u>\$ 1,494,757</u>
Sinking Fund Operations			
Personnel	\$ 208,140	\$ 223,444	\$ 226,130
Other	596,429	496,424	610,470
	<u>\$ 804,569</u>	<u>\$ 719,868</u>	<u>\$ 836,600</u>
Total Expenditures	<u><u>\$ 78,854,893</u></u>	<u><u>\$ 77,518,036</u></u>	<u><u>\$ 77,267,410</u></u>



Debt Service Fund

Unvoted Tax Supported Obligations

CITY OF CLEVELAND SINKING FUND COMMISSION
FUTURE DEBT SERVICE REQUIREMENTS
UNVOTED TAX SUPPORTED OBLIGATIONS

PURPOSE	MONTH DUE	ISSUE DATE	MATURITY DATE	INTEREST RATE	12/31/20 BALANCE	2021 PRINCIPAL	2021 INTEREST	TOTAL DUE
BRIDGES & ROADS	JUNE/DEC.	2011	2029	VAR	260,000	0	12,025	12,025
BRIDGES & ROADS	JUNE/DEC.	2012	2024	VAR	3,850,000	760,000	184,900	944,900
BRIDGES & ROADS	JUNE/DEC.	2016A	2033	VAR	19,360,000	1,155,000	741,450	1,896,450
BRIDGES & ROADS	JUNE/DEC.	2018	2043	VAR	56,040,000	1,420,000	2,579,950	3,999,950
BRIDGES & ROADS	JUNE/DEC.	2019A	2037	VAR	21,605,000	910,000	830,800	1,740,800
BRIDGES & ROADS	JUNE/DEC.	2020A	2038	VAR	22,385,000	970,000	647,700	1,617,700
CEMETERY IMPROVEMENT	JUNE/DEC.	2011	2031	VAR	115,000	0	5,319	5,319
CEMETERY IMPROVEMENT	JUNE/DEC.	2012	2032	VAR	350,000	20,000	17,300	37,300
NEIGHBORHOOD DEVELOPMENT	JUNE/DEC.	2020A	2040	VAR	1,750,000	65,000	48,832	113,832
PARKS & RECREATION	JUNE/DEC.	2011	2031	VAR	725,000	0	33,531	33,531
PARKS & RECREATION	JUNE/DEC.	2012	2024	VAR	745,000	175,000	35,500	210,500
PARKS & RECREATION	JUNE/DEC.	2016A	2027	VAR	455,000	60,000	20,350	80,350
PARKS & RECREATION	JUNE/DEC.	2018	2046	VAR	15,820,000	330,000	700,188	1,030,188
PARKS & RECREATION	JUNE/DEC.	2019A	2043	VAR	10,895,000	300,000	387,400	687,400
PARKS & RECREATION	JUNE/DEC.	2020A	2048	VAR	21,985,000	530,000	580,925	1,110,925
PUBLIC FACILITIES	JUNE/DEC.	2011	2029	VAR	245,000	0	11,331	11,331
PUBLIC FACILITIES	JUNE/DEC.	2012	2024	VAR	3,120,000	730,000	148,700	878,700
PUBLIC FACILITIES	JUNE/DEC.	2016A	2026	VAR	3,280,000	495,000	143,700	638,700
PUBLIC FACILITIES	JUNE/DEC.	2018	2031	VAR	4,640,000	330,000	218,600	548,600
PUBLIC FACILITIES	JUNE/DEC.	2019A	2036	VAR	16,615,000	760,000	650,900	1,410,900
PUBLIC FACILITIES	JUNE/DEC.	2020A	2037	VAR	14,565,000	680,000	431,350	1,111,350
REFUNDING JUDGMENT BONDS	JUNE/DEC.	2016B	2033	VAR	4,260,000	0	207,882	207,882
SERIES 2005 REFUNDING	APR/OCT	2005	2023	VAR	10,200,000	3,675,000	561,000	4,236,000
SERIES 2007C REFUNDING	MAY/NOV	2007C	2027	VAR	9,030,000	1,145,000	474,075	1,619,075
SERIES 2012 REFUNDING	JUNE/DEC.	2012A	2021	VAR	2,945,000	2,945,000	117,800	3,062,800
SERIES 2015 REFUNDING	JUNE/DEC.	2015	2029	VAR	46,385,000	5,565,000	2,249,250	7,814,250
SERIES 2016 REFUNDING	JUNE/DEC.	2016A	2032	VAR	19,360,000	1,640,000	822,200	2,462,200
Total					310,985,000	24,660,000	12,862,957	37,522,957

Internal Service Funds



This fund group provides services to other City Divisions. Their operations are supported by charges to user Divisions.

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

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

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

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

Internal Service Funds Goals

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

Internal Service Funds Cost Strategy

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

Internal Service Fund Revenue Reimbursement Strategy

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

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

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

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

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

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

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

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



Internal Service Funds

Internal Service Fund Summary

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget	\$ Change	% Change
SINKING FUND						
RECEIPTS	\$ 894,511	\$ 700,628	\$ 847,000	\$ 736,819	\$ (110,181)	-13%
EXPENDITURES	800,401	804,569	719,869	836,600	116,731	16%
Net	\$ 94,110	\$ (103,941)	\$ 127,131	\$ (99,781)	\$ (226,912)	-178%
Decertifications	—	9,763	—	—	—	—
Beginning Balance	1,145	95,255	1,077	128,208	—	—
Ending Balance	\$ 95,255	\$ 1,077	\$ 128,208	\$ 28,427	\$ (99,781)	-78%
FT Staffing Levels	2	2	2	2	—	%
TELEPHONE EXCHANGE						
RECEIPTS	\$ 8,142,575	\$ 9,238,778	\$ 11,787,619	\$ 11,786,020	\$ (1,599)	0%
EXPENDITURES	7,919,001	8,906,360	11,742,476	11,796,003	53,527	0%
Net	\$ 223,574	\$ 332,418	\$ 45,143	\$ (9,983)	\$ (55,126)	-122%
Decertifications	65,666	1,014	60,254	—	—	—
Beginning Balance	172,566	461,806	795,238	900,635	—	—
Ending Balance	\$ 461,806	\$ 795,238	\$ 900,635	\$ 890,652	\$ (9,983)	-1%
FT Staffing Levels	17	13	17	18	1	6%
RADIO						
RECEIPTS	\$ 2,659,084	\$ 3,124,076	\$ 2,525,852	\$ 5,742,625	\$ (132,916)	-4%
EXPENDITURES	3,164,539	2,341,624	3,225,142	6,393,418	836,642	28%
Net	(505,455)	782,452	(699,290)	(650,793)	\$ (969,558)	-219%
Decertifications	116	155,984	78,301	—	—	—
Beginning Balance	838,685	333,346	1,271,782	650,793	—	—
Ending Balance	\$ 333,346	\$ 1,271,782	\$ 650,793	\$ 0	\$ (525,894)	-100%
FT Staffing Levels	6	6	6	8	2	25%
MOTOR VEHICLE MAINTENANCE						
RECEIPTS	\$ 18,938,933	\$ 20,588,765	\$ 18,977,261	\$ 20,716,517	\$ 1,739,256	9%
EXPENDITURES	17,958,341	20,408,994	20,545,575	21,177,957	632,382	3%
Net	\$ 980,592	\$ 179,771	\$ (1,568,314)	\$ (461,440)	\$ 1,106,874	-71%
Decertifications	106,849	2,456	2,746	—	—	—
Beginning Balance	2,759,338	3,846,778	4,029,004	2,463,437	—	—
Ending Balance	\$ 3,846,778	\$ 4,029,004	\$ 2,463,437	\$ 2,001,997	\$ (461,440)	-19%
FT Staffing Levels	79	74	72	78	6	8%

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget	\$ Change	% Change
PRINTING & REPRODUCTION						
RECEIPTS	\$ 2,243,049	\$ 2,266,400	\$ 1,964,361	\$ 2,771,275	\$ 806,914	41%
EXPENDITURES	2,387,603	2,394,166	2,033,966	2,772,476	738,510	36%
Net	\$ (144,554)	\$ (127,766)	\$ (69,605)	\$ (1,201)	\$ 68,404	-98%
Decertifications	39,071	1,030	574	—	—	—
Beginning Balance	309,169	203,686	76,950	7,919	—	—
Ending Balance	\$ 203,686	\$ 76,950	\$ 7,919	\$ 6,718	\$ (1,201)	-15%
FT Staffing Levels	13	13	12	13	1	8%
STOREROOM						
RECEIPTS	\$ 503,994	\$ 514,771	\$ 453,690	\$ 533,730	\$ 80,040	18%
EXPENDITURES	507,056	497,206	437,059	533,729	96,670	22%
Net	\$ (3,062)	\$ 17,565	\$ 16,631	\$ 1	\$ (16,630)	-100%
Decertifications	584	—	—	—	—	—
Beginning Balance	52,001	49,523	67,088	83,719	—	—
Ending Balance	\$ 49,523	\$ 67,088	\$ 83,719	\$ 83,720	\$ 1	0%
FT Staffing Levels	1	1	1	1	—	%
HEALTH SELF INSURANCE FUND						
RECEIPTS	\$ 79,797,155	\$ 85,258,898	\$ 87,501,266	\$ 92,530,298	\$ 5,029,032	6%
EXPENDITURES	80,665,753	82,955,210	81,669,996	92,530,298	10,860,302	13%
Net	\$ (868,598)	\$ 2,303,688	\$ 5,831,270	\$ —	\$ (5,831,270)	-100%
Decertifications	17,504	169,846	—	—	—	—
Beginning Balance	15,882,929	15,031,835	17,505,369	23,336,639	—	—
Ending Balance	\$ 15,031,835	\$ 17,505,369	\$ 23,336,639	\$ 23,336,639	\$ —	%
PRESCRIPTION SELF INSURANCE FUND						
RECEIPTS	\$ 12,398,438	\$ 15,191,239	\$ 18,026,930	\$ 18,501,568	\$ 474,638	3%
EXPENDITURES	13,839,493	14,706,319	15,087,354	18,501,568	3,414,214	23%
Net	\$ (1,441,055)	\$ 484,920	\$ 2,939,576	\$ —	\$ (2,939,576)	-100%
Decertifications	—	—	—	—	—	—
Beginning Balance	3,662,119	2,221,064	2,705,984	5,645,560	—	—
Ending Balance	\$ 2,221,064	\$ 2,705,984	\$ 5,645,560	\$ 5,645,560	\$ —	%

