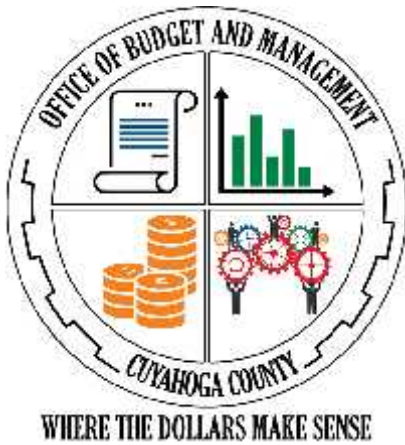


Executive's Recommended Budget 2020 – 2021



Office of Budget and Management
Director, Maggie Keenan



INTRODUCTION

The biennial budget represents months of deliberation and is the County’s plan for accomplishing its goals and objectives for the next two years. The budget is the means by which the County satisfies its legal and moral mandates on behalf of the citizens of Cuyahoga County. More importantly, the budget represents the County’s values and commits to the public our vision of what Cuyahoga County should be.

On behalf of the County Executive, the Office of Budget and Management is pleased to present to County Council and the public the Executive’s Recommended 2020-2021 Biennial Budget.

2020-2021 STRATEGIC OBJECTIVES

The 2020-2021 Executive’s Recommended Budget is the third biennial budget developed by County Executive Armond Budish and reflects his continued commitment to the over-arching principles of **economic growth and opportunity**, **fairness and equity**, and a **government that gets results**.

Resources were allocated in this Recommended Budget to advance the goals, objectives, and priorities identified in the Executive’s five-year Strategic Plan (please see **Appendix A**). Key Performance Measures tracked by agencies/departments in support of the Plan are detailed in **Appendix B**.

REGIONAL GROWTH		
Goal 1: Our region is economically competitive	\$45 million annual investment in professional sports arenas, the Global Center for Health Innovation and Huntington convention center, and the convention center hotel to promote economic development and tourism	\$20 million annual investment in a Climate Change Action Plan that seeks to reduce greenhouse gas emissions by restoring the tree canopy, targeting transit-oriented development, green bank financing, integrating the greenway plan into road and bridge projects, electric vehicle charging stations and rooftop solar
Goal 2: Our businesses are growing and profitable	\$15 million investment in loans to attract and retain businesses in the County	\$72 million annual investment in infrastructure improvements, including road and bridge rehabilitation and sanitary sewer maintenance
Goal 3: Our community is vibrant, dynamic, and diverse	\$1.9 million annual investment in municipal, community, transit, and greenway planning, including the preparation of master plans for cities within the County	\$8.5 million combined annual investment in tourism, public events, and placemaking by way of Destination Cleveland and the Rock and Roll Hall of Fame and Museum

ECONOMIC OPPORTUNITY

Goal 4: Every child is ready for school on the first day of Kindergarten	\$14 million annual investment in Universal Pre-Kindergarten	\$2 million annual investment in home visiting and early intervention services
Goal 5: Every student stays in school and has the support needed to graduate high school ready for post-secondary completion and career success	\$1.4 million annual investment in Say Yes! to Education, providing college scholarships for Cleveland students	\$1 million annual investment in programs necessary to close the academic achievement gap
Goal 6: Every resident is on a path to upward income mobility and career advancement	\$1 million annual investment in the Educational Assistance Program, providing scholarships for post-secondary education and training	\$2.5 million annual investment in the Skill-Up program, providing training to employers to enable employees to move up the ladder

INDIVIDUAL WELL BEING

Goal 7: All residents are safe, supported, and able to care for themselves	\$166 million annual investment in children who are at risk or victims of abuse or neglect by providing in-home supportive services, safe out-of-home placement placements, medical and behavioral health treatment, and the necessary support services with the goal of reunification or adoption	\$4.4 million annual investment in the Options for Seniors program, proving home- and community-based services to senior citizens and disabled adults, enabling them to remain safe in their homes and active in their communities
Goal 8: All people have equal access to justice	\$31 million annual investment in the right to the assistance of counsel and guardian ad litem in the General, Domestic Relations, and Juvenile divisions of the Court of Common Pleas and the 8 th District State Court of Appeals by way of the Public Defender's Office and privately assigned attorneys	\$2 million annual investment in advocacy services for victims of and those affected by sexual assault, domestic violence, and homicide. Victims educate clients on the justice system, their rights, and accessing necessary services, as well as providing support throughout the judicial process
Goal 9: All are valued, respected, and heard	\$2 million annual investment in a district-based Council that hosts open meetings and community-based forums, providing opportunities for public comment and engagement	\$15 million annual investment in the administration of fair, reliable, and valid elections, including opportunities for absentee and early voting

MOBILIZE CROSS SECTOR RESOURCES		
Goal 10: Drive collaboration among regional partners	\$1.1 million annual investment in emergency management preparedness and the development and maintenance of emergency response, recovery, and mitigation plans for the County, as well as the management of the countywide mass notification system <i>ReadyNotify</i>	\$775,000 annual investment in consumer protection, focusing on consumer awareness and education and the enforcement of prohibitions of unfair and deceptive practices, and unconscionable consumer sales acts; working in cooperation with businesses, police departments, the FBI, the US Postal Service,
Goal 11: Co-create systems-level solutions	\$39 million annual investment in assessment, treatment, crisis, housing, employment, and services to individuals with behavioral health disorders who would otherwise lack access to care and may resultingly enter the County's child welfare, court, or homeless systems	\$2 million annual investment in programs and services to support individuals returning to the community from prison and advocating for necessary legislative and systemic change with the goal of reducing rates of recidivism and crime
Goal 12: Make a difference in everything we do	information technology that substantially improves inter-agency communication, efficiency, and the ability of the	and under-insured, improving quality of life, productivity, and economic vitality

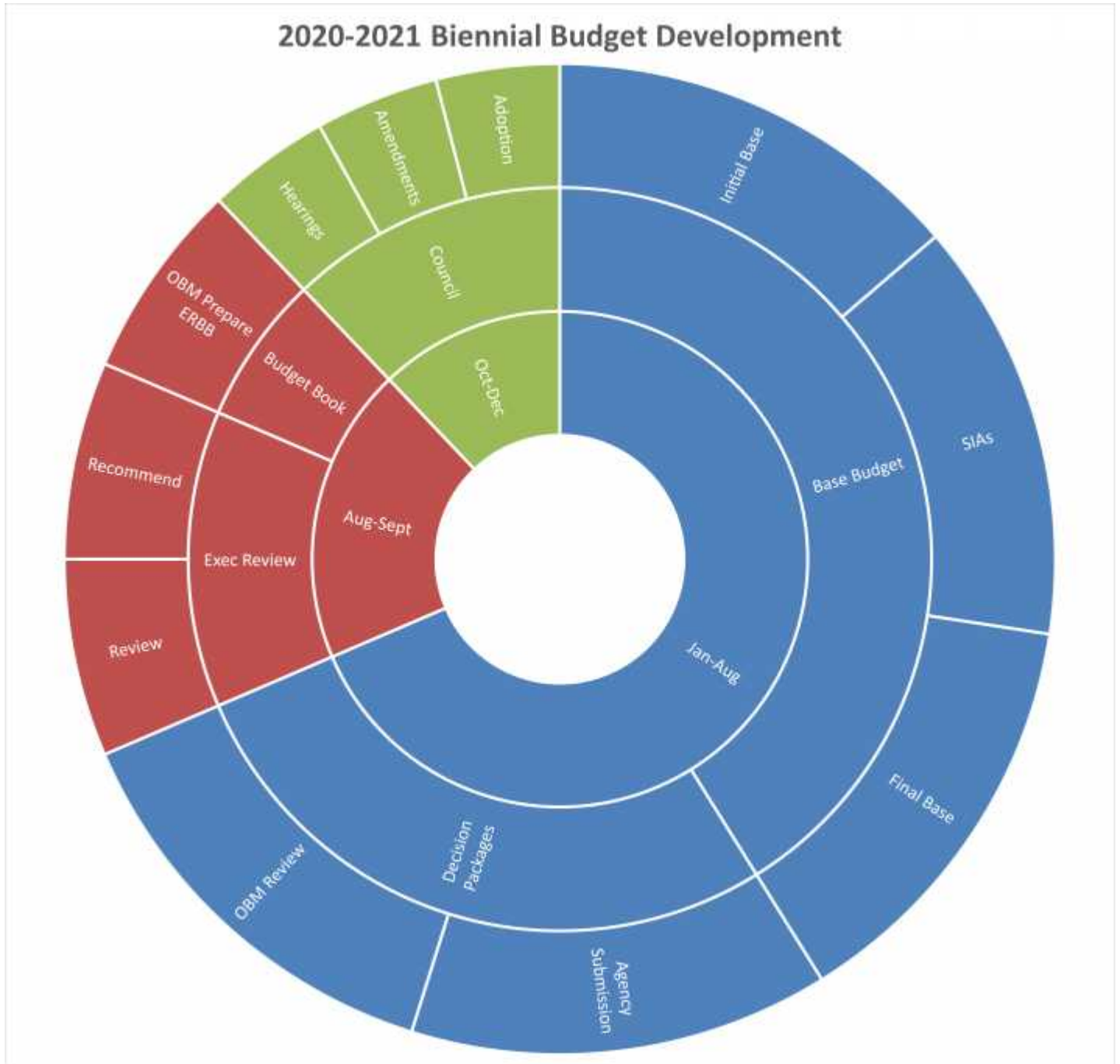
PROVIDE SUPERIOR SERVICES		
Goal 13: Maintain financial strength and operational efficiency		budget management, short- and long-term financial planning, debt management, and decision support, which have earned recognition from the GFOA and ratings agencies, and which
Goal 14: Provide a superior customer service	\$80 million investment in health, nutrition, and cash benefits to eligible individuals within the required timeframe	\$2 million annual investment in a Treasury Office that collects \$3 billion in property taxes each year
Goal 15: Make Cuyahoga County an Employer of Choice	\$2 million annual investment in employee wellness, which promotes improved health outcomes and contributes to improved morale	\$2 million annual investment in personnel review, including \$500,000 per year in a state-of-the-science civil service operation to ensure a system of employment based on merit and fitness

This Recommended Budget includes new or increased investments in support of the following:

Strategic Plan Goal	Program Area	Initiative	Annual Funding Level	Agency/ Department
Goals: 8, 9, 11, 12	General Government	Reduce the number of inmates in the County Jail who have not yet been charged or are pre-disposition to decrease the overall jail population, allow defendants to maintain employment and connection with their social support system, and reduce racial disparities	\$1 million	Miscellaneous
Goals: 7, 8, 9, 11, 12, 14	Public Safety & Justice Services	Implement a diversion center for the purpose of diverting court-involved individuals with severe mental illnesses from the County Jail. The center will provide residential, treatment, and social services, to improve outcomes and reduce recidivism	\$2.5 million	Sheriff's Office
Goals: 8, 9, 11, 12	Public Safety & Justice Services	Create a fourth Drug Court to accommodate high-risk and repeat offenders to reduce the recidivism rate of drug-addicted defendants, expand the use of electronic monitoring, and increase the fee schedule for private attorneys assigned to represent indigent defendants	\$3.7 million	Common Pleas Court
Goals: 8, 9, 11, 12	Public Safety & Justice Services	Public Defender is adding three staff to handle abuse, neglect, and dependency cases and two clerks for case file organization, preservation, and retention to adapt to the impacts of technology on discovery	\$340,000	Public Defender's Office
Goals: 7, 10, 12	Public Safety & Justice Services	Increase corrections staffing at the County Jail. The funding provided is enough to hire 60 corrections officers to improve both inmate and employee safety and to reduce the incidence of "red-zoning"	\$4 million	Sheriff's Office
Goals: 1, 7, 8, 12	Public Safety & Justice Services	Increase the number of Sheriff's deputies to ensure adequate coverage for patrols, inmate transportation, and Justice Center security. The additional funding provided is enough to hire 30 deputies	\$2.5 million	Sheriff's Office
Goals: 4, 5, 7, 8, 9, 12	Public Safety & Justice Services	Increase staffing levels in response to the substantial increase in the number of abuse, dependency, and neglect filings and to make equity-based adjustments to salaries.	\$3 million in 2020; \$6 million in 2021	Prosecutor's Office
Goals: 7, 8, 12	Public Safety & Justice Services	Increase funding to cover the cost of outside counsel in child support cases where a possible outcome for one of the parties is incarceration and additional funding for software	\$93,000	Domestic Relations Court
Goals: 8, 12, 13, 15	Public Safety & Justice Services	To cover the cost of professional development, out-of-state travel for judges' professional development, software, and publications	\$49,542	State Court of Appeals

BIENNIAL BUDGET DEVELOPMENT

Budget Calendar



Base Budget

The Base Budget was prepared by OBM in January. The *Initial Base Budget* was set equal to the 2018 3rd Quarter Estimate for 2020 and 2021. Assumptions that went into the 3rd Quarter Estimates include:

- An increase in salaries totaling 2% each year over the previous year for cost of living or other adjustments as negotiated in bargaining unit agreements
- A 3% increase in cost of the employer's share of employee health coverage

- No change to attrition rates or overtime earnings in the larger agencies/departments, including the Department of Health and Human Services (specifically the divisions of Children & Family Services and Job & Family Services) and the Sheriff's Office
- Shared (i.e. Controlled) charges will be equal to the reconciled 2017 amounts
- The savings identified by the Chief Technology Officer, the Chief Talent Officer, and the Fiscal Officer resulting from the implementation of the ERP will be realized beginning in year 2020

OBM made Special Incremental Adjustments (SIAs) to the Initial Base to incorporate the most recent programmatic and operational data available: for example, the continued increase in the number of children in out of home placement under the supervision of the Department of Health and Human Services/Children and Family Services. Additional changes to the base included an update to the estimate for Shared/Controlled charges based on current data and a significant decrease to the charges for the employer share of employee healthcare to draw down the cash balance in Hospitalization/Self Insurance Fund.

The *(Final) Base Budget* – the sum of the Initial Base plus/minus the SIAs – totaled:

- \$463.7 million in 2020 in the **General Fund**, an increase of \$14.1 million (3%) over the Initial Base
- \$243.5 million in 2020 in the **HHS Levy Fund**, a decrease of \$14.5 million (6%) from the Initial Base

OBM released the Base Budgets to the agencies and departments in February 2019.

Reduction Scenario Planning & Decision Packages

At the Budget Kick-off Meeting in February 2019, just prior to the release of the Base Budgets, the base budgets for 2020 and 2021 were presented: operating deficits were reflected in both the General and HHS Levy Funds. In response to its projections, OBM requested that all agencies and departments prepare reduction plans in the amounts of 5% and 10% in all budgets that impact the General and HHS Levy Funds. All but one agency complied and submitted scenario plans that would detail what would be cut were reductions of 5% or 10% enacted.

In recognition of the fact that projected deficits should not preclude the County's leaders from considering new ideas and/or the expansion of programming that yields results, OBM also solicited Decision Packages (requests for new funding). OBM received approximately 80 Decision Packages, totaling \$70 million over the biennium: split nearly equally between the General Fund and the HHS Levy Fund. OBM analyzed and made recommendations on each request, which were presented to the Executive and Chief of Staff to consider. The inability to recommend funding for all the Decision Packages does not reflect on the quality of the idea or its potential impact, but rather on the inability to identify enough expenditures already in the budget that could be cut in order to fund new programs. The Executive thanks the agencies and departments for the creativity, research, and overall effort that went into the development of the Decision Packages and looks forward to pursuing as many as possible as funds permit.

The Decision Packages are detailed in Appendix D.

Executive's Recommendation

What follows is a discussion of the Executive's Recommended Biennial Budget for years 2020 and 2021. **The Schedules can be found in Appendix C.**

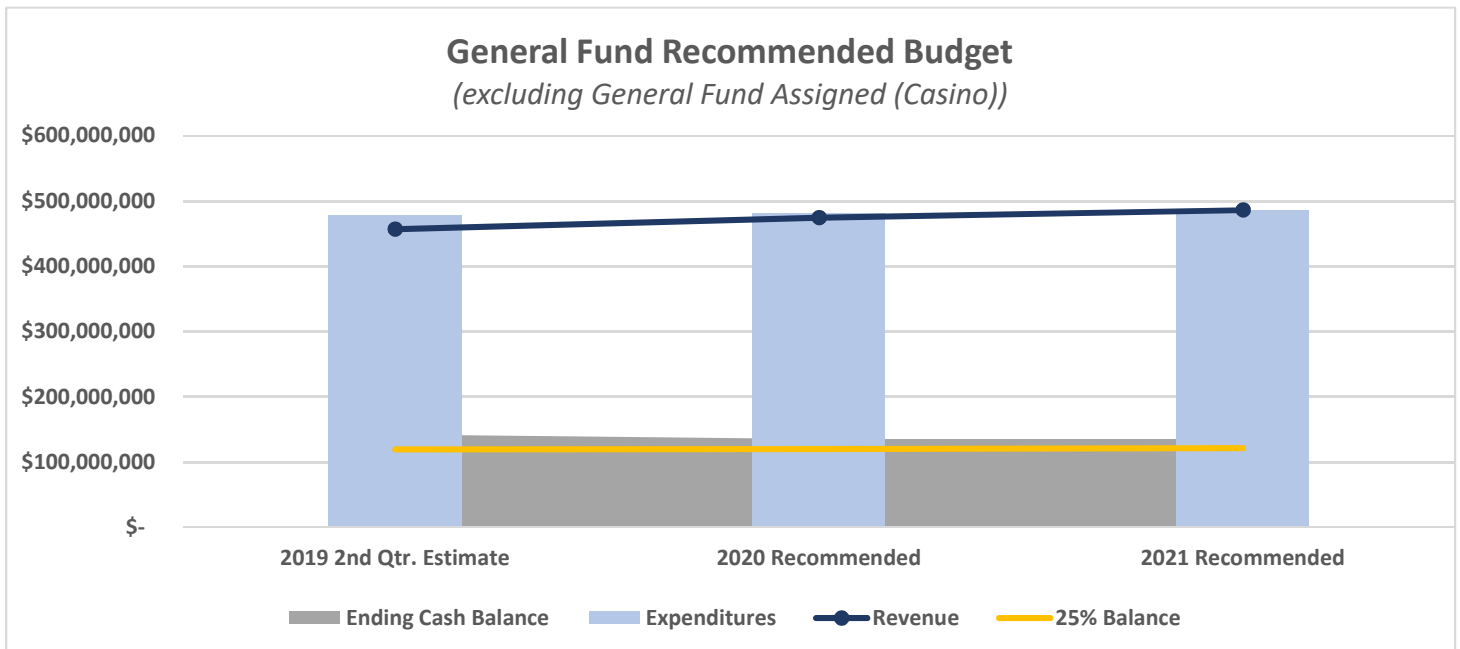
GENERAL FUND

The General Fund is the main operating fund in the County budget and the County's primary unrestricted fund. As such, the County's financial strength is positively correlated with the health of the General Fund and the County's Financial Policies seek to ensure that the General Fund remains on strong financial footing, so the County can meet its obligations to its citizens. Please note that the new Chart of Accounts transfers the activity associated with the Title Office (ORC §325.33) to the General Fund.

General Fund	2019 2 nd Quarter Estimate	2020 Executive's Recommended Budget	2021 Executive's Recommended Budget
Beginning Cash Balance	\$162,973,504	\$142,588,732	\$137,885,550
Operating Revenue	\$450,579,840	\$474,447,625	\$486,154,979
Operating Expenditures	\$420,239,457	\$422,158,430	\$428,000,627
Subsidies to Other Funds	\$50,725,155	\$56,992,377	\$57,015,962
Total Expenditures	\$470,964,612	\$479,150,807	\$485,016,589
Ending Cash Balance (Unadjusted)	\$142,588,732	\$137,885,550	\$139,023,940
% Balance to Expenditures (Unadjusted)	30%	29%	29%
<i>Operating Surplus/(Deficit)</i>	<i>(\$20,384,772)</i>	<i>(\$4,703,182)</i>	<i>\$1,138,390</i>

SUMMARY

The General Fund budget as recommended is balanced: total available resources exceed total expenditures in both years of the biennium. There is a slight operating shortfall in 2020, which will require a \$5 million draw on General Fund reserves; even with this draw, however, the ending cash balance is projected to total just under \$138 million in 2020, which is 29% of total expenditures: exceeding both the requirement in County Code Section 706.01 (25%) and the recommendation of the Government Finance Officers Association (17%). The recommended budget in the second year of the biennium proposes a surplus of \$1.1 million, resulting in an ending cash balance of \$139 million: 29% of total expenditures.



