

2012 BUDGET BOOK



CITY OF CLEVELAND, OHIO

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MAYOR



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CITY OF CLEVELAND
Mayor Frank G. Jackson

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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.



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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's Letter of Transmittal: 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. It also helps to inform constituents of specific types of information or projects not found in the budget book itself and how to use the document. The Mayor discusses financial challenges, past and future, projected growth trends of the City, current development projects, and objectives for dealing with identified economic challenges.

The Introductory Section: This section summarizes for constituents the overall reason for being for the City's Budget document. This includes the use of the document as a Policy guide for understanding goals and objectives, a Financial Plan for understanding the financial state and fiscal policies of the City, an Operations Guide for understanding how departments and funds are organized and what activities are carried out by each Department, and a Communication device which helps explain budgetary issues, priorities, and provides City background, demographics, and profile information.

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. It also itemizes budget initiatives identified by the Mayor to help sustain economic growth, and influence the investment of resources in our area. The Capital section explains capital expenditures, how the city handles and allocates capital resources, and the difference in capital versus ongoing operating expenses.

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 projected balances for all City funds.

Department Detail: This section highlights the following information for each Department and Division within the City:

- Narratives which include a Mission Statement detailing each sections reason for being.
- A list of the major Department / Division Programs and objectives.
- Detailed, 3 year historical budgetary expenses and revenues.
- Detailed budgeted staffing levels.

Glossary: Provided to aid with the terminology that may be unique to the City.



Mayor's Letter of Transmittal



FEBRUARY 1, 2012

To the Cleveland City Council and Citizens of Cleveland:

The City of Cleveland has successfully faced financial challenges of every size and shape. By focusing on streamlining operations, reducing costs, increasing revenue and refinancing debt, we have managed to close potential budget gaps and balance the budget with minimal layoffs and service reductions.

Although the City of Cleveland's 2012 budget still faces challenges, a resurgent local economy should allow the City to begin turning the corner after the national recession of 2008-2009. We are projecting general fund revenue to be \$490,223,801 with expenses of \$506,980,903. A modest projected growth in income tax revenue is attributable to a number of factors, including:

- The remarkable comeback of the big three U.S. auto manufacturers which is benefitting Cleveland's sophisticated network of advanced manufacturing suppliers; and,
- The construction booms in Downtown Cleveland and University Circle, resulting in short-term income tax boosts from construction jobs, to be followed by long-term income tax growth from health care and travel and tourism employment.

We are already seeing statistical verification of these trends. Based on October 2011 statistics compiled by the Bureau of Labor Statistics, the Cleveland-Elyria-Mentor metro area's 7.1% unemployment rate tied with Austin, Texas for the 6th lowest rate in the nation (amongst metro areas with at least 1.5 million persons).

Construction continues on schedule for four downtown projects that will further my goal of making downtown Cleveland a thriving 24-hour city: a \$33 million Greater Cleveland Aquarium project (which opened in January 2012), a \$500 million Casino (projected opening in June 2012), a \$272 million Flats East Bank project (opening in the spring of 2013), and a \$465 million Medical Mart and Convention Center (opening in the summer of 2013). These projects are creating thousands of short-term construction jobs and long-term jobs in the hospitality, health care, retail and service industries, providing a welcome infusion of tax revenue for the city.

A November 30, 2011, New York Times article reported \$162 million of investments in what it called Cleveland's second downtown - University Circle. This includes a new hotel, an addition to the Cleveland Institute of Art, a new building for the Museum of Contemporary Art, and housing, retail and plaza spaces.

Since the Euclid Avenue Health Line bus rapid transit project opened in October, 2008, over \$5 billion of public and private investment has occurred in this key development corridor linking downtown Cleveland and University Circle.

In addition to these significant development projects, several years ago I launched our Sustainable Cleveland 2019 initiative which is focused on the long-term transformation of our region's economic base. Each year is devoted to a distinct sustainable objective, and in 2012 we will focus on local food production.

Mayor's Letter of Transmittal



Our enterprise departments are continuing to solidify their positions in the local economy. The Department of Port Control, and therefore, the Cleveland Airport System, is stable and continuing to position itself for future growth. All three divisions in the Department of Public Utilities - the Division of Water, Water Pollution Control and especially Cleveland Public Power - have increased their unencumbered balances. Additionally, the amount of delinquent payments to our utilities is decreasing, particularly at the Division of Water.

While these promising short-term and long-term indicators of revenue growth are encouraging, we continue to plan for unexpected downturns by proactively reducing our operating costs in many areas. We successfully managed through unprecedented State imposed budget cuts in 2011; but in 2012, the cost of providing health care for our employees and other costs will continue to rise. This 2012 Mayor's Estimate addresses these challenges, while maintaining at least the same level of service we provided in 2011 and in some cases enhancing service, by accelerating the call back of 20 police officers from layoff, re-opening Recreation Centers on Saturdays and re-staffing playgrounds for the summer.

To date, we have successfully negotiated with 29 of the City's 31 collective bargaining units on wages and health care benefits. These negotiations, in tandem with the administrative decision to enact these measures for non-union personnel, provide a pattern for the negotiations with the City's remaining collective bargaining units.

Therefore, the 2012 budget contains the following measures:

- A 3% wage increase commencing April 1, 2012;
- A 2% increase in income tax revenue over the 2011 budgeted number;
- Significant reductions in three traditional State revenue sources in response to the State of Ohio's unprecedented 2011 cuts: a \$12.6 million reduction of Local Government Fund revenue, a \$5.5 million reduction of Commercial Activity Tax revenue, and a \$1 million reduction in Tangible Personal Property Tax revenue;
- The elimination of most vacant positions;
- The continuation of the hiring freeze that has been in effect since 2006, except for critical positions;
- A full year of the \$3.8 million bed tax that now comes to the City on an annual basis as a result of its Medical Mart agreement.

All of what I have shared with you has an impact on the City's finances. The greatest challenges to our finances this year are the continued uncertainties created by the global economy and the unexpected budget decisions out of the State of Ohio. However, with this estimate, I am presenting a solid plan for balancing our budget despite these uncertainties.

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 2012, representing a general fund operating budget of \$507 million and a total citywide budget of \$1.3 billion.

Sincerely,

Frank G. Jackson, Mayor

City of Cleveland



City of Cleveland, Ohio

2012 Strategic Planning Process

Today's economic climate has caused governments, more and more, to find ways to trim costs and manage cash flow while continuing to deliver excellent customer service. As in Corporate America, Elected officials are now challenging their Departments to increase efficiency while providing constituents with the same level of service. This has resulted in more government organizations turning to performance-improvement tools to help improve internal processes and customer satisfaction.

Realizing the need for change in this area, the City of Cleveland implemented formalized Strategic Planning processes to help enhance its delivery of services and budgeting process. The City's Strategic plan defines its direction and outlines a roadmap for making decisions on allocating its resources. Included in the plan are the City's Mission Statement and Goals (see below), and outlines for achieving its Objectives and other high level initiatives within the specified time frame.

The overall process began, for the City, by the Mayor formulating goals and a broad plan then cascading those goals down the hierarchical ladder into the organization to be used by Departments for the formulation of Department Goals and Objectives that roll up to satisfy those of the Mayor.

Below is the Mission of the City of Cleveland and the broad goals generated by the Mayor for 2012.

CITY MISSION

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.

CITY GOALS

Quality Service

Customer Service

Efficiency through Technology

Departmental Goals

Each City Department is currently in the process of launching and executing its individual plan by aligning its resources with developed goals and priorities, and further cascading those goals down to the individual Divisions that make up the Department. Attached are the specific goals, aligned with those of the Mayor, established by each City Department as a means for achieving each of the Mayor's goals.

City of Cleveland Department Goals

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.
- 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 and access new funding opportunities through existing and new sources.

Building & Housing

- Quality Service
To stabilize neighborhoods for market recovery, the Department of Building & Housing will implement aggressive code enforcement initiatives to abate vacant nuisance property. Through an accelerated inspection initiative by the conclusion of 2012, inspection staff will inspect and condemn approximately 6,000 distressed uninhabitable vacant structures identifying each for either demolition or rehabilitation. In 2013, Department inspection staff will be deployed to timely inspect newly identified vacant structures.
- Customer Service
Through predictable and timely review of construction project plans and construction permit issuance in 2012, 90% of the project plan reviews will be completed within the prescribed review targets set in OETF. By the conclusion of 2013, 95% of the project plan reviews will be completed within the prescribed review targets.
- Quality Service
With the anticipated increase in demolition activity by both the City and the County Land Bank in 2012 - 2013, before closing a demolition permit, Department inspection staff will inspect and verify that the contractor has completed the site in compliance with contract specifications.
- Customer Service
In 2012, 75% of the responses to Citizen Requests for Inspections (i.e. citizen property complaints) will be completed within the Standard Level of Service (SLA) targets established in CitiStat and appropriate code enforcement action taken.
- Efficiency Through Technology
By the conclusion of 2012, completion of the Accela system professional services contract task items will result in the upgrade of the system, the ability to provide transparent property inspection data, the re-activation of "on-line" permit capability and the revamp of business process applications enhancing end user efficiency, productivity and work product quality.



City Planning

- Efficiency Through Technology
Neighborhood Data Analysis. Use 2010 Census data and other sources to produce reports showing current neighborhood conditions and trends.
- Quality Service
Healthy Neighborhoods Plan. Prepare plans identifying changes needed in each neighborhood to improve the health of Cleveland residents.
- Quality Service
"Group Plan" Implementation. Take action to begin implementation of the "Group Plan" for improvements to the downtown Malls and connections to Public Square and the lakefront.
- Quality Service
Bicycle Plan Update. Prepare a comprehensive update to the citywide bicycle plan and identify short-term and longer-term priorities for implementation.
- Customer Service
Visitor-Friendly Downtown. Implement an updated system of downtown "way finding" signs to direct visitors to downtown attractions (in partnership with Public Works).
- Quality Service
Transportation Project Implementation. Work to advance implementation of the West Shoreway and Inner belt projects and to continue planning for the Opportunity Corridor project.

Workforce Development

- Customer Service
To increase the number of successful job placements made by 10% over program year 2011.
- Quality Service
To improve the quality of programming provided to youth by requiring a workforce development component, including occupational skills training and leadership skills development, as a part of all funded youth programs.
- Customer Service
To pursue a Department of Labor Grant that would support the expansion of demand facing employment services to an eight county region.
- Quality Service
To work with the City and County Departments of Economic Development, and the City Office of Equal Opportunity to streamline the process for preparing and executing Workforce Development agreements.

Community Development

- Quality Service
Complete the tasks/performance to successfully close-out stimulus funded grants that expire in 2012 or early 2013.
- Efficiency Through Technology
Develop a database to better track and monitor development activities and projects.
- Quality Service
Successfully integrate the lead hazard control grant into the CD program offerings for improving the existing housing stock.
- Efficiency Through Technology
Land Bank will update its tracking system to account for: A. the ordinance that allows for all land bank sales to occur without legislation. B. Increase acquisition in 2012 due to projected increase in "Board of Revision" and demolition volume. C. Continued emphasis in sales for yard expansions.
- Quality Service
Continue to emphasize housing and multi-family renovation with NSP and housing Trust Fund programs with houses meeting the green building standards.

Community Relations Board

- Efficiency Through Technology
Create a database that includes e-mail addresses for community contacts for each staff person.
- Quality Service
Recruit 10 or more volunteer magistrates per year for the youth community diversion program.
- Customer Service
Host 35 or more information or resource fairs for special constituent groups like multicultural/ethnic, re-entry and residents where internal City Hall or external community based information is distributed.

Public Health

- Customer Service
By Quarter 4, secure additional Title X funding for the J. Glen Smith Health Center to serve as a separate Title X provider.
- Quality Service
By Q3, CDPH will expand its outreach campaigns to educate and inform the community about critical public health issues by applying for an additional Public Health Emergency Response grant.
- Efficiency Through Technology
By Q1, standardize the management, monitoring and oversight of CDPH grants across all Divisions by instituting monthly monitoring of all grant activities.



Economic Development

- **Quality Service**
Complete the financing and bidding of the new third district police station and communications facility.
- **Efficiency Through Technology**
Develop and implement Job Tracking and compare information to Workforce Development agreement requirements and referrals through Workforce Development. Establish follow-up with companies to insure compliance with agreements.
- **Customer Service**
Develop a strategy for support of micro-lending to encourage new small businesses, especially for women and minorities.
- **Customer Service**
Continue to provide excellent customer service to Cleveland businesses, responding within 2 days of inquiries.

Finance

- **Customer 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.
- **Quality 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.
- **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.

Public Works

- Quality Service
Provide sustainable proactive approach to service delivery and recreational activities, which improves the quality of life for our residents and visitors.
- Quality Service
Provide consistent quality service, clean neighborhoods and safe right of ways for pedestrians, motorist, and visitors that make our city a better place to live, work and play.
- Customer Service
Operate and maintain clean, accessible, vibrant public spaces for exploration, relaxation, and exercise, while connecting culturally diverse venues of sports, entertainment, and educational experiences.
- Efficiency Through Technology
Implement technologies to assist with the management and decision making of operations and add value by creating operational efficiencies.

Capital Projects

- Quality Service
Standardize all processes and procedures dealing with design and bidding of a project for whole of Department to better predict outcomes and project delivery starting in 3rd quarter 2012.
- Quality Service
Implement a Quality Assurance program for all aspects of design and construction, department wide starting 3rd quarter of 2010.
- Customer Service
Publish a quarterly capital report and make available online to stakeholders and others starting the 2nd quarter of 2012.
- Customer Service
Create and maintain a MOCAP web page on the City's website to keep stakeholders and others informed of the progress of projects by end of 3rd Quarter.
- Efficiency Through Technology
Train all employees in Sharepoint and other programs as needed by end of 4th quarter to increase computing skills of the Department.
- Efficiency Through Technology
Determine the best technology solution for project management of the MOCAP by end of 4th quarter of 2012.



Law

- **Efficiency Through Technology**
Explore, and implement, technology solution for monitoring the status of the Department's work, specifically public records and litigation, to further efficiency and accountability.
- **Customer Service**
Increase communication with client departments on the status of legal assistance requests and litigation.

Human Resources

- **Customer Service**
To become a more strategic partner to City departments by ensuring the delivery of quality and reliable services.
- **Efficiency Through Technology**
To become more efficient through automation (benefits automation, Employee Self Service, applicant tracking, records retention and scanning).
- **Quality Service**
To deliver quality, uniform and cost effective services to City employees in the areas of personnel administration, training, employee and labor relations, and benefits.

Public Utilities

- **Customer Service**
Implement the process for establishing a Departmental Strategic Business Plan that would best support the business of divisions combined as a result of the DPU Reorganization project. Measure: Work plan Approach.
- **Customer Service**
Continue Change Management activities that foster cooperation and enhances Customer Service. Measure: Work plan Approach.
- **Quality Service**
Develop and encourage a working relationship with the department of Economic Development to take greater advantage of opportunities through the expansion of a Water Service Agreement in partnership with other communities; this will foster financial stability, and improve the quality of service to our partner communities. Measure: Work plan Approach.
- **Efficiency Through Technology**
Develop a comprehensive IT Strategic Plan which articulates a Mission and Vision Statement that aligns with DPU business needs. This strategy should include IT architecture, ongoing service delivery, and the central points for developing an internal business IT partnership. The plan would provide a blueprint for the future IT Director. Measure: Work plan Approach.

- Customer Service

DPU will provide knowledgeable, caring, responsive and effective service delivery to satisfy our customer's needs in a timely and consistent manner. This superior customer service will extend to our quality of work performed internally and externally and can be monitored/measured by examining training outcomes and Performance Management (KPI's) Key Performance Indicators, as well accountability measures.

Office of Equal Opportunity

- Quality Service

Continue to make progress toward completion of the Disparity Study by July 2012.
- Efficiency Through Technology

Begin the testing and implementation of B2GNow contract compliance software.
- Customer Service

To be of value to certified contractors by hosting Quarterly Contractor Meetings to learn how OEO can best be of service to contractors.
- Efficiency Through Technology

To become a much more strategic partner internally & externally by developing a standardized Citywide Prevailing Wage touchpoint system.
- Quality Service

Develop a touchpoint system between OEO, Workforce Development, and Economic Development.
- Customer Service

Explore Community Benefits Policy to be adopted Citywide and develop a template Community Benefits Agreement.

Port Control

- Quality Service

Annually reduce airfield safety-related preventable accidents and incidents below the previous year.
- Customer Service

Annually maintain runway clearance time for CLE and BKL at 24 and 34 minutes, respectively, during the snow season.
- Customer Service

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

Annually increase non-airline revenues as a percentage of total airport operating revenues.



City Goals & Objectives

- Quality Service
Annually maintain CLE cost per enplanement in the lower 50% of United domestic hub airports.
- Quality Service
Annually increase BKL's market share of regional general aviation operations.

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.

Public Safety

- Quality Service
Continue to provide safe, reliable and rapid response to the Cleveland community.
- Quality Service
Begin the integration of the Divisions of Fire & EMS no later than 4th quarter 2012.
- Efficiency Through Technology
Implement automated Biometric Timekeeping System and procedures no later than 3rd quarter 2012.
- Efficiency Through Technology
Complete the implementation of a new Citywide Communications and Interoperability system no later than 4th quarter 2012.
- Customer Service
Develop outreach methods to the Community through Public Safety Social Media Campaigns and Blogs no later than 3rd quarter 2012.
- Customer Service
Implement the Community Risk Reduction Program in 2012.

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 Budget 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. 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 The Mayor's Letter of Transmittal, 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. Also, included is a detailed table of contents and a glossary of common terms to make it easy to locate and understand its contents.

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

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

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)

The Mayor's Estimate and final resultant budget book, focuses only on the annual operating budget for each division.

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.



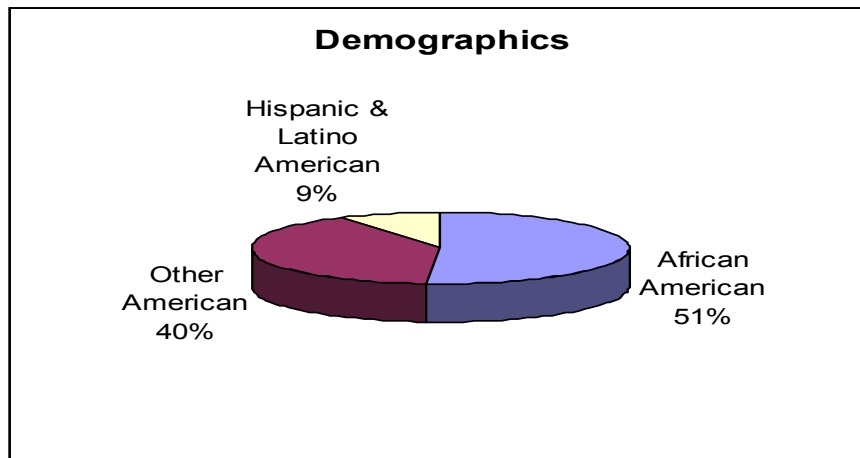
HISTORY

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



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 with a rich cultural heritage. According to the Community Survey estimates for 2010, the racial composition of Cleveland is 51% African American, 40% Other American, and 9% Hispanic and Latino Americans.



EDUCATION

The Cleveland Metropolitan 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 from CWRU are former Cleveland Mayor Carl B. Stokes, former Miami Dolphins Head Coach Don Shula, and Congress Members Stephanie Tubbs-Jones and Dennis Kucinich.

SPORTS

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

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

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



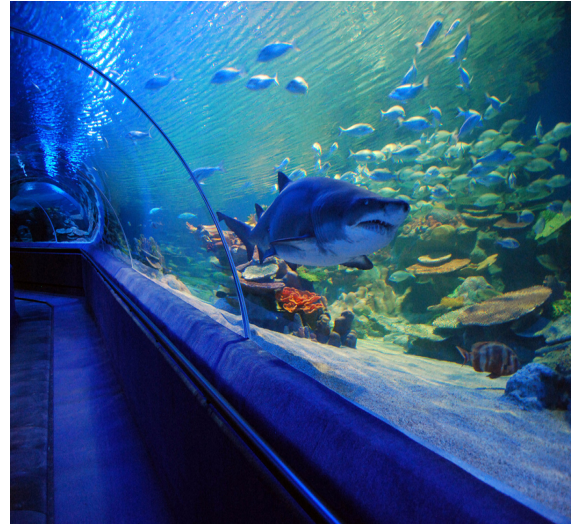
TOURISM

Cleveland has many attractions to appeal to all. The Rock & Roll Hall of Fame & Museum 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 Hall has driven more than \$1.7 billion in revenue averaging around \$107 million in revenue annually.

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

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

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.



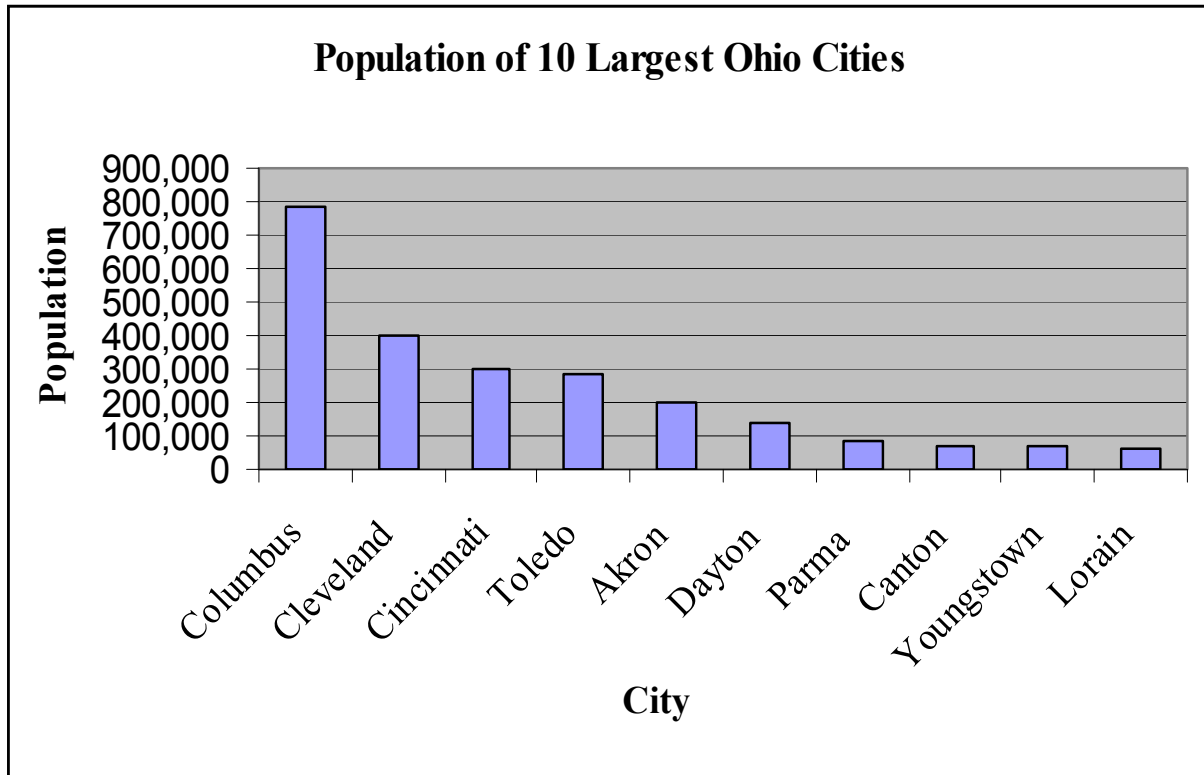
INTERNATIONAL

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 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 exchange. 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 on World Affairs, and many other international-focused organizations throughout Northeast Ohio.



Global Cleveland



Source: <http://www.citypopulation.de/USA-Ohio.html>

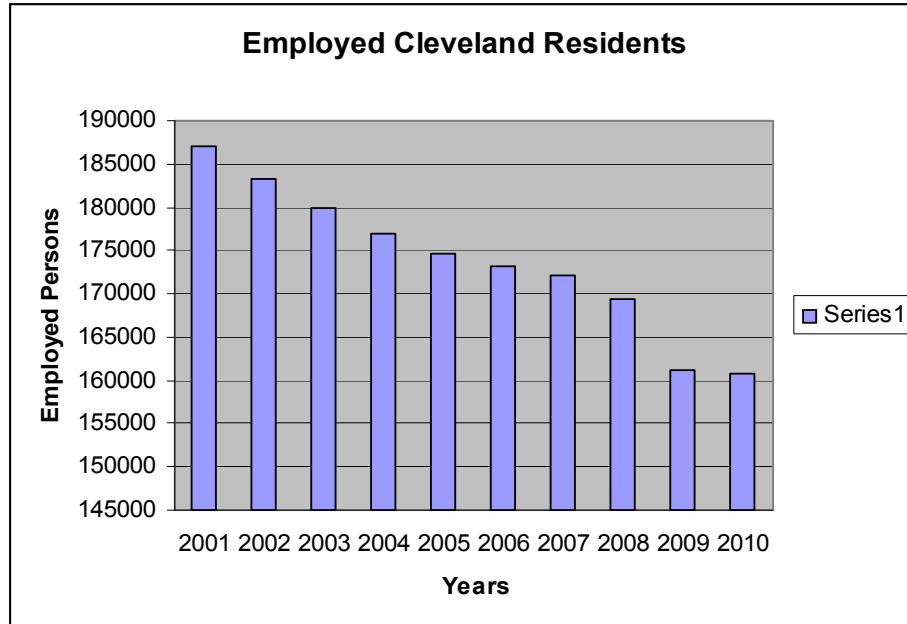
PRIMARY EMPLOYERS

<u>Company</u>	<u>Number of Employees</u>
The Cleveland Clinic Foundation	34,000
University Hospitals of Cleveland	13,224
Cuyahoga County	8,036
United States Postal Service	7,641
City of Cleveland	7,580
Cleveland Municipal School District	7,385
KeyCorp	5,553
The MetroHealth System	5,408
Case Western Reserve University	4,449
Sherwin-Williams Co.	3,058

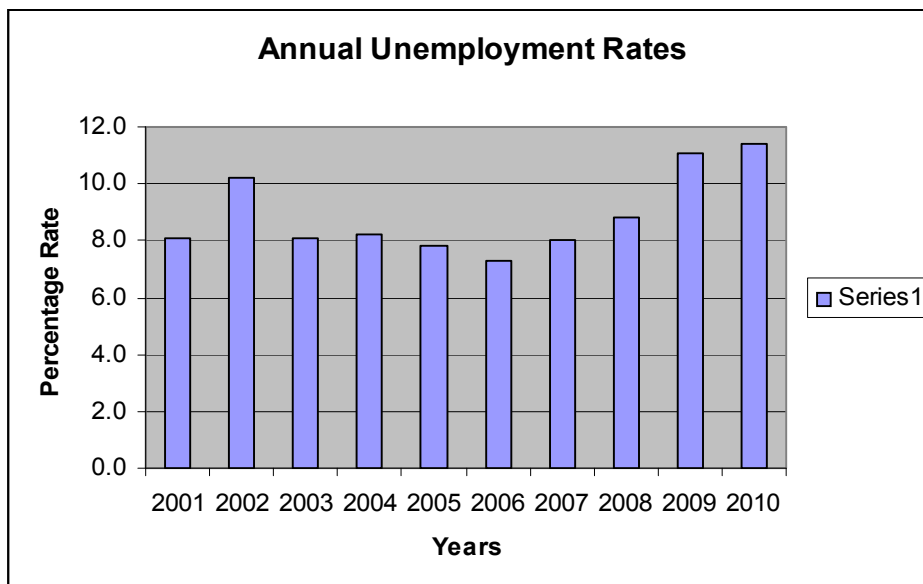
SOURCE: City of Cleveland, For the Fiscal Year ending December 31, 2010, Comprehensive Annual Financial Report

EMPLOYMENT AND UNEMPLOYMENT

The most common occupations in Cleveland are sales and office professionals, 22%; service workers, 20%; and management professional and related occupations, 19%. Approximately 65% work for companies, 15% work for the government and 3% are self-employed.



The leading industries in Cleveland are educational services, health care, and social assistance, 20%; manufacturing, 11%; and arts, entertainment, recreation, accommodation, and food services, 8%. According to government data, the average salary for jobs is \$31,476. The median income of households is \$24,105.





Cleveland at a Glance

CLEVELAND QUICK FACTS

Named for: General Moses Cleaveland, Surveyor for the Connecticut Land Company

First Settler: Lorenzo Carter

Nickname: The Forest City

Motto: Progress and Prosperity

Founded: 1796

Incorporated: Village: 1814

City: 1836

Country: United States

County: Cuyahoga

State: Ohio

Longitude: 81°40'11"W **Latitude:** 41°28'56"N

Area (square miles): 77.9

Elevation (above sea level): 653 feet

Population:

City of Cleveland (2009 est): 431,369

Cleveland-Akron-Elyria CSA (July 2007 est): 2,896,968

Time Zone: Eastern Standard Time (Summer DST)

Area Code: 216

Temperature

Avg. High

Avg. Low

Avg Lake Erie

January

33°F

19°F

34°F

July

81°F

62°F

71°F (August. 74°F)

Precipitation: Average Annual: 38.7"

Waterways: Major - Lake Erie, Cuyahoga River

Other - Rocky River, Big Creek, Doan Brook, Euclid Creek, Mill Creek

Tallest Building: Key Tower 948 feet

Airports: Cleveland Hopkins International Airport, Burke Lakefront Airport

Daily Newspaper: The Plain Dealer (<http://www.cleveland.com/>)

Cleveland Firsts

* Free home delivery of mail: 1863 * Electric streetcar operation: 1884

* Automatically operating wind turbine for electric generation: 1888

* Padded bicycle seat: 1892 * X-ray photo: 1896 * Successful blood transfusion: 1905

* Electric traffic signal: 1914 * Municipal airport: 1927 * Rock 'n Roll concert: 1952

* Successful coronary bypass operation: 1967 * African-American Mayor (major U.S. city): 1967

* NFL "Monday Night Football" game: 1970 * Artificial human chromosomes: 1997

Government: Mayor, Council (19 ward representatives)

Websites: City Administration: <http://www.city.cleveland.oh.us>

City Council: <http://www.clevelandcitycouncil.org/>

AIRPORT

- Size 2,000 Acres (Approx.)
- Terminals 5
- Runways 3
- Hours of Operation 24 hrs.
- Operations Per Year:
 - Commercial Airline Operations 58,514
 - Cargo Commercial Airline Operations 3,260
 - Taxi/Commuter Commercial 120,858
 - General Aviation 8,649
 - Military Flights 265
- Landings per day:
 - Commercial
 - Departures 250
 - Arrivals 250
 - General Aviation 180
- Public Parking Spaces:
 - Short-term 3,900
 - Long-term 3,240
- Services:
 - Passenger Airlines 8
 - All-Cargo Airlines 2
 - General Aviation Based Aircraft 50



POLICE

- Police Stations 5
- Public Safety Communications Center 1
- Police Headquarters 1
- Neighborhood Watch Locations 45
- Police Vehicles 650
- Motorcycles 47
- Helicopters 2
- Canine Teams 7
- 911 calls per year 294,358
- Cases Investigated 71,225



FIRE & EMS

• Fire Stations	22
• Engine Companies	22
• Ladder Companies	11
• Rescue Squads	3
• Incidents responded to	65,132
• Medical runs per year	80,267
• EMS calls per year	94,307
• Patients transported to area hospitals	61,751
• EMS Units	15



PARKS & RECREATION

• Park Sites	167
• Park Acreage	1,858
• Playgrounds	109
• Recreation Centers	20
• Swimming Pools	42
• Tennis Courts	111
• Public Golf Courses	1
• Shelters	44
• Basketball Courts	120
• Ball Fields	132



PARKING

• Parking Meters	3,000
• Parking Lots	4
• Parking Garages	4



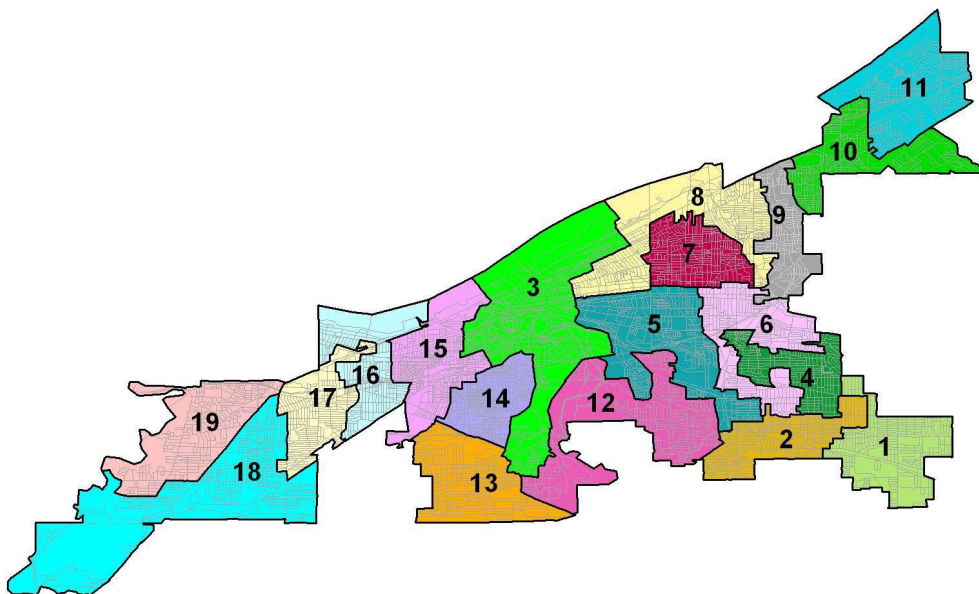
LAND USE	ACRES	PERCENT
• Vacant Land	2,755	5.5
• Single and Two-Family	14,456	29
• Townhouse	110	0.2
• Mixed-Use: Live-Work	15	0
• Multi-Family	1,832	3.7
• Office	357	0.7
• Retail	1,591	3.2
• Commercial Service	800	1.6
• Light Industry	3,171	6.4
• Heavy Industry	3,253	6.5
• Institutional	3,144	6.3
•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



Roster of Elected Officials

CITY COUNCIL	WARD	TELEPHONE	E-MAIL
Frank G. Jackson	Mayor	664-3990	frankjackson@city.cleveland.oh.us
Terrell H. Pruitt	1	664-4944	tpruitt@clevelandcitycouncil.org
Zachary Reed	2	664-4945	council2@clevelandcitycouncil.org
Joe Cimperman	3	664-2691	council3@clevelandcitycouncil.org
Kenneth L. Johnson	4	664-4941	council4@clevelandcitycouncil.org
Phyllis Cleveland	5	664-2309	council5@clevelandcitycouncil.org
Mamie J. Mitchell	6	664-4234	council6@clevelandcitycouncil.org
TJ Dow	7	664-2908	council7@clevelandcitycouncil.org
Jeffrey Johnson	8	664-4231	council8@clevelandcitycouncil.org
Kevin Conwell	9	664-4252	council9@clevelandcitycouncil.org
Eugene R. Miller	10	664-4743	council10@clevelandcitycouncil.org
Michael D. Polensek	11	664-4236	council11@clevelandcitycouncil.org
Anthony Brancatelli	12	664-4233	council12@clevelandcitycouncil.org
Kevin J. Kelley	13	664-2943	council13@clevelandcitycouncil.org
Brian J. Cummins	14	664-4238	council14@clevelandcitycouncil.org
Matt Zone	15	664-4235	council15@clevelandcitycouncil.org
Jay Westbrook	16	664-4230	council16@clevelandcitycouncil.org
Dona Brady	17	664-3708	council17@clevelandcitycouncil.org
Martin J. Sweeney	18	664-2942	council18@clevelandcitycouncil.org
Martin J. Keane	19	664-4239	council19@clevelandcitycouncil.org

WARDS OF THE CITY



AUGUST

- Budget training sessions are conducted and budget factors are distributed by the Office of Budget and Management (OBM) to ensure appropriate input from all Departments.
- Departments submit preliminary revenue and expense estimates to the Office of Budget and Management .

OCTOBER

- Preliminary budget review hearings are conducted with each Department.

NOVEMBER

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

DECEMBER

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

FEBRUARY

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

MARCH

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

APRIL

CITY BUDGET APPROVED

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



MAY

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

JUNE

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

THROUGH THE YEAR AS REQUIRED

CERTIFICATE / AMENDED CERTIFICATE OF RESOURCES

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

Fiscal Policies for the City of Cleveland, dictated by state law, City ordinances, and administrative policies, provide administrative guidelines for planning and directing the City's day-to-day financial affairs. Although the final, formal Fiscal Policy for the City of Cleveland is still under development, below are the existing fiscal processes and guidelines for optimizing resources and accomplishing citywide goals and objectives. The City's fiscal policy assures 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 Office of Budget & Management provides centralized budget and financial analysis for all Departments. The Office also produces monthly financial and economic analysis, enterprise fund budgeting, and independent analysis and evaluation of resource allocation and operational issues.

OPERATIONAL

The City conducts its fiscal and budgetary deliberations in City Hall Council Chambers. All proceedings are broadcast live and recorded by the City's, TV20 Television Station. Public announcements are published in the Sunday newspaper, and at least 72 hours in advance of the start of Budget Hearings

BUDGETARY CONTROL

By Ordinance, 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 appropriations can not be adjusted without additional authorization (Transfer Ordinance, Supplemental Ordinance) from Council. Although Line item budget adjust can be authorize by the Office of Budget & Management within the same department and fund, the Office is charged with ensuring that expenditures do not exceed revenues. This is quite often accomplished by establishing a budget freeze and / or postponing hiring of approved positions. It is the Mayor's policy to enact whatever stringent measures required to maintain existing levels of services to the residents of the City of Cleveland.

SALARIES

The City of Cleveland basically performs Zero Based Budgeting for its General Fund. As a result any approved salary increases, over the amount budgeted for salaries, is financed from vacancy savings in the department. Union Salaries, step increases, and pay bands are governed by approved labor agreements.

REVENUES AND RESERVES

Current revenues are balanced against current expenses in all funds on an annual basis. For the Enterprise Funds, the annual budget includes debt service payments as expenses and bond proceeds and grants are budgeted as revenues. The City of Cleveland's policy is to maintain a General Fund operating reserve of 5 percent of the total General Fund Operating budget.

UNENCUMBERED FUNDS

The City of Cleveland certifies to the County Auditor the total amount from all sources available for expenditures from each fund. This amount includes any unencumbered balances that existed at the end of the preceding year. The total appropriations from each fund can not exceed the total of the estimated revenue available for expenditure. General Fund Budgets that are not spent 100% by the end of the year are either used to offset required expense in other Departments (Transfer Ordinance) or reverts back to the General Fund unencumbered balance bottom line and "carried over" to help finance the new fiscal year.

CASH MANAGEMENT & INVESTMENTS

The City of Cleveland's Investment 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. The policy applies to the investment of all moneys of the City of Cleveland under the custody and control of the Division of Treasury.

Maintenance of adequate liquidity to meet the cash flow needs of the City is essential therefore portfolio are structured in a manner that ensures sufficient cash is available to meet anticipated liquidity needs.

Selection of investment maturities are consistent with the cash requirements in order to avoid the forced sale of securities prior to maturity and assets are invested in permitted investments with a stated maturity of no more than five (5) years from the date of purchase unless the security is matched to a specific obligation or debt of the City.

The City's investments are segregated into distinct portfolios, including the General Fund, the Divisions of Water, Airport, Utilities, Cemeteries, Safety, and Railroads. All Portfolios are managed to accomplish specific objectives concerning the preservation of principal, the maintenance of liquidity, and to maximize return throughout the budgetary cycles.

INDIRECT COSTS

The City of Cleveland utilizes a cost allocation plan to ensure that Enterprise Funds, Federal or State awards, and other grants bear their fair share of central service costs recognized under State and Federal guidelines and allowable by law. Generally, the non grant charge backs are based upon actual salaries for the previous year ending December 31. Indirect costs charged to Federal programs comply with the revised OMB Circular A-87 and are based on the actual allowable salaries of personnel assigned to the program.

FINANCIAL REPORTING

On a monthly basis the Office of Budget and Management analyzes the Regional economy and issues affecting it, including unemployment, inflation, prices, and economic growth. This data is disseminated to the Administration to help evaluate the financial health of the City and to aid in decision making processes involving our distribution of limited resources.

VACANCY REPLACEMENTS

Budget payroll projections performed by the Office of Budget & Management are based on the estimate of budgeted positions for the year. Working together with Personnel, All budgeted positions are fully funded regardless of the number of vacancies.

Dollars saved by not filling vacancies are quantified and reported throughout the year. Administrative decisions are made at the end of each year, based on the economy and other budget factors, concerning the ability to roll vacancy positions over into the coming year. Unfunded positions can be hired if swapped, after Administrative approval, with vacant positions within the same salary range. Payouts are budgeted anytime an employee indicates a specific retirement date.

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 for calculating the full cost of providing City services and recommending updates to existing fees which are based upon the fee ordinance. The current plan calls for the periodic review of regional and best practices and implementing a process by which all fees are reviewed during the course of four years

Most City Fee changes require City Council approval while a few can be changed through action by the Board of Control or at the discretion of a division director. The City considers on a case by case basis, raising fees currently below the cost of service.

CAPITAL AND DEBT

The total amount allocated, by Ordinance, for ongoing General Fund supported capital and debt is appropriated in the RIT (Restricted Income Tax) Fund. The amount appropriated for the RIT Fund (ongoing Debt and Capital) is 1/9th of the total Income Tax and Interest Income. A five-year Capital Improvement Plan is updated annually and includes other anticipated funding sources.

The City's accounting records for General Government operations (General, Special Revenue, Debt Service and Capital Projects Funds) are maintained on a basis consistent with Generally Accepted Accounting Principles (GAAP) with measurable revenues recorded when they become available to finance expenditures in the current fiscal year. Expenditures, other than principal and interest on debt, are recognized in the accounting period in which the liability arises.

The City limits long-term debt to only those capital improvements that cannot be financed from RIT revenue allocations. The City also collaborates with its financial advisors to structure debt in such a way the debt load is explicitly related to the operating budget and the ability to handle debt will not impair operating needs. The total general obligation debt load is limited to the unvoted 10 Mill limit to ensure no undue burden on the taxpayer. Debt schedules are prepared and included in the Annual Budget.

CAPITAL ASSETS

As defined under paragraph 19 of Government Accounting Standards Board Statement 34(GASB 34), the term capital assets includes land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, works of art and historical treasures, infrastructure and all tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period.

Capital assets are reported at historical cost, which equals the purchase price (net of discount if applicable) plus taxes, fees, assumed liens, clearing or demolition, installation, freight, assembly, special fittings and all incidental expenses necessary until it is ready for intended or final use. The cost of a capital asset also includes ancillary charges necessary to place the asset into its intended location and condition for use. Ancillary charges include costs that are directly attributable to asset acquisition-such as freight and transportation charges, site preparation costs, and professional fees. The City capitalizes interest during the construction/development phase for Enterprise Fund Capital Assets only (As described in FASB Statement Nos. 34 and 62) and donated capital assets are reported at their estimated fair value at the time of acquisition plus ancillary charges, if any.

In summary, the City includes as Capital Assets land and improvements, easements, buildings and improvements, parking garages, vehicles, machinery and equipment, and office furniture and equipment.

Depreciable assets are depreciated on a straight-line basis as the City currently does not use the modified approach for depreciation. All other assets are depreciated based on estimated useful life and zero salvage value is assumed on all assets therefore assets are depreciated to zero.



Budgetary Policies, Budgetary Process

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

Mayor's Estimate

City Ordinance states that the fiscal year of the City shall begin on the first day of January. On or before the fifteenth day of November in each year the Mayor shall prepare an estimate of the expense of conducting the affairs of the City for the following year and shall submit such estimate to Council no later than February 1 of said following year.

The Mayor's Estimate, prepared by the Finance Department with detailed data from the various Departments, contains:

- An itemized estimate of the expense of conducting business in each department.
- Comparisons of such estimates with the corresponding items of expenditure for the last three complete fiscal years (2 actual, most current year unaudited).
- Reasons for proposed increases or decreases in such items of expenditure compared with the current fiscal year.
- A statement from the Director of Finance of the total probable income of the City from taxes for the period covered by the Mayor's estimate.
- An itemization of all anticipated revenue from sources other than the tax levy.
- The amounts required for interest on the City's debt, sinking funds, maturing serial bonds and the total amount of outstanding City debt with a schedule of maturities of bond issues.

Upon receipt of the Mayor's estimate Council prepares a Temporary Appropriation Ordinance for the current expenses of the City, chargeable to the appropriations of the year when passed, sufficient to cover the necessary expenses of the various departments, divisions and offices until the annual appropriation ordinance is in force April 1st.

Transfer of Appropriations

At the end of each Budget Year, a Transfer Ordinance is prepared by the Finance Department and recommended by the Mayor to Council for the transfer of unencumbered balances of an appropriation made for the use of one department, division or purpose to any other department, division or purpose. The annual appropriation ordinance, passed by City Council, establishes the legal spending limits of each division in the two categories of, "personnel expenses", and "other expenses". Adjustments to the budget can only be made within a division and then within each category. Further legislation is needed, in the form of Transfer Ordinances, in order to move budget authority from "personnel" to "other" or vice versa, or between divisions.

City Council must adopt a permanent appropriation measure for the fiscal year by April 1 and, the Cuyahoga County Auditor must certify that the City's appropriation measure does not exceed the amounts set forth in the County Budget Commission's Certificate of Estimated Resources. The City is required by State Law to adopt annual budgets for the General Fund, certain Debt Service and Special Revenue funds, Restricted Income Tax Fund, Rainy Day Reserve Fund, and the Schools Activities Fund.

Basis of Budgeting

The City maintains budgetary control on a non-GAAP basis within each division. This means that expenditures can not exceed appropriations for personnel costs (including benefits), and "other costs" within a division without the approval of City Council. Revenues are recorded when received in cash (Budget), as opposed to when susceptible to accrual (GAAP). Expenditures are recorded when paid in cash or encumbered (Budget), as opposed to when goods or services are received (GAAP), and encumbrances are recorded as expenditures (Budget) as opposed to reservation of fund balance (GAAP). The City's budgetary process does not include annual budgeting for grant funds and capital project funds, which are appropriated on a project basis. Appropriations in these funds remain open and carry over to succeeding years (i.e., multi-year) until the related expenditures are made or until they are modified or canceled.

The annual cycle begins in January with the passage of the current year budget. On a monthly basis, the Office of Budget and Management prepares, and reviews with management, year end expenditure and revenue projections. The purpose of this scrutiny is to identify any deviations, either in revenues or expenditures, from the original estimates used in the preparation of the budget. These variances are continually analyzed to understand the causes and prepare a year end transfer ordinance or a supplemental ordinance as required during the last quarter of the year.

Estimated expenditures are pre-encumbered and subsequently encumbered prior to release of purchase orders to vendors. Any Pre-encumbrances or encumbrances that exceed appropriations are not approved until City Council authorizes additional appropriations or transfer of funds. Any unencumbered appropriations lapse at the end of each calendar year. City Charter requires that all contracts in excess of \$50,000 shall first be authorized and directed by ordinance of City Council.

County Tax Budget Preparation

During the June timeframe, 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, an estimate of revenues and expenditures for the next calendar year. By Ohio State Law, this document must be approved by City Council and submitted to the County Budget Commission by July 20 of each year. From this Tax Budget, the County establishes tax levy amounts for the coming year.

In the preparation of the Tax Budget, various factors having an impact upon future revenue and expenditure levels, such as contracts, legal requirements, inflation and economic fluctuations, are studied and quantified. Required inflation factors are developed and used in the development of a Five Year Plan. The Tax Budget is also very useful to the City as it identifies problem areas and provides a preliminary glimpse of expenditures required to fund current service levels in the coming year, along with an estimate of required revenues. Based upon target funding levels established from the Tax Budget, OBM solicits departmental input into the Annually Appropriated budget process via an automated, web-based, budgeting tool called "Performance Budgeting". This new budget module provides Budget stage / phase management capabilities for budget formulation, forecasted salary and benefit projections, and workflow functionality in the budget request process. Each Budget Personnel in the City has access to this module for preparation and submission of budgets.

Budgeting Methodologies

At the City of Cleveland, cost accounting (in general) is the approach for determining and evaluating required costs associated with running the City and projecting variances for different funds. Forecasting for both Expenses and Revenues is accomplished via the use of Regression and Trend analysis, and some Simulation. In the past, the basic Budgeting process / methodology used for Annually Appropriated (year over year) Budgets was Zero Based Budgeting. This means that each Department basically starts from scratch each year and must justify their Budget requests on a year-over-year basis.

Since the implementation of the Performance Budget Module the City now incorporates some Activity Based Budgeting processes in the Divisions of Water, Cleveland Public Power, and the Department of Port Control. This process allows Departments to actually budget at a "lower level" that then rolls up to the Department level (ie each Water Plant inside of the Department of Water would generate and manage their own budget). This allows more efficient tracking of expenses for each business unit in the department.

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

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.

Capital expenditures are those which cost more than \$5,000 or have a useful life of at least five (5) years. The overriding criteria governing the selection of projects for inclusion in the Citywide Development Program are:

- Preservation and revitalization of Cleveland's neighborhoods;
- Cost-effective provision of basic services;
- Economic development and job creation; and
- Maintenance and/or upgrade of existing facilities.

The Mayor's Office of Capital Projects

This newly formed group consists of the Divisions of Engineering and Construction, Architecture, Research, Planning & Development, and Real Estate and is responsible for the planning, engineering and inspection of capital projects and investments. All Capital Improvement Projects (CIP) in the City now fall under this office. Benefits from these centralizing efforts are:

- Eliminates duplication of capital management services
- Utilizes concepts of portfolio management (investments made from clear principles)
- Stronger project management through focused use of staff resulting in faster project delivery; saving money and time

The adopted vision of the office is "To be best in class in municipal capital project delivery and right of way management."

The mission of the Office of Capital Projects is 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
- Quality construction based on fair administration, integrity and professionalism.

Overview

The construction and maintenance of public infrastructure is one of the primary responsibilities of the City of Cleveland. Capital planning that builds and preserves sound transportation, neighborhood infrastructure, and technology systems along with citywide facilities and major equipment serves as the physical foundation for public services, as well as a key component of potential future community growth and economic development.

A comprehensive Five Year Capital Improvement Plan (CIP) was developed by the City in 2007 as a foundation from which to build and invest in the highest priority capital needs of the City. This plan is integrated with long-range planning through the Connecting Cleveland 2020 Citywide Plan described in another section.

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

The Capital Program

Projects are classified into ten (10) functional areas, which fall within three (3) major groupings. Basic Services are traditional activities undertaken by local government and are primarily paid for with local dollars and the federal Highway Trust Fund for road and bridge (Transportation) projects. Development projects receive limited local dollars and are funded primarily from grants from the U.S. Department of Housing and Urban Development such as the Community Development Block Grant and from program income generated by the repayment of loans from these grants. Major Enterprises are those City functions which operate more like businesses. Instead of depending upon tax receipts for their finances, they are self-supporting entities.

Projects scheduled for 2012 will be in some stage of planning, design or construction during the year and have local funds on hand, or will during the year. Many of the projects scheduled in prior years continue to be underway in 2012 due to the typically extensive capital project design and construction process. Projects for years 2011 through 2015, while somewhat more tentative in nature because they are in the planning design stage, do have proposed sources of funding identified in most instances. Capital Projects, their recommended funding source(s) and the year in which they will begin the program are the result of a series of working sessions, involving the Capital Budget office, the Commissioner of the implementing Division, the Chief of Staff and appropriate staff actually working on current and planned capital projects.

In creating a Capital Improvement Program, the needs of the City must be balanced with available dollars. The Finance Department has advised the Mayor's Office that the City's general obligation bond capacity in year 2012-2029 will most likely be in the range of \$25 to \$30 million. In 2012 the City will issue General Obligation (GO) Bonds to finance the construction of Fire Station #36. This will be a new facility where the mechanical system is designed to have high-efficiency rooftop units. This facility will also meet LEED-Silver Certification standards. Another project that will be funded is the Ken Johnson Recreation Center. The improvement will include an enclosure to the outdoor pool, waterslide and aquatic playground. The City is also funding the expansion of the recycling program by purchasing more carts for the expansion to the various households.

Since 2009, each annual installment of our Plan has included selected priorities from two significant studies completed in 2008 a \$300 million Facilities Plan and a \$300 million Pavement Management Program that each contained unprecedented statements of City capital needs. Knowing that we lacked the capacity to incorporate all these recommended improvements within a five-year timeline, we met with the relevant departments and asked them to prioritize 20% of the total list of needs. These prioritized needs were placed in out years of the Program (primarily in year 2014). As we move from year to year, we will gradually place additional projects from the Facilities Plan and the Pavement Management Program into the later years of the Five Year Program. Some of the major road projects scheduled for 2012 are Cedar Avenue, East 9th Street, Fleet Avenue, Clifton and Shoreway West. These projects are rehabilitation of the City's streets, sidewalks and curbs. The City will fund a routine Street Resurfacing program that repairs and replaces damaged roadways.

Financing the Program

The program is funded from local, state, federal and in some instances private sources. The appropriate funding source is assigned to each project based upon policy considerations, legal restriction and expected availability of funds.

Local Sources

The most common means of financing municipal capital improvements is through GO Bonds. Subordinated Income Tax (SIT) are another source of financing capital projects. These are debt instruments which pledge the full faith and credit of the City as the primary source of repayment. GO Bonds and SIT are generally used for capital projects associated with the provision of basic services. The Restricted Income Tax (RIT) was established by Cleveland voters as a special fund which constitutes one-ninth of the City's total income tax receipts. It is used for debt service on bonds issued to finance capital projects, and for direct capital expenditures on equipment and vehicles. After assuring sufficient funding to the Sinking Fund for meeting the City's annual debt obligations, the RIT is used for annually recurring capital expenditures and for capital projects which are precluded from funding by bonds because of IRS regulations, State law or local financial policy.



Capital Improvement Program

The Community Development Block Grant is a form of special revenue sharing from the federal government, which by statute must be directed toward housing and neighborhood development projects which principally benefit low and moderate income persons. The City's major enterprises generally fund capital improvements either through operating revenues or revenue bonds which, unlike GO bonds, are not repaid by tax receipts, but by user fees or fees for service from the enterprise itself. In the current budget year, the City plans to issue new general obligations bonds to support current year projects.

Other Sources

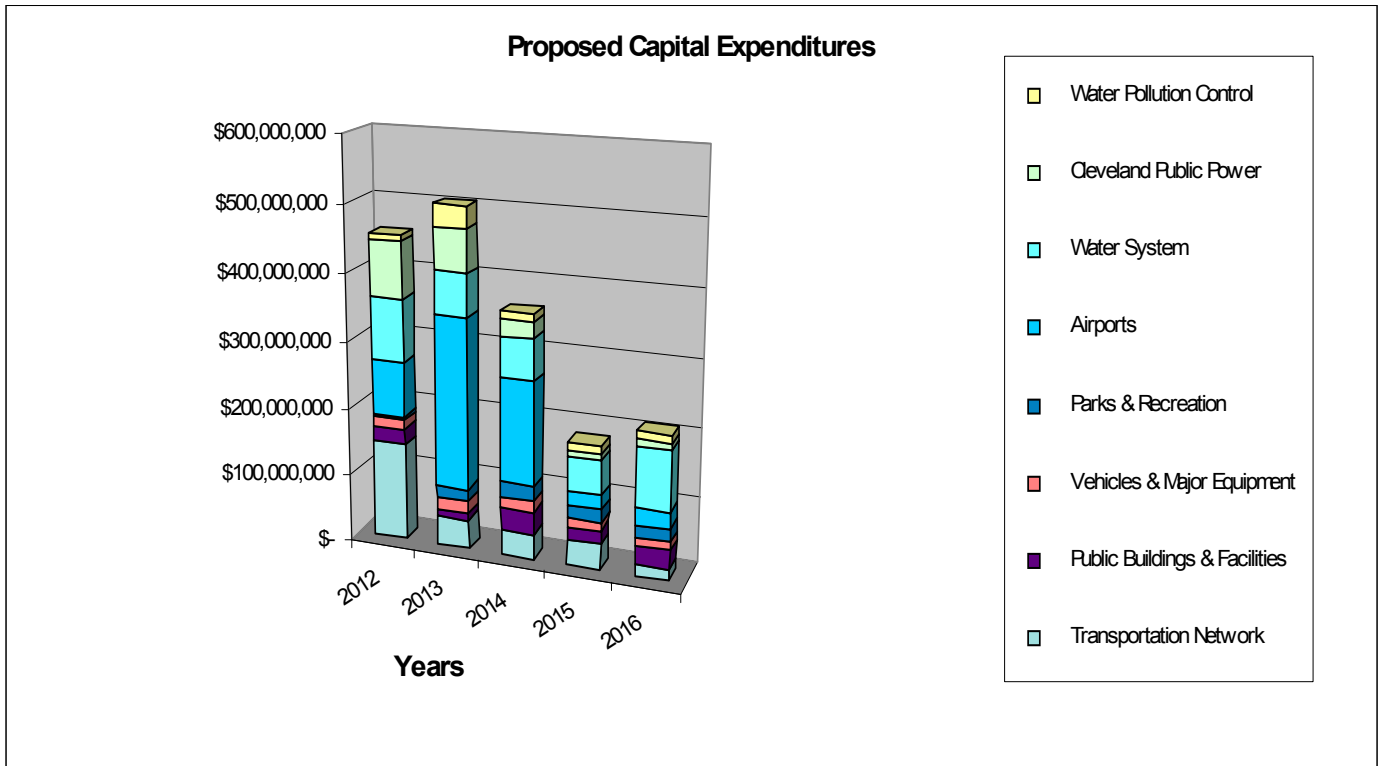
Certain special capital projects are funded by money from the State of Ohio. The Ohio Department of Transportation (ODOT) pays a share of the cost of numerous road and bridge projects either from State funds generated by highway user fees, such as gasoline taxes or license fees, or by acting as a "pass through" for federal funds from the Highway Trust Fund. Other significant projects receive partial funding from the State's biennial capital budget. The Ohio Public Works Commission also makes Issue 1 funds available for certain infrastructure improvements based on a priority ranking system.

Cleveland relies heavily on federal capital funding programs to finance projects. The most significant of these are programs for roads and bridges which are a part of the federal Highway Trust Fund. The five year program also anticipates federal funding from the Federal Aviation Administration and other federal agencies.

SUMMARY OF 2012 - 2016 CITY-WIDE DEVELOPMENT PROGRAM BY PROJECT TYPE

PROJECT TYPE	PROPOSED CAPITAL EXPENDITURES					5 YEAR TOTAL
	2012	2013	2014	2015	2016	
BASIC SERVICES						
Transportation Network	\$ 145,026,007	\$ 43,034,690	\$ 36,986,000	\$ 38,166,160	\$ 16,070,000	\$ 279,282,857
Public Buildings & Facilities	23,322,216	11,044,000	33,300,000	19,168,800	29,300,000	116,135,016
Vehicles & Major Equipment	13,199,000	19,187,093	17,382,093	13,255,500	11,945,500	74,969,186
Parks & Recreation	5,625,000	16,654,000	22,201,143	18,875,000	18,495,000	81,850,143
Total Basic Services	\$ 187,172,223	\$ 89,919,783	\$ 109,869,236	\$ 89,465,460	\$ 75,810,500	\$ 552,237,202
MAJOR ENTERPRISES						
Airports	\$ 82,140,268	\$ 255,313,829	\$ 154,629,426	\$ 21,700,000	\$ 24,868,000	\$ 538,651,523
Water System	92,800,000	63,950,000	60,770,000	50,380,000	90,180,000	358,080,000
Cleveland Public Power	84,559,499	62,990,000	24,640,000	10,000,000	10,000,000	192,189,499
Water Pollution Control	8,070,094	32,790,000	10,400,000	10,900,000	11,100,000	73,260,094
Total Major Enterprises	\$ 267,569,861	\$ 415,043,829	\$ 250,439,426	\$ 92,980,000	\$ 136,148,000	\$ 1,162,181,116
TOTAL CITYWIDE						
CAPITAL PROGRAM	\$ 454,742,084	\$ 504,963,612	\$ 360,308,662	\$ 182,445,460	\$ 211,958,500	\$ 1,714,418,318

Note: 2013 - 2016 are estimated budgets



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:

Sustainable Cleveland 2019

Sustainable Cleveland 2019 ('SC2019') is a 10-year initiative that engages everyone to work together to design and develop a thriving and resilient Cleveland region that leverages its wealth of assets to build economic, social, and environmental well-being for all. SC2019 was founded by Mayor Frank G. Jackson in 2009, is administrated by the City of Cleveland's Office of Sustainability, powered by community-wide, action-focused volunteers and led by the SC2019 Stewardship Council. SC2019 seeks to fulfill a vision of building an economic engine to empower a green city on a blue lake by 2019; the 50th anniversary of the last fire on the Cuyahoga River.



To support the long-term success of Sustainable Cleveland 2019, staff and community stakeholders are working in 2012 to develop clear metrics, an effective evaluation process, and an on-going culture of learning and continuous improvement. Much of the activity and momentum of the initiative is distributed across a network of participants representing a variety of sectors including the involvement of 300 volunteers in 30 working groups that have set in motion local action, research, and entrepreneurial for-profit and non-profit enterprises. An annual summit with 600 stakeholders and quarterly meetings support progress toward the vision, peer-learning, and optimal networking. The work of SC2019 is important to the Cleveland region because it engages people in cross-sector dialogue and action to shift the region's paradigm from post-industrial rustbelt city to a new, sustainable economy that takes into account economics, equity and the environment.

SC2019 has identified eight categories of sustainability that will be priority for the initiative and that will be celebrated each year until the end date of the initiative. SC2019 would like to focus on specific metrics in each of those sustainability topic areas for the purposes of communicating what is important, driving change, and evaluating city-wide results. Those categories include: energy efficiency, local food, advanced and renewable resources, zero waste, sustainable mobility, clean water, vibrant green space, and, vital neighborhoods.

The City is continuing its commitment to Sustainability in the 2012 Five Year Capital Improvement Program. Well over 10 percent of the 2012 Capital Budget is dedicated to projects that will make Cleveland a more sustainable community. Examples of 2012 "green" projects include:

Improvement	Cost
Recycling Carts	\$2,500,000
Clifton RTA Streetscape	750,000
Citywide Tree Planting Initiative	300,000
Larchmere Streetscape Enhancement	200,000
Tremont Streetscape Enhancement	200,000
West 6th Streetscape Enhancement	200,000
Total	\$4,150,000

Art in Everything! a Cleveland Initiative

Art in Everything! Is a Cleveland initiative who's mission is to promote the unique character of the City of Cleveland by providing opportunities to experience the artistic and cultural diversity that represents our city.

Recognizing the value of public art in contributing to the vibrancy and economic vitality of a community, the City of Cleveland sets aside a portion of the budget of selected capital improvement projects for public art. Specifically, Chapter 186 of Cleveland's Codified Ordinances requires that 1.5% of the budget of selected capital projects exceeding \$350,000 in cost be devoted to public art displays. Typically, the public art is located on the property of the capital improvement, such as in the case of public buildings and streetscape enhancements.



Since the start of this public art program in 2004, a total of thirteen City-sponsored public art projects have been completed or are underway, in addition to other public art projects that have been undertaken by other agencies and organizations in Cleveland. In accordance with the City's regulations, these works of art "may take the form of a discrete object of visual art, such as a sculpture or mural or may take the form of artist-designed functional elements of a project," such as artist-designed fencing, benches, pavements, etc.

Examples of public art projects completed under the City's current program are the following:

- Three modern sculptures installed on the sidewalks of Superior Avenue, highlighting a district just east of downtown where vacant and under-utilized warehouse buildings have been converted to artist studios, housing and offices;
- Artist-designed crosswalks, sidewalks, benches and bus shelters in the revitalized Gordon Square neighborhood district, helping to spur over \$500 million in recent property investment;
- Redesign and redevelopment of Perk Plaza at Chester Commons on East 12th Street in downtown Cleveland, anchoring several hundreds of millions dollars of investment in new housing, remodeled apartment buildings and re-tenanted office buildings.



Five-Year Capital Improvement Plan

The Five-year capital improvement plan was developed "to ensure that each City Department knows what other departments are doing: now and for the next five years" and to insure sustainable design and building practices on all projects. In developing the Five Year Capital Improvement Program, the City obligated to clearly explain the City's funding limitations. Our challenge in the future years will be to find new funding sources, whether state, federal or private, to make up the difference between our identified needs and our annual general obligation bond resources. The Five-year Capital Improvement Plan is discussed further in another section.

Operations Efficiency Task Force (OETF)



To ensure a better future, Cleveland is in the process of reshaping the way we think and do business. Economic conditions have made it impossible to operate under the existing model of government and improve the current level of service to the City of Cleveland.

In April 2006, the Mayor launched the Operations Efficiency Task Force (OETF) and challenged its members to look at every aspect of city government and restore financial stability and protect the level of services provided to our citizens, businesses, and visitors. Led by the Mayor's vision, the City of Cleveland implemented an approach designed to challenge current practices, to do more with less and change the way we do business in effort to:

- achieve and maintain financial stability;
- improve the efficiency and effectiveness of City services; and
- create a work environment focused on providing excellent customer service.

The Task Force and its 24 action teams, utilizing more than 400 volunteers completed its work to develop over 300 recommendations to conduct city business in new ways using innovation, new technology, and process improvements. The action teams saved the city more than \$15 million in the first year and even more the second year. The combined efforts of this collaboration along with strong fiscal oversight allowed the city to carry over \$26 million of savings in FY 2008 without layoffs or a financial crisis. This level of responsible stewardship and public policy is what Mayor Jackson defines as good government.

Furthering the success and improvements from 2008, the administration continues to discover innovations and new improvements in service delivery. The result of OETF impacted the local culture to focus on external partnerships, transparency, long term planning, and performance management.

The current technology investments reflect strategic alignment to the goal of public accountability for quality service delivery at all times. Current initiatives include automatic vehicle locators, work order management and asset management for General fund departments.

Another key outcome from the OETF experience is the improved ability of internal resources to lead efforts to drive efficiencies without external supports. In 2010, the City of Cleveland began a journey to consolidate two key departments to create the new department of Public Works and the Mayor's office of Capital Projects. January 2011 kicked off a new service delivery model for Cleveland. This effort saved the City of Cleveland over \$2 million through the reorganization of staff and work across divisions.

The OETF experience has provided a direction and clear methodology to challenge the status quo in effort to implement a new culture in the city of Cleveland while protecting and enhancing key services.

The Future of Public Safety

In October 2006, the Department of Public Safety, under the direction of Mayor Jackson, published a 53-point plan designed to focus on the needs, expectations and concerns of the city surrounding public safety. The plan, known as The Future of Public Safety, was a commitment to the community to invest in safety and security. Each of the 53 points was a priority for the Department of Public Safety to explore and determine actions, strategy, cost effectiveness, efficiency, and feasibility for implementation. As The Future of Public Safety evolved, many projects were completed and many, many more were added to build upon the foundation it provided.

Today, The Future of Public Safety initiative entails hundreds of projects that were implemented, many that are in progress, and a few that have been altered to suit a changing climate or that are no longer relevant. The projects are spread out across the entire Department of Public Safety which strives to provide an efficient and effective array of services to protect life and property, and improve the quality of life in Cleveland neighborhoods. In addition to Police, Fire and Emergency Medical Services (EMS), the Department includes Animal Control Services; Corrections; the Offices of Professional Standards (OPS); Emergency Management (OEM); and Information Technology specific to Public Safety (OIT); Grant Management; the Medical Unit and Civilian Police Review Board; and additional Public Safety Administration functions to support the Department.



Many of The Future of Public Safety initiative projects require significant support from the City of Cleveland Budget process. Public Safety resources such as equipment, vehicles and ever-evolving technology can be costly and take time to implement. Proper planning and budget strategy are important to making these projects come to fruition.

One of the larger and most critical projects listed in The Future of Public Safety is the City of Cleveland's 800 MHz APCO (Associated Public Safety Communications Officials) Project 25 (P25) digital trunked radio system. First and foremost, the existing radio system which provides voice communications not just for Public Safety, but for all City of Cleveland departments, including Port Control, Public Utilities, and Public Works, is outdated and no longer reliable. In addition, following the events of 9/11, it became incredibly clear just how important interoperable communications amongst first responders really is. The ability to transmit important and time-sensitive information across jurisdictions, departments and job functions can save lives and help reduce the negative impact on responders and the community alike. However, the cost and coordination amongst agencies are two of the biggest obstacles that face agencies all over the country struggling with the same concerns.



In Cleveland, the vision for this project began several years ago; a strategy to fund and manage the costs of the system ensued. The City's commitment toward these efforts came to fruition in the summer of 2011 when the City of Cleveland, led by the Department of Public Safety, stepped forward with a plan for implementing a \$31.8 million dollar radio system that would offer interoperability and state-of-the-art technology to agencies across Cuyahoga County. Legislation was passed by Cleveland City Council, the contract was signed, and in the first half of 2013, a long-awaited investment in the safety and security of the entire region will be implemented.

Two additional items listed in The Future of Public Safety will have significant impact on the budget of the Department of Public Safety and will make better use of dollars as well as resources.

The first is the integration of the Divisions of Fire and Emergency Medical Services into a single division, the Division of Fire, Rescue and Emergency Medical Services. In November 2011, Mayor Jackson swore in former EMS Commissioner Ed Eckart as Assistant Director to lead this charge. Significant progress has already been made with combined orders of medical equipment and supplies, and the consolidation of timekeeping and payroll functions. The merger will also address systemic issues revealed in recent audits of the Division of Fire, increase oversight and responsibility of management, and above all, improve service to the community.



The second item is the transfer of Jail Operations for the City of Cleveland which involves relinquishing all jail duties and responsibilities to the Cuyahoga County Sheriff. Currently, the Division of Correction operates the Central Processing Unit downtown as well as the House of Correction in Highland Hills with a staff of approximately 170 employees. Intense discussions and negotiations are underway to ensure that employees, prisoners and inmates are treated fairly and that the transfer makes good fiscal sense. While the transfer of jail operations to the County would eliminate the Division of Correction from the City's budget, the actual cost to Cuyahoga County may be less than what the City is currently paying.



The Future of Public Safety initiative remains fluid and growing, but it cannot exist without the support of the City of Cleveland Budget process. Technology, policy, and resource projects are completely dependent upon budgetary considerations. Moving forward, the Department of Public Safety hopes to increase the involvement of the community and employees with The Future of Public Safety initiative.

Mayor Frank G. Jackson Scholarship Program

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

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

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

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

For students graduating from a Cleveland Metropolitan High School who aspire to attend Cuyahoga Community College, Cleveland Scholarships for Education and Training (CSET), there is a scholarship opportunity for those students as well. Additional funding of one million dollars for Mayor Jackson's CSET Scholarship Program has also been provided to Cuyahoga Community College by several area foundations and businesses.

Since the onset of the Mayor Frank G. Jackson Scholarship Program in 2007, 209 recipients have been awarded initial scholarships and renewal scholarships valued at \$329,125.

	2008	2009	2010	2011
Mayor Frank G. Jackson Scholarship Funding	\$53,125*	\$67,000*	\$63,000*	\$146,000
Mayor Frank G. Jackson Scholarship #Recipients	25*	49*	44*	91
Cleveland Scholarships for Education & Training (CSET)**	\$900,000	\$100,000	N/A	N/A

*The modified scholarship awards reflect the actual amounts distributed.

**Scholarship began in 2008. Amount represents Mayor Jackson's contributions to CSET. Additional funding was also provided by Cuyahoga Community College and several area foundations and businesses.

Clean Cleveland

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

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

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

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

The Budget As a Tool For Citywide Initiatives

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

Before	After
	
	

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

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

- While the CitiStat process supports 311 by:
 - Accurate and Timely Information
 - Rapid (Re)Deployment of Resources
 - Effective Tactics and Strategies
 - Relentless Follow-Up and Assessment

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

Department	Service
Building and Housing	<ul style="list-style-type: none"> • Inspected and condemned 1,856 uninhabitable, unsafe structures; three times more than in 2006: <ul style="list-style-type: none"> ○ Established as a priority in 2006 by Mayor Jackson to inspect and abate public nuisance vacant properties, Building & Housing inspectors have inspected and condemned 10,847 unsafe, uninhabitable vacant structures ○ Inspected and took action to secure 4,164 open, unsafe, vacant structures.
Health	<ul style="list-style-type: none"> • Performed 12,774 proactive nuisance inspections in 2011 down 16% from previous year. Nuisance complaints decreased overall by 51%, from 17,685 in 2010 to 8,695 in 2011.
Public Service and Parks, Recreation and Properties (Services now provided by Public Works in 2011)	<ul style="list-style-type: none"> • 47,539 vacant properties were cleaned in 2011 which was an increase of 2.39% compared to 2010
Public Utilities	<ul style="list-style-type: none"> • Cleaned 18,266 catch basins in 2011

Citywide Municipal Wireless Broadband Network Initiative

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

To solve immediate, specific, operational needs in a more cost-efficient way, the City of Cleveland is currently conducting a survey of all its wireless infrastructure to develop ways of collaborating with other departments within the city. The survey will reduce the possibility of the city having duplicate wireless systems serving the same purpose, redirect cost and standardize systems. The City of Cleveland is currently developing a strategy to install free wireless internet access in City Hall and the Public Auditorium within the next 6 months, and later in the year, possibly other city owned facilities.

A wireless network will help the City deliver better services by providing a safer environment for our citizens by monitoring high crime areas; 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".

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

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

The Downtown Front

Horseshoe Casino: The \$500 million Horseshoe Casino within the restored Higbee Building on Public Square is nearing completion (opening expected in mid-2012). The project is supporting over 2,000 construction jobs and will result in 1,600+ permanent jobs (with an annual aggregate payroll off \$66 million). The Horseshoe will attract at least 5 million visitors a year to a one-of-a-kind entertainment district that connects within several blocks two major league sports venues, a nationally acclaimed theatre district, the historic East 4th Street and Prospect neighborhood, and the massive Tower City retail and office facility. The casino will bring the city \$5-6 million in new tax revenues (income, hotel, parking, and real estate taxes) and long-term substantial revenues through the state assessed gaming fees.



Rosetta: In 2011, Rosetta, a growing national consulting firm serving the health care, consumer products, retail, finance, and hospitality sectors, consolidated their Northeast Ohio operations in downtown Cleveland. The company has an annual payroll of nearly \$25 million supporting 351 employees, many of whom have chosen to live downtown. The City provided Rosetta with loans and grants to assist with the build-out of almost 80,000 square feet of space at 629 Euclid Avenue.



Cleveland Medical Mart
& Convention Center

Cleveland Medical Mart and Convention Center: The half-a-billion-dollar Cleveland Medical Mart and Convention Center is on budget and scheduled to open in 2013. The venue will feature conference facilities ideally tailored to the medical marketplace. MMPI, the developer and operator of the facility, anticipates hosting 60 medical conventions and 100 smaller healthcare meetings at year and in the process generating \$330 million in direct new spending in Cleveland a year.

Restoration of Historic East Ohio Gas Building: Developer Steve Calabrese and his partners have completed the \$37 million restoration of the historic East Ohio Gas Co. headquarters building on East 6th Street. The seven-story building - most recently the home of WKYC Channel 3 - will become the new headquarters of Calfee Halter and Griswald LLP, a long-standing 300 plus employee law firm. The firm had outgrown space at 800 Superior Avenue.

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

On Other Fronts

Midtown Technology Park: Supported by \$11 million in City investments, the Midtown Technology Park is a 128,000 s.f. office facility sited along the Health Tech Corridor in Midtown. It is the first non-institutional new construction development in the area in over 20 years and is attracting a mix of technology and medical related businesses.

Cleveland State University's North Campus District: CSU has selected Polaris Real Estate Equities to begin an ambitious effort to construction 300 apartments and street-level retail as the first phase of a 27-acre North Campus Neighborhood. The development will stretch from East 21st St. to East 24th along Chester Avenue and will be marketed to students, faculty, and the general public.



Uptown: The Uptown arts and entertainment district along Euclid Avenue in the heart of University Circle is well on its way to becoming a reality. The \$27 million new Museum of Contemporary Art is nearly completed and MRN Ltd. has invested \$45 million in the development of two four-story buildings housing 114 apartments with 57,000 s.f. of street-level retail.

Courtyard by Marriott: University Circle Incorporated and Snively Construction Co. have broken ground on a 150-room Courtyard by Marriott hotel on Cornell Road in University Circle. The \$26 million development will help meet the substantial demand generated by the hospitals, university and other institutions in and around University Circle

Tudor Arms: Completed in 2011, MRN Ltd. converted Tudor Arms - a historic structure on Carnegie Avenue - into a 157-room Hilton Doubletree Hotel, banquet center, and ground floor retail. The \$13.56 million project will create 50 full-time jobs with an expected payroll of \$1,100,000.

Connecting Cleveland 2020 Citywide Plan

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

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

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

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

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

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

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



Connecting Cleveland: The Waterfront District Plan

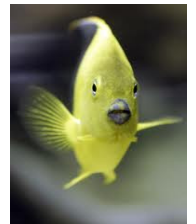
On December 17, 2004, the Cleveland City Planning Commission unanimously adopted a comprehensive Waterfront District Plan for Cleveland's shoreline. That plan created an overall vision to shape the lakefront as the most vital element in the transformation of Cleveland as a place to live, work, and play and aims at enhancing Northeast Ohio's overall regional competitiveness in the 21st century. Cleveland's greatest asset - in fact, Cleveland's reason for being - is its location on Lake Erie, at the mouth of the Cuyahoga River. Although Cleveland's waterfront location has served the city well in supporting industrial development for the past century, Cleveland has never taken full advantage of the scenic and recreational value of its waterfronts in attracting new residents and contemporary businesses.



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

waterfront projects

- The \$300 million Flats East Bank project, undertaken by the Wolstein Group and Fairmount Properties, is nearing the halfway point of construction and will be completing in the Spring of 2013. The development will include an 18-story, 476,000 s.f. office tower anchored by the headquarters of Ernst and Young, a big-five accounting firm; a 150 room conference hotel, a 550-space parking garage, and retail amenities. In addition, a multi-acre public park and boardwalk hugging the shoreline of the Cuyahoga River will be completed as a key element of the first phase of the major development. Project developers are working to advance the second phase that will bring hundreds of new market-rate housing units to the riverfront.
- Greater Cleveland Aquarium: Jacobs Investments and Marinescape have teamed up to complete a 55,000 square-foot aquarium West Bank of the Flats. Scheduled to open in early 2012, the aquarium is expected to generate 320,000 - 480,000 visitors annually and support - directly and indirectly - hundreds of jobs.
- The Cleveland Rowing Foundation, with assistance from the City and others, created Rivergate Park by transforming a vacant 6.5 acre site at the edge of the Cuyahoga River in Cleveland's Flats into a spectacular center for rowing, kayaking and dragonboating. The Rowing Foundation operates a wide array of competitive programs enjoyed by hundreds of adult, collegiate, and high school rowers and has become one of the foremost rowing centers on the Great Lakes.
- North Coast Harbor Pedestrian Bridge secured by Federal funding to develop an iconic pedestrian bridge linking the finger pier from Dock 32 and the southwest corner of Voinovich Park fully connecting the existing waterside promenade around North Coast Harbor.
- Dike 14 is an 88-acre parcel of "made land" that protrudes into Lake Erie approximately four miles east of downtown Cleveland, off Gordon Lakefront State Park. It is a Confined Disposal Facility (CDF) created through the placement of materials dredged from the bottom of the Cuyahoga River.



This year, Cleveland's 2004 Waterfront District Plan has been updated for the Downtown Lakefront District to pave the way for up to 2 million square feet of mixed-use and office development near North Coast Harbor and on the western edge of Burke Lakefront Airport. Implementation of that plan is being expedited through the

adoption of ordinances that establish a logical division of waterfront development and management responsibilities between the City and the Cleveland-Cuyahoga County Port Authority.

Automated Waste Collection Program

The Division of Waste Collection services approximately 152,000 households weekly, disposes of 230,000 tons of debris and recycles 11,774 tons of materials annually. Services include Residential Collection, Curbside Recycling, Commercial Collections, and the operation of a Transfer Station.

In 2006, via the Operational Efficiency Task Force, the Division of Waste Collection developed goals to improve services to the residents, gain Operational Efficiency, and re-instate Curbside Recycling. In order to achieve these goals, the Jackson Administration adopted the Automated Waste Collection and Curbside Recycling Program. This program 1) provides residents free carts which allowed for easier, more efficient waste collection and cleaner neighborhoods; 2) Gains operational efficiency by reducing the number of staff required to provide service, reducing Worker's Comp, and improving services; and 3) Establishes a Curbside Recycling program that increases revenue to the General Fund.



Fully implementing this program requires the purchase of 40 new automated trucks and 300,000 carts for the collection of regular household waste and recyclables at a total cost of \$25 million. 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) 96 gallon cart for trash and one (1) 64 gallon cart for recyclables. The automated collection vehicles are equipped with an automated arm which extends out and grabs and dumps the carts. This operation requires one (1) employee versus the manual system which requires three (3) employees. The city has planned to phase in the program citywide over a five year period. Each year the city allocates funds via the Restricted Income Tax (R.I.T.) and other Capital Funding. In 2007 the City implemented a Pilot Program for the automated program which yielded positive results and led to the following Program Roll Out:

PHASE	ROLL OUT DATE	NUMBER OF HOUSEHOLDS	PERCENTAGE OF CITY
Pilot	October 2007	15,000	10%
Phase I	Sept. 2011	25,000	26%
Phase II	June 2012	30,000	46%
Phase III	TBD	25,000	62%
Phase IV	TBD	25,000	78%
Phase V	TBD	25,000	95%

Currently, 40,000 of the 152,000 households in the city of Cleveland participate in the Automated Collection and Curbside Recycling program. Another 30,000 households are scheduled to be rolled out by June, 2012. Each resident will receive one (1) cart for regular household waste, and one (1) cart for recyclables and will be entitled to once a week collection. Recycling and the cart utilization is mandatory. Monitoring and enforcement procedures have been established in order to ensure the proper utilization of the system. Each cart is equipped with a Radio Frequency Identification tag (RFID) which allow for the tracking of various collection and routing data.

A fully implemented Automated Waste Collection and Curbside Recycling program will reduce the number of routes for residential collection by 10 routes. This system will require fewer employees to provide regular waste collection services. Staffing requirements will be reduced from a 3 person crew to a 1 person crew. This will allow for the equivalent of 39 positions to be redeployed to support other city initiatives once this program is citywide. Also, this program reduces employees injuries and workers compensation cost. Normally in the Division of Waste Collection, an employee sustains an injury every other day. With the new system, injuries will be less frequent and will be reduced to every six (6) months or longer. Overall, the new program improves operations, reduces cost, and provides a safe working environment and improved quality of life for Cleveland Residents and Employees.

PROGRAM RESULTS

As of December 31, 2011, Cleveland has processed 11,774 tons of recyclable material. (Glass, plastic, metal, paper and cardboard)

- Drop off recycling 4,461 tons (increased 3% compared to 2010)
- Residential recycling 2,970 tons (increased 81% compared to 2010)
- Commercial recycling 4,343 tons (increased compared to 2010)

The City of Cleveland has a Recycling Contract which issues a cash rebate for each ton of commingled recyclables processed. In 2011, the city averaged a \$46 per ton rebate for each ton of recyclables processed. The overall results from this year's program are as follows:

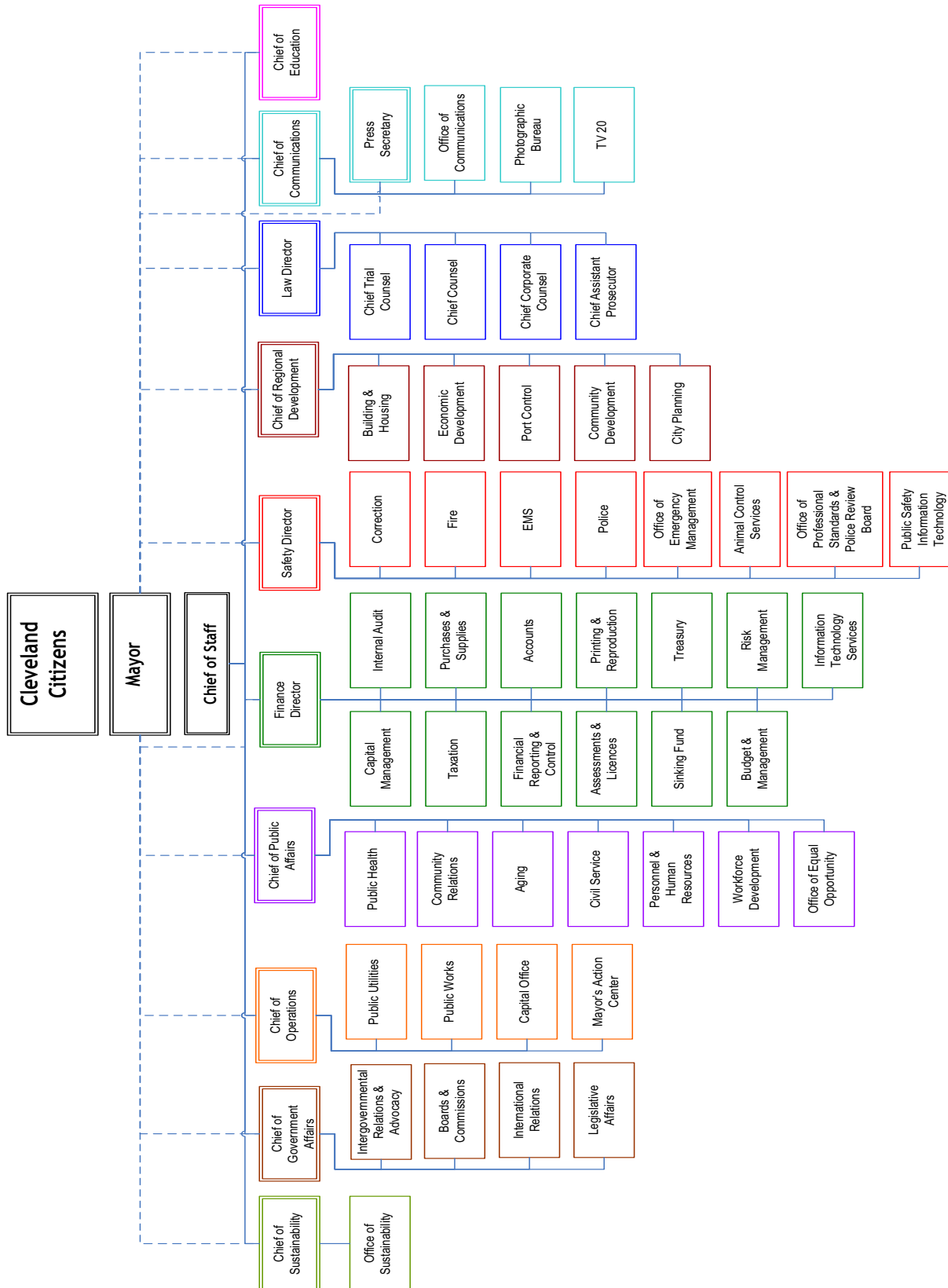
- 2011 generated \$507,345 in revenue (87% increase compared to 2010) from the sale of recyclables
- Landfill Diversion (Disposal cost savings): \$252,654
- Total Savings and Revenue: \$759,999
 - These savings were generated with 10% of the city. As the program expands so does the potential for revenue generation.
 - Other municipalities participate in this program and received over \$128,990 in revenue and landfill diversion of \$182,406

The city recently negotiated a new three (3) year recycling contract with a guaranteed minimum cash rebate based on the current market. To explain, the cash rebate is based on the current market rates for the sale of recyclable material. Under the new contract, the City of Cleveland is receiving a rebate of \$60 per ton of recyclables based on today's market rate. This rate fluctuates up and down based on the market. In the event that the market falls, the City will be guaranteed a minimum cash rebate of \$21 per ton of recyclables processed.

Recycling can generate additional savings in landfill disposal costs. The recycling rebate plus the landfill disposal cost equals Landfill Diversion Cost Savings. During the latter part of 2011, the City negotiated a new Waste Disposal contract which yielded a \$700,000 savings over the previous year's contract. The cost to dispose of waste is \$32 per ton. Based on the current recycling market rate of \$60 per ton for recyclables; plus the disposal cost savings of \$32 per ton, the City's total Landfill Diversion Cost Savings for each ton of recyclable material processed is \$92 per ton.

In September 2011, the program expanded to an additional 25,000 households, which increased the overall recycling rate. During 2011, the Curbside Recycling program yielded an average of 16% recycling rate. We expect the recycling rate to increase as the program is expanded, mandatory recycling is enforced, and additional Recycling Education and Awareness is provide to the residents. Our Citywide Recycling Goal is 25%, but we expect to exceed this goal!

Organizational Chart



Official Certificate of Estimated Resources



OFFICIAL CERTIFICATE OF ESTIMATED RESOURCES

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

County Auditor's Form No. 32A

AMENDED OFFICIAL CERTIFICATE OF ESTIMATED RESOURCES

Based on 88.66% current & delinquent collection of current levy for previous tax year

Fund	Unencumbered Balance, Jan. 1, 2012	General Property Tax	Local Government	Other Sources	Total
General Fund	\$16,860,705.83	\$37,820,396.38	\$31,509,062.85	\$417,966,312.00	\$504,156,477.06
Fire Pension	-	1,464,014.97	-	-	1,464,014.97
Police Pension	-	1,464,014.97	-	-	1,464,014.97
Total General Fund	16,860,705.83	40,748,426.32	31,509,062.85	417,966,312.00	507,084,507.00
Restricted Income Tax	1,696,301.53	-	-	33,903,116.00	35,599,417.53
Schools Rec & Cult Activities	-	-	-	1,000,000.00	1,000,000.00
Rainy Day Fund	13,551,350.19	-	-	-	13,551,350.19
Street Construction, Mtc & Rep	117,143.66	-	-	27,199,763.00	27,316,906.66
Cleveland Stadium	267,299.68	-	-	13,835,325.00	14,102,624.68
Debt Service	10,454,345.11	21,228,221.47	-	39,594,798.53	71,277,365.11
Utilities Administration	244,545.14	-	-	3,157,761.00	3,402,306.14
Utilities Radio Communications	203,330.43	-	-	3,099,764.00	3,303,094.43
Utilities Fiscal Control	236,577.82	-	-	3,077,879.00	3,314,456.82
Water	102,147,798.09	-	-	256,400,000.00	358,547,798.09
Water Pollution Control	6,106,926.95	-	-	22,306,300.00	28,413,226.95
Cleveland Public Power	21,015,624.17	-	-	167,200,000.00	188,215,624.17
Airport Operations	47,039,551.37	-	-	140,097,000.00	187,136,551.37
Cemetery	37,081.01	-	-	1,646,854.00	1,683,935.01
Golf	556.87	-	-	996,030.00	996,586.87
Parking Facilities	1,589,903.50	-	-	7,437,871.00	9,027,774.50
Convention Center	16,043.47	-	-	2,525,288.00	2,541,331.47
West Side Market	796,923.39	-	-	1,245,321.00	2,042,244.39
East Side Market	105,928.19	-	-	-	105,928.19
Sinking Fund General Oper	0.46	-	-	1,149,445.00	1,149,445.46
Telephone Exchange	22,585.03	-	-	6,094,336.00	6,116,921.03
Workers Compensation Reserve	-	-	-	-	-
Motor Vehicle Maintenance	621,843.45	-	-	19,822,547.00	20,444,390.45
Printing	66,706.98	-	-	2,300,404.00	2,367,110.98
Storeroom	90,362.39	-	-	560,710.00	651,072.39
Central Collection Agency	447,192.71	-	-	10,190,441.00	10,637,633.71
Total	\$223,736,627.42	\$61,976,647.79	\$31,509,062.85	\$1,182,650,628.00	\$1,499,872,966.06

Transfers	Amount:
General Fund To:	
Stadium Fund	\$935,325.00
Debt Service Fund	8,267,683.00
IX Center Fund	200,000.00
Cemetery Fund	241,180.00
Schools Fund	1,000,000.00
Streets Fund	7,140,284.00
Sinking Fund	1,022,445.00
Golf Fund	452,030.00
Convention Center Fund	1,613,933.00
	<u>\$ 20,872,880.00</u>

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 decline in employment, income taxes and property taxes in the next few following years. Current Financial Environment

Current financial environment

In fiscal 2010, in response to losses incurred during the economic downturn, the City instituted necessary reductions in personnel costs through layoffs, reduction in benefits costs and imposed unpaid furloughs. The City restructured and modified delivery of services and successfully engaged its bargaining unions in the preservation of service delivery and reduction of costs necessary to ensure a balanced budget and fiscal solvency. The City further engaged in aggressive economic development in the region to restore job losses and shift the tax base from manufacturing to health care, technology and service industries. As a result of these efforts, income tax revenue, which represents 56% of operating revenue, at year end fiscal 2011 was \$275,731,000 compared to \$268,204,000 at year end fiscal 2009. *The unemployment rate in the Cleveland area in April, 2012 is currently 6.7% compared to 12.3% in April, 2010.

Cleveland's economic condition draws strength and stability from its evolving role as the focal point of a growing, changing and substantial regional economy. The reemergence of downtown Cleveland as a vibrant center for national and regional entertainment and major cultural activities signals a turning point in the City's overall fortunes and is paving the way for further economic expansion that will be significantly more entrepreneurial in scope. (CAFR 2011) The City of Cleveland's economy has historically been dependent on the challenged auto and steel manufacturing industries, but this dependence has lessened in recent years, with only one of the top ten employers (Sherwin Williams paint company) representing a manufacturing company. Cleveland's economy benefits from a strong health care industry, which includes three of the region's ten largest employers. Cleveland Clinic Health System is the region's top employer with 34,000 employees; University Hospitals Health System is the second largest employer with 13,200 employees; and the county's MetroHealth System is the eight largest employer with more than 5,400 employees. Also represented among the Cleveland area's top employers are the financial services sector and higher education. (Moody's)

For fiscal 2012, the city has conservatively budgeted low on its revenue estimates and as anticipated on expenditures. The city's budget does not include use of the \$13.6 million in the Rainy Day reserve fund, which represents 2.8% of budgeted 2012 receipts. There are additionally no projected receipts from the Casino operation which opens in May, 2012. The distribution schedule from State of Ohio and the ability to efficiently estimate this new source of revenue are the basis for this exclusion in 2012.

*** U.S. Bureau of Labor Statistics**

Fund Structure



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
General	Provides for general operating expenses of the city.	State and local taxes, service charges, licenses and permits, and fines.
Special Revenue Restricted Income Tax	Capital improvements and debt service payments.	One-ninth of city income tax collections.
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.
Debt Service	Sinking Fund pays and records transactions involved in debt financing.	Property tax, Restricted Income Tax and interest earnings.
Enterprise Major	Provide water, sewer, electric services and airport facilities.	User fees.
Small	Convention Center & West Side Market, Cemeteries, Golf, Parking Facilities, East Side Market, Stadium.	User fees and some General Fund operating transfers.
Internal Service	Telephone Exchange, Information Systems Services, Motor Vehicle Maintenance, Printing, Storeroom.	User fees (charged to City Divisions).
Agency	Central Collection Agency for collection of income taxes.	User fees charged to city and suburbs for collection of income tax.