**SINKING FUND GENERAL OPERATIONS****Debt Service****Sinking Fund Commission**

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

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

DEBT MANAGEMENT POLICY

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

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

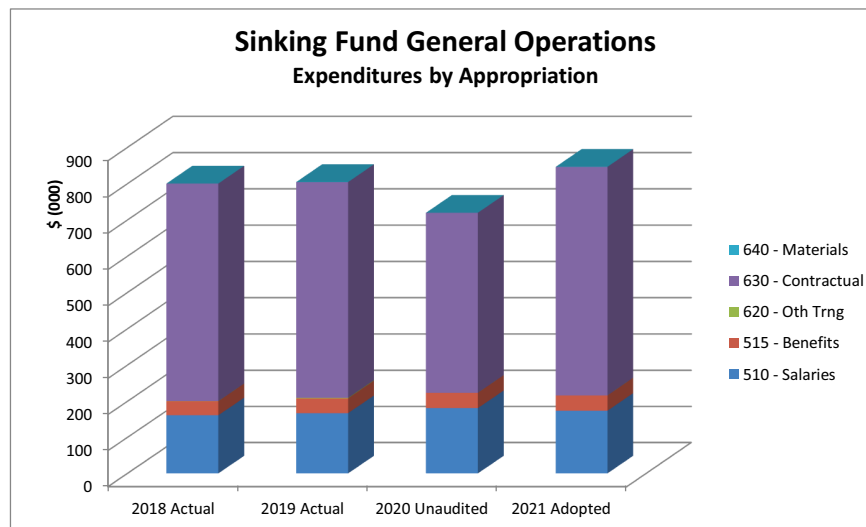
Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 159,410	\$ 164,351	\$ 180,239	\$ 182,494
Longevity	875	875	875	1,000
Vacation Conversion	—	2,029	—	—
Bonus Incentive	1,000	—	—	—
	\$ 161,285	\$ 167,255	\$ 181,114	\$ 183,494
Benefits				
Hospitalization	\$ 10,383	\$ 10,995	\$ 11,264	\$ 10,516
Prescription	1,749	2,101	2,640	2,460
Dental	453	444	504	523
Vision Care	117	114	186	210
Public Employees Retire System	22,369	23,156	25,084	24,499
Fica-Medicare	2,280	2,352	2,564	2,508
Workers' Compensation	1,531	1,654	—	1,812
Life Insurance	67	67	88	108
	\$ 38,949	\$ 40,885	\$ 42,330	\$ 42,636
Other Training & Professional Dues				
Professional Dues & Subscript	\$ 261	\$ 1,461	\$ 261	\$ 270
	\$ 261	\$ 1,461	\$ 261	\$ 270
Contractual Services				
Professional Services	\$ 262,803	\$ 194,373	\$ 120,002	\$ 230,000
County Aud & Treas Coll Fee	337,026	400,397	376,030	380,000
	\$ 599,829	\$ 594,769	\$ 496,032	\$ 610,000
Materials & Supplies				
Postage	\$ 77	\$ 199	\$ 131	\$ 200
	\$ 77	\$ 199	\$ 131	\$ 200
	\$ 800,401	\$ 804,569	\$ 719,869	\$ 836,600

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Miscellaneous	\$ 124,511	\$ 182,626	\$ 50,000	\$ 50,000
Transfers In	770,000	518,002	797,000	686,819
	\$ 894,511	\$ 700,628	\$ 847,000	\$ 736,819

SINKING FUND GENERAL OPERATIONS



COMPARISON OF STAFFING LEVEL

No. of Employees			Salary Schedule		
Budget 2020	December 2020	Budget 2021	Position	Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Assistant Secretary Of Sinking Fund	31,200.00	110,276.19
1	1	1			
<u>PROFESSIONALS</u>					
1	1	1	Sr Budget & Mgmt Analyst	26,273.96	88,147.99
1	1	1			
2	2	2	TOTAL FULL TIME		



TELEPHONE EXCHANGE

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 889,773	\$ 823,771	\$ 984,783	\$ 1,008,690
Longevity	3,400	4,525	4,225	4,525
Wage Settlements	—	—	4	—
Vacation Conversion	—	5,129	—	—
Separation Payments	36,113	31,238	—	—
Bonus Incentive	4,500	—	—	—
Overtime	10,070	11,431	858	—
	\$ 943,857	\$ 876,094	\$ 989,870	\$ 1,013,215
Benefits				
Hospitalization	\$ 141,444	\$ 146,710	\$ 186,133	\$ 194,149
Prescription	20,857	24,924	38,980	38,826
Dental	7,037	6,662	9,832	10,419
Vision Care	821	750	1,367	1,643
Public Employees Retire System	124,699	120,702	139,720	136,747
Fica-Medicare	12,647	11,643	13,191	13,209
Workers' Compensation	9,676	8,817	7,614	9,984
Life Insurance	519	489	689	924
Clothing Allowance	2,700	4,500	4,500	4,500
Clothing Maintenance	2,025	3,375	3,375	2,625
	\$ 322,424	\$ 328,570	\$ 405,401	\$ 413,026
Other Training & Professional Dues				
Travel	\$ 1,720	\$ —	\$ —	\$ —
Tuition & Registration Fees	1,077	270	—	—
	\$ 2,797	\$ 270	\$ —	\$ —
Utilities				
Cellular Servicess	\$ 757,699	\$ 678,215	\$ 783,862	\$ 912,400
At&T Equipment	190,764	272,320	300,926	739,926
Telephone-Ohio Bell	5,044,819	6,068,375	8,499,807	8,000,000
Telephone-Long Distance	254	467	—	—
Telephone	444,081	542,715	515,011	552,000
Data Communication (Telephone)	10,000	51,450	12,000	—
Security & Monitoring System	23,393	21,869	38,999	23,868
	\$ 6,471,011	\$ 7,635,411	\$ 10,150,605	\$ 10,228,194
Contractual Services				
Professional Services	\$ 32,716	\$ 20,592	\$ 108,613	\$ 75,000
Parking In City Facilities	11,667	16,667	19,445	16,668
Pager Rental	244	—	—	—
	\$ 44,627	\$ 37,258	\$ 128,057	\$ 91,668

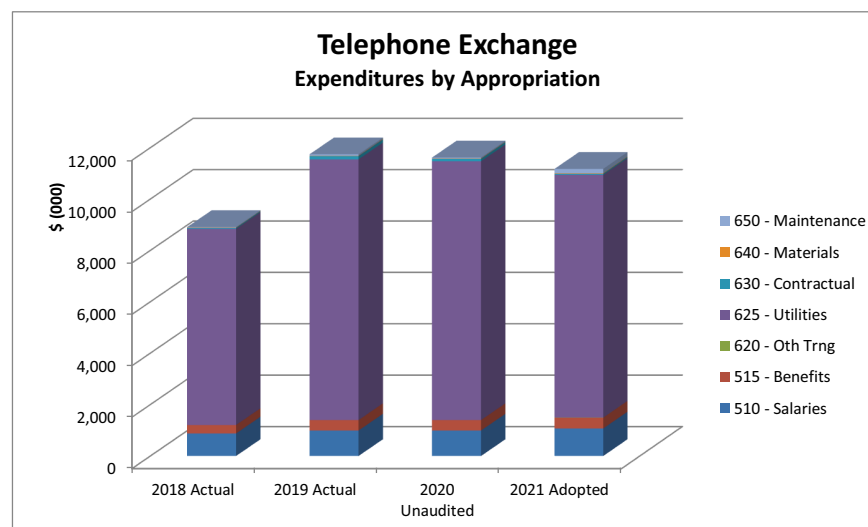
TELEPHONE EXCHANGE

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Materials & Supplies				
Computer Hardware	\$ 10,285	\$ 1,484	\$ 9,434	\$ 10,000
Computer Software	—	—	2,100	5,000
Other Supplies	—	6,529	—	—
Just In Time Office Supplies	—	1,029	1,023	3,000
	\$ 10,285	\$ 9,042	\$ 12,557	\$ 18,000
Maintenance				
Maintenance Contracts	\$ 123,000	\$ —	\$ 15,390	\$ 19,800
Computer Software Maintenance	1,000	19,714	38,094	12,100
Maintenance Building	—	—	2,500	—
	\$ 124,000	\$ 19,714	\$ 55,984	\$ 31,900
	\$ 7,919,001	\$ 8,906,360	\$ 11,742,476	\$ 11,796,003

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ 39,080	\$ 122	\$ —	\$ —
Miscellaneous	8,090,987	9,221,948	11,779,181	11,766,020
Interest Earnings/Investment Income	12,508	16,708	8,439	20,000
	\$ 8,142,575	\$ 9,238,778	\$ 11,787,620	\$ 11,786,020





TELEPHONE EXCHANGE

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	Budget 2020	Budget 2021		Minimum	Maximum
			<u>ADMINISTRATORS & OFFICIALS</u>		
1	1	1	Customer Support Call Center Manger	65,000.00	105,625.89
1	1	1	Manager Of Telecommunications	30,214.95	114,691.24
2	2	2			
			<u>ADMINISTRATIVE SUPPORT</u>		
2	2	2	Accountant I	16.04	22.97
5	4	5	Telephone Operator	15.62	19.39
7	6	7			
			<u>PROFESSIONALS</u>		
0	1	1	Administrative Manager	31,200.00	122,426.51
1	0	0	Program Manager	30,214.00	91,429.27
1	1	1	Assistant Commissioner ITS	31,200.00	101,207.60
1	1	1	Supervisor Administration Services-Data	20,800.00	62,770.08
3	3	3			
			<u>TECHNICIANS</u>		
1	1	1	Telecommunications Analyst I	15.00	48.28
5	5	5	Telecommunications Tech	35.13	36.44
6	6	6			
18	17	18	TOTAL FULL TIME		
18	17	18	TOTAL DIVISION		

OFFICE OF RADIO COMMUNICATIONS

Brad A. Handke, Administrative Manager

Mission Statement

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

PROGRAM NAME: WIRELESS COMMUNICATIONS BUILDING PERMIT APPLICATIONS

OBJECTIVES: Ensure that wireless communications providers utilize existing, and new, poles and structures in an efficient and non-blocking manner.

ACTIVITIES: Review building permit applications, and conduct site surveys.