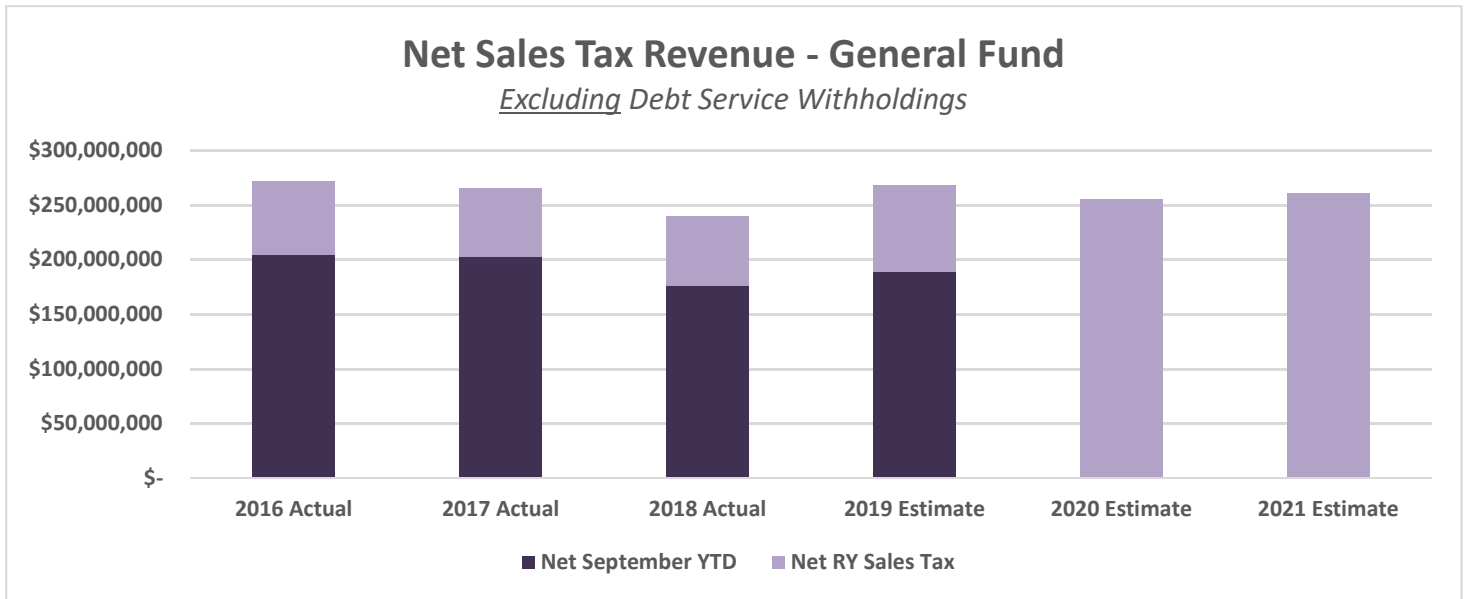
REVENUE DISCUSSION

The budget assumes General Fund revenue will total \$474 million and \$486 million in 2020 and 2021, respectively.

Sales Tax

The sales tax assessed in Cuyahoga County is 8%, which gets distributed 5.75% to the State of Ohio, 1.25% to Cuyahoga County, and 1.00% to the Greater Cleveland RTA. It is important to note that the County’s additional 0.25%, levied by the Board of Commissioners in 2007, sunsets in 2027.

The County’s share of sales tax receipts is split between the General Fund and debt service on the 2014, 2016, and 2017 Sales Tax Revenue Bonds. **The portion of Sales Tax revenue that is allocated to the General Fund is assumed to total \$255 million in 2020 and \$261 in 2021:** a 3% increase each year over the previous year, offset by increases in debt service withholdings on outstanding debt and the elimination of sales tax on internet access services effective July 2020 (Internet Tax Freedom Act).



Property Tax

The County’s Fiscal Office, through the County Treasurer, collects approximately \$3 billion annually in property taxes, the majority of which are distributed to school districts, libraries, and municipalities - about 18% is retained by the County. Of the total taxes collected and retained by the County, only 4% are revenue to the General Fund.

The Biennial Budget assumes Property Tax revenue will total \$27 million in 2020 and \$31 million in 2021. The 2020 Tax Budget (R2019-0138) increased the allocation of the County’s inside millage (1.45 mills) to the General Fund from 0.5 mills to 0.9 mills due to the retirement of the Series 2009A General Obligation Bonds in 2019. This budget anticipates a revision to the tax rates to increase the allocation to the General Fund in anticipation of a refunding of the 2012A Bonds, resulting in savings totaling \$475,000 per year. Property Tax revenue to the General Fund increases due to the retirement of the 2005 bonds in 2020; annual debt service on those bonds totaled \$8 million per year.

Not reflected in the Schedules but important to note is that the Series 2012B General Obligation bonds mature in 2024; annual debt service on those bonds is approximately \$1 million

Fines and Forfeitures

Fines and Forfeiture revenue is assumed to total \$9 million in both 2020 and 2021. This revenue is generated from the County’s four courts and the 8th District State Court of Appeals, for which the County’s Clerk of Courts serves as the clerk. This estimate assumes no change from the 2019 estimate based on data available through September 2019.

Charges for Services

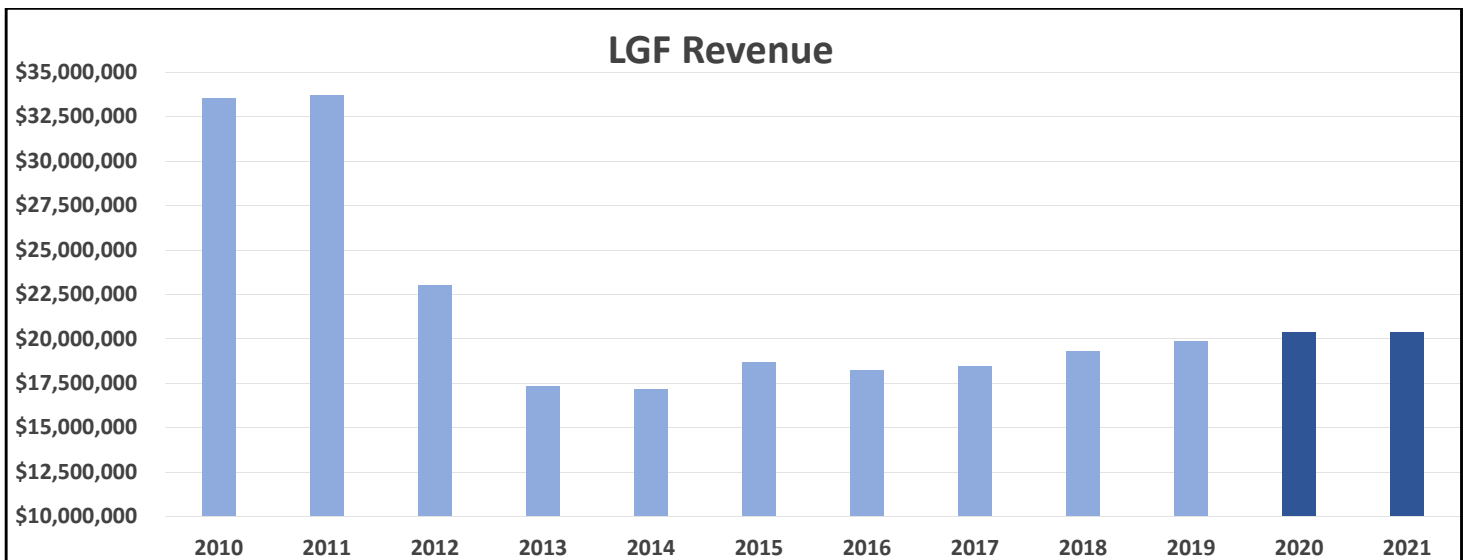
Charges for Services revenue is assumed to total \$90 million in both 2020 and 2021. The budget assumes \$1 million in new revenue resulting from the enforcement of a fine to be assessed by the Fiscal Office for failure to comply with the County’s Rental Registry authorized by Ohio Revised Code §5323.02 and 5323.99. The proposed fine will be \$50 in 2020 and \$150 in 2021. The assumption is that the number of fines issued in 2021 will decrease substantially from 2020, but the increase in the fee to the maximum allowable by law will ensure a stable source of revenue.

A \$3 million decrease in 2021 due to the inability of the Board of Elections to charge political subdivisions in odd-numbered years (ORC §3501.17) is offset by an anticipated increase in Conveyance and Recording fees, as estimated by the Fiscal Office. The budget also assumes an increase in revenue generated by the Indirect Cost Allocation Plan based on the reconciliation of 2018 charges.

Please note that the new Chart of Accounts redirects the activity associated with the Title Office from a special revenue fund (ORC §325.33) to the General Fund. This increases Charges for Services revenue by about \$6 million/year.

Local Government Fund

Revenue derived from the Local Government Fund (LGF) is assumed to total \$21 million in both 2020 and 2021. This is largely based on the Ohio Department of Taxation’s certified estimate required by Ohio Revised Code 5747.51(A). The LGF derives revenue from a percent of all the State’s tax revenue; the percentage was temporarily increased in the State’s current Biennial Budget from 1.66% to 1.68%.



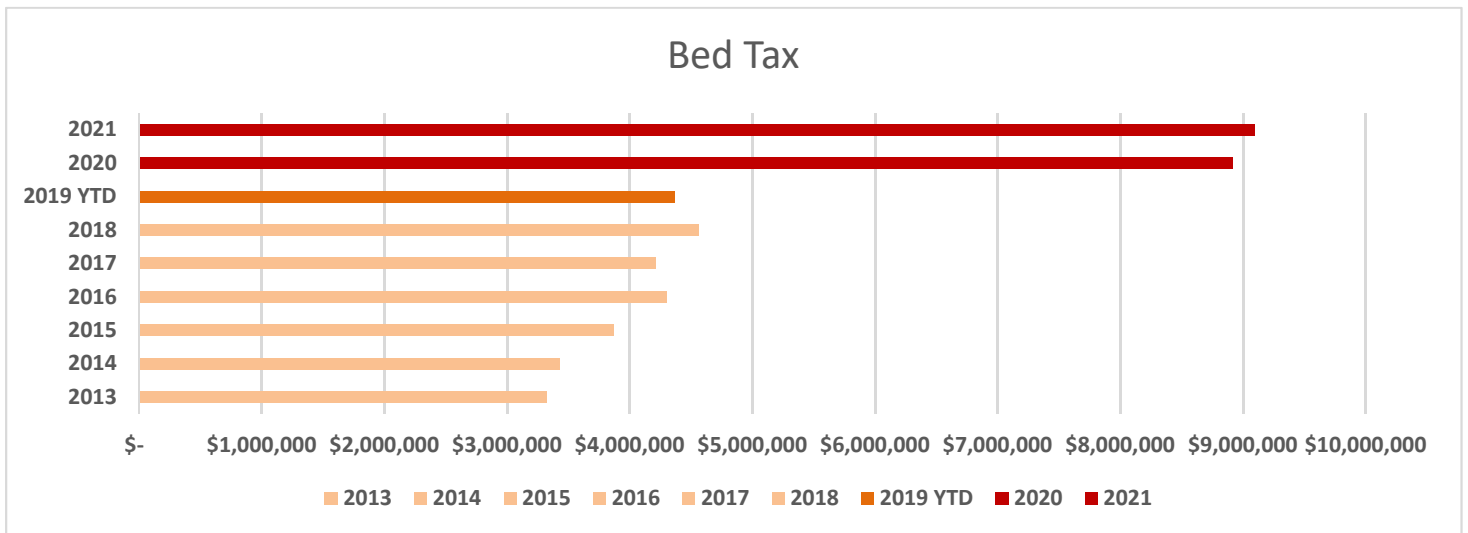
Introduced in February 2019, **Ohio H.B. 54** would increase the share of available general revenue fund to the Local Government fund from the current 1.66% to 3.53%, which would roughly double the revenue to this fund were it to become law. The bill was referred to the Ways and Means Committee but has not had a hearing.

Other Intergovernmental

Other Intergovernmental revenue is assumed \$29 million in 2020 and \$36 million in 2021. Most of this revenue reflects the reimbursement received from the State Public Defender’s Office for indigent defense (the County Public Defender’s Office and assigned counsel), trial transcripts, and Guardian ad Litem expenditures. The State of Ohio’s FY21 Biennial Budget, effective July 2019, provided enough funding to reimburse counties for indigent defense expenses at a rate of at least 75% and potentially up to full reimbursement. *If counties, including Cuyahoga, dramatically increase spending on indigent defense following an increase in funding at the State level, the reimbursement rate will drop.* The budget for Intergovernmental revenue is based on 70% reimbursement in 2020 and 90% reimbursement in 2021.

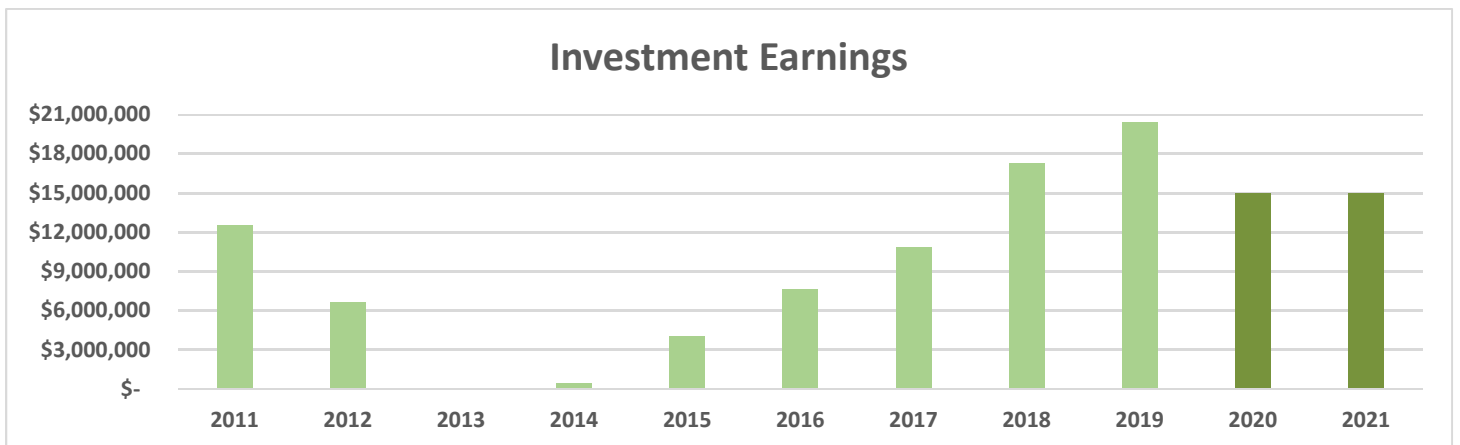
Other Taxes

Other Taxes distributions from the combined 2% bed tax levied under the authority of Ohio Revised Code §5739.09 and Chapter 724 of the Cuyahoga County Code that is used to support debt service on the Global Center for Health Innovation (formerly the Medical Mart) and Huntington Convention Center (§§5739.09(I)(3) and 5739.09(H)). This tax increased from 1% to 2% by way of O2019-0009 effective January 1, 2020. The County levies a total 5.5% in bed taxes. **General Fund revenue derived from the bed tax is assumed to total \$9 million in both years.**



Investment Earnings

Investment Earnings are assumed to total \$15 million in both 2020 and 2021, a \$5 million (25%) decrease from what the County is expected to generate in 2019. This decrease reflects a declining rate environment: StarOhio rates have decreased every month from the previous month since April 2019. The allocation of interest earnings to the General Fund is authorized by ORC §5705.10.

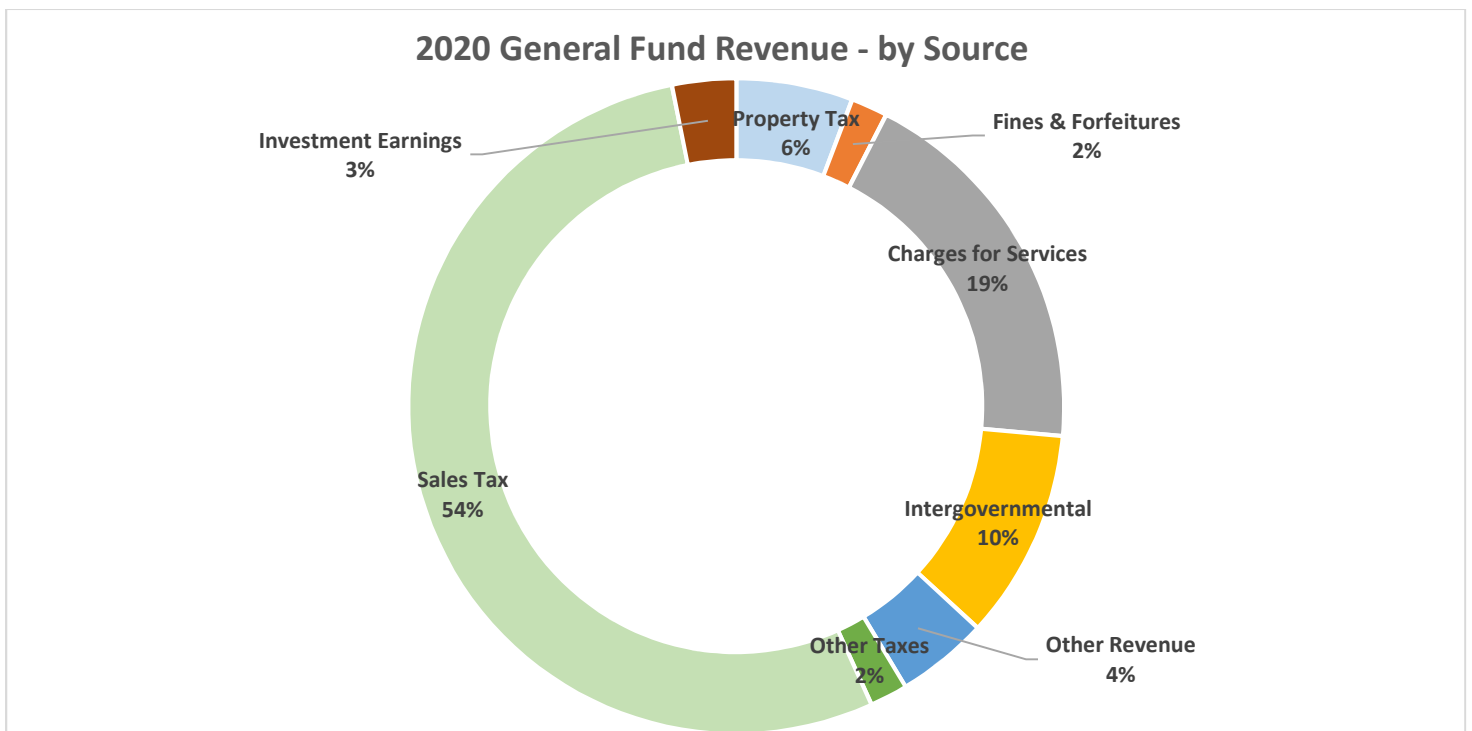


Other Revenue

Other Revenue is assumed to total \$19 million in 2020 and \$14 million in 2021. Assumptions in this Recommended Budget include:

- An \$8 million draw on the cash balance in the MCO Transition Fund in 2020 and a \$3.3 million draw in 2021.
- A \$5.5 million repayment from the Cleveland Cavaliers in both years to repay the General Fund for debt service on the 2017 Sales Tax Revenue Bonds issued for the Rocket Mortgage Fieldhouse Transformation project.
- A \$1.7 million combined cash transfer from the Road & Bridge and Sanitary Sewer Funds in both years to repay the advance made from the General Fund for the purchase and renovation of the Harvard Road Garage.
- A \$1.5 million transfer from the Garage Fund in both years to repay the General Fund for debt service payments on the 2016 Sales Tax Revenue Bonds issued for renovations at the Huntington Park Garage.

The budget assumes General Fund revenue will total \$474 million and \$486 million in 2020 and 2021, respectively.



EXPENDITURE DISCUSSION

The General Fund budget totals \$479 million and \$485 million in 2020 and 2021, respectively. The General Fund supports activities in all the major functional areas of government, which is how they will be discussed in this document. Please see the DB7 Report in Appendix A for an itemization of General Fund resources by agency/department.

Legislative and Executive (20% of total 2020 General Fund spending)

Program expenditures include, but are not limited to, the County Executive, County Council, the Fiscal Office, the Law Department, the Board of Elections, the Department of Information Technology, the Department of Public Works, and the Department of Human Resources. Additionally included in this program are the County support to the Cuyahoga County Convention Facilities Development Corporation and the Rock and Roll Hall of Fame and Museum, the latter of which is new in 2020. **The Recommended Budget for Legislative and Executive totals \$95 million in 2020 and \$93 million in 2021.**

Assumptions in this Recommended Budget include:

- A 2% cost-of-living increase in salaries in each year over the previous year
- A 14% decrease in the charges to agencies and departments to capture the employer's share of employee health care costs. In 2020 and 2021 a "premium holiday" – affecting both the employer and employees – will be enacted during four pay periods of each year to draw down surplus cash in the Hospitalization/Self Insurance Fund.
- The transfer of \$1 million in expenses in the Recording division of the Fiscal Office from the General Fund to the Real Estate Assessment Fund in both years as allowable by both the Ohio Revised Code and the Ohio Administrative Code
- A 2% increase in bed tax revenue generated under the authority of ORC §5739.09 in each year over the previous year. Of the total distributed from the additional 1% (Cuyahoga County Code Chapter 724), 40% is allocated to the Rock and Roll Hall of Fame and Museum. The budget assumes transfer payments to the Rock Hall totaling \$1.8 million in both years.

The increase in expenditures in 2021 driven by personnel is offset by a budgeted decrease in the Board of Elections' 2021 budget. The Board's budget is higher in 2020 due to the countywide Presidential election (primary and general).

Judicial (24% of total 2020 General Fund spending)

This program captures the cost of the County's four courts and the 8th District State Court of Appeals. **The Recommended Budget for Judicial totals \$116 million in 2020 and \$118 million in 2021.**

Assumptions in this Recommended Budget include:

- A 2% cost-of-living increase in salaries in each year over the previous year
- A 14% decrease in the charges to agencies and departments to capture the employer's share of employee health care costs. In 2020 and 2021 a "premium holiday" – affecting both the employer and employees – will be enacted during four pay periods of each year to draw down surplus cash in the Hospitalization/Self Insurance Fund.
- A \$2.8 million increase in assigned counsel expenditures in the Court of Common Pleas resulting from an increase in the fee schedule, last updated in 2014; the total allocation for assigned counsel in each year is \$9.6 million.
- A \$672,208 increase in assigned counsel expenditures in Juvenile Court in anticipation of an increase in the fee schedule for assigned counsel proportional to that of the budgeted increase in the Common Pleas Court fee schedule (40%). The fee schedule has not been updated since 2008.

- That Guardian ad Litem (GAL) cases will total no more than \$2.2 million in each year. GAL expenditures are directly related to the number of abuse, dependency, and neglect case filings in Juvenile Court, which have increased nearly 20% in 2019 (based on data available through July 2019) over the same period in 2017.
- That overtime earnings in Juvenile Court will total \$1.7 million. As the Court is able to positively correlate overtime with the average daily population (ADP) in the detention center and as the Court hires additional staff, the expectation is that overtime expenditures will decrease, and the resulting savings can be used to address other needs in the Court.