Projected Fund Balances at Year End

The fund structure makes it difficult to define the City's budget because, in fact each fund has its own budget. federal and State grants not only have their own funds, but operate on a fiscal year determined by the grantor agency rather than the City's fiscal year (which coincides with the calendar year). The chart below does not include grants for the above reason and eliminates inter-fund subsidies, Internal Service, and other miscellaneous funds in order to avoid "double counting". Capital Projects and Debt Service are not included in the operating budget. Details to support the various operations are shown in the Program Section of this report.

*Fund balance is a balance in the fund remaining from all revenues, expenditures and carryover that is subject to future appropriation.

	Revenue	Expenditures	Excess/ (Deficiency) of Revenue Over Expenditures	Balance	
				Beginning	Ending
CITY OF CLEVELAND FUND STRUCTURE					
GENERAL FUND					
General Fund	\$ 490,223,801	\$ 507,055,903	\$ (16,832,102)	\$ 16,860,706	\$ 28,604
SPECIAL REVENUE FUNDS					
Street Maint & Construction *	27,199,763	27,316,906	(117,143)	117,144	—
Cleveland Stadium*	13,835,325	14,102,624	(267,299)	267,300	—
	41,035,088	41,419,530	(384,442)	384,443	—
ENTERPRISES					
MAJOR					
Water	256,400,000	256,400,000	—	102,147,798	102,147,798
Water Pollution Control	22,306,300	22,306,300	—	6,106,927	6,106,927
Cleveland Public Power	167,200,000	167,200,000	—	21,015,624	21,015,624
Airport-General Operations	140,097,000	139,944,099	152,901	47,039,551	47,192,452
	586,003,300	585,850,399	152,901	176,309,901	176,462,802
SMALL					
Cemeteries*	1,646,854	1,683,935	(37,081)	37,081	—
Golf*	996,030	996,586	(556)	557	—
Parking Facilities	7,437,871	7,432,941	4,930	1,589,904	1,594,834
Convention Center	2,525,288	2,541,331	(16,043)	16,043	—
West Side Market	1,245,321	1,083,240	162,081	796,923	959,004
East Side Market	—	40,000	(40,000)	105,928	65,928
	13,851,364	13,778,033	73,331	2,546,436	2,619,767
AGENCY FUND					
Central Collection Agency	10,190,441	10,041,494	148,947	447,193	596,140
Less: Interfund Subsidies	9,532,752	9,532,752	—	—	—
from GF					
NET CITY OF CLEVELAND OPERATING BUDGET FOR 2012	\$ 1,150,836,746	\$ 1,167,678,111	\$ (16,841,365)	\$ 196,548,679	\$ 179,707,313

* Includes General Fund Subsidy

* The City is projected to have no significant changes in Fund Balances by year end, and none that exceed or meet 10%.

GENERAL FUND

RECEIPTS

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

Fines & Forfeitures: Receipt of criminal fines and court costs from convictions of misdemeanor, felony offenses, camera enforcement program, parking, and non waiverable traffic violations.

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

Licenses & Permits: Receipts for City inspections, food handled, and business licenses, zoning and permit fees.

Miscellaneous: Reimbursement from Port Control for Cleveland Police detail at airport. Charge backs by Parks Maintenance for maintenance services performed at various vacant and abandoned properties located throughout the city, i.e. rubbish removal, grass cutting, tree trimming, snow removal, cleaning and washing equipment, and other services as needed. Interest income, 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

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.

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

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

Motor Vehicle Lessor Tax: Tax on Rental Cars.

Parking Tax: 8% Commercial parking tax assessment.

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.

Estate Tax: Inheritance Tax is a State tax through Cuyahoga County to the City. The taxable estate equals the value of the gross estate less allowable deductions. 64% of the revenue received is distributed back to the municipal corporation of origin. Sponge Tax was eliminated beginning Fiscal 2006. Estate Tax will be eliminated in 2014.

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.

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

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:

- Residential: Schools 46.09%, Cleveland 18.48%, County 26.37%, Library 9.05%.
- Commercial/ Industrial: Schools 54.64%, Cleveland 15.69%, County 21.80%, Library 7.87%

SALE OF CITY ASSETS

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

STATE AND LOCAL GOVERNMENT FUND

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

TRANSFER IN

Income from land sales at Chagrin Highlands 1.9M.

INCOME TAX

The city income tax rate is 2% of all wages and business profits.

INVESTMENT INCOME

Receipts from interest earned on investments of comingled funds, including Treasury Notes, Treasury Bills, Certificates of Deposit, and Repurchase Agreements.

OTHER REVENUE TERMS

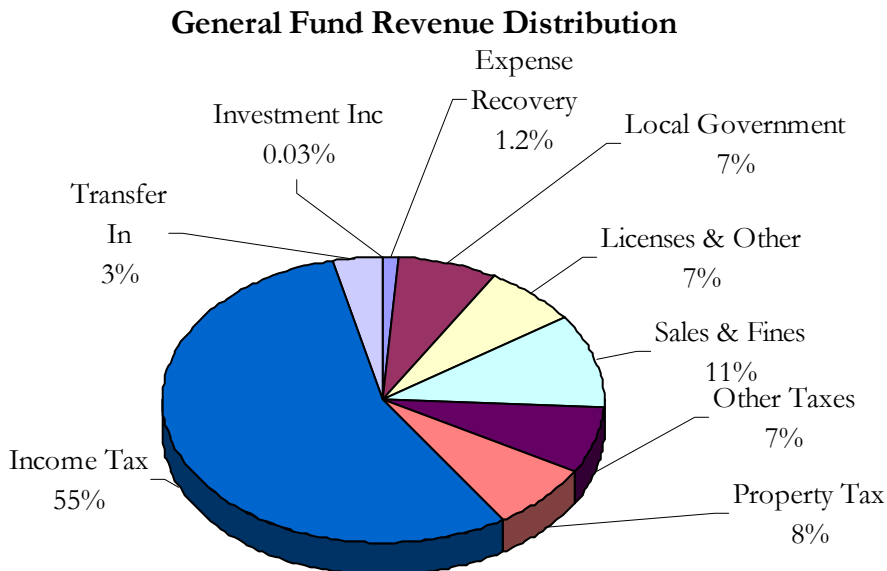
Certificate of Estimated Resources: An original Certificate of Estimated Resources, received from the County Auditor, is based on an estimate of the year-end unencumbered balances and the estimated revenues for the upcoming calendar year as reflected on the tax budget. An amended Certificate of Estimated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

Mills: Local Property tax rates are always computed in mills. One mill costs the property owner \$1.00 for every \$1,000 of assessed valuation each year.

In 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 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.

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

The 2012 General Fund budget is comprised of \$507 million in expenditures. The 2012 proposed revenues are estimated at \$490.2 million.





REVENUE

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

The second largest General Fund revenue source is generated by County property tax collections. Cuyahoga County will fully reappraise all property values (required every six years) in 2012.

The Local Government Fund is a State of Ohio revenue sharing program in which cities share in the collection of the State Income, Sales, Corporate Franchise and Public Utilities Excise Taxes. These funds are distributed in two ways nine-tenths (90%) to counties divided among all towns, villages and municipalities, and one-tenth (10%) directly to cities which collect an income tax. The City's Local Government Fund will now be reduced by \$16.4 million due to the State's budget deficit issues.

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

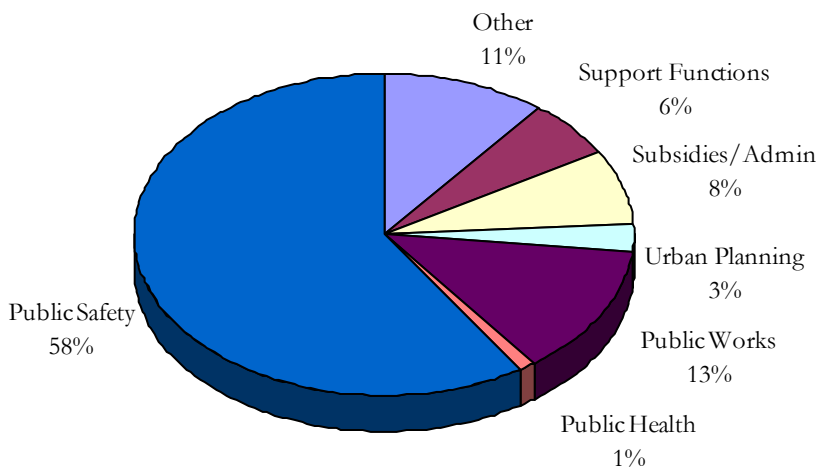
The Other Tax Category now includes both locally and state collected sources. Locally, the City receives Admission Tax for most entertainment events scheduled in the City as well as a tax on the leasing of motor vehicles. Both of these taxes were previously increased as part of an overall funding plan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

The Licenses and Permits Category includes sales and charges for service which are charged to users of City services. Examples are fees for emergency medical service, medical care at the City's health centers and copies of birth and death certificates, and various miscellaneous sources, central service costs and expenditure recoveries are part of this category. The City has also implemented a Waste Collection Fee of \$8.25 per household.

EXPENDITURES

The City delivers tax-supported services to its residents in several basic program areas including Safety, Service, Public Works, Health, and Urban Planning and Development. The following chart shows that well over half of the General Fund budget (58%) is devoted to Public Safety, with 13% of all funds going to Public Works (including Waste Collection and the General Fund Operating Transfer to Streets). Only 6% is devoted to support functions such as financial, legal and personnel administration. Other includes Aging, City Council, Community Relations, Mayor’s Office and Municipal Courts.

General Fund Expenditure Distribution



In the following pages, financial data is presented for all divisions for comparison with previous years. Staffing levels are also included for every division. For 2011, the actual number of employees on 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.



Revenue By Source

(000's Omitted)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
RECEIPTS				
CHARGES FOR SERVICES	\$ 18,091	\$ 26,359	\$ 31,604	\$ 29,994
FINES & FORFEITURES	27,831	23,982	23,461	22,737
GRANT REVENUE	2,122	2,563	3,934	5,943
LICENSES & PERMITS	11,565	10,670	14,326	11,786
MISCELLANEOUS	23,418	21,934	20,889	18,264
OTHER SHARED REVENUE				
CAT Tax	5,493	5,662	1,094	203
Property Tax-State Subsidy	4,417	4,003	3,991	3,918
Admission Tax	11,787	12,586	9,934	10,500
Motor Vehicle License Tax	2,256	2,368	2,480	2,200
Parking Tax	10,182	10,386	10,905	9,950
Cigarette & Liquor Tax	803	820	785	840
Estate Tax	5,808	3,351	2,672	3,000
Electric Excise Tax	5,952	6,174	6,155	6,000
Other	69	125	(15)	61
	<u>46,766</u>	<u>45,476</u>	<u>38,001</u>	<u>36,672</u>
PROPERTY TAX	41,918	38,567	36,618	36,903
SALE OF CITY ASSETS	277	70	734	—
STATE AND LOCAL GOVERNMENT FUND	46,558	47,268	47,257	34,673
TRANSFERS IN	3,872	18,887	5,883	18,218
HOTEL TAX	—	—	4,057	3,800
INCOME TAX	268,157	263,356	275,731	271,105
INVESTMENT INCOME	1,274	326	208	130
TOTAL RECEIPTS	<u>491,848</u>	<u>499,458</u>	<u>502,703</u>	<u>490,224</u>
EXPENDITURES				
NET	<u>(28,187)</u>	<u>954</u>	<u>10,032</u>	<u>(16,832)</u>
DECERTIFICATIONS	2,732	1,221	685	—
CHANGE IN RECEIVABLES	(21)	—	—	—
BEGINNING BALANCE	29,445	3,968	6,144	16,861
ENDING BALANCE	<u>\$ 3,968</u>	<u>\$ 6,144</u>	<u>\$ 16,861</u>	<u>\$ 29</u>

Special Revenue Fund Group



(000's Omitted)

	2009 Actual	Staff	2010 Actual	Staff	2011 Unaudited	Staff	2012 Budget	Staff
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RESTRICTED INCOME TAX FUND

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

RECEIPTS	\$ 33,672		\$ 32,959		\$ 34,484		\$ 33,903	
EXPENDITURES	34,348		32,754		33,511		35,599	
Net	(676)		206		973		(1,696)	
Decertifications	16		37		476		—	
Beginning Balance	664		4		247		1,696	
Ending Balance	<u>\$ 4</u>		<u>\$ 247</u>		<u>\$ 1,696</u>		<u>\$ 0</u>	

STREET CONSTRUCTION

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

RECEIPTS	\$ 25,928		\$ 20,197		\$ 23,840		\$ 27,200	
EXPENDITURES	26,080	162	20,209	146	23,745	131	27,317	151
Net	(152)		(12)		95		(117)	
Decertifications & Receivables	154		—		21		—	
Beginning Balance	10		12		1		117	
Ending Balance	<u>\$ 12</u>		<u>\$ 1</u>		<u>\$ 117</u>		<u>\$ 0</u>	

RAINY DAY RESERVE FUND

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

RECEIPTS	\$ 125	\$ 25	\$ 5,019	\$ —
EXPENDITURES	—	—	—	—
Net	125	25	5,019	—
Beginning Balance	8,383	8,508	8,532	13,551
Ending Balance	<u>\$ 8,508</u>	<u>\$ 8,532</u>	<u>\$ 13,551</u>	<u>\$ 13,551</u>



Special Revenue Fund Group

(000's Omitted)

	<u>2009</u> <u>Actual</u>	<u>Staff</u>	<u>2010</u> <u>Actual</u>	<u>Staff</u>	<u>2011</u> <u>Unaudited</u>	<u>Staff</u>	<u>2012</u> <u>Budget</u>	<u>Staff</u>
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SCHOOL ACTIVITIES

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

RECEIPTS	\$ 2,000		\$ 1,000		\$ 1,000		\$ 1,000	
EXPENDITURES	2,000		1,000		1,000		1,000	
Net	—		—		—		—	
Beginning Balance	—		—		—		—	
Ending Balance	<u>\$ —</u>		<u>\$ —</u>		<u>\$ —</u>		<u>\$ —</u>	

CLEVELAND STADIUM

RECEIPTS	\$ 16,103		\$ 14,240		\$ 13,889		\$ 13,835	
EXPENDITURES	20,348		14,512		13,708		14,103	
Net	(4,245)		(272)		181		(267)	
Decertifications	—		(13,339)		86		—	
Beginning Balance	17,856		13,611		0		267	
Ending Balance	<u>\$ 13,611</u>		<u>\$ 0</u>		<u>\$ 267</u>		<u>\$ 0</u>	

(000's Omitted)

	2009 Actual	Staff	2010 Actual	Staff	2011 Unaudited	Staff	2012 Budget	Staff
UTILITIES ADMINISTRATION								
RECEIPTS	\$ 2,402		\$ 2,340		\$ 2,627		\$ 3,158	
EXPENDITURES	2,492	26	2,542	28	2,831	28	3,397	32
Net	(91)		(202)		(204)		(239)	
Decertifications	13		1		6		—	
Beginning Balance	722		644		443		245	
Ending Balance	\$ 644		\$ 443		\$ 245		\$ 6	
RADIO								
RECEIPTS	\$ 1,903		\$ 1,352		\$ 1,736		\$ 3,100	
EXPENDITURES	1,677	6	1,693	6	1,692	6	3,303	8
Net	226		(341)		44		(203)	
Decertifications	32		17		1		—	
Beginning Balance	225		483		159		203	
Ending Balance	\$ 483		\$ 159		\$ 203		\$ 0	
FISCAL CONTROL								
RECEIPTS	\$ 2,972		\$ 2,760		\$ 2,801		\$ 3,078	
EXPENDITURES	3,652	43	2,916	40	2,918	37	3,083	40
Net	(680)		(156)		(116)		(5)	
Decertifications	3		3		0		—	
Beginning Balance	1,183		506		353		237	
Ending Balance	\$ 506		\$ 353		\$ 237		\$ 232	
WATER								
RECEIPTS	\$ 223,760		\$ 229,280		\$ 231,247		\$ 256,400	
EXPENDITURES	254,883	1,070	236,091	1,052	239,894	1,066	256,400	1,131
Net	(31,123)		(6,811)		(8,647)		—	
Receivables & Adjustments	(1,961)		—		—		—	
Decertifications	10,968		13,576		8,217		—	
Beginning Balance	117,930		95,814		102,578		102,148	
Ending Balance	\$ 95,814		\$ 102,578		\$ 102,148		\$ 102,148	

(000's Omitted)

	2009 Actual	Staff	2010 Actual	Staff	2011 Unaudited	Staff	2012 Budget	Staff
WATER POLLUTION CONTROL								
RECEIPTS	\$ 23,866		\$ 21,371		\$ 22,100		\$ 22,306	
EXPENDITURES	24,199	150	21,928	149	20,801	144	22,306	162
Net	(333)		(557)		1,300		—	
Decertifications	1,183		561		23		—	
Beginning Balance	3,931		4,781		4,785		6,107	
Ending Balance	\$ 4,781		\$ 4,785		\$ 6,107		\$ 6,107	
CLEVELAND PUBLIC POWER								
RECEIPTS	\$ 154,561		\$ 163,042		\$ 167,979		\$ 167,200	
EXPENDITURES	162,599	321	165,824	318	163,814	329	167,200	344
Net	(8,037)		(2,782)		4,165		—	
Receivables & Adjustments	(22)		—		—		—	
Decertifications	1,876		775		267		—	
Beginning Balance	24,773		18,590		16,584		21,016	
Ending Balance	\$ 18,590		\$ 16,584		\$ 21,016		\$ 21,016	
PORT CONTROL								
RECEIPTS	\$ 170,998		\$ 138,048		\$ *124,004		\$ 140,097	
EXPENDITURES	149,527	377	132,946	399	130,781	370	139,944	418
Net	21,470		5,102		(6,777)		153	
Receivables & Adjustments	(23,577)		(3,446)		—		—	
Decertifications	2,259		—		1,932		—	
Beginning Balance	50,077		50,229		51,885		47,040	
Ending Balance	\$ 50,229		\$ 51,885		\$ 47,040		\$ 47,192	

* Receipts do not include Accounts Receivables uncollected

(000's Omitted)

	2009 Actual	Staff	2010 Actual	Staff	2011 Unaudited	Staff	2012 Budget	Staff
CEMETERIES								
RECEIPTS	\$ 2,055		\$ 1,646		\$ 1,724		\$ 1,647	
EXPENDITURES	2,022	21	1,681	20	1,713	18	1,684	18
Net	34		(35)		11		(37)	
Decertifications	6		7		13		—	
Beginning Balance	2		41		13		37	
Ending Balance	<u>\$ 41</u>		<u>\$ 13</u>		<u>\$ 37</u>		<u>\$ —</u>	
GOLF COURSES								
RECEIPTS	\$ 1,587		\$ 1,590		\$ 1,089		\$ 996	
EXPENDITURES	1,963	12	1,707	12	1,115	6	997	6
Net	(377)		(117)		(26)		(1)	
Decertifications	8		7		3		—	
Beginning Balance	501		133		23		1	
Ending Balance	<u>\$ 133</u>		<u>\$ 23</u>		<u>\$ 1</u>		<u>\$ —</u>	
MUNICIPAL PARKING FACILITIES								
RECEIPTS	\$ 11,101		\$ 9,966		\$ 8,985		\$ 7,438	
EXPENDITURES	9,429	15	9,863	17	9,019	17	7,433	17
Net	1,672		103		(34)		5	
Receivables & Adjustments	(1,166)		—		—		—	
Decertifications	5		(183)		22		—	
Beginning Balance	1,171		1,682		1,602		1,590	
Ending Balance	<u>\$ 1,682</u>		<u>\$ 1,602</u>		<u>\$ 1,590</u>		<u>\$ 1,595</u>	
EAST SIDE MARKET								
RECEIPTS	\$ 3		\$ —		\$ 0		\$ —	
EXPENDITURES	30		40		39		40	
Net	(27)		(40)		(39)		(40)	
Decertifications	—		—		29		—	
Decertifications Beginning Balance	183		156		116		106	
Ending Balance	<u>\$ 156</u>		<u>\$ 116</u>		<u>\$ 106</u>		<u>\$ 66</u>	



Small Enterprise

(000's Omitted)

	2009 Actual	Staff	2010 Actual	Staff	2011 Unaudited	Staff	2012 Budget	Staff
CONVENTION CENTER								
RECEIPTS	\$ 6,138		\$ 5,274		\$ 2,086		\$ 2,525	
EXPENDITURES	6,817	26	4,564	10	2,814	9	2,541	10
Net	(679)		710		(728)		(16)	
Decertifications	12		5		24		—	
Beginning Balance	673		5		720		16	
Ending Balance	<u>\$ 5</u>		<u>\$ 720</u>		<u>\$ 16</u>		<u>\$ 0</u>	
WEST SIDE MARKET								
RECEIPTS	\$ 1,291		\$ 1,299		\$ 1,290		\$ 1,245	
EXPENDITURES	1,152	5	980	6	1,032	6	1,083	6
Net	139		319		258		162	
Decertifications	7		2		8		—	
Beginning Balance	65		210		531		797	
Ending Balance	<u>\$ 210</u>		<u>\$ 531</u>		<u>\$ 797</u>		<u>\$ 959</u>	

Internal Service Fund Group



(000's Omitted)

	2009 Actual	Staff	2010 Actual	Staff	2011 Unaudited	Staff	2012 Budget	Staff
SINKING FUND								
RECEIPTS	\$ —		\$ 982		\$ 928		\$ 1,149	
EXPENDITURES	—		983	2	928	2	1,149	2
Net	—		(1)		—		—	
Decertifications	—		1		—		—	
Beginning Balance	—		—		—		—	
Ending Balance	\$ —		\$ —		\$ —		\$ —	
TELEPHONE EXCHANGE								
RECEIPTS	\$ 6,288		\$ 5,176		\$ 5,388		\$ 6,094	
EXPENDITURES	6,291	17	5,499	17	5,540	17	6,117	17
Net	(3)		(323)		(152)		(23)	
Decertifications	142		51		20		—	
Beginning Balance	289		427		155		23	
Ending Balance	\$ 427		\$ 155		\$ 23		\$ —	
MOTOR VEHICLE MAINTENANCE								
RECEIPTS	\$ 17,824		\$ 14,936		\$ 19,339		\$ 19,822	
EXPENDITURES	16,420	84	17,208	79	19,099	75	20,444	77
Net	1,404		(2,271)		240		(622)	
Decertifications	662		148		101		—	
Beginning Balance	338		2,405		281		622	
Ending Balance	\$ 2,405		\$ 281		\$ 622		\$ —	
PRINTING & REPRODUCTION								
RECEIPTS	\$ 2,383		\$ 1,837		\$ 2,078		\$ 2,300	
EXPENDITURES	2,431	14	2,075	14	2,145	14	2,367	14
Net	(48)		(238)		(67)		(67)	
Decertifications	252		36		42		—	
Beginning Balance	88		293		92		67	
Ending Balance	\$ 293		\$ 92		\$ 67		\$ 0	



Internal Service Fund Group

(000's Omitted)

	<u>2009</u> <u>Actual</u>	<u>Staff</u>	<u>2010</u> <u>Actual</u>	<u>Staff</u>	<u>2011</u> <u>Unaudited</u>	<u>Staff</u>	<u>2012</u> <u>Budget</u>	<u>Staff</u>
STOREROOM								
RECEIPTS	\$ 852		\$ 802		\$ 837		\$ 561	
EXPENDITURES	823	1	933	1	834	1	651	2
Net	29		(131)		3		(90)	
Decertifications	—		16		—		—	
Beginning Balance	174		202		87		90	
Ending Balance	<u>\$ 202</u>		<u>\$ 87</u>		<u>\$ 90</u>		<u>\$ —</u>	

Agency Fund



(000's Omitted)

	2009 Actual	Staff	2010 Actual	Staff	2011 Unaudited	Staff	2012 Budget	Staff
CENTRAL COLLECTION AGENCY								
RECEIPTS	\$ 7,609		\$ 7,966		\$ 7,710		\$ 10,190	
EXPENDITURES	8,245	79	7,628	74	8,015	74	10,041	94
Net	(635)		338		(305)		149	
Decertifications	194		29		96		—	
Beginning Balance	729		288		655		447	
Ending Balance	\$ 288		\$ 655		\$ 447		\$ 596	

DEBT SERVICE

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

RECEIPTS	\$ 64,788		\$ 60,839		\$ 62,923		\$ 60,667	
EXPENDITURES	63,469	2	61,588	2	61,910		61,291	
Net	1,319		(749)		1,013		(624)	
Decertifications	47		—		—		—	
Beginning Balance	8,825		10,191		9,442		10,455	
Ending Balance	\$ 10,191		\$ 9,442		\$ 10,455		\$ 9,831	



Expenditure By Program

(000's Omitted)

	2009 Actual	Staff	2010 Actual	Staff	2011 Unaudited	Staff	2012 Budget	Staff
LEGISLATIVE BRANCH								
COUNCIL	\$ 6,428	65	\$ 6,033	61	\$ 6,261	62	\$ 6,527	62
JUDICIAL BRANCH								
Municipal Court	23,068	310	22,017	294	21,010	258	20,934	260
Clerk of Courts	14,782	166	14,233	159	13,672	149	14,053	155
Housing Court	3,210	42	3,115	40	3,191	44	3,159	43
TOTAL JUDICIAL BRANCH	41,060	518	39,365	493	37,873	451	38,146	458
EXECUTIVE BRANCH								
GENERAL GOVERNMENT								
Office of the Mayor	2,250	26	2,139	25	2,167	24	2,439	25
Office of Capital Projects	—		—		—		4,286	46
Landmarks Commission	179	2	174	2	177	2	234	2
Building Standards and Appeals	113	1	114	1	117	1	126	1
Zoning Appeals	197	2	185	2	198	2	209	2
Civil Service Commission	885	8	1,336	8	1,188	8	961	8
Community Relations Board	1,111	16	1,134	16	1,136	14	1,190	15
City Planning Commission	1,494	19	1,453	19	1,475	16	1,524	17
Boxing & Wrestling Commission	5		5		6		8	
Office of Equal Opportunity	596	10	536	10	483	8	468	8
Office of Budget & Management	522	5	721	7	571	7	895	9
TOTAL GENERAL GOVERNMENT	7,352	89	7,797	90	7,518	82	12,340	133
DEPARTMENT OF AGING	786	9	757	10	799	9	895	11
DEPARTMENT OF PERSONNEL	1,730	14	1,463	15	1,747	15	1,976	16
DEPT OF CONSUMER AFFAIRS	307	5	157	2	126	2	—	
COMM. DEV. DIRECTOR'S OFFICE	—		—		—		271	4
DEPARTMENT OF LAW	9,068	86	8,545	85	8,953	72	9,213	80
DEPARTMENT OF FINANCE								
Director's Office	696	7	686	8	849	9	855	9
Accounts	1,905	19	1,881	19	1,654	18	1,917	18
Assessments & Licenses	3,200	33	2,586	32	2,519	31	4,532	36
Treasury	404	5	435	6	536	6	561	6
Purchases & Supplies	551	9	509	8	532	8	602	9
Bureau of Internal Audit	651	6	689	7	761	5	985	7
Financial Reporting & Control	1,345	16	1,228	14	1,096	13	1,240	14
Information Technology Services	3,334	27	3,216	25	3,232	17	3,590	20
Information Technology & Planning	161	2	158	2	162	2	170	2
TOTAL FINANCE	12,247	124	11,388	121	11,341	109	14,452	121
DEPARTMENT OF PORT CONTROL								
HARBORS	236	1	234	1	24		105	1

Expenditure By Program



(000's Omitted)

	2009 Actual	Staff	2010 Actual	Staff	2011 Unaudited	Staff	2012 Budget	Staff
DEPARTMENT OF PUBLIC SERVICE								
Public Service Administration	428	4	383	4	408	5	—	
Architecture	545	6	448	6	421	5	—	
Waste Collection & Disposal	27,054	216	25,357	215	25,367	209	—	
Engineering & Construction	4,843	60	4,678	59	4,646	56	—	
Traffic Engineering	4,088	37	3,775	36	3,728	34	—	
TOTAL PUBLIC SERVICE	36,958	323	34,641	320	34,570	309	—	
DEPARTMENT OF PUBLIC HEALTH								
Director's Office	841	7	807	7	847	7	896	7
Health	3,339	33	3,080	29	2,602	28	3,062	29
Environment	1,200	16	1,038	13	919	11	952	12
Air Quality	433	1	403	—	369	1	389	1
TOTAL PUBLIC HEALTH	5,813	57	5,328	49	4,737	47	5,299	49
DEPARTMENT OF PUBLIC SAFETY								
Director's Office	3,147	29	3,281	28	3,213	27	3,881	33
Police-Uniform	177,992	1,633	173,102	1,568	170,594	1,466	172,033	1,499
Civilian	—	243	—	228	—	183	—	237
Fire-Uniform	91,387	884	89,508	859	88,483	773	85,664	785
Civilian	—	10	—	10	—	10	—	10
Emergency Medical Service	22,920	236	20,651	215	20,232	216	21,926	225
Animal Control Services	1,073	14	1,010	14	1,197	14	1,260	14
Correction	14,241	187	14,615	168	14,051	157	14,647	161
TOTAL PUBLIC SAFETY	310,760	3,236	302,167	3,090	297,770	2,813	299,411	2,964
PARKS, RECREATION & PROPERTIES								
Director's Office	713	7	674	6	700	7	—	
Research, Planning & Development	778	8	601	6	481	6	—	
Recreation	13,673	148	12,534	139	12,165	112	—	
Parking Facilities	1,280	24	1,149	22	1,237	21	—	
Property Management	8,290	84	7,931	80	7,627	71	—	
Parks, Maintenance & Properties	13,254	117	12,086	119	12,546	107	—	
TOTAL PARKS, REC, & PROP	37,988	388	34,975	372	34,756	324	—	
DEPARTMENT OF PUBLIC WORKS								
Division of Public Works Admin.	—		—		—		2,818	38
Recreation	—		—		—		12,313	116
Parking Facilities	—		—		—		1,251	22
Property Management	—		—		—		8,594	76
Parks, Maintenance & Properties	—		—		—		12,922	108
Division of Waste	—		—		—		25,304	231
Division of Traffic Engineering	—		—		—		3,564	34
TOTAL PUBLIC WORKS	—		—		—		66,766	625



Expenditure By Program

(000's Omitted)

	2009 Actual	Staff	2010 Actual	Staff	2011 Unaudited	Staff	2012 Budget	Staff
DEPARTMENT OF BUILDING & HOUSING								
Director's Office	1,405	23	1,708	22	1,854	22	1,994	22
Code Enforcement	6,322	91	5,394	85	5,066	76	6,341	83
Construction Permit	1,594	22	1,476	21	1,383	16	1,487	19
TOTAL BUILDING & HOUSING	9,321	136	8,578	128	8,303	114	9,822	124
ECONOMIC DEVELOPMENT	1,333	14	1,207	14	1,392	16	1,525	17
NON-DEPARTMENTAL								
County Auditor Deductions	1,292		3,109		1,627		1,736	
Other Administrative	17,106		16,483		15,082		17,700	
Subsidies to Other Funds	18,278		16,277		19,786		20,873	
TOTAL NON-DEPARTMENTAL	36,676		35,869		36,495		40,309	
TOTAL EXECUTIVE BRANCH	470,575	4,482	453,106	4,297	448,531	3,945	462,384	4,145
TOTAL GENERAL FUND	\$ 518,063	5,065	\$ 498,504	4,851	\$ 492,665	4,458	\$ 507,057	4,665

MARTIN J. SWEENEY, COUNCIL PRESIDENT PATRICIA J. BRITT, CLERK OF COUNCIL

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

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

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

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

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



General Government

Council and Clerk of Council

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,943,775	\$ 1,849,682	\$ 1,897,592	\$ 2,019,833
Seasonal	4,080	6,385	—	—
Elected Officials	1,558,452	1,397,497	1,416,724	1,446,170
Part-Time Permanent	55,377	105,888	111,427	113,744
Longevity	9,800	—	11,125	12,200
Separation Payments	9,880	35,031	—	60,000
	\$ 3,581,364	\$ 3,394,483	\$ 3,436,867	\$ 3,651,947
Benefits				
Hospitalization	\$ 470,544	\$ 424,297	\$ 412,167	\$ 445,511
Prescription	71,713	105,091	93,839	103,813
Dental	31,517	31,410	33,897	29,268
Vision Care	3,577	3,198	3,436	3,623
Public Employees Retire System	537,093	518,772	480,975	495,168
Fica-Medicare	43,627	41,838	41,871	44,253
Workers' Compensation	45,709	40,171	61,531	54,191
Life Insurance	2,865	2,719	2,734	2,880
Unemployment Compensation	6,251	35,498	4,872	32,000
	\$ 1,212,896	\$ 1,202,993	\$ 1,135,324	\$ 1,210,707
Other Training & Professional Dues				
Travel	\$ 37,921	\$ 23,341	\$ 44,120	\$ 43,560
Tuition & Registration Fees	26,150	16,843	22,977	18,500
Professional Dues & Subscript	2,183	4,733	3,702	4,757
	\$ 66,253	\$ 44,917	\$ 70,799	\$ 66,817
Contractual Services				
Professional Services	\$ 692,032	\$ 650,491	\$ 626,662	\$ 363,485
Expense Account Reimbursement	233,886	193,616	219,954	273,600
Advertising And Public Notice	226,651	184,563	449,999	512,650
Parking In City Facilities	39,357	30,702	47,912	32,500
Insurance And Official Bonds	100	100	100	100
Taxes	73	61	139	500
	\$ 1,192,098	\$ 1,059,533	\$ 1,344,767	\$ 1,182,835
Materials & Supplies				
Office Supplies	\$ 2,152	\$ 13,023	\$ 20,435	\$ 13,400
Postage	187,859	156,396	125,297	209,403
Food	13,073	13,957	12,676	9,000
Other Supplies	92	—	—	—
Just In Time Office Supplies	10,626	10,989	6,348	8,000
	\$ 213,802	\$ 194,365	\$ 164,757	\$ 239,803
Maintenance				
Maintenance Office Equipment	\$ —	\$ 2,094	\$ 5,650	\$ 6,781
Vehicle Maintenance By Contract	25	—	—	—
	\$ 25	\$ 2,094	\$ 5,650	\$ 6,781

General Government



Council and Clerk of Council

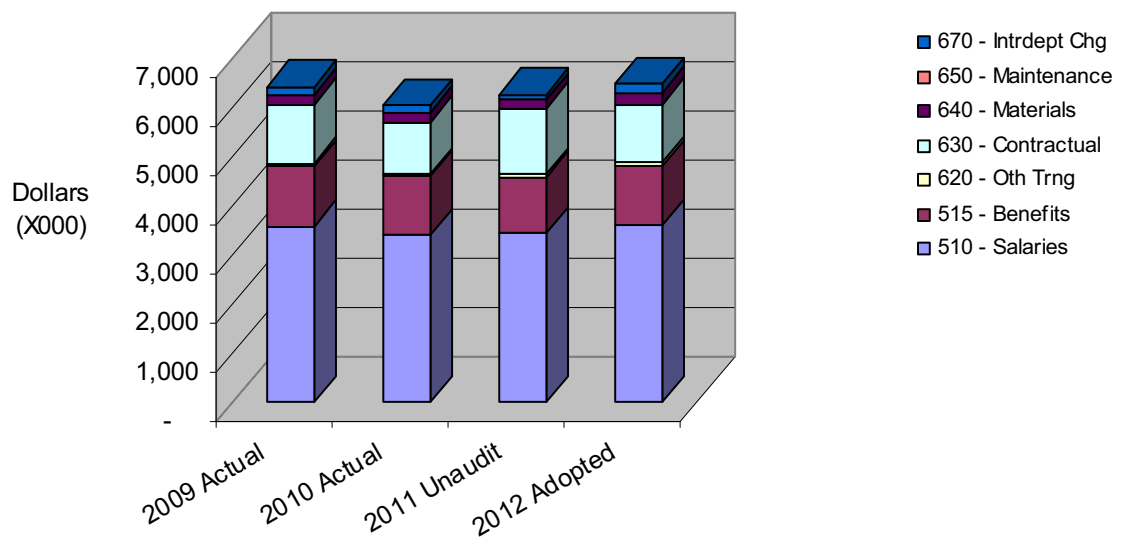
Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 83,183	\$ 57,572	\$ 45,697	\$ 83,535
Charges From Print & Repro	31,264	34,153	31,313	37,000
Charges From Central Storeroom	46,826	43,186	25,700	48,000
	\$ 161,273	\$ 134,911	\$ 102,710	\$ 168,535
	\$ 6,427,711	\$ 6,033,297	\$ 6,260,874	\$ 6,527,425

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ —	\$ 1,891	\$ 6,209	\$ 1,000
Miscellaneous	1,195	976	404	1,000
	\$ 1,195	\$ 2,867	\$ 6,614	\$ 2,000

Council Expenditures by Appropriation





General Government

Council and Clerk of Council

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	December 2011	Budget 2012		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
1	1	1	Clerk of Council	42,865.60	106,865.05
1	1	1	Council President	86,259.22	86,259.22
18	18	18	Councilman	76,259.21	76,259.21
<u>20</u>	<u>20</u>	<u>20</u>			
OFFICE & CLERICAL					
1	1	1	Executive Assistant Council President	24,975.00	45,000.00
18	18	18	Executive Assistant Council (Wards 1-17 & 19)	20,800.00	45,000.00
1	1	1	Council Receptionist	20,800.00	46,494.36
<u>20</u>	<u>20</u>	<u>20</u>			
PROFESSIONALS					
1	1	1	Administrative Assistant	21,851.06	73,469.32
1	1	1	Administrative Secretary	20,800.00	73,469.32
1	1	1	Chief City Archivist	21,851.06	77,490.61
1	1	1	Deputy Chief Archivist	20,800.00	73,469.32
1	1	1	Chief Legislative Secretary	21,851.06	77,490.61
1	1	1	Personnel Administrator-Council	21,851.06	77,490.61
1	1	1	Deputy Clerk	21,851.06	73,469.32
1	1	1	Executive Assistant-Clerk of Council	24,974.46	77,490.61
1	1	1	Executive Assistant	24,974.46	77,490.61
1	1	1	First Assistant Clerk	24,975.91	77,490.61
1	1	1	Information & Technology Administrator	21,851.00	73,469.32
3	3	3	Legislative Assistant	20,800.00	61,992.49
2	2	2	Legislative Committee Clerk	20,800.00	61,992.49
1	1	1	Public Relations Manager	21,851.00	77,490.61
1	1	1	Policy Research Analyst	21,851.06	73,469.32
1	1	1	Planning and Development Advisor	55,000.00	77,233.52
0	1	1	Financial Assitant	20,800.00	46,494.36
1	1	1	Financial Officer	20,800.00	73,469.32
1	1	1	Director of Policy Research	24,974.46	77,490.61
<u>21</u>	<u>22</u>	<u>22</u>			
61	62	62	TOTAL FULL TIME		
2	2	2	TOTAL PART TIME		
2	0	0	TOTAL SEASONAL		
<u>65</u>	<u>64</u>	<u>64</u>	TOTAL DIVISION		

General Government

Office of the Mayor



FRANK G. JACKSON, MAYOR

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

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

PROGRAM NAME: ACTION CENTER

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

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

PROGRAM NAME: OFFICE OF COMMUNICATIONS

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

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

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 and organizations on behalf of the city and oversee interaction and coordinate with Cleveland City Council.

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



General Government

Office of the Mayor

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,496,262	\$ 1,368,157	\$ 1,416,502	\$ 1,561,875
Elected Officials	132,775	132,775	132,775	135,534
Part-Time Permanent	14,474	13,469	13,636	20,000
Longevity	1,800	—	3,950	4,250
Separation Payments	—	2,401	—	50,000
	\$ 1,645,311	\$ 1,516,802	\$ 1,566,863	\$ 1,771,659
Benefits				
Hospitalization	\$ 173,439	\$ 175,816	\$ 172,469	\$ 191,174
Prescription	25,257	38,849	35,306	36,310
Dental	10,999	11,883	12,432	13,209
Vision Care	1,478	1,293	1,347	1,500
Public Employees Retire System	247,344	236,774	219,026	241,032
Fica-Medicare	23,685	21,803	22,372	24,964
Workers' Compensation	19,753	18,401	27,404	24,203
Life Insurance	1,189	1,129	1,069	1,128
	\$ 503,144	\$ 505,947	\$ 491,425	\$ 533,520
Other Training & Professional Dues				
Travel	\$ 9,683	\$ 6,419	\$ 15,253	\$ 15,000
Tuition & Registration Fees	1,500	4,445	2,099	4,500
Professional Dues & Subscript	3,423	2,460	5,866	5,000
	\$ 14,606	\$ 13,324	\$ 23,219	\$ 24,500
Contractual Services				
Professional Services	\$ 415	\$ 640	\$ 277	\$ 500
Cable Professional Services	2,750	—	—	—
Mileage (Private Auto)	—	—	112	500
Security Services	352	93	—	600
Expense Account Reimbursement	194	147	580	500
Insurance And Official Bonds	100	100	100	200
	\$ 3,811	\$ 981	\$ 1,069	\$ 2,300
Materials & Supplies				
Office Supplies	\$ 903	\$ —	\$ 1,377	\$ 1,000
Computer Supplies	89	—	313	5,000
Food	1,201	650	425	1,000
Other Supplies	—	—	80	—
Special Events Supplies	2,250	3,395	2,750	3,000
Just In Time Office Supplies	5,191	5,503	4,068	8,000
	\$ 9,634	\$ 9,548	\$ 9,012	\$ 18,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 31,476	\$ 35,009	\$ 27,112	\$ 34,215
Charges From Print & Repro	21,508	19,338	19,247	25,000
Charges From Central Storeroom	7,806	6,973	7,717	7,892
Charges From M.V.M.	12,311	31,070	21,180	21,798
	\$ 73,100	\$ 92,391	\$ 75,256	\$ 88,905
	\$ 2,249,607	\$ 2,138,993	\$ 2,166,845	\$ 2,438,884

General Government

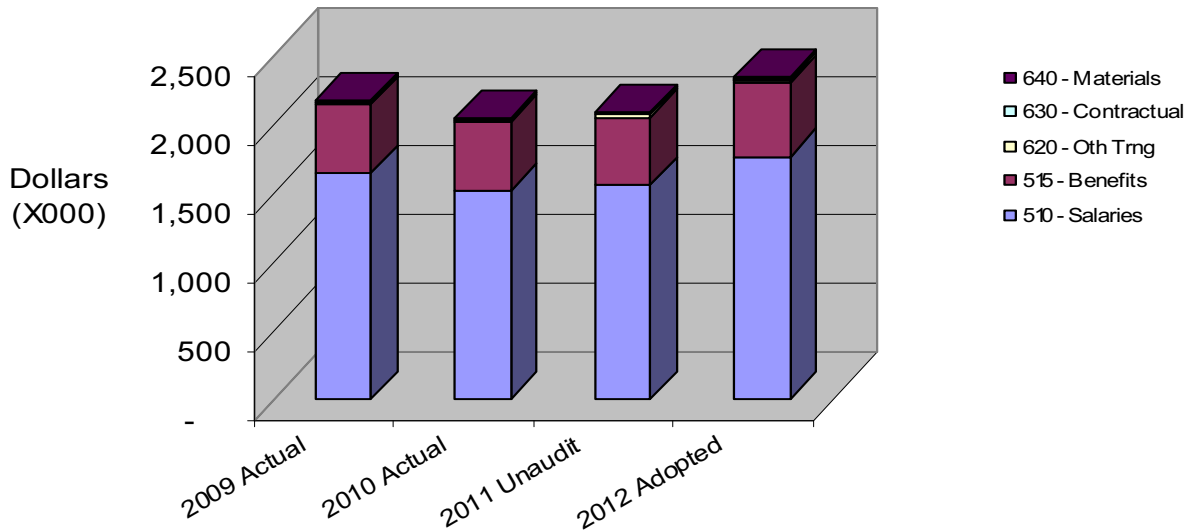
Office of the Mayor



Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Miscellaneous	\$ 311	\$ 380	\$ 425	\$ —
	\$ 311	\$ 380	\$ 425	\$ —

Mayor Expenditures by Appropriation



COMPARISON OF STAFFING LEVEL

No. of Employees			Position	Salary Schedule*	
Budget 2011	December 2011	Budget 2012		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
5	5	6	Executive Assistant to the Mayor	50,795.78	183,340.00
1	1	1	Mayor	132,775.20	132,775.20
1	1	1	Secretary to the Mayor	50,795.00	183,340.00
20	17	17	Special Assistant to the Mayor	20,800.00	99,337.75
27	24	25	TOTAL FULL TIME		
1	1	1	TOTAL PART TIME		
28	25	26	TOTAL DIVISION		



General Government

Office of Capital Projects

JOMARIE WASIK, 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.

General Government

Office of Capital Projects



Expenditures

	2009 Actual		2010 Actual		2011 Unaudited		2012 Budget
Salaries and Wages							
Full Time Permanent	\$	—	\$	—	\$	—	\$ 2,629,642
Part-Time Permanent		—		—		—	67,735
Longevity		—		—		—	21,670
Overtime		—		—		—	8,000
	\$	—	\$	—	\$	—	\$ 2,727,047
Benefits							
Hospitalization	\$	—	\$	—	\$	—	\$ 424,446
Prescription		—		—		—	81,179
Dental		—		—		—	32,563
Vision Care		—		—		—	2,900
Public Employees Retire System		—		—		—	381,787
Fica-Medicare		—		—		—	36,146
Workers' Compensation		—		—		—	51,745
Life Insurance		—		—		—	2,070
Clothing Allowance		—		—		—	3,820
Clothing Maintenance		—		—		—	1,200
	\$	—	\$	—	\$	—	\$ 1,017,856
Other Training & Professional Dues							
Travel	\$	—	\$	—	\$	—	\$ 3,000
Tuition & Registration Fees		—		—		—	4,900
Professional Dues & Subscript		—		—		—	4,000
	\$	—	\$	—	\$	—	\$ 11,900
Contractual Services							
Professional Services	\$	—	\$	—	\$	—	\$ 178,500
Mileage (Private Auto)		—		—		—	1,750
Advertising And Public Notice		—		—		—	1,500
Appraisal Fees		—		—		—	9,500
Parking In City Facilities		—		—		—	12,890
Taxes		—		—		—	211,000
Equipment Rental		—		—		—	1,000
Other Contractual		—		—		—	500
	\$	—	\$	—	\$	—	\$ 416,640
Materials & Supplies							
Office Supplies	\$	—	\$	—	\$	—	\$ 2,500
Computer Supplies		—		—		—	1,250
Boilers, Heaters & Cool Equip		—		—		—	1,000
Small Equipment		—		—		—	2,000
Hygiene And Cleaning Supplies		—		—		—	200
Photographic Supplies		—		—		—	1,000
Paper And Other Printing Suppl		—		—		—	4,500
Other Supplies		—		—		—	500
Bridge Maintenance Supplies		—		—		—	5,000
Safety Equipment		—		—		—	1,000
Just In Time Office Supplies		—		—		—	7,950
	\$	—	\$	—	\$	—	\$ 26,900

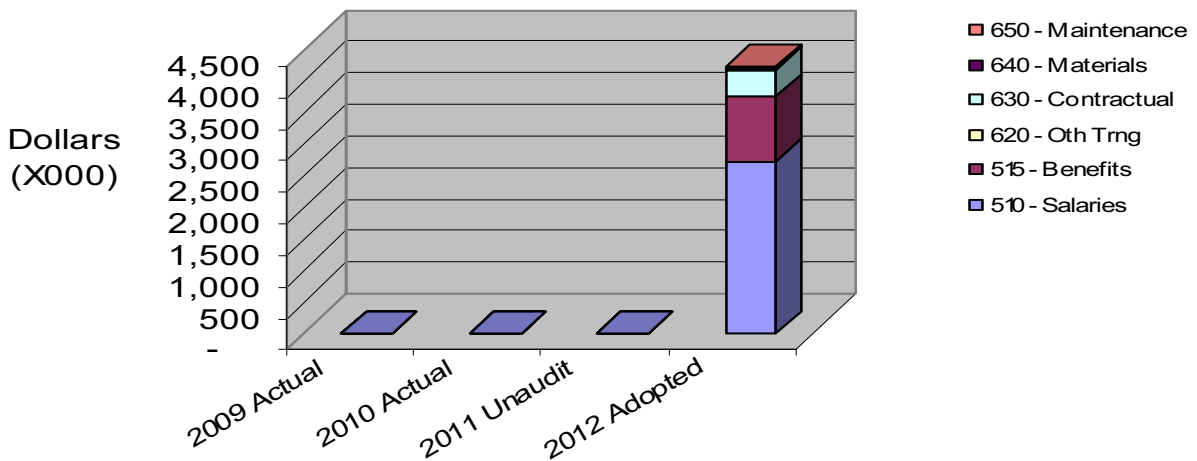
Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 2,000
Computer Hardware Maintenance	—	—	—	1,200
Computer Software Maintenance	—	—	—	25,000
	\$ —	\$ —	\$ —	\$ 28,200
Interdepart Service Charges				
Charges From Telephone Exch	\$ —	\$ —	\$ —	\$ 26,169
Charges From Radio Comm System	—	—	—	3,661
Charges From Print & Repro	—	—	—	15,038
Charges From Central Storeroom	—	—	—	1,690
Charges From M.V.M.	—	—	—	10,628
	\$ —	\$ —	\$ —	\$ 57,186
	\$ —	\$ —	\$ —	\$ 4,285,729

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ —	\$ —	\$ —	\$ 12,500
Licenses & Permits	—	—	—	227,000
Miscellaneous	—	—	—	1,200,300
	\$ —	\$ —	\$ —	\$ 1,439,800

Capital Office Expenditures by Appropriation



General Government

Office of Capital Projects



COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	December 2011	Budget 2012		Minimum	Maximum
			ADMINISTRATORS & OFFICIALS		
0	0	1	Director of Capital Projects	50,795.81	176,729.77
0	0	1	Commissioner of Real Estate	40,314.82	121,901.44
0	0	1	Administration Bureau Manager	40,314.82	132,061.01
0	0	1	Superintendent of Sidewalks	22,333.40	63,607.63
<u>0</u>	<u>0</u>	<u>4</u>			
			OFFICE & CLERICAL		
0	0	1	Junior Personnel Assistant	20,800.00	39,367.76
0	0	2	Principal Clerk	14.88	20.10
0	0	2	Administrative Officer	20,800.00	52,979.99
<u>0</u>	<u>0</u>	<u>5</u>			
			PROFESSIONALS		
0	0	1	Chief Sidewalk Inspector	20,800.00	45,945.41
0	0	2	Construction Technician	12.02	23.32
0	0	6	Consulting Engineer	36,000.00	94,991.29
0	0	1	Manager of Research & Planning	22,333.40	74,106.01
0	0	1	Architect, Landscape Senior	10.00	30.54
0	0	1	Architect, Landscape	10.00	28.86
0	0	1	Architect	10.00	30.55
0	0	1	Chief Architect	23,647.11	101,803.14
0	0	3	Senior Assistant Architect	10.00	24.59
0	0	1	Manager of Site Development	22,333.40	74,106.01
0	0	1	Supervisor, Site Development	20,800.00	53,900.54
0	0	3	Section Chief Engineering and Construction	50,000.00	97,819.83
0	0	1	Senior Budget and Management Analyst	26,273.96	78,265.22
0	0	1	Surveyor	10.00	27.39
0	0	2	Survey Party Chief	20,800.00	56,325.64
0	0	1	Deputy Project Director	20,092.80	62,836.42
0	0	2	Project Director	22,333.40	80,282.43
<u>0</u>	<u>0</u>	<u>29</u>			
			TECHNICIAN		
0	0	7	Engineering & Construction Inspector	19.05	21.05
0	0	1	Sidewalk Inspector	17.44	19.44
<u>0</u>	<u>0</u>	<u>8</u>			
<u>0</u>	<u>0</u>	<u>46</u>	TOTAL FULL TIME		
<u>0</u>	<u>0</u>	<u>2</u>	TOTAL PART TIME		
<u>0</u>	<u>0</u>	<u>48</u>	TOTAL DIVISION		



General Government

Landmarks Commission

ROBERT KEISER, 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 a seven-member board appointed by the Mayor and City Council President with the charge to safeguard the City's heritage through the preservation of historic buildings and districts. The Commission is administered by two staff members. The Commission recommends buildings, sites or historic districts that are eligible for local designation as landmarks. It follows established criteria listed in the Landmarks Ordinance, Chapter 161 of the Codified Ordinances. Exterior changes to individual Landmarks or properties within historic districts are reviewed by the Landmarks Commission as part of the building permit process. Neighborhood based design review committees act as advisory committees to the Landmarks Commission. The Commission staff conducts a continuing historic building and site survey of Landmark and National Register designation. The Cleveland Landmarks Commission acts as a Certified Local Government Grant in coordination with the State Historic Preservation Office and the National Park Service in National Register designation and cases involving 106 Environmental Reviews.

PROGRAM NAME: PERMITS AND CASES

OBJECTIVE: The Landmarks Commission staff provides support to the Landmarks Commission for changes to historic property. The Landmarks staff reviews and approves many smaller cases on administrative basis. It prepares the larger cases for hearings before the Landmarks Commission, making recommendations on action that is to be taken.

ACTIVITY: The Landmarks 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 Commission makes decisions regarding the granting of Certificates of Appropriateness for the issuance of building permits. Staff maintains records of Commission decisions.

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.

ACTIVITY: The Landmarks Commission conducts architectural surveys to assess the significance of historic buildings, sites, and districts and promote historical significance of Cleveland neighborhoods, on a continuing basis.

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.

ACTIVITY: The Landmarks Commission staff attends the local design review committees. It prepares staff reviews. Prepare staff reviews of designs submitted to Design Review Committees. The Commission staff is also involved in the training and staff support to Design Review Committees.

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 94,364	\$ 90,729	\$ 94,362	\$ 96,323
Board Members	46,074	46,887	44,179	46,075
Longevity	1,375	—	1,375	1,375
	\$ 141,814	\$ 137,616	\$ 139,915	\$ 143,773
Benefits				
Hospitalization	\$ 8,139	\$ 7,597	\$ 6,986	\$ 7,263
Prescription	1,423	2,135	2,135	2,134
Dental	480	493	537	596
Vision Care	112	103	113	118
Public Employees Retire System	21,351	21,268	19,642	20,128
Fica-Medicare	1,243	1,224	1,211	1,259
Workers' Compensation	1,648	790	2,486	2,161
Life Insurance	90	90	90	90
Unemployment Compensation	—	—	299	1,200
	\$ 34,486	\$ 33,700	\$ 33,499	\$ 34,949
Other Training & Professional Dues				
Professional Dues & Subscript	\$ 115	\$ —	\$ —	\$ —
	\$ 115	\$ —	\$ —	\$ —
Contractual Services				
Professional Services	\$ 308	\$ 853	\$ 750	\$ 51,230
Advertising And Public Notice	200	394	269	600
Parking In City Facilities	548	386	582	650
	\$ 1,055	\$ 1,634	\$ 1,601	\$ 52,480
Materials & Supplies				
Just In Time Office Supplies	\$ 324	\$ 447	\$ —	\$ 700
	\$ 324	\$ 447	\$ —	\$ 700
Interdepart Service Charges				
Charges From Telephone Exch	\$ 38	\$ —	\$ —	\$ 247
Charges From Print & Repro	856	862	1,335	1,500
Charges From Central Storeroom	122	158	363	371
	\$ 1,015	\$ 1,020	\$ 1,698	\$ 2,118
	\$ 178,809	\$ 174,418	\$ 176,714	\$ 234,020

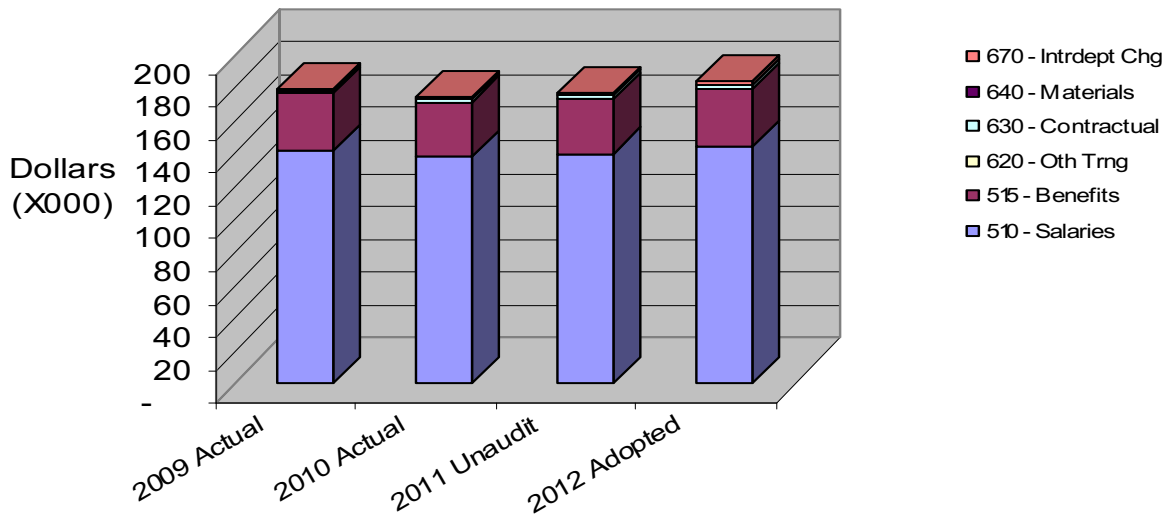
Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Licenses & Permits	\$ 2,860	\$ —	\$ —	\$ —
Miscellaneous	410	223	2	—
	\$ 3,270	\$ 223	\$ 2	\$ —

General Government

Landmarks Commission

Landmarks Expenditures by Appropriation



COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2011	December 2011		Minimum	Maximum
			PROFESSIONALS		
1	1	1	City Planner	30,000.00	60,707.77
1	1	1	City Planner, Chief	30,000.00	82,781.08
2	2	2	TOTAL FULL TIME		
1	1	1	Chairman, Landmarks Commission	7,075.00	7,075.00
6	5	6	Board Members	6,500.00	6,500.00
7	6	7	TOTAL BOARD MEMBERS		
9	8	9	TOTAL DIVISION		

ANTOINETTE COBB, EXECUTIVE SECRETARY

Mission Statement

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

PROGRAM NAME: 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, 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: 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.

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.



General Government

Board of Building Standards and Appeals

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 44,262	\$ 42,559	\$ 44,262	\$ 45,182
Board Members	33,965	35,935	34,760	39,130
Longevity	700	—	700	700
	\$ 78,927	\$ 78,494	\$ 79,722	\$ 85,012
Benefits				
Hospitalization	\$ 8,331	\$ 8,505	\$ 8,696	\$ 9,523
Prescription	1,638	2,457	2,457	2,457
Dental	608	679	739	821
Vision Care	52	52	56	59
Public Employees Retire System	12,677	12,096	11,151	11,903
Fica-Medicare	1,136	1,130	1,140	1,233
Workers' Compensation	911	885	1,418	1,231
Life Insurance	45	45	45	45
	\$ 25,399	\$ 25,848	\$ 25,704	\$ 27,272
Other Training & Professional Dues				
Professional Dues & Subscript	\$ 12	\$ 12	\$ —	\$ 100
	\$ 12	\$ 12	\$ —	\$ 100
Contractual Services				
Court Reporter	\$ 3,091	\$ 4,338	\$ 3,466	\$ 5,000
Parking In City Facilities	673	536	922	720
	\$ 3,764	\$ 4,874	\$ 4,388	\$ 5,720
Materials & Supplies				
Office Supplies	\$ 116	\$ 240	\$ 112	\$ 250
Just In Time Office Supplies	199	—	—	180
	\$ 315	\$ 240	\$ 112	\$ 430
Interdepart Service Charges				
Charges From Telephone Exch	\$ 372	\$ 361	\$ 347	\$ 490
Charges From Print & Repro	2,553	1,979	2,984	3,500
Charges From Central Storeroom	1,359	1,703	3,282	3,000
	\$ 4,284	\$ 4,042	\$ 6,613	\$ 6,990
	\$ 112,702	\$ 113,510	\$ 116,539	\$ 125,524

Revenues

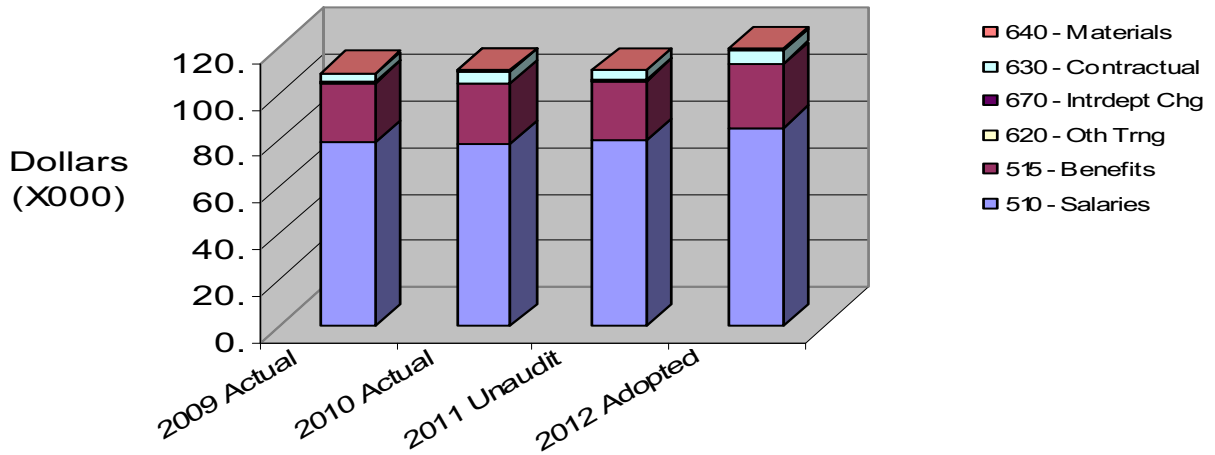
	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ 27,270	\$ 29,245	\$ 24,975	\$ 25,000
Licenses & Permits	—	—	145	—
	\$ 27,270	\$ 29,245	\$ 25,120	\$ 25,000

General Government

Board of Building Standards and Appeals



Board of Building Standards & Appeals Expenditures by Appropriation



COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2011	Budget 2012		Minimum	Maximum
			PROFESSIONALS		
1	1	1	Secretary, Board of Building Standards & Appeals	23,647.11	82,781.08
1	1	1	TOTAL FULL TIME		
1	1	1	Board Chairman	9,545.00	9,545.00
5	4	4	Board Members	7,820.00	7,802.00
6	5	5	TOTAL BOARD MEMBERS		
7	6	6	TOTAL DIVISION		



General Government

Board of Zoning Appeals

JAN HUBER, ACTING SECRETARY

Mission Statement

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

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.

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.

General Government

Board of Zoning Appeals



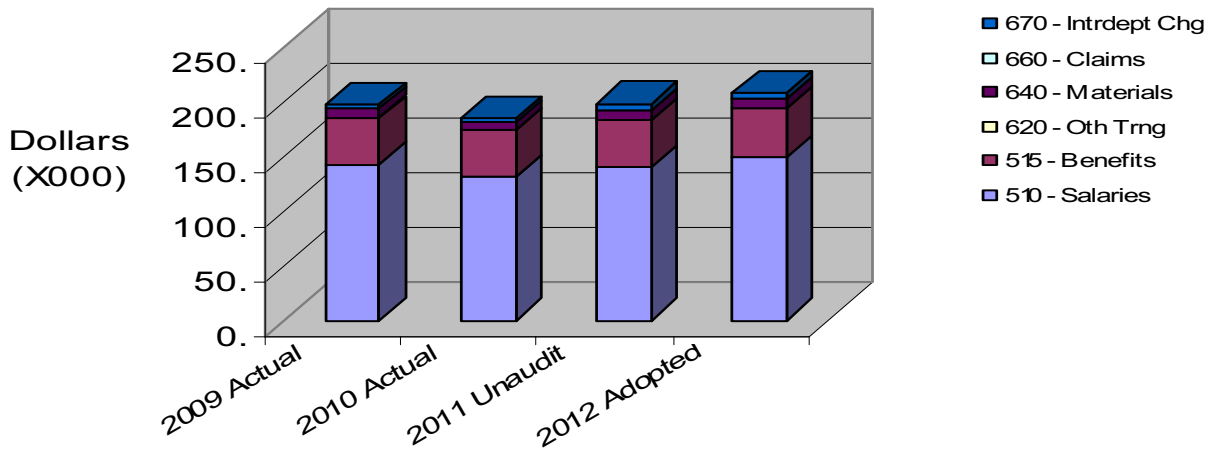
Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 101,812	\$ 99,530	\$ 102,089	\$ 107,913
Board Members	39,675	31,855	36,742	39,675
Longevity	1,150	—	1,275	1,450
	\$ 142,637	\$ 131,384	\$ 140,106	\$ 149,038
Benefits				
Hospitalization	\$ 15,950	\$ 16,118	\$ 17,032	\$ 17,041
Prescription	712	1,067	1,067	1,067
Dental	900	925	1,008	1,119
Vision Care	144	133	137	140
Public Employees Retire System	21,425	20,624	19,366	20,867
Fica-Medicare	2,040	1,873	1,987	2,161
Workers' Compensation	1,630	1,599	2,374	2,164
Life Insurance	90	90	90	90
	\$ 42,890	\$ 42,428	\$ 43,061	\$ 44,649
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 340	\$ —	\$ —	\$ 300
	\$ 340	\$ —	\$ —	\$ 300
Contractual Services				
Court Reporter	\$ 6,386	\$ 6,513	\$ 7,725	\$ 7,000
Parking In City Facilities	1,649	981	1,386	2,065
	\$ 8,035	\$ 7,494	\$ 9,111	\$ 9,065
Materials & Supplies				
Office Supplies	\$ 188	\$ 100	\$ 104	\$ 150
Just In Time Office Supplies	180	40	—	150
	\$ 368	\$ 140	\$ 104	\$ 300
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ —	\$ —	\$ —	\$ 300
	\$ —	\$ —	\$ —	\$ 300
Interdepart Service Charges				
Charges From Telephone Exch	\$ 41	\$ —	\$ 44	\$ 45
Charges From Print & Repro	1,058	2,008	2,342	2,000
Charges From Central Storeroom	2,173	1,996	3,322	3,322
	\$ 3,272	\$ 4,004	\$ 5,708	\$ 5,367
	\$ 197,542	\$ 185,451	\$ 198,091	\$ 209,019

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ 19,122	\$ 20,005	\$ 19,596	\$ 18,000
Miscellaneous	—	—	904	—
	\$ 19,122	\$ 20,005	\$ 20,500	\$ 18,000

Board of Zoning & Appeals Expenditures by Appropriation



COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2011	Budget 2012		Minimum	Maximum
			OFFICE & CLERICAL		
1	1	1	Principal Clerk	14.88	20.10
1	1	1			
			PROFESSIONALS		
1	1	1	Project Coordinator	27,325.56	90,294.89
1	1	1			
2	2	2	TOTAL FULL TIME		
1	1	1	Board Chairman	8,395.00	8,395.00
4	4	4	Board Members	7,820.00	7,820.00
5	5	5	TOTAL BOARD MEMBERS		
7	7	7	TOTAL DIVISION		

LUCILLE AMBROZ, SECRETARY

Mission Statement

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

PROGRAM NAME: POLICY-MAKING

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

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

PROGRAM NAME: 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.

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.



General Government

Civil Service Commission

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 356,991	\$ 351,871	\$ 365,339	\$ 383,389
Board Members	37,720	39,646	39,675	39,676
Longevity	3,050	—	2,725	3,000
Separation Payments	12,294	—	—	—
Overtime	2,120	7,552	3,945	—
	\$ 412,175	\$ 399,069	\$ 411,684	\$ 426,065
Benefits				
Hospitalization	\$ 55,398	\$ 53,707	\$ 52,245	\$ 55,561
Prescription	8,056	12,426	11,963	11,962
Dental	3,757	3,652	3,708	4,062
Vision Care	435	414	452	472
Public Employees Retire System	60,302	62,796	57,584	59,649
Fica-Medicare	5,205	5,089	5,237	6,177
Workers' Compensation	4,978	4,620	7,384	6,359
Life Insurance	341	360	360	360
Unemployment Compensation	1,408	—	—	—
	\$ 139,881	\$ 143,063	\$ 138,932	\$ 144,602
Other Training & Professional Dues				
Tuition & Registration Fees	\$ —	\$ —	\$ 100	\$ 500
	\$ —	\$ —	\$ 100	\$ 500
Contractual Services				
Professional Services	\$ 212,490	\$ 751,940	\$ 559,089	\$ 300,000
Court Reporter	6,945	8,942	11,042	14,000
Referee Services	8,000	10,402	7,000	14,000
Mileage (Private Auto)	—	—	13	—
Medical Services	50,000	—	35,044	35,000
Participation Fee	55	—	—	—
Parking In City Facilities	589	665	2,319	1,000
Other Contractual	21,500	—	—	—
	\$ 299,579	\$ 771,949	\$ 614,507	\$ 364,000
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 271	\$ —
Postage	—	18	—	—
Purchase Of Tests	1,328	—	—	—
Photographic Supplies	250	—	—	250
Other Supplies	104	41	17	—
Just In Time Office Supplies	1,951	2,406	773	1,700
	\$ 3,633	\$ 2,465	\$ 1,061	\$ 1,950

General Government

Civil Service Commission



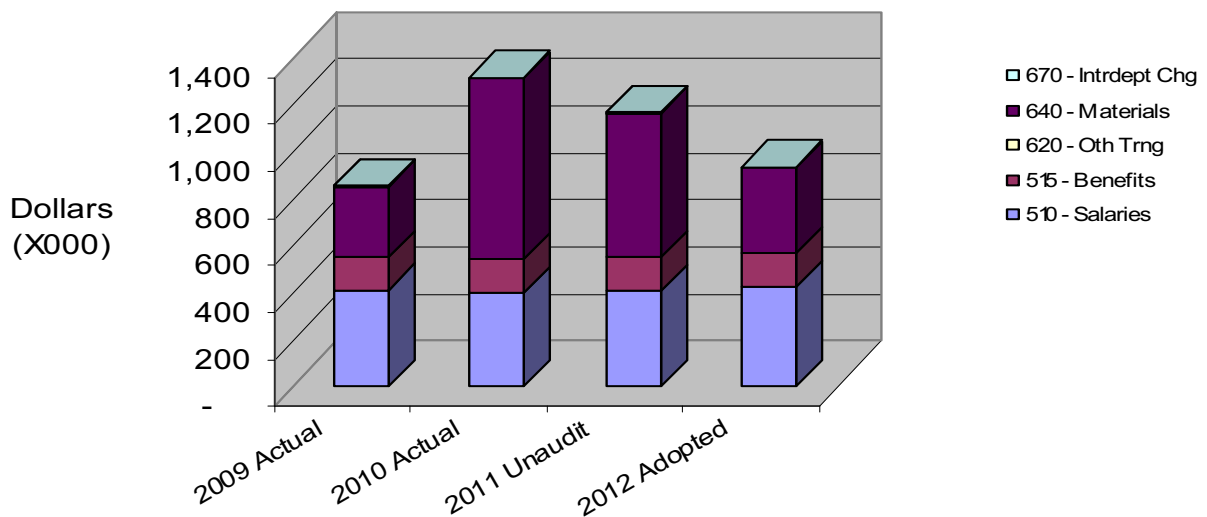
Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 2,714	\$ 3,218	\$ 2,562	\$ 2,620
Charges From Print & Repro	8,640	12,651	9,687	12,000
Charges From Central Storeroom	7,273	3,616	9,220	9,220
Charges From M.V.M.	10,947	430	494	508
	\$ 29,574	\$ 19,915	\$ 21,963	\$ 24,348
	\$ 884,842	\$ 1,336,462	\$ 1,188,247	\$ 961,465

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ 750	\$ 700	\$ —	\$ —
Fines, Forfeitures & Settlements	—	56,600	—	—
Miscellaneous	56,571	54,938	15,319	8,000
	\$ 57,321	\$ 112,238	\$ 15,319	\$ 8,000

Civil Service Expenditures by Appropriation





General Government

Civil Service Commission

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2011	December 2011		Budget 2012	Minimum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Secretary of the Civil Service Commission	25,011.85	99,338.43
1	1	1			
			OFFICE & CLERICAL		
1	1	1	Private Secretary	10.00	21.21
1	1	1	Senior Clerk	12.47	16.58
2	2	2			
			PROFESSIONALS		
1	1	1	Chief Civil Service Examiner	26,273.96	70,807.15
1	1	1	Civil Service Examiner III	20,800.00	43,700.85
1	1	1	Supervisor of Civil Service Records	20,800.00	56,847.22
1	1	1	Personnel Administrator	26,273.96	82,493.55
1	1	1	Deputy Project Director	20,092.80	62,836.42
5	5	5			
8	8	8	TOTAL FULL TIME		
5	5	5	TOTAL BOARD MEMBERS	7,820.00	8,395.00
13	13	13	TOTAL DIVISION		

BLAINE GRIFFIN, DIRECTOR

Mission Statement

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

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

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

PROGRAM NAME: COMMUNITY OUTREACH

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

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



General Government

Community Relations Board

PROGRAM NAME: HUMAN RELATIONS CIVIL RIGHTS TRAINING AND COMMUNITY EDUCATION

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

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

PROGRAM NAME: POLICE/COMMUNITY COOPERATION AND SPECIAL EVENTS

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

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

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

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

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



PROGRAM NAME: COMMUNITY REENTRY

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

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



General Government

Community Relations Board

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 686,709	\$ 695,502	\$ 716,145	\$ 745,810
Board Members	75,963	76,525	78,400	62,650
Part-Time Permanent	15,522	14,629	10,282	10,572
Longevity	4,200	—	5,250	6,650
Separation Payments	967	—	3,845	—
Overtime	35	—	—	—
	\$ 783,396	\$ 786,656	\$ 813,922	\$ 825,682
Benefits				
Hospitalization	\$ 107,735	\$ 114,080	\$ 109,765	\$ 122,545
Prescription	15,940	26,987	26,114	27,451
Dental	6,828	7,876	8,048	9,079
Vision Care	930	922	950	1,020
Public Employees Retire System	118,004	122,842	115,459	115,594
Fica-Medicare	9,180	9,319	9,510	9,847
Workers' Compensation	9,026	8,781	16,810	14,690
Life Insurance	683	713	705	723
Unemployment Compensation	(20)	666	—	—
Clothing Allowance	—	—	—	540
Clothing Maintenance	—	—	—	240
	\$ 268,306	\$ 292,184	\$ 287,361	\$ 301,729
Other Training & Professional Dues				
Travel	\$ 78	\$ —	\$ —	\$ 700
Tuition & Registration Fees	150	210	—	600
Professional Dues & Subscript	—	—	—	130
	\$ 228	\$ 210	\$ —	\$ 1,430
Contractual Services				
Professional Services	\$ —	\$ 1,662	\$ 1,086	\$ 2,307
Mileage (Private Auto)	4,203	3,416	4,139	4,600
Advertising And Public Notice	—	700	120	700
Program Promotion	1,437	208	250	1,000
Parking In City Facilities	2,948	2,300	3,291	4,000
Local Match-Grant Programs	7,284	8,829	—	14,000
	\$ 15,872	\$ 17,115	\$ 8,886	\$ 26,607
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 58	\$ 200
Food	1,298	621	1,029	2,300
Other Supplies	233	—	274	250
Special Events Supplies	2,046	2,178	2,062	2,000
Just In Time Office Supplies	2,627	2,612	—	2,500
	\$ 6,204	\$ 5,410	\$ 3,423	\$ 7,250

General Government



Community Relations Board

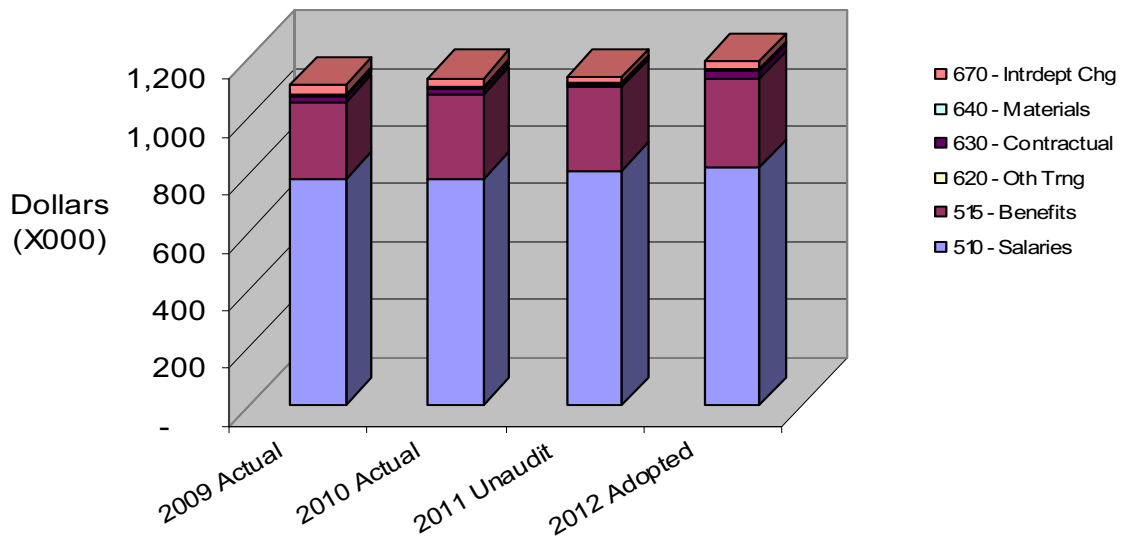
Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 10,499	\$ 10,803	\$ 8,187	\$ 9,415
Charges From Print & Repro	12,285	14,349	10,123	13,455
Charges From Central Storeroom	4,861	4,173	4,106	4,198
Charges From M.V.M.	9,564	2,714	331	341
	\$ 37,209	\$ 32,040	\$ 22,746	\$ 27,409
	\$ 1,111,214	\$ 1,133,615	\$ 1,136,337	\$ 1,190,107

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ 850	\$ —	\$ —	\$ —
Miscellaneous	967	846	387	—
	\$ 1,817	\$ 846	\$ 387	\$ —

Community Relations Board Expenditures by Appropriation





General Government

Community Relations Board

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	December 2011	Budget 2012		Minimum	Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Exec. Director Community Relations Board	50,795.81	176,729.77
1	1	1			
			PROFESSIONALS		
2	2	2	Community Relations Rep. I	10.00	19.29
1	1	1	Community Relations Rep. II	10.00	23.32
1	1	1	Community Relations Rep. III	10.00	28.86
4	3	4	Project Coordinator	27,325.56	90,294.89
4	4	4	Project Director	22,333.40	80,282.43
2	1	1	Administrative Assistant	21,851.06	73,469.32
1	1	1	Case Worker II	14.03	20.20
15	13	14			
16	14	15	TOTAL FULL TIME		
1	1	1	Administrative Officer	20,800.00	52,979.99
1	1	1	TOTAL PART TIME		
14	13	14	Community Relations Board Members	4,500.00	5,075.00
5	4	0	Fair Housing Board Members	4,500.00	5,075.00
19	17	14	TOTAL BOARD MEMBERS		
36	32	30	TOTAL DIVISION		

ROBERT BROWN, DIRECTOR

Mission Statement

The mission of the City Planning Commission is to ensure beneficial physical and social development for the City through long-range planning and capital improvements planning, and to provide a coordinating role with regard to physical development projects and public improvements.

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, grant, and contract administration, personnel management, provision of mapping and secretarial services; maintenance of the City's street line and lot line base map series, and preparation of GIS computerized mapping products.

PROGRAM NAME: PLANNING ADMINISTRATION

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

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

PROGRAM NAME: ZONING ADMINISTRATION

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.

ACTIVITIES: Preparation of zoning studies and legislation amending the City's Zoning Code or Zoning Map; review of Zoning Appeals and 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.

PROGRAM NAME: URBAN DESIGN

OBJECTIVES: To provide design services and to prepare urban design plans necessary to facilitate appropriate development 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.



General Government

City Planning Commission

PROGRAM NAME: CITYWIDE PLANNING

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

ACTIVITIES: Preparation and updating and implementation of a comprehensive Citywide Plan; coordination of planning for the lakefront, riverfront, Euclid Corridor, Inner belt and other large-scale planning districts; coordination of streetscape improvements; capital improvement planning; and analysis and dissemination of statistical information, including ensuring a complete count in the decennial U.S. Census.

General Government

City Planning Commission



Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,025,111	\$ 971,514	\$ 968,182	\$ 969,577
Board Members	41,280	41,280	41,280	41,280
Part-Time Permanent	55,682	56,278	65,492	75,000
Longevity	8,950	—	10,275	8,200
Separation Payments	—	—	4,320	—
	\$ 1,131,023	\$ 1,069,072	\$ 1,089,549	\$ 1,094,057
Benefits				
Hospitalization	\$ 110,428	\$ 112,816	\$ 114,097	\$ 120,809
Prescription	11,451	18,045	17,840	18,044
Dental	7,367	7,858	8,344	8,530
Vision Care	1,089	990	1,045	1,072
Public Employees Retire System	170,339	168,042	152,183	153,168
Fica-Medicare	10,779	10,124	10,525	11,600
Workers' Compensation	14,091	12,677	19,315	16,830
Life Insurance	855	855	810	768
	\$ 326,399	\$ 331,407	\$ 324,159	\$ 330,821
Other Training & Professional Dues				
Tuition & Registration Fees	\$ —	\$ —	\$ 365	\$ 600
	\$ —	\$ —	\$ 365	\$ 600
Contractual Services				
Advertising And Public Notice	\$ —	\$ —	\$ —	\$ 300
Parking In City Facilities	3,590	3,404	5,410	4,500
Other Contractual	600	12,097	25,441	55,000
	\$ 4,190	\$ 15,501	\$ 30,851	\$ 59,800
Materials & Supplies				
Office Supplies	\$ 200	\$ 2,370	\$ 8,823	\$ 1,500
Computer Hardware	2,066	—	1,406	—
Just In Time Office Supplies	3,927	6,243	—	6,500
	\$ 6,193	\$ 8,613	\$ 10,229	\$ 8,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 4,408	\$ 4,460	\$ 4,112	\$ 4,523
Charges From Print & Repro	15,120	19,801	9,600	20,000
Charges From Central Storeroom	1,196	1,276	1,818	1,859
Charges From M.V.M.	5,331	3,083	4,443	4,573
	\$ 26,055	\$ 28,620	\$ 19,973	\$ 30,955
	\$ 1,493,861	\$ 1,453,212	\$ 1,475,125	\$ 1,524,233

Revenues

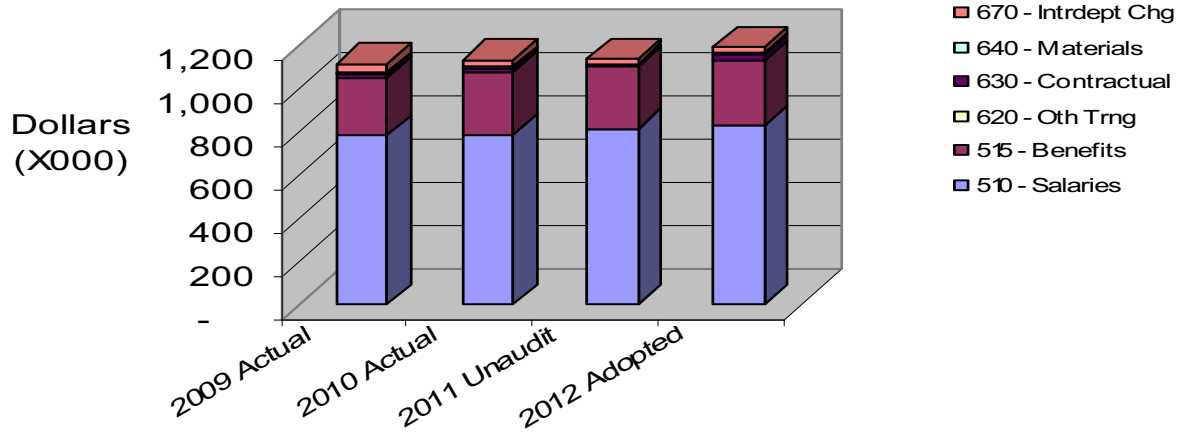
	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Miscellaneous	\$ —	\$ 1	\$ 14	\$ —
	\$ —	\$ 1	\$ 14	\$ —



General Government

City Planning Commission

City Planning Commission Expenditures by Appropriation



General Government

City Planning Commission



COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*		
	Budget 2011	Budget 2012		December 2011	Budget 2012	Minimum
ADMINISTRATORS & OFFICIALS						
1	1	1	Director of Planning		50,795.81	176,729.77
1	1	1	Secretary to the Director		36,590.39	142,340.94
1	2	2	Administrator, Assistant		20,800.00	56,847.22
<u>3</u>	<u>4</u>	<u>4</u>				
OFFICE & CLERICAL						
1	1	1	Secretary		10.00	17.69
<u>1</u>	<u>1</u>	<u>1</u>				
PROFESSIONALS						
1	1	1	City Planner, Senior Assistant		10.00	24.59
6	4	5	City Planner		30,000.00	60,707.77
6	5	5	City Planner, Chief		30,000.00	82,781.08
1	1	1	Administrator of Engineering & Planning		30,214.95	112,526.46
1	0	0	Project Director		22,333.40	80,282.43
<u>15</u>	<u>11</u>	<u>12</u>				
<u>19</u>	<u>16</u>	<u>17</u>	TOTAL FULL TIME			
1	1	1	Administrative Officer		20,800.00	52,979.99
0	1	1	City Planner		30,000.00	60,707.77
1	1	1	City Planner, Chief		30,000.00	82,781.08
<u>2</u>	<u>3</u>	<u>3</u>	TOTAL PART TIME			
6	6	6	Member - City Planning Commission		7,820.00	7,820.00
<u>6</u>	<u>6</u>	<u>6</u>	TOTAL BOARD MEMBERS			
<u><u>27</u></u>	<u><u>25</u></u>	<u><u>26</u></u>	TOTAL DIVISION			



General Government

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.

General Government

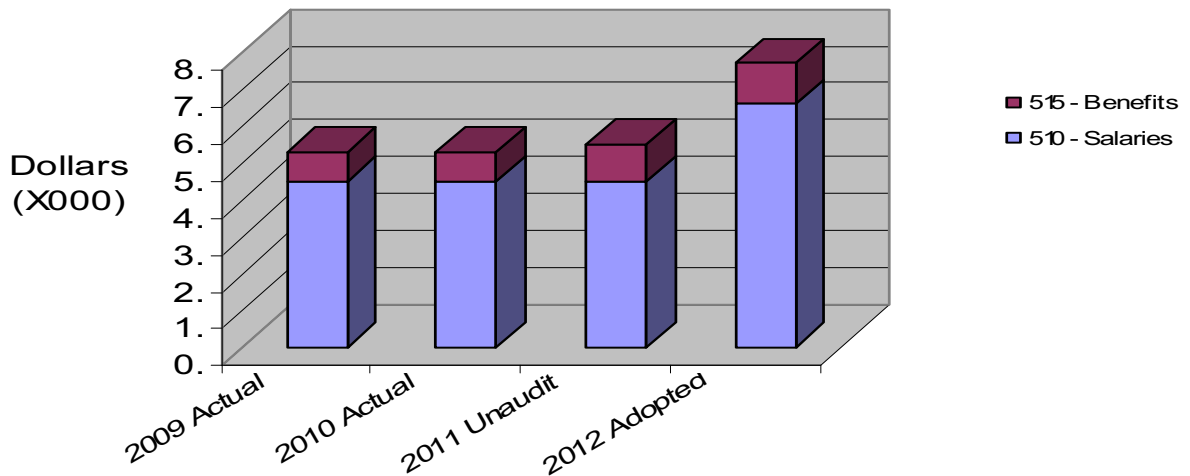


Boxing and Wrestling Commission

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Board Members	\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,400
Part-Time Permanent	2,100	2,100	2,100	4,200
	\$ 4,500	\$ 4,500	\$ 4,500	\$ 6,600
Benefits				
Public Employees Retire System	\$ 682	\$ 682	\$ 630	\$ 924
Fica-Medicare	65	65	65	96
Workers' Compensation	52	50	81	81
Unemployment Compensation	—	—	230	—
	\$ 799	\$ 798	\$ 1,007	\$ 1,101
	\$ 5,299	\$ 5,298	\$ 5,507	\$ 7,701

Boxing & Wrestling Expenditures by Appropriation



COMPARISON OF STAFFING LEVEL

No. of Employees			Position	Salary Schedule*	
Budget 2011	December 2011	Budget 2012		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
1	1	1	Chairman Boxing & Wrestling Commission	2,400.00	2,400.00
2	1	2	Commission Member	2,100.00	2,100.00
3	2	3	TOTAL BOARD MEMBERS		



General Government

Office of Equal Opportunity

NATOYA J. WALKER MINOR, CHIEF

Mission Statement

To advance equal economic benefit for all Clevelanders by ensuring compliance with contractor goals and requirements, by providing development and support activity for target groups, and by overall advocacy, with a commitment to excellent public service.

The Office is responsible for the administration, monitoring and enforcement of the City of Cleveland Area Small Business Code, and the Fannie M. Lewis Cleveland Resident Employment Law programs, Cleveland 187 and 188 of the Codified Ordinances of the City, respectively. Goals are to increase participation for target local businesses and resident in City contracts and to evaluate the workforce of all contractors to determine compliance with affirmative action goals. The OEO supports business development for certified businesses by providing support and technical assistance.

PROGRAM NAME: CLEVELAND AREA BUSINESS CODE

OBJECTIVES: To maximize target businesses in participation on 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: OUTREACH

OBJECTIVES: To support and provide development opportunities for businesses certified with the office.

ACTIVITIES: Purchasing advertising as appropriate in periodicals as well as supporting local business partners. Provide and support seminars and workshops such as "How to do Business with the City" and the certification process including the advantages of CSB/MBE/FBE certification and sponsor the James H. Walker Construction Management Course.

PROGRAM NAME: FANNIE M. LEWIS CLEVELAND RESIDENT EMPLOYMENT LAW

OBJECTIVES: Enforce compliance and increase participation of Cleveland residents working on construction projects awarded in excess of \$100,000.

ACTIVITIES: Monitor and enforce compliance with the Fannie M. Lewis Cleveland Resident Employee Law (Chapter 188) effective January 1, 2004, requiring twenty percent Cleveland residents on construction contracts \$100,000 or more. Provide monthly reports to the administration and to City Council. Outreach as appropriate.

General Government

Office of Equal Opportunity



Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 433,910	\$ 389,863	\$ 329,818	\$ 315,377
Longevity	1,000	—	1,275	800
Separation Payments	2,968	—	7,006	—
	\$ 437,877	\$ 389,863	\$ 338,099	\$ 316,177
Benefits				
Hospitalization	\$ 40,736	\$ 39,247	\$ 46,940	\$ 58,795
Prescription	6,619	10,045	10,082	11,642
Dental	2,552	2,637	3,301	3,907
Vision Care	522	465	458	497
Public Employees Retire System	67,064	65,681	46,711	44,265
Fica-Medicare	5,617	4,955	4,134	4,585
Workers' Compensation	6,256	2,203	7,044	5,223
Life Insurance	435	405	368	363
Unemployment Compensation	6,947	5,172	9,146	—
	\$ 136,748	\$ 130,810	\$ 128,183	\$ 129,277
Contractual Services				
Parking In City Facilities	\$ 2,155	\$ 1,232	\$ 2,204	\$ 2,000
Other Contractual	42	—	—	—
	\$ 2,197	\$ 1,232	\$ 2,204	\$ 2,000
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 530	\$ —
Just In Time Office Supplies	2,944	2,544	—	3,000
	\$ 2,944	\$ 2,544	\$ 530	\$ 3,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 4,033	\$ 2,922	\$ 4,054	\$ 4,145
Charges From Print & Repro	6,953	5,827	6,797	6,950
Charges From Central Storeroom	2,142	2,110	1,950	1,994
Charges From M.V.M.	3,390	595	1,318	4,356
	\$ 16,518	\$ 11,455	\$ 14,119	\$ 17,445
	\$ 596,283	\$ 535,903	\$ 483,135	\$ 467,899

Revenues

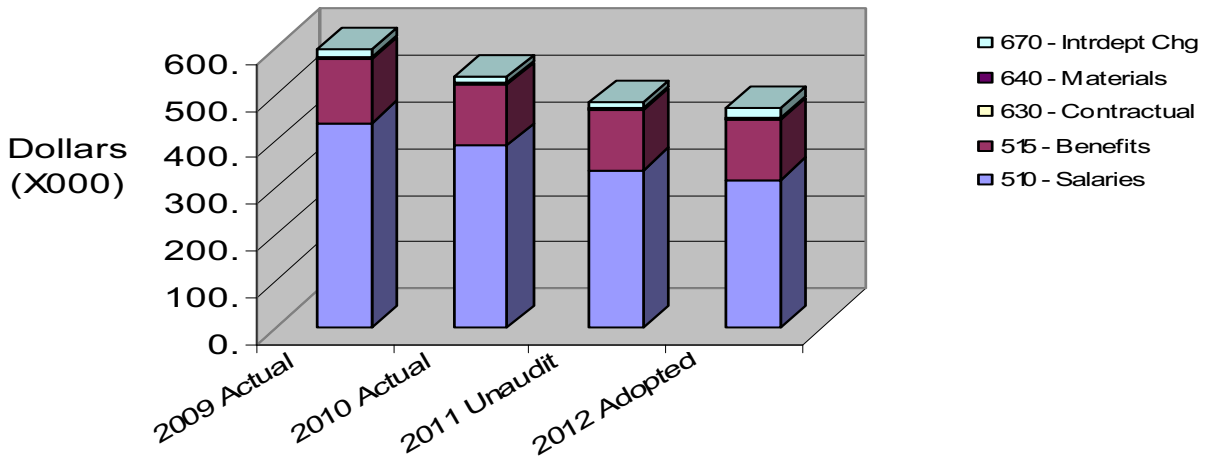
	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Miscellaneous	\$ 12,528	\$ 17,049	\$ 15,074	\$ 12,000
	\$ 12,528	\$ 17,049	\$ 15,074	\$ 12,000



General Government

Office of Equal Opportunity

Office of Equal Opportunity Expenditures by Appropriation



COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2011	December 2011		Minimum	Maximum
			ADMINISTRATORS & OFFICIALS		
0	1	1	Administrative Manager	27,193.55	101,816.22
1	0	0	Gen Mgr. of Admin Services	26,273.96	91,155.72
1	1	1			
			OFFICE & CLERICAL		
1	1	1	Assistant Administrator	20,800.00	56,847.22
1	1	1	Private Secretary to the Director	20,800.00	47,550.25
2	2	2			
			PROFESSIONALS		
1	1	1	Minority Business Development Administrator	27,325.56	77,502.92
5	4	4	Assistant Contract Compliance Officer	20,092.80	56,847.22
1	0	0	Contract Compliance Officer	26,273.96	70,807.15
7	5	5			
10	8	8	TOTAL DIVISION		

RONALD B. ADRINE, ADMINISTRATIVE AND PRESIDING JUDGE

Mission Statement

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

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

COMMUNITY ORIENTATION PROGRAM (COP)

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

DEDICATED DOMESTIC VIOLENCE DOCKET (DDVD)

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

DOMESTIC INTERVENTION, EDUCATION AND TRAINING PROGRAM (DIET)

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

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



General Government

Cleveland Municipal Court - Judicial Division

DRUG COURT

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

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

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

Over 1100 people have successfully completed the Greater Cleveland Drug Court Program.