PROGRAM NAME: LEASE OF FACILITIES FOR WIRELESS COMMUNICATIONS USE

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

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

PROGRAM NAME: ORC SERVICE CENTER FACILITIES

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

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

PROGRAM NAME: RADIO NETWORK PARTICIPATION

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

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

PROGRAM NAME: RADIO SYSTEM ADMINISTRATION

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

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



OFFICE OF RADIO COMMUNICATIONS

PROGRAM NAME: ***RADIO SYSTEM MAINTENANCE & OPERATION***

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

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

OFFICE OF RADIO COMMUNICATIONS

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 414,279	\$ 376,148	\$ 356,392	\$ 479,075
Longevity	2,550	2,850	3,150	3,150
Wage Settlements	—	—	7	—
Separation Payments	5,506	—	—	39,000
Bonus Incentive	1,000	500	—	—
Overtime	81	431	155	—
	\$ 423,416	\$ 379,928	\$ 359,704	\$ 521,225
Benefits				
Hospitalization	\$ 99,492	\$ 96,794	\$ 90,333	\$ 114,476
Prescription	14,388	15,990	18,551	22,878
Dental	5,101	4,556	4,949	6,426
Vision Care	553	443	543	822
Public Employees Retire System	59,289	53,096	51,238	74,062
Fica-Medicare	5,888	5,239	4,918	7,572
Workers' Compensation	4,158	3,853	3,297	3,626
Life Insurance	259	214	265	432
Unemployment Compensation	—	526	—	—
Clothing Allowance	2,675	1,785	1,875	450
Clothing Maintenance	1,100	740	790	200
	\$ 192,901	\$ 183,235	\$ 176,758	\$ 230,944
Other Training & Professional Dues				
Travel	\$ 5,833	\$ 6,644	\$ —	\$ 12,000
Tuition & Registration Fees	2,910	4,846	—	15,000
	\$ 8,743	\$ 11,490	\$ —	\$ 27,000
Utilities				
Brokered Gas Supply	\$ 135	\$ 190	\$ 110	\$ —
Telephone	—	80,000	230,000	160,000
Gas	4,010	4,354	4,144	4,485
Electricity - Cpp	17,608	17,451	16,832	18,911
Electricity - Other	69,570	73,096	70,937	81,614
	\$ 91,322	\$ 175,092	\$ 322,023	\$ 265,010
Contractual Services				
Professional Services	\$ 2,340	\$ 5,160	\$ 5,460	\$ 110,800
Parking In City Facilities	660	715	715	1,302
Taxes	9,140	10,350	10,597	12,000
Property Rental	278,459	275,875	299,301	301,452
	\$ 290,599	\$ 292,099	\$ 316,073	\$ 425,554



OFFICE OF RADIO COMMUNICATIONS

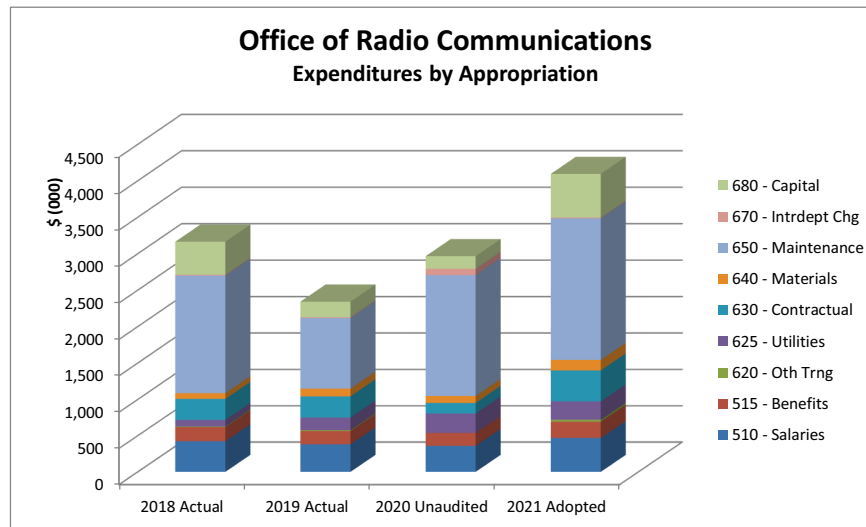
Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Materials & Supplies				
Hardware & Small Tools	\$ 3,275	\$ 2,915	\$ 10,913	\$ 10,000
Small Equipment	8,767	34,659	19,624	35,000
Other Supplies	67,208	69,766	84,205	100,000
Just In Time Office Supplies	48	233	343	500
	\$ 79,299	\$ 107,574	\$ 115,084	\$ 145,500
Maintenance				
Maintenance Contracts	\$ 1,437,594	\$ 698,119	\$ 1,582,040	\$ 2,340,556
Computer Software Maintenance	—	—	—	40,000
Maintenance Utility Systems	175,025	269,831	115,670	255,000
Maintenance Misc. Equipment	—	—	36,760	—
	\$ 1,612,619	\$ 967,950	\$ 1,734,470	\$ 2,635,556
Interdepart Service Charges				
Charges From Telephone Exch	\$ 7,005	\$ 7,108	\$ 7,491	\$ 7,568
Charges From Print & Repro	82	82	245	374
Charges From M.V.M.	2,796	2,658	902	3,187
	\$ 9,883	\$ 9,848	\$ 8,638	\$ 11,129
Capital Outlay				
Infrastructure	\$ —	\$ —	\$ —	\$ 1,501,000
Radio Equipment	375,000	73,078	177,431	380,500
Other Equipment	68,843	106,007	14,960	250,000
Transfer To Water Capital Proj	11,912	35,323	—	—
	\$ 455,756	\$ 214,408	\$ 192,392	\$ 2,131,500
	\$ 3,164,539	\$ 2,341,624	\$ 3,225,142	\$ 6,393,418

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ 307,902	\$ 363,900	\$ 327,127	\$ 362,147
Miscellaneous	2,316,135	2,719,438	2,186,087	5,368,478
Interest Earnings/Investment Income	35,048	40,738	12,638	12,000
	\$ 2,659,084	\$ 3,124,076	\$ 2,525,853	\$ 5,742,625

OFFICE OF RADIO COMMUNICATIONS



COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	Budget 2020	December 2020		Minimum	Maximum
			<u>ADMINISTRATORS & OFFICIALS</u>		
1	1	1	Supervisor of Radio Services	28.00	28.56
1	1	1			
			<u>PROFESSIONALS</u>		
1	1	1	Administrative Manager	31,200.00	122,426.51
1	1	1	Assistant Administrator	31,200.00	76,852.88
2	0	2	Systems Analyst	31,200.00	69,048.93
4	2	4			
			<u>TECHNICIANS</u>		
3	3	3	Radio Technician	22.14	23.87
3	3	3			
8	6	8	TOTAL FULL TIME		
8	6	8	TOTAL DIVISION		



MOTOR VEHICLE MAINTENANCE

Jeffrey L. Brown, Commissioner

Mission Statement

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

PROGRAM NAME: AUTO BODY WORK

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

ACTIVITIES: Make minor and major auto body repairs.

PROGRAM NAME: EMERGENCY REPAIRS AND TOWING

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

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

PROGRAM NAME: FUELING

OBJECTIVES: To provide the City's fleet with 27 locations for fuel dispensing and delivery of fuel by tanker truck to other City of Cleveland fuel locations (i.e. Parks, Police and Fire Divisions).

ACTIVITIES: Purchase fuels and lubricants. Deliver fuel to City owned locations.

PROGRAM NAME: NEW VEHICLE PREPARATION

OBJECTIVES: To assure that all City vehicles are working properly before being released to Departments.

ACTIVITIES: Inspect and prepare all new City vehicles for use by Departments. Apply logos and identification numbers to vehicles. Assign fuel cards.

PROGRAM NAME: PREVENTIVE MAINTENANCE

OBJECTIVES: To increase the life and improve the safety of all City owned vehicles.

ACTIVITIES: Follow design procedures for maintaining special motorized equipment. Change or check lubricants. Repair/Replace defective parts. Inspect vehicles on a routine basis.

PROGRAM NAME: ROUTINE MAINTENANCE

OBJECTIVES: To provide the City's Departments with complete maintenance and services.

ACTIVITIES: Provide motor repairs and services. Maintain records of average down time and repair costs.

MOTOR VEHICLE MAINTENANCE

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 3,962,422	\$ 4,231,710	\$ 4,267,572	\$ 4,535,196
Injury Pay	19,614	9,662	4,845	—
Longevity	32,125	32,500	31,900	32,825
Wage Settlements	—	—	311	—
Vacation Conversion	—	18,101	—	—
Separation Payments	10,070	27,462	29,299	—
Bonus Incentive	7,300	30,641	2,800	—
Overtime	111,167	109,162	98,967	75,000
	\$ 4,142,698	\$ 4,459,237	\$ 4,435,694	\$ 4,643,021
Benefits				
Hospitalization	\$ 822,639	\$ 861,904	\$ 828,220	\$ 843,603
Prescription	122,888	146,313	173,060	167,553
Dental	42,016	40,680	44,378	45,504
Vision Care	4,179	4,181	6,324	7,412
Public Employees Retire System	577,148	618,714	627,304	644,909
Fica-Medicare	51,581	56,404	56,609	55,141
Workers' Compensation	48,145	76,233	40,333	81,489
Life Insurance	2,509	2,549	3,272	4,164
Unemployment Compensation	11,518	—	444	—
Clothing Allowance	9,960	9,083	960	10,020
Tool Insurance	31,350	84,200	58,000	59,000
Clothing Maintenance	200	200	200	775
	\$ 1,724,134	\$ 1,900,460	\$ 1,839,105	\$ 1,919,570
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 3,556	\$ 427	\$ 136	\$ 2,060
Professional Dues & Subscript	2,578	2,851	4,604	4,120
	\$ 6,134	\$ 3,278	\$ 4,740	\$ 6,180
Utilities				
Brokered Gas Supply	\$ 74,655	\$ 101,360	\$ 65,820	\$ 107,533
Gas	46,861	42,371	39,135	44,951
Electricity - Cpp	32,340	23,912	38,044	25,368
Electricity - Other	874	925	998	982
Security & Monitoring System	5,000	—	5,000	6,592
	\$ 159,730	\$ 168,569	\$ 148,996	\$ 185,426