Development (1% of total 2020 General Fund spending)

Development captures activity in the Department of Development. **The Recommended Budget for Development totals \$3 million in both years.**

Assumptions in this Recommended Budget include:

- A 2% cost-of-living increase in salaries in each year over the previous year
- A 14% decrease in the charges to agencies and departments to capture the employer's share of employee health care costs. In 2020 and 2021 a "premium holiday" – affecting both the employer and employees – will be enacted during four pay periods of each year to draw down surplus cash in the Hospitalization/Self Insurance Fund.

Community Development (1% of total General Fund spending)

This program includes the Planning Commission, the Department of Regional Collaboration, the Department of Sustainability, and the Soldiers' and Sailors' Monument. **The recommended budget for Community Development totals \$4 million in both years.**

Assumptions in this Recommended Budget include:

- A 2% cost-of-living increase in salaries in each year over the previous year
- A 14% decrease in the charges to agencies and departments to capture the employer's share of employee health care costs. In 2020 and 2021 a "premium holiday" – affecting both the employer and employees – will be enacted during four pay periods of each year to draw down surplus cash in the Hospitalization/Self Insurance Fund.
- A \$1 million investment in both years for the Tree Canopy Initiative in support of the reforestation of Cuyahoga County. This Initiative is a partnership between the Planning Commission, Soil and Water, and the Department of Sustainability.

Social Services (1% of total General Fund spending)

This program includes expenses attributed to the Veterans Services Commission (VSC). In accordance with Ohio Revised Code §5901.11, the VSC is provided an annual budget that is *not to exceed* 0.25 mills, though the Commission has yet to spend to this amount, at least going back to 2005. Section 711.02 of the County Code requires the year-end surplus in the budget to be appropriated the following year in the Veterans Services Fund, which is allocated at the Council's discretion. The 2019 projected surplus is reflected as a 2020 expense in the General Fund as a subsidy to the Veterans Services Fund. **The recommended budget for the VSC totals \$7.6 million in both years.**

Assumptions in this Recommended Budget include:

- A 2% cost-of-living increase in salaries in each year over the previous year

- A 14% decrease in the charges to agencies and departments to capture the employer's share of employee health care costs. In 2020 and 2021 a "premium holiday" – affecting both the employer and employees – will be enacted during four pay periods of each year to draw down surplus cash in the Hospitalization/Self Insurance Fund.

Health and Safety (0.1% of total 2020 General Fund spending)

General Operating Fund expenses dedicated to Health and Safety are reflected in the Department of Public Safety and Justice Services' CECOMS division, which manages and operates the County's Wireless 911 call center. **The Recommended Budget totals just under \$500,000 in both years.**

Assumptions in this budget include:

- A 2% cost-of-living increase in salaries in each year over the previous year
- A 14% decrease in the charges to agencies and departments to capture the employer's share of employee health care costs. In 2020 and 2021 a "premium holiday" – affecting both the employer and employees – will be enacted during four pay periods of each year to draw down surplus cash in the Hospitalization/Self Insurance Fund.

Miscellaneous (41% of total 2020 General Fund spending)

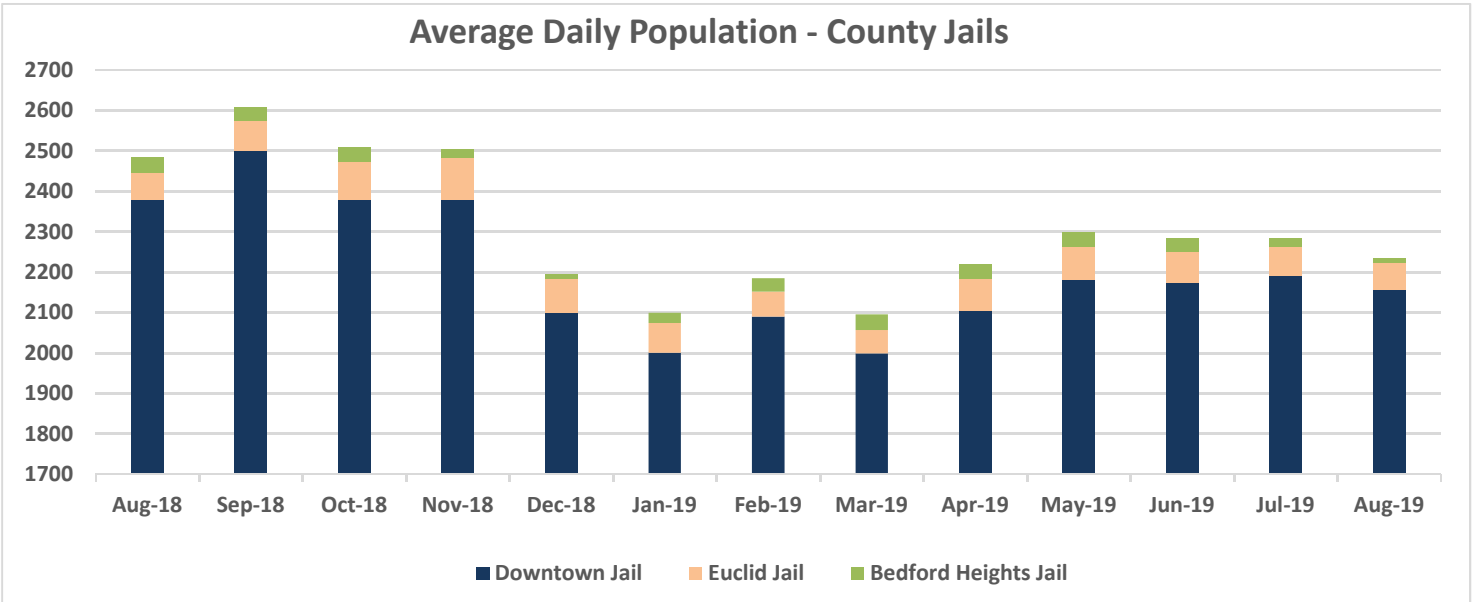
Miscellaneous expenditures include those that cannot be otherwise classified, including but not limited to pass-through payments to the Cleveland Municipal Court from the State Public Defender (reimbursement for indigent defense) and statutory obligations such as the Memorial Day Allowance (ORC §307.66), vital statistics (ORC §3109.14), and the Agricultural Society (ORC §1711.15).

Please note that currently the Miscellaneous function also includes the legal and public safety agencies and departments, including but not limited to the Clerk of Courts, the Sheriff's Office, the Department of Public Safety and Justice Services, the Medical Examiner's Office, the Prosecutor's Office, and the Public Defender's Office. **This will change in the future and a new function will be established to better classify those legal/public safety entities. The Recommended Budget totals \$196 million in 2020 and \$202 million in 2021.**

Assumptions in this budget include:

- Expenses related to the provision of indigent defense by the County Public Defender's Office in the Cleveland Municipal Court will total \$2.1 million in 2020 and \$2.2 million in 2021, resulting in a pass-through reimbursement payment totaling \$1.5 million and \$2 million. The reimbursement payment assumes reimbursement rates of 70% and 95% in 2020 and 2021, respectively.
- That overtime earnings in the County's adult detention facilities will not increase over 2019 levels. The County Executive is recommending additional funding for the Sheriff's Office to hire 60 more corrections officers, it is important to note that corrections officers are guaranteed, by way of the bargaining agreement, eight hours of overtime per pay period.

Please note that both Judicial and Legal/Public Safety program costs are closely linked to the number of individuals that are involved in the criminal justice system and the number of people – and their average length of stay – detained in the County Jails. Through August 2019, the ADP in the County Jails totaled 2,212. The ADP peaked in May 2019 at 2,299. This is dramatically improved from the previous high of 2,607 in September 2018. To continue the decline in the ADP – and in line with best practices – this Recommended Budget includes an allocation of \$1 million (reflected in the budget for the Court of Common Pleas, General Division) for bail reform.



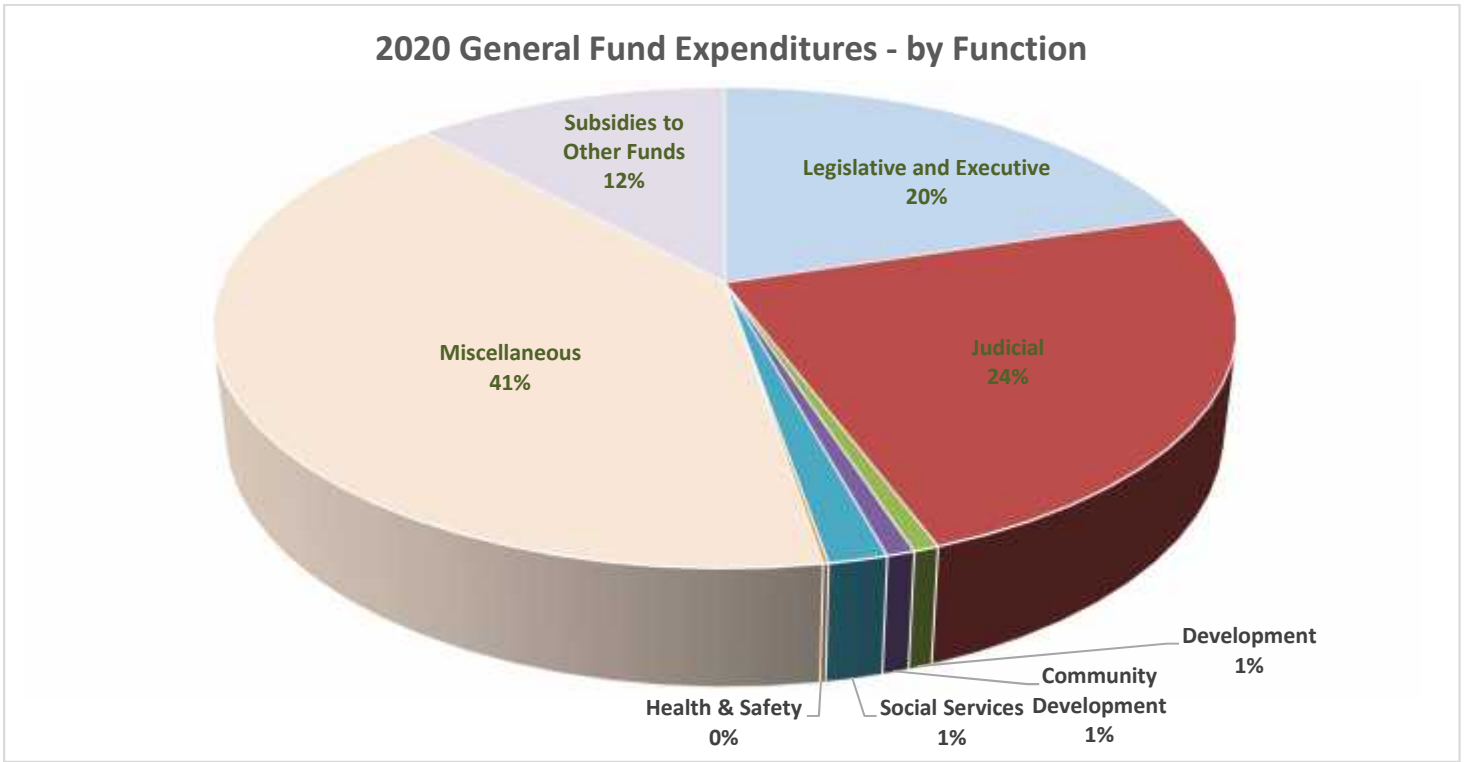
Subsidies to Other Funds (12% of total 2020 General Fund spending)

The General Fund subsidizes restricted special revenue funds to cover the difference between desired spending levels and other sources of revenue. **The Recommended Budget for subsidies totals \$57 million in 2020 and \$56 million in 2021**

Assumptions in this budget include:

- A refunding of the Series 2010F bonds issued in support of the Medical Mart project resulting in annual savings totaling \$3 million. The Office of Budget and Management is working closely with the County’s municipal advisor and underwriters to determine when a refunding would be most advantageous to secure the maximum amount of savings for the County.
- That payroll costs associated with the trades and special trades in the Department of Public Works will not be transferred to the budgets of the projects on which they are working and, as a result, a General Fund subsidy will be needed to balance the Centralized Custodial Fund. This represents a change from the budget adjustments in previous years, but better reflects historical activity, which is that these costs are not transferred as best practices in accounting recommend. Please note that the cost estimate for projects included in the 2020 and 2021 Capital Improvement Plan do anticipate that payroll costs will be transferred from the Centralized Custodial Fund to the capital project accounts. In this regard, the General Fund budget may be over-stated, but this Recommended Budget errs on the side of caution as trades’ costs, particularly the special trades, are difficult to project.

The General Fund Recommended Budget totals \$479 million and \$485 million in 2020 and 2021, respectively.



ENDING CASH BALANCE

Cuyahoga Code Section 706.01 requires a cash balance in the General Fund equal to no less than 25% of expenditures. Based on budgeted revenue and expenditures, the unadjusted ending cash balance in 2020 is assumed to total just short of \$138 million: 29% of total expenditures. **This complies with Section 706.01.** There are Reserves on Balance (detailed in the next section) totaling \$30 million in 2020 that, if drawn in full, would reduce the ending cash balance to 22%: still within the best practice recommendation by the Government Finance Officers Association (GFOA). **Please note**, however, that the \$7 million reserve for the Hotel will not be spent during this coming biennium, the ED Bond Reserve will never be paid out, and the reserves for Development (Economic Development Fund repayment and Demolition Program) will likely be paid over two years; backing out the Hotel, the Bond Reserve, and cutting the Development reserves in half increases the adjusted ending cash balance to 25%.

Based on budgeted revenue and expenditures, the unadjusted ending cash balance in 2021 is assumed to total \$139 million: 29% of total expenditures. **This complies with Section 706.01.** There are Reserves on Balance (detailed in the next section) totaling \$8 million in 2021 that, if drawn in full, would reduce the ending cash balance to 27%; this comports with both the County Code and the GFOA best practice. Assuming half of the Development reserves are drawn in 2021 will reduce the adjusted ending balance to 26%.

Please additionally note that though the amount of settlement money the County will receive from the opiate manufacturers and distributors is unknown, these dollars will be revenue to the General Fund.

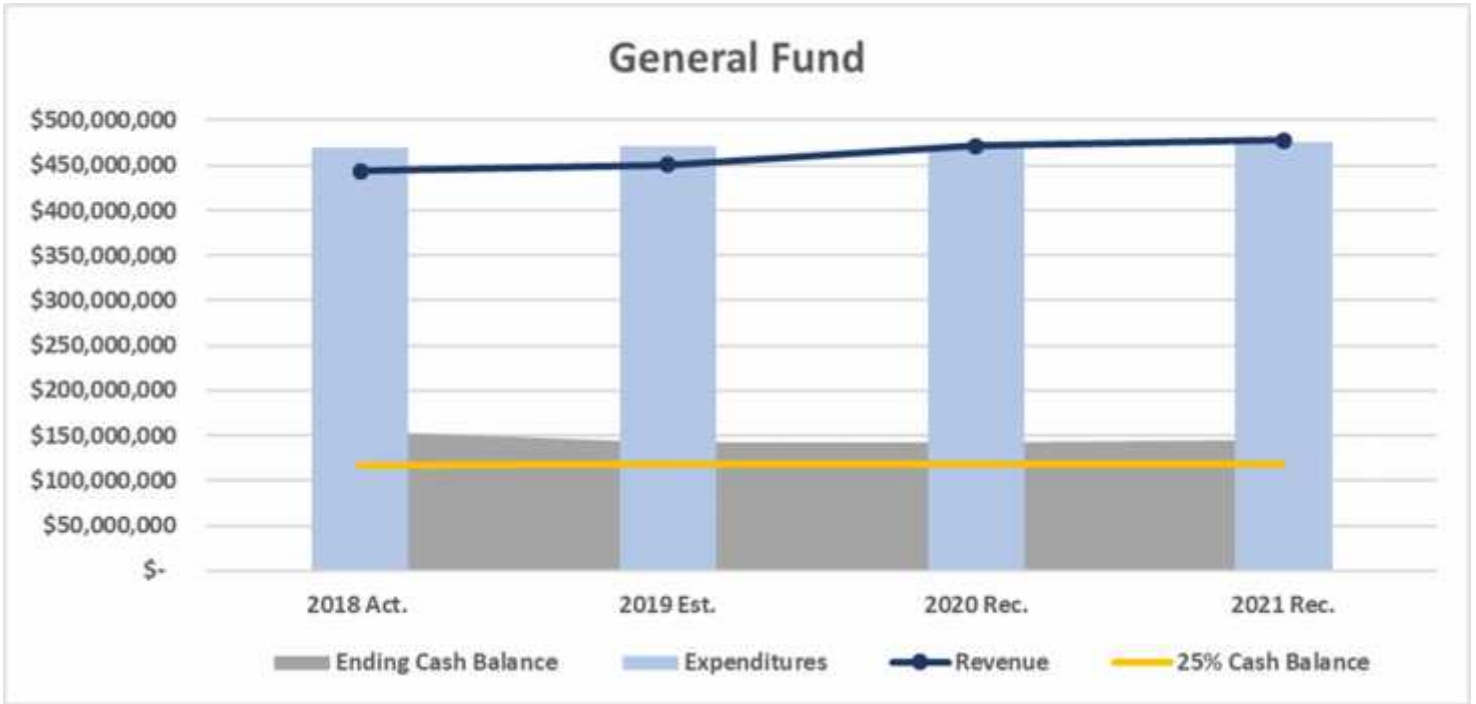
RESERVES ON BALANCE

There are several reserves on balance in the General Fund. Please note that a draw on any of these reserves would require additional appropriation in the operating budget and would increase total General Fund expenditures. Reserves include:

- **Hotel** - \$7 million – Each year Hilton submits a request to the County for consideration to draw on the capital reserve held by the trustee. While the County has authority over the allocation of funds, it is anticipated that there

will be many requests that must be approved each year for routine maintenance to protect the County's asset. According to the County's asset manager, the capital reserve will be insufficient to fund anticipated needs beginning in 2024, which includes an investment of more than \$13 million over three years for the renovation of guest rooms.

- **Bond Guaranty** - \$1.1 million – The County is contractually obligated to maintain an annual reserve for the debt service on the Flats East Bank project.
- **Economic Development Fund** – \$4 million – In 2018 (R2018-0185), the County awarded a \$10 million loan to the Playhouse Square Foundation in support of the Lumen apartments on Euclid Avenue in the theater district. This loan was made from the General Fund, but – due to the size of the cash balance in the Economic Development Fund – was initially paid from both the General Fund (\$5 million) and the Economic Development Fund (\$5 million), with an assurance from the Office of Budget and Management that the Economic Development Fund would be repaid when the cash balance in the Economic Development Fund was insufficient to cover the amounts awarded. Based on the most recent available at the time of writing, the expectation is that the cash balance in the Economic Development will be drawn down in 2020. **Please note** that the amount owed was reduced to \$4 million in September 2019 to compensate for the inability of the Development Revolving Loan Fund to satisfy the commitment made in the 2018-2019 Biennial Budget to transfer cash to the General Fund.
- **Enterprise Resource Planning** – \$7 million – Based on the most recent available at the time of writing, “Phase I” of the Enterprise Resource Planning (ERP) project is expected to be substantially complete by the end of 2020. The amount on reserve represents the difference between the estimated project cost and what is expected to be paid out before the end of 2019. **Please note** that the reserve **does not** include the cost of Phase II, which includes the modules that were deferred (i.e. descoped) in September 2019 or the cost of the upgrade to Version 11 (or 12/13) of the Lawson module (general ledger).
- **Health and Human Services Levy Fund** – \$4.9 million – A subsidy from the General Fund will likely be needed in 2020 to provide enough revenue to cover budgeted expenditures. If needed, this will pull from General Fund reserves.
- **Demolition Fund** – \$5.4 million – The originally planned subsidy of \$8 million to the Demolition Fund was eliminated to balance the 2018 budget, but the Executive and Council agreed to place an \$8 million reserve on balance that would be drawn on as needed. Based on current estimates, \$5.4 million will be drawn down in 2020, reducing the remaining reserve to \$2.6 million.