GET ON TRACK (GOT)

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

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

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

MENTAL HEALTH DOCKET

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

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

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

MOCK TRIAL

The annual Mock Trial Competition, sponsored by the Cleveland Municipal Court, the Cleveland Metropolitan School District and the Cleveland Bar Association, is going into its 16th year. The program, under the direction of Judge Lauren C. Moore, involves 250-350 Cleveland students and their teachers who end up spending an entire day at the Justice Center presenting both sides of a hypothetical case that is based upon similar cases before the court, such as stalking, driving under the influence, and children getting access to firearms. The ultimate aim of the Mock Trial Competition is to improve student listening, speaking and reasoning skills.

PROJECT HOPE

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

SELECTIVE INTERVENTION PROGRAM (SIP)

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

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

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

SMALL CLAIMS MEDIATION

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

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

TRAFFIC INTERVENTION PROGRAM (TIP)

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

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

TRUANCY ENFORCEMENT

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

WEED AND SEED

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

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



General Government

Cleveland Municipal Court - Judicial Division

VETERANS TREATMENT DOCKET

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

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

SERVICES

CLEVELAND JUSTICE

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

INTERPRETERS UNIT

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

TOWN HALL MEETINGS

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

General Government

Cleveland Municipal Court - Judicial Division



Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 14,102,788	\$ 13,351,824	\$ 12,485,029	\$ 12,242,184
Seasonal	600	—	—	—
Elected Officials	437,370	445,500	408,450	445,500
Part-Time Permanent	166,552	211,117	200,882	181,197
Student Trainees	83,130	13,882	11,758	15,996
Longevity	107,600	—	114,700	121,225
Separation Payments	74,725	91,799	242,886	130,000
Overtime	2,293	2,262	2,188	—
	\$ 14,975,057	\$ 14,116,384	\$ 13,465,893	\$ 13,136,102
Benefits				
Hospitalization	\$ 2,306,230	\$ 2,131,150	\$ 1,969,288	\$ 1,952,896
Prescription	322,096	465,493	433,835	408,617
Dental	150,046	148,540	149,243	156,950
Vision Care	16,831	14,990	15,171	14,809
Public Employees Retire System	2,231,296	2,188,602	1,858,909	1,820,854
Fica-Medicare	185,393	176,199	163,772	161,320
Workers' Compensation	190,876	233,484	274,833	246,931
Life Insurance	13,954	13,492	12,529	11,700
Unemployment Compensation	9,177	23,866	161,323	280,800
	\$ 5,425,898	\$ 5,395,815	\$ 5,038,902	\$ 5,054,877
Other Training & Professional Dues				
Travel	\$ 19,936	\$ —	\$ —	\$ —
Tuition & Registration Fees	18,235	—	—	—
Professional Dues & Subscript	5,150	—	—	—
	\$ 43,321	\$ —	\$ —	\$ —
Contractual Services				
Professional Services	\$ 2,207,977	\$ 2,219,088	\$ 2,224,627	\$ 2,251,756
Court Reporter	112	272	2,870	2,000
Referee Services	175	—	—	—
Mileage (Private Auto)	2,291	119	—	500
Jury And Witness Fees	50,649	41,830	45,916	45,500
Parking In City Facilities	4,929	4,230	5,148	5,275
Insurance And Official Bonds	2,048	2,200	2,197	2,200
Property Rental	—	—	—	175,000
	\$ 2,268,181	\$ 2,267,738	\$ 2,280,757	\$ 2,482,231
Materials & Supplies				
Office Supplies	\$ 16,813	\$ 12,412	\$ 24,185	\$ 23,000
Computer Supplies	716	—	—	—
Clothing	25,225	—	—	—
Photographic Supplies	100	—	—	—
Just In Time Office Supplies	41,585	27,191	4,559	15,000
	\$ 84,438	\$ 39,603	\$ 28,743	\$ 38,000



General Government

Cleveland Municipal Court - Judicial Division

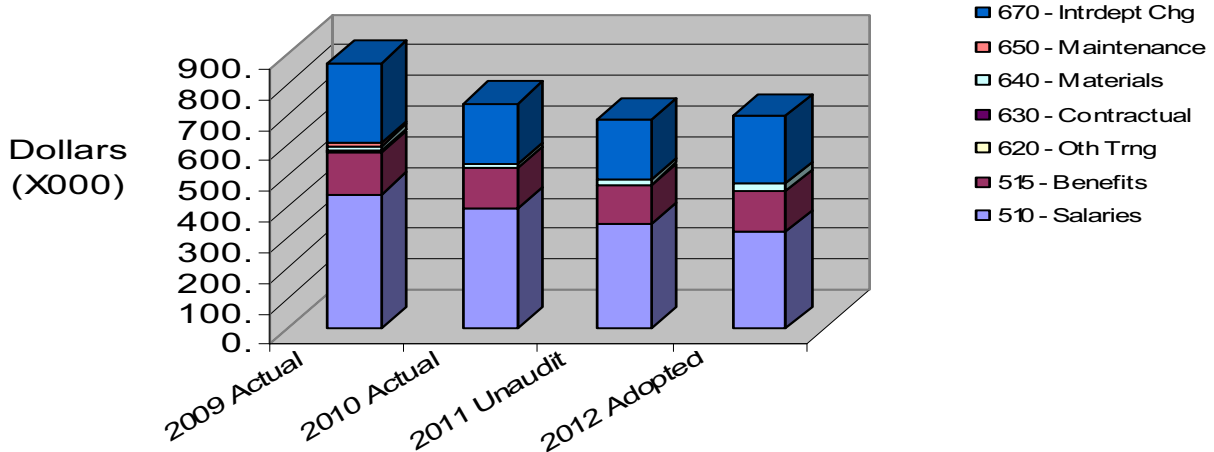
Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Maintenance				
Maintenance Office Equipment	\$ 65	\$ —	\$ —	\$ —
Maintenance Contracts	9,960	—	—	—
	\$ 10,025	\$ —	\$ —	\$ —
Interdepart Service Charges				
Charges From Telephone Exch	\$ 116,384	\$ 69,607	\$ 64,671	\$ 75,000
Charges From Radio Comm System	15,262	9,269	12,746	25,105
Charges From Water	—	332	2,774	—
Charges From Print & Repro	66,698	65,975	64,687	71,156
Charges From Central Storeroom	61,539	52,309	51,128	51,500
Charges From M.V.M.	1,078	—	—	—
	\$ 260,962	\$ 197,493	\$ 196,006	\$ 222,761
	\$ 23,067,882	\$ 22,017,033	\$ 21,010,302	\$ 20,933,971

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ 1,525	\$ —	\$ —	\$ —
Fines, Forfeitures & Settlements	11,831,664	8,701,153	10,174,850	9,449,023
Miscellaneous	1,068,815	632,718	397,571	475,549
Interest Earnings/Investment Income	8,362	—	—	—
	\$ 12,910,366	\$ 9,333,870	\$ 10,572,421	\$ 9,924,572

Judicial Municipal Court Expenditures by Appropriation



General Government

Cleveland Municipal Court - Judicial Division



COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	December 2011	Budget 2012		Minimum	Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Administrative & Presiding Judge		37,950.00
11	11	11	Associate Judge		37,050.00
1	1	1	Bailiff	36,085.00	70,491.18
1	1	1	Chief Deputy Bailiff	42,000.00	95,172.00
2	2	2	Deputy Chief Probation Officer	58,333.00	95,172.00
1	1	1	Chief Probation Officer	34,035.00	61,981.28
3	4	4	Deputy Bailiff Administrative Assistant III	48,750.00	73,036.08
2	2	2	Deputy Bailiff Administrative Assistant II	39,167.00	58,092.00
3	2	2	Deputy Bailiff Administrative Assistant I	34,167.00	50,676.00
1	1	1	Deputy Bailiff Central Scheduling Director	52,500.00	77,868.00
2	1	1	Deputy Bailiff Court Administrator	79,167.00	117,420.00
1	1	1	Deputy Bailiff Deputy Court Administrator	71,667.00	106,296.00
1	0	1	Deputy Bailiff Jury Commissioner	48,750.00	72,306.00
1	1	1	Deputy Bailiff Deputy Central Scheduling	27,492.00	53,833.98
1	1	1	Deputy Bailiff Finance Officer	52,500.00	77,868.00
8	8	8	Probation Officer Supervisor	48,750.00	72,306.00
40	38	39			
			OFFICE & CLERICAL		
88	72	73	Deputy Bailiff	27,491.00	53,833.98
12	11	11	Personal Bailiff	63,969.00	79,065.39
6	4	4	Deputy Bailiff Supervisor	44,167.00	64,890.00
1	1	1	Deputy Bailiff Chief of Security	48,750.00	72,306.00
1	1	1	Deputy Bailiff Chief of Enforcement	50,212.00	79,809.08
5	4	4	Deputy Bailiff Warrant Officer	27,492.00	58,092.00
1	1	1	Deputy Bailiff HR / Personnel Director	58,333.00	86,520.00
12	12	12	Deputy Bailiff Scheduler I	22,284.00	50,117.58
1	1	1	Deputy Bailiff Public Information Officer	48,750.00	72,306.00
1	1	1	Deputy Bailiff Court Interp I	35,192.00	53,763.00
1	1	1	Deputy Bailiff Court Interp II	40,342.00	61,630.00
2	2	2	Deputy Bailiff Clerk Typist Supervisor	39,167.00	58,092.00
1	1	1	Deputy Bailiff Court Interpreter Coordinator	39,167.00	58,678.56
1	1	1	Deputy Bailiff Accounts Coordinator	45,492.00	72,305.72
1	0	0	Deputy Bailiff Jury Coordinator	50,212.00	76,710.00
1	1	1	Deputy Bailiff Personnel Specialist	50,212.00	79,809.08
1	1	1	Deputy Bailiff Procurement	45,492.00	72,305.72
25	16	16	Deputy Bailiff Clerk Typists	24,525.00	50,842.86
161	131	132			



General Government

Cleveland Municipal Court - Judicial Division

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	December 2011	Budget 2012		Minimum	Maximum
PROFESSIONALS					
1	1	1	Deputy Bailiff Chief Court Reporter	52,500.00	77,868.00
1	1	1	Deputy Bailiff Deputy Chief Court Reporter	48,750.00	72,306.00
7	6	6	Deputy Bailiff Court Reporter	36,509.00	61,958.62
1	1	1	Deputy Bailiff Casflow Coordinator	52,500.00	78,654.24
2	1	2	Deputy Bailiff Senior Magistrate	58,333.00	92,595.60
1	1	1	Chief Magistrate	71,667.00	106,296.00
1	1	1	Deputy Chief Magistrate	64,167.00	96,132.96
1	0	0	Deputy Bailiff Mediation Coordinator	48,750.00	73,036.08
1	1	1	Alcohol & Drug Treatment Case Manager	48,750.00	72,306.00
52	45	45	Probation Officer	34,035.00	61,981.28
0	1	1	Psychiatric Social Worker	12.48	22.10
1	1	1	Chief Social Worker	48,750.00	77,868.00
1	1	1	Psychologist	22,339.20	59,383.58
1	1	1	Deputy Bailiff Drug Court Coordinator	52,500.00	77,868.00
13	9	9	Magistrate	58,333.00	86,520.00
1	1	0	Small Claims Magistrate	20,800.00	56,244.49
0	1	1	Deputy Bailiff Deputy Director IT	64,167.00	95,172.00
0	1	0	Deputy Bailiff Director IT	71,667.00	106,296.00
0	1	1	Deputy Bailiff Help Desk Supervisor	50,212.00	76,710.00
1	0	0	Deputy Bailiff Computer Specialists I	40,342.00	61,630.00
1	0	0	Intake Supervisor	34,167.00	50,676.00
1	1	1	Deputy Bailiff Computer Specialists II	45,492.00	69,498.00
1	0	1	Deputy Bailiff System Analyst II	52,500.00	77,868.00
1	1	1	Deputy Bailiff Project Manager II	64,167.00	95,172.00
2	1	1	Deputy Bailiff Program Analyst II	52,500.00	77,868.00
1	1	1	Deputy Bailiff Program Analyst I	39,167.00	58,092.00
2	2	2	Deputy Bailiff Network Engineer II	44,167.00	64,890.00
1	1	1	Deputy Bailiff Network Engineer I	39,167.00	58,092.00
1	0	0	Deputy Bailiff Database Administrator II	52,500.00	77,868.00
0	1	1	Deputy Bailiff Database Administrator III	64,167.00	96,132.96
1	1	1	Deputy Bailiff Technical Support Specialist II	39,167.00	58,092.00
2	0	0	Deputy Bailiff Technical Support Specialist I	27,083.00	40,170.00
1	1	1	Deputy Bailiff Probation Systems Admin/Trainer	48,750.00	72,306.00
1	1	1	Deputy Probation Training Coordinator	44,167.00	64,890.00
1	1	1	Deputy Bailiff Employment Specialist	48,750.00	73,036.08
1	1	1	Deputy Bailiff Education & Training Specialist	50,212.00	79,809.08
1	1	1	Deputy Bailiff Docket Coordinator	48,750.00	73,036.08
105	89	89			
306	258	260	TOTAL FULL TIME		

General Government



Cleveland Municipal Court - Judicial Division

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	December 2011	Budget 2012		Minimum	Maximum
1	0	0	Magistrate	58,333.00	86,520.00
2	2	2	Court Reporter	17,078.00	39,627.75
3	0	3	Judge		37,050.00
7	6	6	Law Clerk	10.00	13.77
1	0	0	Psychiatric Social Worker	12.48	22.10
1	0	0	Systems Analyst II	52,500.00	77,868.00
5	1	5	Student Aide	10.00	11.04
<u>20</u>	<u>9</u>	<u>16</u>	TOTAL PART TIME		
<u>326</u>	<u>267</u>	<u>276</u>	TOTAL DIVISION		



General Government

Cleveland Municipal Court - Clerk's Division

EARLE B. TURNER, CLERK OF MUNICIPAL COURT

Mission Statement

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

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

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

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

PROGRAM NAME: CIVIL

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

ACTIVITIES: Process filings for Small Claims, Trusteeships, General Division Filings, and Evictions 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 the rent.

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: PARKING VIOLATIONS BUREAU

OBJECTIVES: To collect fines from parking ticket offenders.

ACTIVITIES: Supply vendor-produced parking tickets to parking enforcement agencies. Make a record of all issued parking tickets to facilitate tracking and status update. Provide hearings and subsequent adjudication for contested parking tickets. Initiate collection procedures when applicable.

PROGRAM NAME: FINANCE

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

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

General Government

Cleveland Municipal Court - Clerk's Division



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.



General Government

Cleveland Municipal Court - Clerk's Division

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 6,069,665	\$ 5,729,239	\$ 5,607,625	\$ 5,758,171
Seasonal	—	5,328	—	—
Elected Officials	58,191	57,519	58,191	58,191
Part-Time Permanent	145,099	142,959	120,496	100,000
Student Trainees	31,118	34,128	12,683	30,000
Longevity	61,100	—	57,275	64,500
Separation Payments	19,024	123,484	38,098	40,000
Overtime	24,946	20,618	15,690	17,000
	\$ 6,409,142	\$ 6,113,275	\$ 5,910,057	\$ 6,067,862
Benefits				
Hospitalization	\$ 1,340,946	\$ 1,256,888	\$ 1,236,592	\$ 1,221,281
Prescription	166,338	243,348	247,058	260,000
Dental	84,384	84,305	90,680	95,427
Vision Care	9,478	8,424	9,088	9,617
Public Employees Retire System	957,741	934,500	839,357	843,901
Fica-Medicare	78,086	76,978	75,366	87,102
Workers' Compensation	115,957	84,248	116,710	102,684
Life Insurance	7,354	7,085	6,994	7,020
Unemployment Compensation	16,675	11,155	17,197	9,000
	\$ 2,776,958	\$ 2,706,933	\$ 2,639,042	\$ 2,636,032
Other Training & Professional Dues				
Professional Dues & Subscript	\$ —	\$ 107	\$ 35	\$ 300
	\$ —	\$ 107	\$ 35	\$ 300
Contractual Services				
Professional Services	\$ 4,668,868	\$ 4,607,734	\$ 4,335,760	\$ 4,565,000
Advertising And Public Notice	24,674	23,810	21,788	22,000
Parking In City Facilities	1,602	990	1,540	1,000
Insurance And Official Bonds	1,750	1,750	1,750	1,750
Property Rental	70,353	50,000	(45)	32,000
Equipment Rental	1,094	—	500	980
Other Contractual	119,738	73,622	87,772	90,000
	\$ 4,888,078	\$ 4,757,905	\$ 4,449,065	\$ 4,712,730
Materials & Supplies				
Office Supplies	\$ 5,843	\$ 2,101	\$ 113	\$ 2,000
Postage	47,222	31,175	148,032	335,000
Computer Hardware	79	—	—	—
Small Equipment	5,813	—	—	1,000
Office Furniture & Equipment	—	397	—	—
Food	—	—	285	500
Other Supplies	53,702	32,729	30,068	34,000
Just In Time Office Supplies	14,402	7,386	4,446	2,000
	\$ 127,061	\$ 73,788	\$ 182,944	\$ 374,500

General Government

Cleveland Municipal Court - Clerk's Division



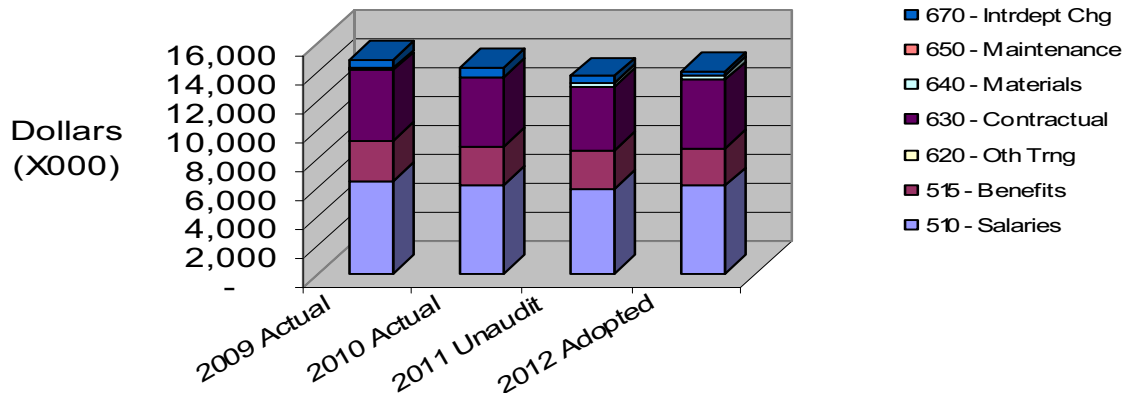
Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Maintenance				
Maintenance Office Equipment	\$ 8,424	\$ 6,123	\$ 6,165	\$ 7,000
Maintenance Contracts	497	1,498	542	900
Car Washes	175	—	—	—
	\$ 9,096	\$ 7,621	\$ 6,707	\$ 7,900
Interdepart Service Charges				
Charges From Telephone Exch	\$ 163,171	\$ 124,076	\$ 72,305	\$ 92,104
Charges From Radio Comm System	7,201	6,019	9,398	19,186
Charges From Print & Repro	86,213	84,418	78,538	90,000
Charges From Central Storeroom	311,477	356,342	321,585	50,000
Charges From M.V.M.	3,827	2,163	2,659	2,736
	\$ 571,889	\$ 573,018	\$ 484,485	\$ 254,026
	\$ 14,782,224	\$ 14,232,647	\$ 13,672,336	\$ 14,053,350

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ 390,410	\$ 389,595	\$ 386,447	\$ 386,142
Fines, Forfeitures & Settlements	15,412,595	14,058,890	12,140,209	12,163,667
Miscellaneous	757	20,212	414,424	497,297
	\$ 15,803,763	\$ 14,468,697	\$ 12,941,080	\$ 13,047,106

Clerk of Courts Expenditures by Appropriation





General Government

Cleveland Municipal Court - Clerk's Division

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2011	December 2011		Budget 2012	Minimum
			ADMINISTRATORS & OFFICIALS		
161	148	154	Chief Deputy Clerk	20,800.00	93,435.40
1	1	1	Clerk of Courts	58,191.00	58,191.00
162	149	155			
			OFFICE & CLERICAL		
1	0	0	Deputy Clerk	21,851.06	94,435.45
1	0	0			
163	149	155	TOTAL FULL TIME		
11	9	11	Chief Deputy Clerk	20,800.00	93,435.40
17	0	17	Student Assistant	10.00	11.04
28	9	28	TOTAL PART TIME		
191	158	183	TOTAL DIVISION		

General Government

Cleveland Municipal Court - Housing Division



RAYMOND L. PIANKA, JUDGE

Mission Statement

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

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

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

PROGRAM NAME: HOUSING COURT CLINIC

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

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

PROGRAM NAME: SELECTIVE INTERVENTION PROGRAM ("SIP")

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

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

PROGRAM NAME: NEIGHBORHOOD ADVOCATES (FORMERLY CODE ENFORCERS)

OBJECTIVE: To provide neighborhood residents interested in code enforcement with information that will enable them to be more effective advocates for their communities.

ACTIVITY: Quarterly meetings are hosted by the Court. Speakers have included representatives from the Department of Building & Housing, Health Department, the Cleveland Clinic, foreclosure and Fair Housing experts, and many others.

PROGRAM NAME: WHAT EVERY LANDLORD/TENANT SHOULD KNOW

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

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



General Government

Cleveland Municipal Court - Housing Division

PROGRAM NAME: MEDIATION/ALTERNATIVE DISPUTE RESOLUTION

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

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

PROGRAM NAME: CORPORATE DOCKET

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

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

PROGRAM NAME: WARRANT/CAPIAS PROGRAM

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

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

PROGRAM NAME: RECEIVERSHIP/NUISANCE ABATEMENT CASES

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

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

PROGRAM NAME: PLACARD PROGRAM

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

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

General Government

Cleveland Municipal Court - Housing Division



PROGRAM NAME: NUISANCE ABATEMENT/"TOOL KIT"

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

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

PROGRAM NAME: "CLEAN HANDS" DOCKET

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

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

PROGRAM NAME: COMPREHENSIVE PLEA/SENTENCING

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

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

PROGRAM NAME: PROPERTY-OWNER FORECLOSURE LETTERS

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

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

PROGRAM NAME: COURT COMMUNITY SERVICE (CCS)

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

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



General Government

Cleveland Municipal Court - Housing Division

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 2,093,117	\$ 2,031,766	\$ 2,128,012	\$ 2,111,727
Elected Officials	37,050	37,050	37,050	37,050
Part-Time Permanent	35,838	43,067	44,837	13,823
Longevity	13,500	—	14,900	13,875
Separation Payments	2,052	23,017	8,280	15,000
Bonus Incentive	3,350	1,750	—	—
Overtime	363	397	—	1,080
	\$ 2,185,269	\$ 2,137,047	\$ 2,233,078	\$ 2,192,555
Benefits				
Hospitalization	\$ 303,163	\$ 304,367	\$ 312,083	\$ 322,756
Prescription	45,200	67,925	74,949	73,479
Dental	21,551	22,347	25,304	27,672
Vision Care	2,541	2,253	2,494	2,533
Public Employees Retire System	327,126	329,890	310,600	307,162
Fica-Medicare	29,427	28,809	29,976	31,812
Workers' Compensation	47,791	80,266	58,635	44,805
Life Insurance	1,845	1,823	1,845	1,887
Unemployment Compensation	32,666	11,337	5,420	11,700
Clothing Allowance	2,700	3,000	3,300	2,100
	\$ 814,010	\$ 852,017	\$ 824,606	\$ 825,906
Other Training & Professional Dues				
Travel	\$ 3,455	\$ 686	\$ 1,095	\$ 2,000
Tuition & Registration Fees	10,476	980	2,554	4,000
Mileage (Priv Auto) Trng Prps	—	—	99	—
Professional Dues & Subscript	8,217	15,022	10,223	8,000
	\$ 22,148	\$ 16,688	\$ 13,971	\$ 14,000
Contractual Services				
Professional Services	\$ 91,545	\$ 16,485	\$ 18,979	\$ 20,000
Court Reporter	950	1,509	1,078	2,500
Mileage (Private Auto)	1,735	1,176	2,374	1,500
Jury And Witness Fees	—	—	264	100
Advertising And Public Notice	978	—	—	600
Parking In City Facilities	9,060	9,213	5,579	2,040
Insurance And Official Bonds	107	231	—	900
Other Contractual	—	—	—	3,000
	\$ 104,375	\$ 28,614	\$ 28,272	\$ 30,640
Materials & Supplies				
Office Supplies	\$ 913	\$ 352	\$ 5,963	\$ 1,000
Postage	228	12	26	—
Clothing	4,450	—	2,205	3,500
Hardware & Small Tools	88	—	—	—
Office Furniture & Equipment	6,151	5,201	2,392	4,000
Other Supplies	4,102	1,472	3,408	2,000
Just In Time Office Supplies	12,544	6,778	8,307	7,500

General Government



Cleveland Municipal Court - Housing Division

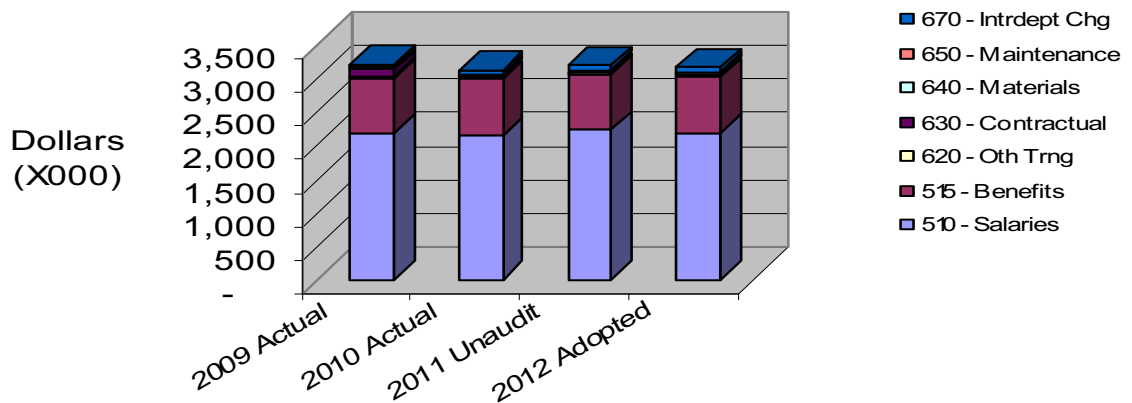
Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
	\$ 28,475	\$ 13,816	\$ 22,302	\$ 18,000
Maintenance				
Maintenance Office Equipment	\$ —	\$ 466	\$ —	\$ 500
Car Washes	72	264	244	500
	\$ 72	\$ 730	\$ 244	\$ 1,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 14,562	\$ 26,116	\$ 18,103	\$ 22,000
Charges From Radio Comm System	2,994	2,482	1,840	3,764
Charges From Print & Repro	13,666	21,688	19,452	20,325
Charges From M.V.M.	24,035	16,121	29,594	30,458
	\$ 55,258	\$ 66,407	\$ 68,989	\$ 76,547
	\$ 3,209,606	\$ 3,115,319	\$ 3,191,462	\$ 3,158,648

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ —	\$ 630	\$ —	\$ —
Fines, Forfeitures & Settlements	558,987	1,116,794	1,105,775	1,120,973
Miscellaneous	149	768	6,221	—
	\$ 559,136	\$ 1,118,192	\$ 1,111,995	\$ 1,120,973

Housing Court Expenditures by Appropriation





General Government

Cleveland Municipal Court - Housing Division

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2011	December 2011		Budget 2012	Minimum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Judge		37,050.00
1	1	1	Deputy Bailiff Court Administrator	64,815.84	96,917.89
1	1	1	Deputy Bailiff Finance Officer	38,544.06	66,470.10
1	1	1	Personal Bailiff	63,969.00	79,065.39
<u>4</u>	<u>4</u>	<u>4</u>			
			OFFICE & CLERICAL		
1	1	1	Housing Court Administrative Assistant	23,063.94	51,104.81
1	1	1	Housing Court Receptionist	23,064.00	35,083.94
1	1	1	Housing Court Secretary	20,815.92	36,118.72
1	1	1	Housing Court Scheduler	23,063.94	51,104.81
<u>4</u>	<u>4</u>	<u>4</u>			
			PROFESSIONALS		
2	1	2	Deputy Bailiff Supervisor	44,167.00	64,890.00
11	10	10	Deputy Bailiff Housing Court	22,173.84	54,367.68
1	1	1	Deputy Bailiff Chief Housing Court Specialist	52,158.83	86,233.74
1	1	1	Deputy Bailiff Court Coordinator	23,064.00	52,418.10
1	1	1	Deputy Bailiff Court Reporter	36,509.00	61,958.62
10	11	11	Deputy Bailiff Housing Court Specialist	29,585.48	58,781.03
2	2	1	Deputy Bailiff Law Clerk	20,000.00	24,720.00
1	1	0	Housing Court ADR Specialist Magistrates Dept.	42,178.00	84,012.07
1	1	1	Housing Court Chief Bailiff	38,884.00	85,201.11
1	1	1	Housing Court Chief Magistrate	71,667.00	106,296.00
5	5	5	Housing Court Magistrate	42,178.32	84,012.07
1	1	1	Project Coordinator	27,325.56	90,294.89
<u>37</u>	<u>36</u>	<u>35</u>			
<u>45</u>	<u>44</u>	<u>43</u>	TOTAL FULL TIME		
3	3	1	Student Aide	10.00	11.04
<u>3</u>	<u>3</u>	<u>1</u>	TOTAL PART TIME		
<u>48</u>	<u>47</u>	<u>44</u>	TOTAL DIVISION		

LEE CARPENTER, BUDGET ADMINISTRATOR

Mission Statement

To enhance the fiscal integrity of the City by preparing, implementing, and monitoring balanced budgets and financial plans that ensure the availability of required resources and enhance the quality of life for all Clevelanders.

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.

PROGRAM NAME: OPERATIONS

OBJECTIVES: To develop the budget document as an operationis 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.

PROGRAM NAME: CAPITAL

OBJECTIVES: To ensure the City's ability to maintain the City's capital plan and to support the provision of cost-effective services through minimizing operating costs, renovating the City's neighborhoods and promoting economic development and job creation.

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: MANAGEMENT SUPPORT

OBJECTIVES: To provide ongoing Performance Budget and Financial Advantage training to Division End Users. To perform ongoing Management Studies resulting in the identification of additional revenue opportunities and city wide cost saving measures. To assist and advise the Mayor's Office and the various divisions in the efficient application of the resources available to them.

PROGRAM NAME: AUDIT COMPLIANCE

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

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.



General Government

Office of Budget and Management

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 364,871	\$ 406,794	\$ 386,001	\$ 560,664
Part-Time Permanent	13,079	5,478	6,404	41,000
Longevity	2,175	—	2,350	1,425
Separation Payments	2,556	—	26,501	25,000
Overtime	64	14,690	14,568	14,500
	\$ 382,745	\$ 426,962	\$ 435,824	\$ 642,589
Benefits				
Hospitalization	\$ 48,692	\$ 49,041	\$ 46,066	\$ 106,895
Prescription	5,804	9,951	9,185	20,737
Dental	3,053	3,277	3,325	5,748
Vision Care	319	321	331	729
Public Employees Retire System	57,595	66,242	57,045	85,824
Fica-Medicare	4,473	4,924	4,820	8,897
Workers' Compensation	5,528	4,290	7,608	6,733
Life Insurance	255	285	270	405
Unemployment Compensation	—	(1,764)	1,548	—
	\$ 125,718	\$ 136,567	\$ 130,198	\$ 235,968
Other Training & Professional Dues				
Travel	\$ —	\$ 923	\$ —	\$ 2,000
Tuition & Registration Fees	—	1,100	690	1,000
Professional Dues & Subscript	1,350	261	—	650
	\$ 1,350	\$ 2,284	\$ 690	\$ 3,650
Contractual Services				
Professional Services	\$ —	\$ 150,000	\$ —	\$ —
Advertising And Public Notice	988	1,106	616	1,000
	\$ 988	\$ 151,106	\$ 616	\$ 1,000
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 308	\$ 500
Postage	35	—	—	100
Just In Time Office Supplies	—	695	310	1,000
	\$ 35	\$ 695	\$ 618	\$ 1,600
Interdepart Service Charges				
Charges From Print & Repro	\$ 10,798	\$ 3,702	\$ 3,329	\$ 10,000
	\$ 10,798	\$ 3,702	\$ 3,329	\$ 10,000
	\$ 521,634	\$ 721,316	\$ 571,274	\$ 894,807

Revenues

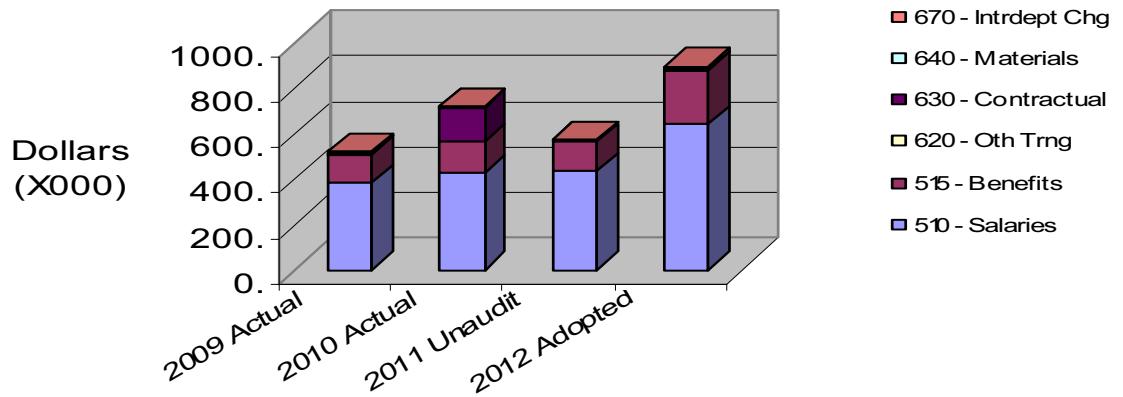
	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Miscellaneous	\$ —	\$ —	\$ 60	\$ —
	\$ —	\$ —	\$ 60	\$ —

General Government

Office of Budget and Management



OBM Expenditures by Appropriation



COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2011	December 2011		Minimum	Maximum
			PROFESSIONALS		
1	0	0	Accountant II	14.88	22.17
0	0	1	Administrative Manager	27,193.55	101,816.22
0	1	1	Project Coordinator	27,325.56	90,294.89
1	1	1	Budget Administrator	30,214.95	103,869.21
1	2	2	Budget Analyst	20,800.00	53,011.19
1	0	1	Deputy Budget Administrator	26,273.96	82,493.55
4	3	3	Senior Budget & Management Analyst	26,273.96	78,265.22
8	7	9	TOTAL FULL TIME		
1	1	1	Budget Analyst	20,800.00	53,011.19
1	1	1	TOTAL PART TIME		
9	8	10	TOTAL DIVISION		



Department of Aging

Department of Aging

JANE FUMICH, DIRECTOR

Mission Statement

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

PROGRAM NAME: 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 assistance with emergency food from hunger centers, access to home delivered meals, personal care and homemaker services, 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: CHORE PROGRAM

OBJECTIVES: Enhance the quality of life for Cleveland elders (60+) and adults with disabilities and enable 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: SENIOR HOMEOWNERS ASSISTANCE PROGRAM

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

ACTIVITIES: Provide financial assistance to elderly low-income homeowners, with critical health, safety and maintenance home repairs.

PROGRAM NAME: HOMELESS PREVENTION SERVICES FOR SENIORS

OBJECTIVES: To identify and assist Cleveland seniors and disabled adults (50-59) at risk of homelessness.

ACTIVITIES: Provide case management and linkage to social services to assist clients in danger of losing their current housing.

PROGRAM NAME: ACCESS YOUR BENEFITS

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 to issuing Benefits Bank.

PROGRAM NAME: ECONOMIC SECURITY PROJECT (PILOT PROGRAM)

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

ACTIVITIES: Provide 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: AGING AND DISABILITY RESOURCE CENTER FUNCTIONS

OBJECTIVES: To inform and counsel seniors, adults with disabilities and informal caregivers in the role of the Cleveland Center of the Aging and Disability Resource Network of the Western Reserve.

ACTIVITIES: To provide comprehensive information, assistance referral and follow-up services for Cleveland seniors and adults with disabilities, including long term support options counseling to help consumers, family members and/or significant others in their deliberations to determine appropriate long term care choices.

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: 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 Departments of Aging and Consumer Affairs designed to increase knowledge and awareness among older persons in the areas of crime prevention, fire hazards, emergency services, scams, fall prevention and other programs for the elderly.

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



Department of Aging

Department of Aging

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 465,410	\$ 471,033	\$ 466,923	\$ 534,891
Part-Time Permanent	33,562	25,058	25,219	29,205
Student Trainees	13,499	11,175	612	14,640
Longevity	2,725	—	1,975	2,150
Separation Payments	—	2,190	16,404	—
	\$ 515,196	\$ 509,456	\$ 511,134	\$ 580,886
Benefits				
Hospitalization	\$ 54,955	\$ 39,487	\$ 37,353	\$ 53,353
Prescription	6,194	6,727	6,175	8,966
Dental	3,261	3,103	2,862	3,214
Vision Care	550	470	448	613
Public Employees Retire System	77,104	70,578	78,211	81,324
Fica-Medicare	6,698	6,868	7,084	8,423
Workers' Compensation	5,288	9,968	24,324	8,610
Life Insurance	407	424	332	498
Unemployment Compensation	(149)	(117)	(6)	—
	\$ 154,307	\$ 137,507	\$ 156,785	\$ 165,001
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ 49	\$ 150
Tuition & Registration Fees	210	40	110	175
Mileage (Priv Auto) Trng Prps	—	—	102	—
Professional Dues & Subscript	—	—	—	158
	\$ 210	\$ 40	\$ 261	\$ 483
Contractual Services				
Professional Services	\$ 3,155	\$ 1,913	\$ 2,005	\$ 2,365
Travel- Non-Training	1,784	352	1,165	990
Mileage (Private Auto)	664	461	580	540
Medical Services	53	—	—	—
Program Promotion	90	—	—	—
Parking In City Facilities	3,197	2,312	3,368	3,960
Equipment Rental	—	50	—	225
Other Contractual	35,000	35,000	35,000	36,750
	\$ 43,943	\$ 40,089	\$ 42,118	\$ 44,830

Department of Aging



Department of Aging

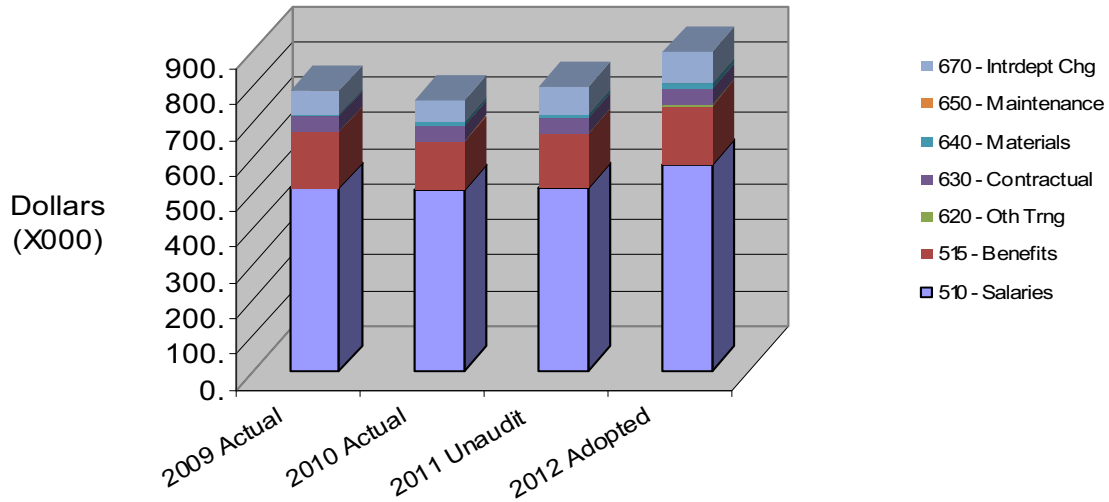
Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 1,908	\$ —
Computer Supplies	1,446	2,440	1,084	3,600
Clothing	763	1,559	376	1,800
Small Equipment	440	1,471	—	—
Office Furniture & Equipment	—	—	—	2,500
Food	3,028	3,412	3,631	3,520
Printed Materials	45	100	100	150
Other Supplies	(1,999)	647	696	400
Special Events Supplies	1,935	904	1,203	1,300
Just In Time Office Supplies	1,631	2,532	121	3,000
	\$ 7,289	\$ 13,063	\$ 9,119	\$ 16,270
Maintenance				
Computer Software Maintenance	\$ —	\$ —	\$ —	\$ 360
Car Washes	—	36	60	113
Maintenance Misc. Equipment	—	—	—	360
	\$ —	\$ 36	\$ 60	\$ 833
Interdepart Service Charges				
Charges From Telephone Exch	\$ 10,287	\$ 9,525	\$ 8,882	\$ 9,770
Charges From Print & Repro	18,339	21,262	32,650	32,000
Charges From Central Storeroom	9,022	7,962	8,540	15,096
Charges From M.V.M.	27,691	18,160	29,228	30,081
	\$ 65,339	\$ 56,909	\$ 79,300	\$ 86,947
	\$ 786,284	\$ 757,100	\$ 798,776	\$ 895,250
Revenues				
	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ 700	\$ 6,807	\$ —	\$ —
Miscellaneous	820	738	254	400
	\$ 1,520	\$ 7,546	\$ 254	\$ 400

Department of Aging

Department of Aging

Aging Expenditures by Appropriation



COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2011	December 2011		Minimum	Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Director of Aging	50,795.81	176,729.77
1	1	1	PROFESSIONALS		
1	0	0	Project Director	22,333.40	80,282.43
1	1	1	Supervisor Admin Services-Data	20,092.80	56,847.22
1	2	2	Administrative Manager	27,193.55	101,816.22
2	2	3	Project Coordinator	27,325.56	90,294.89
1	1	1	Grants Administrator	22,333.40	75,175.89
1	0	0	Assistant Administrator	20,800.00	56,847.22
7	6	7	PARAPROFESSIONALS		
3	2	3	Geriatric Outreach Worker	10.00	22.17
3	2	3			
11	9	11	TOTAL FULL TIME		
2	1	2	TOTAL PART TIME		
13	10	13	TOTAL DIVISION		

DEBORAH SOUTHERINGTON, DIRECTOR

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: GENERAL ADMINISTRATION

OBJECTIVES: To assist departments with policies governing hiring practices and processes. To provide support and assistance in coordinating personnel 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. Insure that the hiring process is in compliance with union regulations and civil service rules. 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 insure 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.

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 Personnel Policy Development.

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: Implementing automated benefits administration system. It will improve efficiency through automation; provide one system of record; provide self-service for all employees; integration; maximize data accuracy; and insure a high level of service delivery and improved employee satisfaction.



Department of Human Resources

Department of Human Resources

PROGRAM NAME: EDUCATION AND RESEARCH SERVICES

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.

PROGRAM NAME: LABOR RELATIONS AND EQUAL EMPLOYMENT OPPORTUNITY

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: Ongoing Training & Monitoring Programs, Policy Development, Compensation, Workforce Planning, establish ADA placement process.

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: Electronic Filing Systems, Document Imaging

PROGRAM NAME: PERFORMANCE MANAGEMENT - NEW SERVICE AREA*

OBJECTIVES: Provide 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: 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 employee self-service functionality.

Department of Human Resources



Department of Human Resources

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 777,006	\$ 597,297	\$ 693,509	\$ 882,936
Part-Time Permanent	22,137	17,060	18,379	14,060
Longevity	4,950	—	3,325	2,525
Separation Payments	22,233	58,435	22,442	20,000
	\$ 826,326	\$ 672,793	\$ 737,655	\$ 919,521
Benefits				
Hospitalization	\$ 123,907	\$ 108,381	\$ 110,422	\$ 157,461
Prescription	15,843	22,012	23,117	31,630
Dental	7,616	6,891	7,742	10,379
Vision Care	815	655	730	969
Public Employees Retire System	122,747	100,838	106,868	125,519
Fica-Medicare	8,766	8,370	10,023	13,035
Workers' Compensation	31,181	19,252	12,925	15,018
Life Insurance	653	596	566	729
Unemployment Compensation	18,027	13,744	11,538	7,152
	\$ 329,554	\$ 280,738	\$ 283,931	\$ 361,892
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 200	\$ —	\$ —	\$ 7,500
Other Training Supplies	—	—	—	1,000
Mileage (Priv Auto) Trng Prps	—	135	—	500
Professional Dues & Subscript	5,258	13,498	8,075	9,000
	\$ 5,458	\$ 13,633	\$ 8,075	\$ 18,000
Contractual Services				
Professional Services	\$ 491,000	\$ 475,446	\$ 577,750	\$ 494,750
COBRA-Medical Coverage	36,000	—	—	36,000
Mileage (Private Auto)	—	—	319	—
Medical Services	—	—	115,000	115,000
Expense Account Reimbursement	357	528	205	—
Advertising And Public Notice	9,996	—	—	6,000
Parking In City Facilities	621	408	1,664	1,000
	\$ 537,973	\$ 476,382	\$ 694,937	\$ 652,750
Materials & Supplies				
Office Supplies	\$ 646	\$ 1,313	\$ 198	\$ 1,500
Postage	205	—	—	—
Small Equipment	173	—	—	300
Medical Supplies	—	—	—	100
Food	146	—	1,036	1,000
Paper And Other Printing Suppl	—	—	360	—
Other Supplies	—	244	—	1,000
Just In Time Office Supplies	1,906	1,716	493	1,500
	\$ 3,075	\$ 3,273	\$ 2,087	\$ 5,400



Department of Human Resources

Department of Human Resources

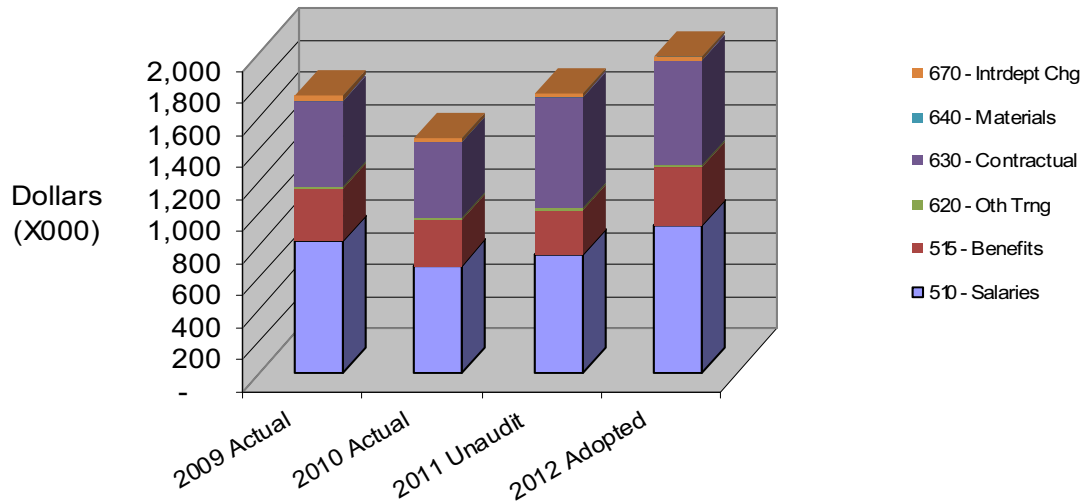
Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 3,280	\$ 3,053	\$ 2,526	\$ 2,779
Charges From Print & Repro	18,261	12,160	16,363	15,000
Charges From Central Storeroom	5,955	974	1,028	1,028
Charges From M.V.M.	504	—	46	47
	\$ 27,999	\$ 16,187	\$ 19,963	\$ 18,854
	\$ 1,730,386	\$ 1,463,006	\$ 1,746,649	\$ 1,976,417

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Miscellaneous	\$ 415,151	\$ 386,326	\$ 317,094	\$ 200,000
	\$ 415,151	\$ 386,326	\$ 317,094	\$ 200,000

Human Resources Expenditures by Appropriation



Department of Human Resources



Department of Human Resources

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2012	December 2011		Minimum	Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Director of Personnel and Human Resources	50,795.81	176,729.77
1	1	1			
			OFFICE & CLERICAL		
1	1	1	Secretary to Director	10.00	17.69
1	1	1			
			PROFESSIONALS		
0	1	1	HR Fiscal Administrator	22,333.40	63,607.63
0	4	4	Mgr HR Program Pling and Mgmt	26,273.96	82,493.55
0	1	1	Supv of Personnel Records	20,800.00	53,900.54
0	0	1	Supv of Computer Operations	30,214.95	89,155.89
1	0	0	Assistant Personnel Administrator	20,800.00	55,788.47
2	0	0	Personnel Administrator	26,273.96	82,493.55
1	1	1	Administrative Manager	27,193.55	101,816.22
2	1	1	Junior Personnel Assistant	20,800.00	39,367.76
1	1	1	Labor Relations Officer	27,325.56	77,502.92
1	1	1	Administration Bureau Mgr	40,314.82	132,061.01
1	1	1	Labor Relations Manager	30,214.95	112,526.46
1	0	0	Manager of Employee Relations	27,325.56	90,294.89
1	0	0	Manager of Equal Employment Opportunity	27,325.56	90,294.89
1	1	1	Labor Relations Assistant	20,800.00	53,900.54
1	1	1	Senior Systems Analyst	20,800.00	41,170.98
13	13	14			
15	15	16	TOTAL FULL TIME		
1	1	1	Junior Personnel Assistant	20,800.00	39,367.76
1	1	1	TOTAL PART TIME		
16	16	17	TOTAL DIVISION		



Department of Law

Department of Law

BARBARA A. LANGHENRY, INTERIM 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: 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: 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: LEGAL ADVISOR TO CITY AGENCIES, OFFICIALS AND EMPLOYEES

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

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

PROGRAM NAME: 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.

Department of Law



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

Department of Law

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 5,020,022	\$ 4,775,961	\$ 4,712,105	\$ 4,731,289
Part-Time Permanent	6,550	—	—	—
Longevity	24,950	—	29,575	27,350
Separation Payments	31,915	30,334	77,645	—
	\$ 5,083,437	\$ 4,806,295	\$ 4,819,324	\$ 4,758,639
Benefits				
Hospitalization	\$ 614,288	\$ 586,462	\$ 532,579	\$ 581,670
Prescription	91,673	139,806	133,593	136,606
Dental	38,409	39,403	39,799	43,596
Vision Care	4,629	4,288	4,419	4,608
Public Employees Retire System	759,774	757,743	665,919	666,209
Fica-Medicare	61,842	60,744	60,483	61,799
Workers' Compensation	64,687	69,268	89,219	78,226
Life Insurance	3,863	3,904	3,724	3,567
Unemployment Compensation	—	—	28,985	—
	\$ 1,639,164	\$ 1,661,620	\$ 1,558,719	\$ 1,576,281
Other Training & Professional Dues				
Travel	\$ 471	\$ 1,913	\$ 2,045	\$ 1,500
Tuition & Registration Fees	25,880	1,437	24,350	2,000
Professional Dues & Subscript	125,235	129,264	140,828	135,000
	\$ 151,586	\$ 132,614	\$ 167,222	\$ 138,500
Contractual Services				
Professional Services	\$ 895,802	\$ 716,753	\$ 814,707	\$ 800,000
Court Reporter	110,495	74,682	110,917	90,000
Mileage (Private Auto)	796	479	—	500
Advertising And Public Notice	—	—	—	200
Parking In City Facilities	1,544	1,162	1,952	1,500
Insurance And Official Bonds	100	—	120	—
Other Contractual	1,000	13,020	6,120	15,500
Local Match-Grant Programs	38,667	—	80,800	45,340
	\$ 1,048,403	\$ 806,097	\$ 1,014,616	\$ 953,040
Materials & Supplies				
Office Supplies	\$ 11,063	\$ 6,987	\$ 8,365	\$ 8,500
Postage	1,261	602	2,649	1,500
Computer Supplies	670	—	—	—
Photographic Supplies	—	1,350	816	1,000
Just In Time Office Supplies	6,925	7,157	672	10,000
	\$ 19,919	\$ 16,095	\$ 12,502	\$ 21,000
Maintenance				
Maintenance Office Equipment	\$ —	\$ 1,843	\$ —	\$ 1,500
	\$ —	\$ 1,843	\$ —	\$ 1,500

Department of Law



Department of Law

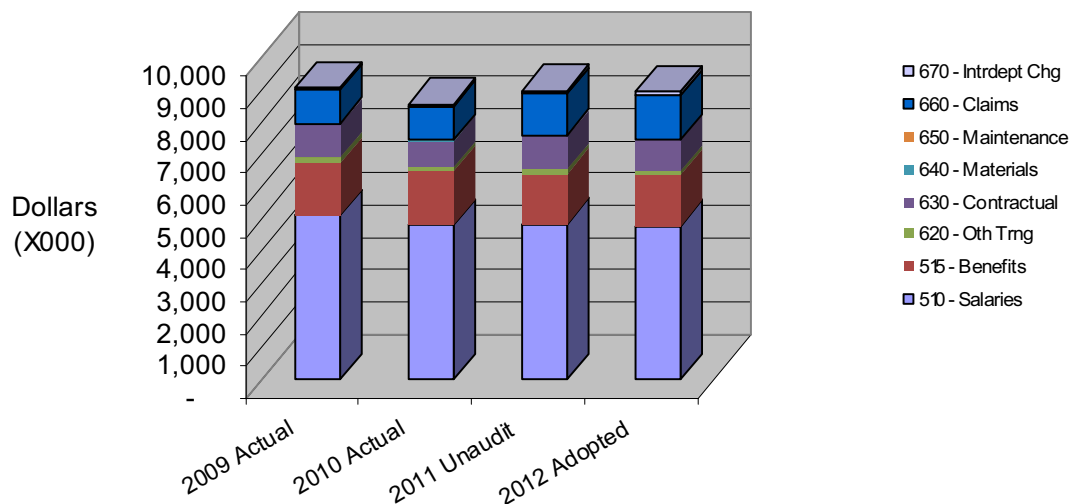
Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Claims, Refunds, Maintenance				
Court Costs	\$ 11,612	\$ 16,630	\$ 18,165	\$ 14,000
Judgements, Damages, & Claims	1,045,157	1,038,787	1,278,663	1,656,021
	\$ 1,056,768	\$ 1,055,417	\$ 1,296,828	\$ 1,670,021
Interdepart Service Charges				
Charges From Telephone Exch	\$ 20,318	\$ 14,896	\$ 23,702	\$ 24,236
Charges From Print & Repro	35,005	41,712	50,761	60,000
Charges From Central Storeroom	10,296	7,686	7,392	7,559
Charges From M.V.M.	3,039	1,207	2,391	2,461
	\$ 68,658	\$ 65,501	\$ 84,246	\$ 94,256
	\$ 9,067,935	\$ 8,545,481	\$ 8,953,458	\$ 9,213,237

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ (25)	\$ (4)	\$ —	\$ —
Fines, Forfeitures & Settlements	18,267	6,155	26,142	—
Licenses & Permits	—	1	—	—
Miscellaneous	4,135	4,360	10,083	8,000
Sale Of City Assets	—	—	565,550	—
	\$ 22,377	\$ 10,513	\$ 601,775	\$ 8,000

Law Expenditures by Appropriation





Department of Law

Department of Law

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	December 2011	Budget 2012		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
6	6	6	Chief Assistant Director of Law	31,500.00	126,270.18
1	1	1	Chief Assistant Prosecutor	36,750.00	138,997.51
1	1	1	Chief Corporate Counsel	36,750.00	138,997.51
1	0	1	Chief Counsel	36,750.00	138,997.51
1	1	1	Chief Trial Counsel	36,750.00	138,997.51
1	1	1	Director of Law	50,795.81	176,729.77
11	10	11			
OFFICE & CLERICAL					
1	1	1	Administrative Manager	27,193.55	101,816.22
3	3	3	Assistant Administrator	20,800.00	56,847.22
1	0	0	Chief Clerk	22,050.00	47,550.25
2	0	0	Deputy Project Director	20,092.80	62,836.42
3	3	3	Docket Clerk	20,800.00	36,325.25
5	5	5	Legal Secretary	20,800.00	45,916.43
3	2	3	Misdemeanor Investigator	20,800.00	47,536.88
1	1	1	Personnel Administrator	26,273.96	82,493.55
1	1	1	Project Director	22,333.40	80,282.43
1	0	0	Receptionist	10.00	15.61
2	2	2	Senior Clerk	12.47	16.58
1	1	1	Supervisor of Hardware Evaluation	30,214.95	89,155.89
24	19	20			
PROFESSIONALS					
25	22	24	Assistant Director of Law I (s),	26,250.00	86,093.31
3	3	3	Assistant Director of Law I,	26,250.00	80,353.75
1	1	1	Assistant Director of Law II,	31,500.00	108,610.18
17	14	17	Assistant Prosecutor	23,100.00	97,572.42
1	1	1	First Assistant Prosecutor	31,500.00	126,270.18
47	41	46			
PARAPROFESSIONALS					
2	1	2	Chief - Civil Branch Legal Investigator	23,647.11	67,017.93
1	1	1	Claims Examiner	10.00	23.32
3	2	3			
85	72	80	TOTAL DIVISION		

Department of Finance

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.



Department of Finance

Finance Administration

Expenditures

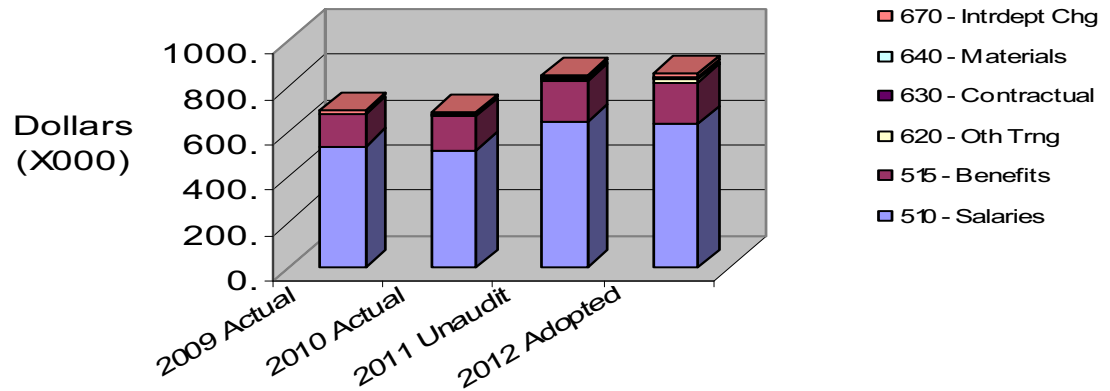
	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 529,665	\$ 508,472	\$ 605,617	\$ 604,563
Seasonal	2,313	9,048	23,450	27,416
Military Leave	581	—	—	—
Part-Time Permanent	—	—	5,698	—
Longevity	1,075	—	2,775	2,300
Separation Payments	—	—	4,040	—
Overtime	40	—	434	—
	\$ 533,675	\$ 517,520	\$ 642,014	\$ 634,279
Benefits				
Hospitalization	\$ 35,626	\$ 37,965	\$ 51,670	\$ 56,752
Prescription	6,255	10,456	13,812	14,096
Dental	2,263	2,638	3,776	4,278
Vision Care	405	366	462	472
Public Employees Retire System	81,108	84,952	88,987	88,799
Fica-Medicare	7,632	7,411	9,057	9,197
Workers' Compensation	6,478	5,982	9,350	9,918
Life Insurance	281	304	356	405
Unemployment Compensation	—	—	1,548	—
	\$ 140,049	\$ 150,074	\$ 179,018	\$ 183,917
Other Training & Professional Dues				
Travel	\$ 184	\$ (798)	\$ 4,934	\$ 4,000
Tuition & Registration Fees	355	1,073	225	2,500
Mileage (Priv Auto) Trng Prps	141	—	—	—
Professional Dues & Subscript	3,705	2,212	2,302	2,500
	\$ 4,385	\$ 2,487	\$ 7,462	\$ 9,000
Contractual Services				
Professional Services	\$ —	\$ —	\$ 1,950	\$ 6,000
Parking In City Facilities	330	681	3,360	1,000
	\$ 330	\$ 681	\$ 5,310	\$ 7,000
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 267	\$ 200
Postage	65	545	897	1,000
Other Supplies	130	78	765	1,000
Batteries	12	—	—	—
Just In Time Office Supplies	1,465	2,775	3,034	3,000
	\$ 1,672	\$ 3,399	\$ 4,963	\$ 5,200
Interdepart Service Charges				
Charges From Telephone Exch	\$ 8,914	\$ 8,021	\$ 7,034	\$ 10,886
Charges From Print & Repro	3,605	2,373	2,955	3,500
Charges From Central Storeroom	3,125	1,052	582	800
	\$ 15,643	\$ 11,446	\$ 10,571	\$ 15,186
	\$ 695,754	\$ 685,606	\$ 849,338	\$ 854,582

Finance Administration

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Licenses & Permits	\$ —	\$ —	\$ 952	\$ —
Miscellaneous	567	749	729	—
Other Shared Revenue	—	—	2,087	—
	\$ 567	\$ 749	\$ 3,768	\$ —

Finance Administration Expenditures by Appropriation





Department of Finance

Finance Administration

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2011	December 2011		Budget 2012	Minimum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Director of Finance	50,795.81	176,729.77
1	1	1	Secretary to Director of Finance	36,590.39	142,340.94
1	1	1	Assistant Administrator	20,800.00	56,847.22
<u>3</u>	<u>3</u>	<u>3</u>			
			PROFESSIONALS		
1	1	1	Jr Personnel Assistant	20,800.00	39,367.76
0	1	1	Chief Legal Investigator	23,647.11	67,017.93
1	1	1	Deputy Project Director	20,092.80	62,836.42
1	1	1	Risk Manager	27,325.56	97,819.83
1	1	1	Project Coordinator	27,325.56	90,294.89
1	0	0	Safety Program Officer	25,000.00	66,226.65
<u>5</u>	<u>5</u>	<u>5</u>			
			OFFICE & CLERICAL		
1	1	1	Private Secretary to Director	20,800.00	47,550.25
<u>1</u>	<u>1</u>	<u>1</u>			
<u>9</u>	<u>9</u>	<u>9</u>	TOTAL FULL TIME		
3	0	4	Student Aide	10.00	11.04
<u>3</u>	<u>0</u>	<u>4</u>	TOTAL PART TIME		
<u>12</u>	<u>9</u>	<u>13</u>	TOTAL DIVISION		

Department of Finance

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: GENERAL ACCOUNTING

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

ACTIVITIES: To process the encumbrances of contracts, to verify the pre-encumbrance of legislation and to record receivables.

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: 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: 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.



Department of Finance

Division of Accounts

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 928,482	\$ 879,844	\$ 892,504	\$ 891,329
Longevity	5,550	—	7,475	8,025
Separation Payments	—	36,899	13,523	23,917
Overtime	808	5,714	234	5,000
	\$ 934,840	\$ 922,457	\$ 913,737	\$ 928,271
Benefits				
Hospitalization	\$ 145,730	\$ 134,752	\$ 123,314	\$ 131,964
Prescription	20,916	30,511	29,006	29,582
Dental	9,560	9,429	8,701	9,350
Vision Care	1,380	1,246	1,243	1,262
Public Employees Retire System	140,288	138,213	126,120	126,610
Fica-Medicare	11,296	11,063	11,646	13,114
Workers' Compensation	10,853	10,678	16,666	14,115
Life Insurance	881	855	825	810
	\$ 340,904	\$ 336,748	\$ 317,521	\$ 326,807
Other Training & Professional Dues				
Travel	\$ 1,062	\$ 417	\$ 1,293	\$ 1,000
Tuition & Registration Fees	1,820	1,372	1,589	3,500
Professional Dues & Subscript	895	843	883	1,500
	\$ 3,777	\$ 2,632	\$ 3,765	\$ 6,000
Contractual Services				
Professional Services	\$ 275,800	\$ 278,750	\$ 191,586	\$ 290,000
Parking In City Facilities	156	121	440	—
Insurance And Official Bonds	175	175	275	250
Other Contractual	312,500	310,000	207,488	336,000
	\$ 588,631	\$ 589,046	\$ 399,788	\$ 626,250
Materials & Supplies				
Office Supplies	\$ 1,274	\$ 978	\$ 93	\$ 1,500
Postage	565	493	128	1,000
Just In Time Office Supplies	8,801	2,292	747	6,000
	\$ 10,640	\$ 3,763	\$ 968	\$ 8,500
Maintenance				
Maintenance Office Equipment	\$ 70	\$ —	\$ 165	\$ —
Maintenance Misc. Equipment	105	—	—	—
	\$ 175	\$ —	\$ 165	\$ —
Interdepart Service Charges				
Charges From Telephone Exch	\$ 9,058	\$ 8,521	\$ 8,687	\$ 9,323
Charges From Print & Repro	12,064	9,966	8,322	10,000
Charges From Central Storeroom	5,176	7,865	1,365	1,500
Charges From M.V.M.	—	—	—	40
	\$ 26,297	\$ 26,351	\$ 18,373	\$ 20,863
	\$ 1,905,265	\$ 1,880,999	\$ 1,654,317	\$ 1,916,691

Department of Finance

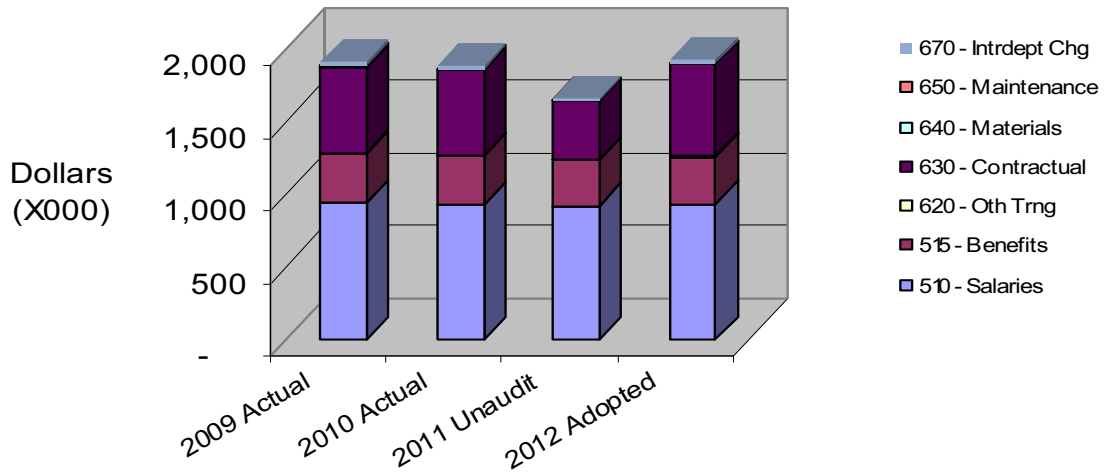
Division of Accounts



Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Miscellaneous	\$ 472	\$ 400	\$ 381	\$ —
	\$ 472	\$ 400	\$ 381	\$ —

Accounts Expenditures by Appropriation





Department of Finance

Division of Accounts

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2011	December 2011		Budget 2012	Minimum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Commissioner of Accounts	40,314.82	132,061.01
1	1	1	Deputy Commissioner of Accounts	26,273.96	88,389.13
<u>2</u>	<u>2</u>	<u>2</u>			
			OFFICE & CLERICAL		
1	1	1	Chief Clerk	22,050.00	47,550.25
7	6	6	Principal Clerk	14.88	20.10
1	1	1	Receptionist	10.00	15.61
<u>9</u>	<u>8</u>	<u>8</u>			
			PROFESSIONALS		
1	1	1	Auditor	20,092.80	58,837.68
1	1	1	Accountant II	14.88	22.17
1	1	1	Accountant IV	20,800.00	59,419.42
1	1	1	Administrative Officer	20,800.00	52,979.99
1	1	1	Budget & Management Analyst	20,800.00	55,788.47
1	1	1	Central Payroll Supervisor	20,800.00	56,847.22
1	1	1	Senior Personnel Assistant	20,800.00	50,162.59
<u>7</u>	<u>7</u>	<u>7</u>			
			TECHNICIANS		
1	1	1	Senior System Analyst	20,800.00	41,170.98
<u>1</u>	<u>1</u>	<u>1</u>			
<u>19</u>	<u>18</u>	<u>18</u>	TOTAL DIVISION		

DEDRICK C. STEPHENS, CFE, COMMISSIONER

Mission Statement

To Promote and support the health and safety of the citizens and visitors to Cleveland through the collection of business taxes to fund City services; issuance and enforcement of licensing and permitting laws to protect the public; bill and collect monies expended on various services; improve the accuracy of measurements to protect consumers and promote fair competition and trade through the sealing of commercial devices; and preparation of assessments to recoup funds expended on public improvements and contribute to economic development through special improvement districts.

The Division of Assessments and Licenses mission is to promote and support the health and safety of the citizens of Cleveland through the issuance of licenses, collection of business taxes to support City operations, billing of various City services, ensuring accuracy of weighing and measuring devices and preparation of special assessments. The Division of Assessments and Licenses also provideprovides value-added centralized shared services of accounting, billing, accounts receivable management and processing services for other City departments.

The Division administers the following business taxes - admissions, transient occupancy (hotel/motel), motor vehicle lessor, parking and coin operated amusement device. The Division works with other City divisions and departments to ensure that the Codified Ordinances of the City are met for the issuance of licenses and permits to protect the public. The license compliance business unit regulates various industries and ensures that businesses abide by City laws.

Through its Bureau of Weights and Measures the division protects consumers by inspecting all types of scales, gasoline pumps, and other commercial measuring devices are uniformly accurate. The Bureau cooperatively works with similar city, county and state organizations on special investigations to ensure that the Consumer Protection Code is uniformly administered.

The Division manages billing and collection activities for various services provided by the following City divisions - Emergency Medical Service, Port Control, Streets, Waste Collection, Building & Housing, Health, Police, Fire and Public Works. Ambulance transportation services provided by EMS, Fire and Port Control are invoiced with collections from medical insurance carriers throughout the country including Federal and State agencies.

PROGRAM NAME: ADMINISTRATION STRATEGIC BUSINESS UNIT

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

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

PROGRAM NAME: ADMINISTRATION - ASSESSMENTS

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

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



Department of Finance

Division of Assessments and Licenses

PROGRAM NAME: ADMINISTRATION - PROCESSING

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

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

PROGRAM NAME: BILLING STRATEGIC BUSINESS UNIT

OBJECTIVES: Ensure the collection of monies 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: Emergency Medical Service Billing and Collections - Pre-bill research and verification; medical coding; generate and distribute invoices; bill appropriate medical insurance carriers for the ambulance care and transportation services; electronic claims submission and remittance; manage accounts receivable; collect delinquent accounts; comply with various federal and state statutes including the Health Insurance Portability and Accountability Act; manage collection agency relationship; maintain management information system of billing and collection activities. 60,000 invoices billed annually.

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

PROGRAM NAME: COMPLIANCE STRATEGIC BUSINESS UNIT

OBJECTIVES: To promote the health and safety of the citizens of Cleveland by enforcement (criminal and civil) of the City's ordinances and license requirements; to ensure all business taxes are collected to support services provided by the City; and to educate those conducting business within the City of compliance responsibilities through effective communication and informational products.

PROGRAM NAME: COMPLIANCE - LICENSES

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

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

PROGRAM NAME: COMPLIANCE - TAX ADMINISTRATION

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

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

PROGRAM NAME: COMPLIANCE - WEIGHTS AND MEASURES

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

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



Department of Finance

Division of Assessments and Licenses

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,409,734	\$ 1,379,683	\$ 1,315,367	\$ 1,535,340
Student Trainees	(1,486)	—	—	—
Longevity	10,900	—	7,800	8,275
Separation Payments	6,180	20,576	10,334	—
Overtime	29,993	15,549	15,465	32,000
	\$ 1,455,322	\$ 1,415,808	\$ 1,348,966	\$ 1,575,615
Benefits				
Hospitalization	\$ 234,779	\$ 233,243	\$ 227,166	\$ 298,158
Prescription	32,299	49,993	52,915	66,334
Dental	15,010	15,709	17,154	22,176
Vision Care	2,545	2,281	2,095	2,512
Public Employees Retire System	216,070	215,382	187,350	220,586
Fica-Medicare	18,220	18,145	18,309	22,846
Workers' Compensation	14,810	16,329	26,209	19,096
Life Insurance	1,444	1,440	1,350	1,594
Unemployment Compensation	—	3,533	12,622	11,700
Clothing Allowance	—	—	645	—
Clothing Maintenance	522	—	—	—
	\$ 535,698	\$ 556,055	\$ 545,816	\$ 665,002
Other Training & Professional Dues				
Travel	\$ 6,577	\$ 1,268	\$ 2,119	\$ 5,200
Tuition & Registration Fees	3,184	2,835	2,504	3,850
Mileage (Priv Auto) Trng Prps	477	—	—	—
Professional Dues & Subscript	1,423	1,731	879	1,700
	\$ 11,661	\$ 5,834	\$ 5,502	\$ 10,750
Contractual Services				
Professional Services	\$ 937,996	\$ 324,728	\$ 262,760	\$ 1,364,120
Court Reporter	2,013	—	—	4,320
Mileage (Private Auto)	72	759	459	2,400
Security Services	1,685	—	146	—
Expense Account Reimbursement	—	—	27	—
Advertising And Public Notice	11,740	24,802	9,355	2,505
Parking In City Facilities	181	126	84	360
Insurance And Official Bonds	100	100	100	100
Special Assessment	—	—	—	3,000
Other Contractual	2,000	—	763	400,000
Credit Card Processing Fees	41,628	76,747	96,834	99,360
	\$ 997,413	\$ 427,262	\$ 370,528	\$ 1,876,165

Department of Finance



Division of Assessments and Licenses

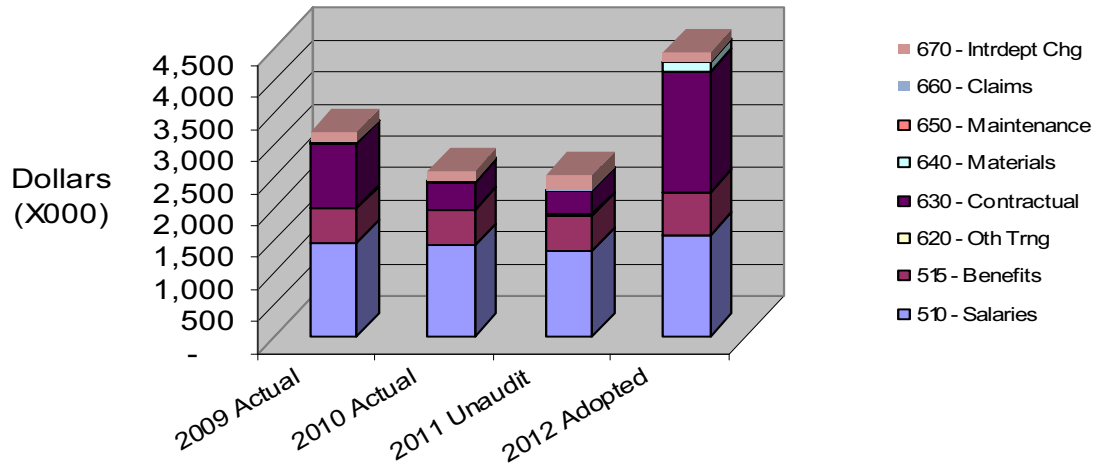
Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Materials & Supplies				
Office Supplies	\$ 2,586	\$ —	\$ 802	\$ 5,550
Postage	—	—	2,213	122,239
Computer Hardware	—	438	3,351	—
Computer Software	2,565	10,480	1,200	8,250
Clothing	—	3,330	—	—
Hardware & Small Tools	375	—	3,596	3,300
Small Equipment	874	639	1,142	3,750
Office Furniture & Equipment	1,817	—	802	—
Paper And Other Printing Suppl	—	—	975	—
Other Supplies	6,157	9,187	684	11,100
Just In Time Office Supplies	5,325	14,504	6,704	8,450
	\$ 19,698	\$ 38,579	\$ 21,468	\$ 162,639
Maintenance				
Maintenance Contracts	\$ 1,785	\$ —	\$ —	\$ 3,762
	\$ 1,785	\$ —	\$ —	\$ 3,762
Claims, Refunds, Maintenance				
Court Costs	\$ —	\$ 64	\$ 1,044	\$ 2,250
	\$ —	\$ 64	\$ 1,044	\$ 2,250
Interdepart Service Charges				
Charges From Telephone Exch	\$ 8,056	\$ 9,897	\$ 11,205	\$ 11,205
Charges From Print & Repro	70,754	58,854	104,958	120,000
Charges From Central Storeroom	73,347	58,589	93,933	88,494
Charges From M.V.M.	25,871	15,502	15,783	16,244
	\$ 178,028	\$ 142,842	\$ 225,879	\$ 235,943
	\$ 3,199,607	\$ 2,586,444	\$ 2,519,203	\$ 4,532,126

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ 168,022	\$ 108,957	\$ 119,201	\$ 160,000
Fines, Forfeitures & Settlements	4,575	29,635	3,625	3,000
Licenses & Permits	398,973	376,061	358,422	309,450
Miscellaneous	24,642	156,002	22,076	—
Other Shared Revenue	24,264,082	24,732,082	23,360,682	22,690,000
Hotel Tax	—	—	4,056,773	3,800,000
	\$ 24,860,294	\$ 25,402,738	\$ 27,920,779	\$ 26,962,450

Assessments & Licenses Expenditures by Appropriation



Department of Finance

Division of Assessments and Licenses



COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2012	December 2011		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
1	1	1	Commissioner of Assessments and Licenses	40,314.82	121,901.44
1	1	1	Assistant Commissioner of Assessments and Licenses	23,647.11	84,588.76
<u>2</u>	<u>2</u>	<u>2</u>			
OFFICE & CLERICAL					
1	0	0	Accountant Clerk II	10.00	17.69
2	2	2	Principal Cashier	14.66	23.74
2	2	2	Senior Cashier	12.57	20.20
1	1	1	Data Control Clerk	10.00	16.98
2	1	1	Legal Secretary	20,800.00	45,916.43
<u>8</u>	<u>6</u>	<u>6</u>			
PROFESSIONALS					
3	2	3	Auditor	20,092.80	58,837.68
0	1	1	Citizens Info Representative	10.00	19.29
0	1	1	Private Secretary	10.00	21.21
0	0	1	Medical Billing Reimbursement Specialist	10.42	22.06
0	0	1	Medical Coder & Billing Analyst	10.17	22.17
2	2	3	Assessments Analyst	20,800.00	51,294.00
2	2	2	Assistant Administrator	20,800.00	56,847.22
1	1	1	Assistant Director of Law	26,250.00	80,353.75
2	0	1	Chief Auditor	23,647.11	84,588.76
3	3	3	Project Coordinator	27,325.56	90,294.89
<u>13</u>	<u>12</u>	<u>17</u>			
TECHNICIAN					
3	3	3	Inspector of Weights & Measures	12.89	17.90
2	0	0	Bill Collector	12.14	16.97
3	2	2	Miscellaneous Investigator	15.35	18.62
0	1	1	Misdemeanor Investigator	20,800.00	47,536.88
7	4	4	Senior Data Conversion Operator	13.47	18.44
1	1	1	Supervisor of Weights & Measures	20,800.00	63,634.38
<u>16</u>	<u>11</u>	<u>11</u>			
<u>39</u>	<u>31</u>	<u>36</u>	TOTAL DIVISION		



Department of Finance

Division of Treasury

JAMES HARTLEY, ACTING 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: 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.

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.

Department of Finance



Division of Treasury

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 271,574	\$ 269,841	\$ 335,013	\$ 341,942
Longevity	1,300	—	2,350	2,625
	\$ 272,874	\$ 269,841	\$ 337,363	\$ 344,567
Benefits				
Hospitalization	\$ 31,232	\$ 28,680	\$ 38,816	\$ 43,558
Prescription	5,411	7,475	10,110	10,572
Dental	2,039	1,984	3,024	3,357
Vision Care	312	270	363	376
Public Employees Retire System	41,190	42,190	47,166	48,101
Fica-Medicare	3,888	3,835	4,763	5,011
Workers' Compensation	3,444	7,693	9,157	12,102
Life Insurance	225	210	270	270
	\$ 87,741	\$ 92,338	\$ 113,669	\$ 123,347
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 300	\$ 300	\$ 400	\$ 1,000
Mileage (Priv Auto) Trng Prps	160	268	187	400
Professional Dues & Subscript	308	139	120	750
	\$ 768	\$ 707	\$ 707	\$ 2,150
Contractual Services				
Professional Services	\$ 42	\$ —	\$ —	\$ —
Parking In City Facilities	116	117	190	200
Insurance And Official Bonds	3,029	3,029	3,029	3,500
Other Contractual	—	33,595	34,284	37,300
Bank Service Fees	(29)	—	—	—
	\$ 3,158	\$ 36,741	\$ 37,502	\$ 41,000
Materials & Supplies				
Office Supplies	\$ 1,148	\$ —	\$ 1,368	\$ 1,000
Postage	226	343	19	150
Other Supplies	2,000	2,150	2,190	2,700
Just In Time Office Supplies	557	513	—	600
	\$ 3,931	\$ 3,006	\$ 3,577	\$ 4,450
Maintenance				
Maintenance Office Equipment	\$ 2,695	\$ 3,619	\$ 3,140	\$ 3,500
Maintenance Contracts	391	—	774	1,250
	\$ 3,086	\$ 3,619	\$ 3,914	\$ 4,750
Interdepart Service Charges				
Charges From Telephone Exch	\$ 2,963	\$ 3,192	\$ 3,612	\$ 3,968
Charges From Print & Repro	4,227	3,370	4,197	5,000
Charges From Central Storeroom	24,917	22,563	31,585	31,500
	\$ 32,107	\$ 29,125	\$ 39,394	\$ 40,468
	\$ 403,665	\$ 435,377	\$ 536,126	\$ 560,732



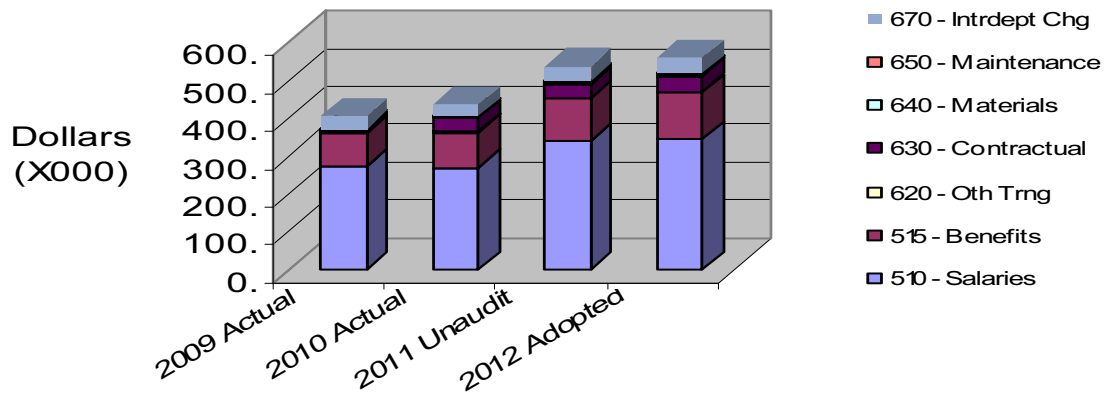
Department of Finance

Division of Treasury

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Miscellaneous	\$ 3,890	\$ 610	\$ 5	\$ —
Interest Earnings/Investment Income	1,265,186	326,131	208,310	130,000
	\$ 1,269,076	\$ 326,741	\$ 208,315	\$ 130,000

Treasury Expenditures by Appropriation



COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2011	December 2011		Budget 2012	Minimum
			OFFICE & CLERICAL		
1	1	1	Principal Cashier	14.66	23.74
1	1	1	Senior Personnel Assistant	20,800.00	50,162.59
2	2	2			
			PROFESSIONALS		
3	3	3	Fiscal Manager	23,647.11	84,588.76
1	1	1	Investment Manager	23,647.11	84,588.76
4	4	4			
6	6	6	TOTAL DIVISION		

Department of Finance

Division of Purchases and Supplies



JAMES E. HARDY, C.P.M., 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. Purchases and disposals are processed through the submission of requisitions and/or competitive bidding as required by ordinance authorization.

PROGRAM NAME: PURCHASES AND SUPPLIES

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

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



Department of Finance

Division of Purchases and Supplies

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 367,355	\$ 347,619	\$ 361,611	\$ 401,912
Longevity	2,400	—	3,175	3,475
Separation Payments	2,047	—	—	—
Overtime	1,170	—	—	1,000
	\$ 372,971	\$ 347,619	\$ 364,786	\$ 406,387
Benefits				
Hospitalization	\$ 58,844	\$ 51,366	\$ 49,419	\$ 64,436
Prescription	9,781	14,453	14,098	16,556
Dental	3,905	3,783	4,032	5,100
Vision Care	585	529	525	622
Public Employees Retire System	56,188	54,586	50,989	56,894
Fica-Medicare	4,806	4,490	4,676	5,893
Workers' Compensation	8,081	5,048	9,348	7,094
Life Insurance	371	375	360	408
	\$ 142,561	\$ 134,630	\$ 133,447	\$ 157,003
Other Training & Professional Dues				
Travel	\$ 70	\$ —	\$ —	\$ —
Tuition & Registration Fees	—	—	—	300
Professional Dues & Subscript	1,130	1,130	1,130	2,451
	\$ 1,200	\$ 1,130	\$ 1,130	\$ 2,751
Contractual Services				
Mileage (Private Auto)	\$ —	\$ —	\$ —	\$ 50
Medical Services	53	—	—	—
Other Contractual	165	—	—	—
	\$ 218	\$ —	\$ —	\$ 50
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 284	\$ 1,250
Postage	—	—	331	—
Just In Time Office Supplies	3,162	3,861	1,927	1,250
	\$ 3,162	\$ 3,861	\$ 2,542	\$ 2,500
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 200
Maintenance Contracts	—	—	—	200
	\$ —	\$ —	\$ —	\$ 400
Interdepart Service Charges				
Charges From Telephone Exch	\$ 2,692	\$ 2,879	\$ 1,545	\$ 2,810
Charges From Print & Repro	16,696	12,097	18,346	20,000
Charges From Central Storeroom	11,779	6,669	10,244	10,475
	\$ 31,167	\$ 21,644	\$ 30,134	\$ 33,285
	\$ 551,279	\$ 508,884	\$ 532,039	\$ 602,376

Department of Finance

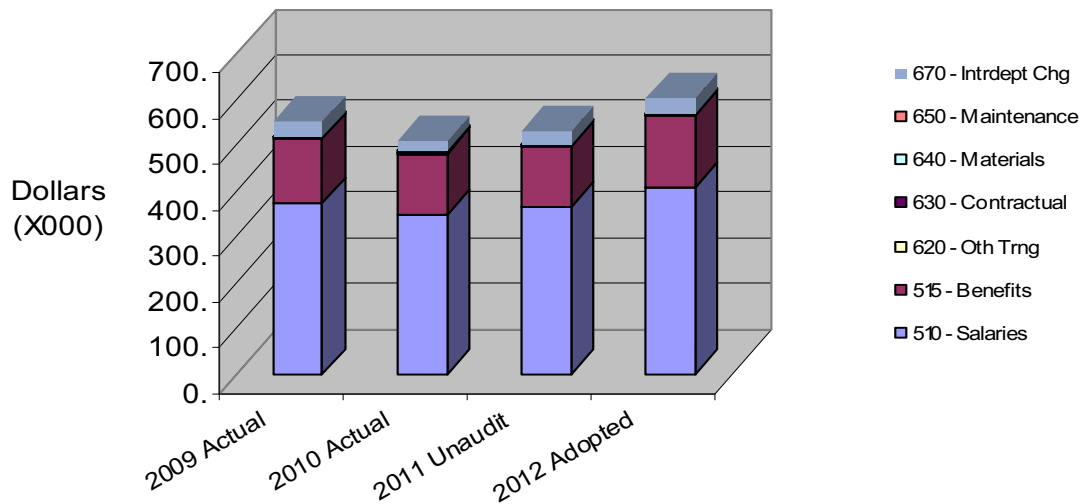


Division of Purchases and Supplies

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ (511)	\$ 61,736	\$ (119)	\$ —
Fines, Forfeitures & Settlements	—	3,425	—	—
Miscellaneous	21,759	19,700	28,090	25,000
	\$ 21,248	\$ 84,861	\$ 27,971	\$ 25,000

Purchases and Supplies Expenditures by Appropriation



COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2011	Budget 2012		Minimum	Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Commissioner of Purchases & Supplies	42,758.15	127,255.39
1	1	1			
			OFFICE & CLERICAL		
1	1	1	Senior Clerk	12.47	16.58
1	1	1	Principal Clerk	14.88	20.10
1	1	1	Typist	12.02	15.39
3	3	3			
			PROFESSIONALS		
4	3	4	Buyer	20,800.00	48,466.35
1	1	1	Contract Administrator / Purchasing Supervisor	20,800.00	62,836.42
5	4	5			
9	8	9	TOTAL DIVISION		



Department of Finance

Bureau of Internal Audit

FRANK BADALAMENTI, MANAGER OF INTERNAL AUDIT

Mission Statement

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

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

PROGRAM NAME: FINANCIAL & OPERATIONAL AUDITING

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

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

Department of Finance

Bureau of Internal Audit



Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 336,679	\$ 338,737	\$ 321,850	\$ 392,784
Military Leave	640	240	—	—
Longevity	900	—	475	475
Separation Payments	—	1,633	2,220	—
Overtime	—	—	249	—
	\$ 338,219	\$ 340,609	\$ 324,794	\$ 393,259
Benefits				
Hospitalization	\$ 42,906	\$ 47,418	\$ 40,768	\$ 59,475
Prescription	6,337	11,820	11,144	14,425
Dental	3,120	3,424	3,184	4,307
Vision Care	336	336	318	463
Public Employees Retire System	50,630	51,599	45,376	55,058
Fica-Medicare	4,737	4,812	4,551	5,723
Workers' Compensation	3,719	3,791	8,806	12,703
Life Insurance	270	274	210	321
Unemployment Compensation	—	—	8,302	—
Clothing Allowance	—	—	—	540
Clothing Maintenance	—	—	—	240
	\$ 112,055	\$ 123,474	\$ 122,659	\$ 153,255
Other Training & Professional Dues				
Travel	\$ 683	\$ 940	\$ 3,180	\$ —
Tuition & Registration Fees	531	1,373	4,341	5,400
Mileage (Priv Auto) Trng Prps	141	429	1,440	900
Professional Dues & Subscript	1,360	1,634	2,325	2,050
	\$ 2,716	\$ 4,375	\$ 11,287	\$ 8,350
Contractual Services				
Mileage (Private Auto)	\$ 1,855	\$ —	\$ 45	\$ —
Parking In City Facilities	—	—	1,820	1,000
State Auditor Examination	187,139	213,275	293,393	420,000
	\$ 188,993	\$ 213,275	\$ 295,258	\$ 421,000
Materials & Supplies				
Office Supplies	\$ 714	\$ —	\$ 788	\$ 800
Computer Hardware	31	—	90	—
Computer Software	3,270	2,529	1,680	1,620
Just In Time Office Supplies	1,166	778	412	2,000
	\$ 5,181	\$ 3,307	\$ 2,970	\$ 4,420
Interdepart Service Charges				
Charges From Telephone Exch	\$ 1,551	\$ 1,557	\$ 1,570	\$ 1,575
Charges From Print & Repro	2,067	2,068	2,421	3,000
Charges From Central Storeroom	448	117	34	97
Charges From M.V.M.	—	—	—	41
	\$ 4,066	\$ 3,743	\$ 4,025	\$ 4,713
	\$ 651,229	\$ 688,784	\$ 760,992	\$ 984,997



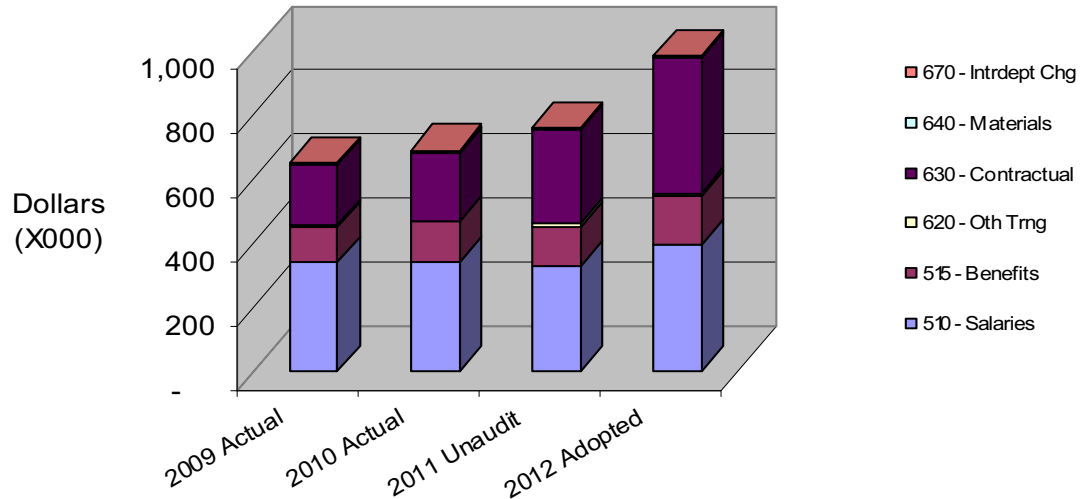
Department of Finance

Bureau of Internal Audit

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ —	\$ —	\$ 930	\$ —
Miscellaneous	466	435	97	—
	\$ 466	\$ 435	\$ 1,027	\$ —

Bureau of Internal Audit Expenditures by Appropriation



COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2011	Budget 2012		Minimum	Maximum
			PROFESSIONALS		
1	1	1	In-Charge Senior Internal Auditor	49,500.00	84,370.33
1	1	1	Manager Internal Audit	40,314.82	121,801.44
2	1	1	Senior Internal Auditor	23,647.11	67,017.93
0	0	1	Budget Analyst	20,800.00	53,011.19
2	2	3	Accountant II	14.88	22.17
1	0	0	Auditor	20,092.80	58,837.68
7	5	7	TOTAL DIVISION		

Department of Finance

CCA Income Tax Administration



NASSIM M. LYNCH, ADMINISTRATOR

Mission Statement

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

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

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

PROGRAM NAME: 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: 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: COMPLIANCE

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

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

PROGRAM NAME: DATA ENTRY

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

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

PROGRAM NAME: RECORD RETENTION

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

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

PROGRAM NAME: TAXPAYER ASSISTANCE

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

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



Department of Finance

CCA Income Tax Administration

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 3,345,279	\$ 3,097,333	\$ 3,106,060	\$ 4,011,463
Seasonal	32,773	13,749	1,164	—
Part-Time Permanent	135,099	196,107	247,283	502,648
Injury Pay	—	1,351	—	—
Longevity	38,125	—	35,775	34,850
Separation Payments	42,302	10,335	39,890	—
Overtime	171,769	230,245	235,761	200,000
	\$ 3,765,347	\$ 3,549,119	\$ 3,665,932	\$ 4,748,961
Benefits				
Hospitalization	\$ 558,830	\$ 515,850	\$ 485,903	\$ 705,497
Prescription	64,809	93,155	93,601	139,422
Dental	36,288	35,369	35,736	52,159
Vision Care	5,763	5,020	4,850	6,695
Public Employees Retire System	563,762	571,060	507,696	664,855
Fica-Medicare	45,735	43,280	45,042	61,525
Workers' Compensation	59,693	66,833	121,438	48,800
Life Insurance	3,619	3,495	3,274	4,239
Unemployment Compensation	—	4,597	9,695	2,000
Clothing Allowance	—	—	—	4,590
Clothing Maintenance	—	—	—	2,040
	\$ 1,338,498	\$ 1,338,659	\$ 1,307,235	\$ 1,691,822
Other Training & Professional Dues				
Travel	\$ 2,529	\$ 2,416	\$ 2,761	\$ 4,000
Tuition & Registration Fees	440	225	305	500
Mileage (Priv Auto) Trng Prps	134	—	—	—
Professional Dues & Subscript	12,762	13,426	12,254	12,000
	\$ 15,865	\$ 16,067	\$ 15,320	\$ 16,500
Utilities				
Electricity - Cpp	\$ 22,512	\$ 23,966	\$ 23,383	\$ 23,000
	\$ 22,512	\$ 23,966	\$ 23,383	\$ 23,000
Contractual Services				
Professional Services	\$ 1,113,669	\$ 963,190	\$ 987,882	\$ 1,217,000
Mileage (Private Auto)	7,294	6,571	6,117	6,750
Advertising And Public Notice	—	428	448	1,000
Parking In City Facilities	2,677	1,998	3,348	2,500
Insurance And Official Bonds	—	574	574	600
Property Rental	—	—	—	20,000
Equipment Rental	440	—	—	—
Other Contractual	10,100	9,755	10,080	11,800
State Auditor Examination	45,127	44,034	49,996	55,000
Bank Service Fees	129,664	107,202	101,594	150,000
Credit Card Processing Fees	67,594	78,218	92,587	80,000
	\$ 1,376,566	\$ 1,211,970	\$ 1,252,624	\$ 1,544,650

Department of Finance

CCA Income Tax Administration



Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Materials & Supplies				
Office Supplies	\$ 9,589	\$ 17,866	\$ 13,662	\$ 20,000
Postage	296,323	247,521	297,732	450,000
Computer Supplies	—	11,702	—	2,000
Computer Hardware	1,686	10,344	102,383	75,000
Computer Software	16,522	13,535	16,616	20,250
Office Furniture & Equipment	18,756	1,035	1,370	5,000
Hygiene And Cleaning Supplies	—	—	—	500
Medical Supplies	—	—	—	500
Paper And Other Printing Suppl	—	—	—	500
Other Supplies	450	530	360	1,000
Batteries	500	—	—	500
Just In Time Office Supplies	32,217	54,902	21,405	50,000
	\$ 376,043	\$ 357,435	\$ 453,527	\$ 625,250
Maintenance				
Maintenance Office Equipment	\$ 12,783	\$ 8,520	\$ 8,930	\$ 9,450
Maintenance Contracts	971	150	—	1,500
Computer Hardware Maintenance	12,221	22,538	10,512	19,000
Computer Software Maintenance	30,786	47,266	63,874	49,900
Car Washes	681	—	—	200
	\$ 57,443	\$ 78,474	\$ 83,316	\$ 80,050
Claims, Refunds, Maintenance				
Court Costs	\$ 14,454	\$ 9,165	\$ 9,202	\$ 14,000
Indirect Cost	452,118	425,484	401,050	414,261
	\$ 466,572	\$ 434,649	\$ 410,252	\$ 428,261
Interdepart Service Charges				
Charges From General Fund	\$ 373,948	\$ —	\$ —	\$ —
Charges From Telephone Exch	49,950	6,065	77,407	78,000
Charges From Print & Repro	368,819	230,997	321,330	325,000
Charges From M.V.M.	13,092	6,304	10,348	10,000
Charges From Division Of Maint	—	373,948	393,948	425,000
	\$ 805,810	\$ 617,314	\$ 803,033	\$ 838,000
Capital Outlay				
Building Betterments -Existing	\$ —	\$ —	\$ 529	\$ —
Office Equipment	—	—	—	10,000
Automobiles	—	—	—	35,000
Trucks	19,994	—	—	—
	\$ 19,994	\$ —	\$ 529	\$ 45,000
	\$ 8,244,649	\$ 7,627,653	\$ 8,015,151	\$ 10,041,494



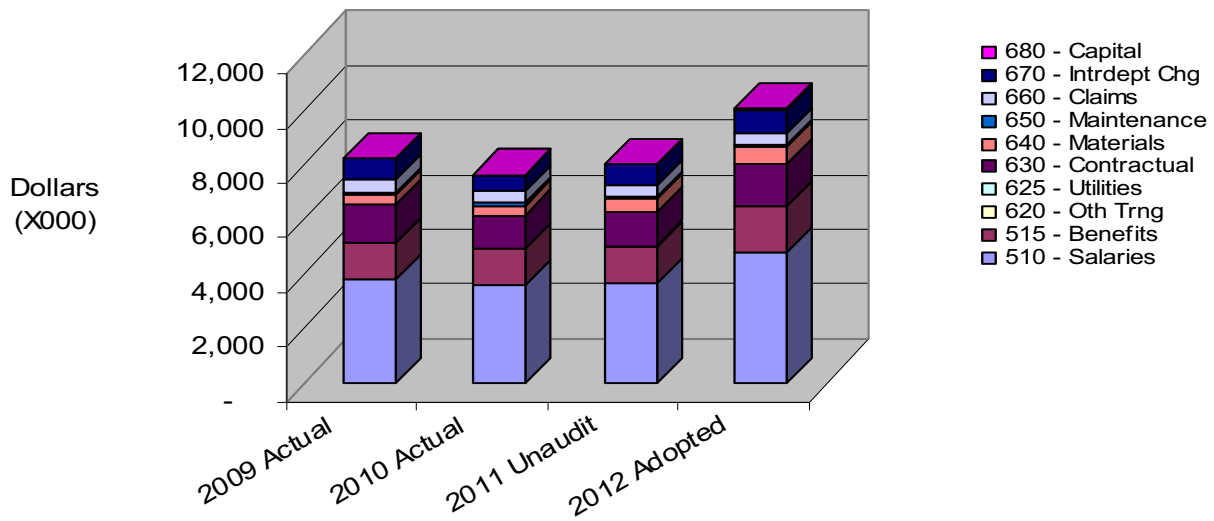
Department of Finance

CCA Income Tax Administration

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Miscellaneous	\$ 2,266,522	\$ 2,386,098	\$ 2,311,789	\$ 3,050,780
Due To Member Municipalities	1,796	1,669	1,965	1,500
Income Tax	5,285,000	5,565,000	5,390,000	7,138,161
Interest Earnings/Investment Income	55,917	13,351	6,738	—
	\$ 7,609,235	\$ 7,966,117	\$ 7,710,492	\$ 10,190,441

Central Collection Agency Expenditures by Appropriation



Department of Finance

CCA Income Tax Administration



COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2012	December 2011		Minimum	Maximum
			ADMINISTRATORS & OFFICIALS		
3	1	1	Asst. Income Tax Administrator	26,273.96	89,367.64
1	1	1	Income Tax Administrator	42,758.15	137,860.74
6	3	4	Administrative Manager	27,193.55	101,816.22
1	1	1	Fiscal Manager	23,647.11	84,588.76
0	2	2	Private Secretary to the Director	20,800.00	47,550.25
1	1	1	Chief Bureau of Accounts and Collections	22,333.40	63,607.63
1	1	1	Chief of Auditing Bureau	22,333.40	65,834.36
<u>13</u>	<u>10</u>	<u>11</u>			
			OFFICE & CLERICAL		
2	2	2	Junior Cashier	11.14	16.97
1	1	1	Principal Cashier	14.66	23.74
5	4	5	Accountant Clerk II	10.00	17.69
0	4	7	Assistant Administrator	20,800.00	56,847.22
1	1	1	Principal Clerk	14.88	20.10
1	1	1	Messenger	10.00	15.24
2	0	2	Receptionist	10.00	15.61
17	18	18	Income Tax Tracer	12.60	17.86
<u>29</u>	<u>31</u>	<u>37</u>			
			PROFESSIONALS		
13	9	11	Auditor	20,092.80	58,837.68
3	2	3	Assistant Director of Law	26,250.00	78,013.00
14	9	13	Tax Auditor I	14.39	18.75
8	5	7	Tax Auditor II	15.48	20.73
1	1	1	Project Leader / Application	45,000.00	91,832.86
2	2	2	Supervising Tax Auditor	20,800.00	56,847.22
1	0	1	Supervisor of Income Tax Files	20,800.00	39,782.36
6	3	6	Income Tax Supervisor	20,092.80	56,847.22
<u>48</u>	<u>31</u>	<u>44</u>			
			PARAPROFESSIONALS		
2	2	2	Paralegal	20,800.00	43,700.85
<u>2</u>	<u>2</u>	<u>2</u>			
<u>92</u>	<u>74</u>	<u>94</u>	TOTAL FULL TIME		
3	2	3	Income Tax Tracer	12.60	17.86
3	3	3	Assistant Administrator	20,800.00	56,847.22
2	0	0	Student Assistant	10.00	11.04
18	6	18	Student Aide	10.00	11.04
<u>26</u>	<u>11</u>	<u>24</u>	TOTAL PART TIME		
<u>118</u>	<u>85</u>	<u>118</u>	TOTAL DIVISION		



Department of Finance

Printing & Reproduction

MICHAEL HEWETT, COMMISSIONER

Mission Statement

The Division of Printing and Reproduction is committed to providing exceptional customer service and money-saving, sustainable printing and postal solutions to the City of Cleveland. The Division of Printing and Reproduction is dedicated to achieving those goals by continuing to implement the latest technologies, investing in staff training, and by understanding our customers' unique needs. We strive daily to be the City's provider of low-cost, high-quality and fast turnaround reprographic services.