MOTOR VEHICLE MAINTENANCE

Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Contractual Services				
Parking In City Facilities	\$ 26,032	\$ 25,996	\$ 27,179	\$ 26,000
Towing	49,960	147,040	179,520	154,500
Special Assessment	19,750	18,350	17,150	20,000
Other Contractual	97,543	69,242	13,989	12,750
	\$ 193,285	\$ 260,628	\$ 237,837	\$ 213,250
Materials & Supplies				
Computer Supplies	\$ —	\$ 5,070	\$ —	\$ 1,000
Computer Software	—	8,139	—	1,000
Fuel	5,047,327	5,862,521	4,458,655	5,000,000
Fuel Tax	878,360	1,099,207	1,087,519	1,470,000
Chemical	—	7,500	—	7,500
Air Compressor Parts	30,000	127,000	70,000	50,000
Fire/Ems Apparatus Parts	282,600	240,000	356,830	180,000
Auto & Light Truck Parts	1,101,728	1,100,627	1,427,617	1,230,000
Heavy Truck Parts	1,706,959	2,239,717	2,872,019	2,250,000
Construction Equipment Parts	220,000	194,999	226,999	200,000
Snow Removal Equipment Parts	—	20,000	20,000	20,000
Clothing	24,999	37,490	29,999	24,000
Sweeper Parts	273,000	384,966	536,108	400,000
Welding Supplies & Equipment	3,000	6,000	—	3,000
Hygiene And Cleaning Supplies	17,269	15,785	12,005	18,000
Painting Equipment & Supplies	20,000	20,535	10,000	16,000
Shop Supplies	50,231	—	—	—
Other Supplies	29,430	1,593	2,560	1,000
Greenhouse Maintenance Suppl	32	—	—	—
Anti-Freeze	15,713	20,273	25,000	25,000
Motor Oil & Lubricants	116,999	244,993	234,746	300,000
Batteries	100,000	100,000	100,000	100,000
Tires	639,974	674,943	713,068	700,000
Just In Time Office Supplies	5,868	3,241	3,027	4,000
Building Maintenance Supplies	—	37,932	36,717	1,000
	\$ 10,563,489	\$ 12,452,531	\$ 12,222,868	\$ 12,001,500
Maintenance				
Computer Hardware Maintenance	\$ 10,872	\$ —	\$ —	\$ 10,000
Computer Software Maintenance	23,380	22,834	22,481	24,000
Maintenance Machinery & Tools	41,697	20,000	10,000	20,000
Fuel Pump Repair & Maintenance	99,989	49,990	99,990	50,000
Generator Repair	74,289	79,724	134,732	75,000

MOTOR VEHICLE MAINTENANCE

Expenditures (Continued)

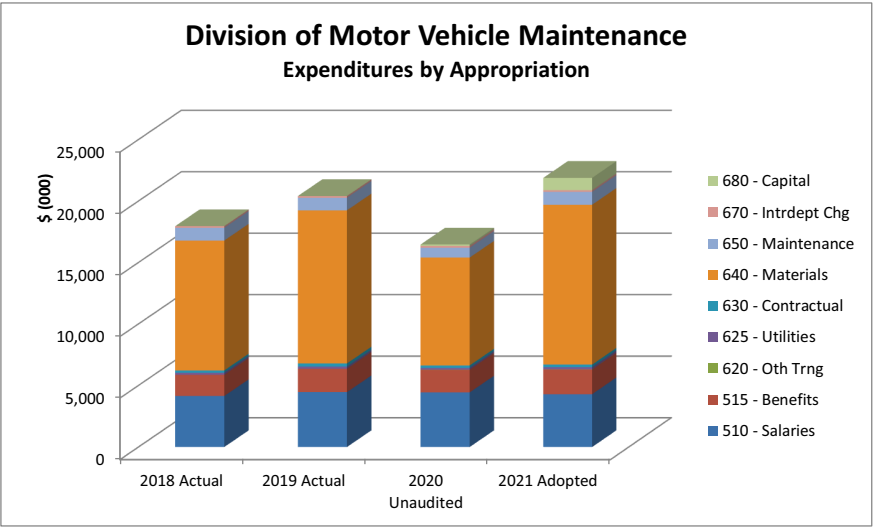
	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Accident Repair-Other Vehicles	44,586	29,600	95,612	50,000
Accident Repair-Safety Vehicles	93,801	102,731	113,935	130,000
Heavy Truck Repair	153,242	108,306	106,623	135,000
Hydraulic Repair Cyl Pmps Mtrs	99,998	99,998	99,998	100,000
Glass Repair	24,810	15,000	36,237	20,000
Radiator & Gas Tank Repair	20,000	40,000	40,000	52,000
Maintenance Building	76,767	49,999	18,225	11,000
Repair Of Overhead Doors	4,982	5,000	44,959	16,000
Spring Repair	132,185	242,942	145,619	225,000
Tire Repair Road Service	58,465	72,393	69,585	52,000
Transmission Repair	75,000	84,974	70,000	80,000
	\$ 1,034,062	\$ 1,023,491	\$ 1,107,996	\$ 1,050,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 89,762	\$ 95,106	\$ 100,604	\$ 101,640
Charges From Radio Comm System	4,544	5,287	4,662	10,292
Charges From W.P.C.	6,745	7,286	1,120	7,000
Charges From Print & Repro	8,188	9,235	9,786	14,925
Charges From Central Storeroom	159	100	124	153
Charges From Waste Collection	25,411	23,788	32,043	25,000
	\$ 134,809	\$ 140,801	\$ 148,338	\$ 159,010
Capital Outlay				
Transfer To Capital Project	\$ —	\$ —	\$ 400,000	\$ 1,000,000
	\$ —	\$ —	\$ 400,000	\$ 1,000,000
	\$ 17,958,341	\$ 20,408,995	\$ 20,545,575	\$ 21,177,957

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ 431,821	\$ 158,430	\$ 71,139	\$ 186,000
Miscellaneous	18,405,460	20,315,614	18,863,962	20,500,518
Interest Earnings/Investment Income	101,653	114,723	42,160	30,000
	\$ 18,938,934	\$ 20,588,766	\$ 18,977,260	\$ 20,716,518



MOTOR VEHICLE MAINTENANCE



MOTOR VEHICLE MAINTENANCE

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Assistant Commissioner of Motor Vehicle Maintenance	26,273.96	98,678.77
1	1	1	Commissioner of Motor Vehicle Maintenance	40,314.82	145,820.32
2	2	2	Superintendent of Motorized Equipment	26,273.96	78,184.48
1	1	1	Superintendent of Vehicles Administrative Services	20,800.00	78,184.48
5	5	5			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	General Storekeeper	21.46	28.40
1	1	1	Principal Clerk	16.60	22.86
4	3	4	Storekeeper	18.58	23.62
6	5	6			
<u>PROFESSIONALS</u>					
1	1	1	Assistant Administrator	31,200.00	76,852.88
3	3	3	Buyer	31,200.00	55,005.81
1	1	1	Fleet Management Data Manager	30,000.00	73,734.66
1	1	1	Project Coordinator	27,325.56	99,702.63
6	6	6			
<u>SKILLED CRAFT</u>					
21	21	21	Automobile Technician	12.60	22.26
4	4	4	Automobile Technician Unit Leader	17.78	27.01
3	3	3	Heavy Duty Auto Body Technician Worker	15.73	23.56
26	20	25	Heavy Duty Technician	15.75	26.65
4	5	5	Heavy Duty Technician Unit Leader	23.85	33.07
1	1	1	Welder/Fabricator Technician	18.36	26.64
59	54	59			

**MOTOR VEHICLE MAINTENANCE****COMPARISON OF STAFFING LEVEL**

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
			<u>SERVICE & MAINTENANCE</u>		
1	1	1	Tanker Truck Driver	27.16	27.70
1	1	1	Tire Repair Technician	14.08	20.56
2	2	2			
78	72	78	TOTAL FULL TIME		
78	72	78	TOTAL DIVISION		



PRINTING & REPRODUCTION

Michael Hewett, Commissioner**Mission Statement**

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

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

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

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

PROGRAM NAME: COPY CENTER

OBJECTIVES: Provide a variety of fast turnaround photocopying services.

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

PROGRAM NAME: PRINTING SERVICES

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

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



PRINTING & REPRODUCTION

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 802,577	\$ 734,373	\$ 708,773	\$ 690,573
Seasonal	—	—	866	—
Part-Time Permanent	—	—	6,623	32,500
Longevity	4,925	6,200	6,800	6,425
Vacation Conversion	—	11,838	—	—
Separation Payments	—	—	26,332	50,000
Bonus Incentive	3,000	—	—	—
Overtime	922	770	161	5,500
	\$ 811,424	\$ 753,181	\$ 749,556	\$ 784,998
Benefits				
Hospitalization	\$ 99,915	\$ 118,010	\$ 115,916	\$ 108,513
Prescription	17,041	20,921	25,264	23,304
Dental	5,919	5,947	6,324	6,114
Vision Care	789	806	999	1,115
Public Employees Retire System	179,238	103,536	102,816	103,034
Fica-Medicare	9,092	9,515	9,365	9,447
Workers' Compensation	—	7,209	6,194	7,611
Life Insurance	422	438	534	648
Clothing Allowance	540	865	427	1,000
Clothing Maintenance	2,426	2,426	2,500	3,000
	\$ 315,383	\$ 269,672	\$ 270,338	\$ 263,786
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ —	\$ 2,500
Tuition & Registration Fees	350	725	725	2,000
Other Training Supplies	—	—	—	2,000
Professional Dues & Subscript	2,188	4,365	1,300	2,500
	\$ 2,538	\$ 5,090	\$ 2,025	\$ 9,000
Utilities				
Brokered Gas Supply	\$ 943	\$ 1,647	\$ 875	\$ 2,075
Gas	685	888	766	950
Electricity - Cpp	36,639	40,034	28,476	40,815
Security & Monitoring System	2,358	3,537	2,358	4,500
	\$ 40,626	\$ 46,106	\$ 32,474	\$ 48,340
Contractual Services				
Professional Services	\$ 4,258	\$ 1,896	\$ 396	\$ 2,000
Janitorial Services	15,000	—	15,000	15,000
Parking In City Facilities	310	285	20	500
Photocopy Machine Rental	575,249	689,564	433,335	690,000

PRINTING & REPRODUCTION

Expenditures (Continued)