HEALTH AND HUMAN SERVICES LEVY FUND

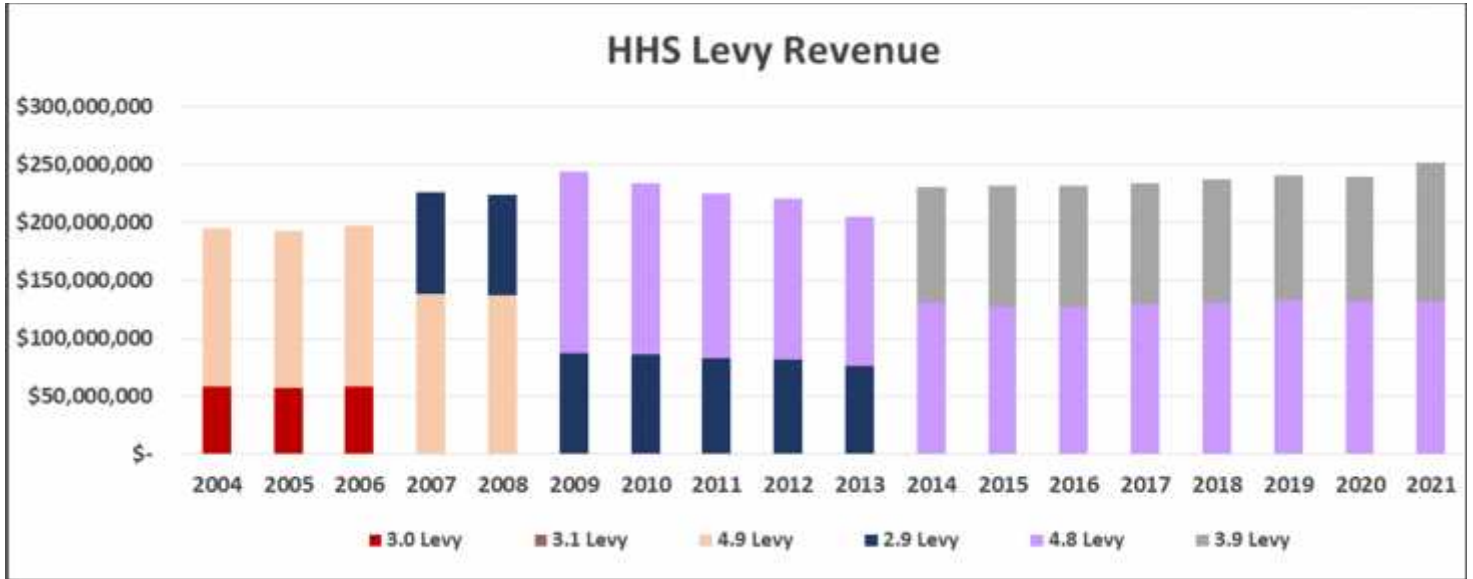
Cuyahoga County residents have generously approved two levies to support health and human services (HHS). The larger of the two levies, **4.8 mills**, was most recently approved in March 2016 for eight years. The smaller levy, **3.9 mills**, was last approved in May 2018 and expires at the end of 2020. **The Executive’s Recommended Budget assumes approval of a replacement of the 3.9 mill levy for HHS.**

HHS LEVY FUND	2019 2 nd Quarter Estimate	2020 Executive’s Recommended Budget	2021 Executive’s Recommended Budget
Beginning Cash Balance	\$10,861,032	\$8,945,325	\$8,945,325
Operating Revenue	\$244,780,765	\$244,158,184	\$251,890,025
Operating Expenditures	\$76,009,920	\$36,423,961	\$36,423,961
Subsidies to Other Funds	\$176,686,552	\$207,734,223	\$212,601,559
Total Expenditures	\$252,696,472	\$244,158,184	\$249,025,520
Ending Cash Balance (Unadjusted)	\$8,945,325	\$8,945,325	\$11,809,831
% Balance to Expenditures (Unadjusted)	4%	4%	5%
<i>Operating Surplus/(Deficit)</i>	<i>(\$7,915,707)</i>	<i>\$0</i>	<i>\$2,864,505</i>

REVENUE DISCUSSION

Revenue generated by the County’s two levies is assumed to total \$244 million in 2020 and \$252 million in 2021. Replacing, as opposed to renewing, the 3.9 mill levy enables the County to capture the increase in property values following the Sexennial Appraisal that was completed in 2018. The value of one mill increased by approximately \$3 million post-appraisal.

It is important to note that the 2018 Sexennial Appraisal does not impact the revenue generated by either levy in 2020 and will not impact the revenue generated by the 4.8 mill levy in 2021. **HB920** protects property owners from unvoted tax increases by capping the amount of revenue that can be collected from a voted levy. Should property values increase resulting from the Sexennial Appraisal, the *effective rate* decreases by the amount necessary to maintain existing revenue generation. Levy revenue fluctuates based on new value and delinquencies.



EXPENDITURE DISCUSSION

Expenditures from the HHS Levy Fund include both direct operating expenditures and subsidies to other County funds to support operating expenditures.

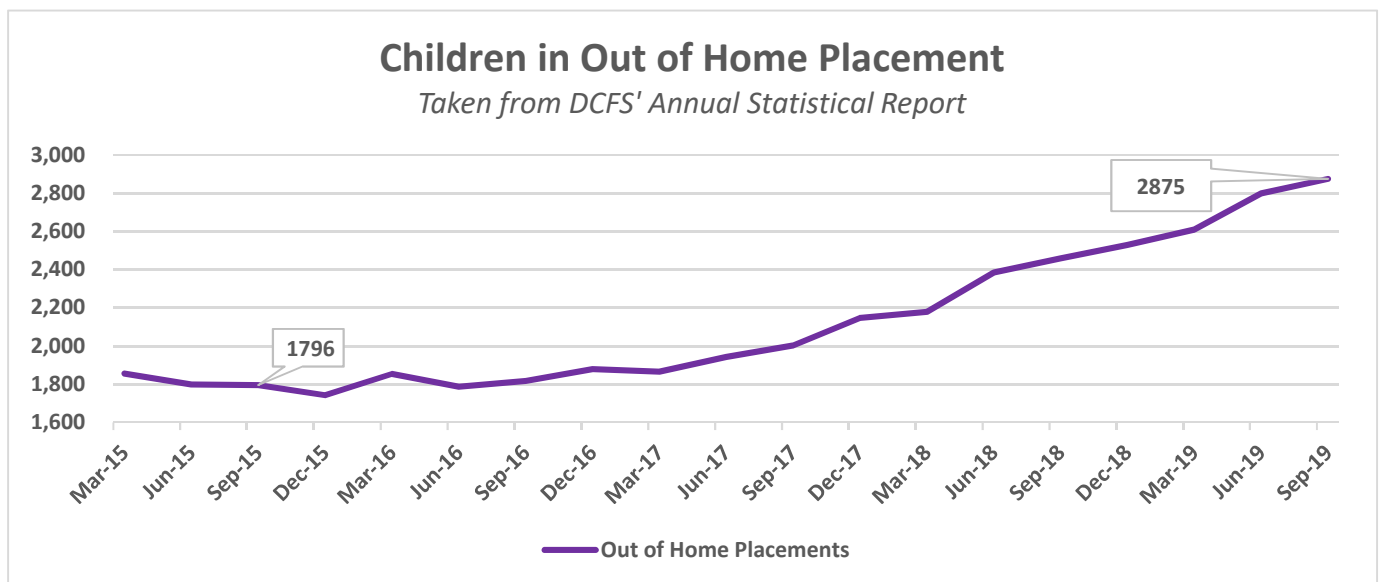
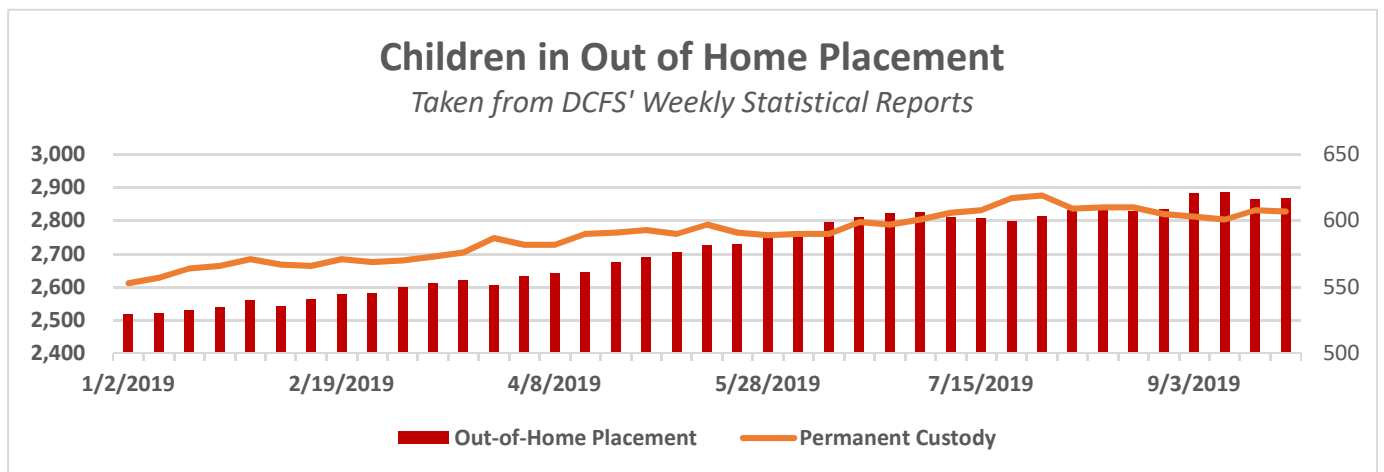
The Recommended Budget for *operating expenditures* is \$36 million in both years. This budget includes a \$32 million payment to MetroHealth to provide healthcare to the un- and under-insured and fees charged by the Fiscal Office and Treasurer’s Office that cover the cost of property tax collections.

The Recommended Budget for subsidies to other County funds totals \$208 million in 2020 and \$213 million in 2021. The subsidies provided to other County funds represent the difference between Federal, State, and other program revenue and the cost of operations for agencies and departments that provide health and human services throughout the County.

Assumptions in this budget include:

- A 2% cost-of-living increase in salaries in each year over the previous year.
- A 14% decrease in the charges to agencies and departments to capture the employer’s share of employee health care costs. In 2020 and 2021 a “premium holiday” – affecting both the employer and employees – will be enacted during four pay periods of each year to draw down surplus cash in the Hospitalization/Self Insurance Fund.
- An increase in revenue totaling \$14 million in both years from the State’s FY12 Biennial Budget in support of child welfare programs and services, including additional funding for kinship care programming. As of the time of writing, 37% of the children in out-of-home placement in Cuyahoga County were in kinship placements.
- An expectation that the Department of Health and Human Services will draw down enough Federal and State funding that, when coupled with the County’s mandated share for TANF (\$7.5 million), will be enough to cover budgeted expenditures in the Job and Family Services division in both 2020 and 2021.

- An expectation that any additional revenue from Federal and State sources that would otherwise result in a surplus of cash in the Job and Family Services subfund will be allocated to the other Public Assistance subfunds to cover expenditures.
- That the total of the contract balances (i.e. carryover) in the Department of Health and Human Services at the end of 2019, 2020, and 2021 will not be substantially different from what it was in 2018.
- That board and care expenditures in the Children and Family Services division will total \$60 million in 2020 and 2021. These costs are directly linked to the number of children in out of home placement in the County and the specific needs of those children. Institutional and group placements, which are more costly, may be necessary to provide the children the therapeutic intervention necessary to address their trauma and encourage stability – whether that be timely reunification or fewer disruptions in foster/adoptive placements. The number of children in out of home placement has risen consistently over the last several years. In September 2015, there were 1,796 children in placement; in September 2018, that number had increased by 37% to 2,459. In September 2019, there were 2,875 children in placement.



- That \$3.5 million in settlement funds related to the opiate litigation will offset expenditures related to the Mental Health Diversion Center (\$2.5 million, Sheriff’s Office) and board and care of foster children (\$1 million, HHS/Children and Family Services).

HHS Levy expenditures represent less than one-quarter of total County spending in the areas of social services, health and safety, and justice and public safety.

H.B. 157 (Greenspan) would dedicate 50% of the remaining surplus in general revenue fund, after allocation to the budget stabilization fund, to a Local Government Adult and Senior Services Fund. Currently, the Department of HHS Division of Senior & Adult Services is primarily funded through a subsidy for the Health and Human Services Levy (88% based on 2018). Based on census estimates, the percent of people aged 65 and over in Cuyahoga County who live in poverty **decreased** from 10.9% of the population in 2010 (during the recession) to 10.7% in 2017. The percent of people living in the County aged 65 and over has increased between 2010 and 2017 from 15.4% to 17.0% based on census estimates. Cuyahoga County has a higher proportion of seniors than the nation as a whole; census estimates show that 14.9% of the U.S. population is 65 and over in 2017, up from 12.7% in 2010. This legislation was referred to the Finance Committee in March 2019 but has not had a hearing.



ENDING CASH BALANCE

Section 707.01 of the County Code requires a minimum cash balance in the Health and Human Services Levy Fund equal to no less than 10% of expenditures. **Based on budgeted revenue and expenditures, the unadjusted ending cash balance totals \$9 million in 2020 and \$12 million in 2021.** This does not comply with the requirement set forth in Section 707.01: an additional \$15 million is needed in 2020 and an additional \$13 million is needed in 2021.

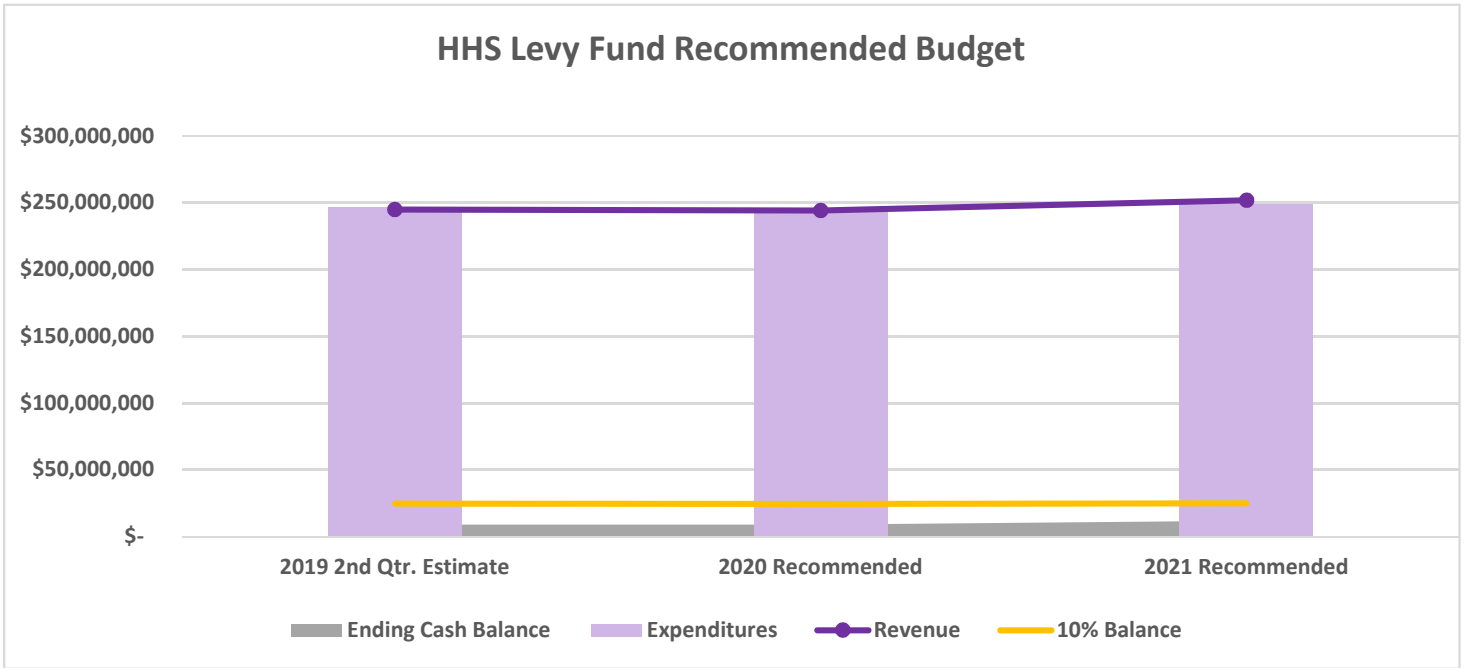
RESERVES ON BALANCE

The unadjusted cash balance in the Health and Human Services Levy Fund includes the following reserve:

- **27th Pay Period** – Every 11 years the County experiences 27, instead of 26, pay periods. The last year that had a 27th pay period was 2015 and the County sets aside \$325,000 each year in anticipation of the next one.

As of this morning, there were 2,895 children in out-of-home placement in the County; of those, 599 are in the County’s permanent custody.





ALL FUNDS

ALL FUNDS	2019 2 nd Quarter Estimate	2020 Executive’s Recommended Budget	2021 Executive’s Recommended Budget
Operating Revenue	N/A	\$1,753,382,749	\$1,774,907,601
Operating Expenditures	N/A	\$1,754,057,318	\$1,751,825,699

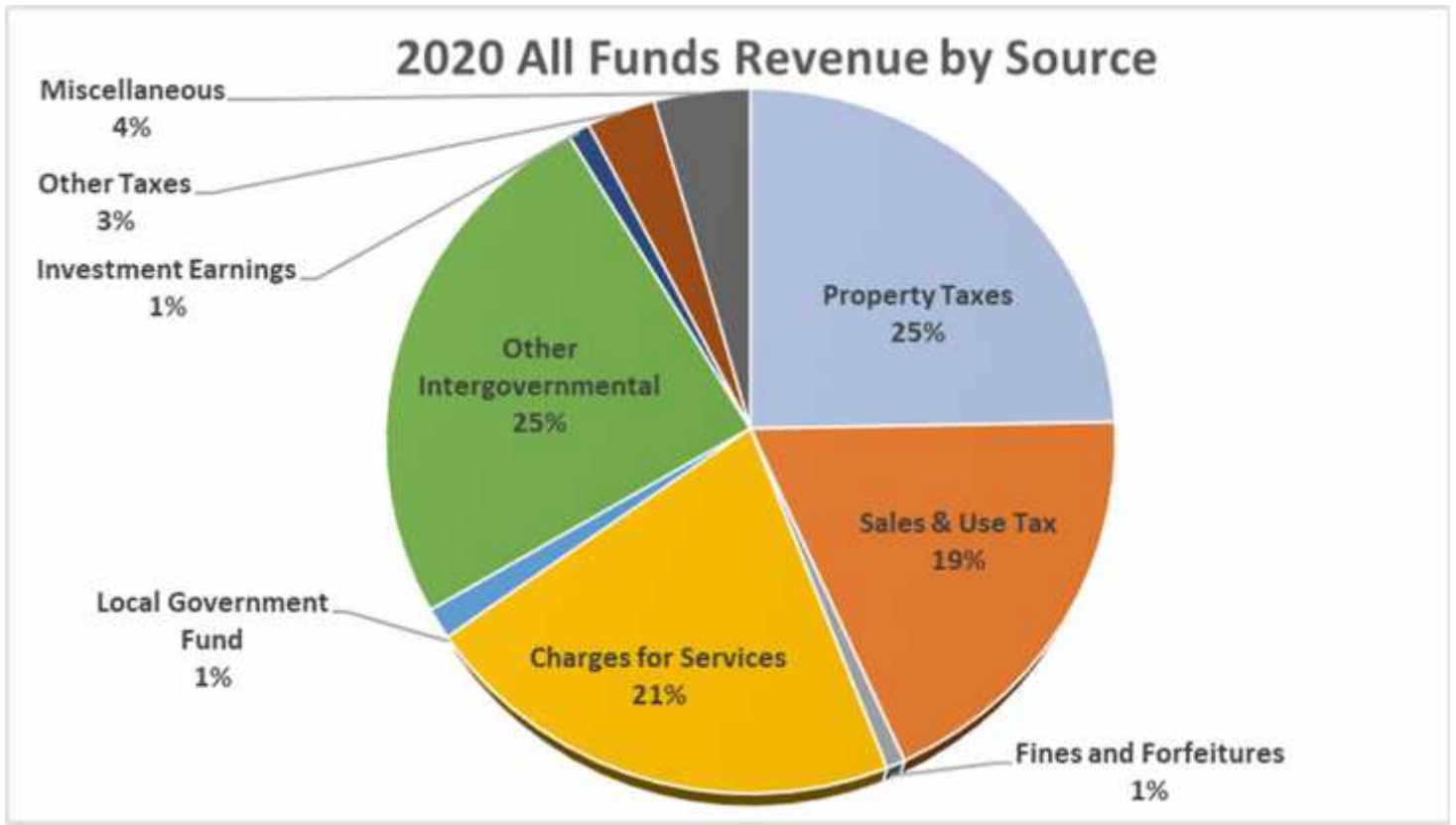
In addition to the original Go-Live date for the general ledger and budget/reporting modules of the ERP, OBM retired its legacy system in December 2018. Due to the delay in the implementation of the new system and the complexity associated with completing projections for so many funds in Excel, All Funds projects were not completed in 2019.

REVENUE DISCUSSION

All Funds revenue in the Recommended Budget is assumed to total \$1.8 billion in both 2020 and 2021. The largest two sources of All Funds revenue are Other Governmental and Property Taxes.

Other Intergovernmental, which largely represents funding that flows to the County from Federal and State agencies and departments. With few exceptions (e.g. Local Government, Casino Tax), these dollars come to the County with restrictions on how they can be spent. The County only has complete discretion over one-third of its total revenue.

Property Tax revenue is generated by the County’s inside millage (1.45 mills), as well as proceeds from three voted levies: a 3.9 mill continuous levy in support of services for the developmentally disabled, a 3.9 mill levy for health and human services (expires December 2020), and a 4.8 mill levy for health and human services (expires December 2024).



EXPENDITURE DISCUSSION

The Recommended Budget for All Funds totals \$1.8 billion in both 2020 and 2021. Expenditures exceed revenue in 2020, but not in 2021. Unlike the General and HHS Levy Funds, there is no mandate or policy regarding balanced budgets in the special revenue funds. There are sufficient cash balances in the funds where budgeted expenditures exceed revenue. Like the General Fund, All Funds expenditures are categorized by program.

Legislative and Executive (20% of total 2020 All Funds spending)

On an All Funds basis, this program includes the expenditures identified in the General Fund discussion on page 12, as well the activity captured in a number of special revenue funds, including but not limited to the Hospitalization/Self Insurance Fund (employee benefits, ORC §9.833), the Workers Compensation Fund, the Real Estate Assessment Fund (property valuation, ORC §325.31), the Certificate of Title Fund (auto and boat titling, ORC §325.33), and the Treasurer's Delinquent Real Estate Tax Assessment Collection Fund (collection and prevention of delinquent taxes, ORC §321.261). **The Recommended Budget for General Government totals \$302 million in 2020 and \$299 million in 2021.**

The decrease in expenditures in 2021 is largely attributed to the decrease in the amount of the draw on the cash balance in the Medicaid Sales Tax (MCO) Transition Fund. Following the Federal government's elimination of the sales tax on the premiums paid by Medicaid Managed Care Organizations in 2017, the State of Ohio provided transition payments to counties and transit authorities to minimize the immediate impact of the decrease in Sales Tax revenue. Cuyahoga County received \$35 million in transition payments from the State, \$16.5 million of which has been transferred to the General Fund through 2019. The 2020 Recommended Budget assumes a draw totaling \$8 million on the available cash balance and a draw totaling \$3.3 million in 2021. At the end of 2021, the balance in the MCO Transition Fund will total \$10 million, which will be drawn down in increments of \$2.5 million each year beginning in 2022.