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: 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.

PROGRAM NAME: COPY CENTER

OBJECTIVES: Provide a variety of fast turnaround photocopying services.

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

Department of Finance

Printing & Reproduction



Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 575,853	\$ 541,050	\$ 576,364	\$ 596,745
Part-Time Permanent	291	—	—	—
Longevity	4,075	—	4,150	4,850
Separation Payments	—	9,160	—	—
Overtime	865	1,332	885	10,000
	\$ 581,084	\$ 551,542	\$ 581,399	\$ 611,595
Benefits				
Hospitalization	\$ 93,063	\$ 95,729	\$ 93,496	\$ 96,258
Prescription	8,294	13,990	15,165	15,163
Dental	5,565	5,653	5,773	6,275
Vision Care	894	885	930	943
Public Employees Retire System	87,643	85,871	81,089	85,623
Fica-Medicare	7,348	7,608	8,279	8,868
Workers' Compensation	29,172	42,441	20,864	5,519
Life Insurance	589	604	630	630
Unemployment Compensation	—	9,375	—	—
Clothing Allowance	—	—	—	1,000
Clothing Maintenance	—	1,477	609	1,500
	\$ 232,569	\$ 263,632	\$ 226,836	\$ 221,779
Other Training & Professional Dues				
Travel	\$ —	\$ 897	\$ —	\$ 250
Tuition & Registration Fees	—	—	295	1,000
Other Training Supplies	—	—	—	500
Professional Dues & Subscript	2,211	2,094	1,467	2,000
	\$ 2,211	\$ 2,991	\$ 1,762	\$ 3,750
Utilities				
Gas	\$ 9,067	\$ 4,624	\$ 4,887	\$ 4,740
Electricity - Cpp	34,056	36,992	33,366	32,365
Security & Monitoring System	828	—	—	1,500
	\$ 43,952	\$ 41,615	\$ 38,253	\$ 38,605
Contractual Services				
Professional Services	\$ —	\$ 2,447	\$ 3,375	\$ 3,000
Waste Disposal	—	—	496	500
Parking In City Facilities	14	14	263	100
Photocopy Machine Rental	695,359	581,437	649,103	750,000
Other Contractual	1,375	310	500	1,000
	\$ 696,748	\$ 584,207	\$ 653,736	\$ 754,600



Department of Finance

Printing & Reproduction

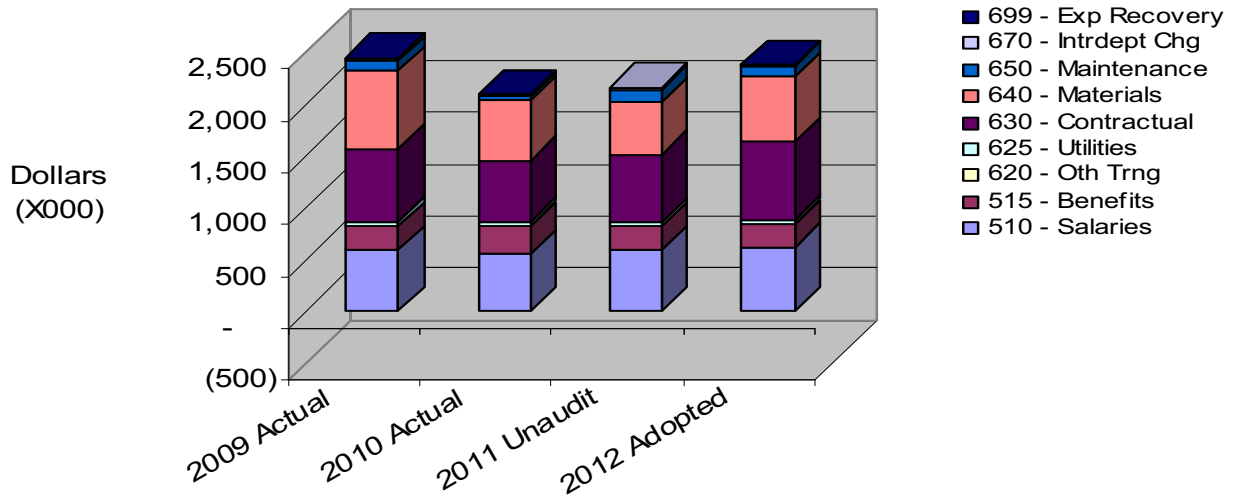
Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Materials & Supplies				
Office Supplies	\$ —	\$ 1,080	\$ —	\$ 1,000
Computer Hardware	—	5,048	7,824	10,000
Computer Software	797	—	478	500
Clothing	2,697	—	977	—
Small Equipment	5,587	3,600	—	5,000
Electrical Supplies	11,400	—	2,460	1,250
Hygiene And Cleaning Supplies	1,187	976	—	2,500
Paper And Other Printing Suppl	714,025	556,064	485,594	600,000
Other Supplies	3,099	993	1,964	1,000
Just In Time Office Supplies	7,449	6,482	4,232	4,000
	\$ 746,241	\$ 574,243	\$ 503,529	\$ 625,250
Maintenance				
Maintenance Contracts	\$ 99,135	\$ 40,420	\$ 118,237	\$ 90,000
Computer Hardware Maintenance	—	—	563	750
Computer Software Maintenance	3,065	2,690	—	1,500
Maintenance Machinery & Tools	1,043	1,551	4,040	4,000
Maintenance Vehicles	1,388	—	—	—
Car Washes	—	—	395	500
Repair Of Overhead Doors	—	—	—	500
	\$ 104,630	\$ 44,661	\$ 123,235	\$ 97,250
Interdepart Service Charges				
Charges From Telephone Exch	\$ 17,231	\$ 7,260	\$ 7,751	\$ 8,526
Charges From M.V.M.	2,346	1,801	2,677	2,755
Charges From Division Of Maint	3,642	2,579	5,609	3,000
Charges From Parks Maintenance	—	—	776	—
	\$ 23,218	\$ 11,640	\$ 16,812	\$ 14,281
Expenditure Recovery				
Expenditure Recovery	\$ —	\$ —	\$ (613)	\$ —
	\$ —	\$ —	\$ (613)	\$ —
	\$ 2,430,654	\$ 2,074,532	\$ 2,144,948	\$ 2,367,110

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ —	\$ 4,039	\$ 2,271	\$ —
Miscellaneous	2,383,470	1,831,887	2,074,415	2,300,404
Interest Earnings/Investment Income	—	1,388	869	—
	\$ 2,383,470	\$ 1,837,314	\$ 2,077,555	\$ 2,300,404

Printing Expenditures by Appropriation





Department of Finance

Printing & Reproduction

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2011	December 2011		Budget 2012	Minimum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Commissioner of Printing and Reproduction	40,314.82	132,061.01
0	1	1	Asst. Commissioner, Division of Printing and Repro.	23,647.11	84,588.76
1	2	2			
			OFFICE & CLERICAL		
3	3	3	Copy Center Operator, Offset Duplicating Machine	10.00	18.74
1	1	1	Senior Clerk	12.47	16.58
1	1	1	Project Coordinator	27,325.56	90,294.89
1	1	1	Principal Clerk	14.88	20.10
6	6	6			
			PARAPROFESSIONALS		
2	2	2	Print Shop Helper	12.85	14.96
2	2	2			
			PROFESSIONAL		
1	1	1	Desktop Publishing Specialist	20,231.40	58,115.49
1	1	1			
			SKILLED CRAFT		
1	1	1	First Press Operator	12.00	22.25
1	1	1	Second Press Operator	10.00	19.90
1	0	0	Printing Foreman	28,404.92	52,095.09
3	2	2			
			TECHNICIANS		
1	1	1	PC Technician	25,000.00	49,669.98
1	1	1			
14	14	14	TOTAL FULL TIME		
1	0	0	First Press Operator	12.00	22.25
1	0	0	TOTAL PART TIME		
15	14	14	TOTAL DIVISION		

Department of Finance

Storeroom & Warehouse



Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 38,270	\$ 41,539	\$ 41,523	\$ 67,232
Longevity	—	—	300	300
Separation Payments	—	768	—	—
Overtime	5,147	—	—	—
	\$ 43,417	\$ 42,307	\$ 41,823	\$ 67,532
Benefits				
Hospitalization	\$ 3,573	\$ 3,570	\$ 3,388	\$ 23,559
Prescription	712	1,156	1,067	4,920
Dental	240	267	269	1,320
Vision Care	88	88	81	168
Public Employees Retire System	6,678	6,655	5,840	9,454
Fica-Medicare	616	599	590	988
Workers' Compensation	610	1,198	15,901	4,680
Life Insurance	45	49	45	96
Unemployment Compensation	—	—	375	—
Clothing Allowance	—	—	—	540
Clothing Maintenance	—	—	—	240
	\$ 12,560	\$ 13,581	\$ 27,556	\$ 45,965
Contractual Services				
Equipment Rental	\$ 14,220	\$ 14,220	\$ 14,220	\$ 30,000
Other Contractual	—	—	—	10,000
	\$ 14,220	\$ 14,220	\$ 14,220	\$ 40,000
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 200
Postage	743,563	862,700	750,000	494,875
Computer Supplies	9,051	—	—	2,500
	\$ 752,614	\$ 862,700	\$ 750,000	\$ 497,575
	\$ 822,811	\$ 932,809	\$ 833,599	\$ 651,072

Revenues

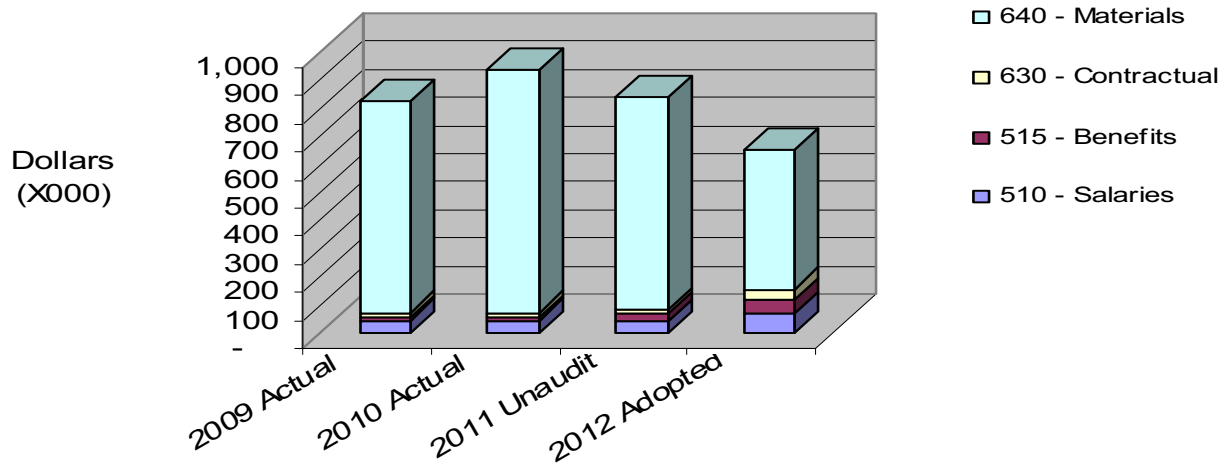
	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Miscellaneous	\$ 849,128	\$ 802,146	\$ 837,079	\$ 560,710
Interest/Investment Income	2,473	188	103	—
	\$ 851,601	\$ 802,334	\$ 837,182	\$ 560,710



Department of Finance

Storeroom & Warehouse

Storeroom Expenditures by Appropriation



COMPARISON OF STAFFING LEVEL

No. of Employees			Position	Salary Schedule*	
Budget 2011	December 2011	Budget 2012		Minimum	Maximum
			OFFICE & CLERICAL		
1	0	1	Messenger	10.00	15.24
1	1	1	Storekeeper	16.66	20.76
2	1	2	TOTAL DIVISION		

FRANK G. JACKSON, PRESIDENT
SHARON DUMAS, SECRETARY
MARTIN J. SWEENEY, 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, non-tax revenue bonds and tax increment financing debt.

DEBT MANAGEMENT POLICY

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

The Sinking Fund Commission acts as the citywide coordinator for all debt issuance and monitoring activities. This includes the sale of all general obligation, special obligation and enterprise (revenue) bonds and notes. In addition the Commission deposits on behalf of itself and the Enterprise Funds any moneys to be applied to the payment of debt charges. This includes money and investments derived from ad valorem property taxes, restricted income tax, enterprise reimbursements, non-tax revenues and the proceeds of renewal bonds or notes. The Commission maintains and reconciles all bank accounts for General Obligation, Special Obligation and Enterprise (Proprietary) Obligations of the City.

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 service improvements, bridge and roadway improvements, cemeteries, recreation facilities, and urban redevelopment.

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.

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 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.



Department of Finance

Sinking Fund General Operations

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 all federal regulations governing the issuance of 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.

Department of Finance



Sinking Fund General Operations

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 143,692	\$ 139,206	\$ 144,779	\$ 147,789
Longevity	1,100	—	1,275	1,275
Overtime	—	257	—	—
	\$ 144,792	\$ 139,463	\$ 146,054	\$ 149,064
Benefits				
Hospitalization	\$ 7,642	\$ 7,095	\$ 6,819	\$ 7,560
Prescription	1,423	2,135	2,135	2,134
Dental	452	453	479	524
Vision Care	112	103	113	118
Public Employees Retire System	21,715	21,744	20,415	20,870
Fica-Medicare	709	696	724	757
Workers' Compensation	1,674	1,638	2,520	2,256
Life Insurance	90	90	90	90
	\$ 33,819	\$ 33,954	\$ 33,294	\$ 34,309
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ —	\$ 250
Professional Dues & Subscript	—	261	—	372
	\$ —	\$ 261	\$ —	\$ 622
Contractual Services				
Professional Services	\$ 43,903	\$ 40,324	\$ 70,852	\$ 155,000
County Aud & Treas Coll Fee	340,199	768,798	677,268	810,000
	\$ 384,101	\$ 809,122	\$ 748,120	\$ 965,000
Materials & Supplies				
Postage	\$ 300	\$ 405	\$ 207	\$ 400
Just In Time Office Supplies	24	—	—	—
	\$ 324	\$ 405	\$ 207	\$ 400
Interdepart Service Charges				
Charges From Print & Repro	\$ —	\$ —	\$ —	\$ 50
	\$ —	\$ —	\$ —	\$ 50
	\$ 563,036	\$ 983,206	\$ 927,675	\$ 1,149,445

Revenues

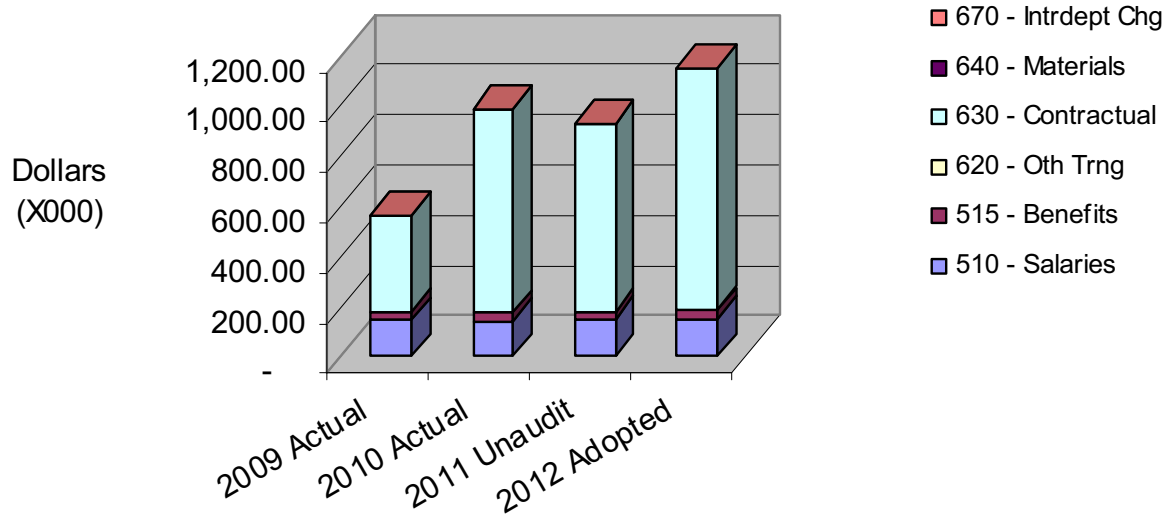
	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Miscellaneous	\$ 210,000	\$ 151,995	\$ 71,751	\$ 110,000
Other Shared Revenue	19,334	17,652	16,480	17,000
Transfers In	286,024	812,534	839,443	1,022,445
	\$ 515,358	\$ 982,181	\$ 927,675	\$ 1,149,445



Department of Finance

Sinking Fund General Operations

Sinking Fund Expenditures by Appropriation



COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2011	December 2011		Minimum	Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Asst. Secretary - Sinking Fund Commission	27,325.56	97,819.83
1	1	1	Budget Analyst	20,800.00	53,011.19
2	2	2	TOTAL DIVISION		

2011 ACTIVITY

The City issued \$31,260,000 Various Purpose General Obligation Bonds, Series 2011, effective May 19, 2011. The bonds were issued to pay costs of various public improvements including roads and bridges, public facilities, cemeteries and parks and recreation facilities.

On June 30, 2011, the City entered into a \$6,615,000 vehicle lease agreement with PNC Equipment Finance LLC. The funds will be used to purchase a variety of vehicles including police cars, EMS ambulances, a fire truck and waste collection equipment. Lease payments will be made from the Restricted Income Tax for a period of seven years.

On July 26, 2011, the City issued \$50,000,000 Subordinate Lien Water Revenue Notes, Series 2011. Proceeds of the notes were used to retire the \$50,000,000 Subordinate Lien Water Revenue Notes issued in 2010. The 2010 notes provided a portion of the funds needed for a new Automated Meter Reading system for the Division of Water.

Effective October 6, 2011, \$82,090,000 of Water Revenue Bonds, Series W, 2011, were issued. Proceeds of the bonds were used to refund the outstanding \$1,940,000 Waterworks Improvement and Refunding First Mortgage Revenue Bonds, Series H, 1996, the outstanding \$42,865,000 Waterworks Refunding Revenue Bonds, Series J, 2001 and the outstanding \$48,095,000 Water Revenue Bonds, Series, K, 2002. As a result of this refunding, the Division of Water achieved net present value debt service savings of \$8.95 million or 9.63%.

Also on October 6, 2011, the City completed the sale of the City-owned Gateway North Parking Garage to Rock Ohio Caesars Gateway LLC. The garage will be used in conjunction with a new casino being constructed in the Higbee Building on Public Square. The net proceeds of the sale of the garage were used to cash defease the outstanding principal and interest on \$16,145,000 Parking Facilities Refunding Revenue Bonds, Series 2006, to terminate the portion of an existing basis swap associated with those bonds and to pay the costs of the transaction. As a result of this transaction, the City expects to save approximately \$600,000 annually through 2022.

On November 16, 2011, the City issued \$74,385,000 Airport System Revenue Bonds, Series 2011A. Of this amount, \$64,515,000 of the proceeds will be used to pay a portion of the costs of improvements to the Airport System. The remaining \$9,870,000 was used to refund \$9,200,000 of outstanding Airport System Revenue Bonds, Series 2008D and to make a deposit to the reserve fund. The refunding portion of the transaction resulted in approximately \$1.67 million in net present value savings.



Department of Finance

Bond Ratings

2012 ACTIVITY

In 2012, the City is planning or reviewing the feasibility of the following financings:

General Obligation bonds to fund various public Improvements which may include roads and bridges, recreation facilities and other public facilities;

Water Revenue bonds and notes to provide funds for improvements to the Water system and to refund the notes originally issued in 2011 for the Automated Meter Reading project;

A vehicle lease to fund the aquisition of various vehicles including police cars and EMS ambulances;

Airport sytem refunding bonds to achieve debt service savings;

Refunding or other financial alternatives which meet the City's financial and operational goals and/or which respond to the current market turmoil.

BOND RATINGS

As of December 31, 2011 the City's Bond Ratings for general obligation bonds, revenue bonds, and certificates of participation were as follows:

	Moody's Investors Service	Standard & Poor's	Fitch Ratings
General Obligation Bonds	A1	AA	A+ *
Subordinate Lien Income Tax Bonds	A2	AA	N/A
Core City Bonds	A2	A	N/A
Waterworks Revenue Bonds	Aa1	AA	N/A
Cleveland Public Power Revenue Bonds	A2	A-	N/A
Airport Revenue Bonds	Baa1	A-	A- **
Stadium Certificates of Partidopation Series	A2	A	N/A
Parking Revenue Bonds+	Aa3	AA-	N/A

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

* On April 13, 2011, Fitch Ratings downgraded its rating on the City's General Obligation Bonds from AA- to A+ with a stable outlook.

** On April 25, 2011, Fitch Ratings downgraded its rating on the Airport System Revenue Bonds from A (negative outlook) to A- (stable outlook).

The Ohio Revised Code provides that the net debt of the municipal corporation, whether or not approved by the electors, shall not exceed 10.5% of the assessed value of all property in the municipal corporation as listed and assessed for taxation. In addition, the unvoted net debt of municipal corporations cannot exceed 5.5% of total assessed value of property. The City's total debt limit (10.5%) is \$591,282,445 and unvoted debt limit (5.5%) is \$309,719,376. At January 1, 2012, the City had capacity under the indirect debt limitation calculation per the Ohio Revised Code, to issue approximately \$37 million of additional unvoted debt. These debt limitations are not expected to effect the financing of any currently planned facilities or services.

Department of Finance



Debt Service Revenue Bonds

	2010 Actual		2011 Unaudited		2012 Budget
Water Revenue Bonds+					
EXPENDITURES:					
Principal	\$ 31,945,000	\$	87,515,000	\$	84,000,000
Interest	36,624,265		35,350,862		31,622,916
Total Expenditures	\$ 68,569,265	\$	122,865,862	\$	115,622,916
RECEIPTS					
Utility Reimbursement	\$ 68,569,265	\$	122,865,862	\$	115,622,916
Total Receipts	\$ 68,569,265	\$	122,865,862	\$	115,622,916

Airport System Revenue Bonds +					
EXPENDITURES:					
Principal	\$ 52,480,000	\$	22,560,000	\$	13,660,000
Interest	36,471,491		36,212,237		38,118,058
Total Expenditures	\$ 88,951,491	\$	58,772,237	\$	51,778,058
RECEIPTS					
Enterprise Reimbursement	\$ 88,951,491	\$	58,772,237	\$	51,778,058
Total Receipts	\$ 88,951,491	\$	58,772,237	\$	51,778,058

* Includes payment of \$30,030,000 on the Series 2000B Bonds which the Airport elected to retire using funds on hand.

** Includes \$7,425,000 Series 2008G and \$430,000 Series 2008H redeemed with Airport cash.

Ohio Water Development Authority Loans - Water +					
EXPENDITURES:					
Principal	\$ 4,095,815	\$	5,892,416	\$	6,084,558
Interest	3,849,860		3,807,271		3,615,129
Total Expenditures	\$ 7,945,675	\$	9,699,687	\$	9,699,687
RECEIPTS					
Utility Reimbursement	\$ 7,945,675	\$	9,699,687	\$	9,699,687
Total Receipts	\$ 7,945,675	\$	9,699,687	\$	9,699,687

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

Ohio Water Development Authority Loans - Water Pollution Control +					
EXPENDITURES:					
Principal	\$ 467,281	\$	485,677	\$	505,000
Interest	139,570		121,173		102,000
Total Expenditures	\$ 606,851	\$	606,850	\$	607,000
RECEIPTS					
Utility Reimbursement	\$ 606,851	\$	606,850	\$	607,000
Total Receipts	\$ 606,851	\$	606,850	\$	607,000



Department of Finance

Debt Service Revenue Bonds

	2010 Actual		2011 Unaudited		2012 Budget
Public Power System - Revenue Bonds +					
EXPENDITURES:					
Principal	\$ 8,045,000		\$ 10,495,000		\$ 11,640,000
Interest	10,456,030		10,572,519		10,385,844
Total Expenditures	\$ 18,501,030		\$ 21,067,519		\$ 22,025,844
RECEIPTS					
Utility Reimbursement	\$ 18,501,030		\$ 21,067,519		\$ 22,025,844
Total Receipts	\$ 18,501,030		\$ 21,067,519		\$ 22,025,844

* Includes \$585,019 of capitalized interest from the 2008B Bonds.

**Includes \$ 585,019 of capitalized interest from the 2008B Bonds.

Parking Facilities Revenue Refunding Bonds +

EXPENDITURES:					
Principal	\$ 3,300,000		\$ 3,425,000		\$ 2,420,000
Interest	2,836,180		2,694,761		1,709,575
Total Expenditures	\$ 6,136,180		\$ 6,119,761		\$ 4,129,575
RECEIPTS					
Enterprise Reimbursement	\$ 6,136,180		\$ 6,119,761		\$ 4,129,575
Total Receipts	\$ 6,136,180		\$ 6,119,761		\$ 4,129,575

+ 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.

Department of Finance



Debt Service Revenue

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
PROPERTY TAXES	21,835,674	20,092,001	19,330,533	19,699,768
INTERGOVERNMENTAL REVENUE	5,164,248	5,034,592	5,040,974	5,026,325
RESTRICTED INCOME TAX	25,197,958	24,610,835	25,555,664	25,926,340
SUBORDINATED INCOME TAX	4,646,920	5,665,916	5,674,324	5,677,324
INVESTMENT EARNINGS	23,067	14,929	17,424	23,000
BOND FEES & SERVICES	210,000	151,995	71,751	110,000
NOTE / BOND PROCEEDS	1,508,771	—	601,035	—
TRANSFERS FROM OTHER SUBFUNDS	3,293,811	1,435,945	3,123,031	1,559,308
EXPENDITURE RECOVERY ISSUE 2	506,167	—	—	—
TIF / DEVELOPER RECEIPTS	135,339	250,295	495,357	295,000
GENERAL FUND TRANSFER	2,266,356	3,434,428	3,394,437	2,953,014
FEDERAL SUBSIDY	—	148,565	545,748	545,748
DRAW/(ADD) OF FUND BALANCE	(1,319,339)	749,094	(1,012,171)	624,810
TOTAL RECEIPTS	63,468,972	61,588,595	62,838,107	62,440,637



Department of Finance

Debt Service Expenditures

	<u>2010 Actual</u>		<u>2011 Actual</u>		<u>2012 Budget</u>
Unvoted Tax Supported General Obligation Bonds					
Bonds Redeemed	\$ 29,115,000	\$	29,720,000	\$	28,680,000
Interest on Bonds	15,914,861		15,223,858		15,302,724
	<u>\$ 45,029,861</u>	<u>\$</u>	<u>44,943,858</u>	<u>\$</u>	<u>43,982,724</u>
Subordinated Income Tax Bonds (Police & Fire Pension)					
Bonds Redeemed	\$ 2,675,000	\$	2,810,000	\$	2,955,000
Interest on Bonds	2,928,200		2,791,075		2,646,950
	<u>\$ 5,603,200</u>	<u>\$</u>	<u>5,601,075</u>	<u>\$</u>	<u>5,601,950</u>
2008 Core City Fund					
Bonds Redeemed	\$ 550,000	\$	600,000	\$	625,000
Interest on Bonds	102,039		79,770		259,850
Other	307,656		313,140		363,790
	<u>\$ 959,695</u>	<u>\$</u>	<u>992,910</u>	<u>\$</u>	<u>1,248,640</u>
Lower Euclid TIF Bonds					
Bonds Redeemed	\$ 841,000	\$	764,000	\$	167,000
Interest on Bonds	184,820		143,580		117,790
	<u>\$ 1,025,820</u>	<u>\$</u>	<u>907,580</u>	<u>\$</u>	<u>284,790</u>
Nontax Revenue Refunding Bonds - Stadium					
Bonds Redeemed	\$ 1,020,000	\$	1,055,000	\$	1,090,000
Interest on Bonds *	613,194		577,494		540,569
	<u>\$ 1,633,194</u>	<u>\$</u>	<u>1,632,494</u>	<u>\$</u>	<u>1,630,569</u>
2004 Core City Bonds					
Bonds Redeemed	\$ 750,000	\$	785,000	\$	815,000
Other	807,070		775,945		741,798
Interest on Bonds	4,700		4,700		4,700
	<u>\$ 1,561,770</u>	<u>\$</u>	<u>1,565,645</u>	<u>\$</u>	<u>1,561,498</u>
2008 Subordinate Lien Income Tax Bonds					
Bonds Redeemed	\$ 1,985,000	\$	2,520,000	\$	3,305,000
Interest on Bonds	2,806,849		3,746,871		3,676,021
	<u>\$ 4,791,849</u>	<u>\$</u>	<u>6,266,871</u>	<u>\$</u>	<u>6,981,021</u>

Department of Finance



Debt Service Expenditures

	2010 Actual	2011 Actual	2012 Budget
Sinking Fund Operations			
Personnel	\$ 173,418	\$ 179,348	\$ 183,373
Other	809,788	748,326	966,072
	<u>\$ 983,206</u>	<u>\$ 927,674</u>	<u>\$ 1,149,445</u>
Total Expenditures	<u>\$ 61,588,595</u>	<u>\$ 62,838,107</u>	<u>\$ 62,440,637</u>

* All or a portion paid by capitalized interest from the proceeds of the bonds.



Department of Finance

Debt Service Unvoted Tax Supported Obligations

PURPOSE	MONTH DUE	ISSUE DATE	MATURITY DATE	INTEREST RATE	12/31/11 BALANCE	2012 PRINCIPAL	2012 INTEREST	TOTAL DUE
BRIDGES & ROADS	FEB./AUG.	1997	2014	VAR	\$ 2,540,000	\$ 800,000	\$ 146,050	\$ 946,050
BRIDGES & ROADS	JUNE/DEC.	2002	2014	VAR	2,945,000	1,430,000	149,405	1,579,405
BRIDGES & ROADS	FEB./AUG.	2003	2016	VAR	8,945,000	1,650,000	415,163	2,065,163
BRIDGES & ROADS	JUNE/DEC.	2004	2017	VAR	3,885,000	590,000	161,206	751,206
BRIDGES & ROADS	APR/OCT	2005A	2021	VAR	11,500,000	925,000	565,750	1,490,750
BRIDGES & ROADS	MAY/NOV	2007A	2027	VAR	15,190,000	665,000	700,650	1,365,650
BRIDGES & ROADS	JUNE/DEC.	2009	2026	VAR	14,565,000	735,000	625,225	1,360,225
BRIDGES & ROADS	JUNE/DEC.	2011	2029	VAR	14,690,000	595,000	615,081	1,210,081
CEMETERY IMPROVEMENT	MAY/NOV	2007A	2027	VAR	435,000	20,000	20,088	40,088
CEMETERY IMPROVEMENT	JUNE/DEC.	2009	2029	VAR	2,840,000	110,000	126,931	236,931
CEMETERY IMPROVEMENT	JUNE/DEC.	2011	2031	VAR	725,000	25,000	30,831	55,831
CONVENTION CENTER	JUNE/DEC.	2009	2029	VAR	970,000	40,000	43,069	83,069
DEMO/REVITALIZATION	MAY/NOV	2007A	2032	VAR	5,440,000	160,000	246,619	406,619
FINAL JUDGMENT	JUNE/DEC.	2002	2012	VAR	100,000	100,000	4,000	104,000
FINAL JUDGMENT-SERIES B	MAY/NOV	2007B	2031	VAR	1,830,000	60,000	77,413	137,413
FINAL JUDGMENT	MAY/NOV	2008	2033	VAR	9,455,000	250,000	484,869	734,869
NEIGHBORHOOD DEVELOP.	APR/OCT	2005A	2025	VAR	5,465,000	280,000	254,738	534,738
NEIGHBORHOOD DEVELOP.	JUNE/DEC.	2009	2029	VAR	5,795,000	225,000	258,013	483,013
PARKS & RECREATION	MAR/SEP	1993	2012	VAR	310,000	310,000	16,663	326,663
PARKS & RECREATION	FEB./AUG.	1997	2015	VAR	785,000	180,000	45,138	225,138
PARKS & RECREATION	JUNE/DEC.	2002	2013	VAR	1,045,000	515,000	54,900	569,900
PARKS & RECREATION	FEB./AUG.	2003	2016	VAR	2,455,000	450,000	113,963	563,963
PARKS & RECREATION	JUNE/DEC.	2004	2017	VAR	855,000	130,000	35,525	165,525
PARKS & RECREATION	APR/OCT	2005A	2021	VAR	4,340,000	350,000	213,500	563,500
PARKS & RECREATION	MAY/NOV	2007A	2026	VAR	2,315,000	110,000	106,513	216,513
PARKS & RECREATION	JUNE/DEC.	2009	2029	VAR	12,745,000	500,000	567,013	1,067,013
PARKS & RECREATION	JUNE/DEC.	2011	2031	VAR	2,055,000	30,000	92,138	122,138
PUBLIC FACILITIES	MAR/SEP	1993	2013	VAR	1,475,000	720,000	79,281	799,281
PUBLIC FACILITIES	FEB./AUG.	1997	2015	VAR	2,900,000	665,000	166,750	831,750
PUBLIC FACILITIES	JUNE/DEC.	2002	2013	VAR	560,000	275,000	29,425	304,425
PUBLIC FACILITIES	FEB./AUG.	2003	2016	VAR	4,320,000	795,000	200,513	995,513
PUBLIC FACILITIES	APR/OCT	2005A	2023	VAR	5,475,000	345,000	260,281	605,281
PUBLIC FACILITIES	MAY/NOV	2007A	2024	VAR	13,250,000	770,000	605,200	1,375,200
PUBLIC FACILITIES	JUNE/DEC.	2009	2029	VAR	5,790,000	225,000	258,200	483,200
PUBLIC FACILITIES	JUNE/DEC.	2011	2029	VAR	13,790,000	560,000	577,388	1,137,388
RESIDENTIAL AREA IMPR.	FEB./AUG	1997	2015	VAR	265,000	60,000	15,238	75,238
RESIDENTIAL NEIGH. DEV.	JUNE/DEC.	2002	2013	VAR	245,000	120,000	12,875	132,875
RESIDENTIAL NEIGH. DEV.	FEB./AUG.	2003	2016	VAR	1,715,000	315,000	79,650	394,650
SERIES 1997 REFUNDING	FEB./AUG.	1997	2015	VAR	8,925,000	5,555,000	513,188	6,068,188
SERIES 2005 REFUNDING	APR/OCT	2005	2023	VAR	73,740,000	3,715,000	3,998,738	7,713,738
SERIES 2007C REFUNDING	MAY/NOV	2007C	2027	VAR	22,100,000	1,560,000	1,134,950	2,694,950
SERIES 2009 REFUNDING	JUNE/DEC.	2009	2018	VAR	9,570,000	1,610,000	333,400	1,943,400
URBAN RENEWAL	MAR/SEP	1993	2013	VAR	320,000	155,000	17,200	172,200
Total					\$ 298,660,000	\$ 28,680,000	\$ 14,452,724	\$ 43,132,724

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: PROPRIETARY / CAPITAL FUND ACCOUNTING

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

ACTIVITIES: Train user department's financial personnel on accounting issues as needed. Coordinate and reconcile inter-fund receivable/payable accounts. Prepare and review the year-end work-papers needed for financial reporting purposes. Reconcile the minor enterprise and internal service funds' fixed assets. Maintain status of capital projects activity for all City departments and divisions. Track and assess the adequacy of internal service billings and rates. Initiate drawdowns of capital funds. Periodically review system generated reports to help ensure data accuracy.

PROGRAM NAME: GENERAL ACCOUNTING

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

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

PROGRAM NAME: CASH RECONCILIATION

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

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



Department of Finance

Division of Financial Reporting and Control

PROGRAM NAME: SPECIAL REVENUE ACCOUNTING

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

ACTIVITIES: Periodically review system generated reports to help ensure data accuracy. Train user department's financial personnel on accounting issues as needed. Prepare and review the year-end work papers needed for financial reporting purposes. Establish procedures for closing out inactive grants in the accounting system. Assist grantees in preparing year-end audit schedules and analyses. Monitor cash drawn for all grants operating on a cash reimbursement basis. Reduce the time requires 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.

Department of Finance



Division of Financial Reporting and Control

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 974,472	\$ 863,744	\$ 755,937	\$ 847,573
Seasonal	—	—	9,006	—
Student Trainees	—	—	—	12,244
Longevity	5,725	—	4,975	5,250
Separation Payments	—	19,632	23,858	—
Overtime	25,358	17,647	28,578	32,198
	\$ 1,005,556	\$ 901,023	\$ 822,354	\$ 897,265
Benefits				
Hospitalization	\$ 120,725	\$ 112,588	\$ 87,742	\$ 122,726
Prescription	17,374	24,904	23,214	29,007
Dental	7,385	7,415	6,659	8,128
Vision Care	992	854	674	881
Public Employees Retire System	147,704	136,385	111,836	125,616
Fica-Medicare	12,486	11,444	11,414	13,030
Workers' Compensation	11,506	14,117	16,279	16,279
Life Insurance	720	679	563	612
	\$ 318,891	\$ 308,387	\$ 258,381	\$ 316,279
Other Training & Professional Dues				
Travel	\$ 1,072	\$ 1,957	\$ —	\$ 1,300
Tuition & Registration Fees	829	780	360	2,260
Mileage (Priv Auto) Trng Prps	243	139	—	—
Professional Dues & Subscript	1,455	2,017	1,305	1,700
	\$ 3,600	\$ 4,893	\$ 1,665	\$ 5,260
Contractual Services				
Professional Services	\$ 42	\$ —	\$ —	\$ —
Advertising And Public Notice	617	508	508	500
Parking In City Facilities	1,340	550	—	1,400
	\$ 1,999	\$ 1,058	\$ 508	\$ 1,900
Materials & Supplies				
Office Supplies	\$ 834	\$ 175	\$ 469	\$ 873
Postage	15	9	37	40
Computer Supplies	115	—	—	—
Just In Time Office Supplies	832	2,906	555	2,500
	\$ 1,796	\$ 3,090	\$ 1,061	\$ 3,413
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 200
	\$ —	\$ —	\$ —	\$ 200
Interdepart Service Charges				
Charges From Telephone Exch	\$ 1,939	\$ 2,316	\$ 2,384	\$ 3,833
Charges From Print & Repro	11,075	6,945	9,158	12,000
Charges From Central Storeroom	29	14	6	22
	\$ 13,043	\$ 9,275	\$ 11,548	\$ 15,855
	\$ 1,344,884	\$ 1,227,727	\$ 1,095,517	\$ 1,240,172



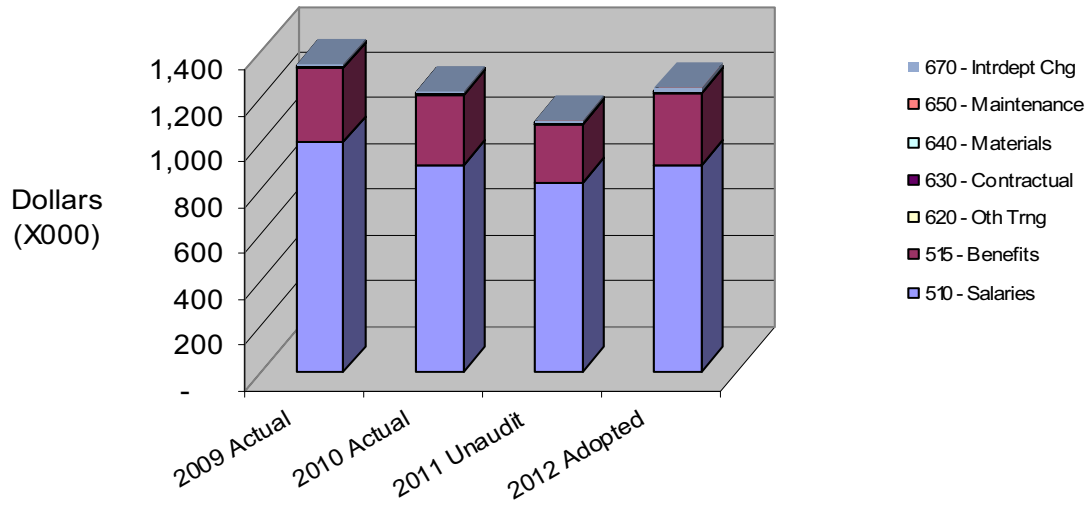
Department of Finance

Division of Financial Reporting and Control

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Miscellaneous	\$ 286	\$ —	\$ 60	\$ —
	\$ 286	\$ —	\$ 60	\$ —

Financial Reporting & Control Expenditures by Appropriation



Department of Finance

Division of Financial Reporting and Control



COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2011	December 2011		Budget 2012	Minimum
			ADMINISTRATORS & OFFICIALS		
1	1	1	City Controller	42,758.15	137,860.74
1	1	1	Assistant City Comptroller	41,312.22	113,643.18
1	1	1	Fiscal Manager	23,647.11	84,588.76
<u>3</u>	<u>3</u>	<u>3</u>			
			PROFESSIONALS		
1	1	1	Asst Mgr/App Dev/Tech Supp	46,224.91	124,825.82
1	1	2	Accountant III	15.48	24.58
5	4	4	Accountant IV	20,800.00	59,419.42
1	0	0	Fiscal Grant Administrator	40,000.00	86,093.31
1	1	1	Private Secretary	10.00	21.21
1	1	1	Project Coordinator	27,325.56	90,294.89
2	2	2	Accountant Supervisor	23,647.11	72,539.05
<u>12</u>	<u>10</u>	<u>11</u>			
<u>15</u>	<u>13</u>	<u>14</u>	TOTAL FULL TIME		
0	1	1	Student Aide	10.00	11.04
<u>0</u>	<u>1</u>	<u>1</u>	TOTAL PART TIME		
<u>15</u>	<u>14</u>	<u>15</u>	TOTAL DIVISION		



Department of Finance

Information Systems Services

DOUGLAS R. DIVISH, COMMISSIONER

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

PROGRAM NAME: APPLICATION & COMPUTER NETWORK APPLICATIONS

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

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

PROGRAM NAME: 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.

Department of Finance

Information Systems Services



Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,448,363	\$ 1,402,661	\$ 1,232,123	\$ 1,304,948
Part-Time Permanent	—	—	—	25,000
Longevity	6,375	—	7,525	3,850
Separation Payments	—	14,784	68,776	—
Overtime	—	804	150	—
	\$ 1,454,738	\$ 1,418,249	\$ 1,308,574	\$ 1,333,798
Benefits				
Hospitalization	\$ 186,313	\$ 186,108	\$ 158,319	\$ 170,635
Prescription	27,529	41,103	36,697	37,283
Dental	12,200	12,961	12,347	12,292
Vision Care	1,467	1,357	1,259	1,299
Public Employees Retire System	217,591	219,466	175,400	183,298
Fica-Medicare	18,890	19,073	17,676	18,984
Workers' Compensation	98,580	16,306	25,623	20,214
Life Insurance	1,140	1,151	990	903
Unemployment Compensation	—	—	23,219	—
	\$ 563,711	\$ 497,524	\$ 451,530	\$ 444,908
Other Training & Professional Dues				
Travel	\$ 1,475	\$ —	\$ —	\$ 4,253
Tuition & Registration Fees	10,577	—	5,921	25,000
Mileage (Priv Auto) Trng Prps	319	—	—	—
Professional Dues & Subscript	200	—	—	50
	\$ 12,571	\$ —	\$ 5,921	\$ 29,303
Utilities				
Electricity - Other	\$ —	\$ —	\$ —	\$ 574
	\$ —	\$ —	\$ —	\$ 574
Contractual Services				
Professional Services	\$ 140,922	\$ 242,918	\$ 167,642	\$ 245,038
Advertising And Public Notice	—	—	110	—
Parking In City Facilities	10,206	3,205	15,877	5,040
Other Contractual	—	—	2,290	—
	\$ 151,128	\$ 246,123	\$ 185,919	\$ 250,078
Materials & Supplies				
Office Supplies	\$ 1,818	\$ 1,129	\$ 1,035	\$ 1,500
Postage	20	54	221	200
Computer Supplies	16,983	6,669	4,643	7,500
Computer Hardware	6,042	—	302	—
Computer Software	10,454	17,851	29,029	28,596
Just In Time Office Supplies	3,046	4,572	1,105	3,500
	\$ 38,363	\$ 30,275	\$ 36,335	\$ 41,296

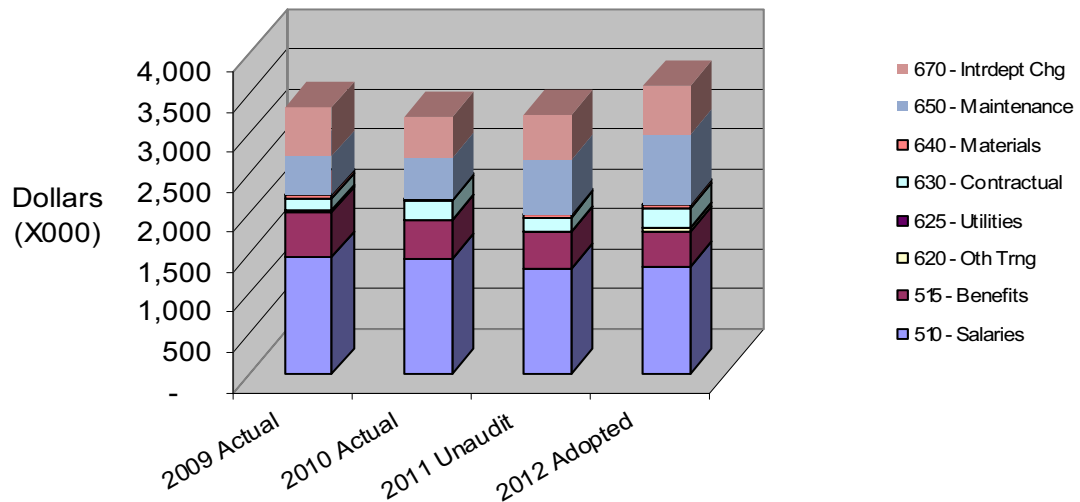
Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Maintenance				
Maintenance Office Equipment	\$ 36,000	\$ —	\$ —	\$ —
Computer Hardware Maintenance	97,232	186,426	37,576	231,150
Computer Software Maintenance	357,795	326,008	649,440	665,508
	\$ 491,027	\$ 512,434	\$ 687,016	\$ 896,658
Interdepart Service Charges				
Charges From Telephone Exch	\$ 582,008	\$ 478,034	\$ 528,107	\$ 562,395
Charges From Print & Repro	21,381	21,850	7,873	10,000
Charges From Central Storeroom	13	8	12	12
Charges From M.V.M.	20,724	11,485	20,553	21,153
	\$ 624,126	\$ 511,377	\$ 556,545	\$ 593,560
Expenditure Recovery				
Expenditure Recovery	\$ (1,762)	\$ —	\$ —	\$ —
	\$ (1,762)	\$ —	\$ —	\$ —
	\$ 3,333,902	\$ 3,215,982	\$ 3,231,841	\$ 3,590,175

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ 25	\$ 1,100	\$ —	\$ —
Fines, Forfeitures & Settlements	10	—	—	—
Miscellaneous	4,398	1,575	1,256	—
	\$ 4,433	\$ 2,675	\$ 1,256	\$ —

Information System Services Expenditures by Appropriation



Department of Finance

Information Systems Services



COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2012	December 2011		Minimum	Maximum
			ADMINISTRATORS & OFFICIALS		
1	0	0	Administrative Officer	20,800.00	52,979.99
0	0	1	Chief Technology Officer	45,000.00	154,967.95
1	1	1	Application Delivery Services Manager	65,000.00	97,572.42
1	1	1	Commissioner of Information Technology & Services	52,734.82	146,558.11
1	1	1	Deputy Commissioner of Information Systems	30,214.95	99,890.52
4	3	4			
			PROFESSIONALS		
1	1	1	Assistant Manager Applications & Tech Support Serv.	46,224.91	124,825.82
1	0	0	Assistant Administrator	20,800.00	56,847.22
1	1	1	Budget Analyst	20,800.00	53,011.19
1	1	1	Database Coordinator	30,214.00	81,118.29
1	1	1	Fiscal Manager	23,647.11	84,588.76
1	0	0	IT Training Coordinator	38,000.00	74,172.86
1	0	0	Network Analyst II	30,214.00	90,259.22
3	2	3	PC Technician	25,000.00	49,669.98
1	0	0	Senior Program Analyst	23,647.11	69,365.01
0	0	1	Software Analyst	45,000.00	87,241.22
3	0	0	Senior Systems Analyst	20,800.00	41,170.98
1	0	0	Shift Supervisor Operations	20,800.00	56,847.22
1	1	1	Supervisor of Computer Operations	30,214.95	89,155.89
1	1	1	Supv. of Systems and Tech Support	55,000.00	86,093.31
3	2	2	Systems Analyst	20,800.00	61,811.09
0	2	2	Supervisor of Hardware Evaluation	30,214.95	89,155.89
1	1	1	Web Content Editor	10.00	29.77
1	1	1	Web Developer	30,215.00	83,630.31
22	14	16			
26	17	20	TOTAL FULL TIME		
0	0	2	TOTAL PART TIME		
26	17	22	TOTAL DIVISION		



Department of Finance

Telephone Exchange

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 845,749	\$ 814,201	\$ 850,146	\$ 868,009
Part-Time Permanent	—	1,100	—	—
Longevity	6,350	—	7,200	7,200
Overtime	1,903	—	5	—
	\$ 854,002	\$ 815,301	\$ 857,351	\$ 875,209
Benefits				
Hospitalization	\$ 127,834	\$ 114,545	\$ 118,560	\$ 122,364
Prescription	18,478	26,265	27,334	27,448
Dental	7,924	7,725	8,436	8,600
Vision Care	1,182	1,120	1,156	1,179
Public Employees Retire System	126,994	128,202	119,838	122,445
Fica-Medicare	7,712	7,511	7,682	12,682
Workers' Compensation	9,233	10,370	15,223	13,354
Life Insurance	683	728	765	842
Unemployment Compensation	7	84	—	—
Clothing Allowance	4,500	4,500	4,500	4,500
Clothing Maintenance	2,625	2,625	2,625	2,625
	\$ 307,171	\$ 303,675	\$ 306,120	\$ 316,039
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ —	\$ 900
Tuition & Registration Fees	6,395	895	—	2,000
Mileage (Priv Auto) Trng Prps	126	—	—	—
	\$ 6,521	\$ 895	\$ —	\$ 2,900
Utilities				
Cellular Services	\$ 715,317	\$ 575,000	\$ 352,798	\$ 575,000
Telephone-Ohio Bell	3,283,693	2,881,265	2,849,672	3,266,981
Telephone-Long Distance	70,284	3,263	40,039	53,616
Telephone	732,406	479,709	689,133	538,369
Steam	5,553	—	—	—
Security & Monitoring System	20,873	21,794	21,593	26,500
	\$ 4,828,127	\$ 3,961,032	\$ 3,953,235	\$ 4,460,466
Contractual Services				
Professional Services	\$ 63,353	\$ 61,409	\$ 60,533	\$ 77,647
Advertising And Public Notice	—	—	—	1,000
Parking In City Facilities	9,240	—	10,920	11,760
Property Rental	765	—	—	—
Equipment Rental	5,895	—	—	—
Pager Rental	—	7,500	1,020	7,500
Other Contractual	—	—	3,900	—
	\$ 79,254	\$ 68,909	\$ 76,373	\$ 97,907

Telephone Exchange

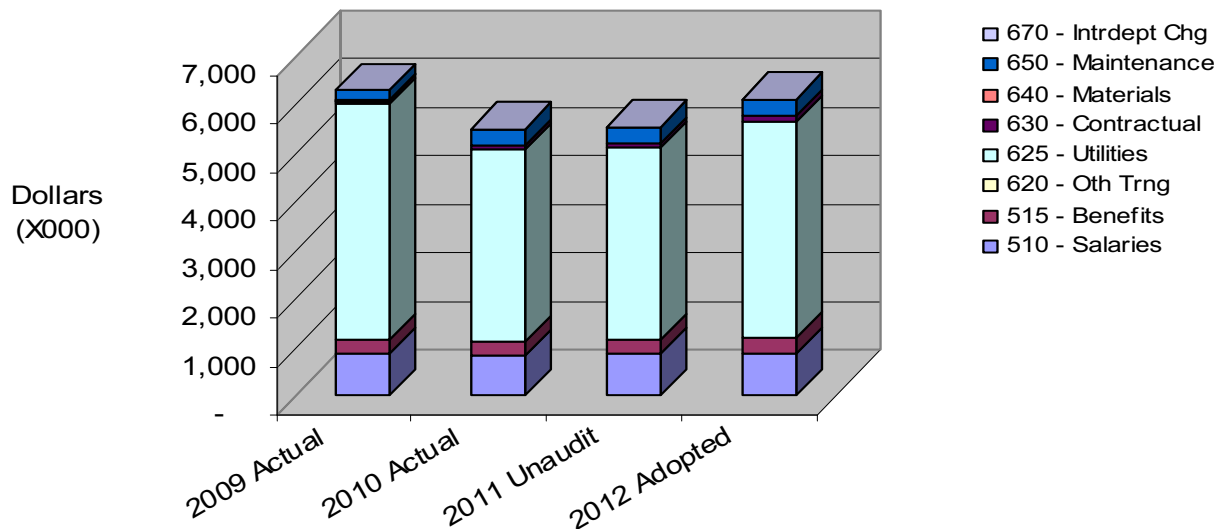
Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Materials & Supplies				
Office Supplies	\$ 2,243	\$ —	\$ 586	\$ 900
Computer Supplies	153	—	395	500
Computer Hardware	—	—	2,127	3,000
Hardware & Small Tools	63	—	584	1,000
Office Furniture & Equipment	138	—	—	—
Other Supplies	182	8,878	9,487	10,000
Just In Time Office Supplies	1,814	946	461	1,000
	\$ 4,593	\$ 9,824	\$ 13,641	\$ 16,400
Maintenance				
Maintenance Contracts	\$ 47,392	\$ 139,279	\$ 136,279	\$ 152,000
Computer Software Maintenance	163,399	199,862	197,135	196,000
	\$ 210,790	\$ 339,141	\$ 333,414	\$ 348,000
Interdepart Service Charges				
Charges From Print & Repro	\$ 710	\$ —	\$ —	\$ —
	\$ 710	\$ —	\$ —	\$ —
	\$ 6,291,169	\$ 5,498,776	\$ 5,540,133	\$ 6,116,921

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ 75,125	\$ 69,514	\$ 49,046	\$ —
Miscellaneous	6,191,381	5,102,735	5,337,824	6,094,336
Interest Earnings/Investment Income	21,395	3,586	852	—
	\$ 6,287,901	\$ 5,175,835	\$ 5,387,722	\$ 6,094,336

Telecom Expenditures by Appropriation





Department of Finance

Telephone Exchange

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2011	December 2011		Minimum	Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Chief Safety Signal	18.60	36.80
1	1	1	Assistant Commissioner	23,647.11	85,930.59
<u>2</u>	<u>2</u>	<u>2</u>			
			OFFICE AND CLERICAL		
2	2	2	Billing Clerk	10.00	16.96
5	3	3	Telephone Operator	10.00	16.97
<u>7</u>	<u>5</u>	<u>5</u>			
			PROFESSIONALS		
5	5	5	Telecommunications Tech	31.50	32.04
1	1	1	IT Telecom Analyst I	14.53	42.45
1	1	1	IT Telecom Analyst II	30,214.00	89,155.89
0	2	2	Citizens Info Representative	10.00	19.29
1	1	1	Customer Support Call Center Manger	65,000.00	97,572.42
<u>8</u>	<u>10</u>	<u>10</u>			
<u>17</u>	<u>17</u>	<u>17</u>	TOTAL DIVISION		

Mission Statement

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

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

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

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

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

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

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

PROGRAM NAME: DIGITAL DIVIDE COMMUNITY INITIATIVES

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

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



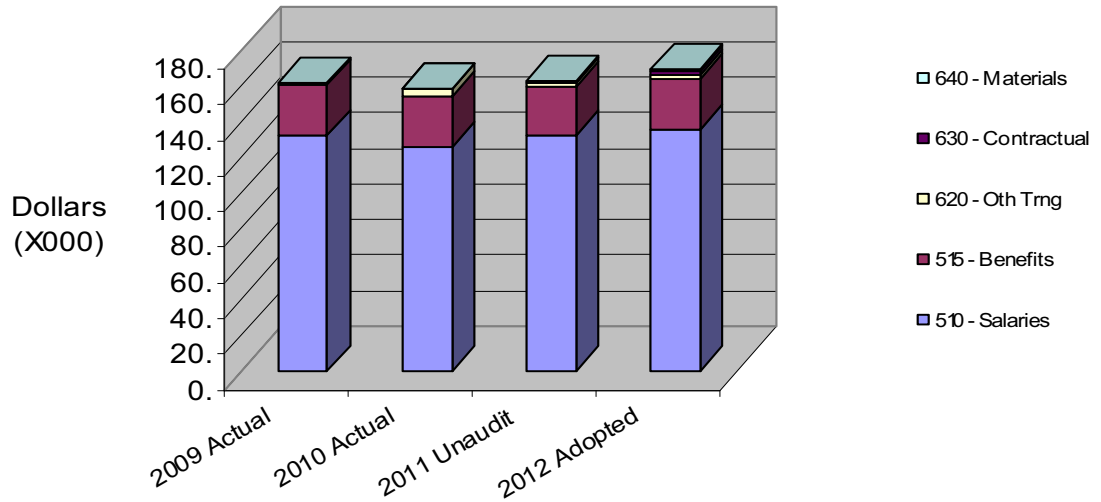
Department of Finance

Office of Information Technology Planning

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 131,378	\$ 126,084	\$ 131,378	\$ 135,110
Longevity	700	—	700	700
	\$ 132,078	\$ 126,084	\$ 132,078	\$ 135,810
Benefits				
Hospitalization	\$ 3,573	\$ 3,297	\$ 3,326	\$ 3,629
Prescription	712	1,067	1,067	1,067
Dental	240	247	269	298
Vision Care	56	52	56	59
Public Employees Retire System	19,982	19,823	18,461	18,775
Fica-Medicare	1,901	1,814	1,898	1,955
Workers' Compensation	1,626	1,480	2,278	2,041
Life Insurance	90	90	90	90
	\$ 28,179	\$ 27,870	\$ 27,446	\$ 27,914
Other Training & Professional Dues				
Travel	\$ —	\$ 1,332	\$ 724	\$ 1,000
Tuition & Registration Fees	—	2,945	1,699	1,500
Professional Dues & Subscript	—	—	—	200
	\$ —	\$ 4,277	\$ 2,424	\$ 2,700
Contractual Services				
Professional Services	\$ —	\$ —	\$ —	\$ 2,000
Program Promotion	—	—	—	1,000
	\$ —	\$ —	\$ —	\$ 3,000
Materials & Supplies				
Computer Hardware	\$ 679	\$ —	\$ —	\$ —
Computer Software	—	—	120	300
Other Supplies	434	—	320	300
Just In Time Office Supplies	—	—	—	300
	\$ 1,113	\$ —	\$ 440	\$ 900
	\$ 161,371	\$ 158,230	\$ 162,388	\$ 170,324

Information Technology & Planning Expenditures by Appropriation



COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2011	December 2011		Minimum	Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Administrative Manager	27,193.55	101,816.22
1	1	1	Project Manager II	22,333.00	79,863.39
2	2	2	TOTAL DIVISION		



Department of Public Utilities

Utilities General Administration

BARRY A. WITHERS, 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 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 & 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 Communication. Functions and duties of the various Divisions are treated separately under their respective headings.

PROGRAM NAME: ADMINISTRATION

OBJECTIVES: To coordinate and manage the activities of the Department of Public Utilities.

ACTIVITIES: Monitor the promotion of Minority Business Enterprise and Female 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.

PROGRAM NAME: CABLE TELEVISION

OBJECTIVES: To ensure cable television franchisee's compliance with the franchise agreement.

ACTIVITIES: Monitor compliance in financial, technical, personnel, and construction areas. Develop rules, procedures, and regulations for the construction, operation, maintenance and use of the cable television system. Investigate and mediate disputes between the operator and subscribers. Operate City access channel.

Department of Public Utilities



Utilities General Administration

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,361,930	\$ 1,401,676	\$ 1,545,846	\$ 1,927,937
Seasonal	17,729	17,917	4,119	—
Part-Time Permanent	—	—	—	24,227
Longevity	7,300	—	7,975	6,575
Separation Payments	12,116	1,311	21,271	—
Overtime	27,666	36,638	40,776	20,400
	\$ 1,426,741	\$ 1,457,542	\$ 1,619,987	\$ 1,979,139
Benefits				
Hospitalization	\$ 183,205	\$ 191,633	\$ 202,908	\$ 261,077
Prescription	26,363	43,479	47,529	59,825
Dental	11,513	12,997	15,166	20,390
Vision Care	1,394	1,365	1,597	1,976
Public Employees Retire System	210,897	222,613	223,270	277,079
Fica-Medicare	17,722	18,683	20,489	26,798
Workers' Compensation	22,333	16,321	31,361	29,293
Life Insurance	1,121	1,189	1,241	1,488
Unemployment Compensation	—	2,250	—	—
	\$ 474,546	\$ 510,531	\$ 543,562	\$ 677,926
Other Training & Professional Dues				
Travel	\$ 3,360	\$ 946	\$ 3,220	\$ 6,000
Tuition & Registration Fees	2,384	2,606	1,526	5,500
Professional Dues & Subscript	2,472	3,910	4,104	4,000
	\$ 8,216	\$ 7,462	\$ 8,850	\$ 15,500
Contractual Services				
Professional Services	\$ 17,374	\$ —	\$ 53	\$ —
Mileage (Private Auto)	370	—	269	500
Advertising And Public Notice	—	—	6,984	40,000
Program Promotion	25,625	283	5,360	10,000
Parking In City Facilities	19,239	15,614	23,257	16,000
Property Rental	118,728	118,728	118,728	120,700
Other Contractual	90,627	111,586	131,762	127,000
	\$ 271,963	\$ 246,211	\$ 286,411	\$ 314,200
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 1,390	\$ 2,000
Computer Supplies	—	—	—	1,500
Computer Hardware	2,347	—	—	4,000
Computer Software	2,954	—	1,147	2,000
Photographic Supplies	17,705	14,027	5,752	14,000
Other Supplies	948	2,331	4,339	3,000
Just In Time Office Supplies	7,170	3,538	5,790	7,000
	\$ 31,124	\$ 19,896	\$ 18,419	\$ 33,500



Department of Public Utilities

Utilities General Administration

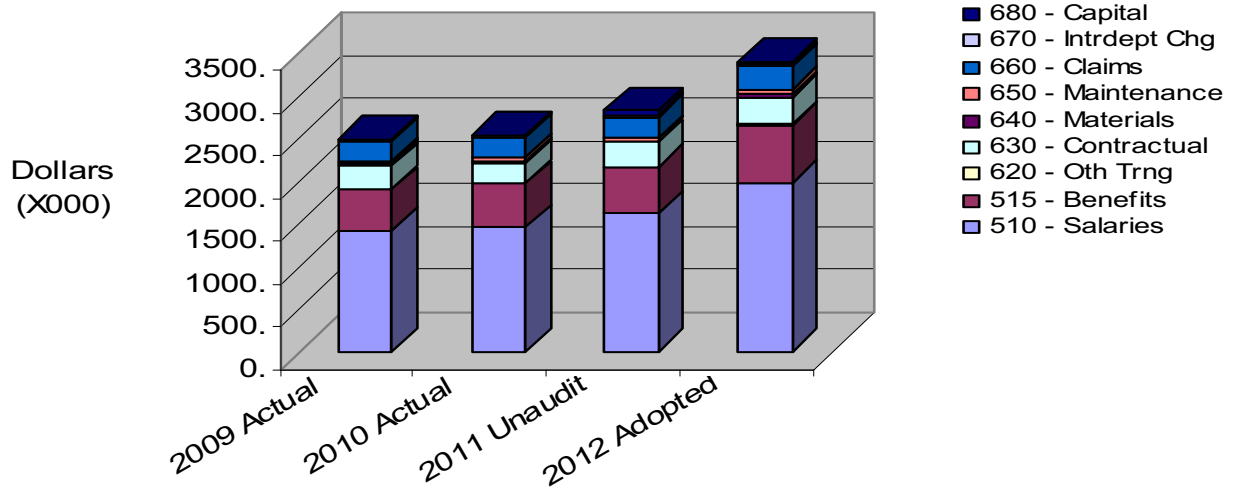
Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 750
Maintenance Contracts	—	5,600	6,767	8,500
Maintenance Utility Systems	26,255	31,900	24,568	40,000
	\$ 26,255	\$ 37,500	\$ 31,335	\$ 49,250
Claims, Refunds, Maintenance				
Indirect Cost	\$ 226,828	\$ 242,546	\$ 247,782	\$ 275,398
	\$ 226,828	\$ 242,546	\$ 247,782	\$ 275,398
Interdepart Service Charges				
Charges From Telephone Exch	\$ 8,541	\$ 9,411	\$ 8,396	\$ 9,235
Charges From Radio Comm System	136	3	25	54
Charges From Print & Repro	16,631	8,928	10,283	11,500
Charges From Central Storeroom	66	89	125	125
Charges From M.V.M.	1,400	1,837	5,799	5,968
	\$ 26,774	\$ 20,270	\$ 24,627	\$ 26,882
Capital Outlay				
Other Equipment	\$ —	\$ —	\$ 50,441	\$ 25,000
	\$ —	\$ —	\$ 50,441	\$ 25,000
	\$ 2,492,448	\$ 2,541,957	\$ 2,831,413	\$ 3,396,795

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ 21,362	\$ 1,160,402	\$ 1,695,497	\$ 1,994,151
Miscellaneous	2,380,215	1,179,160	931,667	1,163,610
	\$ 2,401,577	\$ 2,339,562	\$ 2,627,164	\$ 3,157,761

Utilities Administration Expenditures by Appropriation





Department of Public Utilities

Utilities General Administration

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	December 2011	Budget 2012		Minimum	Maximum
			ADMINISTRATORS & OFFICIALS		
4	5	5	Administrative Manager	27,193.55	101,816.22
2	2	2	Administrative Officer	20,800.00	52,979.99
6	6	7	Assistant Administrator	20,800.00	56,847.22
0	1	1	Assistant Director	36,590.39	142,340.94
1	1	1	Director of Public Utilities	50,795.81	176,729.77
<u>13</u>	<u>15</u>	<u>16</u>			
			OFFICE & CLERICAL		
1	1	1	Chief Clerk	22,050.00	47,550.25
<u>1</u>	<u>1</u>	<u>1</u>			
			PROFESSIONALS		
1	1	1	Assistant Contract Compliance Officer	20,092.80	56,847.22
0	0	1	Budget Administrator	30,214.95	103,869.21
1	1	1	Cable Production Manager	20,800.00	93,069.93
1	1	1	Civil Service Examiner II	20,800.00	43,700.85
1	1	1	Deputy Project Director	20,092.80	62,836.42
1	1	1	General Manager of Administrative Services	26,273.96	91,155.72
3	3	3	Project Coordinator	27,325.56	90,294.89
2	2	2	Project Director	22,333.40	80,282.43
2	2	2	Telecommunications Specialist	30,215.00	66,351.39
<u>12</u>	<u>12</u>	<u>13</u>			
			TECHNICIAN		
1	0	1	Chief Photographer	20,800.00	51,187.90
1	0	1	Photographer	10.00	22.17
<u>2</u>	<u>0</u>	<u>2</u>			
<u>28</u>	<u>28</u>	<u>32</u>	TOTAL FULL TIME		
0	0	2	TOTAL SEASONAL		
<u>28</u>	<u>28</u>	<u>34</u>	TOTAL DIVISION		

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: RADIO SYSTEM MAINTENANCE

OBJECTIVES: To maintain the City's 800 MHz system in a reliable condition, suitable for use by all City divisions including Police, Fire, and EMS.

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.

PROGRAM NAME: RADIO SYSTEM REBANDING

OBJECTIVES: To complete the mandatory Federal Communications Commissions rebanding of the current 800MHz radio system.

ACTIVITIES: Schedule and coordinate the rebanding effort using the vendor(s) selected. To ensure a smooth transition from the old frequencies to the new one issued by the FCC and to ensure that all entities are served and provided with comparable facilities once the rebanding process is completed.

PROGRAM NAME: RADIO SYSTEM ADMINISTRATION

OBJECTIVES: Respond quickly to requests for programming and reprogramming of mobile and portable radios, as well as other system requests.

ACTIVITIES: Work with user divisions to ensure that changes in radio templates are made in a timely fashion and suggest changes or improvements in radio configuration. Provide advice on how to best create interoperability between the internal and external entities located in and outside of the City, and retemplate radios that have undergone maintenance or are being relocated from one vehicle to another.

PROGRAM NAME: EQUIPMENT PURCHASE PROGRAM

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

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

PROGRAM NAME: 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.



Department of Public Utilities

Office of Radio Communications

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 FACILITY

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.

Department of Public Utilities

Office of Radio Communications



Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 283,968	\$ 259,610	\$ 284,578	\$ 347,808
Longevity	3,925	—	4,275	4,375
Separation Payments	—	6,450	—	25,000
Overtime	11,410	8,541	6,798	14,797
	\$ 299,303	\$ 274,601	\$ 295,651	\$ 391,980
Benefits				
Hospitalization	\$ 57,289	\$ 51,381	\$ 55,671	\$ 75,762
Prescription	7,264	10,076	10,895	14,585
Dental	3,540	3,414	3,965	5,339
Vision Care	431	383	437	568
Public Employees Retire System	43,885	40,772	41,168	52,211
Fica-Medicare	2,322	2,069	2,239	3,175
Workers' Compensation	2,955	4,097	5,017	4,614
Life Insurance	270	255	270	342
Clothing Allowance	2,310	2,150	2,150	2,250
Clothing Maintenance	920	920	920	920
	\$ 121,185	\$ 115,518	\$ 122,732	\$ 159,766
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ —	\$ 8,000
	\$ —	\$ —	\$ —	\$ 8,000
Utilities				
Brokered Gas Supply	\$ —	\$ —	\$ 393	\$ 381
Gas	469	914	1,310	1,600
Electricity - Cpp	14,183	12,460	12,077	11,715
Electricity - Other	29,305	23,167	22,224	98,072
	\$ 43,957	\$ 36,541	\$ 36,004	\$ 111,768
Contractual Services				
Professional Services	\$ 2,220	\$ 1,920	\$ 1,370	\$ 6,000
Parking In City Facilities	1,320	990	1,650	1,320
Property Rental	130,833	135,420	140,940	305,940
	\$ 134,373	\$ 138,330	\$ 143,960	\$ 313,260
Materials & Supplies				
Office Supplies	\$ 354	\$ 50	\$ 38	\$ 500
Computer Software	—	—	—	300,000
Hardware & Small Tools	—	3,117	2,325	10,000
Small Equipment	5,162	3,620	13,892	45,000
Other Supplies	28,228	40,471	65,342	175,000
	\$ 33,745	\$ 47,257	\$ 81,597	\$ 530,500
Maintenance				
Maintenance Contracts	\$ 800,000	\$ 939,760	\$ 932,388	\$ 1,111,422
Maintenance Utility Systems	162,371	64,145	308	150,000
	\$ 962,371	\$ 1,003,905	\$ 932,696	\$ 1,261,422



Department of Public Utilities

Office of Radio Communications

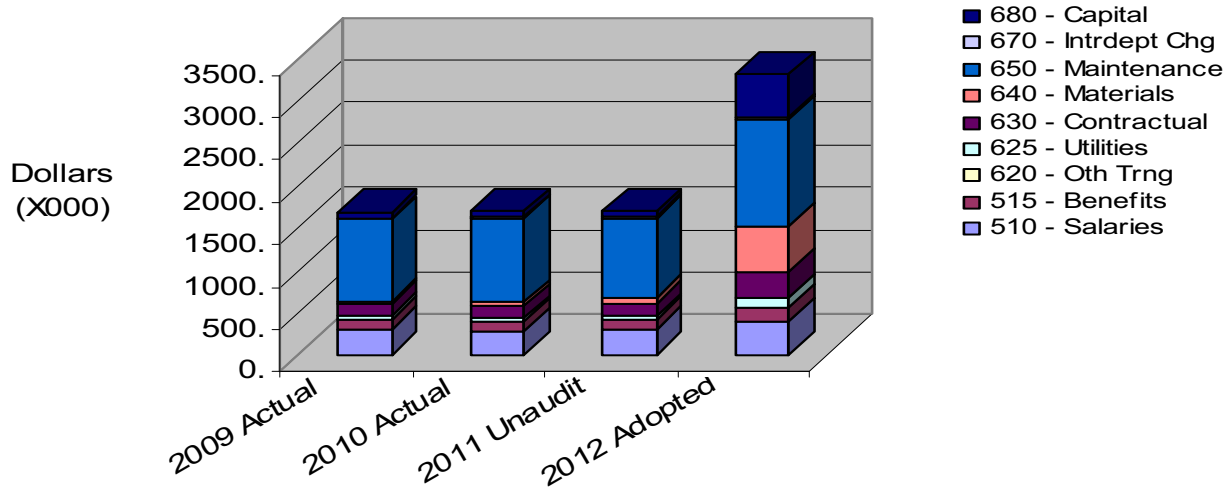
Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 7,013	\$ 7,266	\$ 13,358	\$ 13,358
Charges From Water	—	—	—	10,000
Charges From Print & Repro	932	235	164	180
Charges From M.V.M.	2,029	1,153	3,311	3,407
	\$ 9,974	\$ 8,654	\$ 16,833	\$ 26,945
Capital Outlay				
Radio Equipment	\$ —	\$ —	\$ —	\$ 350,000
Other Equipment	71,753	68,144	62,819	149,453
	\$ 71,753	\$ 68,144	\$ 62,819	\$ 499,453
	\$ 1,676,660	\$ 1,692,949	\$ 1,692,293	\$ 3,303,094

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ 211,500	\$ 249,420	\$ 300,138	\$ 306,300
Miscellaneous	1,672,187	1,099,119	1,434,367	2,790,464
Interest Earnings/Investment Income	19,036	3,006	1,363	3,000
	\$ 1,902,723	\$ 1,351,545	\$ 1,735,869	\$ 3,099,764

Office of Radio Communications Expenditures by Appropriation





COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2011	Budget 2012		December 2011	Minimum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Administrative Manager	27,193.55	101,816.22
0	0	1	Assistant Administrator	20,800.00	56,847.22
1	1	1	Supervisor of Radio Services	15.13	24.86
<u>2</u>	<u>2</u>	<u>3</u>			
			TECHNICIANS		
4	4	5	Radio Technician	19.85	20.99
<u>4</u>	<u>4</u>	<u>5</u>			
<u>6</u>	<u>6</u>	<u>8</u>	TOTAL DIVISION		



Department of Public Utilities

Division Of Water

ALEXANDER G. MARGEVICIUS, INTERIM COMMISSIONER

Mission Statement

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

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

The Division of Water operates a major public water supply system, which services not only the City of Cleveland, but also approximately 76 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 1.55 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 (4) 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 (4) treatment plants, five (5) major pumping stations, eleven (11) secondary pumping stations, twenty-one (21) storage facilities, and about 5,200 miles of water mains in four (4) different pressure zones which are determined by elevation above 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 and contribute to the economic viability of the central core, it is necessary for the area to have an adequate, economical and sustainable public water supply.

PROGRAM NAME: WATER OPERATIONS

OBJECTIVES: To provide potable water and related water services to customers in the Greater Cleveland service areas.

ACTIVITIES: Collect, treat, pump and distribute potable water. Install and read meters to determine customer usage. Make service calls for system maintenance.

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.