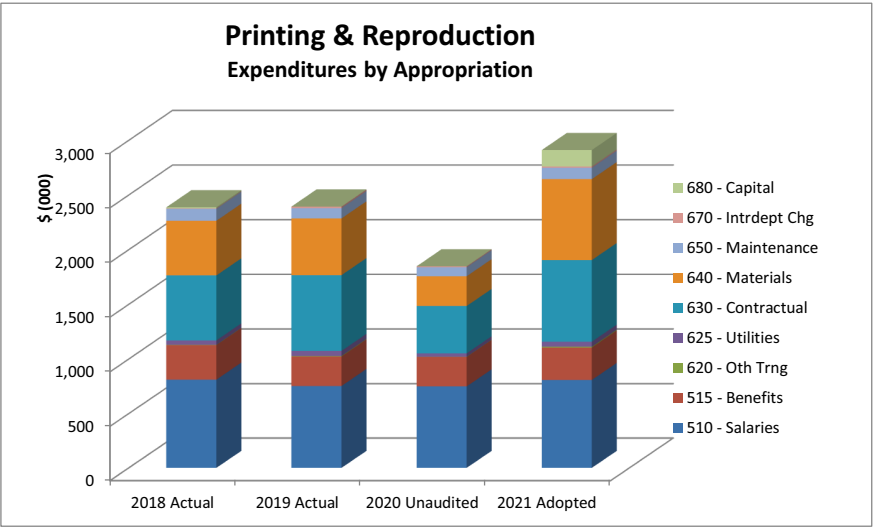
	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Other Contractual	—	1,500	—	1,500
	\$ 594,817	\$ 693,245	\$ 448,750	\$ 709,000
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 1,000
Computer Hardware	6,527	10,081	—	10,000
Computer Software	8,632	7,112	11,679	10,000
Clothing	—	—	—	1,000
Small Equipment	10,046	—	—	7,500
Electrical Supplies	—	—	—	5,000
Hygiene And Cleaning Supplies	—	—	—	1,000
Paper And Other Printing Suppl	471,406	496,060	409,760	650,000
Other Supplies	—	—	—	500
Just In Time Office Supplies	3,153	5,541	2,017	4,000
	\$ 499,763	\$ 518,794	\$ 423,455	\$ 690,000
Maintenance				
Maintenance Contracts	\$ 107,640	\$ 93,652	\$ 98,152	\$ 100,000
Maintenance Machinery & Tools	1,000	—	—	3,000
Car Washes	—	—	—	150
Repair Of Overhead Doors	—	—	—	1,000
	\$ 108,640	\$ 93,652	\$ 98,152	\$ 104,150
Interdepart Service Charges				
Charges From Telephone Exch	\$ 3,925	\$ 4,537	\$ 6,139	\$ 6,202
Charges From M.V.M.	1,546	9,888	3,076	4,000
Charges From Division Of Maint	—	—	—	3,000
	\$ 5,471	\$ 14,425	\$ 9,215	\$ 13,202
Capital Outlay				
Transfer To Capital Project	\$ 8,940	\$ —	\$ —	\$ 150,000
	\$ 8,940	\$ —	\$ —	\$ 150,000
	\$ 2,387,603	\$ 2,394,165	\$ 2,033,966	\$ 2,772,476

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ 60	\$ 1,356	\$ 926	\$ —
Miscellaneous	2,231,589	2,254,131	1,961,092	2,771,275
Interest Earnings/Investment Income	11,399	10,914	2,343	—
	\$ 2,243,049	\$ 2,266,400	\$ 1,964,362	\$ 2,771,275



PRINTING & REPRODUCTION



PRINTING & REPRODUCTION

COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	December 2020	Budget 2021		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
2	2	2	Asst. Commissioner of Printing and Reproduction	23,647.11	93,401.98
1	1	1	Commissioner of Printing and Reproduction	40,314.82	145,820.32
1	0	1	Printing Foreman	28,404.92	57,522.83
4	3	4			
<u>ADMINISTRATIVE SUPPORT</u>					
2	2	2	Principal Clerk	16.60	22.86
2	2	2			
<u>PROFESSIONALS</u>					
1	1	1	Desktop Publishing Specialist	20,800.00	64,170.48
1	1	1			
<u>SERVICE AND MAINTENANCE</u>					
2	1	1	Mailing Specialist	20,800.00	55,734.65
2	1	1			
<u>SKILLED CRAFT</u>					
3	3	3	Copy Center Operator	15.00	21.32
3	3	3			
<u>TECHNICIANS</u>					
1	1	1	First Press Operator	15.00	25.32
1	1	1	Print Services Tech Specialist	10.00	40.00
2	2	2			
14	12	13	TOTAL FULL TIME		
14	12	13	TOTAL DIVISION		



STOREROOM & WAREHOUSE

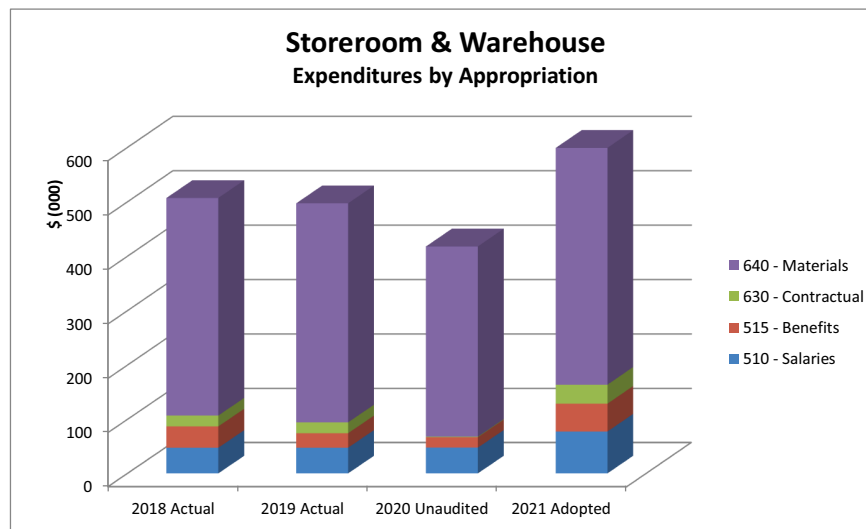
Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 46,925	\$ 47,096	\$ 47,201	\$ 47,237
Longevity	475	475	475	475
	\$ 47,400	\$ 47,571	\$ 47,676	\$ 47,712
Benefits				
Hospitalization	\$ 21,879	\$ 15,721	\$ 8,846	\$ 6,709
Prescription	1,744	2,436	1,830	1,230
Dental	562	701	442	289
Vision Care	81	81	88	97
Public Employees Retire System	6,627	6,660	6,928	6,746
Fica-Medicare	647	640	658	692
Workers' Compensation	7,944	470	408	—
Life Insurance	34	34	44	54
	\$ 39,517	\$ 26,744	\$ 19,244	\$ 15,817
Contractual Services				
Equipment Rental	\$ 20,139	\$ 20,139	\$ 20,139	\$ 25,000
Other Contractual	—	—	—	10,000
	\$ 20,139	\$ 20,139	\$ 20,139	\$ 35,000
Materials & Supplies				
Office Supplies	\$ —	\$ 2,752	\$ —	\$ 200
Postage	400,000	400,000	350,000	435,000
	\$ 400,000	\$ 402,752	\$ 350,000	\$ 435,200
	\$ 507,056	\$ 497,206	\$ 437,059	\$ 533,729

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Miscellaneous	\$ 502,559	\$ 513,550	\$ 453,250	\$ 533,730
Interest Earnings/Investment Income	1,434	1,220	440	—
	\$ 503,993	\$ 514,771	\$ 453,690	\$ 533,730

STOREROOM & WAREHOUSE



COMPARISON OF STAFFING LEVEL

Budget 2020	No. of Employees		Position	Salary Schedule	
	Budget 2020	Budget 2021		Minimum	Maximum
			<u>ADMINISTRATIVE SUPPORT</u>		
1	0	0	Messenger	15.00	17.33
1	1	1	Storekeeper	18.58	23.62
2	1	1	TOTAL FULL TIME		
2	1	1	TOTAL DIVISION		



HEALTH SELF INSURANCE FUND

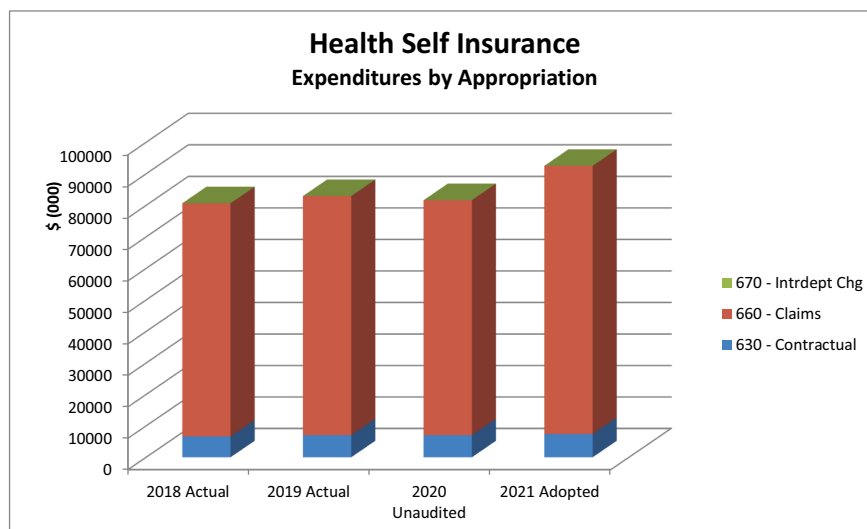
Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Contractual Services				
Professional Services	\$ 125,000	\$ 162,622	\$ 175,000	\$ —
Stop Loss Insurance Med Mutal	2,032,697	2,355,644	2,376,538	2,679,900
Admin Fee Med Mutual	2,052,944	2,126,047	2,135,100	2,345,578
Admin Fee Anthem	985,271	1,010,572	1,009,660	957,348
Stop Loss Insurance Anthem	1,039,278	1,034,789	1,033,314	979,776
Wellness Expense Anthem	140,436	74,206	—	100,000
Wellness Expense Medical Mutual	21,003	83,373	3,380	100,000
Healthcare Consulting	—	—	—	75,000
Other Contractual	225,000	175,000	274,600	175,000
	\$ 6,621,629	\$ 7,022,252	\$ 7,007,592	\$ 7,412,602
Materials & Supplies				
Hygiene And Cleaning Supplies	\$ —	\$ —	\$ 31,185	\$ —
	\$ —	\$ —	\$ 31,185	\$ —
Claims, Refunds, Maintenance				
Claims Healthcare Med Mut	\$ 48,341,304	\$ 50,743,944	\$ 50,710,508	\$ 56,688,844
Claims Healthcare Anthem	25,653,860	25,147,620	23,876,526	28,418,852
ACA Reinsurance Fee	39,808	41,194	43,683	—
	\$ 74,034,972	\$ 75,932,758	\$ 74,630,717	\$ 85,107,696
Interdepart Service Charges				
Charges From Print & Repro	\$ 9,151	\$ 200	\$ 500	\$ 10,000
	\$ 9,151	\$ 200	\$ 500	\$ 10,000
	\$ 80,665,752	\$ 82,955,210	\$ 81,669,994	\$ 92,530,298