Judicial (10% of total 2020 All Funds spending)

On an All Funds basis, this program includes the expenditures identified in the General and HHS Levy Fund discussions on page 12, as well as incorporating the activity captured in the various special revenue funds under the authority of the courts. **The Recommended Budget for Judicial totals \$150 million in 2020 and \$153 million in 2021.**

**Development (1% of total 2020 All Funds spending)**

On an All Funds basis, this program includes the activities captured in the Economic Development Fund, the Demolition Fund, and the Community Development Fund, as well as the County Airport. **The Recommended Budget for Development totals \$10 million in 2020 and \$5 million in 2021.** The decrease in 2021 can be attributed to the anticipated depletion of funds in the Demolition Fund. Please note that the budgets recommended for these special revenue funds do not reflect a draw-down of total available cash in the funds; that said, the Office of Budget and Management may present requests for additional appropriation, particularly in the Economic Development and Demolition Fund budgets, as viable projects are presented and approved. The Community Development Fund budget, whose revenue derives from the casino tax, assumes a \$4 million transfer of revenue to the Economic Development Fund: consistent with previous years.



Please note that most of the County's outstanding debt was issued in support of major economic development projects, including the Gateway Complex (Progressive Field and the Rocket Mortgage Fieldhouse), the Global Center for Health Innovation, and the County Hotel. Though not reflected as such in the Schedules, the County's total spending on Development far exceeds 1% of the All Funds budget.

Community Development (1% of total 2020 All Funds spending)

This program includes the Planning Commission, the Department of Regional Collaboration, the Department of Sustainability, and the Soldiers' and Sailors' Monument. **The recommended budget for Community Development totals \$15 million in both years.**

Social Services (38% of total 2020 All Funds spending)

On an All Funds basis, this program captures the activity of the Department of Health and Human Services, which includes the divisions of Job and Family Services, Children and Family Services, Child Support Services, Senior and Adult Services, Early Childhood, Re-Entry, Homeless Services, and the Family and Children First Council. Together, these divisions provide programs and services that not only comport with the County's many mandates from the Federal and State governments, but also its moral mandate to provide the supports necessary to thrive. **The Recommended Budget for Social Services totals \$572 million in 2020 and \$574 million in 2021. This program represents the majority of Cuyahoga County expenditures.**

**Health and Safety (1% of total 2020 All Funds spending)**

On an All Funds basis, this program includes the County's support of the CECOMS division of the Department of Public Safety and Justice Services and the Fusion Center discussed on page 14 – the All Funds budget incorporates the Wireless 911 Fund, which generates \$2.8 million per year from a \$0.25 surcharge on wireless devices.

Public Works (4% of total 2020 All Funds spending)

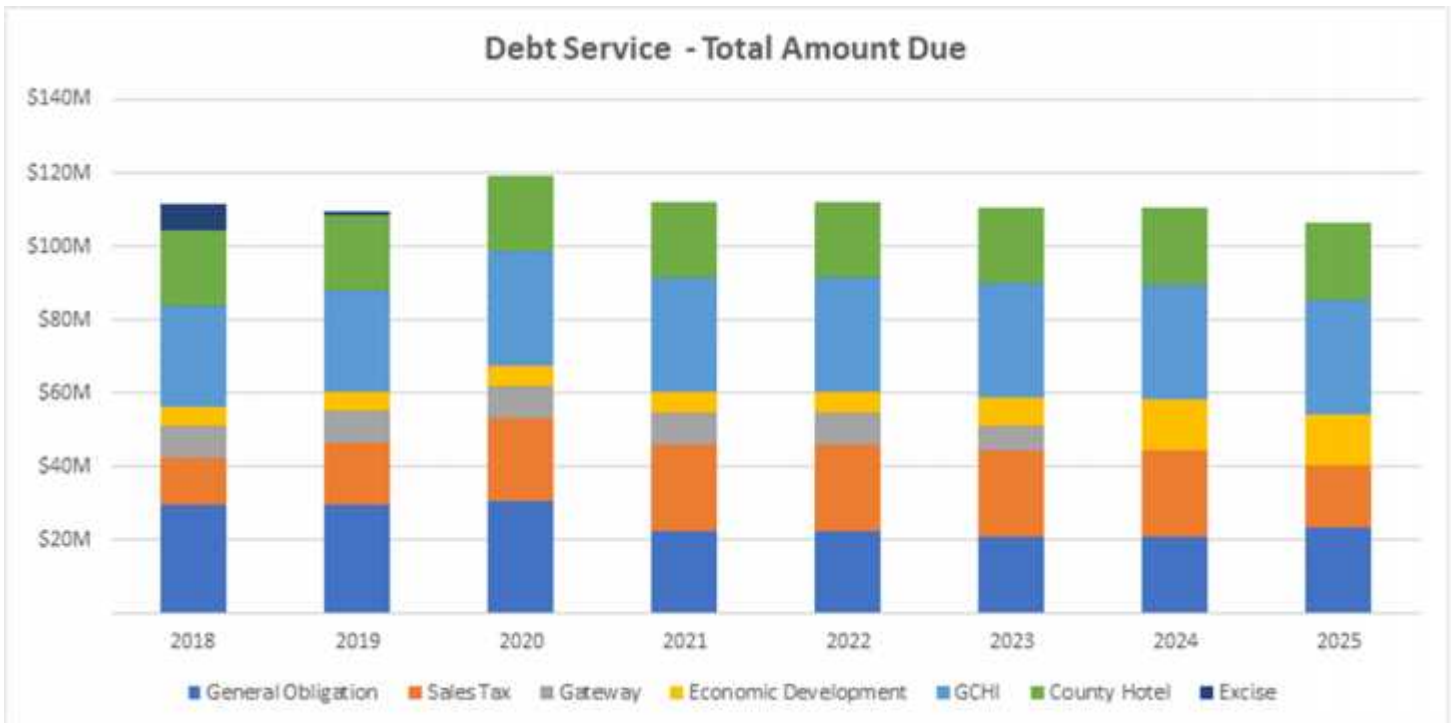
On an All Funds basis, this program captures infrastructure activity in the Department of Public Works relative to roads and bridges and sanitary sewers. **The total Recommended Budget for the Public Works program is \$64 million in 2020 and \$65 million in 2021.** The County is legally responsible for 22 miles of road but provides financial and technical assistance to cities and villages for road work. Though categorized as Public Works, there is without question a Health and Safety aspect to the work of the Road & Bridge division of the Department of Public Works. **The Recommended Budget for Road & Bridge totals \$42 million in both 2020 and 2021.** Please note that spending this allocation in full would not result in a depletion of the cash balance in the Fund; additional appropriation may be requested throughout the Biennium as needs arise.

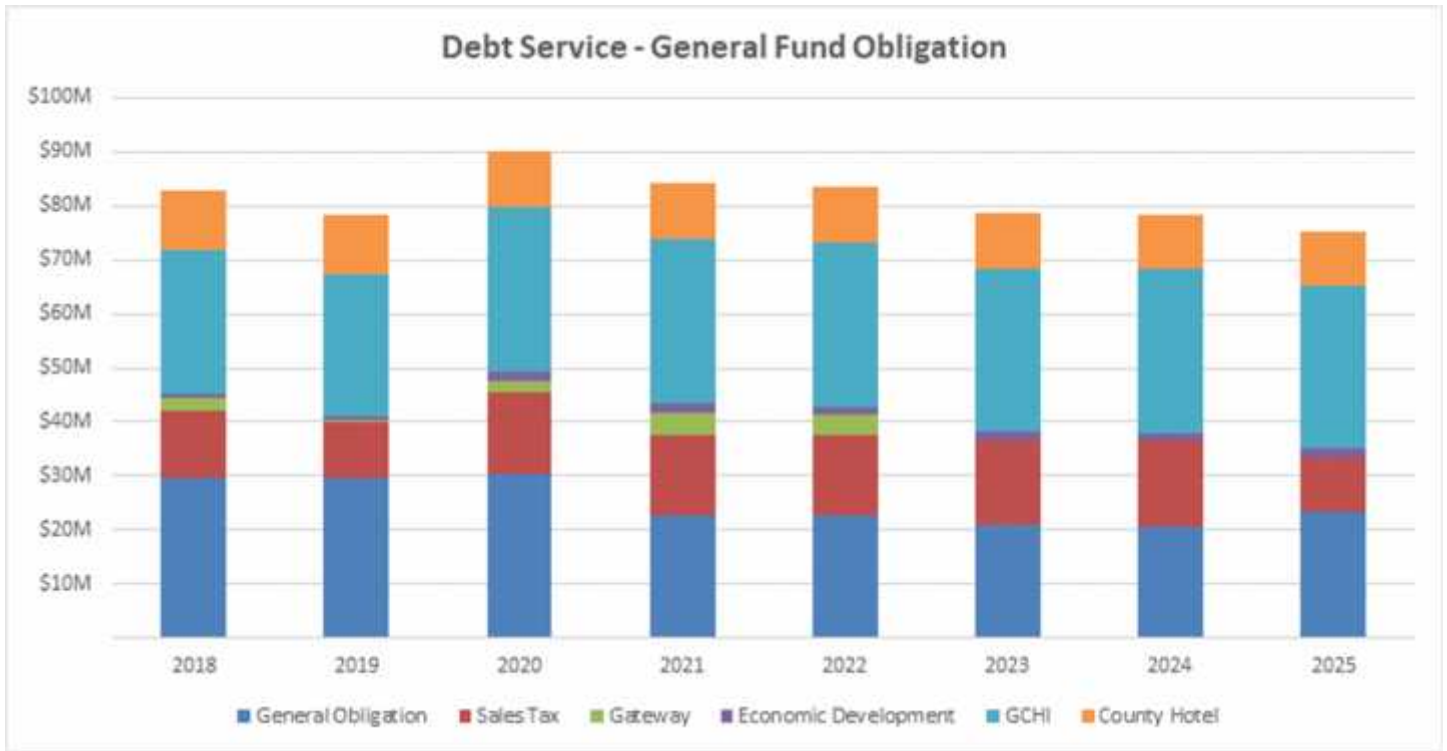


The Department of Public Works is responsible for providing sanitary sewer services in the County’s and does the same on a contract basis for 40 municipalities and villages. **The Recommended Budget for Sanitary totals \$32 million in both 2020 and 2021.** Please note that spending this allocation in full would not result in a depletion of the cash balance in the Fund; additional appropriation may be requested throughout the Biennium as needs arise.

Debt Service (6% of total 2020 All Funds spending)

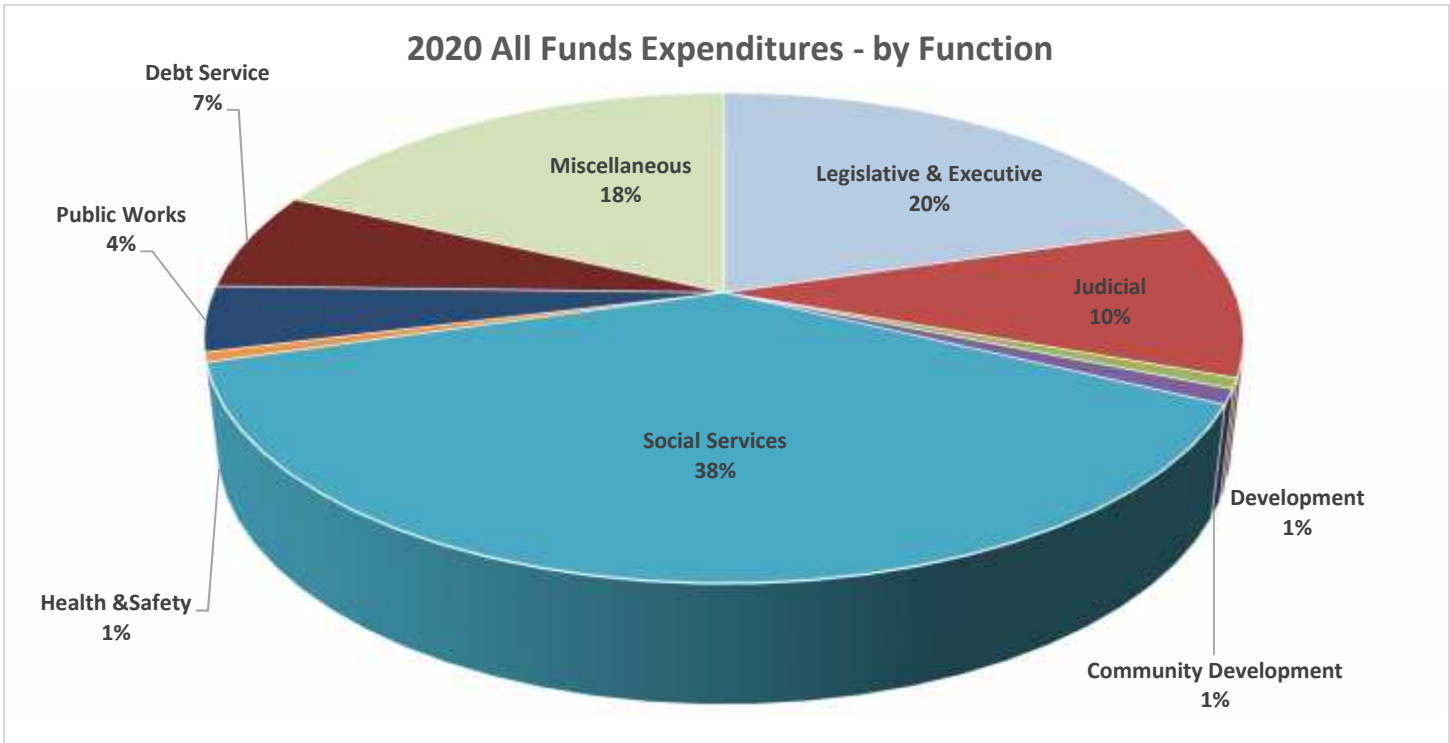
As of January 1, 2020, the County’s outstanding debt – principle and interest – totaled \$1.4 billion. **The Recommended Budget for debt service is \$98 million in 2020 and \$87 million in 2021.** The Series 2005 General Obligation bonds mature in 2020; annual debt service on those bonds totaled nearly \$8 million in recent years. There are several issues that become callable in 2020. This Recommended Budget assumes refundings that will decrease the County’s annual debt service payments. Please see Debt Schedule I in Appendix C for more detailed information on the County’s outstanding debt.





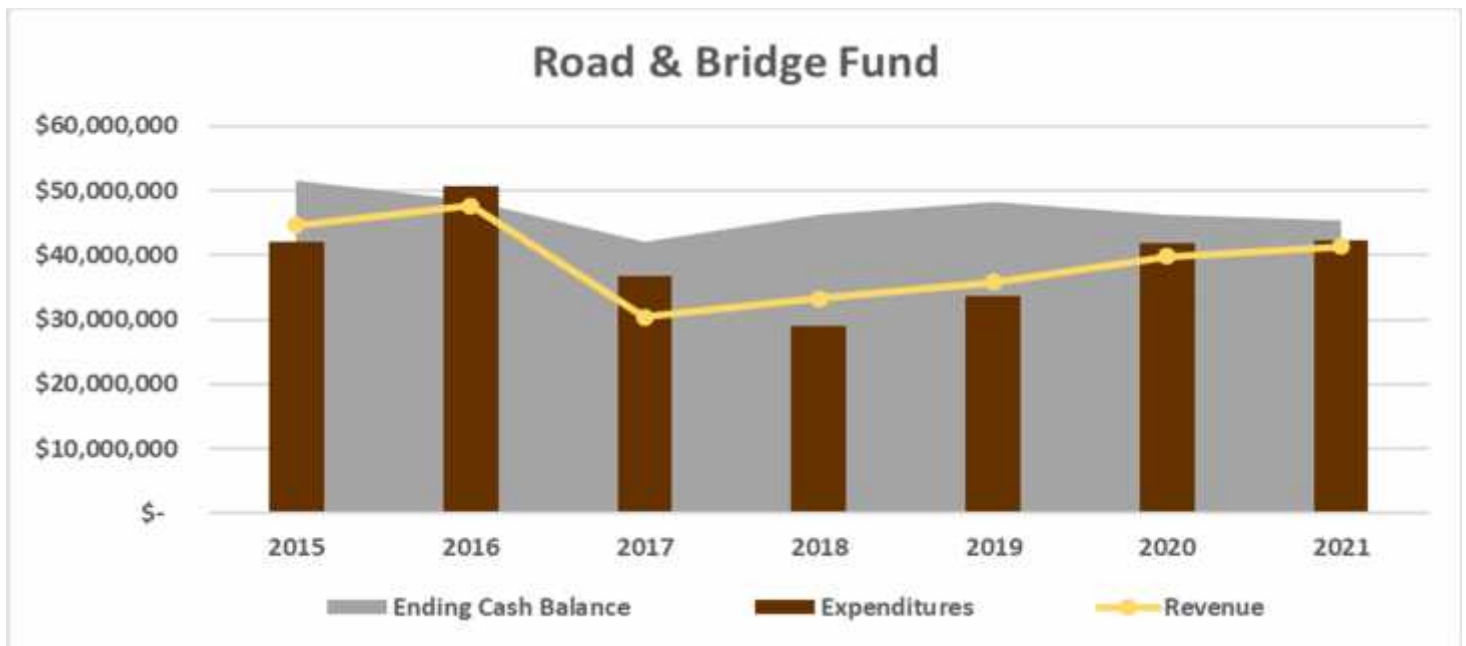
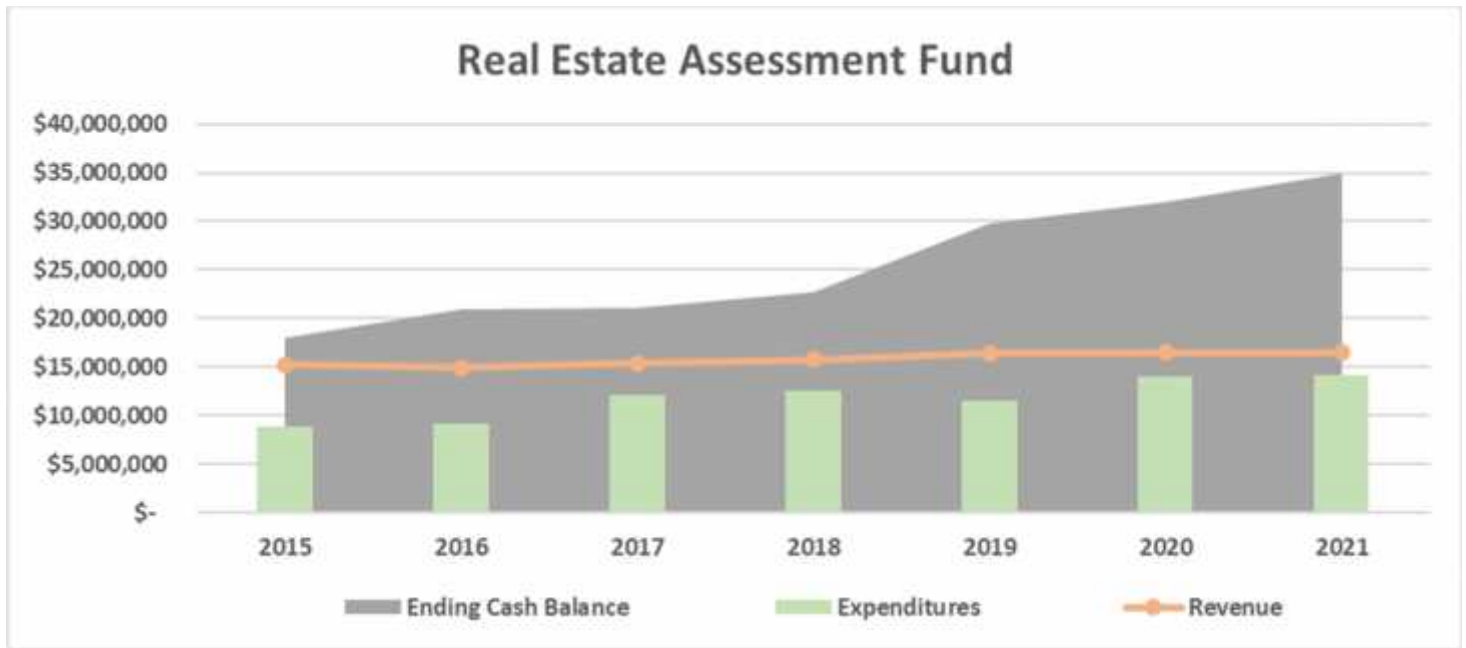
Miscellaneous (18% of total 2020 All Funds spending)