Department of Public Utilities



Division Of Water

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 50,993,360	\$ 48,070,256	\$ 49,133,592	\$ 51,398,515
Seasonal	—	—	3,582	—
Military Leave	13,590	6,102	6,883	—
Part-Time Permanent	70,118	67,449	98,177	65,594
Injury Pay	31,797	2,034	—	—
Student Trainees	135,105	138,572	117,044	24,848
Longevity	537,400	133,400	510,875	529,100
Wage Settlements	3,564	74,457	—	—
Separation Payments	445,243	530,257	416,946	400,000
Overtime	4,830,003	4,079,168	4,149,049	4,239,300
	\$ 57,060,180	\$ 53,101,695	\$ 54,436,148	\$ 56,657,357
Benefits				
Hospitalization	\$ 9,296,213	\$ 8,470,696	\$ 8,466,876	\$ 9,821,942
Prescription	1,059,251	1,548,622	1,551,434	1,730,057
Dental	564,639	555,083	590,437	728,080
Vision Care	73,246	65,731	68,080	76,959
Public Employees Retire System	8,572,203	8,299,188	7,567,820	7,876,030
Fica-Medicare	653,051	628,563	658,951	734,580
Workers' Compensation	2,315,811	2,138,672	2,106,658	1,918,034
Life Insurance	48,851	47,509	46,841	50,598
Unemployment Compensation	98,694	118,075	82,286	100,000
Clothing Allowance	249,995	162,500	214,715	232,260
Tool Insurance	10,210	10,640	9,080	8,200
Clothing Maintenance	135,282	98,477	112,395	137,380
	\$ 23,077,445	\$ 22,143,755	\$ 21,475,574	\$ 23,414,120
Other Training & Professional Dues				
Travel	\$ 17,675	\$ 25,270	\$ 9,281	\$ 72,335
Tuition & Registration Fees	41,249	12,125	11,511	87,744
Other Training Supplies	6,756	12,219	5,496	10,650
Mileage (Priv Auto) Trng Prps	487	—	—	500
Professional Dues & Subscript	190,706	316,537	105,323	188,945
	\$ 256,873	\$ 366,151	\$ 131,611	\$ 360,174
Utilities				
Brokered Gas Supply	\$ 612,402	\$ 468,533	\$ 475,697	\$ 461,426
Sewer-Other	1,129,283	1,409,077	1,699,716	1,740,400
Telephone	1,298,912	1,268,754	1,320,552	1,302,300
Water	—	—	100,672	100,000
Gas	946,593	701,521	770,910	747,783
Electricity - Cpp	12,349,360	12,912,848	13,204,432	13,336,476
Electricity - Other	5,865,048	5,270,033	4,155,258	4,196,811
Steam	71,377	55,467	61,590	56,493
	\$ 22,272,975	\$ 22,086,232	\$ 21,788,828	\$ 21,941,689



Department of Public Utilities

Division Of Water

Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Contractual Services				
Professional Services	\$ 4,099,567	\$ 1,876,083	\$ 3,805,577	\$ 6,283,167
Mileage (Private Auto)	2,349	2,706	1,437	2,161
Advertising And Public Notice	254,607	154,019	95,808	203,500
Program Promotion	—	—	289	—
Parking In City Facilities	3,404	2,349	4,056	3,240
Taxes	189,325	201,168	215,462	201,200
Equipment Rental	54,797	24,367	231,539	400,990
Other Contractual	3,935,243	1,272,422	4,175,563	2,576,971
County Aud & Treas Coll Fee	—	—	—	5,000
State Auditor Examination	82,166	53,227	76,825	90,000
Bank Service Fees	76,275	57,457	124,313	75,000
Credit Card Processing Fees	174,907	823,730	1,086,666	1,270,122
	\$ 8,872,640	\$ 4,467,529	\$ 9,817,535	\$ 11,111,351
Materials & Supplies				
Discounts Lost	\$ (29)	\$ —	\$ —	\$ —
Office Supplies	6,743	24,725	12,083	12,750
Postage	1,222,087	744,121	809,450	951,100
Computer Supplies	51,849	26,643	53,957	91,398
Computer Hardware	13,633	10,314	51,208	53,500
Computer Software	45,592	9,283	56,979	100,897
Fuel	26,000	505	51,159	104,500
Chemical	6,502,000	6,726,556	6,138,756	6,689,250
Salt & De-Icer	26,881	23,860	20,698	34,000
Clothing	38,568	818	1,200	24,259
Hardware & Small Tools	121,792	129,199	194,068	207,963
Small Equipment	47,839	37,570	60,216	86,190
Office Furniture & Equipment	23,253	7,542	2,393	22,150
Electrical Supplies	125,036	83,245	247,087	236,850
Hygiene And Cleaning Supplies	125,836	110,058	110,183	130,222
Motors And Pumps	6,305	33,551	3,209	53,000
Laboratory Supplies	225,911	118,697	195,513	219,510
Paper And Other Printing Suppl	17,675	—	—	8,550
Other Supplies	48,743	41,803	37,219	76,103
Safety Equipment	150,700	50,000	209,107	172,600
Just In Time Office Supplies	95,133	61,084	35,510	79,890
Building Maintenance Supplies	95,447	11,000	31,242	61,800
Cement Sand & Gravel	1,431,622	1,808,935	2,020,540	2,241,444
Misc Maintenance Supplies	145,425	165,588	105,392	153,780
	\$ 10,594,040	\$ 10,225,094	\$ 10,447,170	\$ 11,811,706

Department of Public Utilities



Division Of Water

Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Maintenance				
Maintenance Office Equipment	\$ 2,150	\$ —	\$ —	\$ 8,750
Maintenance Contracts	59,343	77,164	270,828	295,500
Computer Hardware Maintenance	458,651	681,426	805,019	684,540
Computer Software Maintenance	2,659,155	2,147,414	1,571,710	2,564,732
Maintenance Machinery & Tools	356,744	97,427	181,496	292,800
Maintenance Vehicles	31,350	—	456	18,480
Maintenance Utility Systems	13,098,401	10,721,968	10,714,615	10,122,169
Maintenance Misc. Equipment	290,453	244,929	756,604	470,500
Maintenance Building	468,421	351,132	506,442	635,150
	\$ 17,424,668	\$ 14,321,460	\$ 14,807,171	\$ 15,092,621
Claims, Refunds, Maintenance				
Court Costs	\$ 1,626	\$ 1,111	\$ 1,031	\$ 1,500
Judgements, Damages, & Claims	249,915	421,098	498,899	250,000
Other Refunds & Adjustments	—	—	—	5,000
Indirect Cost	2,735,227	2,738,889	2,548,881	2,612,118
	\$ 2,986,769	\$ 3,161,098	\$ 3,048,811	\$ 2,868,618
Interdepart Service Charges				
Charges From General Fund	\$ —	\$ —	\$ 2,508	\$ —
Charges From Telephone Exch	830,316	860,651	865,484	952,032
Charges From Utilities Admin	898,600	798,000	1,173,662	1,273,406
Charges From Fiscal Control	2,068,900	1,929,000	1,944,974	2,154,305
Charges From Radio Comm System	198,100	118,479	149,635	273,406
Charges From Light And Power	1,553	—	—	—
Charges From W.P.C.	109,663	38,728	108,506	102,500
Charges From Print & Repro	236,858	143,698	198,573	225,000
Charges From M.V.M.	2,679,285	2,352,686	3,750,760	3,748,938
Charges Frm Str Cnst Mnt & Rep	963,492	597,853	577,550	500,000
Charges From Waste Collection	62,025	60,569	93,280	68,500
	\$ 8,048,791	\$ 6,899,664	\$ 8,864,931	\$ 9,298,087
Interfund Subsidies				
Transfer to Other SubClasses	\$ 9,255,750	\$ 9,979,012	\$ 9,327,000	\$ —
	\$ 9,255,750	\$ 9,979,012	\$ 9,327,000	\$ —



Department of Public Utilities

Division Of Water

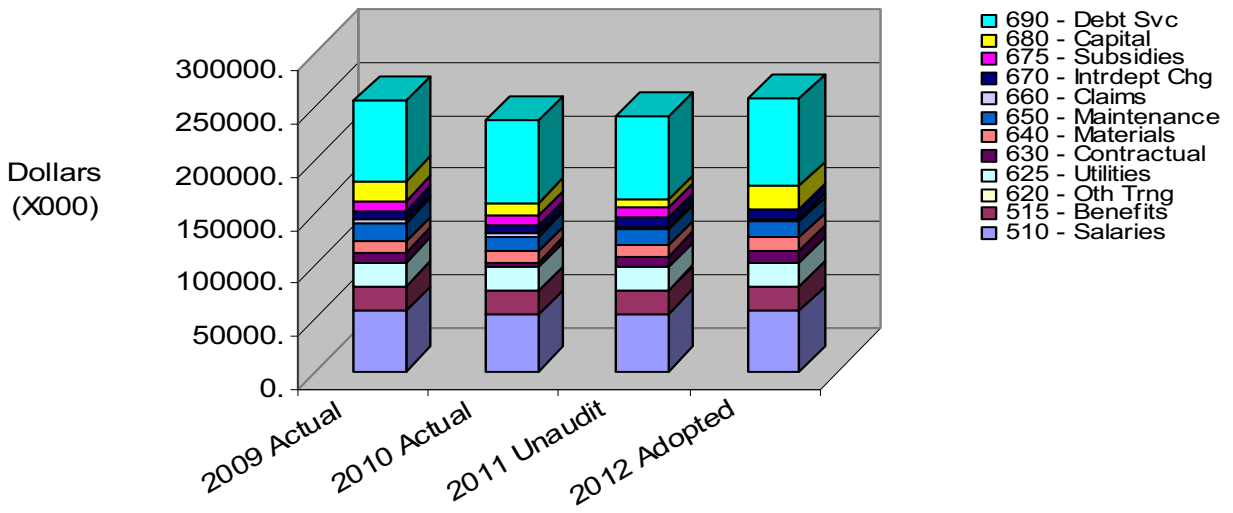
Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Capital Outlay				
Infrastructure	\$ —	\$ —	\$ —	\$ 12,750,000
Professional Services	—	—	—	3,643,204
Building Betterments -Existing	—	—	—	1,100,000
Computer Software	—	—	—	60,000
Computer Hardware	—	29,835	—	507,750
Motorized Equipment	—	—	—	444,542
Automobiles	—	—	—	219,000
Trucks	—	—	—	2,556,000
Machinery, Tools, Instruments	—	—	—	174,000
Other Equipment	—	—	—	10,000
Transfer To Water Capital Proj	19,066,780	11,287,567	7,002,688	—
	\$ 19,066,780	\$ 11,317,402	\$ 7,002,688	\$ 21,464,496
Debt Service				
Professional Srvcs-Debt Srvc	\$ 3,852,830	\$ 1,904,544	\$ 960,522	\$ 1,000,000
Principal	34,928,028	41,710,908	43,644,520	46,084,560
Interest	37,185,144	34,406,440	34,141,544	35,295,224
	\$ 75,966,002	\$ 78,021,892	\$ 78,746,586	\$ 82,379,784
Expenditure Recovery				
Expenditure Recovery	\$ —	\$ —	\$ (123)	\$ —
	\$ —	\$ —	\$ (123)	\$ —
	\$ 254,882,913	\$ 236,090,983	\$ 239,893,929	\$ 256,400,003

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ 217,266,883	\$ 227,871,483	\$ 230,336,312	\$ 255,956,417
Fines, Forfeitures & Settlements	—	—	175,000	—
Grant Revenue	—	999	—	143,577
Miscellaneous	1,358,923	43,312	111,332	—
Sale Of City Assets	418	—	—	—
Transfers In	310,769	—	—	—
Interest Earnings/Investment Income	4,822,702	1,363,784	623,931	300,000
	\$ 223,759,694	\$ 229,279,577	\$ 231,246,575	\$ 256,399,994

Division of Water Expenditures by Appropriation





Department of Public Utilities

Division Of Water

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	December 2011	Budget 2012		Minimum	Maximum
			ADMINISTRATORS & OFFICIALS		
11	12	13	Administrative Manager	27,193.55	101,816.22
0	1	1	Administrator of Engineering and Planning	30,214.95	112,526.46
17	19	19	Assistant Administrator	20,800.00	56,847.22
3	3	3	Assistant Chief of Water Distribution	23,647.11	86,668.37
7	0	0	Assistant Commissioner of Water	27,325.56	122,253.61
1	1	1	Commissioner of Water	45,201.46	206,000.00
1	0	1	Executive Assistant to the Mayor	50,796.00	176,729.77
0	1	1	Secretary to Director of Public Utilities	36,590.00	178,000.00
5	6	6	Superintendent of Distribution	20,800.00	71,750.00
45	43	45			
			OFFICE & CLERICAL		
7	6	6	Chief Clerk	22,050.00	47,550.25
99	119	140	Customer Service Representative	12.15	17.67
2	2	2	Data Control Clerk	10.00	16.98
3	3	3	General Manager of Administrative Services	26,273.96	91,155.72
1	1	1	General Storekeeper	19.25	24.97
3	4	4	Head Storekeeper	17.85	23.06
2	2	2	Office Manager	20,800.00	49,669.98
10	10	10	Personnel Assistant	20,800.00	47,438.80
22	23	23	Principal Clerk	14.88	20.10
2	3	3	Secretary	10.00	17.69
11	11	11	Senior Clerk	12.47	16.58
7	6	8	Storekeeper	16.66	20.76
2	2	2	Telephone Operator	10.00	16.97
2	1	1	Warehouse Inventory Manager	22,333.40	80,282.43
173	193	216			
			PROFESSIONALS		
16	13	13	Administrative Officer	20,800.00	52,979.99
1	1	1	Assistant Contract Compliance Officer	20,092.80	56,847.22
5	5	6	Assistant Director of Law I (s)	26,250.00	86,093.31
6	6	6	Assistant Manager-App. Dev. & Tech. Support	46,224.91	124,825.82
9	9	9	Associate Engineer	17.83	28.57
1	0	1	Budget Analyst	20,800.00	53,011.19
0	0	4	Business Process Analyst	55,000.00	97,850.00
0	1	1	Chief Legal Investigator	23,647.11	67,017.93
0	1	1	Chief of Laboratories	23,647.11	80,353.75
1	1	1	Chief of Purification	23,647.11	86,668.37
5	8	8	Chief Systems Analyst	27,325.56	97,819.83
0	1	1	Chief Training Officer	26,273.96	70,807.15
1	1	1	Claims Examiner	10.00	23.32

Department of Public Utilities



Division Of Water

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*		
	Budget 2011	Budget 2012		December 2011	2012	Minimum
11	12	12	Consulting Engineer		36,000.00	94,991.29
1	4	4	Customer Support Center Manager		65,000.00	97,572.42
2	2	2	Data Base Administrator		39,937.34	109,791.53
1	1	1	Data Base Coordinator		30,214.00	81,118.29
5	5	6	Deputy Project Director		20,092.80	62,836.42
1	1	1	Desktop Publishing Specialist		20,231.40	58,115.49
1	1	1	Engineer		22.78	34.73
1	1	1	Engineer of Hydraulic Surveys		18.59	29.11
1	1	1	Environmental Program Manager		45,000.00	87,241.22
2	2	2	Information Systems Coordinator		21,851.00	82,183.44
3	3	3	Manager of General Maintenance		23,647.11	78,080.22
0	1	1	Manager of Telecommunications		30,214.95	103,869.21
1	2	2	Network Data Center Operations Manager		55,000.00	108,760.79
5	8	8	Project Coordinator		27,325.56	90,294.89
16	16	16	Project Director		22,333.40	80,282.43
1	1	1	Project Leader Applications		45,000.00	91,832.86
0	1	1	Regulatory Compliance Manager		50,000.00	94,970.71
0	1	1	Safety Programs Manager		30,214.95	89,155.89
1	1	1	Safety Programs Officer I		25,000.00	66,226.65
1	1	1	Senior Budget & Management Analyst		26,273.96	78,265.22
6	6	6	Senior Personnel Assistant		20,800.00	50,162.59
1	1	1	Senior Programmer Analyst		23,647.11	69,365.01
4	3	3	Senior Systems Analyst		20,800.00	41,170.98
1	1	1	Software Analyst		45,000.00	87,241.22
1	1	1	Supervisor Applications Development		39,937.34	86,987.12
1	0	0	Supervisor Hardware Evaluation		30,214.95	89,155.89
9	9	9	Systems Analyst		20,800.00	61,811.09
10	5	5	Unit Supervisor		13.29	23.06
1	1	1	Water Business Plan Assistant Manager		22,333.40	80,282.43
1	1	1	Water Business Plan Manager		27,325.56	90,294.89
5	5	5	Water Plant Manager		23,647.11	97,572.42
139	145	152				
			PROTECTIVE SERVICE			
6	7	7	Assistant Security Manager		20,800.00	58,837.68
2	2	2	Security Manager		23,647.11	90,684.96
48	46	49	Security Officer		10.80	20.90
56	55	58				
			SKILLED CRAFT			
2	2	2	Asbestos Worker		50.50	52.15
2	2	2	Bricklayer		42.74	43.59
1	1	1	Bricklayer Foreman		35.44	36.12
2	2	2	Bricklayer Helper		24.70	37.06
5	5	5	Carpenter		42.35	43.25



Department of Public Utilities

Division Of Water

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	December 2011	Budget 2012		Minimum	Maximum
1	1	1	Carpenter Unit Leader	35.13	35.93
8	8	9	Cement Finisher	43.01	44.01
2	1	1	Cement Finisher Unit Leader	35.66	36.46
1	2	2	Chief Building Stationary Engineer	12.37	19.81
14	13	13	Const. Equip Operator Group A	27.42	46.50
2	2	2	Const. Equip Operator Group B	27.27	46.35
16	15	16	Electrical Worker	53.50	54.26
1	1	1	Electrical Worker Foreman	44.05	44.66
1	1	1	Ironworker	47.86	49.16
8	8	8	Machinist Unit Leader	14.28	25.01
5	4	5	Painter	37.53	38.28
1	1	1	Painter Foreman	31.27	31.87
3	2	2	Pipefitter	33.52	43.42
4	4	4	Plumber	33.53	41.34
4	4	4	Sheet Metal Worker	50.23	53.02
1	1	0	Sheet Metal Worker Foreman	41.43	43.67
1	1	1	Sign Painter	23.23	32.61
1	2	2	Welder Fabricator	18.36	25.36
86	83	85			
			SERVICE & MAINTENANCE		
13	12	14	Custodial Worker	10.00	14.97
3	2	2	Custodial Worker Supervisor	18.72	20.72
3	3	5	Ground Maintenance Man	15.95	17.95
8	8	8	Labor Foreman	20.19	22.19
21	16	17	Machinist	15.83	23.02
11	11	13	Machinist Helper	13.72	19.52
52	49	51	Municipal Service Laborer	15.95	17.95
1	1	1	Small Equipment Repair Worker	12.26	20.01
27	27	27	Truck Driver	12.50	19.79
12	10	10	Water Hydraulic Repairman	18.16	19.27
1	0	0	Water Hydraulic Supervisor	15.96	24.93
4	6	6	Water Hydraulic Unit Leader	14.09	22.11
3	4	4	Water Meter Dept. Supervisor	15.96	24.93
11	10	10	Water Meter Dept. Unit Leader	14.09	22.11
51	48	50	Water Meter Repairman	16.18	19.27
13	12	12	Water Pipe Repair Supervisor	15.97	22.85
33	30	31	Water Pipe Repair Unit Leader	14.09	22.49
98	100	102	Water Pipe Repairman	16.44	20.67
14	12	13	Water System Construction Inspector	18.97	24.08
379	361	376			

Department of Public Utilities



Division Of Water

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	December 2011	Budget 2012		Minimum	Maximum
			TECHNICIAN		
5	6	6	Accident & Safety Inspector	20.36	22.36
12	12	12	Assistant Water Plant Manager	10.00	33.11
1	2	2	Assistant Water Plant Manager - Parma	10.00	33.11
5	5	6	Chemist	18.49	26.85
5	5	5	Chief Miscellaneous Investigator	10.00	23.32
2	2	2	Chief Radio Dispatcher	15.12	23.34
1	0	0	Citizens Information Representative	10.00	19.29
3	3	3	Computer Operator	10.00	23.32
0	2	2	Construction Technician	12.02	23.32
3	3	3	Data Processing Supervisor	20,800.00	58,115.49
3	3	3	Hazardous Materials Specialist	21.63	32.65
1	0	0	Help Desk Analyst	12.02	25.33
2	3	4	Instrumentation Technician II	20.81	23.92
1	1	1	IT Telecommunications Tech II	44,803.00	73,778.34
2	3	3	Laboratory Assistant	10.00	19.29
54	20	28	Meter Reader	15.53	19.27
0	12	12	Meter Reader Collections	15.53	19.27
0	6	6	Meter Reader Commercial	15.53	19.27
0	5	5	Meter Reader Investigation	15.53	19.27
0	6	6	Meter Reader Machine	15.53	19.27
3	6	6	Meter Reader Supervisor	14.47	23.03
7	4	4	Miscellaneous Investigator	15.35	18.62
2	1	1	Network Analyst I	14.52	35.28
1	1	1	Network Analyst II	30,214.00	90,259.22
15	15	15	Radio Dispatcher	17.33	20.99
3	2	2	Senior Chemist	17.61	23.32
1	1	1	Senior Computer Operator	10.00	27.39
10	7	7	Senior Draftsman	11.69	19.82
1	1	1	Supervisor of Systems and Technical Support	55,000.00	86,093.31
2	2	2	Telecommunications Analyst I	14.53	42.45
32	23	25	Water Plant Operator I	15.70	20.28
28	24	24	Water Plant Operator II	17.73	21.72
0	0	1	Web Master	30,215.00	100,358.61
205	186	199			
1,083	1,066	1,131	TOTAL FULL TIME		
2	2	2	TOTAL PART TIME		
11	5	5	TOTAL STUDENT ASSISTANT		
1,096	1,073	1,138	TOTAL DIVISION		



Department of Public Utilities

Water Pollution Control

RACHID F. ZOGHAIB, COMMISSIONER

Mission Statement

Provide services that sustain the free-flow of surface water through cleaning and maintaining a network of sewers and sewer connections.

The Division of Water Pollution Control serves a significant portion of the entire metropolitan area; managing the sanitary sewage, stormwater drainage, and combined collections systems. 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. The Division maintains, cleans, repairs and improves sewers and their appurtenances, including catch basins, relining and relaying of sewer connections.

Water Pollution Control is responsible for cleaning and maintaining a network of approximately 126,000 catch basins and adjoining laterals. Utilizing specialized equipment and trained personnel, the division services an average of 12,000 catch basins per year. 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. The Division has established a preventive maintenance program in known flooding areas to eliminate potential street and basement flooding problems before they occur.

The Division is also responsible for the maintenance of 18 lift stations. To further enhance pump station maintenance, the division installed a Supervisory Control and Data Acquisition (SCADA) system to monitor the stations from our main facility. The system monitors the operations of the pump stations twenty-four hours a day and provides immediate notification of pump station problems. The installation of this system has reduced the manpower needed to check lift stations daily, thereby enabling us to spend more time performing preventive maintenance. This effort was critical to our desire to minimize the potential for discharges to the environment.

Water Pollution Control successfully completed the implementation of ELLIPSE; the division's new integrated Work Management System. The new integrated system uses a relational database which allows different entities to operate within one application. The system provides the Division of Water Pollution Control with the ability to monitor accountability within the selected units of the division's business processes from beginning to end. The process allows the division to monitor labor costs, material/equipment usage and cost, provide total expenditure reports on any particular work assignment, at any given time.

The Division plans to continue its test tee installation program, which is an improved level of service. Water Pollution Control has expanded services by extending our regular business days and hours, and we have continued the upgrading of our service equipment to insure that we have the resources to address sewer concerns. This has allowed Water Pollution Control to further enhance its pro-active maintenance program. The Division continues to review core business practices to identify ways of gaining greater efficiency. This is consistent with our continuous improvement management philosophy.

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: 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: PERMITS AND INSPECTION

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

ACTIVITIES: Respond to flooding complaints

Inspect construction of sewers

Identify, measure and record the location of new and existing lateral connections

Respond to Ohio Utilities Protection Service (OUPS) utility line marking requests

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: 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.

If none exist, install a test tee in the treelawn and investigate sewer connections from new test tee excavation to the main sewer.

Maintain annual contracts for installation and investigation of sewer connections.



Department of Public Utilities

Water Pollution Control

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 6,827,176	\$ 6,688,399	\$ 6,762,223	\$ 7,693,847
Seasonal	5,797	3,528	—	—
Part-Time Permanent	—	32,508	40,490	120,973
Injury Pay	—	6,137	7,324	—
Longevity	58,775	5,650	64,088	62,575
Separation Payments	52,010	31,658	71,675	—
Overtime	163,254	142,231	165,194	140,000
	\$ 7,107,012	\$ 6,910,110	\$ 7,110,994	\$ 8,017,395
Benefits				
Hospitalization	\$ 1,227,117	\$ 1,186,474	\$ 1,159,572	\$ 1,366,422
Prescription	132,685	202,194	196,977	233,865
Dental	74,484	76,558	79,330	95,674
Vision Care	10,480	9,601	9,699	11,272
Public Employees Retire System	1,054,958	1,085,321	985,156	1,122,437
Fica-Medicare	90,122	89,043	93,606	109,840
Workers' Compensation	665,392	722,497	527,067	664,985
Life Insurance	6,694	6,776	6,630	7,321
Unemployment Compensation	12,784	14,852	7,826	—
Clothing Allowance	26,070	21,655	23,627	26,700
Tool Insurance	2,140	1,880	2,140	1,880
Clothing Maintenance	25,610	25,455	31,860	36,000
	\$ 3,328,537	\$ 3,442,306	\$ 3,123,489	\$ 3,676,396
Other Training & Professional Dues				
Travel	\$ 3,933	\$ 7,016	\$ 2,673	\$ 6,000
Tuition & Registration Fees	12,515	9,948	498	10,000
Other Training Supplies	2,400	6,743	—	4,500
Mileage (Priv Auto) Trng Prps	965	—	157	1,350
Professional Dues & Subscript	16,773	9,872	11,844	12,000
	\$ 36,586	\$ 33,578	\$ 15,172	\$ 33,850
Utilities				
Brokered Gas Supply	\$ 77,793	\$ 59,155	\$ 48,008	\$ 46,568
Sewer-Other	3,943	—	21,920	6,000
Water	2,271	1,680	—	4,000
Gas	41,091	27,032	29,549	28,663
Electricity - Cpp	200,110	201,960	203,776	197,663
Electricity - Other	39,833	40,453	46,137	44,753
	\$ 365,041	\$ 330,279	\$ 349,390	\$ 327,647

Department of Public Utilities



Water Pollution Control

Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Contractual Services				
Professional Services	\$ 400,106	\$ 791,231	\$ 330,407	\$ 380,200
Mileage (Private Auto)	—	—	—	100
Advertising And Public Notice	43,744	45,238	50,262	80,000
Program Promotion	52,138	10,000	20,275	49,500
Parking In City Facilities	1,900	1,488	2,150	2,000
Property Rental	5	5	5	100
Equipment Rental	3,000	1,914	194	5,000
Other Contractual	33,266	—	—	10,000
State Auditor Examination	12,710	13,534	13,000	15,000
Bank Service Fees	27,084	37,954	(31,244)	15,000
Credit Card Processing Fees	595	830	1,691	1,000
	\$ 574,548	\$ 902,195	\$ 386,738	\$ 557,900
Materials & Supplies				
Discounts Lost	\$ (282)	\$ —	\$ —	\$ —
Office Supplies	—	1,352	3,791	2,500
Computer Supplies	5,208	2,000	3,892	5,000
Computer Hardware	3,664	—	74,172	40,000
Computer Software	—	699	15,071	2,500
Clothing	60,927	6,672	6,582	20,000
Hardware & Small Tools	21,777	—	14,262	20,000
Small Equipment	6,120	—	8,227	8,000
Office Furniture & Equipment	3,021	3,919	3,037	10,000
Hygiene And Cleaning Supplies	22,680	2,526	10,071	5,000
Medical Supplies	—	—	—	500
Other Supplies	31,865	3,419	15,450	7,000
Safety Equipment	38,716	3,716	81,113	20,000
Just In Time Office Supplies	8,852	8,980	5,403	3,000
Building Maintenance Supplies	181,032	203,440	275,522	136,000
Misc Maintenance Supplies	—	—	1,290	2,000
	\$ 383,579	\$ 236,723	\$ 517,881	\$ 281,500
Maintenance				
Maintenance Office Equipment	\$ 14,759	\$ 4,552	\$ 6,557	\$ 15,000
Computer Software Maintenance	—	—	11,051	—
Maintenance Machinery & Tools	13,767	—	1,950	15,000
Maintenance Vehicles	464,817	224,942	413,891	200,000
Maintenance Utility Systems	1,647,192	1,682,707	1,164,814	1,200,000
	\$ 2,140,535	\$ 1,912,201	\$ 1,598,263	\$ 1,430,000
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 72,994	\$ 25,452	\$ 27,071	\$ 50,000
Other Refunds & Adjustments	—	—	—	1,000
Indirect Cost	474,962	469,063	456,067	469,049
	\$ 547,956	\$ 494,515	\$ 483,138	\$ 520,049



Department of Public Utilities

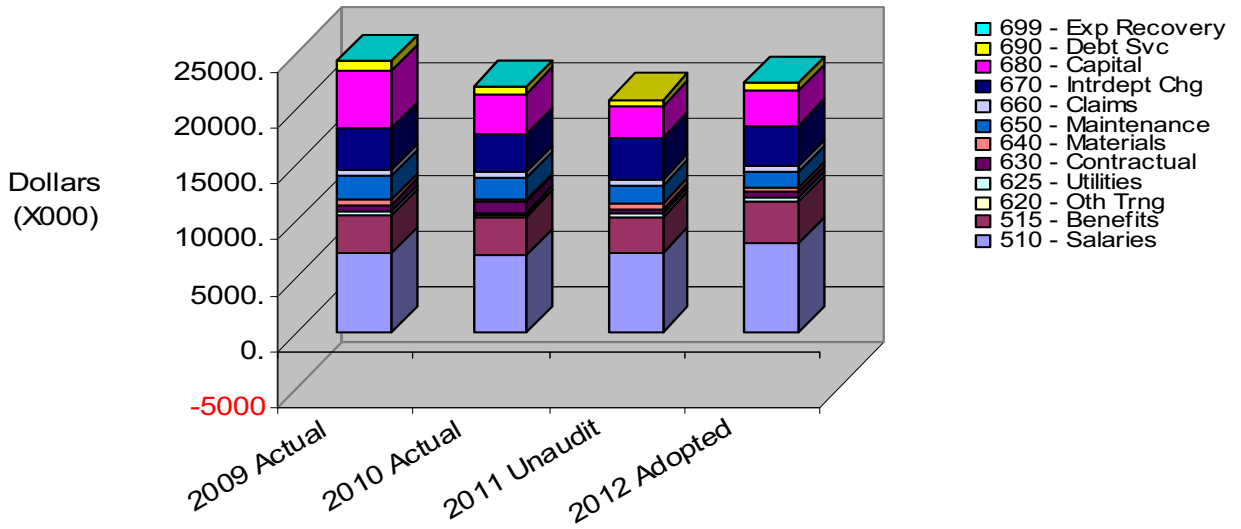
Water Pollution Control

Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 33,210	\$ 25,701	\$ 18,937	\$ 20,831
Charges From Utilities Admin	123,100	114,000	170,905	181,915
Charges From Fiscal Control	282,000	276,000	306,035	307,758
Charges From Radio Comm System	45,828	24,984	33,010	65,268
Charges From Water	2,565,906	2,424,641	2,525,282	2,300,000
Charges From Print & Repro	21,363	27,970	27,337	30,000
Charges From M.V.M.	452,780	358,439	472,017	485,791
Charges Frm Str Cnst Mnt & Rep	237,707	192,698	229,090	250,000
Charges From Waste Collection	368	4,810	20,426	3,000
	\$ 3,762,261	\$ 3,449,242	\$ 3,803,038	\$ 3,644,563
Capital Outlay				
Professional Services	\$ —	\$ 25,000	\$ —	\$ —
Office Equipment	62,968	71,810	—	20,000
Furniture	26,259	—	—	35,000
Motorized Equipment	4,000	—	79,747	250,000
Machinery, Tools, Instruments	—	—	—	15,000
Other Equipment	—	—	—	20,000
Transfer To Wpc Capital Proj	4,960,004	3,513,269	2,726,024	2,805,000
	\$ 5,053,230	\$ 3,610,079	\$ 2,805,771	\$ 3,145,000
Debt Service				
Principal	\$ 655,992	\$ 467,280	\$ 485,677	\$ 520,000
Interest	243,491	139,570	121,173	152,000
	\$ 899,484	\$ 606,850	\$ 606,850	\$ 672,000
Expenditure Recovery				
Expenditure Recovery	\$ —	\$ —	\$ (76)	\$ —
	\$ —	\$ —	\$ (76)	\$ —
	\$ 24,198,770	\$ 21,928,078	\$ 20,800,649	\$ 22,306,300
Revenues				
	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ 23,599,334	\$ 21,339,118	\$ 21,715,644	\$ 21,995,299
Licenses & Permits	—	—	274,970	270,000
Miscellaneous	1,301	1,843	40,931	1,000
Sale Of City Assets	10	—	—	—
Interest Earnings/Investment Income	264,884	30,315	68,605	40,000
	\$ 23,865,529	\$ 21,371,277	\$ 22,100,150	\$ 22,306,299

Water Pollution Control

Division of Water Pollution Control Expenditures by Appropriation





Department of Public Utilities

Water Pollution Control

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	December 2011	Budget 2012		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
1	1	1	Administrator of Engineering & Planning	30,214.95	112,526.46
1	1	1	Assistant Administrator	20,800.00	56,847.22
3	2	3	Assistant Commissioner of Water Pollution Control	26,273.96	89,367.64
1	1	1	Commissioner of Water Pollution Control	40,314.82	132,061.01
1	0	0	Deputy Commissioner of Water Pollution Control	30,214.95	103,869.21
1	1	1	Superintendent of Sewer Maintenance	20,800.00	74,614.20
8	6	7			
OFFICE & CLERICAL					
1	1	1	Accountant Clerk II	10.00	17.69
1	1	1	Chief Clerk	22,050.00	47,550.25
0	1	1	Citizens Information Representative	10.00	19.29
4	4	4	Customer Service Representative	12.15	17.67
1	1	2	Data Control Clerk	10.00	16.98
1	1	1	Head Storekeeper	17.85	23.06
1	1	1	Senior Clerk	12.47	16.58
1	1	1	Stock Clerk	13.11	18.23
1	1	1	Storekeeper	16.66	20.76
11	12	13			
PROFESSIONALS					
1	1	1	Administrative Manager	27,193.55	101,816.22
3	3	3	Administrative Officer	20,800.00	52,979.99
1	1	1	Assistant Director of Law I (s)	26,250.00	86,093.31
1	1	1	Assistant Manager Of Marketing	20,800.00	56,847.22
1	1	1	Assistant Personnel Administrator	20,800.00	55,788.47
2	4	5	Associate Engineer	17.83	28.57
0	1	1	Budget Administrator	30,214.95	103,869.21
1	1	1	Budget and Management Analyst	20,800.00	55,788.47
1	0	0	Building Manager	23,647.11	78,080.22
1	1	1	Chief Civil Engineer	23,647.11	84,588.76
3	0	1	Construction Technician	12.02	23.32
2	2	2	Consulting Engineer	36,000.00	94,991.29
1	1	1	Data Base Coordinator	30,214.00	81,118.29
1	1	1	GIS/IS Coordinator	52,000.00	93,818.87
0	1	1	Manager of General Maintenance	23,647.11	78,080.22
1	1	1	Manager of Marketing	30,214.95	103,869.21
1	1	1	Network Analyst II	30,214.00	90,259.22
0	1	1	Office Manager	20,800.00	49,669.98
1	1	1	Personnel Administrator	26,273.96	82,493.55
1	1	1	Personnel Assistant	20,800.00	47,438.80
1	1	1	Safety Programs Manager	30,214.95	89,155.89

Department of Public Utilities



Water Pollution Control

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2012	December 2011		Minimum	Maximum
1	1	1	Safety Programs Officer I	25,000.00	66,226.65
1	1	1	Senior Personnel Assistant	20,800.00	50,162.59
1	1	1	Systems Analyst	20,800.00	61,811.09
1	0	1	Unit Supervisor	13.29	23.06
<u>28</u>	<u>28</u>	<u>31</u>			
			SKILLED CRAFT		
2	2	2	Bricklayer	42.74	43.59
2	2	2	Bricklayer Helper	24.70	37.06
3	2	4	Const. Equip Operator Group A	27.42	46.50
1	2	0	Const. Equip Operator Group B	27.27	46.35
1	1	1	Electrical Worker	53.50	54.26
<u>9</u>	<u>9</u>	<u>9</u>			
			SERVICE & MAINTENANCE		
2	2	2	Custodial Worker	10.00	14.97
1	0	1	Custodial Worker Supervisor	18.72	20.72
1	1	1	Heavy Duty Mechanic	15.75	25.37
1	1	1	Heavy Duty Unit Leader	23.85	31.47
5	5	6	House Connection Inspector	15.39	18.88
2	3	3	Machinist	15.83	23.02
1	1	1	Machinist Helper	13.72	19.52
1	0	2	Machinist Unit Leader	14.28	25.01
3	3	3	Municipal Service Laborer	15.95	17.95
5	5	5	Sewer Const. & Maint. Operations Supervisor	15.67	25.45
12	10	11	Sewer Maintenance Unit Leader	14.09	22.06
12	11	14	Sewer Maintenance Unit Leader Operator	14.09	23.18
49	44	49	Sewer Service Man	18.16	19.27
<u>95</u>	<u>86</u>	<u>99</u>			
			TECHNICIAN		
3	3	3	Radio Dispatcher	17.33	20.99
<u>3</u>	<u>3</u>	<u>3</u>			
<u>154</u>	<u>144</u>	<u>162</u>	TOTAL FULL TIME		
4	2	4	TOTAL PART TIME		
<u>158</u>	<u>146</u>	<u>166</u>	TOTAL DIVISION		



Department of Public Utilities

Cleveland Public Power

IVAN L. HENDERSON, COMMISSIONER

Mission Statement

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

The Division of Cleveland Public Power is responsible for all electrical generation, transmission, and distribution facilities owned by the city. The Division provides electricity to about 75,000 residential, commercial, industrial, and governmental customers. In addition, the Division provides service to over 66,000 streetlights in the City of Cleveland.

The Division purchases power from numerous sources, which includes American Electric Power, AMP-Ohio, Cinergy, 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 three 138 kV interconnections. The interconnections are located at the Division's Lake Road Substation, Nottingham Substation, Ridge Road Substation, and the Pofok Substation.

Cleveland Public Power is currently undergoing a Capacity Expansion Program that will extend the southern portion of CPP's 138 kV transmission system, and add a 138/13.8 kV substation and 13.8 kV distribution circuits. The capacity expansion will also result in the expansion of the Lake Road 11.5 kV substation and the 11.5 kV distribution system in downtown Cleveland. CPP's system reliability and ability to serve future load growth opportunities will be improved by these additions, which are scheduled for completion by 2014. Funding of CPP's Capacity Expansion will be mostly funded with the proceeds of the Series 2008 Bonds.

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.

Department of Public Utilities



Cleveland Public Power

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 18,025,970	\$ 17,307,150	\$ 18,045,014	\$ 19,283,823
Seasonal	246,802	505,551	338,484	580,327
Military Leave	2,844	55	4,110	—
Injury Pay	9,489	14,986	12,614	—
Longevity	157,625	8,150	153,325	146,125
Separation Payments	142,072	193,645	104,697	200,000
Overtime	2,141,432	1,496,199	1,577,267	1,600,000
	\$ 20,726,234	\$ 19,525,736	\$ 20,235,511	\$ 21,810,275
Benefits				
Hospitalization	\$ 2,718,312	\$ 2,566,270	\$ 2,563,087	\$ 2,893,958
Prescription	346,033	514,878	509,446	556,390
Dental	169,348	170,307	181,144	201,387
Vision Care	19,826	17,927	19,353	21,570
Public Employees Retire System	3,083,432	3,044,158	2,815,552	3,046,439
Fica-Medicare	232,145	227,877	242,270	249,466
Workers' Compensation	716,789	905,617	787,503	557,009
Life Insurance	14,445	14,325	14,044	15,600
Unemployment Compensation	2,302	19,832	8,312	—
Clothing Allowance	148,970	142,889	168,200	175,410
Tool Insurance	4,400	3,850	3,850	3,850
Clothing Maintenance	88,490	83,424	99,291	91,315
	\$ 7,544,492	\$ 7,711,354	\$ 7,412,050	\$ 7,812,394
Other Training & Professional Dues				
Travel	\$ 69,430	\$ 67,381	\$ 99,283	\$ 120,000
Tuition & Registration Fees	16,875	18,639	45,114	100,000
Mileage (Priv Auto) Trng Prps	44	—	—	—
Professional Dues & Subscript	80,782	104,968	79,247	100,000
	\$ 167,131	\$ 190,988	\$ 223,644	\$ 320,000
Utilities				
Brokered Gas Supply	\$ 337,523	\$ 238,270	\$ 177,578	\$ 172,251
Sewer-Other	36,416	—	—	25,000
Telephone	—	364,927	32,977	20,000
Water	17,408	—	44,929	25,000
Gas	113,807	67,414	82,497	80,022
Electricity - Other	1,344,458	1,659,746	1,518,347	1,533,530
Steam	66,289	46,332	48,327	66,000
	\$ 1,915,902	\$ 2,376,689	\$ 1,904,656	\$ 1,921,803



Department of Public Utilities

Cleveland Public Power

Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Contractual Services				
Professional Services	\$ 1,104,938	\$ 2,091,611	\$ 2,314,095	\$ 1,800,000
Medical Services	4,305	—	—	—
Advertising And Public Notice	133,377	56,294	45,109	100,000
Program Promotion	116,209	265,930	277,492	275,000
Parking In City Facilities	1,541	1,240	2,180	3,000
Insurance And Official Bonds	370,000	423,181	411,000	—
Taxes	174	205	30,045	—
Property Rental	288,373	275,000	275,000	320,000
Equipment Rental	8,734	4,719	5,655	10,000
Other Contractual	1,930,993	1,206,757	726,379	1,350,000
State Auditor Examination	21,410	14,055	13,000	15,000
Bank Service Fees	43,338	36,302	50,833	50,000
Credit Card Processing Fees	195,697	350,969	416,809	450,000
	\$ 4,219,089	\$ 4,726,262	\$ 4,567,597	\$ 4,373,000
Materials & Supplies				
Office Supplies	\$ 52,901	\$ 30,372	\$ 6,955	\$ 30,000
Postage	514,728	757,762	415,120	450,000
Computer Hardware	73,227	163,542	338,370	75,000
Computer Software	150,061	680,310	203,792	50,000
Fuel	—	—	50,000	120,000
Purchased Power	84,024,752	91,785,536	88,159,528	85,570,063
Power Transmission Costs	6,491,065	3,496,288	6,786,756	6,434,424
Clothing	22,170	9,558	16,653	25,000
Hardware & Small Tools	143,828	98,621	91,847	120,000
Small Equipment	96,107	3,972	104,200	50,000
Office Furniture & Equipment	18,483	6,546	9,762	100,000
Electrical Supplies	13,331	29,284	—	40,000
Fence, Posts & Bars	185,495	—	—	—
Hygiene And Cleaning Supplies	15,000	7,597	17,244	30,000
Painting Equipment & Supplies	10,000	—	—	—
Doors, Shutters And Windows	400	—	—	—
Heating And Air Filters	86,953	—	—	—
Medical Supplies	5,000	—	—	8,000
Photographic Supplies	1,926	2,289	80	1,500
Other Supplies	144,281	123,813	60,924	75,000
Safety Equipment	495,433	110,365	74,979	200,000
Tires	15,000	—	—	—
Capital Improvement Inventory	4,933,590	7,378,139	5,648,231	4,800,000
Just In Time Office Supplies	38,825	52,282	16,096	30,000
Asphalt	—	—	—	175,000
	\$ 97,532,554	\$ 104,736,274	\$ 102,000,537	\$ 98,383,987

Department of Public Utilities



Cleveland Public Power

Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Maintenance				
Maintenance Office Equipment	\$ 17,733	\$ 4,248	\$ 8,980	\$ 50,000
Maintenance Contracts	264,266	658,467	438,389	150,000
Computer Hardware Maintenance	6,618	—	5,500	15,000
Computer Software Maintenance	—	—	27,412	—
Maintenance Machinery & Tools	5,000	—	—	15,000
Maintenance Vehicles	234,184	246,425	216,036	400,000
Car Washes	5,000	—	—	—
Maintenance Utility Systems	1,619,519	1,136,342	500,258	1,000,000
Maintenance Misc. Equipment	10,000	—	—	—
Maintenance Building	7,600	71,477	142,219	150,000
Repair Of Overhead Doors	25,000	—	—	—
	\$ 2,194,920	\$ 2,116,959	\$ 1,338,795	\$ 1,780,000
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 36,687	\$ 225,687	\$ 95,829	\$ 300,000
Indirect Cost	1,134,968	1,119,217	1,054,390	1,092,374
	\$ 1,171,655	\$ 1,344,904	\$ 1,150,219	\$ 1,392,374
Interdepart Service Charges				
Charges From General Fund	\$ 150	\$ —	\$ —	\$ —
Charges From Telephone Exch	526,811	604,112	565,154	577,870
Charges From Utilities Admin	257,300	228,000	322,433	363,830
Charges From Fiscal Control	590,100	552,000	548,991	615,516
Charges From Radio Comm System	47,038	28,268	37,697	62,140
Charges From Water	433,553	333,727	426,506	437,600
Charges From W.P.C.	2,092	922	8,591	23,400
Charges From Print & Repro	162,096	61,004	70,442	152,802
Charges From M.V.M.	395,625	367,388	629,973	648,357
Charges Frm Str Cnst Mnt & Rep	2,110	—	—	—
Charges From Waste Collection	3,440	51,961	52,101	23,400
	\$ 2,420,314	\$ 2,227,384	\$ 2,661,887	\$ 2,904,915
Capital Outlay				
Contractual Services	\$ —	\$ —	\$ 71	\$ —
Buildings (New)	14,611	—	—	—
Trans To Light&Power Cap Proj	7,008,721	2,701,817	4,992,735	4,400,000
	\$ 7,023,332	\$ 2,701,817	\$ 4,992,805	\$ 4,400,000
Debt Service				
Principal	\$ 8,562,500	\$ 8,522,161	\$ 8,936,667	\$ 11,748,333
Interest	9,120,440	9,643,328	8,389,307	10,352,919
	\$ 17,682,940	\$ 18,165,489	\$ 17,325,974	\$ 22,101,252
	\$ 162,598,563	\$ 165,823,855	\$ 163,813,675	\$ 167,200,000



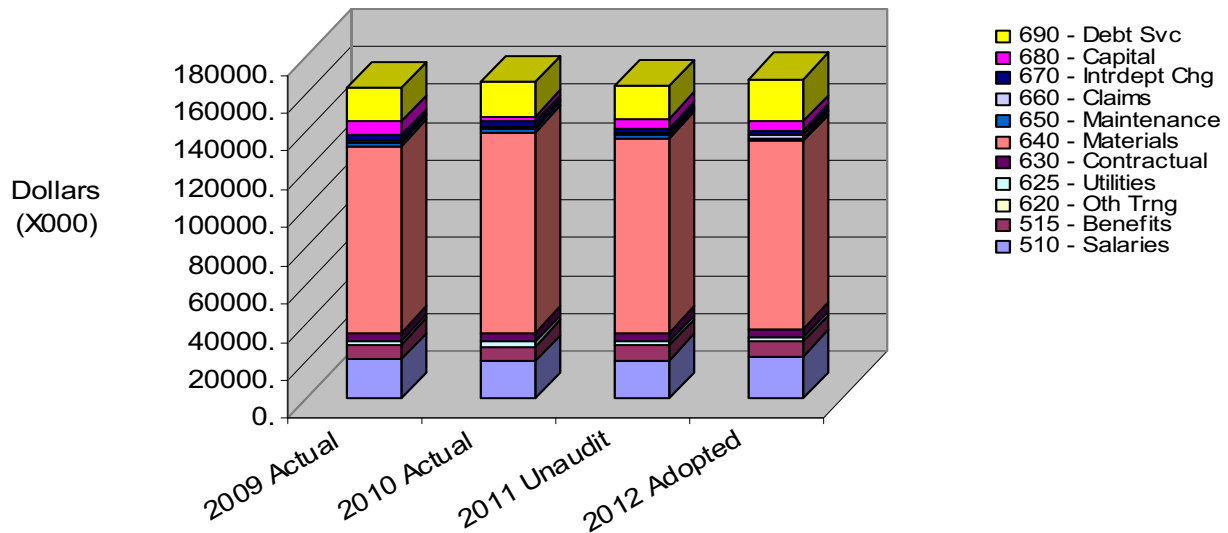
Department of Public Utilities

Cleveland Public Power

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ 159,098,100	\$ 167,409,882	\$ 172,526,819	\$ 164,103,992
Fines, Forfeitures & Settlements	—	—	440,300	—
Grant Revenue	—	—	21,066	—
Miscellaneous	173,240	729,809	213,530	5,000
Transfers In	7,232	—	—	3,021,000
Interest Earnings/Investment Income	344,669	81,923	103,414	70,000
Non Operating Other/Other	(5,061,838)	(5,179,260)	(5,326,104)	—
	\$ 154,561,403	\$ 163,042,354	\$ 167,979,025	\$ 167,199,992

Cleveland Public Power Expenditures by Appropriation



Department of Public Utilities



Cleveland Public Power

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2011	December 2011		Budget 2012	Minimum
			ADMINISTRATORS & OFFICIALS		
8	8	9	Assistant Administrator	20,800.00	56,847.22
6	5	6	Assistant Commissioner of Cleveland Public Power	27,325.56	122,253.61
1	1	1	Commissioner of Cleveland Public Power	45,201.46	172,186.61
3	3	3	Deputy Commissioner of Cleveland Public Power	46,224.91	129,713.92
<u>18</u>	<u>17</u>	<u>19</u>			
			OFFICE & CLERICAL		
1	1	1	Chief Clerk	22,050.00	47,550.25
2	2	2	Personnel Assistant	20,800.00	47,438.80
3	3	3	Principal Clerk	14.88	20.10
4	3	4	Senior Clerk	12.47	16.58
<u>10</u>	<u>9</u>	<u>10</u>			
			PROFESSIONALS		
1	2	2	Accountant IV	20,800.00	59,419.42
7	7	7	Administrative Manager	27,193.55	101,816.22
4	3	3	Administrative Officer	20,800.00	52,979.99
2	2	2	Administrator of Engineering & Planning	30,214.95	112,526.46
1	1	1	Assistant Director of Law I (s)	26,250.00	86,093.31
0	1	1	Assistant Manager of Marketing	20,800.00	56,847.22
1	1	1	Associate Engineer	17.83	28.57
1	1	1	Chief Assistant Director of Law	31,500.00	126,270.18
7	6	8	Consulting Engineer	36,000.00	94,991.29
2	1	1	Deputy Project Director	20,092.80	62,836.42
0	1	1	Desktop Publishing Specialist	20,231.40	58,115.49
2	3	2	Fiscal Manager	23,647.11	84,588.76
1	1	1	General Manager of Administrative Services	26,273.96	91,155.72
2	2	2	Legal Secretary	20,800.00	45,916.43
2	1	1	Manager of Marketing	30,214.95	103,869.21
0	1	1	Network Data Center Operations Manager	55,000.00	108,760.79
1	1	1	Personnel Administrator	26,273.96	82,493.55
7	7	7	Project Coordinator	27,325.56	90,294.89
1	1	1	Project Director	22,333.40	80,282.43
1	1	1	Safety Program Manager	30,214.95	89,155.89
1	1	1	Safety Programs Officer I	25,000.00	66,226.65
2	2	2	Senior Budget & Management Analyst	26,273.96	78,265.22
2	1	1	Unit Supervisor	13.29	23.06
1	2	0	Warehouse Inventory Manager	22,333.40	80,282.43
<u>49</u>	<u>50</u>	<u>49</u>			



Department of Public Utilities

Cleveland Public Power

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	December 2011	Budget 2012		Minimum	Maximum
PARA-PROFESSIONALS					
6	4	7	Chief Senior Elec. Switchboard Operator	22,333.40	65,834.36
30	28	28	Customer Service Representative	12.15	17.67
5	5	5	Dispatcher Electric System Operator	29.22	29.77
41	37	40			
SKILLED CRAFT					
0	10	0	Apprentice Lineman	23.99	25.83
7	0	4	Apprentice Lineman II	30,971.20	52,148.93
0	7	3	Apprentice Lineman III	34,798.40	52,148.93
2	0	0	Apprentice Lineman IV	30,971.20	52,148.93
5	4	4	Asst. Supt. Of Elec. Trans. & Distribution	26,273.96	73,285.75
2	2	2	Cement Finisher	43.01	44.01
1	1	1	Cement Finisher Unit Leader	35.66	36.46
2	2	2	Chief of Street Lighting & Elec. Services	23,647.11	97,572.42
1	1	1	Const. Equip Operator Group A	27.42	46.50
1	1	1	Const. Equip Operator Group B	27.27	46.35
4	1	1	Electric Meter Industrial Installer	30.06	30.60
1	1	1	Elec. Mtr. Inst. Spec. & Gen. Tester	30.40	30.94
3	2	3	Electric Meter Service Installer I	28.00	29.09
11	9	10	Electric Meter Service Installer II	26.09	26.64
5	4	4	Electric Transmission & Dist. Inspector	31.78	32.81
10	8	11	Electric Worker	53.50	54.26
1	0	1	Electrical Worker Foreman	44.05	44.66
7	6	6	Heavy Duty Mechanic	15.75	25.37
0	1	1	Heavy Duty Unit Leader	23.85	31.47
7	6	7	Lineman Leader	32.32	32.87
5	8	7	Low Tension Lineman	28.15	28.70
1	1	1	Painter	37.53	38.28
25	21	23	Senior Lineman	31.78	32.32
3	3	3	Superintendent of Elec. Trans. & Dist.	50,000.00	99,337.75
1	1	1	Superintendent of Electric Trouble Operations	27,325.56	77,502.92
12	9	9	Trouble Line Worker	18.30	30.84
117	109	107			

Department of Public Utilities



Cleveland Public Power

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	December 2011	Budget 2012		Minimum	Maximum
SERVICE & MAINTENANCE					
1	1	1	Cable Foreman	33.70	34.25
5	5	5	Custodial Worker	10.00	14.97
2	1	1	Electric Meter Apprentice 2nd	14.55	24.52
0	1	1	Electric Meter Apprentice 3rd	14.55	24.52
2	1	1	Electric Meter Apprentice 4th	14.55	24.52
2	2	2	Electric Meter Service Foreman	33.70	34.25
1	2	2	Gas Turbine Mechanic	17.90	29.08
1	0	0	Gas Turbine Mechanic Apprentice III	14.78	24.89
0	0	1	Gas Turbine Mechanic Apprentice IV	14.78	24.89
2	2	2	General Construction Foreman	31.70	33.70
4	4	4	Head Storekeeper	17.85	23.06
0	1	9	Intern Apprentice	10.00	32.32
2	2	2	Line Clearance Man	24.93	25.47
7	6	7	Line Foreman	33.70	34.25
13	16	16	Line Helper Driver	18.99	24.97
2	5	9	Line Helper Driver I	20.80	23.72
14	13	11	Line Helper Driver II	20.80	23.72
2	3	2	Line Switchman	33.12	33.67
5	5	6	Municipal Service Laborer	15.95	17.95
8	7	5	Storekeeper	16.66	20.76
0	1	1	Transformer Repair Foreman	33.70	34.25
2	2	2	Underground Conduit Foreman	33.70	34.25
75	80	90			
TECHNICIAN					
1	0	0	Apprentice Cable Splicer	23.80	25.64
0	1	1	Apprentice Cable Splicer II	30,742.40	51,767.04
4	4	4	Apprentice Cable Splicer IV	30,742.40	51,767.04
1	1	1	Cable Splicer Helper II	12.62	24.24
0	0	2	Junior Electric Switchboard Operator	23.96	24.50
7	6	7	Meter Reader	15.53	19.27
1	1	1	Meter Reader Supervisor	14.47	23.03
0	1	1	Radio Operator	18.25	20.25
7	6	5	Senior Cable Splicer	31.78	32.32
2	2	2	Senior Computer Operator	10.00	27.39
2	3	3	Senior Draftsman	11.69	19.82
3	2	2	Senior Systems Analyst	20,800.00	41,170.98
28	27	29			
338	329	344	TOTAL FULL TIME		
28	19	28	TOTAL SEASONAL		
366	348	372	TOTAL DIVISION		



Department of Public Utilities

Utilities Fiscal Control

KEITH A. CROMER, ACTING CHIEF FINANCIAL OFFICER

Mission Statement

Provide accurate and timely financial services and information to meet our customers' needs and compliance requirements.

The division is responsible for the financial reporting of the divisions of Water, Water Pollution Control, Cleveland Public Power and Radio Communications. Utilities Fiscal Control is the financial arm of the Department of Public Utilities; therefore, it is a separate division with a separate budget that is funded by the Department of Public Utilities enterprise funds: Water, WPC and CPP. Our functions include but are not limited to monitoring, reporting and auditing the operational results of the divisions of the Department of Public Utilities.

PROGRAM NAME: CASH RECEIPTS AND REMITTANCE PROCESSING

OBJECTIVES: To process water, sewer and electricity customer payments and mail deposits receipts in 48 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. In 2009, the PCI Revenue Collection System was implemented in the Customer Payment Center. 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 in the Department of Public Utilities. Comply with all reporting requirements set by the State of Ohio and the Governmental Accounting Standards Board.

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.

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 collections 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, Sewer and Cleveland Public Power.

Department of Public Utilities



Utilities Fiscal Control

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,983,003	\$ 1,809,716	\$ 1,844,714	\$ 1,971,158
Longevity	15,775	—	16,300	14,475
Separation Payments	4,516	50,725	4,762	—
Overtime	177,657	101,992	154,916	112,000
	\$ 2,180,950	\$ 1,962,433	\$ 2,020,692	\$ 2,097,633
Benefits				
Hospitalization	\$ 305,141	\$ 287,036	\$ 280,815	\$ 298,059
Prescription	38,503	60,809	61,719	62,267
Dental	18,530	19,123	20,398	21,867
Vision Care	3,108	2,720	2,688	2,741
Public Employees Retire System	327,604	301,820	282,831	293,669
Fica-Medicare	23,513	22,299	24,383	24,443
Workers' Compensation	41,763	35,066	38,437	35,195
Life Insurance	1,931	1,853	1,796	1,800
Unemployment Compensation	6,344	10,742	976	1,500
	\$ 766,439	\$ 741,467	\$ 714,043	\$ 741,541
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ —	\$ 3,000
Tuition & Registration Fees	—	—	99	4,000
Professional Dues & Subscript	1,264	1,154	1,807	2,000
	\$ 1,264	\$ 1,154	\$ 1,906	\$ 9,000
Contractual Services				
Professional Services	\$ 48,875	\$ 30,000	\$ 1,500	\$ 20,000
Parking In City Facilities	990	1,100	2,388	1,320
Other Contractual	4,825	—	4,500	5,000
	\$ 54,690	\$ 31,100	\$ 8,388	\$ 26,320
Materials & Supplies				
Office Supplies	\$ 5,988	\$ 15,028	\$ 6,128	\$ 7,000
Computer Hardware	5,688	—	599	3,000
Computer Software	2,000	—	—	2,000
Office Furniture & Equipment	365	—	—	—
Other Supplies	612	4,929	2,401	4,000
Just In Time Office Supplies	13,111	10,080	9,253	10,000
	\$ 27,764	\$ 30,037	\$ 18,382	\$ 26,000
Maintenance				
Maintenance Office Equipment	\$ 2,772	\$ 154	\$ —	\$ 3,000
Maintenance Contracts	48,624	49,150	3,481	60,000
	\$ 51,396	\$ 49,304	\$ 3,481	\$ 63,000
Claims, Refunds, Maintenance				
Indirect Cost	\$ 97,954	\$ 93,781	\$ 84,385	\$ 86,818
	\$ 97,954	\$ 93,781	\$ 84,385	\$ 86,818
Interdepart Service Charges				
Charges From Print & Repro	\$ 11,235	\$ 5,943	\$ 5,808	\$ 7,500
	\$ 11,235	\$ 5,943	\$ 5,808	\$ 7,500



Department of Public Utilities

Utilities Fiscal Control

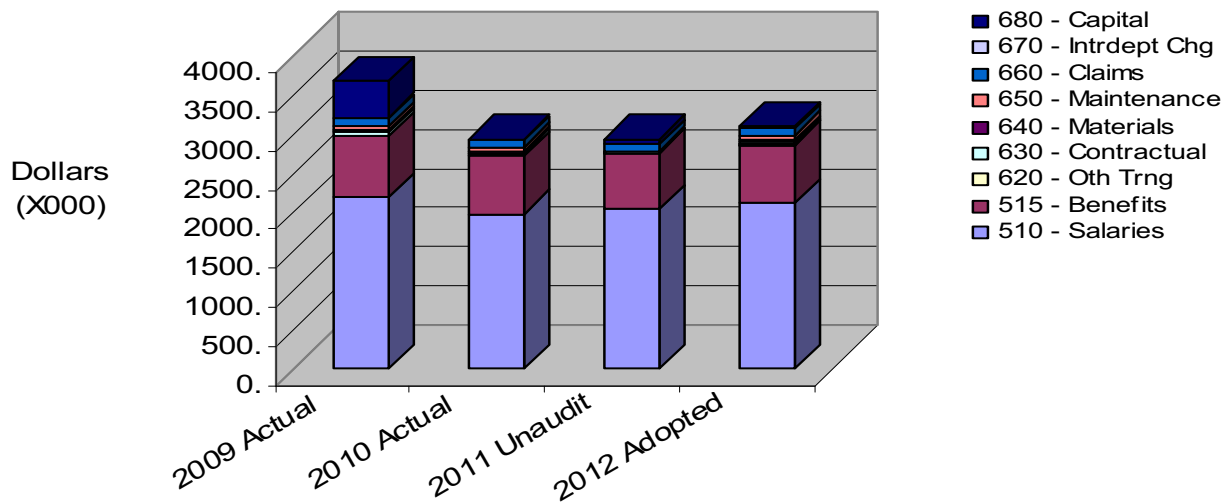
Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Capital Outlay				
Office Equipment	\$ —	\$ 1,263	\$ —	\$ —
Computer Hardware	460,000	—	60,607	25,000
	\$ 460,000	\$ 1,263	\$ 60,607	\$ 25,000
	\$ 3,651,692	\$ 2,916,482	\$ 2,917,691	\$ 3,082,812

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ 2,941,040	\$ 2,757,245	\$ 2,800,220	\$ 3,077,579
Miscellaneous	—	—	1	—
Interest Earnings/Investment Income	30,778	2,911	994	300
	\$ 2,971,818	\$ 2,760,156	\$ 2,801,216	\$ 3,077,879

Utilities Fiscal Admin Expenditures by Appropriation



Department of Public Utilities



Utilities Fiscal Control

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2011	Budget 2012		December 2011	Minimum
			ADMINISTRATORS & OFFICIALS		
2	3	3	Assistant Administrator	20,800.00	56,847.22
0	1	1	Assistant Director	36,590.39	142,340.94
1	0	0	Commissioner of Utilities Fiscal Control	40,314.82	121,901.44
2	1	2	Utilities Comptroller	26,273.96	89,367.64
<u>5</u>	<u>5</u>	<u>6</u>			
			OFFICE & CLERICAL		
1	1	1	Chief Clerk	22,050.00	47,550.25
1	1	1	Principal Cashier	14.66	23.74
1	1	1	Principal Clerk	14.88	20.10
6	5	6	Senior Cashier	12.57	20.20
3	1	1	Senior Clerk	12.47	16.58
1	1	1	Senior Personnel Assistant	20,800.00	50,162.59
<u>13</u>	<u>10</u>	<u>11</u>			
			PROFESSIONALS		
4	2	2	Accountant I	14.39	20.20
1	1	2	Accountant II	14.88	22.17
1	2	1	Accountant III	15.48	24.58
2	1	2	Accountant IV	20,800.00	59,419.42
4	4	4	Accountant Supervisor	23,647.11	72,539.05
2	2	2	Auditor	20,092.80	58,837.68
0	1	0	Budget Administrator	30,214.95	103,869.21
1	1	1	Chief Auditor - Utilities	23,647.11	84,588.76
1	0	0	Fiscal Manager	23,647.11	84,588.76
1	1	1	Project Director	22,333.40	80,282.43
0	0	1	Senior Budget and Management Analyst	26,273.96	78,265.22
3	3	3	Senior Internal Auditor	23,647.11	67,017.93
<u>20</u>	<u>18</u>	<u>19</u>			
			TECHNICIANS		
4	4	4	Senior Data Conversion Operator	13.47	18.44
<u>4</u>	<u>4</u>	<u>4</u>			
<u>42</u>	<u>37</u>	<u>40</u>	TOTAL DIVISION		



Department of Port Control

Airport General Operations

RICKY D. SMITH, DIRECTOR

Mission Statement

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

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

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

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

PROGRAM NAME: ADMINISTRATION

OBJECTIVES: To provide administrative support for the divisions of Cleveland Hopkins and Burke Lakefront Airports.

ACTIVITIES: Oversee lease preparation and management, procurement, contract administration, human resources, media relations, and governmental affairs, including both city and federal matters.

PROGRAM NAME: OPERATIONS

OBJECTIVES: To provide a safe and efficient airfield.

ACTIVITIES: Oversee the daily operations of the Cleveland Hopkins and Burke Lakefront Airports, including airfield operations, maintenance, custodial and ARFF.

PROGRAM NAME: ENGINEERING

OBJECTIVES: To provide oversight of all construction and environmental projects at the Airport.

ACTIVITIES: To manage the rehabilitation and expansion of the airport, including sound insulation. The Engineering Department is responsible for design, construction and inspection of the capital program; managing of environmental permitting, program implementation monitoring, and cleaning efforts.

PROGRAM NAME: FINANCE

OBJECTIVES: To provide financial reporting services at Cleveland Hopkins and Burke Lakefront Airports.

ACTIVITIES: Perform and coordinate all financing functions for the Department of Port Control, including financial statements, budgeting, billing, accounts receivable, accounts payable, auditing, and statistics.

Department of Port Control

Airport General Operations



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.

PROGRAM NAME: IT/INVENTORY

OBJECTIVES: To provide IT services and inventory controls.

ACTIVITIES: To manage all aspects of IT services and implement and manage an inventory control system for the Department of Port Control.



Department of Port Control

Airport General Operations

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 17,797,640	\$ 17,702,534	\$ 18,502,602	\$ 21,416,968
Crafts	—	2,971	—	—
Seasonal	411,324	536,891	573,934	589,000
Military Leave	1,133	5,101	3,129	—
Part-Time Permanent	91,559	225,119	246,156	255,000
Injury Pay	6,279	2,330	5,572	—
Student Trainees	—	—	—	75,409
Longevity	127,750	53,175	144,950	137,425
Wage Settlements	—	—	99,190	—
Separation Payments	40,807	178,450	332,801	335,000
Overtime	965,026	914,953	984,069	1,000,000
	\$ 19,441,517	\$ 19,621,524	\$ 20,892,404	\$ 23,808,802
Benefits				
Hospitalization	\$ 3,016,574	\$ 3,012,595	\$ 2,959,628	\$ 3,541,263
Prescription	418,080	665,120	667,429	731,050
Dental	189,036	204,194	218,402	250,762
Vision Care	22,531	21,844	23,150	26,957
Public Employees Retire System	2,887,340	3,010,652	2,867,351	3,261,693
Fica-Medicare	243,546	250,614	274,740	317,150
Workers' Compensation	1,075,479	859,887	702,120	768,859
Life Insurance	16,635	17,573	17,314	27,315
Unemployment Compensation	67,578	123,948	149,889	75,000
Clothing Allowance	26,850	580	26,324	26,000
Tool Insurance	7,150	6,200	6,200	6,200
Clothing Maintenance	51,775	31,225	52,725	53,000
	\$ 8,022,574	\$ 8,204,431	\$ 7,965,271	\$ 9,085,248
Other Training & Professional Dues				
Travel	\$ 18,391	\$ 30,433	\$ 53,212	\$ 40,000
Tuition & Registration Fees	31,166	74,096	38,711	75,000
Other Training Supplies	21,467	—	—	74,000
Mileage (Priv Auto) Trng Prps	249	—	—	—
Professional Dues & Subscript	109,992	152,525	227,974	230,000
	\$ 181,265	\$ 257,055	\$ 319,897	\$ 419,000
Utilities				
Brokered Gas Supply	\$ 374,700	\$ 297,031	\$ 520,958	\$ 505,000
Sewer-Other	90,363	—	—	—
Water	511,571	353,277	427,592	415,000
Gas	548,646	451,338	291,377	286,000
Electricity - Cpp	241,942	246,156	243,629	240,000
Electricity - Other	5,278,186	5,535,073	4,221,668	4,220,000
Security & Monitoring System	770,000	769,994	774,990	870,000
	\$ 7,815,409	\$ 7,652,870	\$ 6,480,213	\$ 6,536,000

Department of Port Control



Airport General Operations

Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Contractual Services				
Professional Services	\$ 7,799,431	\$ 7,094,686	\$ 4,072,621	\$ 5,079,741
Travel- Non-Training	6,456	29,597	42,786	70,308
Mileage (Private Auto)	—	—	258	—
Waste Disposal	5,211,448	4,091,115	4,044,059	1,260,000
Medical Services	4,080	4,813	—	7,000
Advertising And Public Notice	10,794	18,538	5,294	8,000
Program Promotion	40,161	70,863	95,129	84,125
Parking In City Facilities	4,658	3,406	5,029	1,050
Insurance And Official Bonds	1,241,128	1,140,652	951,737	925,000
Taxes	8,152,762	2,344,049	6,301,765	6,279,245
Equipment Rental	175,001	185,598	102,459	104,999
Other Contractual	729,163	460,744	1,130,903	1,957,594
State Auditor Examination	19,740	32,849	31,000	45,000
Transfer To Other Airport Fnd	6,150,000	6,150,000	6,150,000	7,780,000
Bank Service Fees	17,316	11,561	9,833	—
Credit Card Processing Fees	7,528	20,938	15,322	17,000
	\$ 29,569,665	\$ 21,659,408	\$ 22,958,194	\$ 23,619,062
Materials & Supplies				
Office Supplies	\$ 1,081	\$ 343	\$ 29,577	\$ 775
Postage	21,205	27,034	16,302	20,000
Computer Supplies	—	42,783	—	—
Computer Hardware	380,672	709,614	176,367	200,000
Computer Software	97,250	48,537	53,938	55,000
Chemical	1,467,502	2,171,994	2,158,115	2,267,998
Clothing	199,574	164,703	89,031	165,000
Hardware & Small Tools	167,997	122,332	67,090	101,450
Boilers, Heaters & Cool Equip	18,048	9,316	5,390	10,000
Seed, Fertilizer & Herbicide	48,000	15,895	10,116	12,000
Small Equipment	63,495	93,603	81,412	80,000
Office Furniture & Equipment	35,143	46,627	14,655	15,000
Electrical Supplies	—	—	86,014	—
Fence, Posts & Bars	91,499	100,000	39,000	100,000
Hygiene And Cleaning Supplies	331,632	403,977	404,754	405,000
Medical Supplies	31,650	43,586	31,905	34,300
Food	19,684	23,687	17,894	23,319
Photographic Supplies	1,840	730	1,075	1,350
Other Supplies	1,194,318	1,087,792	829,325	1,200,000
Safety Equipment	125,216	112,789	4,470	100,000
Special Events Supplies	—	621	2,478	2,500
Just In Time Office Supplies	71,238	92,538	36,222	76,500
Building Maintenance Supplies	326,318	607,227	310,113	200,000
Cement Sand & Gravel	415,500	130,000	280,840	467,500
	\$ 5,108,862	\$ 6,055,727	\$ 4,746,082	\$ 5,537,692



Department of Port Control

Airport General Operations

Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Maintenance				
Maintenance Office Equipment	\$ 93	\$ —	\$ —	\$ —
Computer Hardware Maintenance	61,304	12,983	18,328	25,000
Computer Software Maintenance	139,939	75,015	230,142	164,899
Maintenance Machinery & Tools	1,722,369	1,581,119	1,968,977	300,000
Maintenance Fire Apparatus	19,000	17,000	30,998	32,000
Maintenance Vehicles	1,112,760	795,120	927,566	600,000
Maintenance Utility Systems	—	8,368	—	—
Maintenance Misc. Equipment	2,437,398	2,856,477	2,548,858	2,700,000
	\$ 5,492,863	\$ 5,346,083	\$ 5,724,868	\$ 3,821,899
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 12,382	\$ —	\$ —	\$ —
Other Refunds & Adjustments	102,340	9,121	—	—
Indirect Cost	1,292,588	1,341,465	1,353,885	1,438,323
	\$ 1,407,310	\$ 1,350,586	\$ 1,353,885	\$ 1,438,323
Interdepart Service Charges				
Charges From General Fund	\$ 5,948,671	\$ 5,950,928	\$ 5,873,768	\$ 6,000,000
Charges From Telephone Exch	501,777	531,947	596,383	596,382
Charges From Utilities Admin	84,059	—	—	—
Charges From Radio Comm System	61,995	120,457	131,728	74,893
Charges From W.P.C.	380	200	3,507	5,000
Charges From Print & Repro	79,190	50,129	77,530	80,000
Charges From M.V.M.	454,661	448,931	689,298	713,413
Charges From Division Of Maint	105,826	116,805	125,792	125,000
Charges From Waste Collection	88,893	92,942	93,030	90,000
	\$ 7,325,451	\$ 7,312,340	\$ 7,591,035	\$ 7,684,688
Interfund Subsidies				
Transfer to Other SubClasses	\$ —	\$ —	\$ 743,675	\$ —
	\$ —	\$ —	\$ 743,675	\$ —
Capital Outlay				
Transfer To Airports Cap Proj	\$ 2,843,254	\$ 4,353,008	\$ 2,589,000	\$ 2,743,735
	\$ 2,843,254	\$ 4,353,008	\$ 2,589,000	\$ 2,743,735
Debt Service				
Principal	\$ 27,706,666	\$ 14,212,917	\$ 14,245,417	\$ 16,285,000
Interest	34,612,640	36,920,284	35,171,300	38,964,650
	\$ 62,319,306	\$ 51,133,201	\$ 49,416,717	\$ 55,249,650
	\$ 149,527,475	\$ 132,946,231	\$ 130,781,242	\$ 139,944,099

Department of Port Control

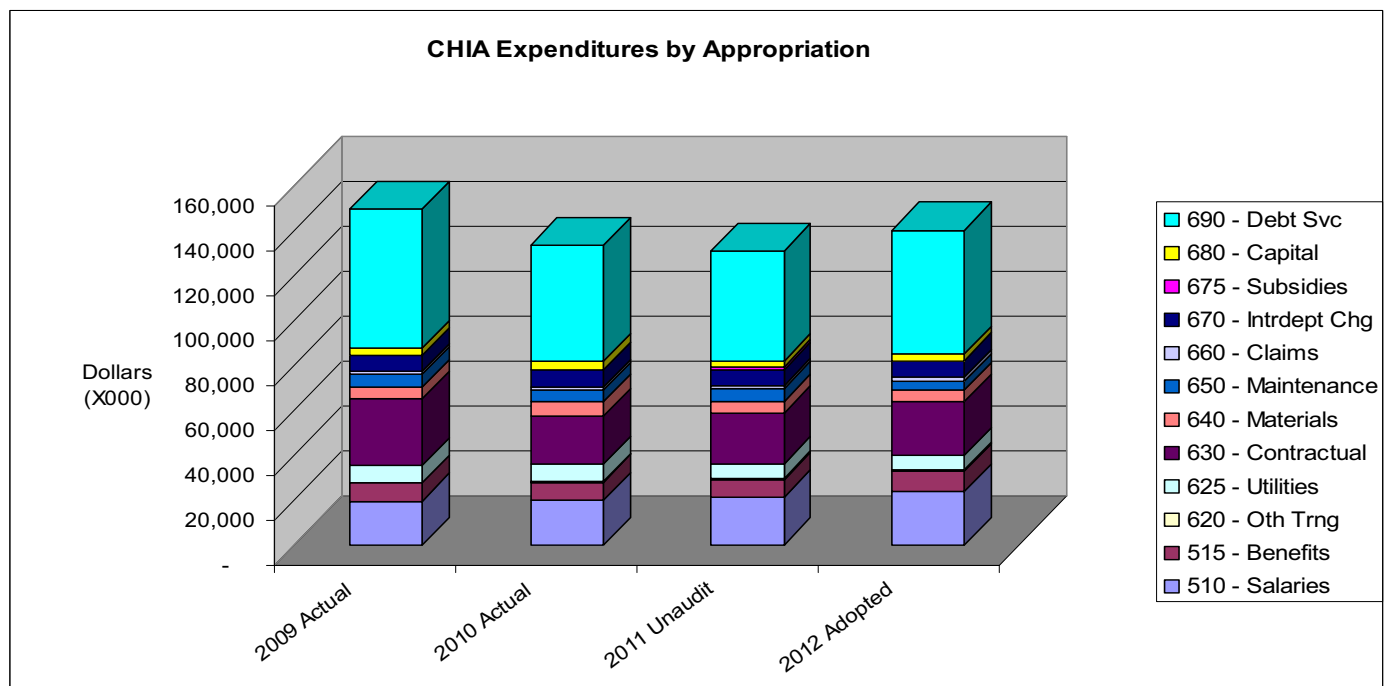


Airport General Operations

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ 89,881,020	\$ 99,821,703	\$ 110,620,900	\$ 116,376,000
Grant Revenue	18,052,264	19,267,576	88,413	3,944,000
Miscellaneous	34,610,213	17,395,837	19,534,761	19,562,000
Transfers In	27,542,536	—	—	—
Interest Earnings/Investment Income	924,576	608,067	165,422	215,000
Passenger Facility Charges	(12,755)	954,916	(700,228)	—
	\$ 170,997,855	\$ 138,048,099	\$ *129,709,268	\$ 140,097,000

* Total revenues include Accounts Receivables uncollected





Department of Port Control

Airport General Operations

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	December 2011	Budget 2012		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
1	1	1	Administrator of Engineering and Planning	30,214.95	112,526.46
5	5	5	Administration Bureau Manager	40,314.82	132,061.01
13	16	18	Administrative Manager	27,193.55	101,816.22
1	0	1	Chief Training Officer	26,273.96	70,807.15
7	5	5	Administrative Officer	20,800.00	52,979.99
6	5	4	Assistant Administrator	20,800.00	56,847.22
1	1	1	Commissioner of Burke Airport	40,314.92	121,901.44
1	1	1	Commissioner of Cleve. Hopkins Int. Airport	42,758.15	147,661.45
2	3	3	Deputy Comm. of Cleve. Hopkins Int. Airport	30,214.95	103,869.21
1	1	1	Director of Port Control	100,000.00	229,582.16
2	2	1	Fiscal Manager	23,647.11	84,588.76
1	1	1	Secretary to Directors of Departments	41,312.22	147,661.45
41	41	42			
OFFICE & CLERICAL					
2	1	1	Junior Clerk	11.97	14.14
3	0	0	Senior Clerk	12.47	16.58
3	1	2	Chief Clerk	22,050.00	47,550.25
1	1	1	Civil Service Examiner III	20,800.00	50,162.59
0	1	1	Office Manager	20,800.00	49,669.98
2	0	0	Personnel Assistant, Junior	20,800.00	39,367.76
0	0	1	Personnel Assistant, Senior	20,800.00	50,162.59
6	6	6	Principal Clerk	14.88	20.10
2	2	2	Private Secretary	10.00	21.21
1	1	1	Private Secretary to the Director	20,800.00	47,550.25
4	2	2	Head Storekeeper	17.85	23.06
1	1	1	Secretary	10.00	17.69
0	1	2	Stock Clerk	13.11	18.23
3	2	2	Storekeeper	16.66	20.76
1	1	1	Messenger	10.00	15.24
29	20	23			

Department of Port Control



Airport General Operations

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*		
	Budget 2011	Budget 2012		December 2011	2012	Minimum
PROFESSIONALS						
1	1	1	Accountant I		14.39	20.20
2	1	1	Accountant III		15.48	24.58
4	4	4	Accountant IV		20,800.00	59,419.42
0	1	1	Airport Comptroller		30,214.95	112,526.46
1	0	1	Airport Chief Engineer		30,214.95	112,526.46
5	5	6	Airport Maintenance Manager		26,273.96	89,367.64
6	1	4	Airport Maintenance Superintendent		20,092.80	63,135.10
4	5	4	Airport Maintenance Supervisor		21,019.66	60,839.27
1	1	1	Airport Operations Manager		26,273.96	89,367.64
1	1	1	Budget Analyst		20,800.00	53,011.19
2	1	1	Building Stationary Engineer		10.14	18.52
1	1	1	Chief Civil Engineer		23,647.11	84,588.76
1	0	0	Chief Mechanical Engineer		23,647.00	82,125.01
5	5	5	Consulting Engineer		36,000.00	94,991.29
1	0	0	Convention Center Sales Manager		23,647.11	75,806.04
1	1	1	Deputy Project Director		20,092.80	62,836.42
1	0	1	HR Fiscal Administrator		22,333.40	63,607.63
1	1	1	Labor Relations Officer		27,325.56	77,502.92
1	1	1	Minority Business Development Administrator		27,325.56	77,502.92
1	0	2	Personnel Administrator		26,273.96	82,493.55
19	20	22	Project Coordinator		27,325.56	90,294.89
4	2	2	Project Director		22,333.40	80,282.43
1	0	1	Safety Programs Manager		30,214.95	89,155.89
1	1	1	Warehouse Inventory Manager		22,333.40	80,282.43
1	0	0	Contract Compliance Officer		26,273.96	70,807.15
1	1	1	Contract Compliance Officer, Asst.		20,092.80	56,847.22
1	2	2	Assistant Director of Law		26,250.00	86,093.31
68	56	66				
SKILLED CRAFT						
3	2	3	Carpenter		42.35	43.25
10	9	10	Electrical Worker		53.50	54.26
2	1	1	Foreman, Electrical Worker		44.05	44.66
1	0	1	Foreman, Painter		31.27	31.87
2	0	2	Heavy Duty Unit Leader		23.85	31.47
11	11	11	Heavy Duty Mechanic		15.75	25.37
1	1	1	Mechanical Handyman		16.62	18.62
4	3	4	Painter		37.53	38.28
2	1	2	Plumber		33.53	41.34
36	28	35				



Department of Port Control

Airport General Operations

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	December 2011	Budget 2012		Minimum	Maximum
SERVICE & MAINTENANCE					
13	8	12	Airport Field Foreman	20.19	22.19
67	56	60	Airport Maintenance Man	11.97	18.90
64	53	61	Custodial Worker	10.00	14.97
1	1	1	Municipal Service Laborer	15.95	17.95
0	0	3	Custodial Worker Lead	18.72	20.72
11	5	7	Custodial Worker Supervisor	18.72	20.72
1	1	1	Supt Vehicle Admin Services	20,092.80	70,807.15
0	1	1	Super Admin Services-Data	20,092.80	56,847.22
1	0	0	Supt of Motorized Equipment	26,273.96	70,807.15
7	6	6	Window Washer	12.54	20.68
<u>165</u>	<u>131</u>	<u>152</u>			
TECHNICIAN					
7	6	6	Airport Information Representative	12.14	16.97
8	7	7	Airport Operations Agent I	17.13	20.98
8	9	8	Airport Operations Agent II	21.52	24.70
3	2	3	Airport Operations Agent III	20,800.00	55,788.47
4	4	4	Airport Operations Superintendent	23,333.40	65,834.36
1	1	1	Airport Planning Envir. Officer	30,214.95	89,155.89
1	1	1	Airport Safety Manager	17.19	22.97
3	2	3	Airport Safety Shift Commander	20,800.00	71,750.00
43	39	42	Airport Safety Man	17.19	22.97
12	12	12	Airport Safety Supervisor	38,762.61	58,144.74
3	3	3	Airport Security Coordinator	23,333.40	63,607.63
0	1	1	Air Trade Development Manager	30,214.95	103,869.21
1	1	2	Asst. Manager Appl Dev/Technical Support	46,224.91	124,825.82
2	2	2	System Analyst	20,800.00	61,811.09
5	3	4	Engineering & Construction Inspector	19.05	21.05
1	1	1	Engineering & Construction Inspector, Chief	25.39	27.39
3	0	0	Radio Dispatcher	17.33	20.99
<u>105</u>	<u>94</u>	<u>100</u>			
448	370	418	TOTAL FULL TIME		
18	14	14	TOTAL PART TIME		
44	26	44	TOTAL SEASONAL		
0	0	5	TOTAL STUDENT TRAINEES		
<u>510</u>	<u>410</u>	<u>481</u>	TOTAL DIVISION		

Division of Harbors

Division of Harbors



RICKY D. SMITH, DIRECTOR

The Department of Port Control monitors leases for the various areas held by the City along the shores of Lake Erie and the Cuyahoga River. The primary objective of the Department's Division of Harbors was to improve the piers and docks under its jurisdiction by initiating a plan for capital expenditures.



Division of Harbors

Division of Harbors

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 71,315	\$ 75,027	\$ 5,702	\$ 60,000
Separation Payments	—	—	4,593	—
	\$ 71,315	\$ 75,027	\$ 10,295	\$ 60,000
Benefits				
Hospitalization	\$ 2,897	\$ 3,297	\$ 820	\$ 9,500
Prescription	712	1,067	267	2,457
Dental	202	247	62	821
Vision Care	47	52	13	59
Public Employees Retire System	9,564	10,521	1,201	8,400
Fica-Medicare	1,030	1,084	149	870
Workers' Compensation	—	799	1,355	159
Life Insurance	38	45	11	45
Unemployment Compensation	—	—	10,062	—
	\$ 14,490	\$ 17,112	\$ 13,940	\$ 22,311
Other Training & Professional Dues				
Travel	\$ —	\$ 2,257	\$ —	\$ —
Tuition & Registration Fees	—	1,900	—	—
Professional Dues & Subscript	340	375	—	—
	\$ 340	\$ 4,532	\$ —	\$ —
Contractual Services				
Professional Services	\$ 117,350	\$ —	\$ —	\$ —
Other Contractual	—	1	1	—
	\$ 117,350	\$ 1	\$ 1	\$ —
Materials & Supplies				
Office Furniture & Equipment	\$ 2,938	\$ —	\$ —	\$ —
	\$ 2,938	\$ —	\$ —	\$ —
Interdepart Service Charges				
Charges From Central Storeroom	\$ 122	\$ —	\$ —	\$ —
	\$ 122	\$ —	\$ —	\$ —
Capital Outlay				
Transfer To Airports Cap Proj	\$ 30,000	\$ 136,890	\$ —	\$ —
	\$ 30,000	\$ 136,890	\$ —	\$ —
	\$ 236,554	\$ 233,561	\$ 24,235	\$ 82,311

Revenues

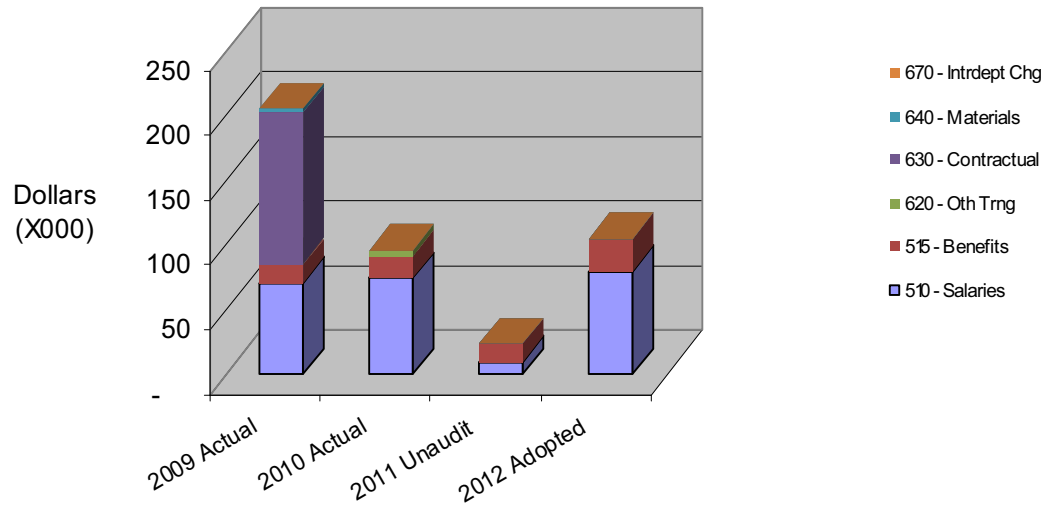
	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ 428,608	\$ 475,774	\$ 610,618	\$ 211,333
	\$ 428,608	\$ 475,774	\$ 610,618	\$ 211,333

Division of Harbors



Division of Harbors

Harbors Expenditures by Appropriation



COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2011	December 2011		Minimum	Maximum
			ADMINISTRATORS & OFFICIALS		
1	0	1	Project Coordinator	27,325.56	90,294.89
1	0	1	TOTAL DIVISION		



Department of Public Service

Division of Public Service Administration

JOMARIE WASIK, DIRECTOR

The Divisions of Public Service Administration begins the 2012 year under the Office of Capital Projects. Refer the Office of Capital Projects section for 2012 budget numbers.

Mission Statement

Maintain quality neighborhood and business districts providing safe, prompt, cost effective, high quality service delivery in the areas of waste collection, street and bridge construction, maintenance and repair, facility management, and fleet management to the citizens, employees, businesses and visitors of the City of Cleveland.

The Department of Public Service directs and controls six (6) Divisions – Architecture, Waste Collection and Disposal, Engineering and Construction, Traffic Engineering, Motor Vehicle Maintenance, and Street Construction Maintenance and Repair.

Activities include public improvement planning and construction of streets and bridges, boulevards, sidewalks, alleys, lanes, and other public roads and highways; operation of moveable bridges and viaducts; the construction of all public buildings; making and preserving of all surveys, maps, plans, drawings and estimates for such public work; maintenance and repair of all streets and bridges including cleaning, snow removal and ice control, crack sealing and maintenance of all streets and boulevards; granting of permits for the use of the public rights of way of the City; 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.

Department of Public Service

Division of Public Service Administration



Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 263,132	\$ 244,593	\$ 263,039	\$ —
Part-Time Permanent	25,764	36,566	36,468	—
Longevity	2,450	—	2,050	—
Separation Payments	31,458	—	—	—
	\$ 322,803	\$ 281,160	\$ 301,556	\$ —
Benefits				
Hospitalization	\$ 38,966	\$ 36,942	\$ 38,927	\$ —
Prescription	2,350	3,524	3,524	—
Dental	2,324	2,283	2,486	—
Vision Care	233	207	226	—
Public Employees Retire System	44,228	44,371	41,667	—
Fica-Medicare	4,034	4,027	4,290	—
Workers' Compensation	3,774	3,618	5,080	—
Life Insurance	188	180	180	—
	\$ 96,096	\$ 95,153	\$ 96,380	\$ —
Other Training & Professional Dues				
Tuition & Registration Fees	\$ —	\$ 125	\$ —	\$ —
Professional Dues & Subscript	100	—	100	—
	\$ 100	\$ 125	\$ 100	\$ —
Contractual Services				
Parking In City Facilities	\$ 2,684	\$ 1,989	\$ 3,316	\$ —
	\$ 2,684	\$ 1,989	\$ 3,316	\$ —
Materials & Supplies				
Just In Time Office Supplies	\$ 212	\$ 468	\$ 558	\$ —
	\$ 212	\$ 468	\$ 558	\$ —
Interdepart Service Charges				
Charges From Telephone Exch	\$ 3,026	\$ 3,123	\$ 3,594	\$ —
Charges From Radio Comm System	220	31	329	—
Charges From Print & Repro	2,223	401	1,170	—
Charges From Central Storeroom	297	159	565	—
	\$ 5,766	\$ 3,714	\$ 5,658	\$ —
	\$ 427,661	\$ 382,609	\$ 407,568	\$ —

Revenues

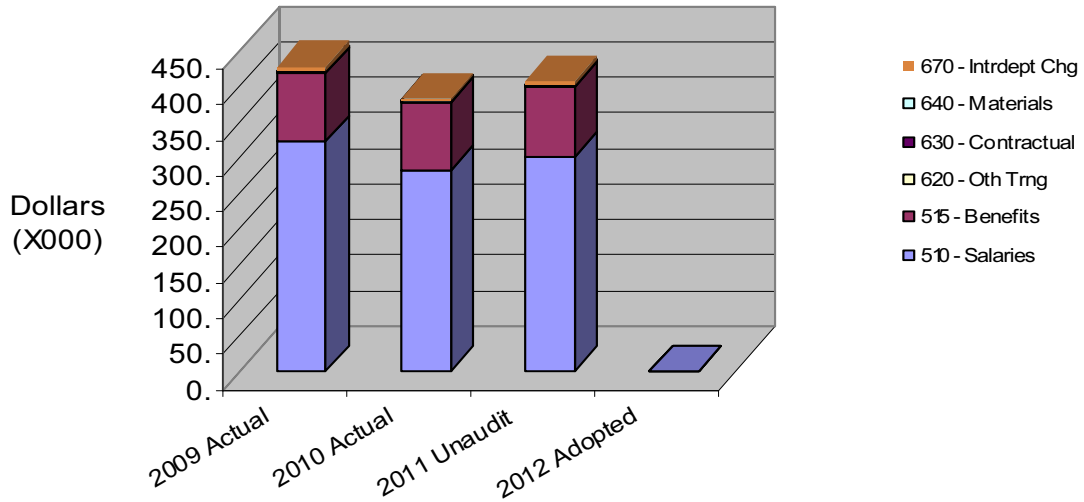
	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ —	\$ 120	\$ —	\$ —
Miscellaneous	1,692	1,422	1,528	—
	\$ 1,692	\$ 1,542	\$ 1,528	\$ —



Department of Public Service

Division of Public Service Administration

Public Service Administration Expenditures by Appropriation



COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2011	December 2011		Minimum	Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	0	Director of Public Service	50,795.81	176,729.77
0	1	0	Commissioner of Real Estate	40,314.82	121,901.44
1	2	0			
			OFFICE & CLERICAL		
2	2	0	Administrative Officer	20,800.00	52,979.99
2	2	0			
			PROFESSIONALS		
1	1	0	Project Director	22,333.40	80,282.43
1	1	0			
4	5	0	TOTAL FULL TIME		
1	1	0	TOTAL PART TIME		
5	6	0	TOTAL DIVISION		

ROBERT VILKAS, CHIEF ARCHITECT

The Divisions of Architecture begins the 2012 year under the Office of Capital Projects. Refer the the Office of Capital Projects section for 2012 budget numbers.

Mission Statement

Our mission is to plan and construct, appropriate, energy efficient, and lasting facilities, for the City of Cleveland.

The Division of Architecture designs and prepares preliminary drawings, estimates, detail drawings, and specifications for all buildings under the charge of the Department of Public Service and provides these same services to other Departments of the City, upon written request.

In actual practice, the Division furnishes the various Departments and Divisions with all architectural services required for their building programs. These services include the necessary consultations, preparation of contracts, drawings and specifications, the supervision of construction and the approval of payments to contractors. When private architectural firms or consultants are retained for special projects, the Division of Architecture provides programming, coordinates, and supervises all phases of such projects.

PROGRAM NAME: FACILITY DESIGN AND CONSTRUCTION

OBJECTIVES: To plan the rehabilitation and/or construction of City facilities.

ACTIVITIES: Prepare working drawings. Conduct inspection of projects. Prepare schedule of construction projects.

PROGRAM NAME: PROJECT COORDINATION AND ADMINISTRATION

OBJECTIVES: To ensure the quality and energy efficient construction and design projects by administering contract standards.

ACTIVITIES: Write programs and analyze costs for potential projects. Develop and review proposals to utilize consultants and contractors when required. Inspect project for adherence to contract requirements.

PROGRAM NAME: DEVELOPMENT PLANNING

OBJECTIVES: To develop long range plans for construction projects of City facilities located within the City of Cleveland.

ACTIVITIES: Coordinate construction plans with other City Departments or authorities having jurisdiction.

Prepare physical designs for City-owned facilities.

PROGRAM NAME: FACILITIES MANAGEMENT

OBJECTIVES: To ensure that working conditions for City employees are safe and adequate.

ACTIVITIES: Conduct field observations of City buildings. Prepare evaluation reports on their existing use and physical condition and develop recommendations for long-term maintenance. Create strategies of adoptive reuses and make recommendations, which will maximize potential of City buildings based upon current need and/or future predictions.

PROGRAM NAME: ENERGY EFFICIENCY

OBJECTIVES: Strive to provide energy efficient sustainable City facilities.

ACTIVITIES: Evaluate building usage and recommend procedures to make the facility energy efficient.



Department of Public Service

Division of Architecture

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 381,688	\$ 287,438	\$ 304,659	\$ —
Military Leave	73	—	—	—
Longevity	2,675	—	2,425	—
Separation Payments	8,019	33,378	1,518	—
	\$ 392,454	\$ 320,816	\$ 308,602	\$ —
Benefits				
Hospitalization	\$ 53,464	\$ 37,659	\$ 35,388	\$ —
Prescription	9,204	10,796	10,128	—
Dental	3,667	2,874	2,907	—
Vision Care	474	381	388	—
Public Employees Retire System	58,591	47,287	43,131	—
Fica-Medicare	4,583	3,728	4,393	—
Workers' Compensation	5,178	4,399	5,796	—
Life Insurance	308	255	251	—
Unemployment Compensation	2,515	10,563	—	—
	\$ 137,984	\$ 117,942	\$ 102,382	\$ —
Other Training & Professional Dues				
Tuition & Registration Fees	\$ —	\$ —	\$ 520	\$ —
Professional Dues & Subscript	—	364	—	—
	\$ —	\$ 364	\$ 520	\$ —
Contractual Services				
Mileage (Private Auto)	\$ 33	\$ —	\$ —	\$ —
Parking In City Facilities	1,083	30	87	—
	\$ 1,116	\$ 30	\$ 87	\$ —
Materials & Supplies				
Computer Supplies	\$ 1,102	\$ —	\$ —	\$ —
Paper And Other Printing Suppl	—	—	1,020	—
Other Supplies	—	—	900	—
Just In Time Office Supplies	4,796	4,889	—	—
	\$ 5,898	\$ 4,889	\$ 1,920	\$ —
Maintenance				
Maintenance Office Equipment	\$ 1,960	\$ —	\$ —	\$ —
	\$ 1,960	\$ —	\$ —	\$ —
Interdepart Service Charges				
Charges From Telephone Exch	\$ 1,232	\$ 868	\$ 1,403	\$ —
Charges From Print & Repro	1,989	2,346	4,319	—
Charges From Central Storeroom	976	56	598	—
Charges From M.V.M.	994	336	968	—
	\$ 5,190	\$ 3,605	\$ 7,288	\$ —
	\$ 544,602	\$ 447,645	\$ 420,799	\$ —

Department of Public Service

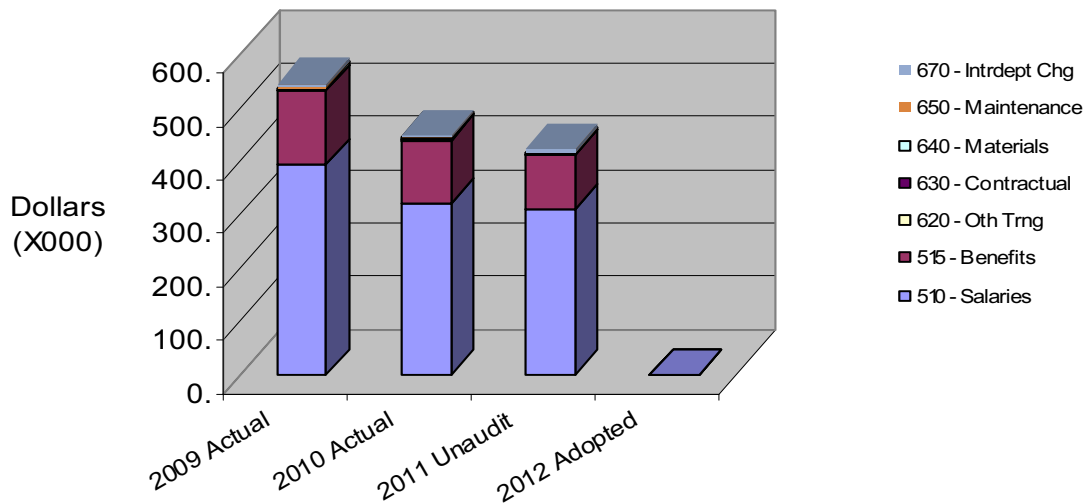


Division of Architecture

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Miscellaneous	\$ 139,991	\$ 119,956	\$ 159,247	\$ —
	\$ 139,991	\$ 119,956	\$ 159,247	\$ —

Architecture Expenditures by Appropriation



COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	December 2011	Budget 2012		Minimum	Maximum
			PROFESSIONALS		
1	0	0	Administrative Officer	20,800.00	52,979.99
1	1	0	Chief Architect	23,647.11	101,803.14
1	1	0	Project Director	22,333.40	80,282.43
3	3	0	Senior Assistant Architect	10.00	24.59
6	5	0			
6	5	0	TOTAL DIVISION		



Department of Public Service

Division of Engineering and Construction

RICHARD J. SWITALSKI, ADMINISTRATIVE BUREAU MANAGER

The Divisions of Engineering and Construction begins the 2012 year split between the Office of Capital Projects and the Department of Public Works. Refer the the Office of Capital Projects and the Department of Public Works sections for 2012 budget numbers.

Mission Statement

To manage the City's public right-of-way in a manner that ensures safe passage of pedestrians and vehicles as they commute to and from their neighborhoods by developing and implementing plans for maintenance and construction of roadways, streets and sidewalks.

The Division of Engineering & Construction is responsible for engineering, surveying, and major construction of streets, bridges, and sidewalks in the City's public right-of-way. This responsibility includes the development, management, and completion of the City's street and bridge capital improvement program. Work by other agencies and private parties in the public right-of-way are also monitored, reviewed, and field inspected.

The Division's Bureau of Sidewalks enforces Section 729.12 of the revised code of the State of Ohio to assure the proper maintenance of all sidewalks in the City's right-of-way. This very active program includes the Sidewalk Assessment Program and the Sidewalk Citation Program.

Surveying responsibilities include the maintenance of lot plats, street addresses, right-of-way description, public points and monuments, nad City boundaries. This work includes records management, as well as processing and documenting all changes to Survey/Plat information.

The Division's Bureau of Bridges and Docks maintains and operates the City's six lift bridges spanning the Cuyahoga River. It is also responsible for the full or partial maintenance of 246 bridges and regular structural inspection of 130 City bridges.

PROGRAM NAME: ROAD AND BRIDGE CAPITAL IMPROVEMENT

OBJECTIVE: To improve the safety, performance, life-span and aesthetics of the City's transportation infrastructure through design and construction projects.

ACTIVITY: Inspect infrastructure and make recommendations for Capital Program projects.

Prepare engineering plans, specifications and cost estimates.

Coordinate the selection and award of consulting service and construction contracts.

Manage consultant engineering firms and construction companies under contract with the city.

Ensure design and construction work complies with Federal, State and local standards.

Pursue and coordinate ODOT, County and private capital improvement projects in the City's public right-of-way.

PROGRAM NAME: SURVEY/PLATS

OBJECTIVE: To provide the general public and other City agencies with accurate survey documents and data needed for orderly property development.

ACTIVITY: Maintain records of all survey monuments, plats and subdivisions.
Maintain records for the assignment of street and house numbers.
Verify all elevations, lines and points, with documents and field work.
Replace survey monuments, as needed.

PROGRAM NAME: BRIDGE MAINTENANCE

OBJECTIVE: To improve the safety, performance and aesthetics of the City's bridges through repair projects.

ACTIVITY: Repair bridges and appurtenances on a priority basis as funds allow.
Provide routine maintenance of bridges, especially the City's six life bridges, on a priority basis as funds allow.

PROGRAM NAME: BRIDGE OPERATION

OBJECTIVE: To provide for the safe and efficient flow of river and vehicular traffic on the Cuyahoga River.

ACTIVITY: Operate the City's six lift bridges over the Cuyahoga River as required.

PROGRAM NAME: SIDEWALKS

OBJECTIVE: To improve the safety, performance, life-span and aesthetics of sidewalks in the City's public right-of-way.

ACTIVITY: Process complaints from the public in a professional and timely manner.
Enforce City code requiring the maintenance of sidewalks by adjacent property owners.
Manage the City's sidewalk construction program using assessments and ward allocation funds.