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ 79,756,694	\$ 85,218,542	\$ 87,353,800	\$ 92,530,300
Miscellaneous	40,057	40,258	147,463	—
	\$ 79,796,750	\$ 85,258,800	\$ 87,501,263	\$ 92,530,300

HEALTH SELF INSURANCE FUND





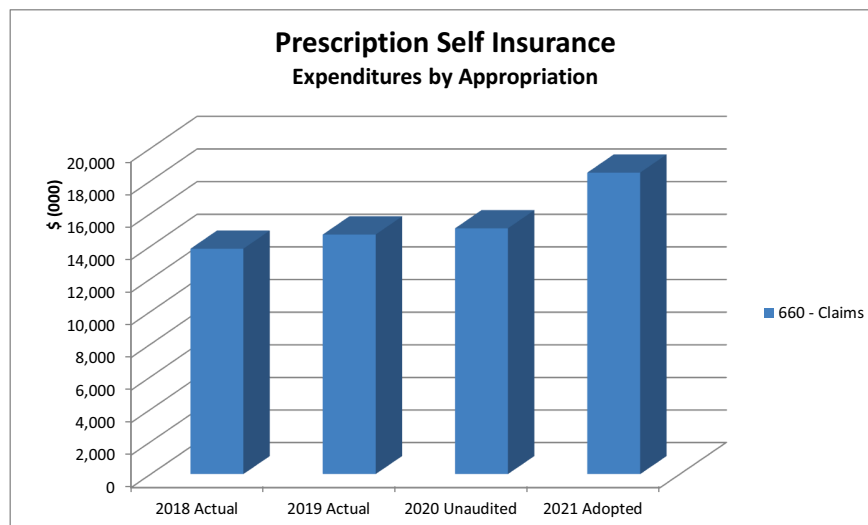
PRESCRIPTION SELF INSURANCE FUND

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Claims, Refunds, Maintenance				
Claims Health Care	\$ 13,839,493	\$ 14,706,319	\$ 15,087,354	\$ 18,501,568
	\$ 13,839,493	\$ 14,706,319	\$ 15,087,354	\$ 18,501,568
	\$ 13,839,493	\$ 14,706,319	\$ 15,087,354	\$ 18,501,568

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Charges For Services	\$ 12,398,360	\$ 14,832,235	\$ 18,026,931	\$ 18,501,568
Miscellaneous	—	359,005	—	—
	\$ 12,398,360	\$ 15,191,240	\$ 18,026,931	\$ 18,501,568



Agency Funds



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



	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget	\$ Change	% Change
CENTRAL COLLECTION AGENCY						
RECEIPTS	\$ 10,895,025	\$ 10,450,147	\$ 9,035,621	\$ 12,903,771	\$ 3,868,150	43%
EXPENDITURES	10,656,837	9,899,922	10,092,391	12,906,845	2,814,454	28%
Net	\$ 238,188	\$ 550,225	\$ (1,056,770)	\$ (3,074)	\$ 1,053,696	-100%
Decertifications	106,521	7,140	2,565	—		—
Beginning Balance	466,773	811,482	1,368,847	314,642		—
Ending Balance	\$ 811,482	\$ 1,368,847	\$ 314,642	\$ 311,568	\$ 1,053,696	335%
FT Staffing Levels	92	87	83	110	23	26%

CCA INCOME TAX ADMINISTRATION

Kevin Preslan, Administrator

Mission Statement

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

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 (CCA - Division of Taxation) for purposes of collecting the municipal income tax for the City of Cleveland and many other municipalities that wish to have the Agency administer their municipal tax ordinance. The contract between the City of Cleveland and the members states that the general policy of the Agency is established by 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 Agency's member municipalities. This includes the enforcement of the ordinance, making and enforcing regulation, determined tax due and investigating persons or corporations who are believed to owe taxes.

PROGRAM NAME: AUDIT

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

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

PROGRAM NAME: COLLECTION

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

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

PROGRAM NAME: COMPLIANCE

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

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

PROGRAM NAME: DATA ENTRY

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

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

PROGRAM NAME: RECORD RETENTION

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

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



CCA INCOME TAX ADMINISTRATION

PROGRAM NAME: TAXPAYER ASSISTANCE

OBJECTIVES: To provide information and assistance to all taxpayers of the municipalities served by the Agency.

ACTIVITIES: Work with taxpayers to understand their filing requirements and answer questions. Assistance is provided on the phone or in person.

CCA INCOME TAX ADMINISTRATION

Expenditures

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Salaries and Wages				
Full Time Permanent	\$ 4,700,170	\$ 4,665,372	\$ 4,706,210	\$ 5,733,154
Part-Time Permanent	185,440	152,114	113,001	207,332
Longevity	36,700	37,725	39,175	80,175
Vacation Conversion	—	18,318	—	—
Separation Payments	18,112	9,208	25,436	20,000
Bonus Incentive	24,000	—	—	—
Overtime	259,412	198,947	26,689	250,000
	\$ 5,223,834	\$ 5,081,684	\$ 4,910,512	\$ 6,290,661
Benefits				
Hospitalization	\$ 755,057	\$ 800,389	\$ 807,548	\$ 1,121,999
Prescription	114,600	137,158	170,420	228,900
Dental	38,951	38,373	43,605	62,758
Vision Care	5,598	5,633	7,010	10,373
Public Employees Retire System	717,430	711,761	688,704	847,246
Fica-Medicare	71,635	70,071	67,453	85,492
Workers' Compensation	60,550	69,125	43,714	50,435
Life Insurance	2,942	3,007	3,795	5,964
Unemployment Compensation	2,423	—	224	—
	\$ 1,769,185	\$ 1,835,517	\$ 1,832,473	\$ 2,413,167
Other Training & Professional Dues				
Travel	\$ 6,369	\$ 6,900	\$ 1,900	\$ 8,000
Tuition & Registration Fees	1,591	1,078	—	1,500
Professional Dues & Subscript	25,859	11,740	30,445	35,000
	\$ 33,819	\$ 19,718	\$ 32,345	\$ 44,500
Utilities				
Electricity - Cpp	\$ 33,603	\$ 26,906	\$ 18,828	\$ 37,500
Steam	154,651	149,835	145,925	169,000
	\$ 188,253	\$ 176,741	\$ 164,753	\$ 206,500
Contractual Services				
Professional Services	\$ 1,192,365	\$ 788,205	\$ 1,154,808	\$ 1,098,000
Mileage (Private Auto)	10,520	10,588	1,880	14,000
Advertising And Public Notice	3,174	3,046	968	5,000
Parking In City Facilities	1,320	1,430	1,260	3,000
Insurance And Official Bonds	—	580	196	1,000
Property Rental	29,931	18,720	18,720	11,000
Other Contractual	24,373	22,445	30,606	50,000
State Auditor Examination	35,000	39,000	43,000	48,000
Refunds & Miscellaneous	—	—	164	—



CCA INCOME TAX ADMINISTRATION

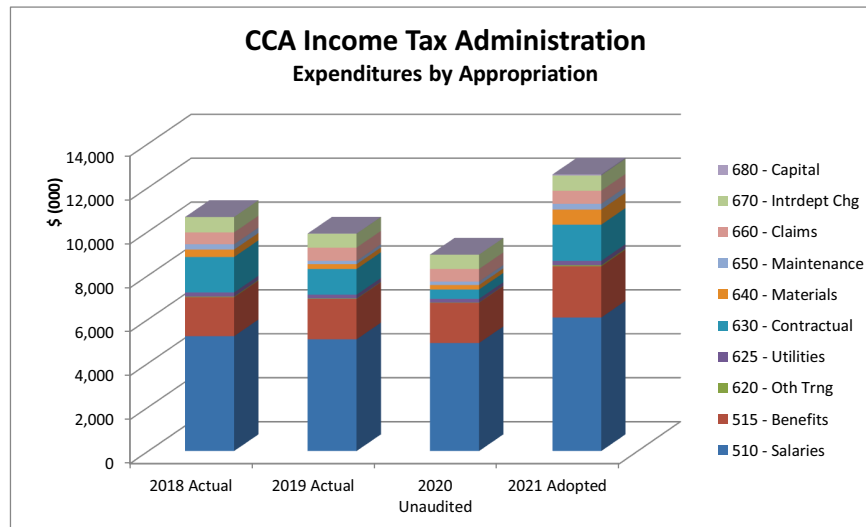
Expenditures (Continued)

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Bank Service Fees	195,434	189,145	199,095	225,000
Credit Card Processing Fees	124,900	99,504	63,068	210,000
	\$ 1,617,016	\$ 1,172,663	\$ 1,513,764	\$ 1,665,000
Materials & Supplies				
Office Supplies	\$ 361	\$ 1,765	\$ 2,120	\$ 7,000
Postage	234,548	90,589	144,745	400,000
Computer Supplies	—	—	585	5,000
Computer Hardware	26,132	46,044	41,581	80,000
Computer Software	36,973	36,326	2,822	69,800
Office Furniture & Equipment	967	15,000	—	3,000
Other Supplies	347	515	—	2,000
Batteries	—	—	—	500
Just In Time Office Supplies	37,762	29,479	13,728	55,000
	\$ 337,090	\$ 219,717	\$ 205,581	\$ 622,300
Maintenance				
Maintenance Office Equipment	\$ 50,880	\$ 5,579	\$ 7,438	\$ 27,900
Maintenance Contracts	2,336	2,336	4,120	5,500
Computer Hardware Maintenance	23,666	37,336	31,778	80,400
Computer Software Maintenance	164,601	102,833	158,702	180,600
Car Washes	375	—	19	300
	\$ 241,857	\$ 148,084	\$ 202,058	\$ 294,700
Claims, Refunds, Maintenance				
Court Costs	\$ 15,791	\$ 16,405	\$ 784	\$ 20,000
Indirect Cost	526,099	590,293	574,230	554,888
	\$ 541,890	\$ 606,698	\$ 575,014	\$ 574,888
Interdepart Service Charges				
Charges From Telephone Exch	\$ 58,049	\$ 50,227	\$ 53,515	\$ 54,066
Charges From Print & Repro	213,759	151,354	172,442	262,995
Charges From M.V.M.	7,084	7,322	4,938	8,068
Charges From Division Of Maint	425,000	425,000	425,000	425,000
	\$ 703,892	\$ 633,902	\$ 655,894	\$ 750,129
Capital Outlay				
Office Equipment	\$ —	\$ 5,199	\$ —	\$ 10,000
Automobiles	—	—	—	35,000
	\$ —	\$ 5,199	\$ —	\$ 45,000
	\$ 10,656,837	\$ 9,899,922	\$ 10,092,393	\$ 12,906,845