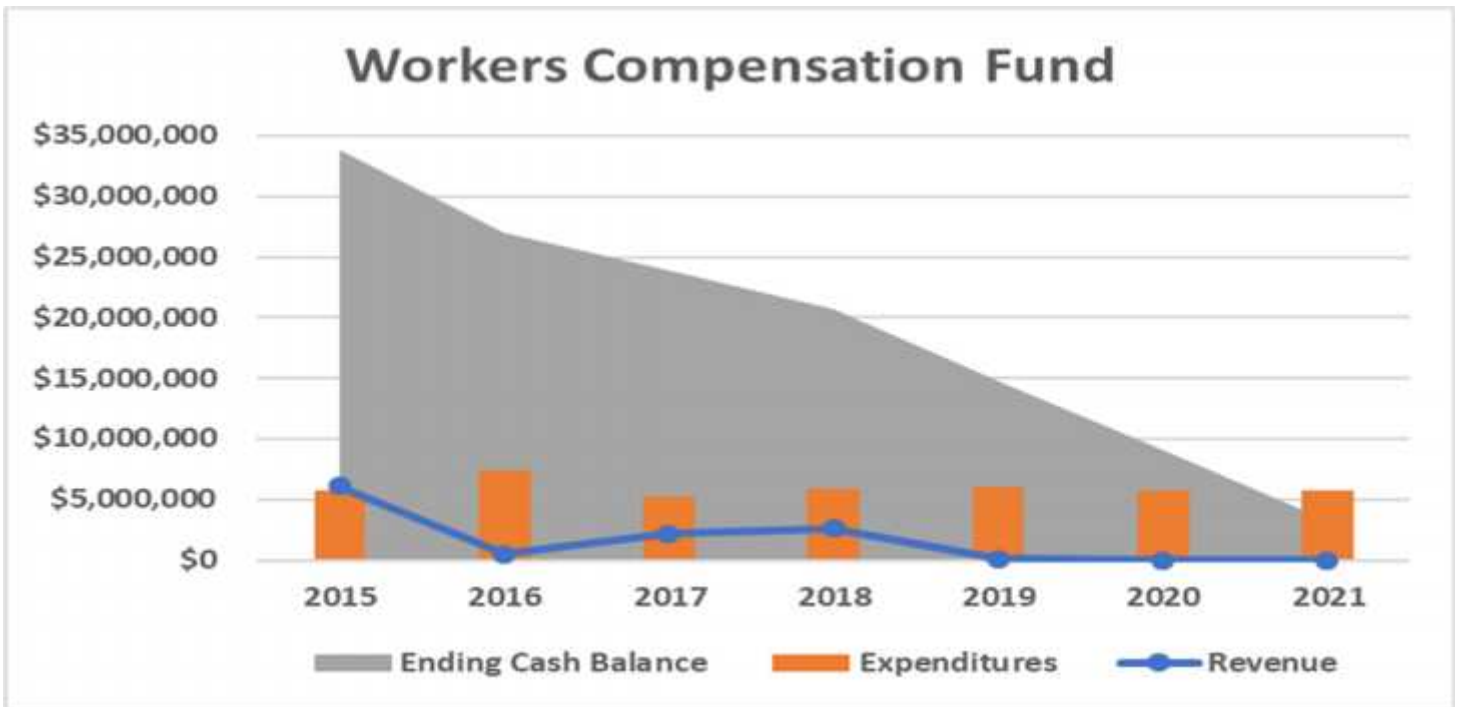
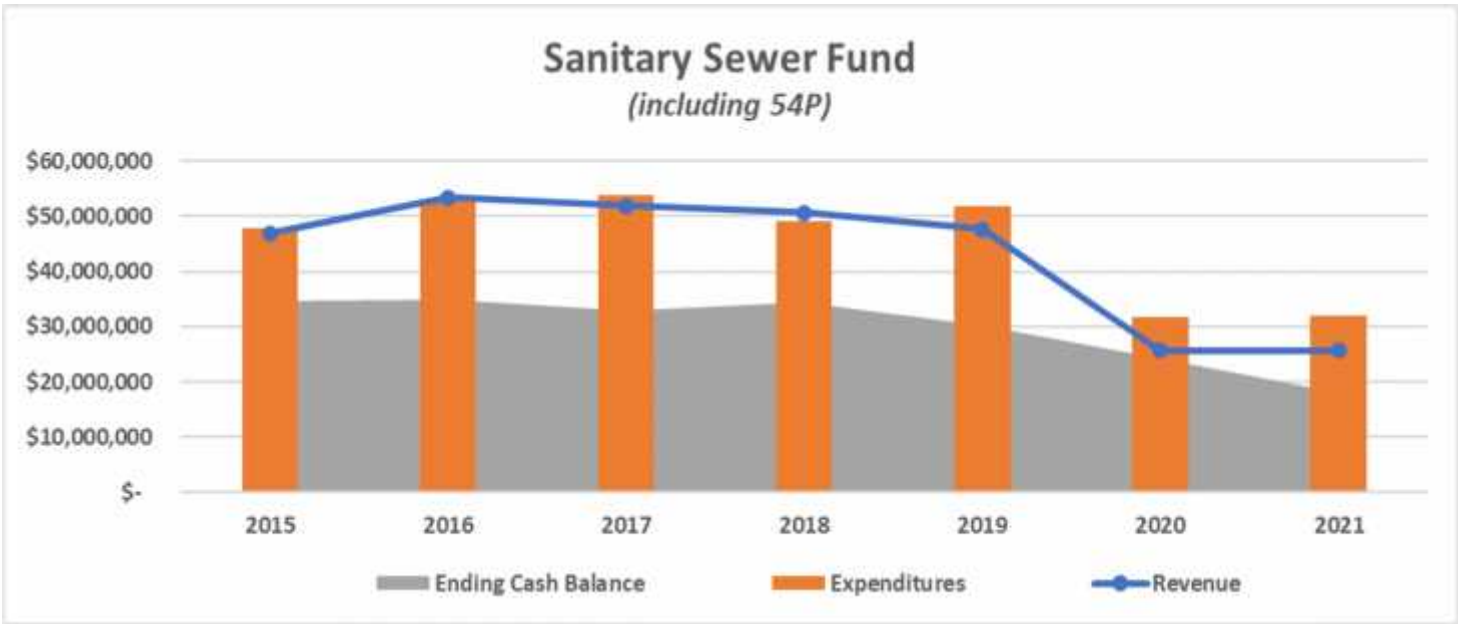
As is the case in the General Fund, this program captures expenditures that cannot be classified into the other programs. Please see discussion on page 14. Please note that currently the Miscellaneous function also includes the legal and public safety agencies and departments, including but not limited to the Clerk of Courts, the Sheriff’s Office, the Department of Public Safety and Justice Services, the Medical Examiner’s Office, the Prosecutor’s Office, and the Public Defender’s Office. On an All Funds basis, this also includes the special revenue funds under the authority of the Prosecutor’s Office, the Sheriff’s Office, and the Medical Examiner’s Office. **The Recommended Budget totals \$269 million in 2020 and \$275 million in 2021.**



SPECIAL REVENUE FUND BALANCES

The charts below summarize the financial activity of select special revenue funds included in the County's All Funds budget. Questions about the funds' purpose, legal authority, or more detailed financial activity can be directed to the Office of Budget and Management.







WHERE THE DOLLARS MAKE SENSE

APPENDIX A: STRATEGIC PLAN

A photograph of the Cuyahoga County skyline, featuring several tall buildings and a large body of water in the foreground. The sky is a clear blue. A semi-transparent white banner is overlaid across the middle of the image, containing the title text.

CUYAHOGA COUNTY TOGETHER WE THRIVE



Strategic Plan 2017-2022



I BELIEVE WE HAVE THE POWER TO CREATE A STRONGER, HEALTHIER COUNTY.

Our goal is a simple one:

TO IMPROVE THE LIVES OF EVERY SINGLE RESIDENT IN CUYAHOGA COUNTY - PEOPLE LIVING DOWNTOWN, IN OUR CLEVELAND NEIGHBORHOODS AND THROUGHOUT ALL OF OUR 59 MUNICIPALITIES.

Because together we thrive! Everything we do is aimed at reaching that goal.

When we talk about progress, that's what we mean.

Yet, our county is diverse. We each have different opportunities. We each have different kinds of needs. What the small business owner in Bedford needs to create more jobs may not be as helpful to the new college graduate from CSU interviewing for her first job. What the laid off auto worker needs to get back to work may not make sense for the working parent trying to build a better life.

So how do we all thrive? It's a daunting challenge and an imperfect balancing act.

But we strive every day to get it right.

The state of the county is strong. But we've still got a lot of work to do.

We cannot rest until every one of our residents is on a path to achieving their full potential.

We cannot rest until **our businesses**, both large and small, have the resources and support they need to thrive. We cannot rest until we have **assured the security of our residents** for this generation and for generations to come. We cannot rest until we create a county that is **welcoming to all who seek the opportunity to thrive and prosper**. We cannot rest until we lift up the residents in all of our neighborhoods.



Armond Budish,
Cuyahoga County Executive



CUYAHOGA COUNTY

TOGETHER WE THRIVE

Looking Ahead

Where are we going?

Together we have talked a lot about this question. Our answer comes after months of listening and learning from each other. From understanding the hopes and dreams we share for ourselves and our families. From tackling our common challenges and aspiring to achieve more for our neighbors and community. Our answer is our north star.

"If you don't know where you are going, you might wind up someplace else."

Yogi Berra

Our vision:

We are a vibrant and prosperous region where everyone thrives and all things are possible

How do we get from here to there?

We in county government believe, "To change a situation, we first are challenged to change ourselves."

What does this mean to us?

Transforming our region includes transforming our county government.

We have asked important questions about our core purpose: What is county government uniquely positioned to do? Best at doing? How can we most effectively serve our residents, businesses, partners and region? What should we prioritize and invest in to make a meaningful, sustainable, scalable difference? How can we work well with others to lead and support change? The answers sharpened our focus on our distinctive purpose.

"When we are no longer able to change a situation, we are challenged to change ourselves."

Viktor Frankl

Our mission:

To drive regional growth, economic opportunity and individual well-being by mobilizing cross-sector resources and providing superior services



With this clarity of purpose, everything we do is now focused on achieving these results:

1. Our region is economically competitive
2. Our businesses are growing and profitable
3. Our community is vibrant, dynamic and diverse
4. Every child is ready for school on the first day of Kindergarten
5. Every student stays in school and has the support needed to graduate high school ready for postsecondary completion and career success
6. Every resident is on a path to upward income mobility and career advancement
7. All residents are safe, supported and able to care for themselves
8. All people have equal access to justice
9. All are valued, respected and heard

“The most effective people are those who can “hold” their vision while remaining committed to seeing current reality clearly.”
Peter M. Senge

We believe that, to be an effective change driver and partner, we need to employ new tactics and skills. We have raised the bar on what county government must get right:

1. Drive collaboration among regional partners
2. Co-create systems-level solutions
3. Make a difference in everything we do
4. Maintain financial strength and operational efficiency
5. Provide a superior customer experience
6. Make Cuyahoga County an Employer of Choice

“You don’t change the world with the ideas in your mind, but with the conviction in your heart.”
Bryan Stevenson

As we move forward, we are committed to living our values: Integrity, Courage, Teamwork, Innovation and Results. These values convey who we are and what can be expected from us.

What’s next?

We believe these aspirations can be our reality. We are dedicated to doing our part. We are focused on the results we must achieve together, and what we must get right to catalyze change in our community. Together our work continues. Together we are transforming our region. Together we thrive!

“People who are truly strong lift others up. People who are truly powerful bring others together.”
Michelle Obama

Our Strategic Plan

VISION

We are a vibrant and prosperous region where everyone thrives and all things are possible



Integrity | Courage | Teamwork | Innovation | Results

VALUES

GOALS

We are focused on achieving these results



REGIONAL GROWTH

1. Our region is economically competitive.
2. Our businesses are growing and profitable.
3. Our community is vibrant, dynamic and diverse.



ECONOMIC OPPORTUNITY

4. Every child is ready for school on the first day of Kindergarten.
5. Every student stays in school and has the support needed to graduate high school ready for post-secondary completion and career success.
6. Every resident is on a path to upward income mobility and career advancement.



INDIVIDUAL WELL-BEING

7. All residents are safe, supported and able to care for themselves.
8. All people have equal access to justice.
9. All are valued, respected and heard.



MOBILIZE CROSS-SECTOR RESOURCES

10. Drive collaboration among regional partners.
11. Co-create systems-level solutions.
12. Make a difference in everything we do.



PROVIDE SUPERIOR SERVICES

13. Maintain financial strength and operational efficiency.
14. Provide a superior customer experience.
15. Make Cuyahoga County an Employer of Choice.

Economic Growth
& Opportunity

Fairness
& Equity

Government that
Gets Results

PRIORITIES



CUYAHOGA COUNTY 2017-2022 STRATEGIC PRIORITIES

GOAL 1 OUR REGION IS ECONOMICALLY COMPETITIVE

- 1.1 Maximize our regional strengths and assets to help our local economy grow
- 1.2 Lead the Cuyahoga County Economic Development Commission and implement its five-year economic development plan
- 1.3 Deploy sustainability practices to support our competitive advantage

GOAL 2 OUR BUSINESSES ARE GROWING AND PROFITABLE

- 2.1 Support efforts to increase the number of quality jobs , at all skill levels, created in our county
- 2.2 Participate in collaborative efforts to attract, retain and grow businesses
- 2.3 Promote and invest in entrepreneurship and inclusive innovation
- 2.4 Match the skills of our workforce with the current and expected job needs of our businesses
- 2.5 Demonstrate equity in county contracting

GOAL 3 OUR COMMUNITY IS VIBRANT, DYNAMIC AND DIVERSE

- 3.1 Invest in catalytic capital projects
- 3.2 Target infrastructure improvements and other investments to spur community development
- 3.3 Leverage strategic partners to implement a county-wide housing plan

GOAL 4 EVERY CHILD IS READY FOR SCHOOL ON THE FIRST DAY OF KINDERGARTEN

- 4.1 Significantly reduce infant mortality
- 4.2 Align services to help residents live in healthy, lead-safe homes
- 4.3 Expand access to high quality pre-school
- 4.4 Co-create a plan to sustain universal access to early childhood education

GOAL 5 EVERY STUDENT STAYS IN SCHOOL AND HAS THE SUPPORT NEEDED TO GRADUATE HIGH SCHOOL READY FOR POST SECONDARY COMPLETION AND CAREER SUCCESS

- 5.1 Provide opportunities and needed support to children throughout their academic careers
- 5.2 Partner to promote technology education, digital literacy, and vocational education in schools
- 5.3 Expand youth internship opportunities as a first step towards careers
- 5.4 Promote affordability of post-secondary training and education

GOAL 6 EVERY RESIDENT IS ON A PATH TO UPWARD INCOME MOBILITY AND CAREER ADVANCEMENT

- 6.1 Co-create a coordinated, effective workforce system
- 6.2 Establish employer incentives to train, hire, upskill and promote
- 6.3 Implement "stair step" approach to align all tools in our career access tool box
- 6.4 Partner to expand internet access throughout the county
- 6.5 Remove specific barriers to employment for qualified candidates



CUYAHOGA COUNTY 2017-2022 STRATEGIC PRIORITIES

GOAL 7

ALL RESIDENTS ARE
SAFE, SUPPORTED AND
ABLE TO CARE FOR
THEMSELVES

- 7.1 Provide a safety net for children, families, adults and older persons to meet their immediate, basic needs
- 7.2 End chronic homelessness for veterans, families and youth
- 7.3 Decrease the number of youth aging out of foster care without a permanent family
- 7.4 Partner with parents to create a family-centered child support program that promotes on-time and consistent support
- 7.5 Empower and support older persons to preserve their independence and help them age successfully
- 7.6 Drive collaborative efforts to prevent and treat opioid addiction
- 7.7 Create and enforce a county-wide consumer protection standard
- 7.8 Partner to build safer communities

GOAL 8

ALL PEOPLE HAVE EQUAL
ACCESS TO JUSTICE

- 8.1 Advocate to decrease pre-trial detention
- 8.2 Provide pre-arrest diversion and other alternatives to decrease the number of mentally ill residents in jail
- 8.3 Provide re-entry and employment services to residents in county jails to reduce recidivism

GOAL 9

ALL ARE VALUED,
RESPECTED AND HEARD

- 9.1 Promote awareness of voting rights and registration
- 9.2 Ensure proactive, regular two-way communication with residents, businesses and partners

GOAL 10

DRIVE COLLABORATION
AMONG REGIONAL
PARTNERS

- 10.1 Expand shared services to build capacity and support effectiveness of regional partners
- 10.2 Support regional approaches to public safety and law enforcement
- 10.3 Strengthen and expand relationships with new and existing community partners

GOAL 11

CO CREATE
SYSTEMS-LEVEL
SOLUTIONS

- 11.1 Align and enhance internal resources to build a strong foundation for operational and strategic success
- 11.2 Work with partners to align, scale and sustain efforts to achieve systems-level solutions
- 11.3 Co-create racially equitable organizations and systems
- 11.4 Develop and implement communication strategies to raise awareness about the county's services, benefits provided and access to solutions
- 11.5 Speak out on issues, policies and decisions at the state and federal level



CUYAHOGA COUNTY 2017-2022 STRATEGIC PRIORITIES

GOAL 12

MAKE A DIFFERENCE IN
EVERYTHING WE DO

- 12.1 Implement outcome-based contracting
- 12.2 Explore outcome-based financing options
- 12.3 Leverage data to drive decision making

GOAL 13

MAINTAIN FINANCIAL
STRENGTH AND
OPERATIONAL
EFFICIENCY

- 13.1 Provide staff the data, tools and training they need to deliver results
- 13.2 Create a balanced budget that reflects our priorities
- 13.3 Increase staff capacity to drive and support innovation and performance improvement efforts
- 13.4 Create efficiencies and savings through continuous improvement
- 13.5 Implement an ERP system and improve critical county processes
- 13.6 Develop and implement a strategic sourcing plan
- 13.7 Devise and implement a strategic revenue generation plan

GOAL 14

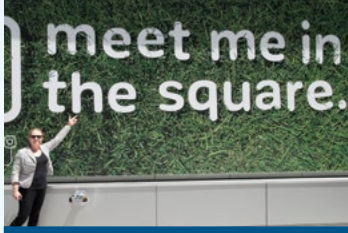
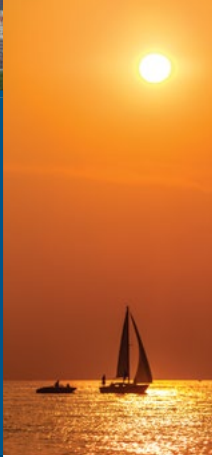
PROVIDE A SUPERIOR
CUSTOMER EXPERIENCE

- 14.1 Consistently provide an excellent customer experience
- 14.2 Expand omni-channel access to services through the smart and effective use of technology
- 14.3 Provide easier access to services through targeted neighborhood partnerships and outreach
- 14.4 Establish “any door is the right door” policies and practices for better access to government services
- 14.5 Provide services in spaces that are welcoming, comfortable and well-designed for both customers and staff
- 14.6 Build trust in government

GOAL 15

MAKE CUYAHOGA
COUNTY AN EMPLOYER
OF CHOICE

- 15.1 Become an Employer of Choice
- 15.2 Create a positive, open, supportive culture that values our staff, prioritizes our customers, reflects our values, promotes teamwork and inclusion, and encourages innovation
- 15.3 Develop approaches to address legacy compensation and benefit issues
- 15.4 Ensure proactive, regular two-way communication among county staff

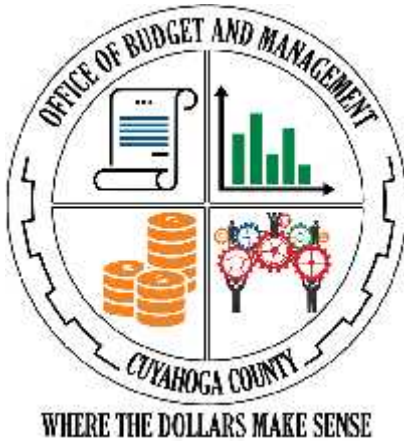




Cuyahoga County
Together We Thrive

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APPENDIX B: Performance Measures

150 Report – by Goal

150 Report – by Agency

Cuyahoga County
180 - Performance Measure Report
 By Goal

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
GOAL 1. Our region is economically competitive					
PRIORITY 1.1 Maximize our regional strengths and assets to help our local economy grow					
No. of Visitors (M00139)	42,421	42,000	50,000	50,000	
No. of Special Events (M00140)	107	118	100	100	
Aircraft Based (M00205)	180	196	201	211	
Total Flight Aircraft Operations (M00206)	21,180	24,000	24,720	25,956	
PRIORITY 1.3 Deploy sustainability practices to support our competitive advantage					
Per Capita Greenhouse Gas Emissions (M00038)	22,132,474	21,506,851	20,881,228	20,255,605	Per Capita Greenhouse Emissions
No. of Solar Co-Op Installations (M00039)	38	45	60	75	Number of solar co-op installations
Plans Reviewed for Proposed Projects (M00142)	269	260	260	260	
Comprehensive Field Reports w/ Technical Advisory Reports (M00143)	2,230	2,200	2,200	2,200	
Trees Planted (M00144)	400	400	400	400	
Stream Monitoring Sites (M00145)	348	356	360	360	
Workshops & Training Sessions (M00147)	44	30	30	30	
Landowner Assistance Sites (M00149)	157	150	150	150	
Service Penetration Rate (M00150)	89%	89%	89%	89%	
Decrease Electric Consumption (kWH) by 2% from PY (M00203)	No	Yes	Yes	Yes	
Waste generation - residential/commercial (M00216)	0	1,518,759	1,512,595	1,506,832	
Waste generation - industrial (M00217)	0	1,156,316	1,156,316	1,156,316	
Recycled and composted waste (M00218)	0	1,320,196	1,319,723	1,319,250	
Reduce landfilled waste (M00219)	0	427,449	425,653	423,984	
Residential/Commercial recycling rate (M00220)	0%	31%	31%	31%	

180 - Performance Measure Report

By Goal

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
GOAL 2. Our businesses are growing and profitable					
PRIORITY 2.1 Support efforts to increase the number of quality jobs , at all skill levels, created in our county					
No. of Jobs Created & Retained (M00027)	4,876	2,400	2,400	2,400	
Small Business Funding (M00030)	\$2,227,533	\$2,300,000	\$2,500,000	\$2,500,000	
PRIORITY 2.2 Participate in collaborative efforts to attract, retain and grow businesses					
Community Development Project Funding (M00026)	\$3,863,904	\$4,000,000	\$4,000,000	\$4,000,000	
No. of Businesses Engaged in SkillUp (M00031)	223	450	450	450	
Economic Development Loan Volume (M00033)	\$14,800,000	\$15,000,000	\$15,000,000	\$15,000,000	
PRIORITY 2.3 Promote and invest in entrepreneurship and inclusive innovation					
No. of Small Businesses Supported (M00029)	192	200	225	225	