Department of Public Service

Division of Engineering and Construction

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 3,077,431	\$ 2,848,656	\$ 2,907,926	\$ —
Part-Time Permanent	24,439	25,728	25,614	—
Longevity	28,025	14,625	26,600	—
Wage Settlements	—	17,541	—	—
Separation Payments	58,331	19,584	18,168	—
Overtime	179,160	83,044	125,970	—
	\$ 3,367,385	\$ 3,009,178	\$ 3,104,279	\$ —
Benefits				
Hospitalization	\$ 537,761	\$ 492,097	\$ 488,326	\$ —
Prescription	59,691	89,021	87,704	—
Dental	33,387	32,566	34,391	—
Vision Care	3,598	3,189	3,374	—
Public Employees Retire System	496,734	473,298	431,838	—
Fica-Medicare	40,046	36,769	37,821	—
Workers' Compensation	69,734	64,054	69,317	—
Life Insurance	2,741	2,621	2,591	—
Unemployment Compensation	115	8,892	9,400	—
Clothing Allowance	4,620	620	4,220	—
Clothing Maintenance	3,775	2,175	3,525	—
	\$ 1,252,202	\$ 1,205,303	\$ 1,172,508	\$ —
Other Training & Professional Dues				
Travel	\$ 288	\$ 660	\$ 1,270	\$ —
Tuition & Registration Fees	1,878	2,364	1,731	—
Mileage (Priv Auto) Trng Prps	143	—	—	—
Professional Dues & Subscript	3,209	2,238	7,892	—
	\$ 5,518	\$ 5,262	\$ 10,892	\$ —
Utilities				
Electricity - Cpp	\$ 38,093	\$ 36,945	\$ 39,963	\$ —
Electricity - Other	187	588	2,003	—
	\$ 38,280	\$ 37,533	\$ 41,966	\$ —
Contractual Services				
Professional Services	\$ 5,475	\$ 243,756	\$ 120,925	\$ —
Mileage (Private Auto)	1,085	1,183	2,144	—
Advertising And Public Notice	385	255	165	—
Parking In City Facilities	9,570	7,346	13,553	—
Other Contractual	693	768	1,625	—
	\$ 17,208	\$ 253,308	\$ 138,411	\$ —

Department of Public Service

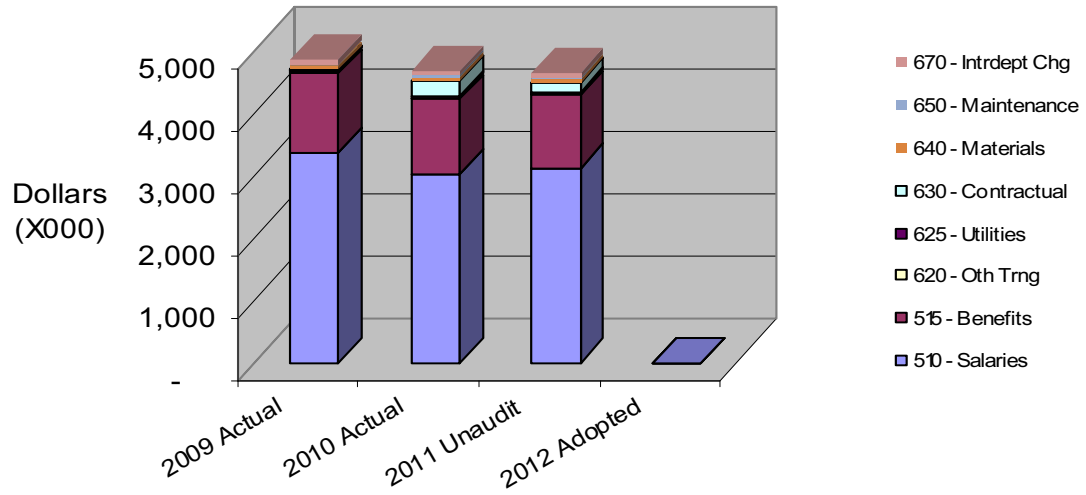


Division of Engineering and Construction

Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Materials & Supplies				
Office Supplies	\$ 155	\$ 1,700	\$ 1,314	\$ —
Postage	—	—	30	—
Computer Supplies	—	4,190	885	—
Small Equipment	2,088	100	2,000	—
Photographic Supplies	1,703	—	382	—
Paper And Other Printing Suppl	1,214	2,545	1,371	—
Other Supplies	217	—	—	—
Bridge Maintenance Supplies	57,894	54,649	52,945	—
Just In Time Office Supplies	2,137	2,519	3,235	—
	\$ 65,408	\$ 65,703	\$ 62,162	\$ —
Maintenance				
Maintenance Office Equipment	\$ 70	\$ —	\$ —	\$ —
Maintenance Contracts	305	641	334	—
Computer Software Maintenance	10,515	18,923	23,878	—
	\$ 10,890	\$ 19,564	\$ 24,212	\$ —
Interdepart Service Charges				
Charges From Telephone Exch	\$ 14,139	\$ 29,840	\$ 25,744	\$ —
Charges From Radio Comm System	4,814	2,200	2,059	—
Charges From W.P.C.	307	—	—	—
Charges From Print & Repro	12,957	10,028	13,008	—
Charges From Central Storeroom	745	803	1,147	—
Charges From M.V.M.	53,647	38,056	47,775	—
Charges From Waste Collection	—	792	1,643	—
	\$ 86,608	\$ 81,719	\$ 91,377	\$ —
	\$ 4,843,499	\$ 4,677,570	\$ 4,645,807	\$ —
Revenues				
	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ 10,550	\$ 8,200	\$ 15,640	\$ —
Licenses & Permits	52,500	46,950	262,975	—
Miscellaneous	783,403	814,683	830,886	—
	\$ 846,453	\$ 869,833	\$ 1,109,501	\$ —

Engineering & Construction Expenditures by Appropriation



Department of Public Service

Division of Engineering and Construction



COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2012	December 2011		Minimum	Maximum
			ADMINISTRATORS & OFFICIALS		
1	0	0	Administrator of Engineering and Planning	30,214.95	112,526.46
1	1	0	Administration Bureau Manager	40,314.82	132,061.01
1	1	0	Superintendent of Sidewalks	22,333.40	63,607.63
3	2	0			
			OFFICE & CLERICAL		
1	1	0	Junior Personnel Assistant	20,800.00	39,367.76
2	2	0	Principal Clerk	14.88	20.10
3	3	0			
			PROFESSIONALS		
1	1	0	Chief Sidewalk Inspector	20,800.00	45,945.41
2	2	0	Construction Technician	12.02	23.32
7	6	0	Consulting Engineer	36,000.00	94,991.29
1	1	0	Deputy Project Director	20,092.80	62,836.42
3	4	0	Section Chief Engineering and Construction	50,000.00	97,819.83
1	1	0	Senior Budget and Management Analyst	26,273.96	78,265.22
1	1	0	Surveyor	10.00	27.39
2	2	0	Survey Party Chief	20,800.00	56,325.64
18	18	0			
			SKILLED CRAFT		
1	1	0	Bridge Oiler	10.00	18.38
2	2	0	Electrical Worker	53.50	54.26
3	3	0	Ironworker	47.86	49.16
6	6	0			
			SERVICE & MAINTENANCE		
17	14	0	Electric Bridge Operator	10.00	17.89
3	4	0	Electric Bridge Operator Leader	10.00	19.16
1	1	0	Municipal Service Laborer	15.95	17.95
21	19	0			
			TECHNICIAN		
7	7	0	Engineering & Construction Inspector	19.05	21.05
1	1	0	Sidewalk Inspector	17.44	19.44
8	8	0			
59	56	0	TOTAL FULL TIME		
1	1	0	TOTAL PART TIME		
60	57	0	TOTAL DIVISION		



Department of Public Health

Division of Public Health Administration

KAREN K. BUTLER, DIRECTOR

Mission Statement

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

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

The Department consists of four cost centers: Administration, and the Divisions of Health, Environment, and Air Quality. In total, the Department employs approximately 165 employees and will have an operating budget in excess of \$19 million in 2011. Grants and revenue from federal, state, and local sources will support more than \$14 million in programs in 2011.

Department of Public Health

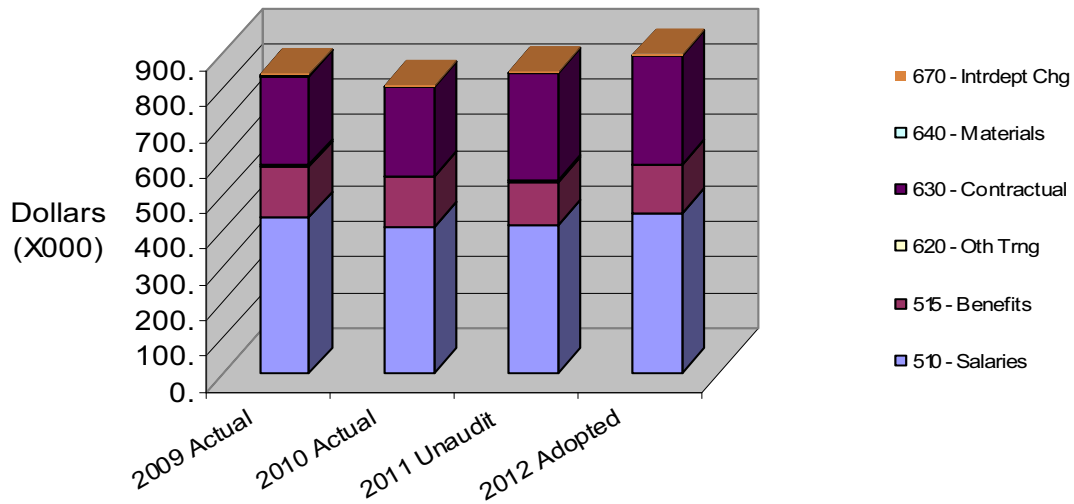
Division of Public Health Administration



Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 435,538	\$ 410,478	\$ 396,774	\$ 443,525
Longevity	3,143	—	3,325	3,500
Separation Payments	—	—	12,431	—
	\$ 438,680	\$ 410,478	\$ 412,530	\$ 447,025
Benefits				
Hospitalization	\$ 52,476	\$ 49,171	\$ 40,665	\$ 44,599
Prescription	7,895	11,810	10,048	10,572
Dental	3,335	3,416	3,167	3,492
Vision Care	419	386	393	435
Public Employees Retire System	66,730	66,177	55,372	62,752
Fica-Medicare	4,950	4,421	4,615	6,478
Workers' Compensation	5,595	4,978	7,523	6,430
Life Insurance	310	310	300	315
	\$ 141,711	\$ 140,670	\$ 122,084	\$ 135,073
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ 430	\$ —
Tuition & Registration Fees	265	405	195	500
Professional Dues & Subscript	3,725	2,053	3,530	3,850
	\$ 3,990	\$ 2,458	\$ 4,155	\$ 4,350
Contractual Services				
Mileage (Private Auto)	\$ 343	\$ 1,024	\$ 198	\$ 500
Security Services	22,746	22,746	22,746	22,746
Parking In City Facilities	4,070	2,541	3,956	4,500
Insurance And Official Bonds	100	100	100	100
Property Rental	221,991	221,994	276,277	276,278
	\$ 249,250	\$ 248,405	\$ 303,277	\$ 304,124
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 946	\$ —
Postage	—	66	—	—
Other Supplies	2,109	—	—	—
Just In Time Office Supplies	272	1,358	16	1,000
	\$ 2,381	\$ 1,425	\$ 962	\$ 1,000
Interdepart Service Charges				
Charges From Print & Repro	\$ 4,888	\$ 3,694	\$ 3,972	\$ 4,370
	\$ 4,888	\$ 3,694	\$ 3,972	\$ 4,370
	\$ 840,900	\$ 807,129	\$ 846,980	\$ 895,942
Revenues				
	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Miscellaneous	\$ 32,151	\$ 42,012	\$ 79,152	\$ 75,890
	\$ 32,151	\$ 42,012	\$ 79,152	\$ 75,890

Health Administration Expenditures by Appropriation



COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2011	December 2011		Minimum	Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Director of Public Health	50,795.81	176,729.77
1	1	1	OFFICE & CLERICAL		
1	1	1	Clerk, Stock	13.11	18.23
1	1	1	Personnel Administrator	26,273.96	82,493.55
2	2	2	PROFESSIONALS		
1	1	1	Chief Systems Analyst	27,325.56	97,819.83
1	1	1	Chief, Computer Operations	23,647.11	84,588.76
1	1	1	Sr. Programmer Analyst	23,647.11	69,365.01
1	1	1	Project Director	22,333.40	80,282.43
4	4	4			
7	7	7	TOTAL DIVISION		

KAREN K. BUTLER, DIRECTOR

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 health care, and advocating for public health.

The Division of Health is responsible for a broad array of programs and services designed to promote, maintain and improve the health status of Clevelanders. The objective of the Health Division is to interpret and enforce those sections of the State and City law which pertain to public health and disease control. Specific activities of the Health Division include direct medical services, public health nursing, communicable disease surveillance, sexually transmitted disease control, inspection and licensure of medical facilities, laboratory services, chronic disease prevention and health promotion, mental health and substance abuse prevention and treatment, AIDS education, and HIV testing and counseling and maternal health education and infant death 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, preventive health services to residents in public housing, substance abuse treatment services to inmates in the House of Corrections, and infant mortality reduction. The MomsFirst (formerly known as Healthy Family/Healthy Start) program adds funds to the Division's budget for use by a community-wide consortium of providers and residents to reduce the infant mortality rates in Cleveland.

PROGRAM NAME: HEALTH ADMINISTRATION

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

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

PROGRAM NAME: NEIGHBORHOOD HEALTH CENTERS - MILES-BROADWAY, J. GLEN SMITH, THOMAS MCCAFFERTY AND TREMONT

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 home visitations.

PROGRAM NAME: VITAL STATISTICS

OBJECTIVES: To maintain an accurate record of all births and deaths occurring in Cleveland and 29 suburbs and keep those statistics which reflect upon the general health status of the City.

ACTIVITIES: Register birth and death certificates for Cleveland and 29 surrounding suburbs. Distribute, for a fee, records of births, death and stillbirths. Provide indigent burial services.



Department of Public Health

Division of Health

PROGRAM NAME: MENTAL HEALTH AND SUBSTANCE ABUSE TREATMENT SERVICES

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

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

PROGRAM NAME: MOMSFIRST

OBJECTIVES: To reduce racial disparities in maternal/child health, provide interconceptional care, and address parental depression within the City of Cleveland.

ACTIVITIES: Provide outreach and case finding, case management, health education, and interconceptional care activities through home visits to ensure early and continuous prenatal care for participants.

PROGRAM NAME: HIV/AIDS PREVENTION

OBJECTIVES: 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. Network with other social service agencies to expand efforts. Establish models of service delivery.

PROGRAM NAME: NURSING UNIT

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

ACTIVITIES: Provide Immunizations, flu vaccinations, and assistance with screening of sexually transmitted diseases. Conduct day care inspections, telephone triage, and maternity unit inspections. Assist with pediatric and adult medicine clinics, genetic screening follow-up, SIDS follow-up, and community screening and preventive health services.

PROGRAM NAME: COMMUNICABLE DISEASES UNIT

OBJECTIVES: To oversee all communicable disease and public health infrastructure activities, including bioterrorism and pandemic flu preparedness, for the City of Cleveland.

ACTIVITIES: Participate in countywide disease reporting system. Conduct communicable disease investigation, including surveillance and outbreak investigations. Improve training for health department staff on communicable diseases and investigations. Improve infrastructure, including information technology capabilities, in order to more efficiently handle outbreak investigations.

PROGRAM NAME: STD CLINICS

OBJECTIVES: To reduce the incidence of sexually transmitted diseases (STDs) in Cleveland and surrounding areas.

ACTIVITIES: Provide medical and laboratory services for diagnosis and treatment in two STD clinics. Conduct STD surveillance and provide outbreak response. Affect community and individual behavior change through education. Provide testing, treatment, counseling and education toward STD prevention.

Department of Public Health



Division of Health

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,419,098	\$ 1,231,773	\$ 1,161,939	\$ 1,285,820
Seasonal	—	—	562	—
Longevity	16,453	1,150	12,150	11,975
Separation Payments	5,021	54,501	25,775	—
Overtime	4,558	13,988	2,334	—
	\$ 1,445,130	\$ 1,301,412	\$ 1,202,760	\$ 1,297,795
Benefits				
Hospitalization	\$ 234,713	\$ 212,986	\$ 199,764	\$ 224,655
Prescription	26,916	39,535	37,358	40,154
Dental	14,808	14,250	14,093	14,406
Vision Care	2,399	1,984	1,897	2,041
Public Employees Retire System	215,132	202,059	164,978	181,691
Fica-Medicare	14,584	13,775	13,602	18,818
Workers' Compensation	25,272	16,573	27,663	22,794
Life Insurance	1,474	1,321	1,181	1,305
Unemployment Compensation	1,938	6,460	17,003	—
Clothing Allowance	2,600	1,590	2,390	1,260
Tool Insurance	320	—	—	—
Clothing Maintenance	300	—	300	150
	\$ 540,457	\$ 510,533	\$ 480,228	\$ 507,274
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ 1,206	\$ —
Tuition & Registration Fees	120	—	—	—
Professional Dues & Subscript	429	280	1,294	380
	\$ 549	\$ 280	\$ 2,500	\$ 380
Utilities				
Brokered Gas Supply	\$ 39,307	\$ 29,777	\$ 24,073	\$ 23,350
Gas	37,170	26,852	31,285	30,346
Electricity - Cpp	229,299	247,628	233,371	226,369
Electricity - Other	4,335	3,313	3,581	3,474
Security & Monitoring System	1,098	2,444	—	—
	\$ 311,209	\$ 310,013	\$ 292,309	\$ 283,539
Contractual Services				
Professional Services	\$ 363,100	\$ 373,170	\$ 42,360	\$ 323,100
Mileage (Private Auto)	2,185	1,765	1,590	2,300
Waste Disposal	7,466	—	—	—
Security Services	11,323	11,373	11,374	11,374
Freight Expense	—	—	40	—
Parking In City Facilities	1,363	1,027	1,795	1,350
Property Rental	188,247	188,247	204,007	204,007
Other Contractual	120,008	57,221	32,356	62,388
Indigent Relief	80,001	65,272	55,445	70,000
	\$ 773,692	\$ 698,075	\$ 348,967	\$ 674,519



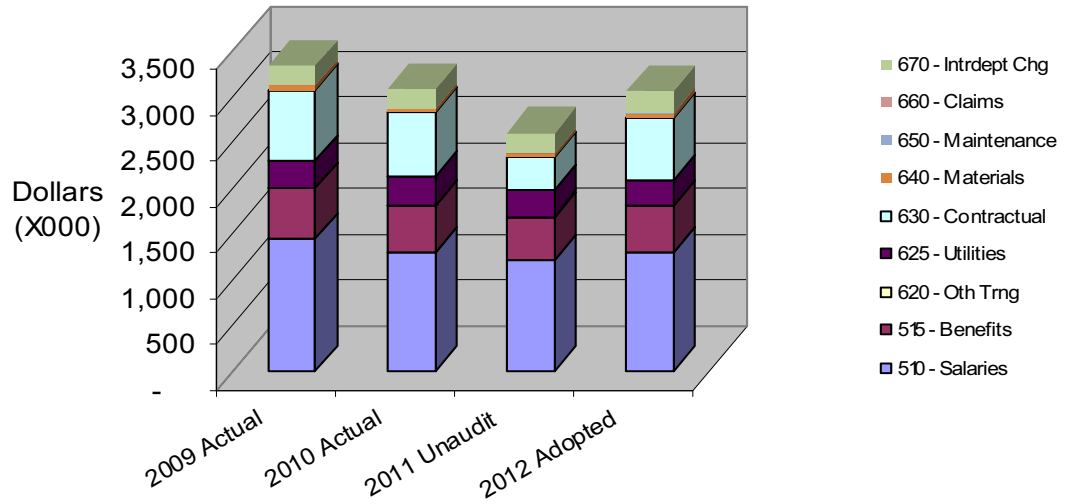
Department of Public Health

Division of Health

Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Materials & Supplies				
Office Supplies	\$ 1,261	\$ 964	\$ 5,682	\$ 500
Postage	314	309	697	200
Medical Supplies	13,828	23,085	6,473	18,000
Laboratory Supplies	17,175	12,499	10,694	14,400
Other Supplies	2,431	4,236	—	4,000
Pharmaceutical Supplies	5,172	3,895	23,769	12,000
Just In Time Office Supplies	6,702	10,163	792	3,000
	\$ 46,883	\$ 55,151	\$ 48,107	\$ 52,100
Maintenance				
Maintenance Contracts	\$ 2,262	\$ 1,500	\$ —	\$ 1,500
Maintenance Misc. Equipment	—	—	53	—
	\$ 2,262	\$ 1,500	\$ 53	\$ 1,500
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ —	\$ —	\$ 300	\$ —
	\$ —	\$ —	\$ 300	\$ —
Interdepart Service Charges				
Charges From Telephone Exch	\$ 140,838	\$ 138,112	\$ 148,313	\$ 151,650
Charges From Print & Repro	46,449	30,911	41,005	61,105
Charges From Central Storeroom	10,846	8,856	7,584	8,100
Charges From M.V.M.	20,999	17,888	23,166	23,842
Charges From Waste Collection	69	7,337	7,130	—
	\$ 219,201	\$ 203,104	\$ 227,197	\$ 244,697
	\$ 3,339,382	\$ 3,080,067	\$ 2,602,421	\$ 3,061,804
Revenues				
	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ 1,442,197	\$ 1,448,335	\$ 1,389,307	\$ 1,437,252
Miscellaneous	140,746	108,918	139,494	125,000
	\$ 1,582,943	\$ 1,557,253	\$ 1,528,801	\$ 1,562,252

Division of Health Expenditures by Appropriation





Department of Public Health

Division of Health

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	December 2011	Budget 2012		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
1	0	0	Commissioner of Health	45,021.46	146,558.11
1	0	0			
OFFICE & CLERICAL					
4	5	5	Clerk, Junior	11.97	14.14
2	1	2	Clerk Principal	14.88	20.10
3	3	3	Clerk, Senior	12.47	16.58
1	1	1	Secretary, Private	10.00	21.21
10	10	11			
PROFESSIONALS					
1	1	1	Analyst, Senior Budget & Management	26,273.96	78,265.22
1	1	1	Chief, Clinical Laboratories	23,647.11	80,353.75
1	1	1	Supv Of Vital Statistics	20,800.00	55,788.47
2	2	2	Coordinator, Project	27,325.56	90,294.89
1	1	1	Health Center Director	22,333.40	75,175.89
1	1	1	Nurse, Public Health Director	26,273.96	82,493.55
4	4	4	Nurse, Public Health III	39,098.75	53,512.74
1	0	0	Nurse, Practitioner	17.98	19.98
1	1	1	Administrative Officer	20,800.00	52,979.99
1	1	1	Assistant Administrator	20,800.00	56,847.22
1	1	1	Computer Operator	10.00	23.32
15	14	14			
PARAPROFESSIONALS					
1	1	1	Aide, Community Health	10.00	16.37
1	1	1			
SERVICE & MAINTENANCE					
1	1	1	Mechanical Handyman	16.62	18.62
1	1	1			
TECHNICIAN					
2	2	2	Clinical Laboratory Technician II	16.86	23.74
1	0	0	Nurse, Practical	17.98	19.98
3	2	2			
31	28	29	TOTAL DIVISION		

PAMELA CROSS, COMMISSIONER

Mission Statement

To promote and protect the health of all persons who reside in or visit the City of Cleveland.

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

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

PROGRAM NAME: ENVIRONMENT ADMINISTRATION

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

ACTIVITIES: Management of General Fund and Grant Budgets. Facilitate daily field activity of all staff. Collect applicable performance data. Management of operations and maintenance of City Personnel Policies and Procedures. Participation in citizen events relating to environmental health issues.

PROGRAM NAME: LEAD SAFE LIVING-HEALTHY HOMES

OBJECTIVES: To reduce the incidence of lead poisoning in children and to identify early, and reduce the blood levels in, children diagnosed with lead poisoning.

ACTIVITIES: Test over 15,000 children ages 1-5 for lead poisoning through health care providers and outreach. Analyze blood samples in clinical laboratory medical services. Provide and monitor medical follow-up to lead poisoned children. Inspect residences of lead-poisoned children to identify and reduce lead hazards. Provide preventive education and information. Abate lead hazards in homes of low-income families. Plan, coordinate and implement Greater Cleveland's plan to eliminate childhood lead poisoning.

PROGRAM NAME: ENVIRONMENTAL HEALTH SERVICES

OBJECTIVES: To ensure sanitary conditions in all neighborhoods and to reduce the potential of vector-borne, rodent-borne and food-borne illness.

ACTIVITIES: Conduct food service operation and food establishment inspections. Inspect premises for rodent infestation and provide necessary treatment. Approve and issue licenses as mandated by law. Inspect schools, jails, hotels/motels, public laundries, swimming pools, marinas, manufactured home parks and barbershops. Conduct inspections of solid and infectious waste facilities. Larvicide catch basins and standing water to control vector borne diseases. Investigate environmental health nuisances reported by the public. Follow up on code violations to ensure they are corrected. Prosecute health code cases. Enforce the Ohio Environmental Protection Agency regulations pertaining to solid waste and infectious management.



Department of Public Health

Division of Environment

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 732,515	\$ 602,182	\$ 536,505	\$ 557,918
Longevity	7,600	—	5,725	5,825
Separation Payments	—	27,785	1,113	—
Overtime	775	1,802	830	—
	\$ 740,890	\$ 631,769	\$ 544,173	\$ 563,743
Benefits				
Hospitalization	\$ 139,940	\$ 120,546	\$ 106,114	\$ 115,958
Prescription	12,674	16,145	13,564	14,420
Dental	8,406	7,490	6,890	6,282
Vision Care	1,369	1,103	946	925
Public Employees Retire System	110,588	107,493	76,312	78,924
Fica-Medicare	6,862	6,586	6,247	8,174
Workers' Compensation	21,310	14,443	21,838	15,931
Life Insurance	720	647	555	537
Unemployment Compensation	—	—	3,096	—
	\$ 301,871	\$ 274,452	\$ 235,561	\$ 241,151
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 335	\$ —	\$ 95	\$ 405
Professional Dues & Subscript	358	—	35	405
	\$ 693	\$ —	\$ 130	\$ 810
Utilities				
Brokered Gas Supply	\$ 9,271	\$ —	\$ —	\$ —
Electricity - Cpp	394	(394)	—	—
	\$ 9,666	\$ (394)	\$ —	\$ —
Contractual Services				
Mileage (Private Auto)	\$ 183	\$ 1,390	\$ 39	\$ 1,215
Security Services	30,500	20,000	28,469	30,500
Advertising And Public Notice	—	—	—	270
Participation Fee	—	—	75	—
Parking In City Facilities	4,912	4,141	8,870	1,980
Property Rental	62,018	62,014	67,210	66,247
Other Contractual	—	1,795	—	—
	\$ 97,613	\$ 89,340	\$ 104,663	\$ 100,212
Materials & Supplies				
Purchase Of Tests	\$ —	\$ —	\$ 72	\$ —
Chemical	4,325	4,884	—	7,290
Other Supplies	900	900	—	810
Just In Time Office Supplies	—	2,205	—	900
	\$ 5,225	\$ 7,989	\$ 72	\$ 9,000
Maintenance				
Computer Software Maintenance	\$ 1,300	\$ 1,750	\$ 1,170	\$ 1,170
Car Washes	500	—	156	405
	\$ 1,800	\$ 1,750	\$ 1,326	\$ 1,575

Department of Public Health



Division of Environment

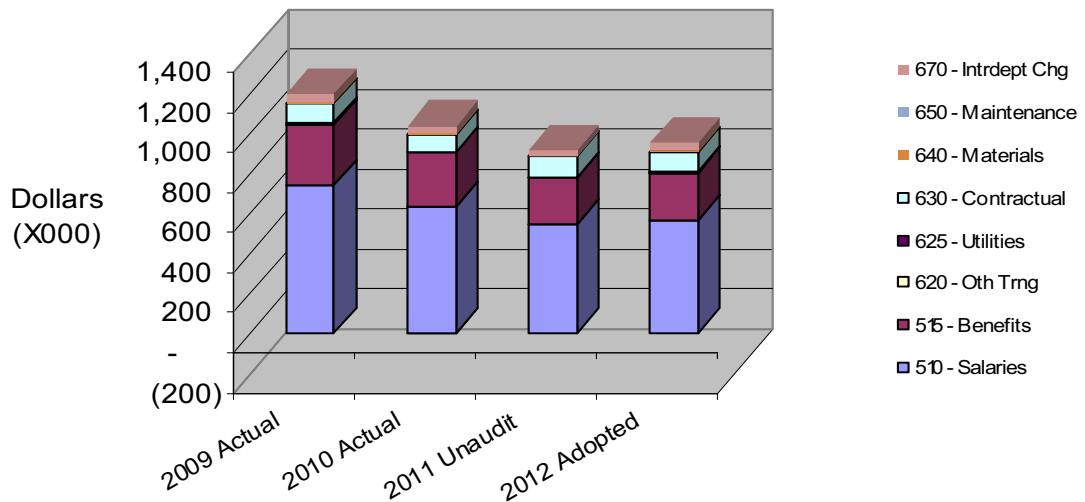
Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 9,153	\$ 7,359	\$ 7,472	\$ 8,219
Charges From Print & Repro	13,842	9,940	6,696	7,366
Charges From Central Storeroom	6,807	6,354	7,520	7,520
Charges From M.V.M.	12,624	9,777	11,670	12,010
	\$ 42,426	\$ 33,431	\$ 33,357	\$ 35,115
	\$ 1,200,183	\$ 1,038,337	\$ 919,282	\$ 951,606

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ —	\$ —	\$ 500	\$ —
Licenses & Permits	1,223	10,283	12,700	27,620
Miscellaneous	29,219	404	976	—
	\$ 30,441	\$ 10,687	\$ 14,176	\$ 27,620

Environment Expenditures by Appropriation





Department of Public Health

Division of Environment

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*		
	Budget 2011	Budget 2012		December 2011	Budget 2012	Minimum
ADMINISTRATORS & OFFICIALS						
1	1	1	Commissioner, Environment		42,758.15	137,860.74
1	1	1				
OFFICE & CLERICAL						
1	1	1	Manager, Office		20,800.00	49,669.98
1	1	1	Secretary, Private		10.00	21.21
			Clerk, Senior		12.47	16.58
2	2	2				
PROFESSIONALS						
1	0	1	Supervisor, District-Environment Health		20,092.80	60,707.77
1	0	1				
TECHNICIAN						
2	2	2	Sanitarian I, Public Health		15.48	21.89
6	4	4	Sanitarian II, Public Health		17.38	23.60
1	1	1	Sanitarian III, Public Health		15.49	24.77
1	1	1	Sanitarian IV, Public Health		18.77	30.44
10	8	8				
14	11	12	TOTAL DIVISION			

GEORGE BAKER, COMMISSIONER

Mission Statement

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

The division of Air Quality serves as Ohio EPA's Delegated Agent for air pollution control for all of Cuyahoga County. The objective of the Division is to bring all industrial and commercial sources of air pollution into compliance with the City Air Pollution Code and Ohio Air Pollution regulations. This will result in lower levels of air pollution and continue progress in meeting Federal Clean Air Standards. The Division of Air Quality is composed of three sections that work together to achieve the objective of meeting Federal Clean Air standards. The Field Monitoring Section measures air pollution levels at more than 21 sites in Cuyahoga County for six National Ambient Air Criteria Pollutants. These measurements determine the overall air quality in the city and county. The Engineering Section operates the permit system, which requires all industrial sources of air pollution to register and obtain permits. The permit system identifies sources and establishes limits on the amount of emissions released into the atmosphere. The Enforcement Section maintains surveillance on pollution sources and responds to complaints from the public about a variety of air pollution issues.



Department of Public Health

Division of Air Quality

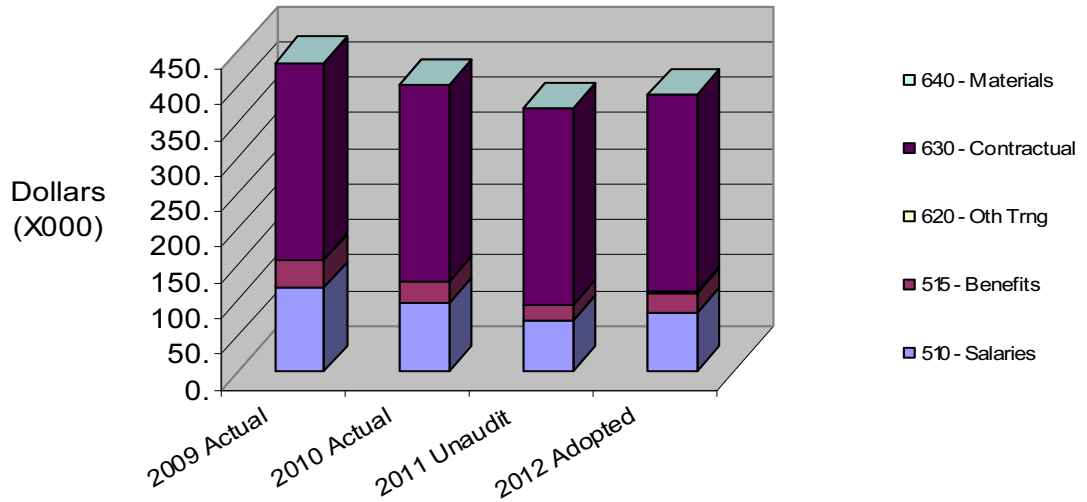
Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 115,634	\$ 81,249	\$ 70,769	\$ 81,662
Longevity	452	—	300	475
Separation Payments	—	12,697	—	—
Overtime	33	—	—	—
	\$ 116,119	\$ 93,946	\$ 71,069	\$ 82,137
Benefits				
Hospitalization	\$ 14,772	\$ 9,402	\$ 6,687	\$ 9,528
Prescription	2,119	1,476	1,843	2,457
Dental	920	317	570	623
Vision Care	93	1,660	44	59
Public Employees Retire System	17,211	13,324	9,519	11,499
Fica-Medicare	1,660	1,353	1,016	1,191
Workers' Compensation	1,750	3,121	453	453
Life Insurance	68	49	34	45
	\$ 38,593	\$ 30,703	\$ 20,164	\$ 25,855
Other Training & Professional Dues				
Travel	\$ 492	\$ —	\$ —	\$ 1,800
Professional Dues & Subscript	1,199	1,198	1,196	2,700
	\$ 1,691	\$ 1,198	\$ 1,196	\$ 4,500
Contractual Services				
Advertising And Public Notice	\$ —	\$ 680	\$ 695	\$ —
Local Match-Grant Programs	276,100	276,100	276,100	276,100
	\$ 276,100	\$ 276,780	\$ 276,795	\$ 276,100
Materials & Supplies				
Other Supplies	\$ 668	\$ —	\$ —	\$ —
Just In Time Office Supplies	—	—	—	500
	\$ 668	\$ —	\$ —	\$ 500
	\$ 433,172	\$ 402,626	\$ 369,224	\$ 389,092

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ 188,242	\$ 173,546	\$ 168,151	\$ 145,000
Miscellaneous	319	—	1,050	—
	\$ 188,561	\$ 173,546	\$ 169,201	\$ 145,000

Air Quality Expenditures by Appropriation



COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2011	Budget 2012		Minimum	Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Commissioner, Air Quality	42,758.15	137,860.74
1	1	1	TOTAL DIVISION		



Department of Public Safety

Public Safety Administration

MARTIN FLASK, DIRECTOR

Mission Statement

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

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

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

The Medical Unit is responsible for meeting the medical needs of Public Safety employees.

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

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

PROGRAM NAME: GENERAL ADMINISTRATION

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

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

PROGRAM NAME: MEDICAL UNIT

OBJECTIVES: To provide medical care to employees.

ACTIVITIES: Examine, treat, and ensure appropriate medical care is provided to Safety employees.

PROGRAM NAME: OFFICE OF INFORMATION TECHNOLOGY

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

ACTIVITIES: Maintaining and providing technical and logistical support for all technology needs of the Department of Public Safety; serving as Project Sponsor and Project Manager for new technology projects such as the wireless video surveillance camera system and the Automated License Plate Reader System (ALPR).

PROGRAM NAME: OFFICE OF EMERGENCY MANAGEMENT

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

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

PROGRAM NAME: OFFICE OF PROFESSIONAL STANDARDS

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

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

PROGRAM NAME: POLICE REVIEW BOARD

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

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



Department of Public Safety

Public Safety Administration

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,571,229	\$ 1,500,630	\$ 1,475,441	\$ 1,853,885
Seasonal	289	—	—	—
Board Members	31,111	42,577	43,861	48,388
Part-Time Permanent	12,900	—	—	—
Longevity	14,250	—	13,975	11,750
Separation Payments	17,162	—	100,146	75,000
Overtime	56,119	26,875	19,688	45,000
	\$ 1,703,061	\$ 1,570,082	\$ 1,653,110	\$ 2,034,023
Benefits				
Hospitalization	\$ 201,860	\$ 184,733	\$ 167,878	\$ 271,885
Prescription	30,582	44,350	41,341	61,224
Dental	13,322	13,991	13,854	18,893
Vision Care	1,843	1,635	1,611	2,239
Public Employees Retire System	261,229	249,448	218,284	274,373
Fica-Medicare	16,936	15,949	16,473	28,409
Workers' Compensation	39,592	139,204	42,284	27,242
Life Insurance	1,279	1,234	1,155	1,500
Clothing Allowance	900	1,060	1,060	430
Tool Insurance	160	—	—	—
	\$ 567,702	\$ 651,604	\$ 503,939	\$ 686,195
Other Training & Professional Dues				
Travel	\$ —	\$ 998	\$ 178	\$ 1,700
Tuition & Registration Fees	—	390	295	1,142
Professional Dues & Subscript	636	—	176	—
	\$ 636	\$ 1,388	\$ 649	\$ 2,842
Contractual Services				
Professional Services	\$ 10,035	\$ 9,677	\$ 1,677	\$ 8,000
Mileage (Private Auto)	38	—	—	100
Parking In City Facilities	10,208	7,213	12,065	11,000
Special Assessment	1,747	—	—	—
Other Contractual	5,220	15,814	21,248	15,000
	\$ 27,248	\$ 32,704	\$ 34,989	\$ 34,100
Materials & Supplies				
Office Supplies	\$ 924	\$ 982	\$ 1,063	\$ 700
Postage	259	21	201	300
Computer Hardware	418	—	337	—
Computer Software	—	—	—	400
Small Equipment	—	—	308	—
Medical Supplies	12,186	2,475	5,769	9,000
Photographic Supplies	125	—	—	—
Other Supplies	12,808	—	136	—
Just In Time Office Supplies	3,848	5,928	453	5,000
	\$ 30,568	\$ 9,407	\$ 8,268	\$ 15,400

Department of Public Safety



Public Safety Administration

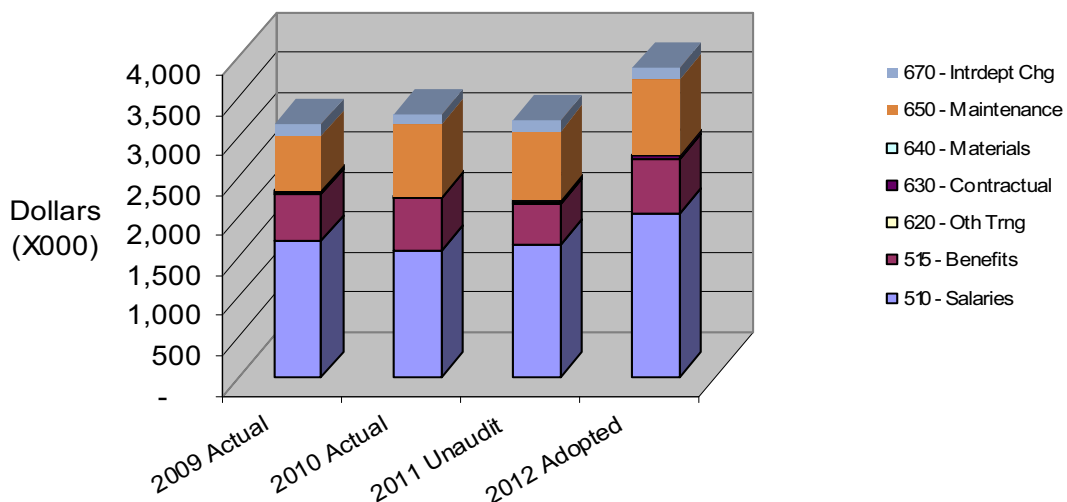
Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ 95	\$ —
Maintenance Contracts	574,333	753,529	865,944	—
Computer Hardware Maintenance	46,456	71,031	—	892,912
Maintenance Building	50,828	55,998	5,000	55,652
	\$ 671,618	\$ 880,559	\$ 871,039	\$ 948,564
Interdepart Service Charges				
Charges From Telephone Exch	\$ 117,484	\$ 103,000	\$ 110,680	\$ 112,017
Charges From Radio Comm System	948	705	1,828	3,513
Charges From Print & Repro	22,564	27,651	23,886	38,775
Charges From Central Storeroom	4,995	3,766	4,982	5,094
Charges From M.V.M.	249	—	—	—
	\$ 146,240	\$ 135,123	\$ 141,377	\$ 159,399
	\$ 3,147,073	\$ 3,280,866	\$ 3,213,371	\$ 3,880,523

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ 31,100	\$ 29,410	\$ 17,340	\$ 24,185
Fines, Forfeitures & Settlements	700	700	1,100	—
Grant Revenue	180	60	—	—
Licenses & Permits	—	—	100	—
Miscellaneous	3,916	14,402	133,897	5,000
	\$ 35,896	\$ 44,572	\$ 152,437	\$ 29,185

Safety Administration Expenditures by Appropriation





Department of Public Safety

Public Safety Administration

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	December 2011	Budget 2012		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
1	1	1	Director of Public Safety	50,795.81	176,729.77
1	0	1	Exe. Comm. of Public Safety - Projects, Grants and Tech.	36,590.39	142,340.94
1	2	1	Executive Commissioner of Public Safety - Operations	36,590.39	142,340.94
1	1	1	Secretary to the Director	36,590.39	142,340.94
<u>4</u>	<u>4</u>	<u>4</u>			
OFFICE & CLERICAL					
1	1	1	Clerk, Principal	14.88	20.10
1	1	1	Clerk, Senior	12.47	16.58
1	1	1	Private Secretary to the Director	20,800.00	47,550.25
1	1	1	Secretary, Private	10.00	21.21
<u>4</u>	<u>4</u>	<u>4</u>			
PROFESSIONALS					
1	1	2	Administrative Manager	27,193.55	101,816.22
1	2	2	Assistant Administrator	20,800.00	56,847.22
2	2	2	Analyst, Network II	30,214.00	90,259.22
0	0	2	Analyst, Budget	20,800.00	53,011.19
1	1	0	Analyst, Senior Budget & Management	26,273.96	78,265.22
0	0	1	Fiscal Manager	23,647.11	84,588.76
2	1	1	Analyst, Senior Programmer	23,647.11	69,365.01
1	0	1	Assistant, Senior Personnel	20,800.00	50,162.59
0	1	1	Personnel Administrator	26,273.96	82,493.55
1	1	2	Director, Project	22,333.40	80,282.43
0	2	2	Office of Professional Standards Investigator	20,092.80	55,191.48
3	1	1	Office of Professional Standards Administrator	26,273.96	70,807.15
2	2	2	Public Health Nurse III	39,098.75	53,512.74
1	1	1	Supervisor, Computer Operations	30,214.95	89,155.89
1	1	1	Surgeon of Police	43,107.75	82,687.47
<u>16</u>	<u>16</u>	<u>21</u>			
TECHNICIAN					
			Analyst, Software	45,000.00	87,241.22
4	3	3	Operator, Computer	10.00	23.32
0	0	1	PC Technician	25,000.00	49,669.98
1	0	0	Operator, Senior Computer	10.00	27.39
<u>5</u>	<u>3</u>	<u>4</u>			
<u>29</u>	<u>27</u>	<u>33</u>	TOTAL FULL TIME		
1	1	1	OPS - Board Chair	7,300.00	7,300.00
6	6	6	OPS - Board Member	6,800.00	6,800.00
<u>7</u>	<u>7</u>	<u>7</u>	TOTAL BOARD MEMBERS		
<u>36</u>	<u>34</u>	<u>40</u>	TOTAL DIVISION		

MICHAEL MCGRATH, CHIEF

Mission Statement

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

The highest priority of the Division of Police is providing basic police services to the community. The Division is organized into three main functional programs 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 through the community via various community programs, community relations and the Auxiliary Police. The District support section assist uniformed patrol efforts through the investigation of major offenses, concentrated enforcement action on specific complaints and crime patterns analysis. The Bureau of Traffic provides crowd control and traffic control at major events and investigates serious traffic accidents. Quality of life issues are addressed by the Community Services Units.

Homeland Special Operations is composed of three main sections which provide a variety of investigative, technical, 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 Special Weapons and Tactics (SWAT) handle volatile situations where specialized training is required. Technical support provide forensic and crime scene analysis as well as photo lab services. Homeland prevents, responds, and investigates terror activities in our City and the Greater Cleveland area by securing our airports, analyzing crime data for future preventive crime/terrorist trends. Homeland coordinates and shares law enforcement intelligence with local, state, and federal law enforcement agencies.

PROGRAM NAME: ADMINISTRATIVE OPERATIONS

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

ACTIVITIES: Establish operating policies and procedures for the Division of Police. Prepare and manage the operating and capital budgets for the Division of Police. 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.



Department of Public Safety

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. To effectively recruit new police officers for the Division of Police.

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 Child Accident Prevention programs, Crime Watch training, and other programs in response to the needs of the Community. Alleviate traffic congestion, restore normal traffic flow, and provide traffic and crowd control at special events. Respond to scenes of traffic accidents and prepare traffic reports.

PROGRAM NAME: HOMELAND SPECIAL OPERATIONS

OBJECTIVES: To target the perpetrators of specific crimes such as financial crimes, homicides, sexual assaults, drug trafficking, threats and criminal actions against the security of our City for arrest and prosecution.

ACTIVITIES: Aggressively investigate crimes that occur in the City of Cleveland. Conduct enforcement activities against specific crimes within a target neighborhood using decoy, surveillance or search operations based upon crime analysis and trends. Maintain contact with and enlist the assistance of community leaders and residents to identify those responsible for neighborhood criminal activity. Perform crisis intervention; handle hostage negotiations and other highly dangerous and volatile situations where specialized training or equipment is required. Provide support to district operations in improving the quality of life in neighborhoods through the enforcement of drug laws and by suppressing juvenile crime. Detect offenders through crime processing and the use of the Automated Fingerprint Identification System (AFIS) and the use weapons 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. Analyze and report crime trends in the City and surrounding area. Assist outside agencies with protective details of dignitaries.

Department of Public Safety



Division of Police

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 9,362,370	\$ 8,445,954	\$ 8,276,286	\$ 8,811,451
Military Leave	68,734	17,187	35,673	—
Part-Time Permanent	300,890	141,586	214,833	245,237
Student Trainees	900,811	—	419,043	—
School Guards	1,485,830	1,511,650	1,369,769	1,500,000
Uniformed Personnel	91,374,296	89,473,779	85,544,280	87,207,120
Uniformed Overtime	9,732,026	9,448,134	9,812,068	9,964,275
Longevity	946,700	867,525	917,775	923,650
Wage Settlements	(38)	1,467,245	1,323,324	—
Separation Payments	2,826,028	3,887,831	5,419,431	4,549,951
Overtime	1,415,284	1,119,868	1,083,849	1,301,699
Deferred Overtime Payments	406,307	408,575	435,372	435,000
	\$ 118,819,238	\$ 116,789,334	\$ 114,851,702	\$ 114,938,383
Benefits				
Hospitalization	\$ 15,890,825	\$ 14,602,175	\$ 13,848,838	\$ 14,778,243
Prescription	2,152,325	3,139,550	3,069,580	3,388,454
Dental	1,001,533	993,624	1,042,514	1,150,589
Vision Care	106,833	94,624	98,389	102,820
Public Employees Retire System	1,957,102	1,853,024	1,568,788	1,660,174
Police & Firemens Disab & Pens	19,910,896	19,391,038	18,965,520	18,055,649
Fica-Medicare	1,325,716	1,320,395	1,333,806	1,386,771
Workers' Compensation	5,675,707	5,564,058	4,875,172	4,873,885
Life Insurance	84,206	81,623	77,659	95,069
Unemployment Compensation	50,403	229,456	423,885	88,800
Clothing Allowance	524,706	486,801	531,895	479,180
Clothing Maintenance	940,605	920,946	1,039,150	969,650
	\$ 49,620,856	\$ 48,677,314	\$ 46,875,195	\$ 47,029,284
Other Training & Professional Dues				
Travel	\$ 519	\$ —	\$ —	\$ —
Mileage (Priv Auto) Trng Prps	—	—	156	—
Professional Dues & Subscript	6,803	6,468	4,666	6,000
	\$ 7,323	\$ 6,468	\$ 4,821	\$ 6,000
Utilities				
Brokered Gas Supply	\$ 108,080	\$ 83,962	\$ 94,389	\$ 91,557
Gas	70,137	53,374	76,848	74,542
Electricity - Cpp	1,000,470	915,923	981,935	952,477
Electricity - Other	89,618	111,146	79,538	77,152
Steam	466,491	565,495	574,109	556,886
	\$ 1,734,796	\$ 1,729,900	\$ 1,806,819	\$ 1,752,614



Department of Public Safety

Division of Police

Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Contractual Services				
Professional Services	\$ 176,271	\$ 152,499	\$ 89,702	\$ 150,000
Referee Services	21,526	5,058	12,105	20,000
Mileage (Private Auto)	71,395	59,039	32,911	60,000
Medical Services	299,779	—	—	50,000
Advertising And Public Notice	4,286	6,940	5,220	7,000
Parking In City Facilities	119,633	78,692	117,220	120,000
Insurance And Official Bonds	173	963	863	900
Property Rental	—	20,478	15,245	20,480
Towing	—	—	125	—
Equipment Rental	—	—	181	—
Other Contractual	142,211	239,388	45,398	100,000
	\$ 835,274	\$ 563,057	\$ 318,968	\$ 528,380
Materials & Supplies				
Office Supplies	\$ (8)	\$ —	\$ 18,860	\$ —
Postage	2,163	594	—	500
Computer Supplies	—	—	1,375	—
Computer Hardware	—	—	7,491	—
Clothing	26,109	25,794	72,560	50,000
Small Equipment	60,614	36,498	28,688	54,000
Ammunition	51,400	7,200	133,247	120,000
Hygiene And Cleaning Supplies	—	1,137	635	1,500
Lumber, Glass, And Drywall	595	605	—	630
Laboratory Supplies	28,024	36,515	27,835	32,000
Photographic Supplies	25,311	49,926	7,440	25,000
Printed Materials	3,942	26,278	5,250	9,000
Other Supplies	145,347	119,687	92,230	117,000
Safety Equipment	—	—	153	—
Batteries	225	—	—	1,500
Just In Time Office Supplies	44,035	67,661	3,745	65,000
Misc Maintenance Supplies	258	1,681	1,590	4,000
	\$ 388,015	\$ 373,575	\$ 401,100	\$ 480,130

Department of Public Safety



Division of Police

Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Maintenance				
Maintenance Office Equipment	\$ 1,150	\$ —	\$ —	\$ 1,500
Maintenance Contracts	157,238	174,993	85,352	148,955
Computer Hardware Maintenance	4,500	—	—	—
Maintenance Machinery & Tools	—	—	6,000	—
Repair Parts	75	—	—	—
Car Washes	43,069	21,648	53,289	55,000
Accident Repair-Safety Vehicles	863	—	—	—
Maintenance Helicopters	90,000	—	—	—
Maintenance Misc. Equipment	15,474	20,847	10,680	12,000
Maintenance Building	7,352	—	—	—
Repair Of Overhead Doors	5,000	—	—	5,000
	\$ 324,720	\$ 217,488	\$ 155,321	\$ 222,455
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 1,000	\$ 7,722	\$ 5,385	\$ 10,000
Police Chief Expense Fund	250,000	250,000	250,000	250,000
	\$ 251,000	\$ 257,722	\$ 255,385	\$ 260,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 1,753,307	\$ 869,139	\$ 1,374,731	\$ 1,426,731
Charges From Radio Comm System	905,231	602,209	815,434	1,523,203
Charges From W.P.C.	—	—	3,319	—
Charges From Print & Repro	338,528	318,588	286,767	307,737
Charges From Central Storeroom	78,251	61,242	65,651	66,632
Charges From M.V.M.	2,938,755	2,636,153	3,392,068	3,491,055
	\$ 6,014,073	\$ 4,487,330	\$ 5,937,969	\$ 6,815,358
Expenditure Recovery				
Expenditure Recovery	\$ (3,189)	\$ —	\$ (13,154)	\$ —
	\$ (3,189)	\$ —	\$ (13,154)	\$ —
	\$ 177,992,105	\$ 173,102,188	\$ 170,594,125	\$ 172,032,604

Revenues

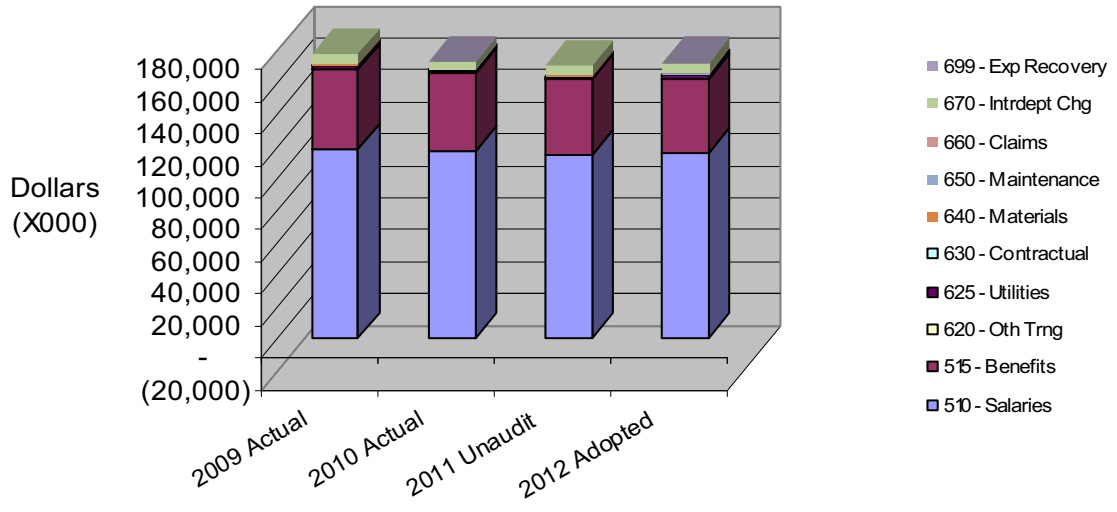
	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ 557,906	\$ 745,567	\$ 842,285	\$ 453,000
Fines, Forfeitures & Settlements	3,750	8,265	20,921	—
Grant Revenue	2,121,655	2,562,960	3,934,224	5,942,557
Licenses & Permits	9,893	8,582	633	600
Miscellaneous	6,641,040	7,539,917	6,885,103	6,541,000
Sale Of City Assets	192,467	19,665	—	—
	\$ 9,526,711	\$ 10,884,956	\$ 11,683,166	\$ 12,937,157



Department of Public Safety

Division of Police

Division of Police Expenditures by Appropriation



Department of Public Safety

Division of Police



COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	December 2011	Budget 2012		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
1	1	1	Chief of Police	69,682.20	170,753.40
11	11	11	Commander of Police	100,062.71	100,562.71
1	1	1	Commissioner of Traffic Control	100,062.71	100,562.71
4	4	4	Deputy Chief of Police	63,966.00	143,856.62
<u>17</u>	<u>17</u>	<u>17</u>			
OFFICE & CLERICAL					
4	3	3	Clerk, Chief	22,050.00	47,550.25
6	4	6	Clerk, Junior	11.97	14.14
3	1	3	Clerk, Principal	14.88	20.10
1	1	1	Clerk, Stock	13.11	18.23
1	1	1	Messenger	10.00	15.24
3	3	3	Safety Telephone Operator	21,266.04	33,480.03
4	3	4	Secretary	10.00	17.69
3	2	3	Secretary, Private	10.00	21.21
1	0	1	Stenographer III	10.00	18.43
3	3	3	Telephone Operator	10.00	16.97
9	5	7	Typist	12.02	15.39
<u>38</u>	<u>26</u>	<u>35</u>			
PARA-PROFESSIONALS					
1	0	1	Clerk, Docket	20,800.00	36,325.25
11	7	18	Controller, Traffic	10.00	15.40
1	1	1	Coordinator, Project	27,325.56	90,294.89
<u>13</u>	<u>8</u>	<u>20</u>			
PROFESSIONALS					
1	0	1	Accountant II	14.88	22.17
1	1	1	Accountant III	15.48	24.58
3	2	3	Administrative Officer	20,800.00	52,979.99
1	0	1	Administrative Manager	27,193.55	101,816.22
14	13	14	Captain (Police)	86,191.98	86,691.98
2	1	1	Director, Project	22,333.40	80,282.43
5	3	5	Examiner, Scientific	25,000.00	60,014.43
63	60	61	Lieutenant (Police)	74,234.47	74,734.47
<u>90</u>	<u>80</u>	<u>87</u>			



Department of Public Safety

Division of Police

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	December 2011	Budget 2012		Minimum	Maximum
			PROTECTIVE SERVICE		
1,166	1,143	1,157	Officer, Patrol I	53,922.22	55,539.89
54	35	25	Officer, Patrol II	48,815.46	50,279.92
50	13	35	Officer, Patrol III	47,116.49	48,529.98
1	0	0	Officer, Patrol IV	45,904.64	47,281.78
57	0	0	Police Trainee	10.50	10.50
3	3	3	Police Safety Aide	20,800.00	30,287.99
205	185	190	Sergeant	63,926.27	64,426.27
<u>1,479</u>	<u>1,379</u>	<u>1,410</u>			
			SERVICE & MAINTENANCE		
2	0	2	Hostler	10.00	15.50
<u>2</u>	<u>0</u>	<u>2</u>			
			TECHNICIAN		
2	2	2	Bilingual Communication Specialist	22,882.82	38,854.66
5	5	5	Dispatcher, Chief Radio	39,788.00	48,846.62
87	71	87	Dispatcher, Police Radio	22,885.90	42,544.60
4	2	4	Examiner, Fingerprint	22,000.00	45,338.25
3	1	3	Operator, Computer	10.00	23.32
2	1	1	Operator, Data Conversion	12.02	15.39
60	54	58	Operator, Senior Data Conversion	13.47	18.44
3	2	3	Supervisor, Data Conversion	11.92	20.47
1	1	1	Systems Analyst	20,800.00	61,811.09
1	0	1	Technician, Photographic Laboratory	10.00	19.29
<u>168</u>	<u>139</u>	<u>165</u>			
<u>1,807</u>	<u>1,649</u>	<u>1,736</u>	TOTAL FULL TIME		
355	334	355	Guard, School Crossing	20.50	28.71
14	0	14	Controller, Traffic	10.00	15.40
1	0	1	Coordinator, Project	27,325.56	90,294.89
2	0	2	PT Scientific Ez	25,000.00	60,014.43
<u>372</u>	<u>334</u>	<u>372</u>	TOTAL PART TIME		
<u><u>2,179</u></u>	<u><u>1,983</u></u>	<u><u>2,108</u></u>	TOTAL DIVISION		

PAUL STUBBS, 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.

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, prepare, and coordinate the Division's 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 Mayors Office, Public Safety Directors Office and other interested community organizations.

PROGRAM NAME: OPERATIONS

OBJECTIVES: To save lives and property by: extinguishing and preventing the spread of fire; providing immediate medical care, providing rescue and extrication services; abating hazardous material releases; investigating the causes and origins of fires.

ACTIVITIES: Respond to over 60,000 emergency alarms annually with necessary personnel, apparatus and equipment. Conduct daily training according to Training Program directive. Maintain apparatus, equipment and stations. Inspect buildings and fire hydrants and investigate fires and accidents.

PROGRAM NAME: OPERATIONS SUPPORT

OBJECTIVES: To provide the required equipment, supplies and support services for Fire Operations.

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: COMMUNICATIONS

OBJECTIVES: To provide efficient communications for the entire Division of Fire.

ACTIVITIES: Receive and dispatch all calls for assistance. Determine proper response and dispatch fire fighting and or medical/rescue units. Coordinate and control emergency radio transmission and provide a communications/command vehicle for major incidents. Provide support and maintenance for all communication systems for dispatching and recording of fire alarms, response times, fire loss estimates and other records.



Department of Public Safety

Division of Fire

PROGRAM NAME: TRAINING AND EDUCATION

OBJECTIVES: To provide the necessary knowledge, skills and abilities to enable the Division to operate in a safe and efficient manner.

ACTIVITIES: Conduct basic training classes for newly appointed firefighter to ensure compliance with federal, state and industry standards. Provide hazardous material training to members of the division to comply with Federal, OSHA, State and National fire Protection standards. Re-certify firefighters as Emergency medical technicians and maintain and update the Division Drill manual. Conduct classes on safe driving, pump operations, aerial ladder operation, rescue techniques and other pertinent subjects. Maintain training records, test and evaluate new equipment and operations methods.

Department of Public Safety



Division of Fire

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 353,592	\$ 336,056	\$ 350,507	\$ 357,018
Military Leave	11,174	41,500	22,581	—
Student Trainees	196,090	—	—	—
Uniformed Personnel	52,594,404	51,639,810	48,379,208	48,022,823
Uniformed Overtime	6,280,045	6,328,823	6,270,657	5,465,071
Longevity	530,600	520,175	545,575	522,600
Wage Settlements	38	63,860	80,557	—
Separation Payments	576,077	808,276	2,952,387	1,804,858
Bonus Incentive	1,500	—	—	—
Overtime	30,620	28,389	28,399	27,687
Deferred Overtime Payments	176,141	158,949	190,981	175,000
	\$ 60,750,282	\$ 59,925,838	\$ 58,820,851	\$ 56,375,057
Benefits				
Hospitalization	\$ 8,218,718	\$ 7,653,072	\$ 7,216,043	\$ 7,035,664
Prescription	1,193,472	1,760,748	1,668,694	1,618,433
Dental	524,985	532,353	545,735	588,520
Vision Care	50,089	45,326	46,566	46,997
Public Employees Retire System	58,944	56,825	53,825	53,859
Police & Firemens Disab & Pens	14,118,306	13,901,638	13,498,536	13,017,990
Fica-Medicare	538,899	532,564	527,430	558,983
Workers' Compensation	1,966,336	2,078,872	2,226,972	2,347,782
Life Insurance	40,020	39,263	36,810	35,751
Unemployment Compensation	1,741	61,500	119,994	—
Clothing Allowance	241,662	81,985	303,922	235,500
Clothing Maintenance	347,367	800	418,850	392,400
	\$ 27,300,539	\$ 26,744,946	\$ 26,663,376	\$ 25,931,879
Other Training & Professional Dues				
Travel	\$ 1,654	\$ 2,409	\$ 742	\$ 1,600
Tuition & Registration Fees	7,520	1,214	1,311	2,430
Other Training Supplies	6,734	—	872	2,500
Mileage (Priv Auto) Trng Prps	856	150	—	450
Professional Dues & Subscript	3,962	3,652	1,302	3,000
	\$ 20,726	\$ 7,425	\$ 4,227	\$ 9,980
Utilities				
Brokered Gas Supply	\$ 102,730	\$ 86,656	\$ 128,966	\$ 125,097
Gas	176,746	135,083	110,490	107,175
Electricity - Cpp	372,559	400,748	368,858	397,792
Electricity - Other	31,487	42,460	43,169	41,874
Steam	128,935	89,219	105,132	101,978
	\$ 812,456	\$ 754,166	\$ 756,616	\$ 773,916



Department of Public Safety

Division of Fire

Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Contractual Services				
Professional Services	\$ 5,082	\$ 28,133	\$ 10,947	\$ 24,000
Court Reporter	606	146	225	300
Mileage (Private Auto)	12,484	6,495	10,251	9,000
Jury And Witness Fees	—	8	—	—
Medical Services	39,402	17,681	10,135	20,000
Advertising And Public Notice	—	—	365	—
Parking In City Facilities	7,603	4,726	8,384	8,100
Property Rental	—	—	1,167	—
Other Contractual	38,318	46,609	33,345	33,000
Bank Service Fees	2,793	2,278	—	—
	\$ 106,288	\$ 106,075	\$ 74,818	\$ 94,400
Materials & Supplies				
Office Supplies	\$ 7,226	\$ 526	\$ 6,376	\$ 6,200
Postage	430	542	92	180
Computer Supplies	218	—	—	500
Computer Hardware	1	—	—	—
Clothing	81,949	32,844	18,188	25,000
Sweeper Parts	15	—	—	—
Hardware & Small Tools	5,500	6,031	322	6,000
Small Equipment	940	7,724	1,796	9,000
Office Furniture & Equipment	967	—	—	500
Electrical Supplies	8,000	5,000	4,062	4,000
Hygiene And Cleaning Supplies	57,032	36,334	36,255	45,000
Lumber, Glass, And Drywall	—	3,500	—	—
Medical Supplies	58,498	78,008	54,177	62,000
Photographic Supplies	—	—	—	50
Medical Equipment	13,315	—	—	4,000
Paper And Other Printing Suppl	1,260	—	—	2,000
Other Supplies	64,887	52,915	34,786	40,000
Safety Equipment	6,975	11,363	7,000	8,500
Batteries	3,500	—	493	1,000
Just In Time Office Supplies	1,553	10,940	2,752	10,000
	\$ 312,266	\$ 245,726	\$ 166,299	\$ 223,930

Department of Public Safety



Division of Fire

Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ 200	\$ 900
Maintenance Contracts	—	2,856	—	3,500
Maintenance Electrical Equip	3,797	3,000	—	3,600
Maintenance Machinery & Tools	8,000	—	—	4,500
Generator Repair	—	—	—	2,000
Repair Parts	3,626	22	110	100
Car Washes	—	500	380	900
Maintenance Misc. Equipment	131,910	72,959	55,876	70,000
Maintenance Building	8,775	560	—	—
Repair Of Overhead Doors	79,985	74,837	78,426	80,000
	\$ 236,093	\$ 154,734	\$ 134,991	\$ 165,500
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 500	\$ 1,000	\$ 3,573	\$ —
	\$ 500	\$ 1,000	\$ 3,573	\$ —
Interdepart Service Charges				
Charges From Telephone Exch	\$ 342,617	\$ 265,715	\$ 323,748	\$ 383,748
Charges From Radio Comm System	128,542	92,315	101,527	240,213
Charges From W.P.C.	—	—	8,752	—
Charges From Print & Repro	43,929	30,753	39,893	40,000
Charges From Central Storeroom	2,238	5,149	1,587	1,623
Charges From M.V.M.	1,330,881	1,174,033	1,383,283	1,423,650
	\$ 1,848,206	\$ 1,567,966	\$ 1,858,789	\$ 2,089,234
Expenditure Recovery				
Expenditure Recovery	\$ —	\$ —	\$ (300)	\$ —
	\$ —	\$ —	\$ (300)	\$ —
	\$ 91,387,356	\$ 89,507,875	\$ 88,483,241	\$ 85,663,896

Revenues

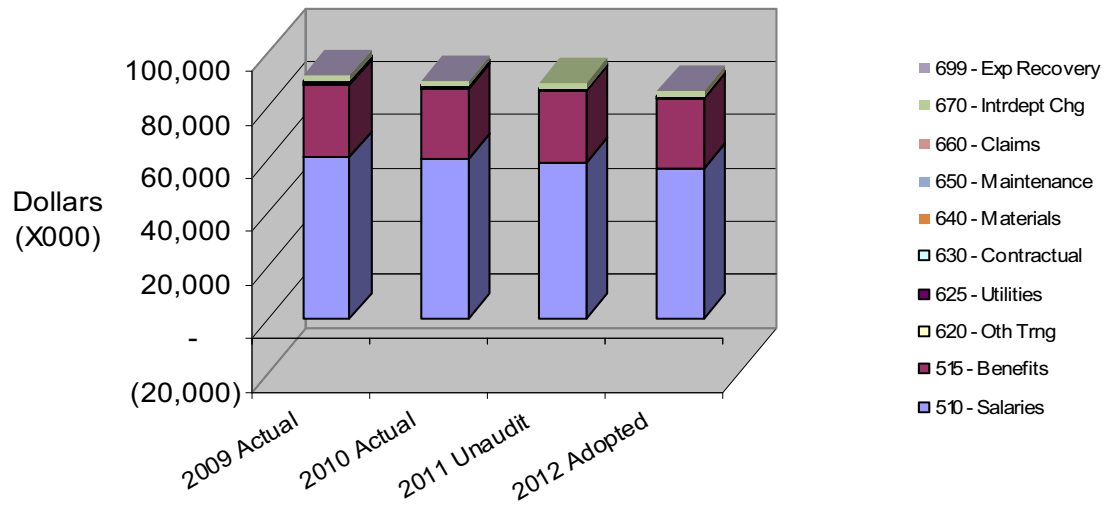
	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ 173,033	\$ 249,106	\$ 181,739	\$ 176,960
Licenses & Permits	574,720	543,228	561,590	601,011
Miscellaneous	28,987	24,740	40,916	7,156
Other Shared Revenue	—	135	—	—
Interest Earnings/Investment Income	47	—	—	—
Non Operating Other/Other	—	134	—	—
	\$ 776,787	\$ 817,343	\$ 784,245	\$ 785,127



Department of Public Safety

Division of Fire

Division of Fire Expenditures by Appropriation



Department of Public Safety

Division of Fire



COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2012	December 2011		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
29	24	25	Battalion, Chief	84,117.25	86,640.76
1	1	1	Fire Chief	64,407.00	170,753.40
7	7	7	Fire Chief, Assistant	56,790.30	124,332.73
<u>37</u>	<u>32</u>	<u>33</u>			
OFFICE & CLERICAL					
1	1	1	Clerk, Senior	12.47	16.58
1	1	1	Secretary	10.00	17.69
3	3	3	Secretary, Private	10.00	21.21
<u>5</u>	<u>5</u>	<u>5</u>			
PROFESSIONALS					
1	1	1	Administrator, Personnel	20,800.00	55,788.47
61	57	57	Captain (Fire)	72,514.87	74,690.31
175	163	164	Lieutenant (Fire)	62,512.82	63,888.20
1	1	1	Project Director/ Network	22,333.40	80,282.43
<u>238</u>	<u>222</u>	<u>223</u>			
PROTECTIVE SERVICE					
528	521	531	Firefighter Journeyman	53,890.36	55,507.07
54	0	0	Firefighter Apprentice-Medic I	45,904.64	47,281.78
7	0	0	Firefighter Apprentice-Medic II	46,904.64	47,281.78
50	0	0	Fire Trainee	10.50	10.50
<u>589</u>	<u>521</u>	<u>531</u>			
TECHNICIAN					
2	2	2	Operator, Data Conversion	12.02	15.39
1	1	1	Supervisor, Data Processing	20,800.00	58,115.49
<u>3</u>	<u>3</u>	<u>3</u>			
<u>872</u>	<u>783</u>	<u>795</u>	TOTAL DIVISION		



Department of Public Safety

Division of Emergency Medical Service

NICOLE A. CARLTON, ACTING COMMISSIONER

Mission Statement

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

The Division of Emergency Medical Service (EMS) is responsible for providing advanced life support pre-hospital care and transportation to the appropriate medical facility for the City of Cleveland through a coordinated communications network in conjunction with other divisions of the Department of Public Safety. The Division of EMS ensures that patients receive optimal care through an initial cadet training program, 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: OPERATIONS

OBJECTIVES: To respond to emergency scenes, 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, logistic and technological support for all pre-hospital care functions. Provide supervisory oversight for all business activities.

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 DEVELOPMENT

OBJECTIVES: To plan, direct, and coordinate all educational activities, through State of Ohio Accreditation #239, for the Department of Public Safety, including state certification at all levels; including recertification, cadet training, continuing education, EMT and paramedic certification, as well as, quality assurance/performance improvement.

ACTIVITIES: Provide pre-hospital medical care training to high school students. Provide initial cadet training for all divisional personnel. Conduct State of Ohio certification classes for all levels of pre-hospital providers. Conduct professional development activities for field, supervisory, and administrative staff. Provide State of Ohio continuing education programs for all levels of pre-hospital care providers. Provide professional recognized enhancement programs for all personnel. 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/ remediation for employee performance that is substandard to performance benchmarks. Promote employee health and wellness through coordinated physical activities/exercise wellness programs.

PROGRAM NAME: PUBLIC EDUCATION

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

ACTIVITIES: Provide certification and training in first aid, CPR, 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 general population through a series of coordinated neighborhood locations throughout the City of Cleveland. Promote general health and wellness education through cooperative efforts with other leading health agencies. Install and maintain all City of Cleveland AED's.



Department of Public Safety

Division of Emergency Medical Service

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 10,925,032	\$ 10,144,971	\$ 9,452,665	\$ 10,950,757
Military Leave	24,294	31,309	44,614	—
Student Trainees	52,261	11,752	407,484	150,000
Longevity	94,200	78,525	84,575	89,150
Separation Payments	150,538	158,110	211,987	250,000
Overtime	2,877,975	2,377,929	2,484,632	2,350,000
Deferred Overtime Payments	81,871	—	86,923	97,500
	\$ 14,206,172	\$ 12,802,596	\$ 12,772,880	\$ 13,887,407
Benefits				
Hospitalization	\$ 1,906,201	\$ 1,669,098	\$ 1,771,853	\$ 1,765,085
Prescription	272,827	382,737	367,514	418,416
Dental	122,072	116,292	119,047	143,561
Vision Care	13,503	11,348	11,850	14,025
Public Employees Retire System	2,103,404	1,995,792	1,749,523	1,908,187
Fica-Medicare	178,494	164,828	166,662	197,634
Workers' Compensation	1,520,007	1,209,541	918,980	820,282
Life Insurance	11,036	10,110	9,686	10,032
Unemployment Compensation	47,736	59,071	33,521	35,000
Clothing Allowance	85,050	76,700	70,550	78,150
Clothing Maintenance	46,000	43,400	39,400	43,300
	\$ 6,306,330	\$ 5,738,918	\$ 5,258,584	\$ 5,433,672
Other Training & Professional Dues				
Travel	\$ 3,042	\$ 1,045	\$ 1,970	\$ 3,000
Tuition & Registration Fees	1,549	—	1,171	500
Other Training Supplies	13,524	14,516	14,069	15,000
	\$ 18,115	\$ 15,561	\$ 17,211	\$ 18,500
Utilities				
Brokered Gas Supply	\$ —	\$ 9	\$ 6,311	\$ 6,122
Gas	10,209	7,280	3,781	3,667
Electricity - Cpp	1	2	1	1
Electricity - Other	1,372	1,567	1,688	1,637
Security & Monitoring System	411	210	521	505
	\$ 11,993	\$ 9,068	\$ 12,302	\$ 11,932
Contractual Services				
Professional Services	\$ 23,132	\$ 23,103	\$ 20,933	\$ 25,000
Referee Services	4,297	18,391	—	15,000
Janitorial Services	3,738	5,600	7,200	6,500
Medical Services	8,730	4,888	916	5,000
Parking In City Facilities	8,027	1,219	3,004	2,500
Other Contractual	—	—	1,258	—
	\$ 47,923	\$ 53,201	\$ 33,310	\$ 54,000

Department of Public Safety

Division of Emergency Medical Service



Expenditures (Continued)

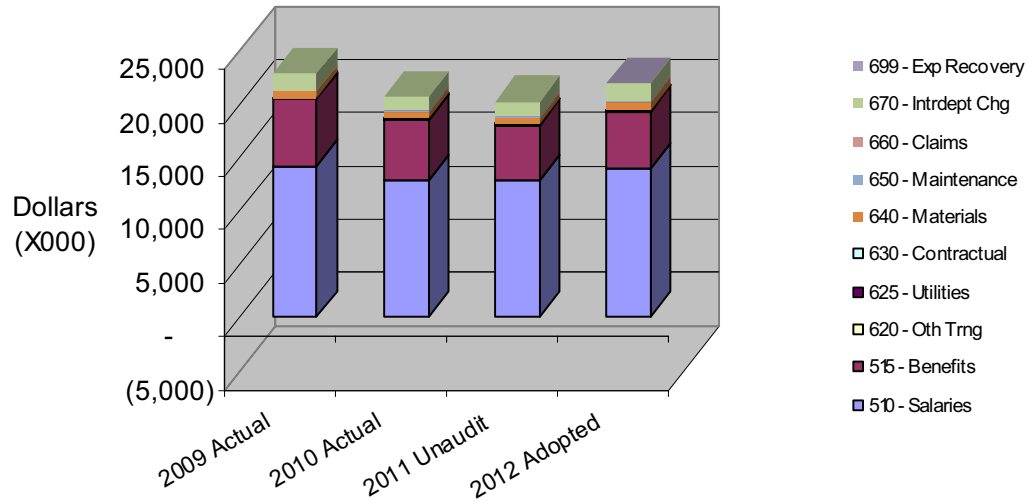
	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 584	\$ 500
Postage	1,731	2,741	1,078	2,000
Computer Hardware	11,232	—	—	—
Clothing	—	6,480	14,764	15,000
Hardware & Small Tools	398	200	200	300
Electrical Supplies	1,772	—	—	1,500
Hygiene And Cleaning Supplies	22,049	17,339	17,696	18,000
Medical Supplies	296,800	343,122	308,266	350,000
Medical Equipment	107,049	89,008	90,469	100,000
Printed Materials	18,783	22,747	29,430	30,000
Other Supplies	4,549	—	—	500
Safety Equipment	84,078	21,108	41,598	108,000
Pharmaceutical Supplies	57,603	70,313	85,874	100,000
Batteries	12,288	442	1,995	2,000
Just In Time Office Supplies	8,285	4,908	2,732	5,000
	\$ 626,616	\$ 578,409	\$ 594,688	\$ 732,800
Maintenance				
Maintenance Contracts	\$ 48,952	\$ 178,044	\$ 99,423	\$ 140,000
Computer Software Maintenance	300	—	—	—
Maintenance Misc. Equipment	656	21,716	26,594	30,000
Repair Of Overhead Doors	—	—	2,012	6,000
	\$ 49,908	\$ 199,760	\$ 128,029	\$ 176,000
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ —	\$ 745	\$ —	\$ 1,800
	\$ —	\$ 745	\$ —	\$ 1,800
Interdepart Service Charges				
Charges From Telephone Exch	\$ 70,279	\$ 79,380	\$ 64,856	\$ 80,907
Charges From Radio Comm System	69,532	47,701	59,821	195,669
Charges From Print & Repro	29,814	20,056	28,037	32,000
Charges From Central Storeroom	3,751	1,484	2,025	2,070
Charges From M.V.M.	1,488,190	1,104,812	1,261,993	1,298,820
Charges From Division Of Maint	60	—	—	—
	\$ 1,661,625	\$ 1,253,432	\$ 1,416,732	\$ 1,609,466
Expenditure Recovery				
Expenditure Recovery	\$ (9,074)	\$ (376)	\$ (1,459)	\$ —
	\$ (9,074)	\$ (376)	\$ (1,459)	\$ —
	\$ 22,919,607	\$ 20,651,314	\$ 20,232,276	\$ 21,925,577
Revenues				
	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ 9,733,455	\$ 10,904,309	\$ 11,581,602	\$ 10,830,300
Miscellaneous	12,212	7,261	31,448	5,800
	\$ 9,745,668	\$ 10,911,570	\$ 11,613,051	\$ 10,836,100



Department of Public Safety

Division of Emergency Medical Service

Emergency Medical Services Expenditures by Appropriation



COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2011	December 2011		Budget 2012	Minimum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Commissioner, Emergency Medical Service	42,758.15	137,860.74
1	1	1	PROFESSIONALS		
1	1	1	Junior Personnel Assistant	20,800.00	39,367.76
1	1	1	Administrative Manager	27,193.55	101,816.22
1	1	1	Administrative Officer	20,800.00	52,979.99
3	3	3	TECHNICIAN		
25	23	23	Dispatcher, Emergency Medical	24,765.24	42,553.33
17	16	16	Supervisor, Emergency Medical Technician	20,092.80	61,147.43
197	168	182	Technician, Emergency Medical	26,336.35	46,419.68
0	5	0	EMT Dispatcher Trainee	10.50	10.50
239	212	221			
243	216	225	TOTAL DIVISION		

JOHN D. BAIRD, CHIEF ANIMAL CONTROL OFFICER

Mission Statement

To reduce the number of stray unwanted animals in the City of Cleveland by enforcing city animal ordinances and by referring low cost spay/neuter services to Cleveland residents.

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.

PROGRAM NAME: ANIMAL CONTROL

OBJECTIVES: Enforce city animal 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 nuisance skunks, raccoons, opossums, and groundhogs.



Department of Public Safety

Division of Animal Control Services

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 527,626	\$ 481,019	\$ 515,663	\$ 529,505
Part-Time Permanent	21,396	39,987	49,077	56,010
Injury Pay	1,085	—	—	—
Longevity	6,575	3,525	5,600	5,900
Separation Payments	3,130	5,476	6,648	—
Overtime	23,056	24,635	31,256	29,640
	\$ 582,869	\$ 554,642	\$ 608,244	\$ 621,055
Benefits				
Hospitalization	\$ 122,132	\$ 116,727	\$ 118,590	\$ 113,615
Prescription	6,337	7,254	7,049	11,968
Dental	7,075	6,793	6,894	8,189
Vision Care	779	692	719	861
Public Employees Retire System	79,714	85,423	83,420	86,920
Fica-Medicare	6,578	6,437	7,175	7,450
Workers' Compensation	10,164	16,295	19,352	33,956
Life Insurance	566	581	581	636
Unemployment Compensation	2,177	—	7,569	—
Clothing Allowance	2,500	—	2,500	2,500
Clothing Maintenance	3,675	175	3,675	3,675
	\$ 241,699	\$ 240,376	\$ 257,524	\$ 269,770
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ 156	\$ —
Professional Dues & Subscript	150	150	—	180
	\$ 150	\$ 150	\$ 156	\$ 180
Utilities				
Brokered Gas Supply	\$ —	\$ —	\$ 8,317	\$ 8,067
Gas	22,383	13,305	5,648	5,478
Electricity - Other	16,563	12,966	8,750	8,488
	\$ 38,946	\$ 26,271	\$ 22,714	\$ 22,033
Contractual Services				
Professional Services	\$ 90,000	\$ 80,000	\$ 176,223	\$ 190,000
Security Services	237	470	465	500
	\$ 90,237	\$ 80,470	\$ 176,688	\$ 190,500
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 1,006	\$ —
Hardware & Small Tools	2,161	991	1,201	1,620
Small Equipment	740	1,260	6,483	9,800
Hygiene And Cleaning Supplies	6,828	5,882	3,921	4,860
Lumber, Glass, And Drywall	—	—	8	—
Medical Supplies	17,555	16,626	17,896	20,000
Other Supplies	9,607	11,474	10,457	10,038
Safety Equipment	4,966	3,978	3,197	3,746
Just In Time Office Supplies	772	1,420	373	1,800
	\$ 42,628	\$ 41,631	\$ 44,542	\$ 51,864

Department of Public Safety

Division of Animal Control Services



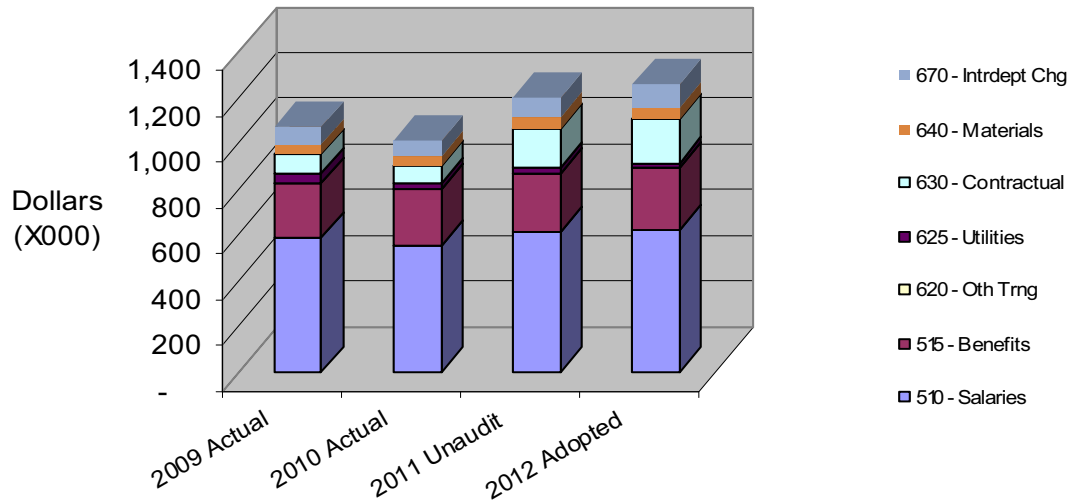
Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 4,496	\$ 5,822	\$ 5,672	\$ 14,521
Charges From Radio Comm System	5,830	4,523	6,291	11,590
Charges From Print & Repro	3,718	2,123	5,783	6,500
Charges From Central Storeroom	1,856	1,489	1,676	1,714
Charges From M.V.M.	60,928	52,430	67,955	69,938
	\$ 76,829	\$ 66,388	\$ 87,377	\$ 104,263
	\$ 1,073,359	\$ 1,009,928	\$ 1,197,245	\$ 1,259,665

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ 24,460	\$ 28,485	\$ 30,310	\$ 25,000
Miscellaneous	2,066	780	780	780
	\$ 26,526	\$ 29,265	\$ 31,090	\$ 25,780

Animal Control Services Expenditures by Appropriation





Department of Public Safety

Division of Animal Control Services

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2011	December 2011		Budget 2012	Minimum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Chief Animal Control Officer	20,800.00	82,076.73
1	1	1			
			OFFICE & CLERICAL		
2	2	2	Clerk, Senior	12.47	16.58
2	2	2			
			PROFESSIONALS		
1	1	1	Registered Animal Health Technician	10.00	16.38
1	1	1			
			PROTECTIVE SERVICE		
9	9	9	Animal Control Officer	11.04	17.47
9	9	9			
			SERVICE & MAINTENANCE		
1	1	1	Custodial Worker	10.00	14.97
1	1	1			
14	14	14	TOTAL FULL TIME		
1	0	1	Registered Animal Health Technician	10.00	16.38
2	1	2	Animal Control Officer	11.04	17.47
3	1	3	TOTAL PART TIME		
17	15	17	TOTAL DIVISION		

DAVID CARROLL, ACTING COMMISSIONER

Mission Statement

To provide facilities for the incarceration of persons who have been arrested and convicted of crimes and sentenced by the court system.

The Division of Correction is charged with the responsibility of booking, processing, security, care, custody and housing of persons arrested and those committed to our custody by the Courts. Limited rehabilitation programs are provided for select residents. Features of these programs include Drug and Alcohol Rehabilitation programs, General Education Development (GED) classes and court-sponsored work release programs.

PROGRAM NAME: CUSTODIAL CARE

OBJECTIVES: To ensure a sufficient level of security personnel to exercise control over the inmate population while providing adequate, safe, humane housing and board.

ACTIVITIES: Provide constant surveillance of all inmates to guarantee control and order. Maintain facilities according to state codes. Provide adequate medical care for all persons committed to the Institution.

PROGRAM NAME: WORK RELEASE (COURT SPONSORED)

OBJECTIVES: Allow resident to maintain employment during their incarceration.

ACTIVITIES: Once approved by the Court, Social Worker, and Commissioner a resident will travel by bus or pre-arranged transportation to their job which has been previously verified for approval.

PROGRAM NAME: SCHOOL RELEASE (COURT SPONSORED)

OBJECTIVES: Allow resident to maintain education/training, primarily colleiate level, during their incarceration.

ACTIVITIES: Once approved by the Court, Social Worker, and Commissioner the resident may attend a prior approved educational facility for classes and/or training.

PROGRAM NAME: ALCOHOLICS ANONYMOUS

OBJECTIVES: Facilitate same sex fellowship groups who share their experiences, strengths and hopes in an effort to solve their common problem and help others to recover from alcoholism.

ACTIVITIES: Small and large facilitated discussion groups.

PROGRAM NAME: GENERAL EDUCATION DEVELOPMENT

OBJECTIVES: To offer classes to both female and male residents the opportunity to obtain or complete general education and obtain a GED diploma.

ACTIVITIES: Small and large facilitated same sex classroom learning environment.



Department of Public Safety

Division of Correction

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 6,034,829	\$ 5,773,530	\$ 5,395,969	\$ 5,827,164
Military Leave	665	198	—	—
Part-Time Permanent	16,529	3,185	—	—
Injury Pay	159,665	174,798	135,612	—
Longevity	53,375	41,000	48,900	52,550
Wage Settlements	—	46,321	—	—
Separation Payments	98,242	30,057	43,775	40,000
Overtime	1,107,115	1,165,651	1,205,957	1,100,000
	\$ 7,470,419	\$ 7,234,740	\$ 6,830,214	\$ 7,019,714
Benefits				
Hospitalization	\$ 1,409,843	\$ 1,342,773	\$ 1,239,985	\$ 1,233,213
Prescription	144,326	215,134	197,494	252,063
Dental	87,559	86,445	84,728	93,482
Vision Care	9,867	8,871	8,637	8,983
Public Employees Retire System	1,080,889	1,093,526	968,566	1,047,859
Police & Firemens Disab & Pens	—	—	3,305	—
Fica-Medicare	103,269	100,510	94,736	101,333
Workers' Compensation	610,308	960,024	705,939	685,285
Life Insurance	7,740	7,864	7,099	7,209
Unemployment Compensation	21,411	41,056	35,163	21,068
Clothing Allowance	59,328	57,471	47,590	49,300
Clothing Maintenance	71,350	64,638	59,150	59,400
Union Welfare Payment	—	—	—	10,000
Firearm Allowance	5,020	—	—	—
	\$ 3,610,908	\$ 3,978,310	\$ 3,452,393	\$ 3,569,195
Other Training & Professional Dues				
Travel	\$ 150	\$ —	\$ —	\$ —
Tuition & Registration Fees	1,205	440	—	500
Mileage (Priv Auto) Trng Prps	—	—	—	200
Professional Dues & Subscript	2,573	—	394	300
	\$ 3,928	\$ 440	\$ 394	\$ 1,000
Utilities				
Brokered Gas Supply	\$ 7,627	\$ 13,104	\$ 36,263	\$ 35,175
Gas	49,041	39,242	16,623	16,124
Electricity - Other	118,611	118,149	108,568	105,311
	\$ 175,279	\$ 170,495	\$ 161,454	\$ 156,610

Department of Public Safety



Division of Correction

Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Contractual Services				
Professional Services	\$ 516,653	\$ 939,756	\$ 858,790	\$ 665,000
Mileage (Private Auto)	—	—	—	200
Medical Services	914,606	842,690	1,728,390	2,000,000
Parking In City Facilities	1,584	1,118	649	1,000
Property Rental	51,000	40,800	40,800	45,000
Other Contractual	179,488	40,477	77,068	15,000
Indigent Relief	—	—	—	200
Bank Service Fees	—	—	—	377
	\$ 1,663,331	\$ 1,864,841	\$ 2,705,697	\$ 2,726,777
Materials & Supplies				
Office Supplies	\$ 11,409	\$ —	\$ 8,558	\$ 4,000
Clothing	8,735	15,252	41,387	18,000
Hardware & Small Tools	—	—	—	500
Small Equipment	18,991	—	1,632	5,000
Office Furniture & Equipment	150	—	—	1,000
Electrical Supplies	—	—	—	1,215
Hygiene And Cleaning Supplies	109,206	44,604	72,009	75,000
Painting Equipment & Supplies	—	—	—	900
Medical Supplies	21,475	—	—	7,290
Food	603,000	629,767	508,496	600,000
Laboratory Supplies	50,000	—	—	—
Photographic Supplies	9,663	—	—	2,500
Other Supplies	152,319	23,840	18	10,000
Pharmaceutical Supplies	99,811	479,085	80,795	200,000
Just In Time Office Supplies	4,666	10,717	—	5,000
Building Maintenance Supplies	—	—	—	5,580
Misc Maintenance Supplies	—	—	344	1,350
	\$ 1,089,426	\$ 1,203,266	\$ 713,238	\$ 937,335
Maintenance				
Maintenance Contracts	\$ 29,093	\$ —	\$ 20,743	\$ 40,000
Maintenance Fire Apparatus	595	—	50	7,200
Maintenance Building	4,897	—	—	—
	\$ 34,585	\$ —	\$ 20,793	\$ 47,200
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ —	\$ 1,500	\$ 1,414	\$ —
	\$ —	\$ 1,500	\$ 1,414	\$ —



Department of Public Safety

Division of Correction

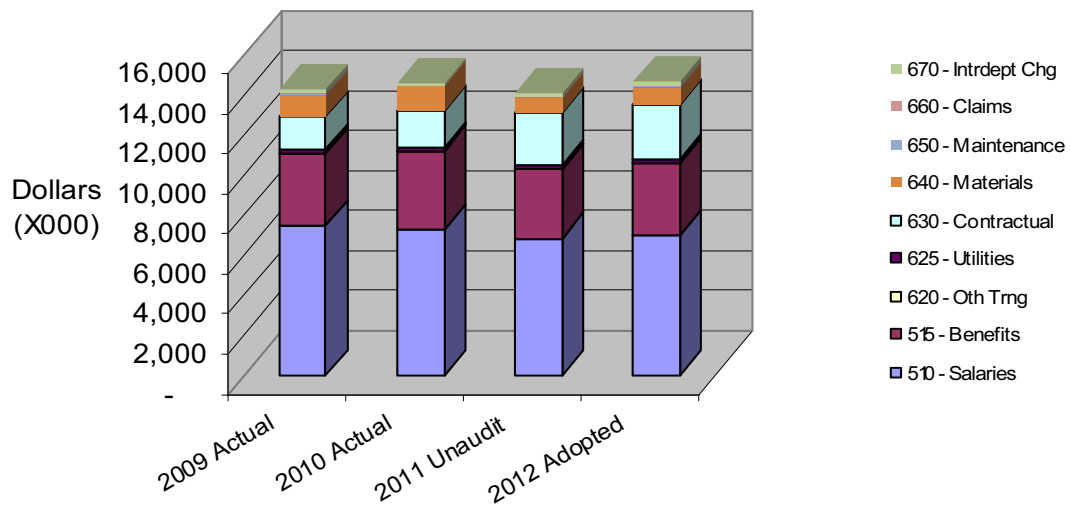
Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 16,618	\$ 19,942	\$ 16,767	\$ 18,443
Charges From Radio Comm System	31,390	20,488	24,703	53,134
Charges From W.P.C.	461	—	—	—
Charges From Print & Repro	39,027	61,482	51,315	50,000
Charges From Central Storeroom	774	432	320	328
Charges From M.V.M.	105,163	59,554	72,623	66,877
	\$ 193,433	\$ 161,898	\$ 165,728	\$ 188,782
	\$ 14,241,308	\$ 14,615,490	\$ 14,051,324	\$ 14,646,613

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ 700	\$ 3,398	\$ 9,947	\$ —
Miscellaneous	388,391	709	196	—
	\$ 389,091	\$ 4,107	\$ 10,143	\$ —

Division of Correction Expenditures by Appropriation



Department of Public Safety



Division of Correction

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	December 2011	Budget 2012		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
1	0	0	Commissioner, Correction	40,314.82	121,778.85
1	0	0			
OFFICE & CLERICAL					
1	1	1	Clerk, Senior	12.47	16.58
1	1	1	Chief, Clerk	22,050.00	47,550.25
1	1	1	Secretary, Private	10.00	21.21
1	0	0	Storekeeper	16.66	20.76
4	3	3			
PROFESSIONALS					
1	1	1	Accountant III	15.48	24.58
1	1	1	Analyst, Budget	20,800.00	53,011.19
2	2	2	Caseworker II	14.03	20.20
1	1	1	Recreational Instructor III	10.00	19.16
0	1	1	Project Coordinator	27,325.56	90,294.89
1	1	1	Senior Personnel Assistant	20,800.00	50,162.59
1	1	1	Nurse, Practical	17.98	19.98
7	8	8			
PROTECTIVE SERVICE					
142	121	125	Correctional Officer	12.18	18.39
9	8	8	Guard	10.00	17.39
12	12	12	Supervisor, Correctional	20,800.00	51,187.90
163	141	145			
SERVICE & MAINTENANCE					
2	2	2	Cook	13.77	15.94
1	1	1	Cook, Head	10.00	17.65
0	1	1	Municipal Service Laborer	15.95	17.95
2	1	1	Mechanical Handyman	16.62	18.62
5	5	5			
180	157	161	TOTAL FULL TIME		
1	0	0	Storekeeper	16.66	20.76
1	0	0	Clerk, Junior	11.97	14.14
2	0	0	TOTAL PART TIME		
182	157	161	TOTAL DIVISION		



Department of Parks, Recreation and Properties

Division of Research, Planning and Development

DONALD KASYCH, ACTING COMMISSIONER

The Divisions of Research, Planning and Development begins the 2012 year under the Office of Capital Projects. Refer to the Office of Capital Projects section for 2012 budget numbers.