CCA INCOME TAX ADMINISTRATION

Revenues

	2018 Actual	2019 Actual	2020 Unaudited	2021 Budget
Miscellaneous	\$ 3,232,746	\$ 3,024,323	\$ 2,715,207	\$ 4,223,771
Due To Member Municipalities	1,650	1,650	—	2,000
Income Tax	7,280,000	6,895,000	6,230,000	8,678,000
Interest Earnings/Investment Income	380,629	529,174	90,414	—
	\$ 10,895,024	\$ 10,450,147	\$ 9,035,621	\$ 12,903,771





CCA INCOME TAX ADMINISTRATION

COMPARISON OF STAFFING LEVEL

No. of Employees			Salary Schedule		
Budget 2020	December 2020	Budget 2021	Position	Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	0	2	Asst. Income Tax Administrator	26,273.96	125,000.00
1	2	1	Income Tax Administrator	42,758.15	152,224.32
2	2	3			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Accountant Clerk II	10.00	19.33
3	1	3	Customer Service Rep-Call Center	15.00	21.05
23	14	22	Income Tax Tracer	15.00	21.45
3	2	3	Junior Cashier	15.00	19.30
3	1	3	Junior Clerk	15.00	16.82
1	1	1	Principal Cashier	16.35	27.01
1	1	1	Principal Clerk	16.60	22.86
1	1	1	Stock Clerk	15.00	20.74
36	22	35			
<u>PROFESSIONALS</u>					
1	1	1	Accountant IV	20,800.00	65,610.28
6	5	6	Administrative Manager	31,200.00	122,426.51
10	8	10	Assistant Administrator	31,200.00	76,852.88
3	3	3	Assistant Director of Law	31,200.00	96,971.22
7	8	8	Auditor	20,800.00	65,000.00
2	0	2	Auditor II	31,200.00	68,000.00
1	2	2	Fiscal Manager	23,647.11	97,175.21
2	2	2	Income Tax Supervisor	20,800.00	72,000.00
1	1	1	Personnel Administrator	26,273.96	91,088.49
6	5	6	Senior Tax Auditor	20,800.00	65,000.00
5	4	5	Supervising Tax Auditor	20,800.00	67,000.00
14	12	14	Tax Auditor I	17.16	22.47
10	6	10	Tax Auditor II	18.37	24.74
68	57	70			



CCA INCOME TAX ADMINISTRATION

COMPARISON OF STAFFING LEVEL

No. of Employees			Salary Schedule		
Budget 2020	December 2020	Budget 2021	Position	Minimum	Maximum
<u>PARA-PROFESSIONALS</u>					
2	2	2	Paralegal	31,200.00	50,203.50
2	2	2			
108	83	110	TOTAL FULL TIME		
<u>PART TIME</u>					
3	0	0	Assistant Administrator	31,200.00	76,852.88
1	0	1	Auditor	20,800.00	65,000.00
1	1	1	Income Tax Tracer	15.00	21.45
12	3	15	Student Aide	10.00	11.94
17	4	17	TOTAL PART TIME		
125	87	127	TOTAL DIVISION		



Appropriation Ordinance

Legislative Branch	\$	7,922,245
Judicial Branch	\$	41,506,269
Executive Branch		
General Government		23,723,220
Department of Aging		1,600,724
Department of Human Resources		3,814,662
Department of Law		15,287,450
Department of Finance		22,969,156
Department of Public Health		11,114,252
Department of Public Safety		371,484,995
Department of Public Works		80,816,077
Department of Community Development		1,962,106
Department of Building and Housing		13,883,487
Department of Economic Development		1,924,383
Nondepartmental		61,312,819
Total Executive Branch		609,893,331
TOTAL GENERAL FUND		659,321,845
Special Revenue Funds		113,574,526
Internal Service Funds		154,542,049
Enterprise Funds		767,674,373
Agency Funds		12,906,845
Debt Service Funds		75,747,612
TOTAL APPROPRIATIONS FOR 2021		\$ 1,783,767,250

GENERAL FUND

LEGISLATIVE BRANCH

Council and Clerk of Council		\$	7,922,245
I Personnel and Related Expenses	\$		6,070,456
II Other Expenses			1,851,789
TOTAL LEGISLATIVE BRANCH		\$	7,922,245

JUDICIAL BRANCH

Municipal Court - Judicial Division		\$	24,244,053
I Personnel and Related Expenses	\$		19,545,934
II Other Expenses			4,698,119

Municipal Court - Clerk's Division		\$	12,271,197
I Personnel and Related Expenses	\$	10,460,301	
II Other Expenses		1,810,896	
 Municipal Court - Housing Division		\$	4,991,019
I Personnel and Related Expenses	\$	4,695,454	
II Other Expenses		295,565	
 TOTAL JUDICIAL BRANCH		\$	41,506,269

EXECUTIVE BRANCH

GENERAL GOVERNMENT

Office of the Mayor		\$	2,699,373
I Personnel and Related Expenses	\$	2,574,678	
II Other Expenses		124,695	
 Office of Capital Projects		\$	6,868,551
I Personnel and Related Expenses	\$	6,169,577	
II Other Expenses		698,974	
 Office of Quality Control & Performance Management		\$	1,157,120
I Personnel and Related Expenses	\$	1,119,231	
II Other Expenses		37,889	
 Landmarks Commission		\$	218,363
I Personnel and Related Expenses	\$	206,257	
II Other Expenses		12,106	
 Board of Building Standards and Appeals		\$	159,294
I Personnel and Related Expenses	\$	134,496	
II Other Expenses		24,798	
 Board of Zoning Appeals		\$	242,583
I Personnel and Related Expenses	\$	218,945	
II Other Expenses		23,638	



Appropriation Ordinance

Civil Service Commission		\$	1,358,473
I Personnel and Related Expenses	\$	764,464	
II Other Expenses		594,009	
Community Relations Board		\$	2,034,480
I Personnel and Related Expenses	\$	1,738,083	
II Other Expenses		296,397	
City Planning Commission		\$	2,147,611
I Personnel and Related Expenses	\$	1,838,731	
II Other Expenses		308,880	
Boxing and Wrestling Commission		\$	28,884
I Personnel and Related Expenses	\$	28,884	
Office of Sustainability		\$	1,122,905
I Personnel and Related Expenses	\$	824,184	
II Other Expenses		298,721	
Office of Equal Opportunity		\$	919,235
I Personnel and Related Expenses	\$	739,838	
II Other Expenses		179,397	
Office of Prevention, Intervention & Opportunity		\$	4,010,925
I Personnel and Related Expenses	\$	1,189,425	
II Other Expenses		2,821,500	
Office of Budget & Management		\$	755,423
I Personnel and Related Expenses	\$	736,658	
II Other Expenses		18,765	
TOTAL GENERAL GOVERNMENT		\$	23,723,220
DEPARTMENT OF AGING			
Department of Aging		\$	1,600,724
I Personnel and Related Expenses	\$	1,240,723	
II Other Expenses		360,001	
TOTAL DEPARTMENT OF AGING		\$	1,600,724

DEPARTMENT OF HUMAN RESOURCES

Department of Human Resources		\$	3,814,662
I Personnel and Related Expenses	\$	1,967,469	
II Other Expenses		1,847,193	

TOTAL DEPARTMENT OF HUMAN RESOURCES		\$	3,814,662
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DEPARTMENT OF LAW

Department of Law		\$	15,287,450
I Personnel and Related Expenses	\$	7,457,444	
II Other Expenses		7,830,006	

TOTAL DEPARTMENT OF LAW		\$	15,287,450
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DEPARTMENT OF FINANCE

Finance Administration		\$	2,048,999
I Personnel and Related Expenses	\$	1,464,212	
II Other Expenses		584,787	

Division of Accounts		\$	2,570,095
I Personnel and Related Expenses	\$	1,730,453	
II Other Expenses		839,642	

Division of Assessments and Licenses		\$	5,538,614
I Personnel and Related Expenses	\$	3,791,404	
II Other Expenses		1,747,210	

Division of Treasury		\$	804,903
I Personnel and Related Expenses	\$	662,083	
II Other Expenses		142,820	

Division of Purchases and Supplies		\$	834,759
I Personnel and Related Expenses	\$	800,499	
II Other Expenses		34,260	



Appropriation Ordinance

Bureau of Internal Audit		\$	1,277,006
I Personnel and Related Expenses	\$	572,281	
II Other Expenses		704,725	
 Division of Financial Reporting and Control		\$	1,594,754
I Personnel and Related Expenses	\$	1,552,943	
II Other Expenses		41,811	
 Information Systems Services		\$	8,300,026
I Personnel and Related Expenses	\$	3,135,137	
II Other Expenses		5,164,889	
 TOTAL DEPARTMENT OF FINANCE		\$	22,969,156

DEPARTMENT OF PUBLIC HEALTH

Public Health Administration		\$	2,199,962
I Personnel and Related Expenses	\$	1,394,443	
II Other Expenses		805,519	
 Division of Health		\$	5,339,413
I Personnel and Related Expenses	\$	2,812,088	
II Other Expenses		2,527,325	
 Division of Environment		\$	2,317,317
I Personnel and Related Expenses	\$	1,838,147	
II Other Expenses		479,170	
 Division of Air Quality		\$	1,030,200
I Personnel and Related Expenses	\$	581,337	
II Other Expenses		448,863	
 Division of Health, Equity and Social Justice		\$	227,360
I Personnel and Related Expenses	\$	227,360	
II Other Expenses		—	
 TOTAL DEPARTMENT OF PUBLIC HEALTH		\$	11,114,252