Cuyahoga County
180 - Performance Measure Report
By Goal

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
GOAL 3. Our community is vibrant, dynamic, and diverse					
PRIORITY 3.1 Invest in catalytic capital projects					
Preparation of Capital Improvements Plan/Update (M00036)	Yes	Yes	Yes	Yes	
PRIORITY 3.2 Target infrastructure improvements and other investments to spur community development					
Tax Foreclosure Case Filings - Hardest Hit Fund (M00112)	3,256	2,520	2,520	2,520	
Tax Foreclosure Case Filings (M00113)	964	760	760	760	
No. of Military/Veteran Events (M00141)	6	7	5	5	
Dispositions - Foreclosure Cases (M00171)	6,793	6,330	6,330	6,330	
Jetting Sewer Lines (feet) (M00199)	1,602,512	1,655,000	1,685,000	1,700,000	
Television Sewer Inspections (feet) (M00200)	137,007	1,410,000	1,450,000	1,500,000	
Federally Funded Road Projects Started (M00207)	0	5	4	2	
Federally Funded Bridge Projects Started (M00208)	2	0	0	3	
County Funded & Administered Projects Started (M00209)	8	7	10	10	
County Funded/Municipally Administered Projects Started (M00210)	50	36	45	45	
Bridge Inspection - Lineal Square Footage (MMs) (M00211)	3	3	3	3	
GOAL 4. Every child is ready for school on the first day of Kindergarten					
PRIORITY 4.1 Significantly reduce infant mortality					
No. Families Served by MomsFirst (M00188)	346	347	315	315	
No. of Families Provided Newborn Home Visits (M00189)	1,493	1,535	1,500	1,500	
Infant Mortality (M00222)	120	118	117	116	
PRIORITY 4.3 Expand access to high quality pre-school					
UPK Enrollment Rate - highest of year (M00186)	9,100%	9,500%	9,500%	9,500%	

180 - Performance Measure Report

By Goal

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
GOAL 5. Every student stays in school and has the support needed to graduate high school ready for post-secondary completion and career success					
PRIORITY 5.1 Provide opportunities and needed support to children throughout their academic careers					
High School Graduation Rate (M00167)	86%	88%	89%	90%	
No. Provided w/ Early Childhood Mental Health Services (M00187)	657	835	600	600	
PRIORITY 5.3 Expand youth internship opportunities as a first step towards careers					
Internship Opportunities (M00223)	1,255	1,750	1,750	1,750	
GOAL 6. Every resident is on a path to upward income mobility and career advancement					
PRIORITY 6.4 Partner to expand internet access throughout the county					
Completion of Broadband Access Study (M00053)	No	Yes	No	No	
PRIORITY 6.5 Remove specific barriers to employment for qualified candidates					
No. Employed Through Employment & Vocational Services (M00132)	560	565	565	565	
Expungements (M00161)	1,522	1,552	1,583	1,615	
GOAL 7. All residents are safe, supported and able to care for themselves					

Cuyahoga County
180 - Performance Measure Report
By Goal

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
GOAL 7. All residents are safe, supported and able to care for themselves					
PRIORITY 7.1 Provide a safety net for children, families, adults and older persons to meet their immediate, basic needs					
No. Enrolled in Medicaid (M00002)	370,070	370,070	370,070	370,070	
No. Enrolled in SNAP (M00003)	222,000	200,000	200,000	200,000	
No. Enrolled in TANF (M00004)	11,083	9,000	9,000	9,000	
Guardianships Opened - Incompetent (M00061)	1,490	1,346	1,346	1,346	
Guardianships Opened - Minor (M00068)	711	738	738	738	
Incidence of Repeat Maltreatment (M00072)	7%	9%	9%	9%	Goal is less than 9%
Increase Total Individuals Serves (M00121)	No	Yes	Yes	Yes	
Mental Health Treatment & Recovery Services (M00129)	6,471	6,000	7,000	7,000	
Addiction Treatment & Recovery Services (M00130)	3,232	4,000	4,000	4,000	
Crisis Services (hospital diversions) (M00131)	599	600	600	600	
Witness/Victim Services Center - Cases Disposed (M00162)	4,433	4,475	4,845	4,942	
No. of Children Served by Children Who Witness Violence Program (M00163)	1,303	1,305	1,331	1,358	
No. of Clients Served in Family Justice Center (M00164)	1,089	1,144	1,201	1,261	
Children Achieving Permanency w/in 12 Months (M00175)	39%	41%	41%	41%	Goal is greater than 41%
Financial Assistance Granted (M00224)	2,678	1,872	2,000	2,000	
Transportation Granted (M00225)	7,443	6,708	8,000	8,000	
Indigent Burials (M00226)	100	81	100	100	
PRIORITY 7.2 End chronic homelessness for veterans, families and youth					
No. Served - Rapid Re-Housing (M00102)	2,187	2,312	2,500	2,600	
No. Served - Emergency Shelter (M00103)	6,489	6,422	6,000	6,000	
No. Served - Permanent Supportive Housing (M00104)	3,935	4,664	5,500	5,900	

180 - Performance Measure Report

By Goal

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
GOAL 7. All residents are safe, supported and able to care for themselves					
PRIORITY 7.3 Decrease the number of youth aging out of foster care without a permanent family					
Re-entries into foster care (M00071)	7%	8%	8%	8%	Goal is less than 8%
Child Visits - Custody (M00073)	94%	95%	95%	95%	Goal is greater than 95%
Child Visits - Non-Custody (M00074)	67%	95%	95%	95%	Goal is greater than 95%
Parent Visits - Custody (M00075)	35%	95%	95%	95%	Goal is greater than 95%
Parent Visits - Non-Custody (M00076)	47%	95%	95%	95%	Goal is greater than 95%
Adoptions Opened (M00110)	284	292	292	292	
PRIORITY 7.4 Partner with parents to create a family-centered child support program that promotes on-time and consistent support					
Current Support Collected (M00221)	0%	63%	0%	0%	
PRIORITY 7.5 Empower and support older persons to preserve their independence and help them age successfully					
Clients Served - Options (M00190)	1,468	1,500	1,500	1,500	
Clients Served - Home Support (M00192)	530	553	600	600	
Services Provided - Transportation (one-way rides) (M00195)	144,472	147,041	150,000	150,000	
Services Provided - Home Delivered Meals (M00196)	147,368	147,500	168,000	168,000	
Services Provided - Congregate Meals (M00197)	75,780	77,394	78,000	78,000	
PRIORITY 7.6 Drive collaborative efforts to prevent and treat opioid addiction					
No. of Opioid Deaths (M00014)	440	0	0	0	
PRIORITY 7.8 Partner to build safer communities					
Secure Detention Admissions (M00005)	1,840	1,650	1,648	1,648	adding future year targets. SH
Secure Detention ADP (M00006)	126	94	113	113	adding future year targets. SH
Patron Service Hours (M00009)	569	575	580	580	
Special Events/Programs (M00010)	44	36	40	40	
No. of E-Books (M00011)	1,194	1,194	1,200	1,200	

Cuyahoga County

180 - Performance Measure Report

By Goal

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
GOAL 7. All residents are safe, supported and able to care for themselves					
No. of Volumes in Print (M00013)	117,296	117,474	117,474	117,474	
Estates Opened (M00060)	7,299	7,580	7,580	7,580	
No. of Cases Pending January 1st (M00062)	827	837	840	840	
Case Filings - Civil (M00077)	22,683	22,812	22,812	22,812	
Case Filings - Criminal (M00078)	11,940	11,944	11,944	11,944	
Case Filings - Domestic (M00079)	4,854	4,946	4,946	4,946	
Case Filings - Appellate (M00080)	1,383	1,370	1,370	1,370	
New Filings (M00094)	7,672	7,598	7,560	7,520	
Case Dispositions - % efficient (M00095)	101%	100%	100%	100%	
Motions Filed - % Efficient (M00096)	101%	104%	100%	100%	
Pro Se Filings (M00097)	4,757	4,666	4,725	4,725	
Civil Actions Opened (M00109)	515	444	444	444	
Criminal Cases Opened - Adult (M00114)	10,838	11,155	11,155	11,155	
Investigations Opened - Criminal (M00116)	613	557	557	557	
Sex Offender Registrations (M00151)	6,945	7,158	7,158	7,158	
Capiases & Warrants Cleared (M00152)	10,826	11,000	11,000	11,000	
Intake - Felony Cases (M00155)	5,171	5,274	5,380	5,488	
Intake - Juvenile Cases (M00156)	5,187	5,291	5,397	5,504	
Intake - Appellate Cases (M00157)	424	532	441	450	
Case Disposal - Felony (M00158)	5,945	6,064	6,185	6,309	
Case Disposals - Juvenile (M00159)	7,102	7,244	7,389	7,537	
Felony Pre-Indictments (M00160)	3,817	3,893	3,971	4,051	
Clients Served - Adult Protection (M00193)	2,338	2,613	3,000	3,000	

180 - Performance Measure Report

By Goal

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
GOAL 8. All people have equal access to justice					
PRIORITY 7.8 Partner to build safer communities					
Shelter Care ADP (M00007)	22	19	0	0	
Reference & Research Questions (M00008)	5,491	5,500	5,500	5,500	
ME Investigator Attendance at Crime Scene (M00016)	0%	0%	95%	95%	
PRIORITY 8.1 Advocate to decrease pre-trial detention					
ADP in County Jails (M00001)	2,423	2,000	2,000	2,000	
Autopsy Reports Completed w/in 90 Days (M00015)	0%	0%	90%	90%	
PRIORITY 8.2 Provide pre-arrest diversion and other alternatives to decrease the number of mentally ill residents in jail					
Juveniles Referred to Alternative Disposition (M00115)	2,101	2,059	2,059	2,059	
PRIORITY 8.3 Provide re-entry and employment services to residents in county jails to reduce recidivism					
No. Participants - Recovery Resources Programming (M00017)	456	300	300	300	
No. New Enrollees - Chopping 4 Change Program (M00018)	53	72	72	72	
No. New Members - North Star Reentry Center (M00019)	1,882	1,700	1,700	1,700	
No. of Participants Completing Juvenile Leadership Academy (M00020)	129	75	75	75	
No. of Clients Served - Open Door YMCA Y-Haven (M00021)	84	60	60	60	
No. of Veterans Entering Veterans Court Program (M00022)	183	40	40	40	

180 - Performance Measure Report

By Goal

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
GOAL 9. All are valued, respected, and heard					
PRIORITY 9.1 Promote awareness of voting rights and registration					
Registered Eligible Voters (M00069)	903,046	900,000	900,000	900,000	
General Election - Voter Turnout (M00126)	55%	21%	70%	33%	
General Election - Ballots Cast (M00127)	492,324	189,000	630,000	297,000	
General Election - Vote by Mail (M00128)	176,700	100,000	250,000	100,000	
PRIORITY 9.2 Ensure proactive, regular two-way communication with residents, businesses and partners					
No. of Visits to Council Website (M00087)	273,419	238,000	243,000	248,000	
No. of Users on Council Website (M00088)	133,226	96,900	101,000	106,000	
No. of Users Using Live Stream (M00089)	10,266	12,700	13,000	14,000	
Public Involvement in Education Programs & Events (M00148)	175	175	175	175	
GOAL 10. Drive collaboration among regional partners					
PRIORITY 10.1 Expand shared services to build capacity and support effectiveness of regional partners					
No. of Shared Services Provided (M00037)	179	0	0	0	
Shared Services - No. of Master Plans Completed (M00055)	3	6	5	5	
Shared Services - No. of Technical Assistance Plans Completed (M00056)	4	4	5	5	
Shared Services - No. of Regional Partnership Plans Completed (M00059)	0	3	2	2	
Shared Services Participants (M00105)	74	0	0	0	
Shared Services - No. of Communities Served by Sanitary (M00198)	38	40	42	44	
PRIORITY 10.3 Strengthen and expand relationships with new and existing community partners					
No. of Wireless 911 Calls Received (M00165)	412,266	417,000	412,170	425,382	
No. of First Responder Training Courses & Exercises (M00166)	96	98	100	100	

180 - Performance Measure Report

By Goal

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
GOAL 11. Co-create systems level solutions					
PRIORITY 11.4 Develop and implement communication strategies to raise awareness about the county's services, benefits provided and access to solutions					
Social Media - Facebook Views (M00057)	3,804	5,520	6,072	6,679	
Social Media - Twitter Followers (M00058)	14,873	16,287	17,916	19,708	
Social Media - Instagram (M00085)	1,622	2,245	2,470	2,716	
Newsletter Distributions (M00086)	0	70,000	70,300	70,600	
GOAL 13. Maintain financial strength and operational efficiency					
PRIORITY 13.2 Create a balanced budget that reflects our priorities					
Accuracy of Projections Compared to Actuals - General Fund Revenue (M00049)	98.0%	98.0%	99.0%	99.0%	Based on 2nd Quarter Projections
Accuracy of Projections Compared to Actuals - General Fund Expenditures (M00050)	95.0%	97.0%	97.0%	97.0%	Based on 2nd Quarter Projections
PRIORITY 13.3 Increase staff capacity to drive and support innovation and performance improvement efforts					
No. of Countywide Measures Tracked through Cuyahoga Performance (M00106)	142	155	165	175	
No. of Employees Participating in Innovation Efforts (M00107)	433	350	500	550	
Value of Improvements Resulting from Continuous Improvement Efforts (M00108)	\$229,872	\$150,000	\$500,000	\$1,000,000	
Parcels Delinquent (M00136)	9%	9%	9%	9%	

Cuyahoga County
180 - Performance Measure Report
By Goal

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
GOAL 13. Maintain financial strength and operational efficiency					
PRIORITY 13.4 Create efficiencies and savings through continuous improvement					
Electronic Filings (M00063)	8,250	6,678	6,700	6,700	
Maintain or Improve Credit Rating - General Obligation (M00090)	Yes	Yes	Yes	Yes	2019 - AA/Aa2
Maintain or Improve Credit Rating - Sales Tax (M00091)	Yes	Yes	Yes	Yes	2019 - AAA/Aa2
Maintain or Improve Credit Rating - Non-Tax (M00092)	Yes	Yes	Yes	Yes	2018 - AA
Maintain or Reduce Program Costs per Person (M00119)	\$17,590	\$16,800	\$13,500	\$13,725	
Maintain or Decrease Total Expenditures (M00120)	(12%)	(14%)	(18%)	4%	
Maintain or Decrease FTEs (M00122)	No	Yes	Yes	Yes	
No. of LSS Process Improvement Projects Completed (M00124)	0	4	5		Beginning in 2020 will have one Black Belt, three Green Belts, 6 and four Yellow Belts.
Potential Savings Identified Through LSS Process Improvement Projects (M00125)	\$0	\$350,000	\$100,000	\$100,000	Potential decrease in 2020 only because unknown whether projects will be targeted toward cost savings or policy/standardization - depends on what the agencies request.
PRIORITY 13.7 Devise and implement a strategic revenue generation plan					
Hotels Audits (M00100)	14	15	15	15	
Conveyance & Recording Fees Collected (M00101)	\$24,003,275	\$24,899,370	\$25,255,227	\$25,616,198	
Delinquency Agreements (M00137)	7,475	7,774	8,085	8,048	
No. Enrolled in Easy Pay (M00138)	12,648	13,153	13,811	14,780	
GOAL 14. Provide a superior customer experience					

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By Goal

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
GOAL 14. Provide a superior customer experience					
PRIORITY 14.1 Consistently provide an excellent customer experience					
Auto/Boat Titles Issued (M00012)	469,406	465,000	475,000	475,000	
Call Center - Average Wait Time (minutes) (M00023)	15	15	12	8	
Call Center - Calls Handled (M00024)	242,174	500,000	660,000	660,000	
Call Center - Abandon Rate (M00025)	46%	41%	25%	20%	
Average No. of Days - Hearing to Release (M00065)	69	47	45	45	
No. of Terminations (M00066)	1,372	1,200	1,300	1,300	
Average No. of Opinions per Judge (M00067)	74	63	65	65	
No. assisted through Help Center (M00098)	13,225	14,886	16,750	18,854	
Marriage Licenses Issued (M00111)	6,657	5,722	5,722	5,722	
Complaints Filed (M00117)	15,830	12,000	7,500	15,000	
Homestead Exemption Denials (M00118)	130	130	130	130	
Volunteer Hours on Watershed & Stream Protection Projects (M00146)	2,655	2,500	2,500	2,500	
Concealed Carry Permit Applications (M00153)	2,357	2,509	2,765	2,765	
Fuel Pumped (gallons) (M00204)	1,400,308	1,512,332	1,557,702	1,635,587	
Total Intake (M00212)	1,932	2,000	2,040	2,080	
Dogs Adopted (M00213)	1,392	1,500	1,550	1,560	
Dogs Returned to Owner (M00214)	232	240	250	270	
Decrease No. of Dogs Euthanized from PY (M00215)	Yes	Yes	Yes	Yes	
PRIORITY 14.6 Build trust in government					
Potential Cost Savings & Recoveries Identified (M00070)	\$798,115	\$733,393	\$0	\$0	
Arraignment to Plea (average days) (M00172)	101	102	102	102	
Dispositions - Civil Cases (M00176)	13,342	14,302	14,302	14,302	
Dispositions - Criminal Cases (M00177)	13,562	12,724	12,724	12,724	

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 By Goal

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
GOAL 15. Make Cuyahoga County an Employer of Choice					
PRIORITY 15.1 Become an Employer of Choice					
No. of Days to Fill Classified Positions (M00041)	86	88	75	70	
No. of Days to Fill Unclassified Positions (M00042)	60	62	55	45	
No. of Applicants for Each Position Filled (M00043)	123	128	133	138	
Employees Leaving County Employment (M00044)	9%	5%	4%	3%	
Employees Participating in Wellness Program (M00045)	31%	48%	55%	60%	
Average No. of Days to Establish Eligibility Test- New Test Projects (M00051)	45	39	35	35	
Average No. of Days to Establish Eligibility List - Repeat Test Projects (M00054)	31	30	25	25	
PRIORITY 15.2 Create a positive, open, supportive culture that values our staf, prioritizes our customers, reflects our values, promotes teamwork and inclusion, and encourages innovation					
Percent of Classification Plan Reviewed for Maintenance Purposes (M00040)	0%	0%	25%	25%	Completed review and update of classification plan in 2019. 2020 begins maintenance.
PRIORITY 15.3 Develop approaches to address legacy compensation and benefit issues					
Cost per Employee for Healthcare Coverage (M00046)	\$56,545	\$24,422	\$23,323	\$0	

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By Department

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
ADAMHS (AB200100)					
GOAL 6. Every resident is on a path to upward income mobility and career advancement					
PRIORITY 6.5 Remove specific barriers to employment for qualified candidates					
No. Employed Through Employment & Vocational Services (M00132)	560	565	565	565	
GOAL 7. All residents are safe, supported and able to care for themselves					
PRIORITY 7.1 Provide a safety net for children, families, adults and older persons to meet their immediate, basic needs					
Mental Health Treatment & Recovery Services (M00129)	6,471	6,000	7,000	7,000	
Addiction Treatment & Recovery Services (M00130)	3,232	4,000	4,000	4,000	
Crisis Services (hospital diversions) (M00131)	599	600	600	600	
General Election (BE100115)					
GOAL 9. All are valued, respected, and heard					
PRIORITY 9.1 Promote awareness of voting rights and registration					
Registered Eligible Voters (M00069)	903,046	900,000	900,000	900,000	
General Election - Voter Turnout (M00126)	55%	21%	70%	33%	
General Election - Ballots Cast (M00127)	492,324	189,000	630,000	297,000	
General Election - Vote by Mail (M00128)	176,700	100,000	250,000	100,000	
Board Of Revision Br (BR305100)					
GOAL 14. Provide a superior customer experience					
PRIORITY 14.1 Consistently provide an excellent customer experience					
Complaints Filed (M00117)	15,830	12,000	7,500	15,000	
Homestead Exemption Denials (M00118)	130	130	130	130	
Court Of Appeals (CA100100)					

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By Department

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
GOAL 7. All residents are safe, supported and able to care for themselves					
PRIORITY 7.8 Partner to build safer communities					
No. of Cases Pending January 1st (M00062)	827	837	840	840	
GOAL 13. Maintain financial strength and operational efficiency					
PRIORITY 13.4 Create efficiencies and savings through continuous improvement					
Electronic Filings (M00063)	8,250	6,678	6,700	6,700	
GOAL 14. Provide a superior customer experience					
PRIORITY 14.1 Consistently provide an excellent customer experience					
Average No. of Days - Hearing to Release (M00065)	69	47	45	45	
No. of Terminations (M00066)	1,372	1,200	1,300	1,300	
Average No. of Opinions per Judge (M00067)	74	63	65	65	
Clerk Of Courts (CC100100)					
GOAL 7. All residents are safe, supported and able to care for themselves					
PRIORITY 7.8 Partner to build safer communities					
Case Filings - Civil (M00077)	22,683	22,812	22,812	22,812	
Case Filings - Criminal (M00078)	11,940	11,944	11,944	11,944	
Case Filings - Domestic (M00079)	4,854	4,946	4,946	4,946	
Case Filings - Appellate (M00080)	1,383	1,370	1,370	1,370	
County Council (CL100100)					

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By Department

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
GOAL 9. All are valued, respected, and heard					
PRIORITY 9.2 Ensure proactive, regular two-way communication with residents, businesses and partners					
No. of Visits to Council Website (M00087)	273,419	238,000	243,000	248,000	
No. of Users on Council Website (M00088)	133,226	96,900	101,000	106,000	
No. of Users Using Live Stream (M00089)	10,266	12,700	13,000	14,000	
Court Systems (CP100160)					
GOAL 14. Provide a superior customer experience					
PRIORITY 14.6 Build trust in government					
Arrestment to Plea (average days) (M00172)	101	102	102	102	
Dispositions - Civil Cases (M00176)	13,342	14,302	14,302	14,302	
Dispositions - Criminal Cases (M00177)	13,562	12,724	12,724	12,724	
Foreclosure (CP100140)					
GOAL 3. Our community is vibrant, dynamic, and diverse					
PRIORITY 3.2 Target infrastructure improvements and other investments to spur community development					
Dispositions - Foreclosure Cases (M00171)	6,793	6,330	6,330	6,330	
Bd Of Development Disabilities (DD210100)					
GOAL 7. All residents are safe, supported and able to care for themselves					
PRIORITY 7.1 Provide a safety net for children, families, adults and older persons to meet their immediate, basic needs					
Increase Total Individuals Serves (M00121)	No	Yes	Yes	Yes	