Mission Statement

We enhance the lives of City of Cleveland residents through the planning, design, and development of safe, maintainable, attractive, "state of the art" parks, playgrounds, landscapes, and recreational facilities in accordance with an established citywide vision for parks and recreation.

PROGRAM NAME: SITE DEVELOPMENT

OBJECTIVES: Provide landscape architectural/site planning capabilities and plan and develop park and recreational amenities that are of the greatest value to the community.

ACTIVITIES: Implement the City's park and recreation Capital Improvement Program. Develop park and recreation site/planning/landscape architectural project feasibility reports, preliminary plans, cost estimates, recommendations, and implementation strategies. Design and develop detailed site improvement drawings and specifications for the improvement or rehabilitation of all exterior departmental facilities including urban parks, playgrounds, sports facilities, playfields, plazas, parking facilities, cemeteries, etc., along with the construction supervision and contract administration for same. Engage the community on capital projects at appropriate levels.

PROGRAM NAME: RESEARCH AND PLANNING

OBJECTIVES: Develop, plan, coordinate, and support the departmental Capital Improvement Program and related research activities including preparing planning studies.

ACTIVITIES: Monitor/manage project budgets for all Departmental capital projects in conjunction with Department of Finance/Capital Manager. Research, prepare, and coordinate various planning, capital, and recommendation reports. Prepare grant applications for Federal, State, local, or other capital improvement programs and administer the grant including consultant management, invoices, reporting, etc. Prepare property adoption agreements, and work with Law Department on legal documents such as leases, grant agreements, etc. related to capital improvement projects implemented by the Division of RP&D.

Department of Parks, Recreation and Properties



Division of Research, Planning and Development

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 498,450	\$ 383,562	\$ 333,783	\$ —
Injury Pay	—	—	1,521	—
Longevity	5,300	—	2,675	—
Separation Payments	51,266	9,966	—	—
	\$ 555,016	\$ 393,527	\$ 337,979	\$ —
Benefits				
Hospitalization	\$ 64,541	\$ 48,959	\$ 49,735	\$ —
Prescription	10,540	13,495	12,285	—
Dental	5,356	4,525	3,572	—
Vision Care	586	455	331	—
Public Employees Retire System	76,327	62,168	48,121	—
Fica-Medicare	3,831	4,039	3,882	—
Workers' Compensation	6,080	6,221	7,402	—
Life Insurance	390	345	270	—
Clothing Allowance	(18)	—	—	—
	\$ 167,630	\$ 140,206	\$ 125,598	\$ —
Other Training & Professional Dues				
Tuition & Registration Fees	\$ —	\$ 150	\$ —	\$ —
Professional Dues & Subscript	765	165	525	—
	\$ 765	\$ 315	\$ 525	\$ —
Contractual Services				
Mileage (Private Auto)	\$ 481	\$ 299	\$ 477	\$ —
Parking In City Facilities	1,388	402	115	—
Property Rental	21,876	43,752	2,470	—
	\$ 23,745	\$ 44,453	\$ 3,062	\$ —
Materials & Supplies				
Office Supplies	\$ —	\$ 397	\$ 917	\$ —
Other Supplies	—	—	725	—
Just In Time Office Supplies	1,224	1,117	—	—
	\$ 1,224	\$ 1,514	\$ 1,642	\$ —
Interdepart Service Charges				
Charges From Telephone Exch	\$ 11,808	\$ 9,218	\$ 3,724	\$ —
Charges From Print & Repro	6,939	6,681	4,168	—
Charges From M.V.M.	10,517	4,984	4,019	—
	\$ 29,264	\$ 20,883	\$ 11,910	\$ —
	\$ 777,644	\$ 600,898	\$ 480,716	\$ —

Revenues

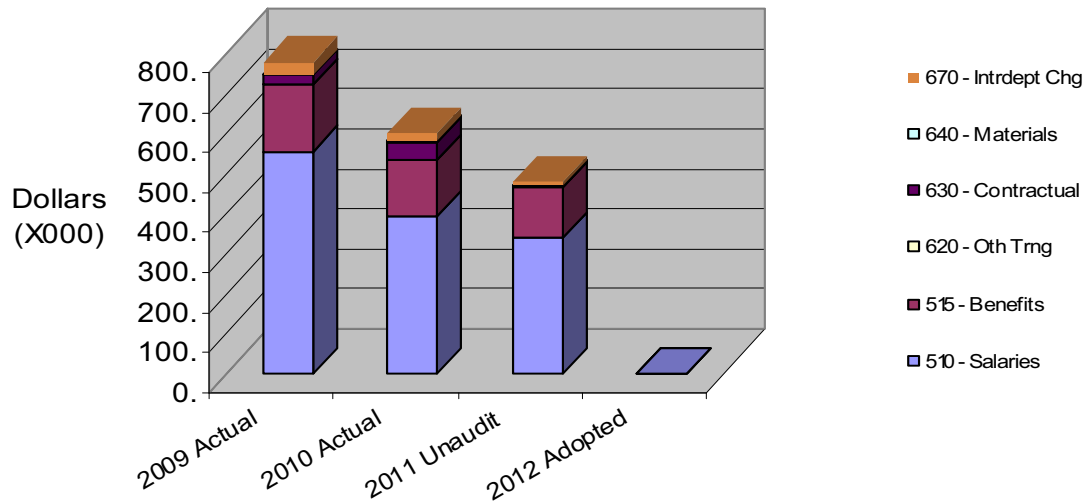
	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ 650	\$ —	\$ —	\$ —
Miscellaneous	299,387	302,008	300,220	—
	\$ 300,037	\$ 302,008	\$ 300,220	\$ —



Department of Parks, Recreation and Properties

Division of Research, Planning and Development

Research Planning & Development Expenditures by Appropriation



COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2011	Budget 2012		Minimum	Maximum
			PROFESSIONALS		
1	1	0	Architect, Landscape Senior	10.00	30.54
1	1	0	Architect, Landscape	10.00	28.86
1	1	0	Architect	10.00	30.55
1	0	0	Construction Technician	12.02	23.32
1	1	0	Manager of Research & Planning	22,333.40	74,106.01
1	1	0	Manager of Site Development	22,333.40	74,106.01
1	1	0	Supervisor, Site Development	20,800.00	53,900.54
1	0	0	Survey, Party Chief	20,800.00	56,325.64
8	6	0			
8	6	0	TOTAL DIVISION		

MICHAEL E. COX, DIRECTOR

Mission Statement

Provide 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: 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: 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: 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.



Department of Public Works

Division of Public Works Admin

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 418,360	\$ 402,614	\$ 425,969	\$ 1,928,563
Longevity	2,875	—	3,175	16,500
	\$ 421,235	\$ 402,614	\$ 429,144	\$ 1,945,063
Benefits				
Hospitalization	\$ 54,242	\$ 45,437	\$ 44,930	\$ 310,652
Prescription	6,408	9,006	9,095	54,896
Dental	3,307	2,981	3,272	22,714
Vision Care	384	353	391	2,152
Public Employees Retire System	74,502	63,897	59,776	272,309
Fica-Medicare	4,059	3,893	4,132	21,004
Workers' Compensation	4,879	4,721	7,274	35,944
Life Insurance	304	308	311	1,707
Clothing Allowance	—	—	—	400
Clothing Maintenance	—	—	—	150
	\$ 148,084	\$ 130,597	\$ 129,181	\$ 721,928
Contractual Services				
Parking In City Facilities	\$ 4,969	\$ 3,775	\$ 5,056	\$ 4,620
Insurance And Official Bonds	200	—	—	—
Property Rental	110,466	110,466	110,466	111,986
Other Contractual	—	—	1,122	—
	\$ 115,635	\$ 114,241	\$ 116,644	\$ 116,606
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 460	\$ —
Hygiene And Cleaning Supplies	—	—	139	—
Other Supplies	—	—	—	1,700
Special Events Supplies	1,000	1,500	100	1,180
Just In Time Office Supplies	1,326	1,030	—	2,925
	\$ 2,326	\$ 2,530	\$ 699	\$ 5,805
Interdepart Service Charges				
Charges From Telephone Exch	\$ 17,635	\$ 18,009	\$ 15,679	\$ 18,371
Charges From Law Dept.	730	—	—	—
Charges From Radio Comm System	202	185	202	189
Charges From Print & Repro	3,355	3,632	5,777	7,000
Charges From Central Storeroom	3,456	2,268	1,715	1,800
Charges From M.V.M.	893	233	1,080	1,143
	\$ 26,271	\$ 24,327	\$ 24,454	\$ 28,503
	\$ 713,550	\$ 674,308	\$ 700,122	\$ 2,817,905

Department of Public Works

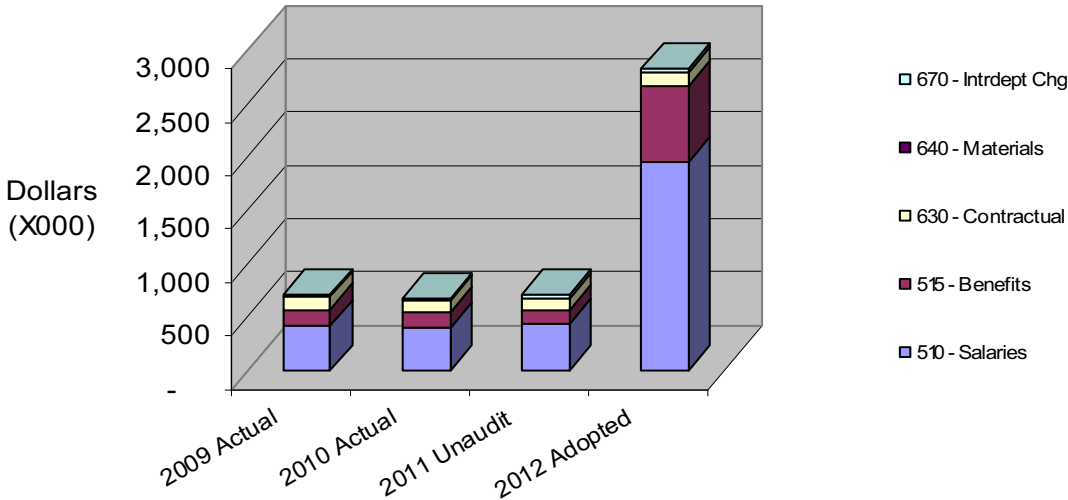


Division of Public Works Admin

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ 38,613	\$ 86,109	\$ 102,689	\$ 44,500
Miscellaneous	17,011	76,357	5,085	—
Sale Of City Assets	85,000	20,000	70,000	—
	\$ 140,623	\$ 182,466	\$ 177,774	\$ 44,500

Public Works Administration Expenditures by Appropriation





Department of Public Works

Division of Public Works Admin

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	December 2011	Budget 2012		Minimum	Maximum
			ADMINISTRATORS & OFFICIALS		
0	0	1	Administrative Officer	20,800.00	52,979.99
1	1	1	Director of Public Works	50,795.81	176,729.77
0	0	1	Asst. Director of Public Works	36,590.39	142,340.94
0	0	1	Data Base Administrator	39,937.34	109,791.53
0	0	1	Deputy Commissioner of Recreation	26,273.96	82,493.55
0	0	1	Deputy Commissioner of Park Maint. & Properties	26,273.96	82,493.55
1	1	6			
			OFFICE & CLERICAL		
0	0	3	Budget Analyst	20,800.00	53,011.19
1	1	2	Chief Clerk	22,050.00	47,550.25
0	0	1	Senior Clerk	12.47	16.58
0	0	2	Project Coordinator	27,325.56	90,294.89
1	0	1	Project Director	22,333.40	80,282.43
0	0	2	Principal Clerk	14.88	20.10
0	0	3	Junior Personnel Assistant	20,800.00	39,367.76
0	0	2	Senior Personnel Assistant	20,800.00	50,162.59
1	1	1	Private Secretary to the Director	20,800.00	47,550.25
3	2	17			
			PROFESSIONALS		
0	1	3	Assistant Administrator	20,800.00	56,847.22
0	0	1	Assistant Manager of Marketing	20,800.00	56,847.22
0	0	1	Assistant Manager of Recreation	20,092.80	56,847.22
0	0	1	Administrative Manager	27,193.55	101,816.22
1	1	1	Manager Asst. Audit Cont/Per	20,092.80	58,837.68
1	1	1	Manager of Events	23,647.11	78,080.22
0	0	1	Manager of Marketing	30,214.95	103,869.21
0	0	1	Personnel Administrator	26,273.96	82,493.55
1	1	1	Secretary to the Director	36,590.39	142,340.94
0	0	3	Senior Budget and Management Analyst	26,273.96	78,265.22
3	4	14			
			TECHNICIAN		
0	0	1	Accident & Safety Inspector	20.36	22.36
0	0	1			
7	7	38	TOTAL DIVISION		

KIM JOHNSON, COMMISSIONER

Mission Statement

To provide recreation opportunities for Cleveland area residents of all age groups.

The Division of Recreation operates 18 recreation centers, 1 outpost (Alta House), 1 arts center, 17 indoor pools, 22 outdoor pools, permits 155 ball-fields, (4 ball-field complexes), 1 outdoor ice skating rink, 1 indoor roller skating rink, 1 residential camp, and 2 golf courses. Each facility provides recreational opportunities for all ages and interest groups. The involvement of neighborhood residents will continue to be a priority via advisory councils that assist with program and evaluation.

PROGRAM NAME: ORGANIZED SPORTS

OBJECTIVES: To provide ongoing planning, development and coordination of a variety of sports programs, both competitive and non-competitive.

ACTIVITIES: Promotes league play in basketball, baseball, softball, football, soccer etc.

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.

PROGRAM NAME: RECREATION CENTERS

OBJECTIVES: To provide year around recreation facilities and programs to City residents.

ACTIVITIES: Operate and maintain recreation centers.

PROGRAM NAME: CULTURAL ARTS

OBJECTIVES: To provide cultural arts to City residents.

ACTIVITIES: Organize programs in drama, dance, painting, drawing, cartoon arts, ceramics, and weaving.

PROGRAM NAME: GOLF COURSE OPERATION

OBJECTIVES: To provide quality golfing opportunities at 36- hole facilities.

ACTIVITIES: Maintaining grounds and building. Regulating golf play and facilitating league and tournament play.

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: SUMMER FOOD PROGRAM

OBJECTIVES: To supplement the dietary requirements of children during the summer.

ACTIVITIES: Provide free meals for City of Cleveland youth 18 years of age and under.



Department of Public Works

Division of Recreation

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 5,236,454	\$ 4,650,112	\$ 4,299,885	\$ 4,094,744
Seasonal	1,011,220	880,805	816,037	977,221
Part-Time Permanent	602,651	642,329	670,409	888,794
Injury Pay	82	—	—	—
School Guards	591	71,854	591	—
Longevity	49,975	2,200	43,675	40,650
Separation Payments	33,114	67,480	73,860	15,238
Overtime	79,193	160,573	91,992	72,900
	\$ 7,013,280	\$ 6,475,353	\$ 5,996,449	\$ 6,089,547
Benefits				
Hospitalization	\$ 1,053,064	\$ 945,677	\$ 828,679	\$ 860,209
Prescription	132,271	189,445	174,815	211,988
Dental	66,022	63,395	61,605	67,669
Vision Care	11,158	9,766	8,820	8,398
Public Employees Retire System	1,076,871	1,017,978	836,203	852,537
Fica-Medicare	86,732	81,874	74,166	83,855
Workers' Compensation	332,649	189,368	241,597	209,282
Life Insurance	6,675	6,390	5,640	5,220
Unemployment Compensation	50,058	38,577	114,811	35,000
Clothing Allowance	1,200	—	800	300
Clothing Maintenance	2,325	1,800	1,950	1,650
	\$ 2,819,024	\$ 2,544,271	\$ 2,349,086	\$ 2,336,108
Other Training & Professional Dues				
Travel	\$ 181	\$ 84	\$ —	\$ 180
Tuition & Registration Fees	330	624	660	300
Professional Dues & Subscript	335	—	—	360
	\$ 846	\$ 708	\$ 660	\$ 840
Utilities				
Brokered Gas Supply	\$ 442,914	\$ 356,650	\$ 516,136	\$ 525,250
Gas	463,102	371,085	355,978	365,525
Electricity - Cpp	904,061	904,583	840,863	930,863
Electricity - Other	181,144	176,733	155,518	168,700
Security & Monitoring System	9,000	8,925	11,235	15,000
Contractual Utilities	98,276	54,081	94,933	99,000
	\$ 2,098,497	\$ 1,872,057	\$ 1,974,663	\$ 2,104,338
Contractual Services				
Professional Services	\$ 22,982	\$ 52,806	\$ 23,033	\$ 33,780
Mileage (Private Auto)	1,610	1,109	1,164	1,000
Advertising And Public Notice	—	329	—	—
Parking In City Facilities	11,786	7,043	13,891	7,840
Other Contractual	1,151,999	1,023,906	1,272,721	1,154,609
	\$ 1,188,377	\$ 1,085,193	\$ 1,310,809	\$ 1,197,229

Department of Public Works



Division of Recreation

Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Materials & Supplies				
Office Supplies	\$ 2,838	\$ —	\$ 2,968	\$ —
Computer Hardware	439	—	—	—
Fuel	14	—	—	—
Chemical	77,966	93,529	77,350	77,400
Clothing	2,236	2,759	3,049	2,835
Hardware & Small Tools	—	1,650	1,456	—
Small Equipment	9,344	582	4,756	8,000
Electrical Supplies	—	—	—	2,250
Hygiene And Cleaning Supplies	2,807	2,534	3,277	3,600
Aquatics (Pool) Supplies	23,262	18,343	26,868	27,000
Playground Equipment And Suppl	12,563	11,925	12,689	15,000
Medical Supplies	1,316	1,343	2,196	1,350
Food	31,282	31,527	30,270	27,000
Paper And Other Printing Suppl	—	—	—	1,350
Other Supplies	5,443	11,796	8,729	3,800
Arts & Crafts Supplies	24,613	31,473	17,302	28,800
Sporting Goods Supplies	41,928	26,292	19,574	32,770
Just In Time Office Supplies	4,521	5,398	1,042	8,300
Building Maintenance Supplies	—	1,656	—	—
	\$ 240,571	\$ 240,807	\$ 211,526	\$ 239,455
Maintenance				
Maintenance Contracts	\$ —	\$ 19,922	\$ 3,760	\$ 3,600
Maintenance Machinery & Tools	—	—	8,000	8,000
Maintenance Fire Apparatus	7,000	—	4,000	7,000
Car Washes	500	1,000	449	450
Maintenance Misc. Equipment	14,961	11,730	4,575	4,000
	\$ 22,461	\$ 32,653	\$ 20,784	\$ 23,050
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 3,383	\$ —	\$ —	\$ —
	\$ 3,383	\$ —	\$ —	\$ —
Interdepart Service Charges				
Charges From Telephone Exch	\$ 100,847	\$ 95,798	\$ 84,852	\$ 99,251
Charges From Radio Comm System	2,596	1,460	1,387	2,649
Charges From Print & Repro	15,095	16,010	23,353	27,000
Charges From Central Storeroom	1,051	1,057	1,002	1,024
Charges From M.V.M.	151,289	152,941	172,440	182,042
Charges From Waste Collection	16,072	15,544	18,357	10,000
	\$ 286,950	\$ 282,810	\$ 301,392	\$ 321,966
	\$ 13,673,389	\$ 12,533,852	\$ 12,165,370	\$ 12,312,533



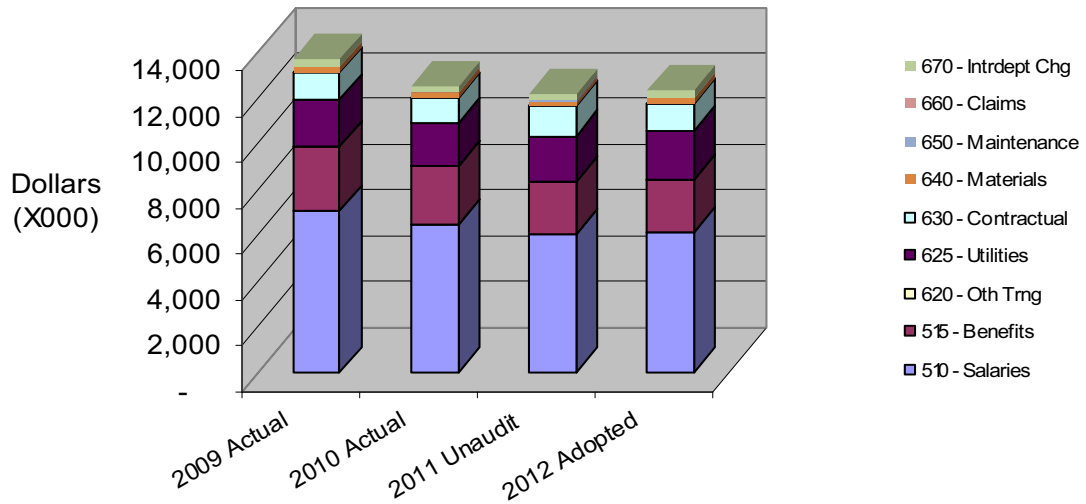
Department of Public Works

Division of Recreation

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ 17,975	\$ 16,535	\$ 17,427	\$ 15,000
Licenses & Permits	—	4,037	9,178	—
Miscellaneous	16,018	28,057	91,903	9,000
	\$ 33,993	\$ 48,629	\$ 118,508	\$ 24,000

Recreation Expenditures by Appropriation



Department of Public Works



Division of Recreation

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	December 2011	Budget 2012		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
1	1	1	Commissioner of Recreation	42,758.15	147,661.45
3	3	2	Deputy Commissioner of Recreation	26,273.96	82,493.55
4	4	3			
OFFICE & CLERICAL					
12	10	11	Junior Clerk	11.97	14.14
1	1	0	Senior Clerk	12.47	16.58
1	0	1	Senior Personnel Assistant	20,800.00	50,162.59
4	2	2	Secretary	10.00	17.69
1	0	1	Private Secretary	10.00	21.21
19	13	15			
PROFESSIONALS					
1	1	1	Deputy Project Director	20,092.80	62,836.42
6	6	6	Manager of Recreation	40,000.00	78,080.22
23	21	22	Recreation Center Manager	32,500.00	71,750.00
14	7	7	Assistant Manager of Recreation	20,092.80	56,847.22
44	35	36			
SERVICE & MAINTENANCE					
1	0	1	Mechanical Handyman	16.62	18.62
1	1	1	Municipal Service Laborer	15.95	17.95
1	0	0	Ground Maintenance Man	15.95	17.95
3	1	2			
TECHNICIAN					
24	19	20	Physical Director	10.00	19.93
0	2	1	Recreation Instructor I	10.00	17.45
4	4	4	Recreation Instructor III	10.00	19.16
52	34	35	Recreation Instructor II	10.00	18.11
80	59	60			
150	112	116	TOTAL FULL TIME		
145	79	153	TOTAL PART TIME		
277	6	216	TOTAL SEASONAL*		
572	197	485	TOTAL DIVISION		

* Seasonals are reflected during peak periods, May - September



Department of Public Works

Division of Property Management

THOMAS A. NAGEL, COMMISSIONER

Mission Statement

Provide the City of Cleveland's various general fund and selected enterprise units a facilities maintenance service to propagate clean, safe and energy efficient facilities

PROGRAM NAME: BUILDING OPERATIONS & MAINTENANCE

OBJECTIVES: To provide equipment operators and repair technicians for building HVAC, emergency systems and equipment, power distribution, lighting, and other functions necessary to operate a public facility.

ACTIVITIES: Operate chillers, boilers, and fans. Maintain comfortable building interior temperatures throughout the various seasons. Maintain emergency systems in readiness and keep operational during actual emergencies. Perform the various maintenance and repair functions needed to keep a public facility operational.

PROGRAM NAME: HOUSEKEEPING SERVICES

OBJECTIVES: To provide for routine and daily cleaning of selected facilities throughout the city.

ACTIVITIES: Assign Custodial personnel at facilities in need of daily cleaning due to heavy use by the general public and/or employees. Provide roving cleaning crews weekly to facilities that do not have a heavy usage pattern. Facilitate the timely removal of trash from buildings and provide preventive pest control.

PROGRAM NAME: 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.

Department of Public Works

Division of Property Management



Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 3,699,445	\$ 3,424,297	\$ 3,278,198	\$ 3,659,296
Part-Time Permanent	34,225	33,760	34,099	35,830
Injury Pay	—	1,534	—	—
Longevity	39,275	8,250	38,350	36,150
Separation Payments	18,866	52,529	90,497	—
Overtime	140,306	216,020	231,466	184,979
	\$ 3,932,117	\$ 3,736,389	\$ 3,672,610	\$ 3,916,255
Benefits				
Hospitalization	\$ 631,052	\$ 597,175	\$ 562,735	\$ 619,787
Prescription	78,421	114,790	110,277	127,897
Dental	40,796	41,002	39,751	46,860
Vision Care	4,763	4,221	4,185	4,809
Public Employees Retire System	588,911	577,637	502,586	548,276
Fica-Medicare	46,757	44,777	47,154	52,148
Workers' Compensation	276,615	273,852	321,443	150,964
Life Insurance	3,833	3,679	3,304	3,609
Unemployment Compensation	14,792	(54)	17,816	—
Clothing Allowance	2,090	1,470	2,170	2,430
Tool Insurance	1,050	1,350	1,350	900
Clothing Maintenance	8,825	7,425	8,025	8,200
	\$ 1,697,905	\$ 1,667,322	\$ 1,620,796	\$ 1,565,880
Other Training & Professional Dues				
Tuition & Registration Fees	\$ —	\$ —	\$ 150	\$ 650
Professional Dues & Subscript	597	703	230	650
	\$ 597	\$ 703	\$ 380	\$ 1,300
Utilities				
Brokered Gas Supply	\$ 54,191	\$ 34,553	\$ 11,616	\$ 11,600
Sewer-Other	711	—	—	200
Gas	25,518	19,961	38,532	37,300
Electricity - Cpp	441,097	470,879	447,059	440,500
Electricity - Other	418,240	420,332	382,548	385,000
Steam	1,114,480	1,051,612	925,503	921,000
Security & Monitoring System	—	—	348	—
	\$ 2,054,236	\$ 1,997,338	\$ 1,805,606	\$ 1,795,600
Contractual Services				
Security Services	\$ 65,112	\$ 78,315	\$ 67,059	\$ 75,000
Parking In City Facilities	2,575	1,898	5,521	3,600
Other Contractual	13,406	18,201	38,303	534,800
	\$ 81,093	\$ 98,414	\$ 110,882	\$ 613,400



Department of Public Works

Division of Property Management

Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 442	\$ —
Computer Hardware	812	—	—	—
Chemical	—	—	—	4,500
Clothing	13,000	8,555	4,544	10,000
Hardware & Small Tools	900	—	—	1,000
Boilers, Heaters & Cool Equip	—	—	4	—
Electrical Supplies	25,400	29,278	16,850	45,000
Hygiene And Cleaning Supplies	132,576	88,044	124,192	165,000
Doors, Shutters And Windows	—	4,000	—	—
Plumbing Supplies And Equip	—	—	62	—
Heating And Air Filters	—	—	—	5,000
Medical Supplies	—	—	—	800
Other Supplies	16	—	310	—
Safety Equipment	1,034	5,000	—	2,500
Just In Time Office Supplies	1,555	603	142	1,750
Building Maintenance Supplies	11,700	11,387	2,569	14,950
	\$ 186,993	\$ 146,867	\$ 149,115	\$ 250,500
Maintenance				
Maintenance Contracts	\$ 5,500	\$ 2,000	\$ 2,000	\$ 5,400
Maintenance Machinery & Tools	34,220	64,128	43,798	125,000
Maintenance Fire Apparatus	69,000	69,000	30,000	70,000
Maintenance Utility Systems	—	—	—	1,000
Maintenance Building	10,131	1,644	2,251	8,100
	\$ 118,850	\$ 136,772	\$ 78,049	\$ 209,500
Interdepart Service Charges				
Charges From Telephone Exch	\$ 34,783	\$ 33,509	\$ 31,949	\$ 33,839
Charges From Radio Comm System	3,998	3,441	3,835	4,625
Charges From Water	672	231	—	450
Charges From W.P.C.	6,879	1,384	461	900
Charges From Print & Repro	2,848	3,084	5,133	5,000
Charges From Central Storeroom	225	64	51	52
Charges From M.V.M.	117,415	98,148	134,832	144,306
Charges From Waste Collection	49,214	7,035	12,802	50,000
Charges From Parks Maintenance	—	102	116	—
Charges From Community Develop	1,962	—	—	2,700
	\$ 217,996	\$ 146,995	\$ 189,179	\$ 241,872
	\$ 8,289,788	\$ 7,930,801	\$ 7,626,617	\$ 8,594,307

Department of Public Works

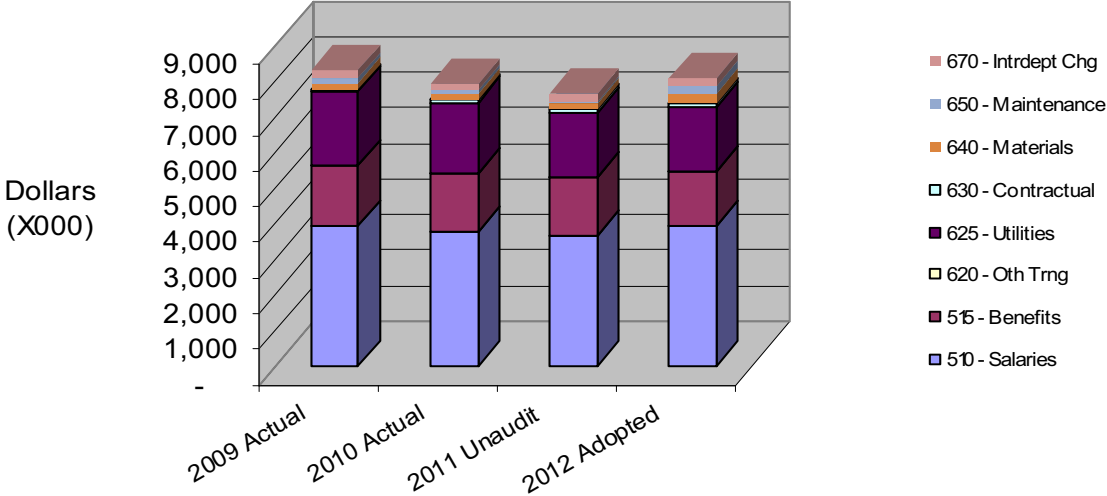
Division of Property Management



Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ 442,841	\$ 448,850	\$ 469,517	\$ 451,312
Miscellaneous	1,567,600	1,379,660	1,383,724	1,300,720
	\$ 2,010,440	\$ 1,828,509	\$ 1,853,241	\$ 1,752,032

Property Management Expenditures by Appropriation





Department of Public Works

Division of Property Management

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	December 2011	Budget 2012		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
2	2	2	Assistant Custodian	20,800.00	48,464.13
1	1	1	Custodian of City Hall	26,273.96	70,807.15
1	1	1	Commissioner of Property Management	45,201.46	146,558.11
1	1	1	Manager of General Maintenance	23,647.11	78,080.22
<u>5</u>	<u>5</u>	<u>5</u>			
OFFICE & CLERICAL					
1	1	1	Private Secretary	10.00	21.21
1	1	1	Senior Clerk	12.47	16.58
1	0	0	Stock Clerk	13.11	18.23
<u>3</u>	<u>2</u>	<u>2</u>			
PROFESSIONALS					
1	1	0	Junior Personnel Assistant	20,800.00	39,367.76
1	1	1	Building Manager	23,647.11	78,080.22
1	1	1	Manager of Enterprise Unit	23,647.11	78,080.22
<u>3</u>	<u>3</u>	<u>2</u>			
PROTECTIVE SERVICE					
2	2	2	Guards	10.00	17.39
<u>2</u>	<u>2</u>	<u>2</u>			
SKILLED CRAFT					
6	6	6	Building Stationary Engineer	10.14	18.52
1	1	1	Chief Building Stationary Engineer	12.37	19.81
0	1	1	Greenskeeper	20.97	22.97
2	2	2	Painter	37.53	38.28
2	2	2	Carpenter	42.35	43.25
1	1	1	Cement Finisher	43.01	44.01
1	1	1	Carpenter Unit Leader	35.13	35.93
1	1	1	Painter Foreman	31.27	31.87
1	0	1	Plumber Foreman	42.59	43.51
1	1	1	Plasterer	41.81	42.79
5	5	5	Plumber	33.53	41.34
1	1	1	Roofer	43.25	43.90
2	0	0	Stationary Boiler Room Operator	12.29	19.21
5	3	4	Electrical Worker	53.50	54.26
1	0	1	Sheetmetal Worker	50.23	53.02
<u>30</u>	<u>25</u>	<u>28</u>			

Department of Public Works



Division of Property Management

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	December 2011	Budget 2012		Minimum	Maximum
			SERVICE & MAINTENANCE		
31	28	30	Custodial Worker	10.00	14.97
7	5	6	Municipal Service Laborer	15.95	17.95
1	1	1	Custodial Worker Supervisor	18.72	20.72
<u>39</u>	<u>34</u>	<u>37</u>			
82	71	76	TOTAL FULL TIME		
1	1	1	TOTAL PART TIME		
<u>83</u>	<u>72</u>	<u>77</u>	TOTAL DIVISION		



Department of Public Works

Division of Park Maintenance and Properties

RICHARD L. SILVA, COMMISSIONER

Mission Statement

To provide the City and its neighborhoods with safe and well-maintained parks, trees, gardens, vacant lots, and cemeteries.

PROGRAM NAME: HORTICULTURE, MALL, AND CULTURAL GARDENS

OBJECTIVES: To operate the City Greenhouse.

ACTIVITIES: Develop and maintain an awareness and appreciation of natural foliage in formal gardens and park areas. Propagate plant material for seasonal displays. Plant and maintain formal gardens, plazas, malls, and other formal park areas. Provide educational and recreational programs related to horticulture and plant life development.

PROGRAM NAME: URBAN FORESTRY

OBJECTIVES: To provide a safe and hazard-free urban forest while striving to preserve its natural beauty.

ACTIVITIES: Remove dead and hazardous trees. Prevent unsafe conditions relating to tree growth. Trim trees for clearance of streetlights, traffic signals and signs, pedestrian and vehicular traffic, as well as building clearance. Remove overgrown tree roots that cause raised sidewalks, and overgrown tree lawns. Provide public information regarding the care of trees to concerned citizens.

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.

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: 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: LOT CUTTING AND CLEANING

OBJECTIVES: To keep vacant lots within the City aesthetically pleasing and to eliminate health and safety hazards.

ACTIVITIES: Cut weeds and remove debris from vacant lots. Investigate Protests related to bills for Vacant Lot cleaning activities.

PROGRAM NAME: 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.

Department of Public Works



Division of Park Maintenance and 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: CEMETERIES

OBJECTIVES: To provide for burials and maintenance to Cleveland's Cemetery properties.

ACTIVITIES: Maintain grounds. Provide burial services.



Department of Public Works

Division of Park Maintenance and Properties

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 5,230,862	\$ 4,734,749	\$ 4,744,940	\$ 4,609,194
Seasonal	494,526	421,465	427,707	863,450
Injury Pay	8,825	—	2,127	—
Longevity	57,375	50,050	58,200	54,150
Separation Payments	50,845	31,947	74,620	—
Overtime	140,586	84,994	117,904	123,930
	\$ 5,983,020	\$ 5,323,204	\$ 5,425,497	\$ 5,650,724
Benefits				
Hospitalization	\$ 1,118,427	\$ 1,052,850	\$ 1,003,391	\$ 999,781
Prescription	118,262	175,409	171,225	165,652
Dental	68,187	67,197	69,034	72,232
Vision Care	6,999	6,255	6,446	6,450
Public Employees Retire System	886,513	829,412	750,158	791,102
Fica-Medicare	69,507	61,866	64,379	73,492
Workers' Compensation	250,713	322,444	305,810	245,560
Life Insurance	5,543	5,389	5,205	4,829
Unemployment Compensation	98,280	111,838	153,322	—
Clothing Allowance	39,600	890	37,601	36,800
Tool Insurance	3,300	2,750	2,750	2,750
Clothing Maintenance	17,160	1,037	14,750	13,800
	\$ 2,682,491	\$ 2,637,337	\$ 2,584,071	\$ 2,412,448
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 2,420	\$ 430	\$ 395	\$ 300
Professional Dues & Subscript	—	—	—	125
	\$ 2,420	\$ 430	\$ 395	\$ 425
Utilities				
Brokered Gas Supply	\$ 114,622	\$ 82,015	\$ 91,109	\$ 88,400
Gas	70,752	54,604	73,847	71,635
Electricity - Cpp	413,882	397,178	395,724	385,875
Electricity - Other	40,609	45,236	35,561	35,000
Steam	28,098	23,258	15,356	15,000
Security & Monitoring System	2,025	6,925	3,300	4,939
	\$ 669,988	\$ 609,216	\$ 614,897	\$ 600,849
Contractual Services				
Professional Services	\$ 1,500	\$ 15,880	\$ 3,810	\$ 1,500
Referee Services	3,505	675	375	1,000
Waste Disposal	1,689	3,854	3,476	1,800
Medical Services	2,051	1,411	1,756	1,350
Parking In City Facilities	4,063	3,352	3,070	660
Property Rental	43,676	43,676	43,676	43,676
Other Contractual	1,970,578	1,876,578	1,890,035	2,151,855
	\$ 2,027,062	\$ 1,945,426	\$ 1,946,199	\$ 2,201,841

Department of Public Works



Division of Park Maintenance and Properties

Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Materials & Supplies				
Office Supplies	\$ 84	\$ —	\$ —	\$ —
Computer Software	—	—	2,950	—
Chemical	1,452	1,505	—	900
Salt & De-Icer	7,476	6,694	9,905	7,200
Clothing	700	619	847	1,000
Hardware & Small Tools	14,646	8,572	1,934	8,100
Welding Supplies & Equipment	1,000	1,800	—	—
Seed, Fertilizer & Herbicide	22,579	18,936	11,204	18,000
Small Equipment	35,523	7,464	10,946	19,400
Office Furniture & Equipment	3,540	—	—	—
Fence, Posts & Bars	—	1,295	878	900
Hygiene And Cleaning Supplies	3,804	3,230	3,392	4,050
Clay, Soil & Turf	13,698	13,055	12,328	13,520
Playground Equipment And Suppl	16,010	5,975	5,159	4,500
Other Supplies	12,278	37,253	13,609	13,045
Sporting Goods Supplies	1,038	498	213	2,500
Safety Equipment	5,185	6,285	4,568	4,860
Greenhouse Maintenance Suppl	38,508	40,748	34,057	39,000
Just In Time Office Supplies	1,656	1,013	193	950
Misc Maintenance Supplies	7,000	—	13,712	9,500
	\$ 186,177	\$ 154,940	\$ 125,894	\$ 147,425
Maintenance				
Maintenance Contracts	\$ 9,000	\$ 9,000	\$ 7,200	\$ 7,200
Repair Parts	—	209,552	314,516	315,000
Maintenance Misc. Equipment	—	—	12	—
	\$ 9,000	\$ 218,552	\$ 321,728	\$ 322,200
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 4,233	\$ 4,788	\$ 6,330	\$ 3,500
Cuyahoga Cnty Payments/Refunds	—	—	744	—
	\$ 4,233	\$ 4,788	\$ 7,074	\$ 3,500
Interdepart Service Charges				
Charges From Telephone Exch	\$ 64,412	\$ 65,231	\$ 71,523	\$ 71,523
Charges From Radio Comm System	18,076	13,142	12,745	29,936
Charges From W.P.C.	238	—	1,128	—
Charges From Print & Repro	24,529	19,797	18,151	23,000
Charges From Central Storeroom	1,846	707	473	800
Charges From M.V.M.	1,320,158	884,037	1,170,791	1,237,049
Charges From Waste Collection	229,706	208,493	245,763	220,000
Charges From Parks Maintenance	30,947	—	—	—
	\$ 1,689,913	\$ 1,191,406	\$ 1,520,574	\$ 1,582,308
	\$ 13,254,304	\$ 12,085,299	\$ 12,546,329	\$ 12,921,720



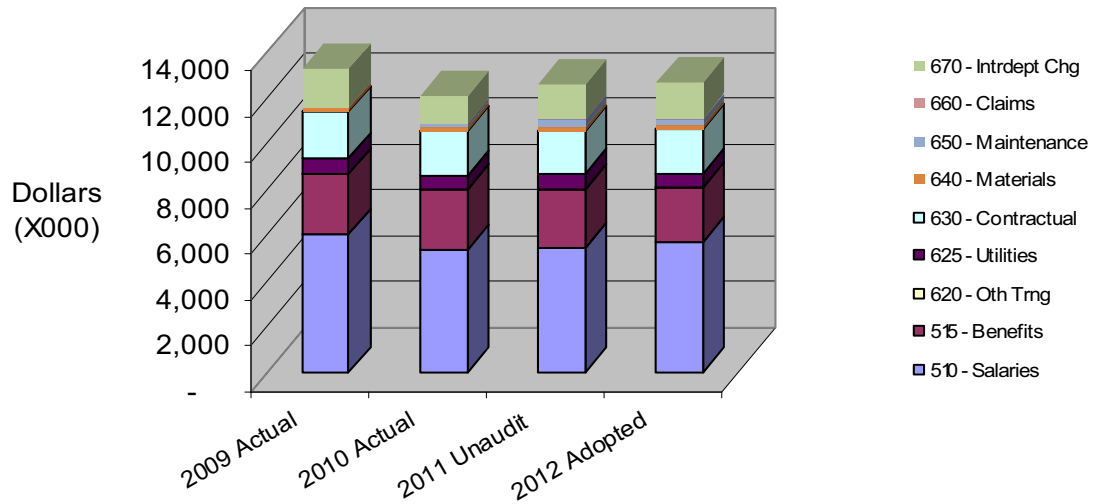
Department of Public Works

Division of Park Maintenance and Properties

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ 377,483	\$ 218,638	\$ 110,155	\$ 132,184
Licenses & Permits	—	2,577	3,354	—
Miscellaneous	115,515	124,104	101,985	106,360
	\$ 492,998	\$ 345,319	\$ 215,494	\$ 238,544

Park Maintenance Expenditures by Appropriation



Department of Public Works

Division of Park Maintenance and Properties



COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2012	December 2011		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
1	1	0	Administrative Officer	20,800.00	52,979.99
2	2	2	Administrative Manager	27,193.55	101,816.22
1	1	1	Commissioner of Park Maint. & Properties	42,758.15	147,661.45
1	1	0	Data Base Administrator	39,937.34	109,791.53
1	1	0	Deputy Commissioner of Park Maint. & Properties	26,273.96	82,493.55
2	2	2	Assistant Manager of Parks & Urban Forestry	47,132.80	54,440.26
3	3	3	Manager of Parks & Urban Forestry	22,333.40	74,106.01
11	11	8			
OFFICE & CLERICAL					
1	1	0	Budget Analyst	20,800.00	53,011.19
1	1	0	Project Coordinator	27,325.56	90,294.89
2	2	2	Senior Clerk	12.47	16.58
1	1	1	Storekeeper	16.66	20.76
5	5	3			
PROFESSIONALS					
1	0	1	District Forester	31,043.38	58,345.07
1	1	1	Field Operations Forester	32,445.00	60,549.51
2	1	2			
SKILLED CRAFT					
1	0	1	Auto Repairman Unit Leader	17.78	25.70
4	4	4	Auto Repair Worker	12.60	21.18
2	2	2	Horticulturist Maintenance Foreman	22.63	24.63
7	6	7			
SERVICE & MAINTENANCE					
13	11	13	Ground Maintenance Foreman	20.20	22.20
3	2	2	Gardener	17.80	19.80
3	0	1	Ground Maintenance Worker	15.95	17.95
14	12	12	Ground Maintenance Truck Driver	12.34	19.53
42	42	42	Real Estate Maintenance Man	16.86	18.86
75	67	70			
TECHNICIAN					
9	9	9	Arborist II	20.54	22.54
10	8	9	Arborist I (Tree Trimmer)	17.80	19.80
19	17	18			
119	107	108	TOTAL FULL TIME		
268	0	268	TOTAL SEASONAL		
387	107	376	TOTAL DIVISION		



Department of Public Works

Division of Waste Collection and Disposal

RONNIE M. OWENS, COMMISSIONER

Mission Statement

To reduce public health hazards resulting from refuse dumping in City of Cleveland neighborhoods by providing collection and appropriate disposal of residential, commercial, recyclable and city owned public area waste for the citizens of the City of Cleveland.

The division of Waste Collection is committed to providing an efficient collection and disposal service to approximately 152,000 dwelling units on a weekly basis. The waste collection process includes residential waste, recycling, bulk items, tires, receptacles, and dead animal collection.

In addition to the City's current method of waste collection, an automated Pilot Program begun in 2008 and is being provided to 40,000 Cleveland residents. The new system is significantly more efficient and user-friendly, and should encourage more participation in recycling, since items can be recycled curbside. Through this program, residents receive sturdy garbage carts for trash and recycling which can be wheeled to the curb. The new collection program will eventually be city-wide.

The City of Cleveland annually disposes of approximately 230,000 tons of debris. The majority of this debris is processed through the Ridge Road Transfer Station; a city owned operated facility, with a processing capacity of 3,000 tons per day. The remainder of the debris is disposed of via the use of privately owned landfills, Transfer Stations, or Processing Facilities.

In addition to the residential collection service, the Division of Waste Collection offers alternative ways of disposal via the Commercial Collection and Residential Dumping program. The Commercial Collection program provides permanent and temporary dumpster rental services to city residents, city facilities, and Cleveland area businesses at a competitive rate. The Residential Dumping program provides Cleveland residents the ability to dispose of regular solid waste and recyclables at the Ridge Road Transfer Station free of charge with proof of residency.

PROGRAM NAME: RESIDENTIAL COLLECTIONS/CURBSIDE RECYCLING

OBJECTIVES: To remove commingled recyclable commodities from the City's waste stream as well as putrescible and other waste from the City's environment.

ACTIVITIES: Provide weekly collection of solid waste and recyclables.

Conduct on-site inspections concerning appearance of areas served.

Provide weekly collection of bulk items.

PROGRAM NAME: WASTE DISPOSAL/COMMODITY PROCESSING

OBJECTIVES: To remove solid waste and to prepare recyclable commodities for marketing (i.e. soft/bale).

ACTIVITIES: Deliver collected waste to landfill sites.

Market and sell recyclables.

Collect tires for processing.

Operate transfer station.

Department of Public Works



Division of Waste Collection and Disposal

PROGRAM NAME: ANCILLARY SERVICES

OBJECTIVES: To improve the appearance of the City and contribute to the revitalization efforts being made in Downtown Cleveland.

ACTIVITIES: Clean up after special events in neighborhoods and downtown.

Improve the appearance of the West Side Market area, downtown streets and parks and municipal buildings.

Repair, replace and service outdoor waste receptacles.

Provide collection of dead animals.

Provide waste container rental through commercial waste collection service.

Provide administrative paper recycling.



Department of Public Works

Division of Waste Collection and Disposal

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 8,875,036	\$ 8,265,122	\$ 8,220,421	\$ 8,259,251
Seasonal	768,021	712,789	372,771	341,328
Part-Time Permanent	21,602	20,370	20,319	18,313
Injury Pay	23,953	20,156	3,541	—
Longevity	74,400	74,125	82,525	80,475
Separation Payments	24,789	11,150	192,664	25,000
Overtime	431,508	447,607	450,277	448,437
	\$ 10,219,309	\$ 9,551,320	\$ 9,342,519	\$ 9,172,804
Benefits				
Hospitalization	\$ 1,775,617	\$ 1,751,959	\$ 1,814,648	\$ 1,761,351
Prescription	178,445	271,617	278,429	250,870
Dental	106,544	110,802	120,364	125,393
Vision Care	11,736	10,887	11,633	11,130
Public Employees Retire System	1,526,472	1,513,733	1,284,728	1,280,693
Fica-Medicare	123,199	115,091	111,457	115,213
Workers' Compensation	1,237,800	1,554,506	805,583	993,105
Life Insurance	9,964	10,178	9,844	9,216
Unemployment Compensation	101,042	95,978	122,941	70,579
Clothing Allowance	82,835	4,200	83,600	78,835
Clothing Maintenance	27,688	850	28,050	23,115
	\$ 5,181,342	\$ 5,439,801	\$ 4,671,276	\$ 4,719,500
Other Training & Professional Dues				
Travel	\$ 183	\$ 2,480	\$ —	\$ 1,800
Tuition & Registration Fees	—	1,100	—	900
Mileage (Priv Auto) Trng Prps	146	—	100	90
Professional Dues & Subscript	342	342	181	270
	\$ 672	\$ 3,922	\$ 281	\$ 3,060
Utilities				
Brokered Gas Supply	\$ 115,201	\$ 108,950	\$ 94,649	\$ 91,810
Gas	132,503	113,538	82,487	80,012
Electricity - Cpp	188,662	226,973	181,242	175,805
Electricity - Other	(1,661)	—	—	—
	\$ 434,705	\$ 449,460	\$ 358,379	\$ 347,627

Department of Public Works



Division of Waste Collection and Disposal

Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Contractual Services				
Professional Services	\$ 7,688	\$ 9,920	\$ 9,999	\$ 10,000
Referee Services	—	—	—	250
Waste Disposal	6,947,812	5,984,634	6,231,096	6,126,730
Security Services	603	918	928	800
Janitorial Services	2,322	37	2,105	2,000
Medical Services	5,009	3,338	9,442	5,000
Waste Disposal Fee - Ohio EPA	1,119,784	1,116,027	1,432,524	1,410,663
Advertising And Public Notice	49,553	49,168	47,857	50,000
Program Promotion	28,876	4,766	5,742	10,000
Parking In City Facilities	1,077	844	1,585	1,100
Special Assessment	3,250	2,600	1,400	3,150
Refunds & Miscellaneous	—	—	57	—
Local Match-Grant Programs	—	—	15,630	50,000
Credit Card Processing Fees	7,610	10,554	16,517	16,000
	\$ 8,173,583	\$ 7,182,806	\$ 7,774,881	\$ 7,685,693
Materials & Supplies				
Office Supplies	\$ 2,490	\$ —	\$ 1,617	\$ 1,500
Postage	—	51,000	33,122	53,550
Computer Supplies	3,562	1,630	802	800
Computer Hardware	380	—	—	—
Computer Software	5,140	—	—	—
Hardware & Small Tools	4,150	1,500	1,046	2,000
Small Equipment	34,288	34,250	—	—
Fence, Posts & Bars	2,687	—	—	1,000
Hygiene And Cleaning Supplies	—	1,868	991	4,500
Photographic Supplies	1,194	—	—	—
Other Supplies	7,277	17,794	16,813	17,000
Safety Equipment	2,016	3,922	6,028	7,000
Special Events Supplies	3,906	—	—	—
Just In Time Office Supplies	2,069	6,271	4,419	4,500
	\$ 69,160	\$ 118,234	\$ 64,837	\$ 91,850
Maintenance				
Maintenance Misc. Equipment	\$ 35,949	\$ 20,592	\$ 22,124	\$ 25,000
Maintenance Building	22,549	1,356	5,278	15,000
Repair Of Overhead Doors	—	—	5,000	5,000
	\$ 58,498	\$ 21,948	\$ 32,402	\$ 45,000
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 760	\$ 2,695	\$ 4,414	\$ 5,000
	\$ 760	\$ 2,695	\$ 4,414	\$ 5,000



Department of Public Works

Division of Waste Collection and Disposal

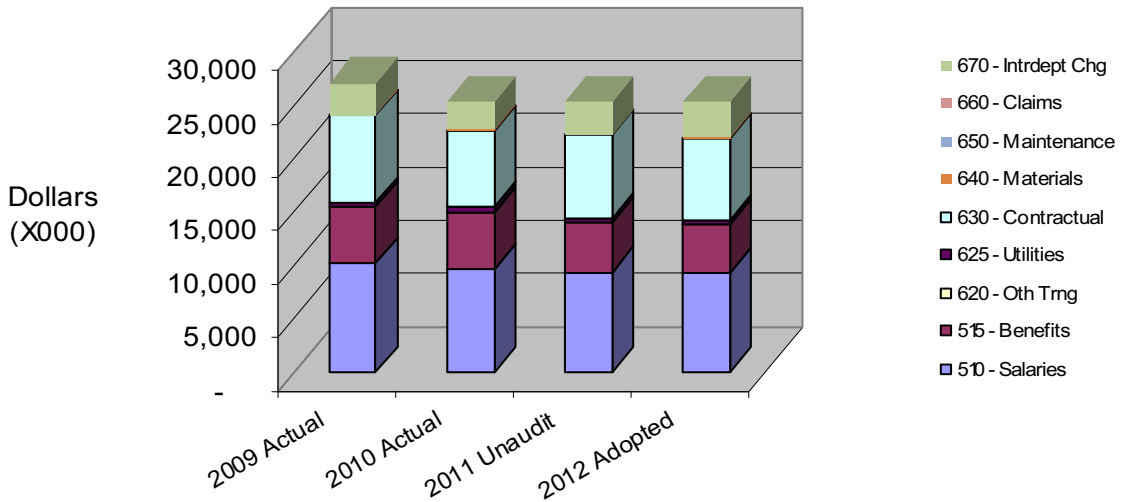
Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 26,696	\$ 27,564	\$ 24,992	\$ 27,491
Charges From Radio Comm System	58,670	30,618	49,289	90,605
Charges from WPC	6,158	2,921	—	—
Charges From Print & Repro	32,213	26,373	54,842	40,000
Charges From Central Storeroom	3,150	3,466	4,550	4,000
Charges From M.V.M.	2,788,901	2,495,720	2,984,500	3,071,593
	\$ 2,915,787	\$ 2,586,662	\$ 3,118,171	\$ 3,233,689
	\$ 27,053,816	\$ 25,356,849	\$ 25,367,162	\$ 25,304,223

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ 2,149,281	\$ 9,025,603	\$ 13,629,666	\$ 13,634,825
Licenses & Permits	—	1,011	—	—
Miscellaneous	14,191	37,864	18,355	15,000
Interest Earnings/Investment Income	—	—	36	—
	\$ 2,163,472	\$ 9,064,477	\$ 13,648,056	\$ 13,649,825

Waste Collection & Disposal Expenditures by Appropriation



Department of Public Works

Division of Waste Collection and Disposal



COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2012	December 2011		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
5	5	5	Asst. Superintendent of Waste Collection	25.54	27.54
1	1	1	Commissioner of Waste Collection & Disposal	40,314.82	132,061.11
1	1	1	General Superintendent of Waste Collection	30,473.96	63,768.11
<u>7</u>	<u>7</u>	<u>7</u>			
OFFICE & CLERICAL					
1	0	0	Chief Clerk	22,050.00	47,550.25
2	2	0	Junior Personnel Assistant	20,800.00	39,367.76
<u>3</u>	<u>2</u>	<u>0</u>			
PROFESSIONALS					
1	0	0	Accountant IV	20,800.00	59,419.42
2	2	0	Assistant Administrator	20,800.00	56,847.22
1	1	0	Assistant Manager of Marketing	20,800.00	56,847.22
0	1	0	Budget and Management Analyst	20,800.00	55,788.47
0	1	1	Deputy Project Director	20,092.80	62,836.42
1	1	0	Manager of Marketing	30,214.95	103,869.21
2	1	1	Project Director	22,333.40	80,282.43
1	1	0	Senior Budget and Management Analyst	26,273.96	78,265.22
<u>8</u>	<u>8</u>	<u>2</u>			
SKILLED CRAFT					
3	3	2	Construction Equipment Operator Group B	27.27	46.35
<u>3</u>	<u>3</u>	<u>2</u>			
SERVICE & MAINTENANCE					
1	1	1	Labor Foreman	20.19	22.19
5	5	4	Municipal Service Laborer	15.95	17.95
2	1	2	Transfer Station Attendant	21.32	23.32
72	62	72	Waste Collection Driver	12.33	19.51
9	8	9	Waste Collection Foreman	20.19	22.19
4	3	4	Waste Collection Foreman I	22.13	24.13
128	107	126	Waste Collector	15.95	17.95
<u>221</u>	<u>187</u>	<u>218</u>			
TECHNICIAN					
1	1	0	Accident & Safety Inspector	20.36	22.36
2	1	2	Radio Operator	18.25	20.25
<u>3</u>	<u>2</u>	<u>2</u>			
<u>245</u>	<u>209</u>	<u>231</u>	TOTAL FULL TIME		
24	13	10	TOTAL SEASONAL (Average) *		
0	1	1	TOTAL PART TIME		
<u>269</u>	<u>223</u>	<u>242</u>	TOTAL DIVISION		

* Due to substantial turnover, staffing levels vary throughout the year. Therefore, averages, rather than actual employees are used.



Department of Public Works

Division of Traffic Engineering

ROBERT MAVEC, COMMISSIONER

Mission Statement

Maintain and upgrade all Traffic Control Devices within the City of Cleveland

The Division of Traffic Engineering is charged with the planning and geometric design of streets, highways, and abutting lands - particularly as related to safe and efficient traffic operation.

The Division is responsible for the erection and maintenance of all traffic control devices; preparation of drawings, standards and specifications; the determination and layout of parking restrictions; and the design and placement of pavement markings, traffic signs and traffic control devices.

PROGRAM NAME: 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.

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: PAVEMENT MARKINGS

OBJECTIVES: Ensure that all pavement markings are clear and visible.

ACTIVITIES: Repaint all 650 miles of lane lines, 6,000 crosswalks and stop bars, and 2,500 painted arrows.

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.

Department of Public Works

Division of Traffic Engineering



Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 2,067,667	\$ 1,887,502	\$ 1,907,948	\$ 1,843,311
Longevity	18,000	—	18,275	18,125
Separation Payments	2,762	—	28,371	10,000
Overtime	91,909	92,324	104,974	93,000
	\$ 2,180,338	\$ 1,979,827	\$ 2,059,567	\$ 1,964,436
Benefits				
Hospitalization	\$ 365,609	\$ 333,624	\$ 329,460	\$ 311,164
Prescription	48,183	68,283	66,431	59,060
Dental	22,692	22,112	23,170	23,765
Vision Care	2,788	2,478	2,523	2,332
Public Employees Retire System	327,868	311,843	284,609	273,621
Fica-Medicare	20,595	18,660	18,760	17,142
Workers' Compensation	55,125	112,637	116,223	61,863
Life Insurance	1,811	1,744	1,680	1,524
Unemployment Compensation	8,098	2	6,192	—
Clothing Allowance	27,030	24,790	23,220	21,100
Clothing Maintenance	7,875	7,350	6,825	5,535
	\$ 887,675	\$ 903,522	\$ 879,093	\$ 777,106
Utilities				
Brokered Gas Supply	\$ 26,746	\$ 18,376	\$ 2,025	\$ 1,963
Gas	34,962	25,968	21,473	20,829
Electricity - Cpp	211,336	218,890	216,305	218,468
Electricity - Other	241,883	285,904	223,508	225,743
	\$ 514,927	\$ 549,140	\$ 463,311	\$ 467,003
Contractual Services				
Professional Services	\$ 682	\$ —	\$ 4,429	\$ —
Parking In City Facilities	4,873	2,378	4,040	5,000
Other Contractual	—	249	15,505	30,000
	\$ 5,555	\$ 2,627	\$ 23,974	\$ 35,000
Materials & Supplies				
Clothing	\$ —	\$ —	\$ —	\$ 1,500
Hardware & Small Tools	10,523	—	4,516	10,000
Office Furniture & Equipment	2,648	—	—	—
Electrical Supplies	4,802	—	—	1,000
Paper & Other Printing Supplies	576	—	—	—
Hygiene And Cleaning Supplies	—	—	—	500
Other Supplies	140,895	187,135	101,296	99,685
Bridge Maintenance Supplies	—	—	135	—
Just In Time Office Supplies	—	711	435	1,000
	\$ 159,444	\$ 187,847	\$ 106,382	\$ 113,685



Department of Public Works

Division of Traffic Engineering

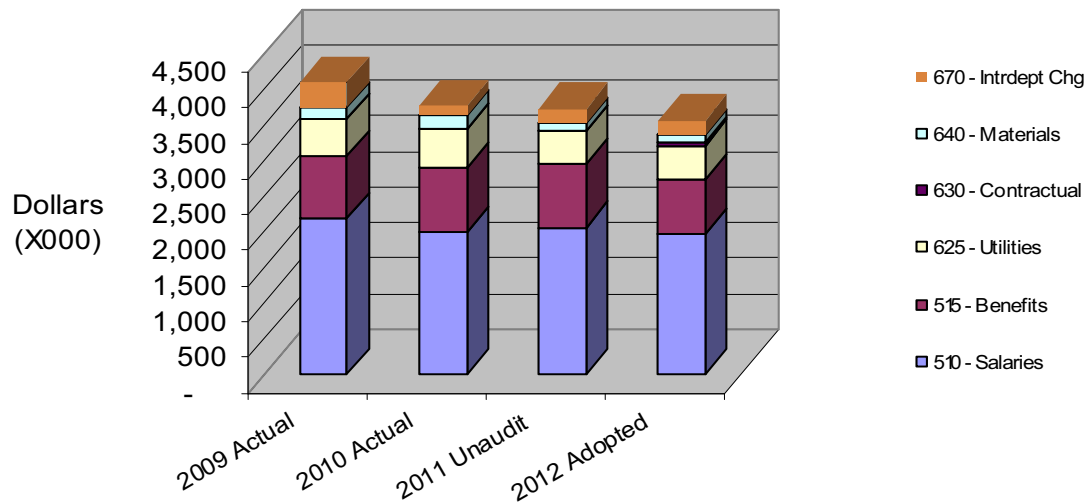
Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 26,967	\$ 26,134	\$ 23,559	\$ 27,093
Charges From Radio Comm System	2,863	2,332	2,379	3,175
Charges From CPP	104,325	—	—	—
Charges From WPC	24,202	—	—	—
Charges From Print & Repro	2,064	1,641	2,049	3,000
Charges From Central Storeroom	78	31	86	88
Charges From M.V.M.	179,188	121,447	168,448	173,364
	\$ 339,687	\$ 151,586	\$ 196,521	\$ 206,720
	\$ 4,087,625	\$ 3,774,548	\$ 3,728,848	\$ 3,563,950

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ 12,678	\$ —	\$ 1,064	\$ 2,000
Licenses & Permits	5,000	5,970	6,500	6,000
Miscellaneous	54,401	122,623	41,505	55,800
	\$ 72,079	\$ 128,593	\$ 49,069	\$ 63,800

Traffic Engineering Expenditures by Appropriation



Department of Public Works

Division of Traffic Engineering



COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2012	December 2011		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
1	1	1	Commissioner, Traffic Engineering & Parking	42,758.15	127,255.39
1	1	1			
OFFICE & CLERICAL					
1	1	0	Principal Clerk	14.88	20.10
1	1	0			
PROFESSIONALS					
1	1	1	Consulting Engineer	36,000.00	94,991.29
1	1	1	Engineer	22.78	34.73
2	2	2			
SKILLED CRAFT					
1	3	3	Low Tension Lineman	28.15	28.70
4	2	2	Low Tension Trouble Lineman	31.50	32.04
2	2	2	Sign Painter Unit Leader	24.23	35.12
7	7	7			
SERVICE & MAINTENANCE					
4	2	2	Line Helper Driver	18.99	24.97
1	1	1	Lineman Low Tension Foreman	42,744.00	64,942.18
1	0	0	Low Tension Lineman Apprentice	23.53	24.93
2	2	2	Traffic Sign Process Operator	13.28	25.59
14	12	13	Traffic Sign & Marking Technician	28,454.40	35,706.53
22	17	18			
TECHNICIAN					
1	1	1	Chief of Traffic Signal Unit	18.60	36.80
2	1	1	Traffic Sign Marking Supervisor	13.28	25.55
2	4	4	Traffic Signal Control Technician	33.34	33.89
5	6	6			
38	34	34	TOTAL DIVISION		



Department of Public Works

Division of Parking Facilities (On-Street)

LEIGH STEVENS, 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

Department of Public Works



Division of Parking Facilities (On-Street)

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 761,107	\$ 664,976	\$ 700,282	\$ 732,499
Injury Pay	6,941	478	—	—
Longevity	7,475	3,400	7,275	8,225
Separation Payments	2,942	1,203	1,256	16,741
Overtime	26,564	19,248	16,315	—
	\$ 805,028	\$ 689,305	\$ 725,128	\$ 757,465
Benefits				
Hospitalization	\$ 210,314	\$ 201,818	\$ 247,650	\$ 218,581
Prescription	27,034	39,257	38,758	41,449
Dental	13,174	13,328	14,373	16,690
Vision Care	1,454	1,277	1,315	1,363
Public Employees Retire System	119,574	113,462	101,016	105,940
Fica-Medicare	9,972	8,628	8,733	9,311
Workers' Compensation	15,506	40,654	34,175	26,837
Life Insurance	1,058	1,013	941	990
Unemployment Compensation	1,921	7,039	5,880	11,284
Clothing Allowance	4,800	1,300	5,050	4,475
Clothing Maintenance	2,450	—	2,838	2,450
	\$ 407,258	\$ 427,776	\$ 460,729	\$ 439,370
Interdepart Service Charges				
Charges From Telephone Exch	\$ 12,772	\$ 14,079	\$ 15,073	\$ 15,303
Charges From Print & Repro	—	—	500	550
Charges From M.V.M.	55,138	18,051	35,851	38,320
	\$ 67,910	\$ 32,130	\$ 51,425	\$ 54,173
	\$ 1,280,196	\$ 1,149,211	\$ 1,237,282	\$ 1,251,008

Revenues

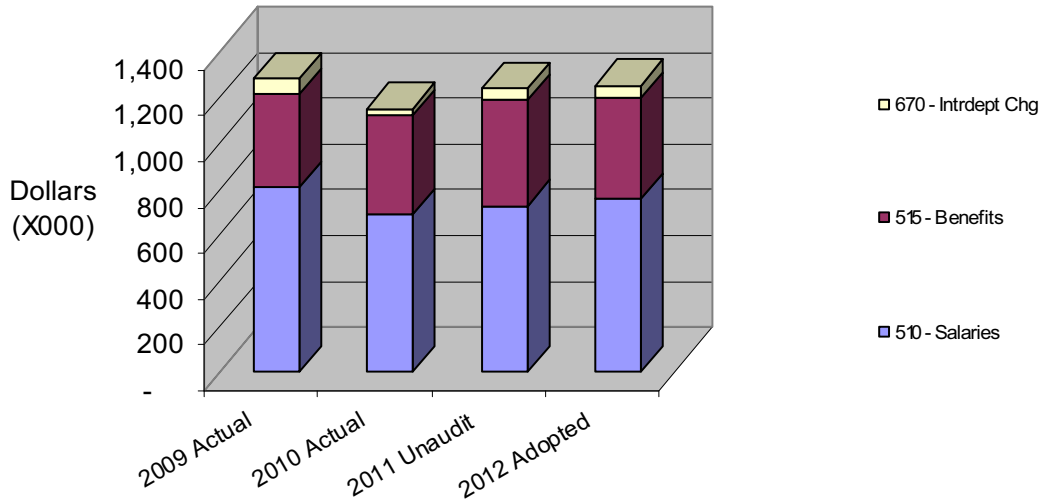
	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000
Miscellaneous	349	75	23	—
	\$ 24,349	\$ 24,075	\$ 24,023	\$ 24,000



Department of Public Works

Division of Parking Facilities (On-Street)

On Street Parking Expenditures by Appropriation



COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2011	December 2011		Minimum	Maximum
			PROFESSIONALS		
2	1	2	Supervisor of Parking Enforcement	20,800.00	40,667.24
2	1	2			
			PROTECTIVE SERVICE		
17	16	16	Parking Enforcement Officer	10.00	15.40
17	16	16			
			TECHNICIAN		
1	1	1	Parking Meter Foreman	24,679.38	41,231.18
3	3	3	Parking Meter Serviceman	16.49	17.19
4	4	4			
23	21	22	TOTAL DIVISION		

Department of Public Works



Parking Lots General Operations (Off-Street)

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 630,086	\$ 636,187	\$ 631,504	\$ 695,146
Military Leave	—	—	401	—
Part-Time Permanent	69,936	86,778	94,433	122,849
Longevity	6,725	2,650	7,950	7,800
Separation Payments	20,048	—	3,259	—
Overtime	47,432	60,690	45,418	59,280
	\$ 774,227	\$ 786,305	\$ 782,965	\$ 885,075
Benefits				
Hospitalization	\$ 118,798	\$ 107,664	\$ 104,695	\$ 114,995
Prescription	14,482	20,579	21,343	22,660
Dental	7,047	6,806	7,348	8,754
Vision Care	1,052	943	1,048	1,175
Public Employees Retire System	115,638	120,955	108,490	123,675
Fica-Medicare	9,072	9,055	9,474	10,225
Workers' Compensation	22,193	20,214	14,903	13,108
Life Insurance	656	705	705	774
Unemployment Compensation	3,895	1,435	—	11,284
Clothing Allowance	3,875	1,950	3,550	3,540
Clothing Maintenance	600	—	600	840
	\$ 297,308	\$ 290,306	\$ 272,156	\$ 311,030
Other Training & Professional Dues				
Professional Dues & Subscript	\$ 695	\$ 300	\$ 325	\$ 695
	\$ 695	\$ 300	\$ 325	\$ 695
Utilities				
Electricity - Cpp	\$ 171,865	\$ 175,575	\$ 187,676	\$ 181,552
Electricity - Other	9,732	10,890	10,656	10,330
	\$ 181,596	\$ 186,464	\$ 198,332	\$ 191,882
Contractual Services				
Professional Services	\$ 1,808,411	\$ 1,706,438	\$ 1,719,260	\$ 1,390,000
Security Services	—	17,497	—	—
Parking In City Facilities	—	1,269	—	—
Taxes	185,270	185,388	185,556	185,500
Parking Tax	571,494	602,933	515,912	401,296
Property Rental	110,563	110,563	110,563	110,563
Other Contractual	15,605	16,413	12,135	13,000
State Auditor Examination	10,370	18,399	—	—
Bank Service Fees	54,973	46,041	42,071	50,000
Credit Card Processing Fees	17,470	26,603	34,174	33,000
	\$ 2,774,156	\$ 2,731,544	\$ 2,619,671	\$ 2,183,359



Department of Public Works

Parking Lots General Operations (Off-Street)

Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 737	\$ —
Computer Hardware	2,936	—	—	—
Computer Software	—	—	25	—
Clothing	3,000	7,500	6,300	4,000
Hardware & Small Tools	2,344	—	—	2,000
Welding Supplies & Equipment	100	—	—	100
Electrical Supplies	12,079	3,000	—	7,800
Hygiene And Cleaning Supplies	1,500	633	1,327	1,350
Medical Supplies	—	—	—	200
Other Supplies	43,758	29,014	34,841	34,000
Special Events Supplies	3,516	163	134	—
Batteries	8,545	—	—	—
Just In Time Office Supplies	2,939	3,094	1,882	2,600
	\$ 80,718	\$ 43,403	\$ 45,246	\$ 52,050
Maintenance				
Maintenance Office Equipment	\$ 366	\$ —	\$ —	\$ —
Maintenance Contracts	11,300	32,364	77,070	80,000
Maintenance Machinery & Tools	15,400	2,455	—	—
Car Washes	500	—	299	300
Maintenance Misc. Equipment	11,313	—	645	—
	\$ 38,879	\$ 34,819	\$ 78,014	\$ 80,300
Claims, Refunds, Maintenance				
Indirect Cost	\$ —	\$ —	\$ 127,381	\$ 126,840
	\$ —	\$ —	\$ 127,381	\$ 126,840
Interdepart Service Charges				
Charges From Telephone Exch	\$ 15,290	\$ 16,083	\$ 14,587	\$ 16,046
Charges From W.P.C.	154	—	3,025	—
Charges From Print & Repro	6,729	4,243	4,916	5,408
Charges From Central Storeroom	236	112	52	129
Charges From M.V.M.	13,300	23,436	5,425	5,584
Charges From Division Of Maint	14,408	15,150	4,527	15,000
Charges From Waste Collection	960	1,120	1,060	1,500
Charges From Parks Maintenance	60,957	69,800	72,690	75,000
	\$ 112,035	\$ 129,943	\$ 106,283	\$ 118,667
Interfund Subsidies				
Transfer to Other SubClasses	\$ 117,777	\$ 817,766	\$ 358,178	\$ —
	\$ 117,777	\$ 817,766	\$ 358,178	\$ —
Debt Service				
Principal	\$ 3,165,000	\$ 4,003,595	\$ 3,005,906	\$ 2,420,000
Interest	1,886,937	838,921	1,424,297	1,063,043
	\$ 5,051,937	\$ 4,842,516	\$ 4,430,203	\$ 3,483,043
	\$ 9,429,328	\$ 9,863,366	\$ 9,018,754	\$ 7,432,941

Department of Public Works

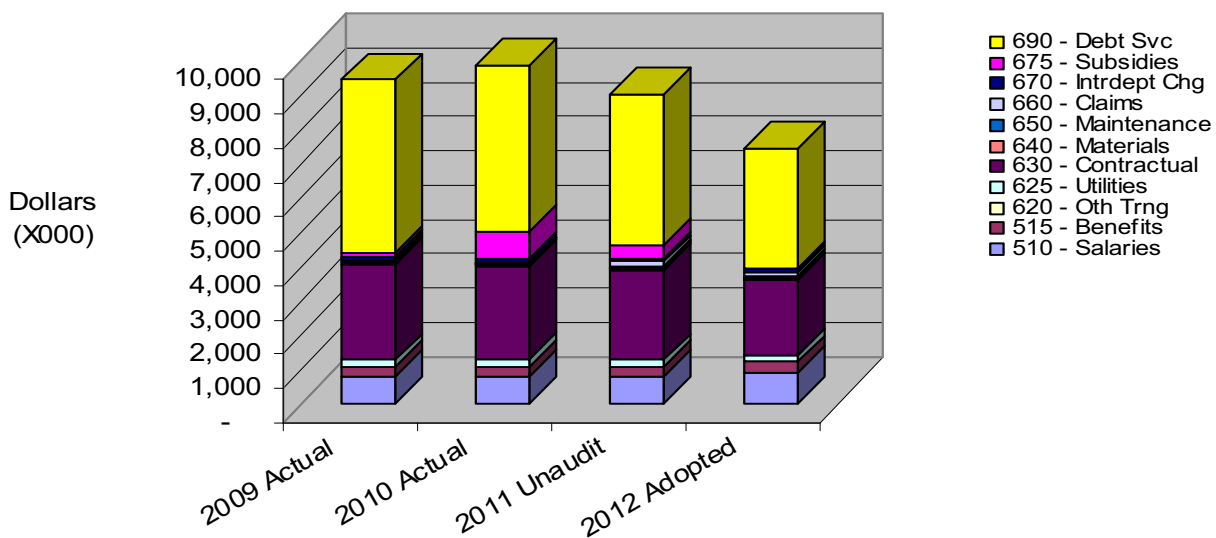


Parking Lots General Operations (Off-Street)

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ 9,035,240	\$ 9,024,618	\$ 8,426,024	\$ 6,991,510
Miscellaneous	292,387	294,269	40,596	44,065
Other Shared Revenue	571,494	645,536	515,912	401,296
Transfers In	1,177,039	—	—	—
Interest Earnings/Investment Income	24,705	1,542	500	1,000
	\$ 11,100,865	\$ 9,965,965	\$ 8,983,032	\$ 7,437,871

Off Street Parking Expenditures by Appropriation





Department of Public Works

Parking Lots General Operations (Off-Street)

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2011	December 2011		Minimum	Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Commissioner of Parking Facilities	40,314.82	132,061.01
4	4	4	Parking Coordinator	21.32	23.32
5	5	5			
			OFFICE & CLERICAL		
2	2	2	Senior Clerk	12.47	16.58
2	2	2			
			PROFESSIONALS		
2	2	2	Manager of Parking	23,647.11	78,080.22
1	1	1	Accountant IV	20,800.00	59,419.42
1	1	1	Auditor	20,092.80	58,837.68
4	4	4			
			SERVICE & MAINTENANCE		
2	2	2	Parking Meter Collector	10.00	16.35
4	4	4	Parking Attendant	10.00	16.38
6	6	6			
17	17	17	TOTAL FULL TIME		
7	5	7	TOTAL PART TIME		
24	22	24	TOTAL DIVISION		

Department of Public Works



Motor Vehicle Maintenance

DANIEL A. NOVAK, 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: EMERGENCY REPAIRS AND TOWING

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

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

PROGRAM NAME: FUELING

OBJECTIVES: To provide the City's fleet with 25 locations for fuel dispensing and delivery of fuel by tanker truck to other City of Cleveland fuel locations (i.e., Parks, Police and Fire Divisions).

ACTIVITIES: Purchase fuels and lubricants. Deliver fuel to City-owned locations.

PROGRAM NAME: 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: 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 Divisions with complete maintenance and services.

ACTIVITIES: Provide motor repairs and services. Maintain records of average down time and repair costs.

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.



Department of Public Works

Motor Vehicle Maintenance

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 4,098,494	\$ 3,921,767	\$ 3,740,030	\$ 3,815,676
Military Leave	985	—	1,084	—
Injury Pay	1,129	—	—	—
Longevity	41,625	30,275	38,850	36,225
Wage Settlements	—	26,830	—	—
Separation Payments	25,041	28,620	38,830	75,000
Overtime	66,943	56,404	81,974	74,144
	\$ 4,234,216	\$ 4,063,895	\$ 3,900,767	\$ 4,001,045
Benefits				
Hospitalization	\$ 724,095	\$ 667,791	\$ 647,548	\$ 700,776
Prescription	95,420	136,758	132,205	132,136
Dental	45,332	43,994	46,131	54,013
Vision Care	5,179	4,509	4,466	4,732
Public Employees Retire System	639,689	637,741	539,957	548,864
Fica-Medicare	45,178	43,011	41,615	44,612
Workers' Compensation	227,093	164,700	109,091	89,617
Life Insurance	3,821	3,668	3,416	3,471
Unemployment Compensation	5,857	16,248	12,700	—
Clothing Allowance	1,080	603	860	860
Tool Insurance	35,200	33,550	32,450	32,450
Clothing Maintenance	200	—	200	200
	\$ 1,828,144	\$ 1,752,573	\$ 1,570,638	\$ 1,611,731
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 171	\$ 125	\$ 15	\$ 2,000
Professional Dues & Subscript	2,448	2,629	2,750	2,000
	\$ 2,619	\$ 2,754	\$ 2,765	\$ 4,000
Utilities				
Brokered Gas Supply	\$ 268,637	\$ 199,186	\$ 110,255	\$ 106,947
Gas	27,889	24,174	109,372	106,091
Electricity - Cpp	26,914	26,866	31,232	30,295
Security & Monitoring System	4,500	8,001	3,239	6,000
	\$ 327,941	\$ 258,227	\$ 254,098	\$ 249,333
Contractual Services				
Professional Services	\$ 1,197	\$ 1,090	\$ 800	\$ 3,000
Travel Non-Training	23	17	4	—
Medical Services	1,112	877	233	1,000
Freight Expense	43	—	—	—
Parking In City Facilities	17,656	16,396	26,037	20,000
Towing	25,643	32,480	114,557	35,000
Special Assessment	31,355	39,375	32,528	42,000
Other Contractual	7,500	2,000	7,413	5,000
	\$ 84,528	\$ 92,235	\$ 181,572	\$ 106,000

Department of Public Works



Motor Vehicle Maintenance

Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Materials & Supplies				
Office Supplies	\$ 164	\$ 91	\$ 1,376	\$ —
Postage	23	—	3	—
Computer Supplies	241	496	528	5,000
Computer Software	—	—	938	5,000
Fuel	4,598,555	6,117,267	8,341,147	9,750,000
Fuel Tax	766,188	757,006	753,647	760,000
Chemical	21,000	12,500	7,500	12,000
Air Compressor Parts	5,000	11,000	19,816	11,000
Fire/Ems Apparatus Parts	109,866	94,900	79,749	95,000
Auto & Light Truck Parts	474,299	482,057	467,177	400,000
Heavy Truck Parts	1,030,323	1,121,903	1,009,740	1,000,000
Construction Equipment Parts	115,377	177,343	168,700	100,000
Snow Removal Equipment Parts	46,000	29,800	32,800	20,000
Clothing	31,570	15,967	18,791	20,000
Sweeper Parts	110,306	85,947	45,962	80,000
Welding Supplies & Equipment	9,000	2,000	7,494	6,000
Mower & Tractor Parts	247,054	25,000	—	—
Small Equipment	580	—	—	—
Hygiene And Cleaning Supplies	8,018	7,981	7,000	6,000
Painting Equipment & Supplies	14,828	9,982	9,919	15,000
Medical Supplies	—	—	1,000	—
Shop Tools	—	60	12	—
Shop Supplies	22,627	6,000	3,251	8,000
Other Supplies	5,657	2,000	5,995	7,600
Anti-Freeze	49,653	20,000	15,000	30,000
Motor Oil & Lubricants	258,486	193,261	219,223	250,000
Batteries	83,077	95,582	84,946	100,000
Tires	706,193	709,950	834,679	650,000
Just In Time Office Supplies	4,280	3,785	410	3,600
Building Maintenance Supplies	7,000	2,035	6,012	5,000
	\$ 8,725,365	\$ 9,983,912	\$ 12,142,814	\$ 13,339,200



Department of Public Works

Motor Vehicle Maintenance

Expenditures (Continued)

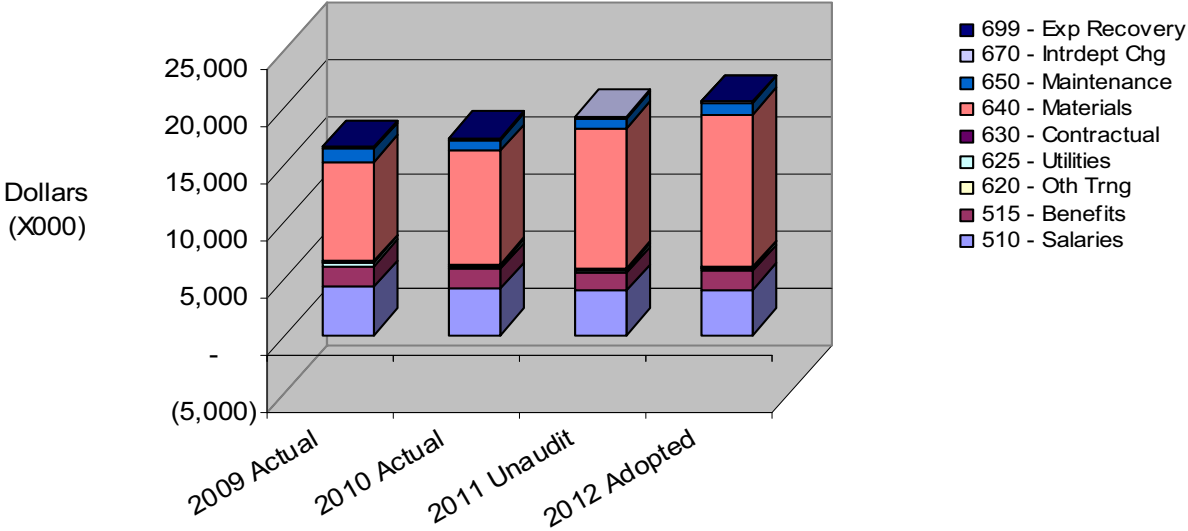
	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Maintenance				
Maintenance Office Equipment	\$ 3,000	\$ 1,000	\$ 3,000	\$ —
Computer Hardware Maintenance	41,591	40,170	20,360	40,000
Computer Software Maintenance	17,850	18,085	16,411	23,000
Maintenance Machinery & Tools	87,820	44,891	48,578	35,000
Fuel Pump Repair & Maintenance	109,684	79,961	60,000	120,000
Generator Repair	52,804	43,000	59,208	50,000
Accident Repair-Other Vehicles	27,599	52,025	84,513	50,000
Accident Repair-Safety Vehicles	96,602	76,854	77,955	125,000
Heavy Truck Repair	49,319	38,080	39,770	40,000
Mower & Tractor Repair	17,800	—	—	—
Frame Repair & Alignment	15,000	32,201	14,907	50,000
Hydraulic Repair Cyl Pmps Mtrs	49,669	29,600	29,036	30,000
Glass Repair	24,500	24,939	9,903	30,000
Radiator & Gas Tank Repair	44,235	34,898	39,934	20,000
Maintenance Building	23,875	—	23,000	10,000
Repair Of Overhead Doors	18,279	9,997	12,500	15,000
Spring Repair	189,256	174,351	197,631	125,000
Tire Repair Road Service	11,466	20,000	44,932	20,000
Transmission Repair	111,048	210,000	137,627	200,000
Cushman Repair	79,937	9,997	—	25,000
	\$ 1,071,335	\$ 940,050	\$ 919,266	\$ 1,008,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 108,672	\$ 66,047	\$ 70,573	\$ 85,000
Charges From Radio Comm System	770	677	746	831
Charges for Water	—	13,121	—	—
Charges From W.P.C.	—	615	846	1,500
Charges From Print & Repro	12,320	8,861	5,540	7,500
Charges From Central Storeroom	518	469	199	250
Charges From Division Of Maint	6,547	7,907	27,329	10,000
Charges From Waste Collection	16,940	16,271	22,223	20,000
	\$ 145,767	\$ 113,968	\$ 127,457	\$ 125,081
Expenditure Recovery				
Expenditure Recovery	\$ —	\$ —	\$ (14)	\$ —
	\$ —	\$ —	\$ (14)	\$ —
	\$ 16,419,914	\$ 17,207,615	\$ 19,099,363	\$ 20,444,390
Revenues				
	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ 49,831	\$ 15,751	\$ 18,461	\$ 19,000
Miscellaneous	17,717,912	14,908,119	19,317,060	19,801,546
Interest Earnings/Investment Income	56,610	12,365	3,682	2,000
	\$ 17,824,352	\$ 14,936,235	\$ 19,339,203	\$ 19,822,546

Department of Public Works



Motor Vehicle Maintenance

Motor Vehicle Maintenance Expenditures by Appropriation





Department of Public Works

Motor Vehicle Maintenance

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	December 2011	Budget 2012		Minimum	Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Assistant Commissioner of MVM	26,273.96	89,367.64
1	1	1	Commissioner of MVM	40,314.82	132,061.01
2	2	2	Superintendent of Motorized Equipment	26,273.96	70,807.15
1	1	1	Superintendent of Vehicles Admin. Service	20,092.80	70,807.15
<u>5</u>	<u>5</u>	<u>5</u>			
			OFFICE & CLERICAL		
1	1	1	General Storekeeper	19.25	24.97
1	1	1	Principal Clerk	14.88	20.10
1	1	1	Senior Clerk	12.47	16.58
4	4	4	Storekeeper	16.66	20.76
<u>7</u>	<u>7</u>	<u>7</u>			
			PROFESSIONALS		
2	3	3	Buyer	20,800.00	48,466.35
1	1	1	Fleet Management Data Manager	30,000.00	66,777.20
1	0	0	Personnel Administrator	26,273.96	82,493.55
1	1	0	Senior Budget & Management Analyst	26,273.96	78,265.22
1	1	0	Senior Personnel Assistant	20,800.00	50,162.59
1	1	1	Technical Specialist	10.00	23.32
<u>7</u>	<u>7</u>	<u>5</u>			
			SKILLED CRAFT		
19	20	21	Automobile Repair Worker	12.60	21.18
4	3	3	Automobile Repairman Unit Leader	17.78	25.70
2	2	2	Heavy Duty Auto Body Repair Worker	15.73	22.42
25	21	25	Heavy Duty Mechanic	15.75	25.37
6	7	6	Heavy Duty Unit Leader	23.85	31.47
<u>56</u>	<u>53</u>	<u>57</u>			
			SERVICE & MAINTENANCE		
1	1	1	Tanker Truck Driver	15.55	24.60
2	2	2	Tire Repair Worker	14.08	19.56
<u>3</u>	<u>3</u>	<u>3</u>			
			TECHNICIAN		
1	0	0	Fuel System Technician	20,800.00	41,583.36
<u>1</u>	<u>0</u>	<u>0</u>			
<u>79</u>	<u>75</u>	<u>77</u>	TOTAL DIVISION		

ROBERT MAVEC, INTERIM COMMISSIONER

Mission Statement

The mission of the Division of Streets is to maintain a safe/clean pavement condition and bridge condition along the major, minor, and residential streets within the City of Cleveland. This includes all aspects of Snow Removal, Pavement Repairs, Resurfacing, Bridge Maintenance, Street Sweeping, and Graffiti Abatement.

PROGRAM NAME: 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.

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 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: 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: 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: 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.