DEPARTMENT OF PUBLIC SAFETY

Public Safety Administration		\$	7,292,191
I Personnel and Related Expenses	\$	4,115,227	
II Other Expenses		3,176,964	
Division of Police		\$	218,153,161
I Personnel and Related Expenses	\$	202,882,489	
II Other Expenses		15,270,672	
Division of Fire		\$	98,341,723
I Personnel and Related Expenses	\$	93,511,813	
II Other Expenses		4,829,910	
Division of Emergency Medical Services		\$	33,967,871
I Personnel and Related Expenses	\$	29,551,113	
II Other Expenses		4,416,758	
Division of Animal Control Services		\$	3,190,691
I Personnel and Related Expenses	\$	2,397,047	
II Other Expenses		793,644	
Division of Correction		\$	4,517,301
I Personnel and Related Expenses	\$	264,991	
II Other Expenses		4,252,310	
Office of Professional Standards		\$	1,502,165
I Personnel and Related Expenses	\$	1,313,579	
II Other Expenses		188,586	
Police Review Board		\$	172,879
I Personnel and Related Expenses	\$	167,629	
II Other Expenses		5,250	
Community Police Commission		\$	594,471
I Personnel and Related Expenses	\$	431,528	
II Other Expenses		162,943	
Police Inspector General		\$	243,279
I Personnel and Related Expenses	\$	230,829	
II Other Expenses		12,450	



Appropriation Ordinance

Department of Justice		\$	3,509,263
I Personnel and Related Expenses	\$	1,635,788	
II Other Expenses		1,873,475	

TOTAL DEPARTMENT OF PUBLIC SAFETY		\$	371,484,995
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DEPARTMENT OF PUBLIC WORKS

Division of Public Works Administration		\$	3,183,328
I Personnel and Related Expenses	\$	2,974,888	
II Other Expenses		208,440	

Division of Recreation		\$	15,558,362
I Personnel and Related Expenses	\$	10,478,558	
II Other Expenses		5,079,804	

Division of Parking Facilities-On Street		\$	1,001,431
I Personnel and Related Expenses	\$	905,915	
II Other Expenses		95,516	

Division of Property Management		\$	8,571,306
I Personnel and Related Expenses	\$	6,147,883	
II Other Expenses		2,423,423	

Division of Park Maintenance and Properties		\$	17,073,377
I Personnel and Related Expenses	\$	10,242,240	
II Other Expenses		6,831,137	

Division of Waste Collection & Disposal		\$	31,492,036
I Personnel and Related Expenses	\$	16,317,184	
II Other Expenses		15,174,852	

Division of Traffic Engineering		\$	3,936,237
I Personnel and Related Expenses	\$	2,987,152	
II Other Expenses		949,085	

TOTAL DEPARTMENT OF PUBLIC WORKS		\$	80,816,077
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DEPART OF COMM. DEVELOPMENT DIRECTOR'S OFFICE

Community Development Director's Office		\$	1,962,106
I Personnel and Related Expenses	\$	430,003	
II Other Expenses		1,532,103	

TOTAL DEPARTMENT OF COMM. DEVELOPMENT		\$	1,962,106
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DEPARTMENT OF BUILDING AND HOUSING

Building and Housing Director's Office		\$	3,511,702
I Personnel and Related Expenses	\$	2,673,896	
II Other Expenses		837,806	

Division of Code Enforcement		\$	8,860,647
I Personnel and Related Expenses	\$	8,550,500	
II Other Expenses		310,147	

Division of Construction Permit		\$	1,511,138
I Personnel and Related Expenses	\$	1,485,495	
II Other Expenses		25,643	

TOTAL DEPARTMENT OF BUILDING AND HOUSING		\$	13,883,487
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DEPARTMENT OF ECONOMIC DEVELOPMENT

Economic Development		\$	1,924,383
I Personnel and Related Expenses	\$	1,907,203	
II Other Expenses		17,180	

TOTAL DEPARTMENT OF ECONOMIC DEVELOPMENT		\$	1,924,383
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Appropriation Ordinance

NONDEPARTMENTAL

County Auditor Deductions		\$	1,020,000
II Other Expenses	\$	1,020,000	
Other Administrative		\$	16,290,490
II Other Expenses	\$	16,290,490	
Transfers to Other Funds		\$	44,002,329
II Other Expenses	\$	44,002,329	

TOTAL NONDEPARTMENTAL		\$	61,312,819
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TOTAL EXECUTIVE BRANCH		\$	609,893,331
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TOTAL GENERAL FUND		\$	659,321,845
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SPECIAL REVENUE FUND

Restricted Income Tax Fund		\$	53,138,172
II Other Expenses	\$	53,138,172	
Street Construction, Maintenance & Repair Fund		\$	36,866,551
I Personnel and Related Expenses	\$	18,972,421	
II Other Expenses		17,894,130	
Schools Recreation & Cultural Activities Fund		\$	1,125,000
II Other Expenses	\$	1,125,000	
Division of Public Auditorium & Stadium-Stadium		\$	22,444,803
II Other Expenses	\$	22,444,803	

TOTAL SPECIAL REVENUE FUNDS		\$	113,574,526
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DEBT SERVICE FUND

Sinking Fund Commission		\$	75,747,612
III Debt Service	\$	75,747,612	

TOTAL DEBT SERVICE FUNDS		\$	75,747,612
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INTERNAL SERVICE FUND

Sinking Fund Commission		\$	836,600
I Personnel and Related Expenses	\$	226,130	
II Other Expenses	\$	610,470	
Information Systems Services-Telephone Exchange		\$	11,796,003
I Personnel and Related Expenses	\$	1,426,241	
II Other Expenses		10,369,762	
Radio		\$	6,393,418
I Personnel and Related Expenses	\$	752,169	
II Other Expenses		5,641,249	
Division of Motor Vehicle Maintenance		\$	21,177,957
I Personnel and Related Expenses	\$	6,562,591	
II Other Expenses		14,615,366	
Division of Printing and Reproduction		\$	2,772,476
I Personnel and Related Expenses	\$	1,048,784	
II Other Expenses		1,723,692	
City Storeroom and Central Warehouse		\$	533,729
I Personnel and Related Expenses	\$	63,529	
II Other Expenses		470,200	
Health Self Insurance		\$	92,530,298
II Other Expenses	\$	92,530,298	
Prescription Self Insurance		\$	18,501,568
II Other Expenses	\$	18,501,568	
TOTAL INTERNAL SERVICE FUNDS		\$	154,542,049



Appropriation Ordinance

ENTERPRISE FUNDS

DEPARTMENT OF PUBLIC UTILITIES

Utilities Administration		\$	8,482,973
I Personnel and Related Expenses	\$	6,989,380	
II Other Expenses		1,493,593	
Division of Fiscal Control		\$	8,938,937
I Personnel and Related Expenses	\$	7,282,697	
II Other Expenses		1,656,240	
Division of Water		\$	345,804,217
I Personnel and Related Expenses	\$	92,788,320	
II Other Expenses		253,015,897	
Division of Water Pollution Control		\$	28,972,780
I Personnel and Related Expenses	\$	11,826,428	
II Other Expenses		17,146,352	
Division of Cleveland Public Power		\$	210,011,087
I Personnel and Related Expenses	\$	28,278,878	
II Other Expenses		181,732,209	

TOTAL DEPARTMENT OF PUBLIC UTILITIES		\$	602,209,994
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DEPARTMENT OF PORT CONTROL

Divisions of Cleveland Hopkins & Burke Lakefront			
Airports - Operations		\$	151,549,889
I Personnel and Related Expenses	\$	32,711,537	
II Other Expenses		118,838,352	

TOTAL DEPARTMENT OF PORT CONTROL		\$	151,549,889
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DEPARTMENT OF PUBLIC WORKS

Division of Cemeteries		\$	1,823,789
I Personnel and Related Expenses	\$	1,313,175	
II Other Expenses		510,614	
Golf Course Fund		\$	1,408,036
I Personnel and Related Expenses	\$	—	
II Other Expenses		1,408,036	
Division of Parking Facilities-Off Street Parking		\$	6,040,975
I Personnel and Related Expenses	\$	1,224,444	
II Other Expenses		4,816,531	
Division of Public Auditorium		\$	2,827,799
I Personnel and Related Expenses	\$	1,303,523	
II Other Expenses		1,524,276	
Division of West Side Market		\$	1,813,891
I Personnel and Related Expenses	\$	474,310	
II Other Expenses		1,339,581	

TOTAL DEPARTMENT OF PUBLIC WORKS

\$ 13,914,490

TOTAL ENTERPRISE FUNDS

\$ 767,674,373

AGENCY FUND

Central Collection Agency		\$	12,906,845
I Personnel and Related Expenses	\$	8,703,828	
II Other Expenses		4,203,017	

TOTAL AGENCY FUND

\$ 12,906,845

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

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

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

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

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

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

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

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

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

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

CCA - Central Collection Agency

CMSD - Cleveland Metropolitan School District

COC - City of Cleveland

CPI - Consumer Price Index

CRB - Community Relations Board

CSB - Cleveland Small Businesses

CWD - Cleveland Water Department

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

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

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

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

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

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

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

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

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

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

DPC - The Department of Port Control

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

Decertification - The withdrawal of financial obligation.

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

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

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

EMS - Emergency Medical Service

Economic Indicator - A piece of economic data, usually of macroeconomic scale, that is used by investors to interpret current or future investment possibilities and judge the overall health of an economy. Economic



indicators can potentially be anything the investor chooses, but specific pieces of data released by government and non-profit organizations have become widely followed.

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

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

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

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

FBE - Female Business Enterprises

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

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

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

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

GIS - Geographic Information System

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

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

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

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

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

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

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

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

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

LEED - Leadership in Energy and Environmental Design

LPE - Local Producer Enterprises

MBE - Minority Business Enterprises

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

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

OBC - Ohio Building Code

OBM - Office of Budget & Management

ODOT - Ohio Department of Transportation

OEO - Office of Equal Opportunity

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

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

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

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

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

Receipts - Cash recognized upon collection.



Glossary

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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REFERENCE DOCUMENTS

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

2019 Comprehensive Annual Financial Report

Bureau of Labor Statistics

Department of Commerce

Ohio Labor Market Information; Leading Indicators

Position Salary Bands taken from updates to Ordinance No. 323-15, passed March 30, 2015 (updates as of 1/20/2021)



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.