Department of Public Works

Street Construction, Maintenance & Repair

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 8,506,198	\$ 6,898,098	\$ 6,605,238	\$ 7,658,170
Crafts	79,684	158,425	78,088	77,582
Seasonal	2,151,369	2,041,213	1,999,126	2,192,360
Military Leave	2,131	56,252	9,149	—
Injury Pay	6,696	3,624	10,057	—
Longevity	60,975	52,675	61,075	68,126
Separation Payments	84,966	41,937	149,625	—
Overtime	669,351	732,390	883,255	705,000
	\$ 11,561,370	\$ 9,984,615	\$ 9,795,612	\$ 10,701,238
Benefits				
Hospitalization	\$ 1,267,833	\$ 1,060,791	\$ 990,749	\$ 1,227,656
Prescription	133,188	178,423	161,449	183,606
Dental	78,672	69,670	67,354	84,421
Vision Care	8,400	6,782	6,583	8,464
Public Employees Retire System	1,729,423	1,755,374	1,352,344	1,498,173
Fica-Medicare	142,341	126,323	126,033	146,526
Workers' Compensation	847,160	917,161	504,424	468,655
Life Insurance	6,900	5,993	5,400	6,773
Unemployment Compensation	262,704	215,913	523,700	825,000
Clothing Allowance	53,235	375	45,901	41,050
Tool Insurance	5,020	2,870	2,870	2,390
Clothing Maintenance	17,975	175	15,375	13,325
	\$ 4,552,850	\$ 4,339,849	\$ 3,802,180	\$ 4,506,039
Other Training & Professional Dues				
Travel	\$ 1,363	\$ —	\$ —	\$ —
Tuition & Registration	480	—	—	—
Professional Dues & Subscriptions	109	—	—	—
	\$ 1,953	\$ —	\$ —	\$ —
Utilities				
Brokered Gas Supply	\$ 142,343	\$ 142,587	\$ 118,679	\$ 115,119
Water	6,762	6,638	6,236	6,111
Gas	83,796	60,273	81,295	78,856
Electricity - Cpp	20,925	51,226	25,557	63,554
Electricity - Other	26,014	28,621	26,611	27,756
	\$ 279,840	\$ 289,346	\$ 258,379	\$ 291,396
Contractual Services				
Professional Services	\$ 7,888	\$ 6,380	\$ 8,155	\$ 8,000
Medical Services	2,664	2,963	3,799	2,500
Parking In City Facilities	10,692	6,994	9,457	5,840
Property Rental	87,500	89,713	89,500	88,000
Equipment Rental	3,994	—	—	—
Vehicle Rental	49,603	—	—	—
Bank Service Fees	3,460	3,120	3,560	3,500
	\$ 165,800	\$ 109,170	\$ 114,472	\$ 107,840

Department of Public Works



Street Construction, Maintenance & Repair

Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Materials & Supplies				
Office Supplies	\$ 1,024	\$ —	\$ —	\$ —
Purchase Of Tests	—	514	—	200
Chemical	3,700	—	—	—
Salt & De-Icer	2,446,084	2,321,118	3,775,016	3,394,150
Clothing	3,000	1,974	2,833	2,000
Hardware & Small Tools	18,580	273	9,601	10,000
Welding Supplies & Equipment	14,688	2,414	17,756	10,000
Boilers, Heaters & Cool Equip	40,000	9,700	107	15,000
Seed, Fertilizer & Herbicide	705	—	1,352	1,000
Small Equipment	6,524	2,964	5,420	8,000
Office Furniture & Equipment	—	—	850	—
Electrical Supplies	6,100	6,827	—	6,000
Fence, Posts & Bars	6,999	—	—	3,000
Hygiene And Cleaning Supplies	11,402	7,241	11,485	10,700
Painting Equipment & Supplies	7,477	4,992	12,541	5,000
Plumbing Supplies & Equipment	514	—	—	—
Lumber, Glass, And Drywall	3,139	3,269	7,396	2,000
Medical Supplies	—	—	—	500
Photographic Supplies	1,098	—	—	—
Paper And Other Printing Suppl	10,450	1,025	—	2,000
Printed Materials	40	—	—	—
Other Supplies	214,330	137,737	90,458	139,600
Guard Rail Supplies	8,750	4,966	5,948	5,000
Bridge Maintenance Supplies	—	—	—	60,000
Safety Equipment	3,065	10,082	9,046	6,500
Just In Time Office Supplies	1,467	262	150	2,600
Building Maintenance Supplies	—	—	—	6,000
Paving Material	291,705	263,703	279,705	200,000
Asphalt	173,152	100,000	405,053	200,000
Cement Sand & Gravel	376,660	278,415	302,465	251,000
Misc Maintenance Supplies	59,265	49,798	22,185	50,000
	\$ 3,709,916	\$ 3,207,272	\$ 4,959,365	\$ 4,390,250
Maintenance				
Maintenance Contracts	\$ 2,000	\$ 2,000	\$ —	\$ —
Maintenance Machinery & Tools	7,540	9,756	13,150	10,000
Repair Parts	9,017	383	2,000	10,000
Repair Of Overhead Doors	20,631	14,576	18,682	15,000
	\$ 39,188	\$ 26,715	\$ 33,832	\$ 35,000
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 716	\$ 350	\$ 2,139	\$ 2,000
	\$ 716	\$ 350	\$ 2,139	\$ 2,000



Department of Public Works

Street Construction, Maintenance & Repair

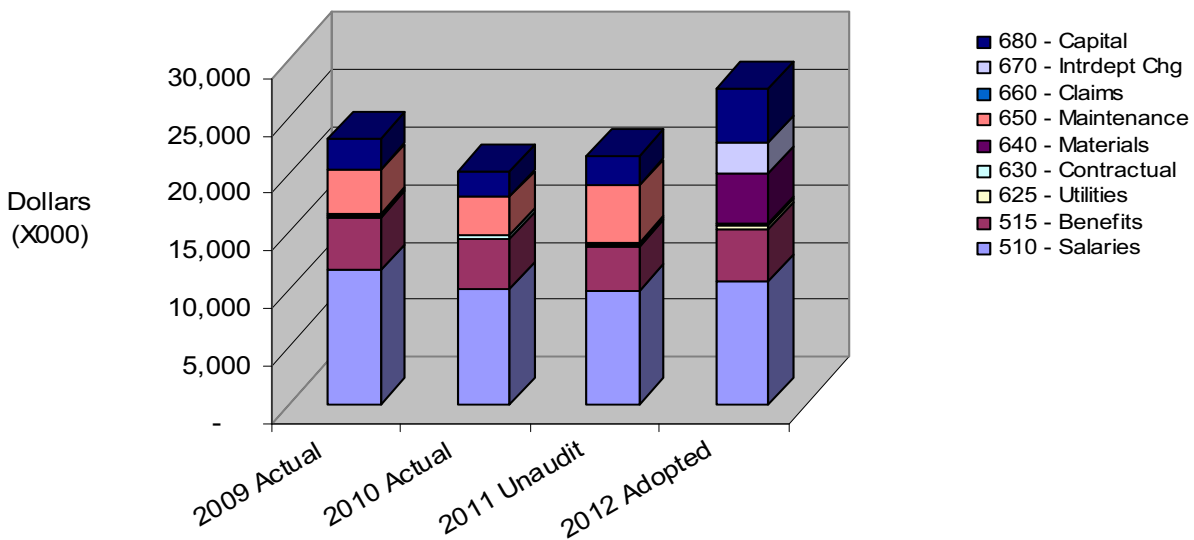
Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 64,321	\$ 110,868	\$ 52,450	\$ 74,159
Charges From Radio Comm System	47,071	39,844	49,290	92,083
Charges From W.P.C.	7,764	5,996	4,305	5,000
Charges From Print & Repro	11,656	10,338	16,068	27,200
Charges From Central Storeroom	91	166	1,217	1,600
Charges From M.V.M.	2,534,540	2,041,987	2,344,423	2,462,007
Charges From Division Of Maint	34,440	42,431	60,997	30,000
Charges From Waste Collection	—	—	6,240	5,000
	\$ 2,699,882	\$ 2,251,631	\$ 2,534,989	\$ 2,697,049
Capital Outlay				
Local Resurfacing	\$ 3,068,267	\$ —	\$ 2,244,164	\$ 4,586,094
	\$ 3,068,267	\$ —	\$ 2,244,164	\$ 4,586,094
	\$ 26,079,781	\$ 20,208,948	\$ 23,745,132	\$ 27,316,906

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ 45,990	\$ 24,067	\$ 43,319	\$ 30,000
Licenses & Permits	1,873,155	1,407,562	1,368,428	1,398,000
Miscellaneous	5,596,551	1,307,607	3,056,670	5,786,655
Other Shared Revenue	13,611,297	13,555,354	13,241,830	12,844,574
Transfers In	4,799,130	3,902,404	6,130,586	7,140,284
Interest Earnings/Investment Income	1,959	159	333	250
	\$ 25,928,082	\$ 20,197,153	\$ 23,841,165	\$ 27,199,763

Street Construction, Maintenance & Repair Expenditures by Appropriation



Department of Public Works



Street Construction, Maintenance & Repair

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2012	December 2011		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
1	1	1	Commissioner of Streets	40,314.82	132,061.01
1	1	1			
OFFICE & CLERICAL					
1	1	0	Chief Clerk	22,050.00	47,550.25
2	2	0	Principal Clerk	14.88	20.10
1	1	0	Senior Personnel Assistant	20,800.00	50,162.59
4	4	0			
PROFESSIONALS					
2	2	2	Administrative Manager	27,193.55	101,816.22
1	1	0	Budget Analyst	20,800.00	53,011.19
1	1	0	Personnel Administrator	26,273.96	82,493.55
1	1	0	Senior Budget and Management Analyst	26,273.96	78,265.22
5	5	2			
SKILLED CRAFT					
3	3	3	Asphalt Construction Unit Leader	25.09	37.64
11	10	15	Asphalt Tamper	24.06	36.08
0	0	1	Bridge Oiler	10.00	18.38
2	1	0	Cold Patch & Crack Sealing Unit Leader	43,908.80	51,003.26
5	0	0	Cold Patch and Crack Sealing Worker	17.49	19.49
4	3	4	Construction Equipment Operator Group A	27.42	46.50
7	6	7	Construction Equipment Operator Group B	27.27	46.35
0	0	17	Electric Bridge Operator	10.00	17.89
0	0	4	Electric Bridge Operator Leader	10.00	19.16
0	0	2	Electrical Worker	53.50	54.26
1	1	1	Jackhammer Operator	24.06	36.08
0	0	3	Ironworker	47.86	49.16
1	1	1	Machinist	15.83	23.02
1	1	2	Master Mechanic	27.92	47.00
9	9	9	Paver	24.40	36.60
3	3	3	Paving Unit Leader	25.09	37.64
4	4	4	Street Equipment Maintenance Specialist	15.55	24.60
11	11	12	Street Maintenance Foreman	20.19	22.19
3	3	3	Welder/Fabricator	18.36	25.36
65	56	91			



Department of Public Works

Street Construction, Maintenance & Repair

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	December 2011	Budget 2012		Minimum	Maximum
SERVICE & MAINTENANCE					
1	1	1	Concrete Mixer Driver	14.82	23.45
2	2	2	General Shop Unit Leader	25.56	27.56
16	21	13	Municipal Service Laborer	15.95	17.95
3	3	3	Street Carry-all Driver	15.55	24.60
7	7	7	Street Maintenance District Unit Leader	59,446.40	67,509.31
2	2	2	Tanker Truck Driver	15.55	24.60
28	24	24	Truck Driver	12.50	19.79
59	60	52			
TECHNICIAN					
1	1	1	Accident & Safety Inspector	20.36	22.36
4	4	4	Radio Operator	18.25	20.25
5	5	5			
139	131	151	TOTAL FULL TIME		
117	118	152	TOTAL SEASONAL (PEAK) *		
256	249	303	TOTAL DIVISION		

* Due to the seasonal nature of the division, position titles vary throughout the year. Therefore, averages, rather than actual employees are used.

Department of Public Works



Cemeteries

Expenditures

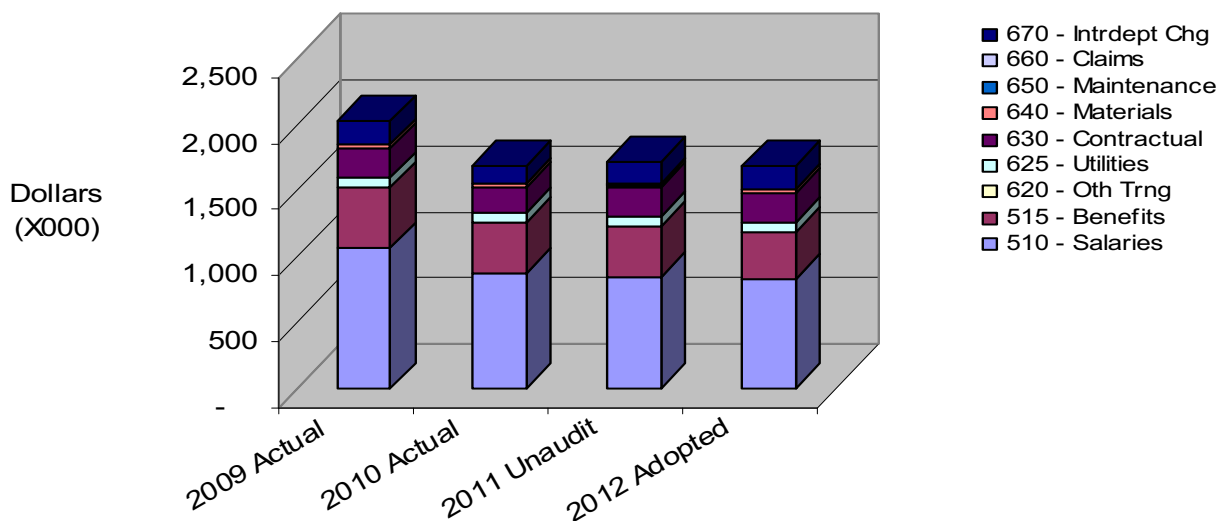
	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 983,776	\$ 819,513	\$ 790,249	\$ 771,254
Injury Pay	—	131	—	—
Longevity	10,000	6,975	8,950	8,425
Separation Payments	19,756	—	9,672	—
Overtime	54,047	46,960	40,436	48,068
	\$ 1,067,579	\$ 873,579	\$ 849,307	\$ 827,747
Benefits				
Hospitalization	\$ 197,824	\$ 173,761	\$ 175,211	\$ 168,835
Prescription	20,757	28,840	27,567	25,314
Dental	12,146	11,302	11,908	12,308
Vision Care	1,348	1,093	1,114	1,106
Public Employees Retire System	157,461	138,389	117,951	115,885
Fica-Medicare	11,874	10,227	10,306	10,431
Workers' Compensation	33,928	13,567	16,007	15,157
Life Insurance	1,035	900	851	810
Unemployment Compensation	6,860	—	8,127	—
Clothing Allowance	8,250	178	6,400	5,600
Tool Insurance	550	550	550	550
Clothing Maintenance	3,000	—	2,400	2,100
	\$ 455,033	\$ 378,807	\$ 378,392	\$ 358,096
Other Training & Professional Dues				
Professional Dues & Subscript	\$ —	\$ —	\$ —	\$ 50
	\$ —	\$ —	\$ —	\$ 50
Utilities				
Brokered Gas Supply	\$ 5,485	\$ 4,664	\$ 15,557	\$ 15,090
Sewer-Other	4,902	5,403	1,166	2,000
Gas	26,455	23,840	12,711	12,400
Electricity - Cpp	34,865	35,661	35,552	34,485
Electricity - Other	4,608	4,766	6,275	6,090
Security & Monitoring System	955	—	130	3,280
	\$ 77,271	\$ 74,334	\$ 71,391	\$ 73,345
Contractual Services				
Professional Services	\$ —	\$ 1,000	\$ 500	\$ 500
Medical Services	—	106	286	300
Other Contractual	208,320	188,568	208,568	208,568
Bank Service Fees	4,321	3,759	3,683	3,000
Credit Card Processing Fees	2,964	6,462	9,061	7,000
	\$ 215,604	\$ 199,894	\$ 222,098	\$ 219,368

Cemeteries

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ 852,356	\$ 837,036	\$ 877,936	\$ 867,674
Miscellaneous	175	30	(308)	—
Sale Of City Assets	460,239	489,156	500,889	500,000
Transfers In	634,562	314,973	290,350	241,180
Interest Earnings/Investment Income	110,095	6,847	54,749	38,000
Non Operating Other/Other	(1,944)	(1,942)	200	—
	\$ 2,055,483	\$ 1,646,100	\$ 1,723,816	\$ 1,646,854

Cemeteries Expenditures by Appropriation





Department of Public Works

Cemeteries

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	December 2011	Budget 2012		Minimum	Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Manager of Parks & Urban Forestry	22,333.40	74,106.01
1	1	1			
			OFFICE & CLERICAL		
1	1	1	Principal Clerk	14.88	20.10
1	1	1	Senior Clerk	12.47	16.58
2	2	2			
			SERVICE & MAINTENANCE		
1	1	1	Automobile Repair Worker	12.60	21.18
10	9	9	Cemeteries Maintenance Worker I	15.95	17.95
2	2	2	Cemeteries Maintenance Worker II	24.66	26.66
2	1	1	Cemetery Foreman	20.20	22.20
2	2	2	Cemetery Supervisor	23.14	25.14
17	15	15			
20	18	18	TOTAL FULL TIME		
20	0	20	TOTAL SEASONAL *		
40	18	38	TOTAL DIVISION		

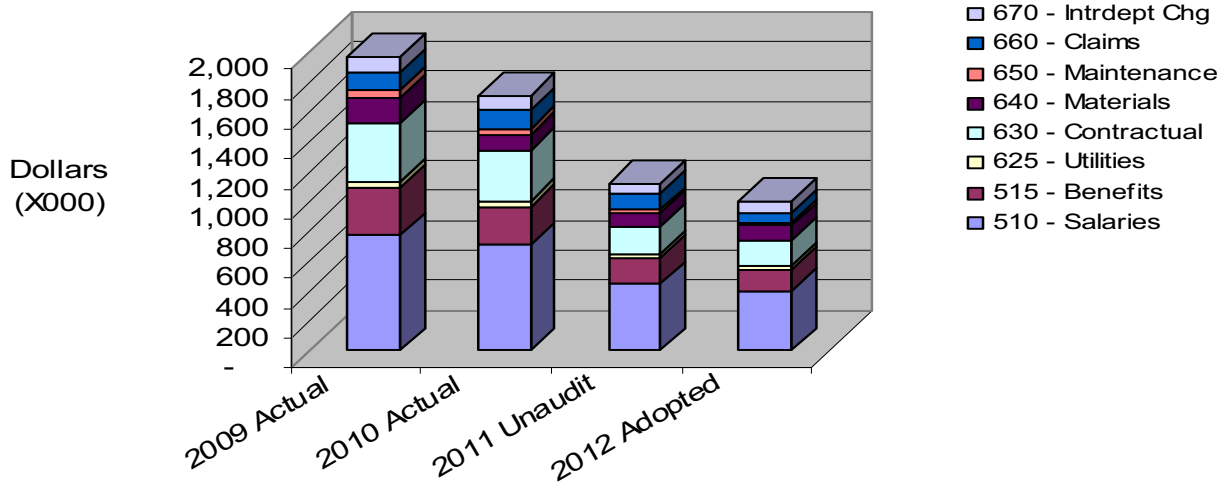
* Seasonals are reflected during peak periods, May - September

Golf Course

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 530,175	\$ 500,506	\$ 286,460	\$ 252,430
Seasonal	210,437	184,247	99,208	102,770
Longevity	6,325	5,750	4,375	3,550
Separation Payments	—	—	43,204	24,852
Overtime	24,706	16,240	11,782	11,640
	\$ 771,642	\$ 706,743	\$ 445,029	\$ 395,242
Benefits				
Hospitalization	\$ 78,159	\$ 75,356	\$ 48,162	\$ 41,926
Prescription	9,895	14,843	7,982	5,658
Dental	4,798	4,934	3,196	2,834
Vision Care	728	672	419	354
Public Employees Retire System	115,846	107,835	58,174	51,855
Fica-Medicare	7,627	6,818	3,907	4,087
Workers' Compensation	51,659	13,517	12,886	7,116
Life Insurance	585	585	338	270
Unemployment Compensation	43,391	33,381	34,982	33,852
Clothing Allowance	3,150	—	2,109	2,000
Tool Insurance	1,100	1,100	550	—
Clothing Maintenance	1,200	—	750	750
	\$ 318,140	\$ 259,041	\$ 173,455	\$ 150,702
Utilities				
Brokered Gas Supply	\$ —	\$ 154	\$ 3,651	\$ 3,545
Gas	14,686	7,725	2,545	2,475
Electricity - Other	27,516	24,850	17,264	17,000
Security & Monitoring System	1,030	888	444	444
	\$ 43,231	\$ 33,616	\$ 23,904	\$ 23,464
Contractual Services				
Professional Services	\$ 7,365	\$ 5,951	\$ 3,328	\$ 3,500
Taxes	—	—	59	—
Other Contractual	370,000	316,243	178,851	160,500
Refunds & Miscellaneous	—	—	225	—
Bank Service Fees	1,806	1,555	3,002	1,500
Credit Card Processing Fees	14,416	13,888	7,192	6,500
	\$ 393,586	\$ 337,638	\$ 192,656	\$ 172,000

Golf Expenditures by Appropriation



COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2011	Budget 2012		Minimum	Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Manager of Parks and Urban Forestry	22,333.40	74,106.01
1	1	1			
			SERVICE & MAINTENANCE		
1	1	1	Ground Maintenance Crew Foreman	17.20	19.20
1	1	1	Greenskeeper	20.97	22.97
1	1	1	Mechanical Handyman	16.62	18.62
2	2	2	Ground Maintenance Man	15.95	17.95
1	0	0	Automobile Repair Worker	12.60	21.18
6	5	5			
7	6	6	TOTAL FULL TIME		
15	3	15	TOTAL SEASONAL*		
22	9	21	TOTAL DIVISION		

* Seasonals are reflected during peak periods, May - September



Department of Public Works

Public Auditorium

SUSIE CLAYTOR, DEPUTY COMMISSIONER

Mission Statement

To strengthen Cleveland's economy by delivering efficient, excellent service through promotion, marketing and management of the Public Auditorium, West Side Market and Cleveland Browns 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 Cleveland Browns 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 15 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 165 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 telephone services to promoters.

PROGRAM NAME: THEATRICAL EVENT ADMINISTRATION

OBJECTIVES: To provide promoters with assistance in producing profitable and successful theatrical events.

ACTIVITIES: Supplying skilled administration and labor in all areas pertaining to theatrical events and meetings.

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.

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: 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.

PROGRAM NAME: CLEVELAND BROWNS 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.



Department of Public Works

Public Auditorium

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,229,330	\$ 503,344	\$ 450,645	\$ 461,931
Part-Time Permanent	1,111,523	533,328	380,251	206,000
Longevity	14,775	2,325	6,375	5,300
Separation Payments	—	84,024	32,272	—
Overtime	233,209	122,062	107,734	100,000
	\$ 2,588,837	\$ 1,245,083	\$ 977,277	\$ 773,231
Benefits				
Hospitalization	\$ 210,620	\$ 85,803	\$ 74,071	\$ 80,435
Prescription	30,958	17,775	14,463	15,486
Dental	13,638	5,667	4,863	5,595
Vision Care	1,507	578	540	614
Public Employees Retire System	410,248	196,048	141,130	111,102
Fica-Medicare	31,922	15,511	13,581	9,975
Workers' Compensation	45,744	45,396	23,264	15,146
Life Insurance	1,170	488	431	450
Unemployment Compensation	66,606	165,816	58,931	22,568
Clothing Allowance	4,350	1,080	1,480	1,530
Tool Insurance	450	150	150	150
Clothing Maintenance	1,450	1,650	1,625	1,625
Union Welfare Payment	19,433	11,412	7,234	20,000
	\$ 838,095	\$ 547,374	\$ 341,763	\$ 284,676
Other Training & Professional Dues				
Professional Dues & Subscript	\$ 115	\$ 80	\$ 130	\$ 250
	\$ 115	\$ 80	\$ 130	\$ 250
Utilities				
Brokered Gas Supply	\$ 15,351	\$ 10,184	\$ 15,704	\$ 15,250
Gas	9,983	9,277	12,128	11,765
Electricity - Cpp	1,083,303	848,764	459,384	445,610
Steam	1,106,518	918,085	613,020	594,630
	\$ 2,215,155	\$ 1,786,309	\$ 1,100,237	\$ 1,067,255
Contractual Services				
Professional Services	\$ 1,961	\$ 16	\$ —	\$ 200
Parking In City Facilities	223,570	173,701	1,038	2,000
Equipment Rental	9,220	—	—	2,500
Other Contractual	141,921	122,369	48,997	71,500
Bank Service Fees	—	1,574	1,353	—
Credit Card Processing Fees	3,869	2,077	2,559	2,250
	\$ 380,541	\$ 299,737	\$ 53,947	\$ 78,450

Department of Public Works



Public Auditorium

Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 328	\$ —
Hardware & Small Tools	1,276	3,100	—	—
Boilers, Heaters & Cool Equip	1,161	—	—	—
Small Equipment	900	—	—	—
Electrical Supplies	16,480	3,000	4,757	7,000
Hygiene And Cleaning Supplies	29,995	10,094	10,312	12,000
Painting Equipment & Supplies	849	—	—	500
Plumbing Supplies And Equip	3,000	1,000	846	2,000
Motors And Pumps	7,259	—	—	3,000
Heating And Air Filters	4,979	—	4,204	—
Lumber, Glass, And Drywall	1,000	2,000	—	1,000
Other Supplies	3,913	76	246	1,000
Safety Equipment	—	—	—	500
Batteries	—	—	—	200
Just In Time Office Supplies	1,011	380	576	1,000
Building Maintenance Supplies	2,425	—	—	1,000
	\$ 74,248	\$ 19,650	\$ 21,270	\$ 29,200
Maintenance				
Maintenance Machinery & Tools	\$ 5,000	\$ —	\$ —	\$ 1,000
Maintenance Fire Apparatus	432	975	—	1,000
Maintenance Vehicles	3,000	—	—	4,000
Maintenance Utility Systems	5,950	7,288	—	6,000
Maintenance Misc. Equipment	3,854	11,534	—	1,000
Maintenance Building	3,091	5,880	600	4,000
	\$ 21,328	\$ 25,677	\$ 600	\$ 17,000
Claims, Refunds, Maintenance				
Indirect Cost	\$ 470,198	\$ 455,635	\$ 219,135	\$ 172,001
	\$ 470,198	\$ 455,635	\$ 219,135	\$ 172,001
Interdepart Service Charges				
Charges From Telephone Exch	\$ 58,921	\$ 59,211	\$ 53,503	\$ 54,000
Charges From Radio Comm System	9,604	5,279	7,094	10,431
Charges From Print & Repro	2,423	1,363	1,314	2,000
Charges From Central Storeroom	705	118	40	—
Charges From M.V.M.	15,211	16,820	17,331	17,837
Charges From Division Of Maint	9,355	20,010	132	—
Charges From Waste Collection	84,001	48,072	11,240	25,000
Charges From Parks Maintenance	48,339	33,142	9,340	10,000
	\$ 228,560	\$ 184,014	\$ 99,994	\$ 119,268
	\$ 6,817,076	\$ 4,563,559	\$ 2,814,353	\$ 2,541,331



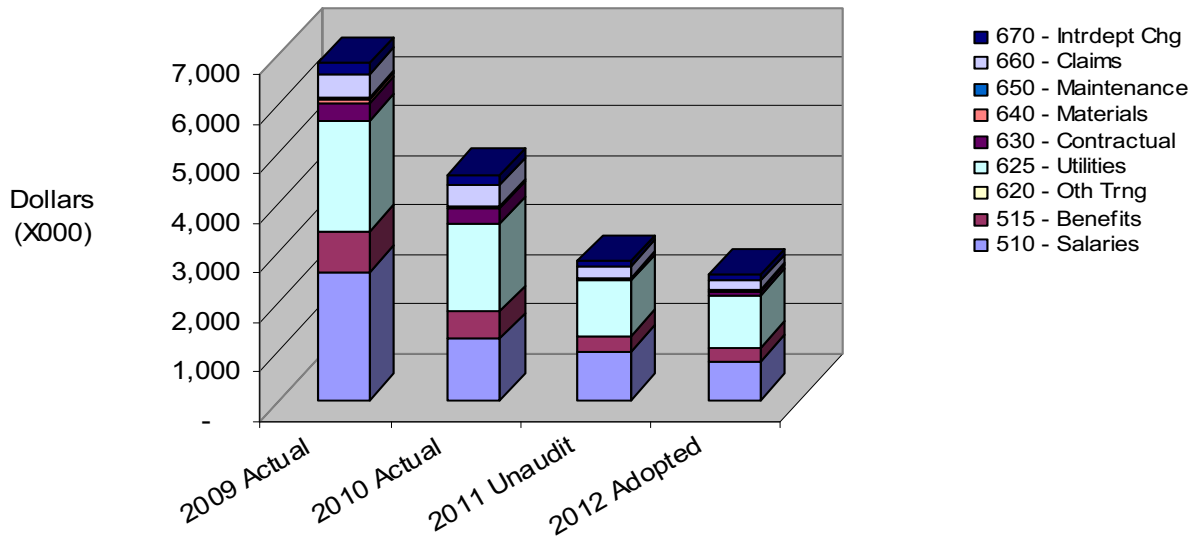
Department of Public Works

Public Auditorium

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ 1,407,099	\$ 1,458,147	\$ 469,306	\$ 482,000
Grant Revenue	7,384	103	500	—
Miscellaneous	824,548	6,605	397,370	428,355
Transfers In	190,689	—	1,218,684	1,613,933
Hotel Tax	3,704,597	3,809,006	—	—
Interest Earnings/Investment Income	3,289	533	123	1,000
	\$ 6,137,606	\$ 5,274,394	\$ 2,085,983	\$ 2,525,288

Public Auditorium Expenditures by Appropriation



Department of Public Works



Public Auditorium

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2012	December 2011		Minimum	Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Deputy Commissioner	26,273.96	82,493.55
1	1	1			
			SERVICE & MAINTENANCE		
1	0	1	Set-up Foreman	16.89	18.89
1	1	1	Chief Building Stationary Engineer	12.37	19.81
1	1	1	Plumber	33.53	41.34
1	1	1	Electrical Worker	53.50	54.26
3	3	3	Custodial Worker	10.00	14.97
2	2	2	Guard	10.00	17.39
9	8	9			
10	9	10	TOTAL FULL TIME		
38	21	48	TOTAL PART TIME		
48	30	58	TOTAL DIVISION		



Department of Public Works

Westside Market General Operations

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 247,843	\$ 189,332	\$ 214,886	\$ 245,551
Part-Time Permanent	21,841	20,979	18,748	20,621
Longevity	4,075	775	775	1,525
Separation Payments	21,828	28,199	741	—
Overtime	18,057	16,036	17,876	20,000
	\$ 313,643	\$ 255,321	\$ 253,026	\$ 287,697
Benefits				
Hospitalization	\$ 57,439	\$ 41,611	\$ 44,081	\$ 52,774
Prescription	5,652	6,935	9,142	10,898
Dental	3,462	2,663	2,953	3,881
Vision Care	389	263	300	354
Public Employees Retire System	44,955	38,055	35,162	40,278
Fica-Medicare	3,181	3,209	3,629	4,172
Workers' Compensation	4,191	3,575	4,410	3,936
Life Insurance	319	236	236	273
Clothing Allowance	1,660	430	1,230	1,660
Tool Insurance	300	150	150	300
Clothing Maintenance	500	100	400	500
	\$ 122,050	\$ 97,227	\$ 101,693	\$ 119,026
Other Training & Professional Dues				
Professional Dues & Subscript	\$ 35	\$ 50	\$ 100	\$ 140
	\$ 35	\$ 50	\$ 100	\$ 140
Utilities				
Brokered Gas Supply	\$ 59,267	\$ 37,088	\$ 42,128	\$ 41,000
Gas	24,257	19,487	21,571	20,925
Electricity - Cpp	166,594	135,587	134,231	132,204
Security & Monitoring System	1,084	1,080	799	1,418
	\$ 251,202	\$ 193,242	\$ 198,729	\$ 195,547
Contractual Services				
Professional Services	\$ 186	\$ —	\$ —	\$ —
Mileage (Private Auto)	356	427	312	360
Janitorial Services	180,000	167,500	186,400	198,000
Other Contractual	123,156	116,674	156,062	128,700
Refunds & Miscellaneous	—	—	16	—
	\$ 303,698	\$ 284,601	\$ 342,790	\$ 327,060

Department of Public Works



Westside Market General Operations

Expenditures (Continued)

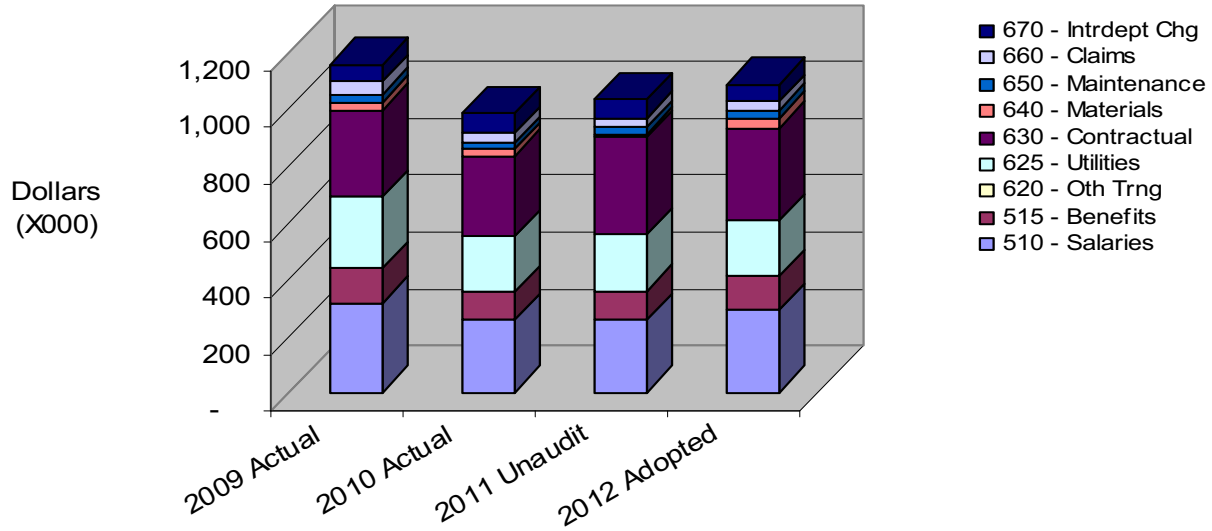
	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Materials & Supplies				
Office Supplies	\$ 300	\$ —	\$ 92	\$ —
Chemical	1,241	—	—	1,530
Fire/Ems Apparatus Parts	500	—	—	450
Salt & De-Icer	1,476	615	650	1,000
Boilers, Heaters & Cool Equip	7,741	8,945	6,946	7,550
Small Equipment	—	1,935	—	2,000
Electrical Supplies	1,000	—	—	2,000
Hygiene And Cleaning Supplies	11,000	7,930	—	8,000
Doors, Shutters And Windows	2,000	3,400	—	4,500
Plumbing Supplies And Equip	—	—	—	2,700
Motors And Pumps	1,916	—	—	450
Medical Supplies	—	—	—	450
Other Supplies	1,195	—	384	1,350
Just In Time Office Supplies	(133)	849	1,011	1,183
Building Maintenance Supplies	145	724	1,133	384
	\$ 28,381	\$ 24,398	\$ 10,216	\$ 33,547
Maintenance				
Maintenance Machinery & Tools	\$ 11,870	\$ 14,030	\$ 12,152	\$ 14,999
Maintenance Fire Apparatus	—	—	700	900
Maintenance Building	16,945	5,929	13,407	13,500
	\$ 28,815	\$ 19,959	\$ 26,259	\$ 29,399
Claims, Refunds, Maintenance				
Indirect Cost	\$ 44,224	\$ 38,578	\$ 31,404	\$ 31,181
	\$ 44,224	\$ 38,578	\$ 31,404	\$ 31,181
Interdepart Service Charges				
Charges From Telephone Exch	\$ 5,642	\$ 4,489	\$ 3,216	\$ 5,844
Charges From W.P.C.	769	—	—	500
Charges From Print & Repro	717	243	1,376	3,258
Charges From Central Storeroom	—	—	—	41
Charges From Division Of Maint	7,096	23,709	15,262	8,000
Charges Frm Str Cnst Mnt & Rep	2,829	—	—	—
Charges From Waste Collection	40,458	38,096	48,101	40,000
Charges From Community Develop	2,610	—	—	2,000
	\$ 60,121	\$ 66,537	\$ 67,954	\$ 59,643
	\$ 1,152,169	\$ 979,913	\$ 1,032,171	\$ 1,083,240
Revenues				
	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ 1,253,665	\$ 1,293,118	\$ 1,288,387	\$ 1,245,321
Miscellaneous	33,934	2,821	40	—
Interest Earnings/Investment Income	3,619	1,544	1,358	—
	\$ 1,291,218	\$ 1,297,483	\$ 1,289,785	\$ 1,245,321



Department of Public Works

Westside Market General Operations

Westside Market Expenditures by Appropriation



COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2011	December 2011		Minimum	Maximum
			OFFICE & CLERICAL		
1	1	1	Principal Clerk	14.88	20.10
1	1	1	PROFESSIONALS		
1	1	1	Manager of Markets	23,647.11	78,080.22
1	1	1	SKILLED CRAFT		
2	2	2	Building Stationary Engineer	10.14	18.52
2	2	2	SERVICE & MAINTENANCE		
2	2	2	Municipal Service Laborer	15.95	17.95
6	6	6	TOTAL FULL TIME		
1	1	1	TOTAL PART TIME		
7	7	7	TOTAL DIVISION		

Department of Public Works



Cleveland Stadium

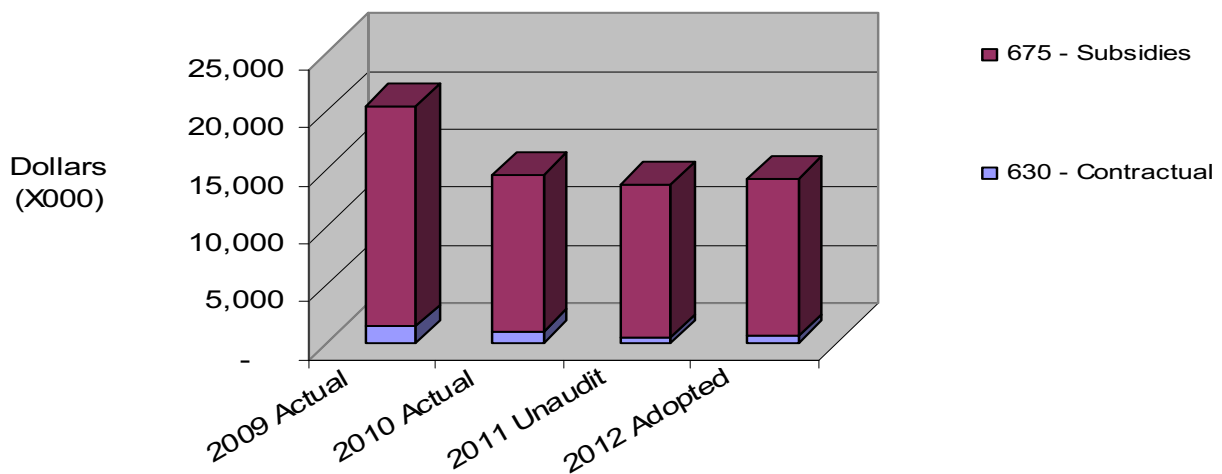
Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Contractual Services				
Professional Services	\$ 761,096	\$ 472,880	\$ 13,100	\$ 35,000
Insurance And Official Bonds	98,515	98,515	—	98,515
Property Rental	9,108	—	18,216	9,109
Other Contractual	90,000	—	84,240	—
Stadium Property Tax	452,725	453,013	453,423	460,000
Bank Service Fees	53	—	—	—
	\$ 1,411,497	\$ 1,024,408	\$ 568,979	\$ 602,624
Interfund Subsidies				
Transfer To Debt Service Fund	\$ 18,936,612	\$ 13,487,946	\$ 13,138,606	\$ 13,500,000
	\$ 18,936,612	\$ 13,487,946	\$ 13,138,606	\$ 13,500,000
	\$ 20,348,109	\$ 14,512,354	\$ 13,707,585	\$ 14,102,624

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Miscellaneous	398	—	—	—
Other Shared Revenue	13,144,049	13,486,009	13,128,471	13,500,000
Transfers In	2,676,052	502,184	500,000	85,325
Interest Earnings/Investment Income	32,835	1,974	10,227	—
	\$ 16,103,334	\$ 14,240,167	\$ 13,888,698	\$ 13,835,325

Stadium Expenditures by Appropriation





Department of Public Works

Eastside Market

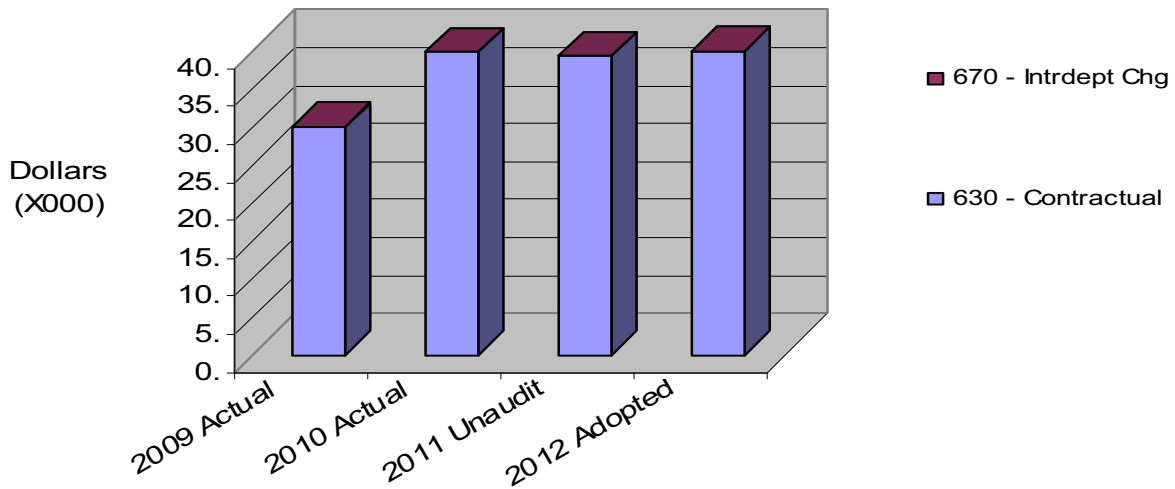
Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Contractual Services				
Security Services	\$ 30,000	\$ 39,786	\$ 39,357	\$ 40,000
	\$ 30,000	\$ 39,786	\$ 39,357	\$ 40,000
Interdepart Service Charges				
Charges From Parks Maintenance	\$ 73	\$ —	\$ —	\$ —
	\$ 73	\$ —	\$ —	\$ —
	\$ 30,073	\$ 39,786	\$ 39,357	\$ 40,000

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Interest Earnings/Investment Income	\$ 2,615	\$ 414	\$ 136	\$ —
	\$ 2,615	\$ 414	\$ 136	\$ —

Eastside Market Expenditures by Appropriation



DARYL RUSH, DIRECTOR

Mission Statement

To provide supervision, management and control over the three divisions of the Department of Community Development. The Director's Office directs and coordinates the Emergency Shelter Grant, Public Information and Fair Housing and Consumer Affairs activities.

PROGRAM NAME: CONSUMER AFFAIRS

OBJECTIVE: To provide relief from fraudulent, unfair, deceptive, and unconscionable business practices, by monitoring and enforcing the Cleveland Consumer Protection Code, Fair Housing Codes, and Community Reinvestment Act as well as State and Federal laws

ACTIVITIES: The Office of Fair Housing & Consumer Affairs (FHCA) enforces Cleveland's 1972 Consumer Protection Code, as well as educates the public regarding scams and fraudulent business practices. It works with the media, holds public neighborhood forums, and works cooperatively with private and governmental consumer agencies. It interacts with various levels of government to impact key consumer issues, ranging from Public Utilities Commission of Ohio (PUCO) rate matters to banking practices. This office may subpoena witnesses and hold hearings to determine whether a vendor has engaged in unfair practices with a Cleveland consumer. Along with field work, this may result in prosecution.



Department of Community Development

Community Development Director's Office

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 210,799	\$ 87,497	\$ 91,823	\$ 155,543
Board Members	—	—	—	25,371
Longevity	300	—	—	—
Separation	—	1,228	—	—
	\$ 211,099	\$ 88,726	\$ 91,823	\$ 180,914
Benefits				
Hospitalization	\$ 18,865	\$ 8,528	\$ 6,881	\$ 30,901
Prescription	3,560	2,544	2,135	7,054
Dental	1,905	622	479	1,772
Vision Care	292	151	137	258
Public Employees Retire System	31,468	15,478	11,549	25,328
Fica-Medicare	2,958	1,266	1,188	2,621
Workers' Compensation	2,844	2,366	1,603	3,022
Life Insurance	184	101	90	186
Unemployment Compensation	—	8,525	—	—
	\$ 62,074	\$ 39,581	\$ 24,063	\$ 71,142
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ 55	\$ 500
Tuition & Registration Fees	—	2,900	130	200
Mileage (Priv Auto) Trng Prps	—	—	—	700
	\$ —	\$ 2,900	\$ 185	\$ 1,400
Contractual Services				
Professional Services	\$ 150	\$ 2,346	\$ —	\$ —
Mileage (Private Auto)	869	16	46	900
Medical Services	53	—	—	—
Advertising And Public Notice	3,736	—	4,768	4,500
Parking In City Facilities	106	—	23	500
Property Rental	15,462	15,462	—	—
Other Contractual	—	—	451	500
	\$ 20,376	\$ 17,824	\$ 5,288	\$ 6,400
Materials & Supplies				
Office Supplies	\$ 639	\$ —	\$ —	\$ —
Just In Time Office Supplies	—	377	100	1,800
	\$ 639	\$ 377	\$ 100	\$ 1,800
Interdepart Service Charges				
Charges From Telephone Exch	\$ 6,092	\$ 6,195	\$ 3,071	\$ 6,434
Charges From Print & Repro	6,293	1,258	1,116	3,000
Charges From Central Storeroom	298	132	16	50
	\$ 12,683	\$ 7,585	\$ 4,204	\$ 9,484
	\$ 306,872	\$ 156,993	\$ 125,663	\$ 271,140

Department of Community Development

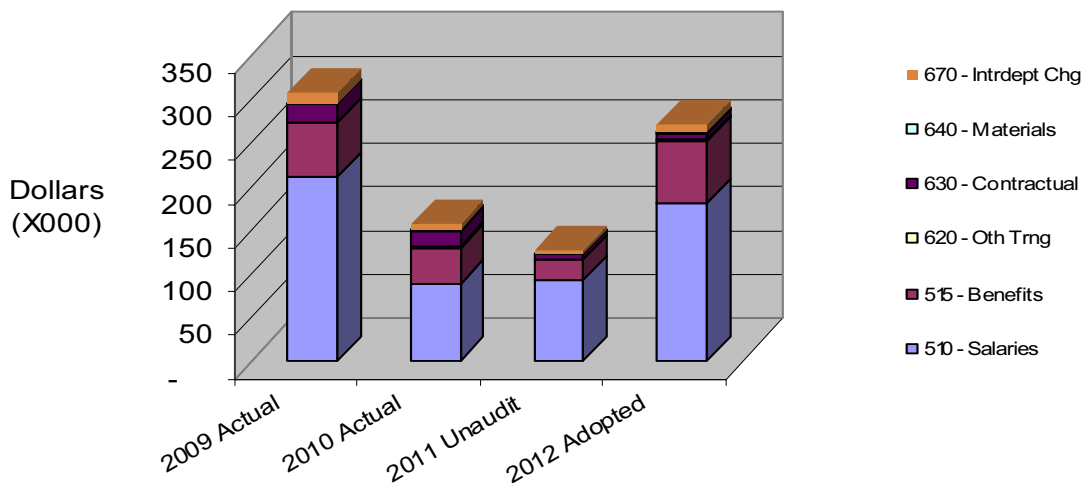


Community Development Director's Office

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Miscellaneous	\$ 460	\$ 80	\$ —	\$ —
	\$ 460	\$ 80	\$ —	\$ —

CD Director's Office Expenditures by Appropriation Fair Housing Consumer Affairs



COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2011	December 2011		Budget 2012	Minimum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Administrative Manager	27,193.55	101,816.22
1	1	1			
			PROFESSIONALS		
0	0	2	Assistant Administrator	20,800.00	56,847.22
2	1	1	Consumer Protection Specialist	10.00	18.43
1	0	0	Project Coordinator	27,325.56	90,294.89
3	1	3			
4	2	4	TOTAL FULL TIME		
0	0	5	TOTAL BOARD MEMBERS	4,500.00	5,075.00
4	2	9	TOTAL DIVISION		



Department of Building and Housing

Building and Housing Director's Office

EDWARD W. RYBKA, DIRECTOR

Mission Statement

To contribute to Cleveland's urban renaissance by preserving and strengthening neighborhoods through ambitious code enforcement and knowledgeable and customer-friendly permit processing.

This Department was established to administer and enforce the provisions of the Cleveland Building, Housing, and Zoning Codes plus the National Electrical Code and the Ohio Building, Mechanical, Plumbing, and Elevator Codes. The Department has two primary functions - Plan Examination and Code Enforcement and is divided into two divisions, Construction Permitting and Code Enforcement, and the Director's Office. The Department registers building contractors, issues permits, inspects all new construction and major rehabilitation, engages in a systematic and complaint driven code enforcement program for existing properties and provides nuisance abatement to unsafe and/or condemned properties.

PROGRAM NAME: DIRECTOR'S OFFICE

OBJECTIVES: To provide supervision and management assistance to the Code Enforcement and Permit Sections.

ACTIVITIES: Monitor Department expenditures and revenues and other accounting activities. Maintain records and provide information services. Perform personnel and labor relations functions. Monitor nuisance abatement activities. Oversee and coordinate activities of state-certified staff in both divisions in accordance with State requirements.

Department of Building and Housing



Building and Housing Director's Office

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 672,234	\$ 978,541	\$ 1,037,654	\$ 1,091,259
Longevity	12,300	—	10,100	10,175
Separation Payments	—	27,826	16,702	16,700
	\$ 684,534	\$ 1,006,368	\$ 1,064,456	\$ 1,118,134
Benefits				
Hospitalization	\$ 170,010	\$ 145,886	\$ 146,302	\$ 163,879
Prescription	22,288	29,622	31,535	33,432
Dental	10,251	9,323	10,946	12,545
Vision Care	1,569	1,331	1,443	1,506
Public Employees Retire System	168,846	158,271	146,418	154,200
Fica-Medicare	10,291	8,717	10,162	11,424
Workers' Compensation	26,219	15,993	21,765	17,950
Life Insurance	1,039	945	975	993
	\$ 410,512	\$ 370,088	\$ 369,545	\$ 395,929
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ 1,719	\$ 1,720
Tuition & Registration Fees	—	775	100	1,691
Other Training Supplies	—	298	—	361
Mileage (Priv Auto) Trng Prps	—	21	—	110
Professional Dues & Subscript	3,580	3,571	2,170	2,700
	\$ 3,580	\$ 4,665	\$ 3,989	\$ 6,582
Contractual Services				
Professional Services	\$ —	\$ 53,000	\$ 50,000	\$ 89,500
Court Reporter	—	—	32	100
Mileage (Private Auto)	—	177	—	405
Medical Services	—	—	399	400
Advertising And Public Notice	—	—	384	—
Parking In City Facilities	2,790	2,979	5,232	3,798
Other Contractual	—	3,338	6,676	11,400
Credit Card Processing Fees	36,596	42,821	71,205	68,400
	\$ 39,386	\$ 102,314	\$ 133,927	\$ 174,003
Materials & Supplies				
Office Supplies	\$ 357	\$ 465	\$ 1,288	\$ 1,300
Postage	—	—	241	300
Computer Supplies	2,039	1,660	2,334	5,100
Office Furniture & Equipment	230	—	—	—
Other Supplies	224	267	10	400
Just In Time Office Supplies	7,088	11,575	1,431	9,070
	\$ 9,938	\$ 13,967	\$ 5,304	\$ 16,170



Department of Building and Housing

Building and Housing Director's Office

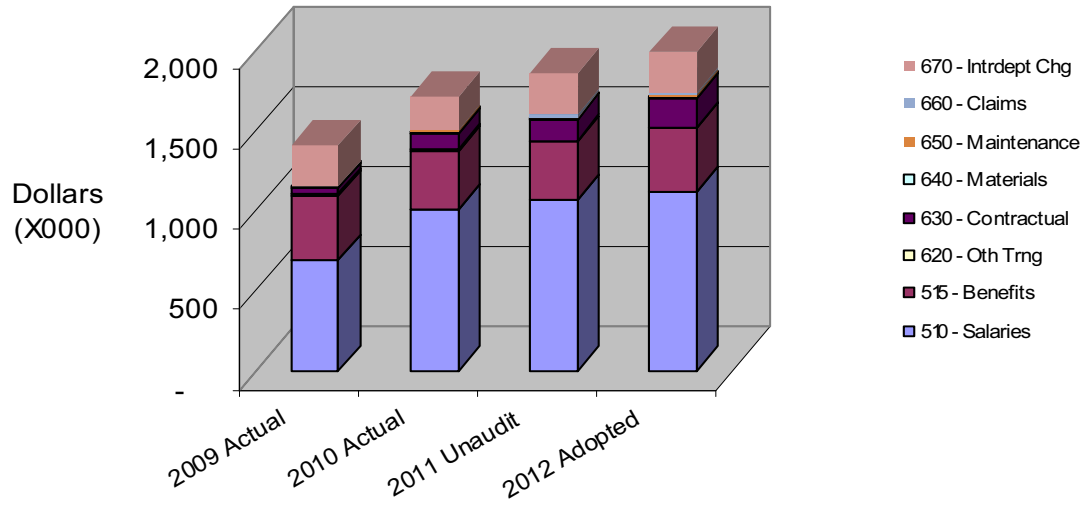
Expenditures (Continued)

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Maintenance				
Maintenance Office Equipment	\$ 1,950	\$ —	\$ —	\$ —
Maintenance Contracts	3,410	6,977	6,763	6,800
Computer Hardware Maintenance	3,270	—	—	—
Computer Software Maintenance	—	—	—	5,000
	\$ 8,630	\$ 6,977	\$ 6,763	\$ 11,800
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ —	\$ —	\$ 13,716	\$ 14,100
	\$ —	\$ —	\$ 13,716	\$ 14,100
Interdepart Service Charges				
Charges From Telephone Exch	\$ 56,946	\$ 37,334	\$ 51,398	\$ 52,468
Charges From Radio Comm System	1,639	1,435	1,564	1,465
Charges From Print & Repro	61,254	55,081	57,035	60,000
Charges From Central Storeroom	108,134	91,454	117,065	113,500
Charges From M.V.M.	20,311	18,082	29,256	30,116
	\$ 248,284	\$ 203,386	\$ 256,318	\$ 257,549
	\$ 1,404,865	\$ 1,707,766	\$ 1,854,020	\$ 1,994,267

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ (16,984)	\$ (36,024)	\$ (13,489)	\$ 650
Licenses & Permits	10,482,729	9,634,280	13,058,330	10,613,842
Miscellaneous	35,435	18,562	46,857	47,170
Other Shared Revenue	11,059	91,742	(78,760)	—
	\$ 10,512,239	\$ 9,708,559	\$ 13,012,938	\$ 10,661,662

Building & Housing Director's Expenditures Office by Appropriation





Department of Building and Housing

Building and Housing Director's Office

COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	December 2011	Budget 2012		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
1	1	1	Administrator, Assistant	20,800.00	56,847.22
1	1	1	Director, Building & Housing	50,795.81	176,729.77
1	1	1	Secretary to the Director	36,590.39	142,340.94
1	1	1	Deputy Director, Building & Housing	36,590.39	137,860.74
4	4	4			
OFFICE & CLERICAL					
0	1	0	Office Manager	20,800.00	49,669.98
1	1	1	Cashier, Principal	14.66	23.74
2	2	2	Cashier, Senior	12.57	20.20
2	1	2	Clerk, Principal	14.88	20.10
4	5	5	Clerk, Senior	12.47	16.58
9	10	10			
PROFESSIONALS					
1	1	1	Accountant III	15.48	24.58
4	4	4	Administrative Officer	20,800.00	52,979.99
1	1	1	Analyst, Senior Budget & Management	26,273.96	78,265.22
1	1	1	Supervisor Data Processing	20,800.00	58,115.49
7	7	7			
TECHNICIAN					
1	0	0	Inspector, Housing	17.69	20.33
1	1	1	Residential Building Inspector	17.69	20.33
2	1	1			
22	22	22	TOTAL FULL TIME		
1	0	0	Clerk, Senior	12.47	16.58
1	0	0	TOTAL PART TIME		
23	22	22	TOTAL DIVISION		

TYRONE JOHNSON, COMMISSIONER

PROGRAM NAME: DIVISION OF CODE ENFORCEMENT

OBJECTIVES: To inspect structures for the purpose of enforcing the City of Cleveland Building, Housing, and Zoning Codes and the Ohio Building Code and referenced standards. Maintain uniform standards and requirements, of residential, commercial, and industrial buildings.

ACTIVITIES: Cite, condemn, board up and secure, abate, or demolish those structures not in compliance with these Codes, which constitute a nuisance and/or a hazard to the general public. Prosecute code enforcement cases and represent the City in all civil matters.



Department of Building and Housing

Division of Code Enforcement

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 4,195,975	\$ 3,470,258	\$ 3,248,492	\$ 3,909,738
Part-Time Permanent	—	—	14,621	66,650
Longevity	44,500	—	39,975	37,825
Separation Payments	79,816	85,638	93,622	87,378
Bonus Incentive	4,200	1,800	1,800	1,800
Overtime	6,043	4,682	3,589	7,500
	\$ 4,330,534	\$ 3,562,378	\$ 3,402,099	\$ 4,110,891
Benefits				
Hospitalization	\$ 714,541	\$ 663,465	\$ 606,848	\$ 653,537
Prescription	84,876	124,519	116,053	122,830
Dental	44,184	43,675	43,826	49,328
Vision Care	7,337	6,520	6,072	6,115
Public Employees Retire System	646,792	625,420	522,097	563,291
Fica-Medicare	50,994	48,215	48,489	52,791
Workers' Compensation	214,656	122,341	107,568	137,810
Life Insurance	4,133	4,016	3,698	3,744
Unemployment Compensation	15,900	10,013	25,237	46,800
Clothing Allowance	11,978	7,696	7,974	—
Clothing Maintenance	1,500	—	1,350	—
Automobile Maintenance Allow	6,000	5,400	—	—
	\$ 1,802,890	\$ 1,661,280	\$ 1,489,212	\$ 1,636,246
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ 2,866	\$ —
Tuition & Registration Fees	3,455	2,360	980	4,772
Other Training Supplies	260	748	2,125	3,112
Mileage (Priv Auto) Trng Prps	1,206	891	998	900
Professional Dues & Subscript	9,992	6,720	7,480	7,500
	\$ 14,913	\$ 10,719	\$ 14,450	\$ 16,284
Contractual Services				
Professional Services	\$ 3,978	\$ 8,214	\$ 6,750	\$ 9,500
Travel- Non-Training	5,818	5,630	5,814	5,000
Mileage (Private Auto)	136,047	117,109	119,351	118,000
Parking In City Facilities	14,300	10,395	17,325	15,244
Other Contractual	3,000	—	—	—
	\$ 163,144	\$ 141,348	\$ 149,240	\$ 147,744

Department of Building and Housing

Division of Code Enforcement



Expenditures (Continued)

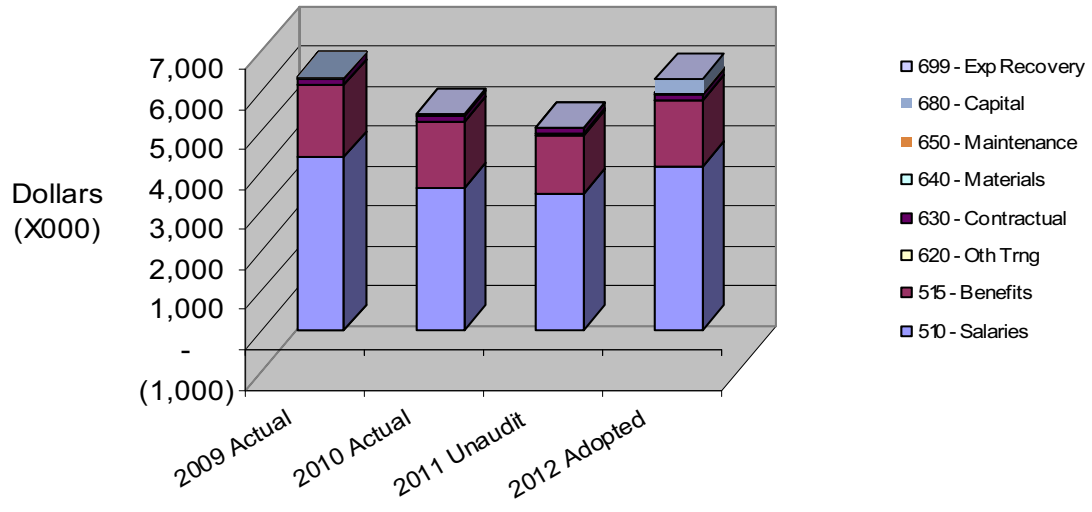
	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 2,064	\$ 2,100
Computer Supplies	4,728	4,162	—	4,161
Computer Software	—	—	—	50,000
Clothing	—	—	1,994	9,000
Other Supplies	742	—	—	—
Safety Equipment	—	—	1,597	1,500
Batteries	517	259	—	—
Just In Time Office Supplies	4,046	13,008	4,942	12,500
	\$ 10,034	\$ 17,429	\$ 10,597	\$ 79,261
Maintenance				
Car Washes	\$ 300	\$ 450	\$ —	\$ 450
	\$ 300	\$ 450	\$ —	\$ 450
Capital Outlay				
Transfer To Capital Project	\$ —	\$ —	\$ —	\$ 350,000
	\$ —	\$ —	\$ —	\$ 350,000
Expenditure Recovery				
Expenditure Recovery	\$ (240)	\$ —	\$ —	\$ —
	\$ (240)	\$ —	\$ —	\$ —
	\$ 6,321,574	\$ 5,393,603	\$ 5,065,597	\$ 6,340,876
Revenues				
	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Licenses & Permits	\$ —	\$ —	\$ 13,192	\$ —
Miscellaneous	780	780	225	—
	\$ 780	\$ 780	\$ 13,417	\$ —



Department of Building and Housing

Division of Code Enforcement

Building & Housing Code Enforcement Expenditures by Appropriation



Department of Building and Housing

Division of Code Enforcement



COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2012	December 2011		Minimum	Maximum
			ADMINISTRATORS & OFFICIALS		
1	2	1	Bureau Manager - Demolition	26,797.11	82,152.52
0	0	1	Assistant Building Official	42,758.15	137,860.74
1	1	1	Commissioner, Code Enforcement	42,758.15	137,860.74
<u>2</u>	<u>3</u>	<u>3</u>			
			OFFICE & CLERICAL		
2	1	2	Principal Clerk	14.88	20.10
6	6	7	Clerk, Senior	12.47	16.58
<u>8</u>	<u>7</u>	<u>9</u>			
			PROFESSIONALS		
6	5	5	Chief Building Inspector	20,800.00	56,847.22
2	2	2	Building Inspector Interim	19.00	20.36
1	0	1	Inspector, Chief Electrical	20,800.00	56,847.22
1	1	1	Inspector, Chief Elevator	20,800.00	56,847.22
1	0	0	Inspector, Chief Housing	20,800.00	60,439.25
<u>11</u>	<u>8</u>	<u>9</u>			
			TECHNICIAN		
1	1	1	Building Inspector 4	26.35	28.81
1	1	0	Building Inspector 3	15.70	27.39
3	2	4	Building Inspector 2	14.89	25.99
8	5	6	Building Inspector 1	14.08	24.60
1	0	0	Residential Building Inspector Interim	19.00	20.36
1	1	1	Mechanical Inspector Interim	19.00	20.36
1	1	1	Electrical Safety Inspector 1	14.83	24.60
4	1	4	Electrical Safety Inspector 2	15.66	25.99
0	3	0	Electrical Safety Inspector 3	16.49	27.39
1	1	1	Mechanical Inspector 2	14.89	25.99
1	1	1	Mechanical Inspector 3	15.70	27.39
3	3	3	Plumbing Inspector 2	15.66	25.99
1	1	1	Plumbing Inspector 3	16.49	27.39
5	4	5	Inspector, Elevator	14.23	24.60
34	33	34	Residential Building Inspector	17.69	20.33
4	0	0	Site Inspector	10.00	23.32
<u>69</u>	<u>58</u>	<u>62</u>			
<u>90</u>	<u>76</u>	<u>83</u>	TOTAL FULL TIME		
0	0	1	Project Director	22,333.40	80,282.43
<u>0</u>	<u>0</u>	<u>1</u>	TOTAL PART TIME		
<u>90</u>	<u>76</u>	<u>84</u>	TOTAL DIVISION		



Department of Building and Housing

Division of Construction Permitting

RICHARD RICCARDI, ASSISTANT COMMISSIONER

PROGRAM NAME: DIVISION OF CONSTRUCTION PERMITTING

OBJECTIVES: To insure that standards are met that involves the construction, alterations, and repairs of residential, commercial, and industrial buildings. Administer contractor's registrations.

ACTIVITIES: Update procedures for plan examinations and permit issuances. Review and process permit applications and plan reviews in accordance with City and State standards.

Department of Building and Housing



Division of Construction Permitting

Expenditures

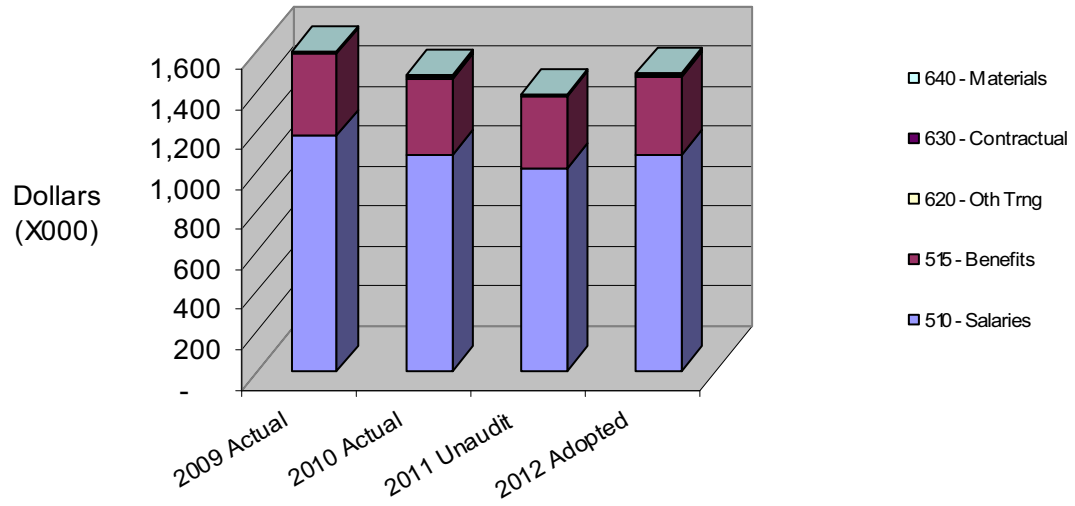
	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,157,890	\$ 1,039,578	\$ 958,965	\$ 1,037,838
Part-Time Permanent	—	1,827	9,867	—
Longevity	12,800	—	12,275	10,200
Separation Payments	—	32,130	31,802	31,802
	\$ 1,170,690	\$ 1,073,535	\$ 1,012,910	\$ 1,079,840
Benefits				
Hospitalization	\$ 179,507	\$ 162,622	\$ 158,311	\$ 179,175
Prescription	16,662	22,946	22,002	23,927
Dental	10,778	10,272	10,557	12,489
Vision Care	1,589	1,376	1,273	1,329
Public Employees Retire System	175,918	164,414	138,306	146,725
Fica-Medicare	9,840	9,434	9,688	10,678
Workers' Compensation	13,792	13,122	19,275	15,647
Life Insurance	994	938	840	858
	\$ 409,080	\$ 385,124	\$ 360,253	\$ 390,828
Other Training & Professional Dues				
Tuition & Registration Fees	\$ —	\$ 2,000	\$ —	\$ 1,725
Other Training Supplies	—	256	—	1,000
Mileage (Priv Auto) Trng Prps	13	—	—	—
Professional Dues & Subscript	—	—	791	800
	\$ 13	\$ 2,256	\$ 791	\$ 3,525
Contractual Services				
Other Contractual	\$ 10,000	\$ 10,125	\$ 7,963	\$ 8,100
	\$ 10,000	\$ 10,125	\$ 7,963	\$ 8,100
Materials & Supplies				
Office Supplies	\$ —	\$ 993	\$ 298	\$ 400
Computer Supplies	999	—	—	300
Just In Time Office Supplies	3,249	4,204	1,009	4,000
	\$ 4,248	\$ 5,196	\$ 1,307	\$ 4,700
	\$ 1,594,031	\$ 1,476,237	\$ 1,383,223	\$ 1,486,993



Department of Building and Housing

Division of Construction Permitting

Building & Housing Construction Permitting Expenditures by Appropriation



Department of Building and Housing

Division of Construction Permitting



COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2012	December 2011		Minimum	Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Commissioner, Construction Permitting	42,758.15	137,860.74
1	1	1	Assistant Commissioner of Construction Permitting	26,273.96	89,367.64
2	2	2			
			OFFICE & CLERICAL		
4	2	3	Clerk, Senior	12.47	16.58
0	0	1	Data Base Analyst	30,214.95	89,155.89
4	2	4			
			PROFESSIONALS		
2	2	2	Architect, Chief	23,647.11	101,803.14
1	1	1	Civil Engineer, Chief	23,647.11	84,588.76
1	0	1	Engineer, Chief Mechanical	23,647.11	84,588.76
1	0	0	Engineer, Consulting	36,000.00	94,991.29
1	1	1	Engineer, Electrical	22.78	34.73
1	1	1	Examiner, Plan	19.56	26.36
2	2	2	Residential Plan Examiner	19.56	26.36
4	4	4	Examiner, Plan Asst.	16.29	23.32
1	1	1	Deputy Project Director	20,092.80	62,836.42
14	12	13			
20	16	19	TOTAL FULL TIME		
1	0	0	Administrator, Assistant	20,800.00	56,847.22
1	0	0	TOTAL PART TIME		
21	16	19	TOTAL DIVISION		



Department of Economic Development

Department of Economic Development

TRACEY A. NICHOLS, DIRECTOR

Mission Statement

To provide governmental leadership that will capitalize on Cleveland's economic strength by the encouragement of economic development, and to provide programs for the city, which will generate additional tax revenue, employment and real property values.

Major responsibilities include the following: manage the overall operations of the Department; plan a comprehensive economic development program; operate major commercial/institutional development and redevelopment programs; develop and implement a comprehensive industrial development strategy; operate business investment lending programs; serve as an ombudsman for small businesses within City government; coordinate small business assistance groups; organize local neighborhood based retention and expansion plans; provide business development and marketing resources; and planning and economic policy support.

PROGRAM NAME: ADMINISTRATION

OBJECTIVES: To provide day-to-day management of staff assignments, program development, legislation affairs, program policy and planning. To provide a development strategy for Cleveland in cooperation with other city departments and provide economic development support to the Mayor, City Council, city departments, and the business community. Also, perform capital and operating budget management, loan portfolio and compliance management, grantor agency financial reporting, and coordinate program audits and management information services.

ACTIVITIES: Provide policy for program management and administer loan programs.

PROGRAM NAME: BUSINESS 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.

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.

Department of Economic Development



Department of Economic Development

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Salaries and Wages				
Full Time Permanent	\$ 992,525	\$ 897,996	\$ 1,054,137	\$ 1,151,484
Longevity	3,950	—	4,475	5,075
Separation Payments	3,050	3,181	—	—
	\$ 999,525	\$ 901,177	\$ 1,058,612	\$ 1,156,559
Benefits				
Hospitalization	\$ 106,111	\$ 93,919	\$ 107,824	\$ 116,391
Prescription	14,739	20,791	24,218	27,450
Dental	6,708	6,314	7,776	8,906
Vision Care	825	736	873	885
Public Employees Retire System	155,351	143,701	150,317	161,918
Fica-Medicare	13,027	11,665	13,772	15,437
Workers' Compensation	13,428	11,203	18,717	16,353
Life Insurance	589	638	731	765
Unemployment Compensation	(90)	—	—	—
	\$ 310,687	\$ 288,967	\$ 324,228	\$ 348,105
Interdepart Service Charges				
Charges From Telephone Exch	\$ 6,797	\$ 5,116	\$ 3,674	\$ 6,122
Charges From Print & Repro	10,610	7,731	2,128	9,678
Charges From Central Storeroom	2,793	2,545	2,798	3,900
Charges From M.V.M.	2,262	1,222	1,037	1,067
	\$ 22,462	\$ 16,613	\$ 9,637	\$ 20,767
	\$ 1,332,674	\$ 1,206,757	\$ 1,392,477	\$ 1,525,431

Revenues

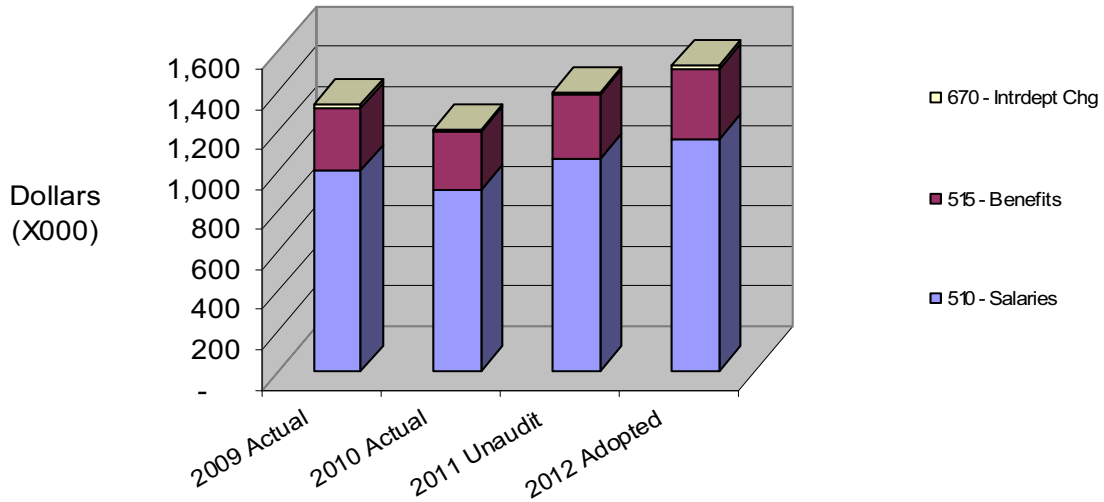
	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Licenses & Permits	\$ 37,500	\$ 37,500	\$ 37,500	\$ —
Miscellaneous	22	382	11	—
Transfers In	1,208,168	1,305,139	1,503,898	1,275,431
	\$ 1,245,690	\$ 1,343,021	\$ 1,541,409	\$ 1,275,431



Department of Economic Development

Department of Economic Development

Economic Development Expenditures by Appropriation



COMPARISON OF STAFFING LEVEL

Budget 2011	No. of Employees		Position	Salary Schedule*	
	Budget 2011	December 2011		Minimum	Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Director, Economic Development	50,795.81	176,729.77
1	1	1	Executive Assist To The Mayor	50,795.78	183,340.00
1	1	1	Secretary to Directors	36,590.39	142,340.94
3	3	3			
			OFFICE & CLERICAL		
1	1	1	Office Manager	20,800.00	49,669.98
1	0	0	Fiscal Manager		
1	1	1	Paralegal	20,800.00	43,700.85
3	2	2			
			PROFESSIONALS		
1	2	2	Administrative Manager	27,193.55	101,816.22
1	1	1	Assistant, Administrator	20,800.00	56,847.22
0	0	1	Auditor	20,092.80	58,837.68
7	5	6	Coordinator, Project	27,325.56	90,294.89
1	1	1	Budget Administrator	30,214.95	103,869.21
2	2	1	Director, Project	22,333.40	80,282.43
12	11	12			
18	16	17	TOTAL DIVISION		

Restricted Income Tax



Restricted Income Tax

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Capital Outlay				
Transfer To Capital Project	\$ 9,150,044	\$ 8,142,916	\$ 7,635,229	\$ 3,797,282
	\$ 9,150,044	\$ 8,142,916	\$ 7,635,229	\$ 3,797,282
Debt Service				
Transfer To Other Subclasses	\$ 25,197,958	\$ 24,610,834	\$ 25,875,327	\$ 31,802,135
	\$ 25,197,958	\$ 24,610,834	\$ 25,825,327	\$ 31,802,135
	\$ 34,348,002	\$ 32,753,750	\$ 33,510,556	\$ 35,599,417

Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Income Tax	\$ 33,534,369	\$ 32,919,937	\$ 34,466,324	\$ 33,888,116
Interest Earnings/Investment Income	164,954	39,923	17,299	15,000
	\$ 33,699,323	\$ 32,959,416	\$ 34,483,623	\$ 33,903,116



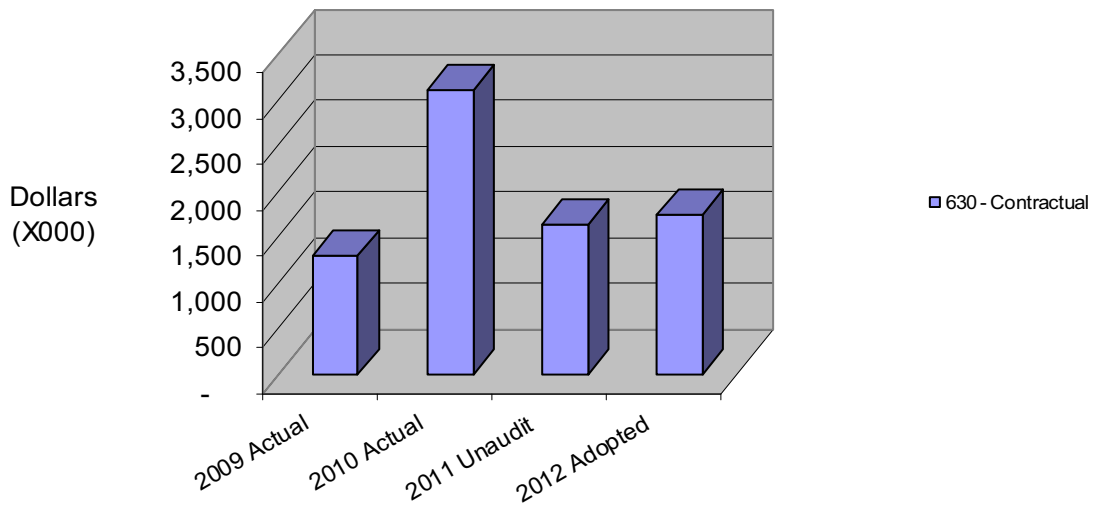
Non-Departmental

County Auditor Deductions

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Contractual Services				
Non Productive Land Sales	\$ 150,548	\$ 31,316	\$ 42,439	\$ 50,000
Board Of Election Expense	200,444	1,194,529	8,085	10,000
County Aud & Treas Coll Fee	912,129	1,855,726	1,564,432	1,650,000
Advertising Del Land Sales	28,353	27,121	11,270	25,000
Board Of Tax Appeals	438	350	303	1,000
	\$ 1,291,912	\$ 3,109,040	\$ 1,626,530	\$ 1,736,000

County Auditor Deductions Expenditures by Appropriation



Non-Departmental

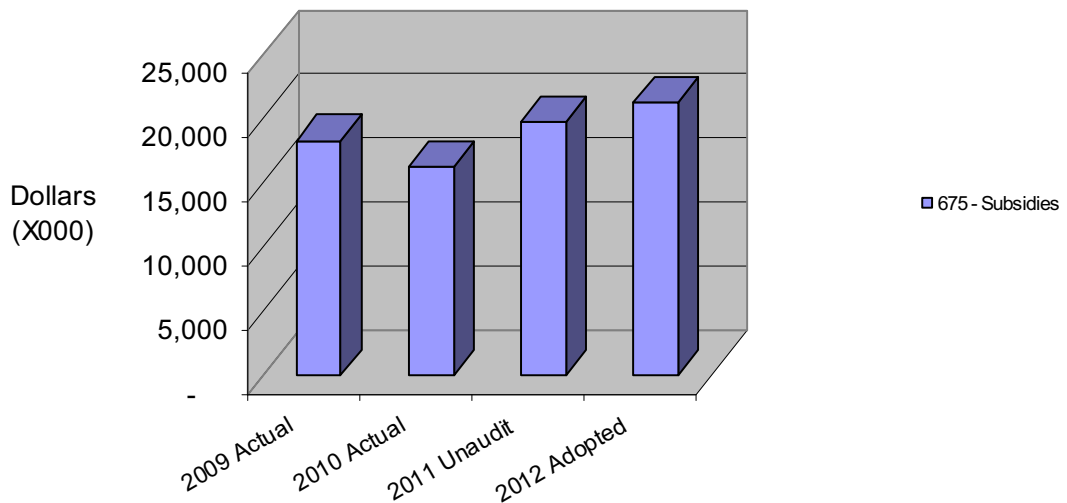


Transfers to Other Funds

Expenditures

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Interfund Subsidies				
Transfer To Stadium Fund	\$ 3,500,000	\$ 502,184	\$ 500,000	\$ 85,325
Subsidy To St Construction	4,799,130	3,902,404	6,130,586	7,140,284
Transfer to Other SubClasses	240,689	850,000	850,000	850,000
Transfer To Debt Service Fund	6,627,252	8,311,097	8,247,759	8,267,683
Transfer To Schools Rec Fund	2,000,000	1,000,000	1,000,000	1,000,000
Transfer to IX Center	189,964	204,777	190,969	200,000
Subsidy To Sinking Fund	286,024	812,534	839,443	1,022,445
Subsidy To Cemetery	634,562	314,973	290,352	241,180
Subsidy to Golf Courses	—	379,395	518,651	452,030
Subsidy to Conv Center	—	—	1,218,684	1,613,933
	\$ 18,277,621	\$ 16,277,364	\$ 19,786,444	\$ 20,872,880

Transfer to Other Funds Expenditures by Appropriation





Non-Departmental

Other Administrative

Expenditures

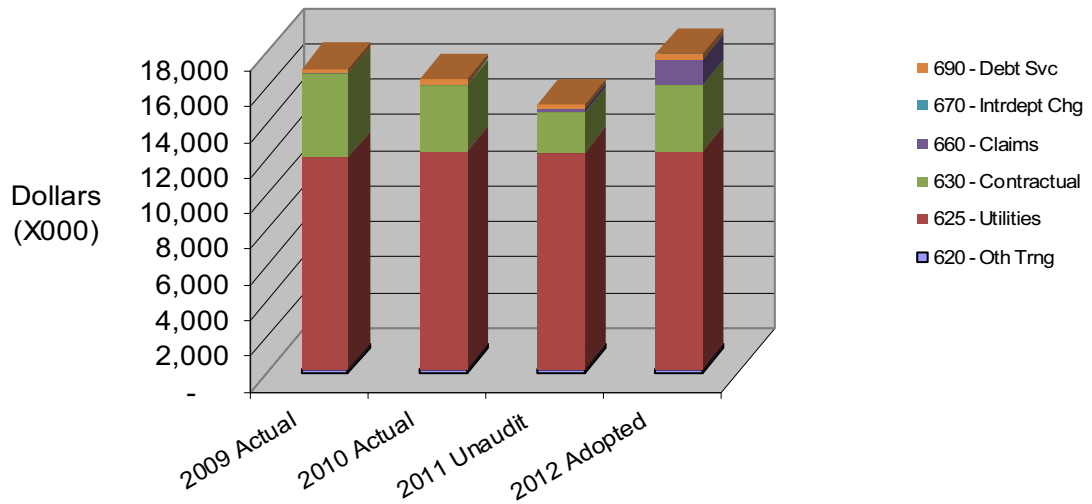
	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Other Training & Professional Dues				
Professional Dues & Subscript	\$ 1,190	\$ —	\$ 2,380	\$ 2,500
Ohio Municipal League	24,125	24,125	24,125	23,441
NOACA	59,693	59,693	59,693	59,693
Mayors & Mgrs Assoc.	15,000	15,000	15,000	15,000
U.S. Conference Of Mayors	17,511	17,511	13,765	17,511
National League Of Cities	22,698	22,698	22,698	22,698
Greater Cleveland Partnership	40,000	40,000	40,000	40,000
	\$ 180,217	\$ 179,027	\$ 177,661	\$ 180,843
Utilities				
Electricity - Cpp	\$ 11,934,170	\$ 12,237,216	\$ 12,198,308	\$ 12,250,000
Electricity - Other	18,324	19,489	18,736	20,000
	\$ 11,952,494	\$ 12,256,705	\$ 12,217,044	\$ 12,270,000
Contractual Services				
Professional Services	\$ 820,725	\$ 138,144	\$ 153,252	\$ 102,000
Court Reporter	—	—	415	—
Appraisal Fees	—	—	15,150	—
Insurance And Official Bonds	4,621	4,621	4,925	5,000
Taxes	—	111,860	144,959	—
Other Contractual	131,270	177,000	60,787	425,000
Justice Center-Tower Maint	3,554,329	3,156,500	1,700,567	3,000,000
Bank Service Fees	211,221	162,236	161,964	165,000
	\$ 4,722,165	\$ 3,750,360	\$ 2,242,020	\$ 3,697,000
Claims, Refunds, Maintenance				
Court Costs	\$ —	\$ 30,425	\$ —	\$ —
Judgements, Damages, & Claims	—	16,004	—	1,300,000
Other Refunds & Adjustments	—	—	193,927	—
	\$ —	\$ 46,429	\$ 193,927	\$ 1,300,000
Interdepart Service Charges				
Charges From Radio Comm System	\$ 1,139	\$ 791	\$ 1,393	\$ 2,243
	\$ 1,139	\$ 791	\$ 1,393	\$ 2,243
Debt Service				
Principal	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
	\$ 17,106,016	\$ 16,483,311	\$ 15,082,046	\$ 17,700,086

Non-Departmental

Other Administrative



Other Administrative Expenditures by Appropriation



Revenues

	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Charges For Services	\$ 1,843,884	\$ 1,803,631	\$ 2,011,679	\$ 1,783,878
Miscellaneous	11,474,689	9,841,826	7,363,981	7,541,897
Other Shared Revenue	22,490,450	20,018,513	14,717,361	13,982,330
Property Tax	41,918,166	38,567,408	36,617,567	36,902,825
Sale Of City Assets	—	30,508	98,701	—
State And Local Gov Fund	46,557,651	47,268,239	47,256,961	34,672,687
Transfers In	2,663,991	17,581,530	4,379,143	16,942,720
Income Tax	268,157,008	263,355,945	275,730,606	271,104,934
	\$ 395,105,838	\$ 398,467,599	\$ 388,176,000	\$ 382,931,271



Appropriation Ordinance

GENERAL FUND	
Legislative Branch	6,527,425
Judicial Branch	38,145,969
Executive Branch	
General Government	12,339,388
Department of Aging	895,250
Department of Personnel	1,976,417
Department of Law	9,213,237
Department of Finance	14,452,175
Department of Port Control	105,398
Department of Public Health	5,298,444
Department of Public Safety	299,408,881
Department of Public Works	66,765,646
Department of Community Development	271,140
Department of Building and Housing	9,822,136
Department of Economic Development	1,525,431
Nondepartmental	40,308,966
Total Executive Branch	462,382,509
TOTAL GENERAL FUND	507,055,903
Special Revenue Funds	78,018,947
Internal Service Funds	30,728,938
Enterprise Funds	609,411,133
Agency Funds	10,041,494
Debt Service Funds	61,291,192
TOTAL APPROPRIATIONS FOR 2012	<u><u>1,296,547,607</u></u>

GENERAL FUND

LEGISLATIVE BRANCH

Council and Clerk of Council		6,527,425
I Personnel and Related Expenses	4,862,654	
II Other Expenses	1,664,771	
TOTAL LEGISLATIVE BRANCH		<u><u>6,527,425</u></u>

JUDICIAL BRANCH

Municipal Court - Judicial Division		20,993,971
I Personnel and Related Expenses	18,190,979	
II Other Expenses	2,742,992	
Municipal Court - Clerk's Division		14,053,350
I Personnel and Related Expenses	8,703,894	
II Other Expenses	5,349,456	
Municipal Court - Housing Division		3,158,648
I Personnel and Related Expenses	3,018,461	
II Other Expenses	140,187	
TOTAL JUDICIAL BRANCH		<u><u>38,145,969</u></u>

Appropriation Ordinance



EXECUTIVE BRANCH

GENERAL GOVERNMENT

Office of the Mayor		2,438,884
I Personnel and Related Expenses	2,305,179	
II Other Expenses	133,705	
Office of Capital Projects		4,285,729
I Personnel and Related Expenses	3,744,903	
II Other Expenses	540,826	
Landmarks Commission		234,020
I Personnel and Related Expenses	178,722	
II Other Expenses	55,298	
Board of Building Standards and Appeals		125,524
I Personnel and Related Expenses	112,284	
II Other Expenses	13,240	
Board of Zoning Appeals		209,019
I Personnel and Related Expenses	193,687	
II Other Expenses	15,332	
Civil Service Commission		961,465
I Personnel and Related Expenses	570,667	
II Other Expenses	390,798	
Community Relations Board		1,190,107
I Personnel and Related Expenses	1,127,411	
II Other Expenses	62,696	
City Planning Commission		1,524,233
I Personnel and Related Expenses	1,424,878	
II Other Expenses	99,355	
Boxing and Wrestling Commission		7,701
I Personnel and Related Expenses	7,701	
Office of Equal Opportunity		467,899
I Personnel and Related Expenses	445,454	
II Other Expenses	22,445	
Office of Budget & Management-Budget Admin.		894,807
I Personnel and Related Expenses	878,557	
II Other Expenses	16,250	
TOTAL GENERAL GOVERNMENT		12,339,388



Appropriation Ordinance

DEPARTMENT OF AGING

Department of Aging		895,250
I Personnel and Related Expenses	745,887	
II Other Expenses	149,363	
TOTAL DEPARTMENT OF AGING		<u>895,250</u>

DEPARTMENT OF HUMAN RESOURCES

Department of Human Resources		1,976,417
I Personnel and Related Expenses	1,281,413	
II Other Expenses	695,004	
TOTAL DEPARTMENT OF HUMAN RESOURCES		<u>1,976,417</u>

DEPARTMENT OF LAW

Division of Law		9,213,237
I Personnel and Related Expenses	6,334,920	
II Other Expenses	2,878,317	
TOTAL DEPARTMENT OF LAW		<u>9,213,237</u>

DEPARTMENT OF FINANCE

Finance Administration		854,582
I Personnel and Related Expenses	818,196	
II Other Expenses	36,386	
Division of Accounts		1,916,691
I Personnel and Related Expenses	1,255,078	
II Other Expenses	661,613	
Division of Assessments and Licenses		4,532,126
I Personnel and Related Expenses	2,240,617	
II Other Expenses	2,291,509	
Division of Treasury		560,732
I Personnel and Related Expenses	467,914	
II Other Expenses	92,818	
Division of Purchases and Supplies		602,376
I Personnel and Related Expenses	563,390	
II Other Expenses	38,986	

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Bureau of Internal Audit		984,997
I Personnel and Related Expenses	546,514	
II Other Expenses	438,483	
Division of Financial Reporting and Control		1,240,172
I Personnel and Related Expenses	1,213,544	
II Other Expenses	26,628	
Information Systems Services		3,590,175
I Personnel and Related Expenses	1,778,706	
II Other Expenses	1,811,469	
Information Tech & Planning		170,324
I Personnel and Related Expenses	163,724	
II Other Expenses	6,600	
TOTAL DEPARTMENT OF FINANCE		14,452,175
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Division of Harbors		105,398
I Personnel and Related Expenses	105,398	
II Other Expenses		
TOTAL DEPARTMENT OF PORT CONTROL		105,398
 DEPARTMENT OF PUBLIC HEALTH		
Public Health Administration		895,942
I Personnel and Related Expenses	582,098	
II Other Expenses	313,844	
Division of Health		3,061,804
I Personnel and Related Expenses	1,805,069	
II Other Expenses	1,256,735	
Division of Environment		951,606
I Personnel and Related Expenses	804,894	
II Other Expenses	146,712	
Division of Air Quality		389,092
I Personnel and Related Expenses	107,992	
II Other Expenses	281,100	
TOTAL DEPARTMENT OF PUBLIC HEALTH		5,298,444



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DEPARTMENT OF PUBLIC SAFETY

Public Safety Administration		3,880,523
I Personnel and Related Expenses	2,720,218	
II Other Expenses	1,160,305	
Division of Police		172,032,606
I Personnel and Related Expenses	161,967,669	
II Other Expenses	10,064,937	
Division of Fire		85,663,897
I Personnel and Related Expenses	82,306,937	
II Other Expenses	3,356,960	
Division of Emergency Medical Services		21,925,577
I Personnel and Related Expenses	19,321,079	
II Other Expenses	2,604,498	
Division of Animal Control Services		1,259,665
I Personnel and Related Expenses	890,825	
II Other Expenses	368,840	
Division of Correction		14,646,613
I Personnel and Related Expenses	10,588,909	
II Other Expenses	4,057,704	
TOTAL DEPARTMENT OF PUBLIC SAFETY		<u><u>299,408,881</u></u>

DEPARTMENT OF PUBLIC WORKS

Division of Public Works Administration		2,817,905
I Personnel and Related Expenses	2,666,991	
II Other Expenses	150,914	
Division of Recreation		12,312,533
I Personnel and Related Expenses	8,425,655	
II Other Expenses	3,886,878	
Division of Parking Facilities-On Street		1,251,008
I Personnel and Related Expenses	1,196,835	
II Other Expenses	54,173	
Division of Property Management		8,594,307
I Personnel and Related Expenses	5,482,135	
II Other Expenses	3,112,172	
Division of Park Maintenance and Properties		12,921,720
I Personnel and Related Expenses	8,063,172	
II Other Expenses	4,858,548	

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Division of Waste		25,304,223
I Personnel and Related Expenses	13,892,304	
II Other Expenses	11,411,919	
Division of Traffic Engineering		3,563,950
I Personnel and Related Expenses	2,741,542	
II Other Expenses	822,408	
TOTAL DEPARTMENT OF PUBLIC WORKS		<u><u>66,765,646</u></u>

Department of Community Development

Community Development Director's Office		271,140
I Personnel and Related Expenses	252,056	
II Other Expenses	19,084	
TOTAL DEPARTMENT OF COMMUNITY DEVELOPMENT		<u><u>271,140</u></u>

DEPARTMENT OF BUILDING AND HOUSING

Building and Housing Dir Office		1,994,267
I Personnel and Related Expenses	1,514,063	
II Other Expenses	480,204	
Division of Code Enforcement		6,340,876
I Personnel and Related Expenses	5,747,137	
II Other Expenses	593,739	
Division of Construction Permit		1,486,993
I Personnel and Related Expenses	1,470,668	
II Other Expenses	16,325	
TOTAL DEPARTMENT OF BUILDING AND HOUSING		<u><u>9,822,136</u></u>

DEPARTMENT OF ECONOMIC DEVELOPMENT

Economic Development		1,525,431
I Personnel and Related Expenses	1,504,664	
II Other Expenses	20,767	
TOTAL DEPARTMENT OF ECONOMIC DEVELOPMENT		<u><u>1,525,431</u></u>



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NONDEPARTMENTAL

County Auditor Deductions		1,736,000
II Other Expenses	1,736,000	
Other Administrative		17,700,086
II Other Expenses	17,700,086	
Transfers to Other Funds		20,872,880
II Other Expenses	20,872,880	

TOTAL NONDEPARTMENTAL 40,308,966

TOTAL EXECUTIVE BRANCH 462,382,509

TOTAL GENERAL FUND 507,055,903

SPECIAL REVENUE FUND

Restricted Income Tax Fund		35,599,417
I Capital	3,797,282	
II Debt Service	31,802,135	
Street Construction, Maintenance & Repair Fund		27,316,906
I Personnel and Related Expenses	15,207,277	
II Other Expenses	12,109,629	
Schools Recreation & Cultural Activities Fund		1,000,000
II Other Expenses	1,000,000	
Division of Convention Center & Stadium-Stadium		14,102,624
II Other Expenses	14,102,624	

TOTAL SPECIAL REVENUE FUNDS 78,018,947

INTERNAL SERVICE FUND

Sinking Fund Commission		1,149,445
I Personnel and Related Expenses	183,373	
II Other Expenses	966,072	
Information Systems Services-Telephone Exchange		6,116,921
I Personnel and Related Expenses	1,191,248	
II Other Expenses	4,925,673	
Division of Motor Vehicle Maintenance		20,444,390
I Personnel and Related Expenses	5,612,776	
II Other Expenses	14,831,614	

Appropriation Ordinance



Division of Printing and Reproduction		2,367,110
I Personnel and Related Expenses	833,374	
II Other Expenses	1,533,736	
City Storeroom and Central Warehouse		651,072
I Personnel and Related Expenses	113,497	
II Other Expenses	537,575	
TOTAL INTERNAL SERVICE FUNDS		<u>30,728,938</u>

ENTERPRISE FUNDS

DEPARTMENT OF PUBLIC UTILITIES

Utilities Administration		3,396,795
I Personnel and Related Expenses	2,657,065	
II Other Expenses	739,730	
Radio		3,303,094
I Personnel and Related Expenses	551,746	
II Other Expenses	2,751,348	
Division of Fiscal Control		3,082,812
I Personnel and Related Expenses	2,839,174	
II Other Expenses	243,638	
Division of Water		256,400,000
I Personnel and Related Expenses	80,071,477	
II Other Expenses	176,328,523	
Division of Water Pollution Control		22,306,300
I Personnel and Related Expenses	11,693,791	
II Other Expenses	10,612,509	
Division of Cleveland Public Power		167,200,000
I Personnel and Related Expenses	29,622,669	
II Other Expenses	137,577,331	
TOTAL DEPARTMENT OF PUBLIC UTILITIES		<u>455,689,001</u>

DEPARTMENT OF PORT CONTROL

Divisions of Cleveland Hopkins & Burke Lakefront Airports - Operations		139,944,099
I Personnel and Related Expenses	32,894,050	
II Other Expenses	107,050,049	
TOTAL DEPARTMENT OF PORT CONTROL		<u>139,944,099</u>



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DEPARTMENT OF PUBLIC WORKS

Division of Cemeteries		1,683,935
I Personnel and Related Expenses	1,185,843	
II Other Expenses	498,092	
Golf Course Fund		996,586
I Personnel and Related Expenses	545,944	
II Other Expenses	450,642	
Division of Parking Facilities-Off Street Parking		7,432,941
I Personnel and Related Expenses	1,196,105	
II Other Expenses	6,236,836	
Division of Convention Center		2,541,331
I Personnel and Related Expenses	1,057,907	
II Other Expenses	1,483,424	
Division of Convention Center & Stadium-West Side Market		1,083,240
I Personnel and Related Expenses	406,723	
II Other Expenses	676,517	
Division of Property Management - East Side Market		40,000
II Other Expenses	40,000	

TOTAL DEPARTMENT OF PUBLIC WORKS 13,778,033

TOTAL ENTERPRISE FUNDS 609,411,133

AGENCY FUND

Central Collection Agency		10,041,494
I Personnel and Related Expenses	6,440,783	
II Other Expenses	3,600,711	

TOTAL AGENCY FUND 10,041,494

DEBT SERVICE FUND

Sinking Fund Commission		61,291,192
III Debt Service	61,291,192	

TOTAL DEBT SERVICE FUNDS 61,291,192

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.



Glossary

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

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

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

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

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

LEED - Leadership in Energy and Environmental Design

LPE - Local Producer Enterprises

MBE - Minority Business Enterprises

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

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

OBC - Ohio Building Code

OBM - Office of Budget & Management

ODOT - Ohio Department of Transportation

OEO - Office of Equal Opportunity

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

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

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

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

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

Receipts - Cash recognized upon collection.

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

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

Revenues - Anticipated income.

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

SC2019 - Sustainable Cleveland 2019

SUBE - Sustainable Urban Business Enterprises

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

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

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

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

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

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

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

Turnover - The loss and gain of personnel in employment.



Glossary

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:

Mayor's 2011 Annual Report

2010 Comprehensive Annual Financial Report

Operations Efficiency Task Force publication

Bureau of Labor Statistics

Department of Commerce

Ohio Labor Market Information; Leading Indicators

Cleveland Convention and Visitor's Bureau

Position Salary Bands taken from updates to Ordinance No. 1689-11, passed November 28, 2011



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.