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By Department

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
GOAL 13. Maintain financial strength and operational efficiency					
PRIORITY 13.4 Create efficiencies and savings through continuous improvement					
Maintain or Reduce Program Costs per Person (M00119)	\$17,590	\$16,800	\$13,500	\$13,725	
Maintain or Decrease Total Expenditures (M00120)	(12%)	(14%)	(18%)	4%	
Maintain or Decrease FTEs (M00122)	No	Yes	Yes	Yes	
Domestic Relations (DR100100)					
GOAL 7. All residents are safe, supported and able to care for themselves					
PRIORITY 7.8 Partner to build safer communities					
New Filings (M00094)	7,672	7,598	7,560	7,520	
Case Dispositions - % efficient (M00095)	101%	100%	100%	100%	
Motions Filed - % Efficient (M00096)	101%	104%	100%	100%	
Pro Se Filings (M00097)	4,757	4,666	4,725	4,725	
GOAL 14. Provide a superior customer experience					
PRIORITY 14.1 Consistently provide an excellent customer experience					
No. assisted through Help Center (M00098)	13,225	14,886	16,750	18,854	
Economic Development (DV100100)					

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	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
GOAL 2. Our businesses are growing and profitable					
PRIORITY 2.1 Support efforts to increase the number of quality jobs , at all skill levels, created in our county					
No. of Jobs Created & Retained (M00027)	4,876	2,400	2,400	2,400	
Small Business Funding (M00030)	\$2,227,533	\$2,300,000	\$2,500,000	\$2,500,000	
PRIORITY 2.2 Participate in collaborative efforts to attract, retain and grow businesses					
Community Development Project Funding (M00026)	\$3,863,904	\$4,000,000	\$4,000,000	\$4,000,000	
No. of Businesses Engaged in SkillUp (M00031)	223	450	450	450	
Economic Development Loan Volume (M00033)	\$14,800,000	\$15,000,000	\$15,000,000	\$15,000,000	
PRIORITY 2.3 Promote and invest in entrepreneurship and inclusive innovation					
No. of Small Businesses Supported (M00029)	192	200	225	225	
Communications (EX100105)					
GOAL 11. Co-create systems level solutions					
PRIORITY 11.4 Develop and implement communication strategies to raise awareness about the county's services, benefits provided and access to solutions					
Social Media - Facebook Views (M00057)	3,804	5,520	6,072	6,679	
Social Media - Twitter Followers (M00058)	14,873	16,287	17,916	19,708	
Social Media - Instagram (M00085)	1,622	2,245	2,470	2,716	
Newsletter Distributions (M00086)	0	70,000	70,300	70,600	
Sustainability (EX100120)					
GOAL 1. Our region is economically competitive					
PRIORITY 1.3 Deploy sustainability practices to support our competitive advantage					
Per Capita Greenhouse Gas Emissions (M00038)	22,132,474	21,506,851	20,881,228	20,255,605	Per Capita Greenhouse Emissions
No. of Solar Co-Op Installations (M00039)	38	45	60	75	Number of solar co-op installations
Hotel/Motel (FS100120)					

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By Department

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
GOAL 13. Maintain financial strength and operational efficiency					
PRIORITY 13.7 Devise and implement a strategic revenue generation plan					

Hotels Audits (M00100)	14	15	15	15	
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Office Of Budget & Management (FS100105)

GOAL 13. Maintain financial strength and operational efficiency					
PRIORITY 13.2 Create a balanced budget that reflects our priorities					

Accuracy of Projections Compared to Actuals - General Fund Revenue (M00049)	98.0%	98.0%	99.0%	99.0%	Based on 2nd Quarter Projections
Accuracy of Projections Compared to Actuals - General Fund Expenditures (M00050)	95.0%	97.0%	97.0%	97.0%	Based on 2nd Quarter Projections

PRIORITY 13.4 Create efficiencies and savings through continuous improvement					
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Maintain or Improve Credit Rating - General Obligation (M00090)	Yes	Yes	Yes	Yes	2019 - AA/Aa2
Maintain or Improve Credit Rating - Sales Tax (M00091)	Yes	Yes	Yes	Yes	2019 - AAA/Aa2
Maintain or Improve Credit Rating - Non-Tax (M00092)	Yes	Yes	Yes	Yes	2018 - AA
No. of LSS Process Improvement Projects Completed (M00124)	0	4	5		Beginning in 2020 will have one Black Belt, three Green Belts, 6 and four Yellow Belts.
Potential Savings Identified Through LSS Process Improvement Projects (M00125)	\$0	\$350,000	\$100,000	\$100,000	Potential decrease in 2020 only because unknown whether projects will be targeted toward cost savings or policy/standardization - depends on what the agencies request.

Recording/Conveyance (FS100140)

GOAL 13. Maintain financial strength and operational efficiency					
PRIORITY 13.7 Devise and implement a strategic revenue generation plan					

Conveyance & Recording Fees Collected (M00101)	\$24,003,275	\$24,899,370	\$25,255,227	\$25,616,198	
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Title Admin Records & Licenses (FS100150)

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By Department

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
GOAL 14. Provide a superior customer experience					
PRIORITY 14.1 Consistently provide an excellent customer experience					
Auto/Boat Titles Issued (M00012)	469,406	465,000	475,000	475,000	
Treasury Management (FS100130)					
GOAL 13. Maintain financial strength and operational efficiency					
PRIORITY 13.3 Increase staff capacity to drive and support innovation and performance improvement efforts					
Parcels Delinquent (M00136)	9%	9%	9%	9%	
PRIORITY 13.7 Devise and implement a strategic revenue generation plan					
Delinquency Agreements (M00137)	7,475	7,774	8,085	8,048	
No. Enrolled in Easy Pay (M00138)	12,648	13,153	13,811	14,780	
Administration (HR100100)					
GOAL 15. Make Cuyahoga County an Employer of Choice					
PRIORITY 15.1 Become an Employer of Choice					
No. of Days to Fill Classified Positions (M00041)	86	88	75	70	
No. of Days to Fill Unclassified Positions (M00042)	60	62	55	45	
No. of Applicants for Each Position Filled (M00043)	123	128	133	138	
Employees Leaving County Employment (M00044)	9%	5%	4%	3%	
Employees Participating in Wellness Program (M00045)	31%	48%	55%	60%	
PRIORITY 15.3 Develop approaches to address legacy compensation and benefit issues					
Cost per Employee for Healthcare Coverage (M00046)	\$56,545	\$24,422	\$23,323	\$0	
OFC Of The Director (HS260100)					

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By Department

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
GOAL 4. Every child is ready for school on the first day of Kindergarten					
PRIORITY 4.1 Significantly reduce infant mortality					
Infant Mortality (M00222)	120	118	117	116	
GOAL 5. Every student stays in school and has the support needed to graduate high school ready for post-secondary completion and career success					
PRIORITY 5.3 Expand youth internship opportunities as a frst step towards careers					
Internship Opportunities (M00223)	1,255	1,750	1,750	1,750	
CFS Foster Care (HS215105)					
GOAL 7. All residents are safe, supported and able to care for themselves					
PRIORITY 7.1 Provide a safety net for children, families, adults and older persons to meet their immediate, basic needs					
Incidence of Repeat Maltreatment (M00072)	7%	9%	9%	9%	Goal is less than 9%
Children Achieving Permanency w/in 12 Months (M00175)	39%	41%	41%	41%	Goal is greater than 41%
PRIORITY 7.3 Decrease the number of youth aging out of foster care without a permanent family					
Re-entries into foster care (M00071)	7%	8%	8%	8%	Goal is less than 8%
Child Visits - Custody (M00073)	94%	95%	95%	95%	Goal is greater than 95%
Child Visits - Non-Custody (M00074)	67%	95%	95%	95%	Goal is greater than 95%
Parent Visits - Custody (M00075)	35%	95%	95%	95%	Goal is greater than 95%
Parent Visits - Non-Custody (M00076)	47%	95%	95%	95%	Goal is greater than 95%
PRIORITY 7.4 Partner with parents to create a family-centered child support program that promotes on-time and consistent support					
Current Support Collected (M00221)	0%	63%	0%	0%	
Admin Svcs - Gen'L Manager (HS260185)					

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By Department

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
GOAL 7. All residents are safe, supported and able to care for themselves					
PRIORITY 7.1 Provide a safety net for children, families, adults and older persons to meet their immediate, basic needs					
No. Enrolled in Medicaid (M00002)	370,070	370,070	370,070	370,070	
No. Enrolled in SNAP (M00003)	222,000	200,000	200,000	200,000	
No. Enrolled in TANF (M00004)	11,083	9,000	9,000	9,000	
GOAL 14. Provide a superior customer experience					
PRIORITY 14.1 Consistently provide an excellent customer experience					
Call Center - Average Wait Time (minutes) (M00023)	15	15	12	8	
Call Center - Calls Handled (M00024)	242,174	500,000	660,000	660,000	
Call Center - Abandon Rate (M00025)	46%	41%	25%	20%	
Universal Pre-K (HS260120)					
GOAL 4. Every child is ready for school on the first day of Kindergarten					
PRIORITY 4.3 Expand access to high quality pre-schoo					
UPK Enrollment Rate - highest of year (M00186)	9,100%	9,500%	9,500%	9,500%	
Admin Svcs (HS260235)					
GOAL 4. Every child is ready for school on the first day of Kindergarten					
PRIORITY 4.1 Significantly reduce infant mortality					
No. Families Served by MomsFirst (M00188)	346	347	315	315	
No. of Families Provided Newborn Home Visits (M00189)	1,493	1,535	1,500	1,500	
GOAL 5. Every student stays in school and has the support needed to graduate high school ready for post-secondary completion and career success					
PRIORITY 5.1 Provide opportunities and needed support to children throughout their academic careers					
No. Provided w/ Early Childhood Mental Health Services (M00187)	657	835	600	600	

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	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
Family & Children First (HS260300)					
GOAL 5. Every student stays in school and has the support needed to graduate high school ready for post-secondary completion and career success					
PRIORITY 5.1 Provide opportunities and needed support to children throughout their academic careers					
High School Graduation Rate (M00167)	86%	88%	89%	90%	
Homeless Services (HS220100)					
GOAL 7. All residents are safe, supported and able to care for themselves					
PRIORITY 7.2 End chronic homelessness for veterans, families and youth					
No. Served - Rapid Re-Housing (M00102)	2,187	2,312	2,500	2,600	
No. Served - Emergency Shelter (M00103)	6,489	6,422	6,000	6,000	
No. Served - Permanent Supportive Housing (M00104)	3,935	4,664	5,500	5,900	
Hhs- Office Of Reentry (HS255100)					
GOAL 8. All people have equal access to justice					
PRIORITY 8.3 Provide re-entry and employment services to residents in county jails to reduce recidivism					
No. Participants - Recovery Resources Programming (M00017)	456	300	300	300	
No. New Enrollees - Chopping 4 Change Program (M00018)	53	72	72	72	
No. New Members - North Star Reentry Center (M00019)	1,882	1,700	1,700	1,700	
No. of Participants Completing Juvenile Leadership Academy (M00020)	129	75	75	75	
No. of Clients Served - Open Door YMCA Y-Haven (M00021)	84	60	60	60	
No. of Veterans Entering Veterans Court Program (M00022)	183	40	40	40	
Community Programs (HS260265)					

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	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
GOAL 7. All residents are safe, supported and able to care for themselves					
PRIORITY 7.5 Empower and support older persons to preserve their independence and help them age successfully					
Services Provided - Transportation (one-way rides) (M00195)	144,472	147,041	150,000	150,000	
Services Provided - Congregate Meals (M00197)	75,780	77,394	78,000	78,000	
Home Support (HS260270)					
GOAL 7. All residents are safe, supported and able to care for themselves					
PRIORITY 7.5 Empower and support older persons to preserve their independence and help them age successfully					
Clients Served - Home Support (M00192)	530	553	600	600	
Services Provided - Home Delivered Meals (M00196)	147,368	147,500	168,000	168,000	
Protective Svcs (HS260275)					
GOAL 7. All residents are safe, supported and able to care for themselves					
PRIORITY 7.8 Partner to build safer communities					
Clients Served - Adult Protection (M00193)	2,338	2,613	3,000	3,000	
Options Prog. (HS260295)					
GOAL 7. All residents are safe, supported and able to care for themselves					
PRIORITY 7.5 Empower and support older persons to preserve their independence and help them age successfully					
Clients Served - Options (M00190)	1,468	1,500	1,500	1,500	
Internal Audit (IA100100)					
GOAL 14. Provide a superior customer experience					
PRIORITY 14.6 Build trust in government					
Potential Cost Savings & Recoveries Identified (M00070)	\$798,115	\$733,393	\$0	\$0	

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	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
Innovation And Performance (IN100100)					
GOAL 6. Every resident is on a path to upward income mobility and career advancement					
PRIORITY 6.4 Partner to expand internet access throughout the county					
Completion of Broadband Access Study (M00053)	No	Yes	No	No	
GOAL 13. Maintain financial strength and operational efficiency					
PRIORITY 13.3 Increase staff capacity to drive and support innovation and performance improvement efforts					
No. of Countywide Measures Tracked through Cuyahoga Performance (M00106)	142	155	165	175	
No. of Employees Participating in Innovation Efforts (M00107)	433	350	500	550	
Value of Improvements Resulting from Continuous Improvement Efforts (M00108)	\$229,872	\$150,000	\$500,000	\$1,000,000	
IT Administration (IT100100)					
GOAL 10. Drive collaboration among regional partners					
PRIORITY 10.1 Expand shared services to build capacity and support effectiveness of regional partners					
No. of Shared Services Provided (M00037)	179	0	0	0	
Shared Services Participants (M00105)	74	0	0	0	
Detention Center (JC100115)					
GOAL 7. All residents are safe, supported and able to care for themselves					
PRIORITY 7.8 Partner to build safer communities					
Secure Detention Admissions (M00005)	1,840	1,650	1,648	1,648	adding future year targets. SH
Secure Detention ADP (M00006)	126	94	113	113	adding future year targets. SH

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By Department

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
GOAL 8. All people have equal access to justice					
PRIORITY 7.8 Partner to build safer communities					
Shelter Care ADP (M00007)	22	19	0	0	
Law Library Board (LL285100)					
GOAL 7. All residents are safe, supported and able to care for themselves					
PRIORITY 7.8 Partner to build safer communities					
Patron Service Hours (M00009)	569	575	580	580	
Special Events/Programs (M00010)	44	36	40	40	
No. of E-Books (M00011)	1,194	1,194	1,200	1,200	
No. of Volumes in Print (M00013)	117,296	117,474	117,474	117,474	
GOAL 8. All people have equal access to justice					
PRIORITY 7.8 Partner to build safer communities					
Reference & Research Questions (M00008)	5,491	5,500	5,500	5,500	
Medical Examiner-Operations (ME100100)					
GOAL 7. All residents are safe, supported and able to care for themselves					
PRIORITY 7.6 Drive collaborative efforts to prevent and treat opioid addiction					
No. of Opioid Deaths (M00014)	440	0	0	0	
GOAL 8. All people have equal access to justice					
PRIORITY 7.8 Partner to build safer communities					
ME Investigator Attendance at Crime Scene (M00016)	0%	0%	95%	95%	
PRIORITY 8.1 Advocate to decrease pre-trial detention					
Autopsy Reports Completed w/in 90 Days (M00015)	0%	0%	90%	90%	

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	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
Probate Court (PB100100)					
GOAL 7. All residents are safe, supported and able to care for themselves					
PRIORITY 7.1 Provide a safety net for children, families, adults and older persons to meet their immediate, basic needs					
Guardianships Opened - Incompetent (M00061)	1,490	1,346	1,346	1,346	
Guardianships Opened - Minor (M00068)	711	738	738	738	
PRIORITY 7.3 Decrease the number of youth aging out of foster care without a permanent family					
Adoptions Opened (M00110)	284	292	292	292	
PRIORITY 7.8 Partner to build safer communities					
Estates Opened (M00060)	7,299	7,580	7,580	7,580	
Civil Actions Opened (M00109)	515	444	444	444	
GOAL 14. Provide a superior customer experience					
PRIORITY 14.1 Consistently provide an excellent customer experience					
Marriage Licenses Issued (M00111)	6,657	5,722	5,722	5,722	
CPC Planning (PC100105)					
GOAL 10. Drive collaboration among regional partners					
PRIORITY 10.1 Expand shared services to build capacity and support effectiveness of regional partners					
Shared Services - No. of Master Plans Completed (M00055)	3	6	5	5	
Shared Services - No. of Technical Assistance Plans Completed (M00056)	4	4	5	5	
Shared Services - No. of Regional Partnership Plans Completed (M00059)	0	3	2	2	
Public Defender (PD100100)					

180 - Performance Measure Report

By Department

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
GOAL 6. Every resident is on a path to upward income mobility and career advancement					
PRIORITY 6.5 Remove specific barriers to employment for qualified candidates					
Expungements (M00161)	1,522	1,552	1,583	1,615	
GOAL 7. All residents are safe, supported and able to care for themselves					
PRIORITY 7.8 Partner to build safer communities					
Intake - Felony Cases (M00155)	5,171	5,274	5,380	5,488	
Intake - Juvenile Cases (M00156)	5,187	5,291	5,397	5,504	
Intake - Appellate Cases (M00157)	424	532	441	450	
Case Disposal - Felony (M00158)	5,945	6,064	6,185	6,309	
Case Disposals - Juvenile (M00159)	7,102	7,244	7,389	7,537	
Felony Pre-Indictments (M00160)	3,817	3,893	3,971	4,051	
Emergency Management (PJ280100)					
GOAL 10. Drive collaboration among regional partners					
PRIORITY 10.3 Strengthen and expand relationships with new and existing community partners					
No. of First Responder Training Courses & Exercises (M00166)	96	98	100	100	
Wireless 9-1-1 Gov. Assist. (PJ280105)					
GOAL 10. Drive collaboration among regional partners					
PRIORITY 10.3 Strengthen and expand relationships with new and existing community partners					
No. of Wireless 911 Calls Received (M00165)	412,266	417,000	412,170	425,382	
Witness Victim Hhs (PJ325100)					

180 - Performance Measure Report

By Department

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
GOAL 7. All residents are safe, supported and able to care for themselves					
PRIORITY 7.1 Provide a safety net for children, families, adults and older persons to meet their immediate, basic needs					
Witness/Victim Services Center - Cases Disposed (M00162)	4,433	4,475	4,845	4,942	
No. of Children Served by Children Who Witness Violence Program (M00163)	1,303	1,305	1,331	1,358	
No. of Clients Served in Family Justice Center (M00164)	1,089	1,144	1,201	1,261	
Personnel Review Commission (PR100100)					
GOAL 15. Make Cuyahoga County an Employer of Choice					
PRIORITY 15.1 Become an Employer of Choice					
Average No. of Days to Establish Eligibility Test- New Test Projects (M00051)	45	39	35	35	
Average No. of Days to Establish Eligibility List - Repeat Test Projects (M00054)	31	30	25	25	
PRIORITY 15.2 Create a positive, open, supportive culture that values our staf, prioritizes our customers, reflects our values, promotes teamwork and inclusion, and encourages innovation					
Percent of Classification Plan Reviewed for Maintenance Purposes (M00040)	0%	0%	25%	25%	Completed review and update of classification plan in 2019. 2020 begins maintenance.
General Office (PS100100)					
GOAL 3. Our community is vibrant, dynamic, and diverse					
PRIORITY 3.2 Target infrastructure improvements and other investments to spur community development					
Tax Foreclosure Case Filings - Hardest Hit Fund (M00112)	3,256	2,520	2,520	2,520	
Tax Foreclosure Case Filings (M00113)	964	760	760	760	

180 - Performance Measure Report

By Department

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
GOAL 7. All residents are safe, supported and able to care for themselves					
PRIORITY 7.8 Partner to build safer communities					
Criminal Cases Opened - Adult (M00114)	10,838	11,155	11,155	11,155	
Investigations Opened - Criminal (M00116)	613	557	557	557	
GOAL 8. All people have equal access to justice					
PRIORITY 8.2 Provide pre-arrest diversion and other alternatives to decrease the number of mentally ill residents in jail					
Juveniles Referred to Alternative Disposition (M00115)	2,101	2,059	2,059	2,059	
Administration (PW270100)					
GOAL 3. Our community is vibrant, dynamic, and diverse					
PRIORITY 3.2 Target infrastructure improvements and other investments to spur community development					
Federally Funded Road Projects Started (M00207)	0	5	4	2	
Federally Funded Bridge Projects Started (M00208)	2	0	0	3	
County Funded & Administered Projects Started (M00209)	8	7	10	10	
County Funded/Municipally Administered Projects Started (M00210)	50	36	45	45	
Bridge Inspection - Lineal Square Footage (MMs) (M00211)	3	3	3	3	
Sanitary Operating (PW715200)					
GOAL 3. Our community is vibrant, dynamic, and diverse					
PRIORITY 3.1 Invest in catalytic capital projects					
Preparation of Capital Improvements Plan/Update (M00036)	Yes	Yes	Yes	Yes	
PRIORITY 3.2 Target infrastructure improvements and other investments to spur community development					
Jetting Sewer Lines (feet) (M00199)	1,602,512	1,655,000	1,685,000	1,700,000	
Television Sewer Inspections (feet) (M00200)	137,007	1,410,000	1,450,000	1,500,000	

Cuyahoga County
180 - Performance Measure Report
By Department

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
GOAL 10. Drive collaboration among regional partners					
PRIORITY 10.1 Expand shared services to build capacity and support effectiveness of regional partners					
Shared Services - No. of Communities Served by Sanitary (M00198)	38	40	42	44	
Dog & Kennel (PW280100)					
GOAL 14. Provide a superior customer experience					
PRIORITY 14.1 Consistently provide an excellent customer experience					
Total Intake (M00212)	1,932	2,000	2,040	2,080	
Dogs Adopted (M00213)	1,392	1,500	1,550	1,560	
Dogs Returned to Owner (M00214)	232	240	250	270	
Decrease No. of Dogs Euthanized from PY (M00215)	Yes	Yes	Yes	Yes	
Centralized Custodial Services (PW750100)					
GOAL 1. Our region is economically competitive					
PRIORITY 1.3 Deploy sustainability practices to support our competitive advantage					
Decrease Electric Consumption (kWH) by 2% from PY (M00203)	No	Yes	Yes	Yes	
County Airport (PW700100)					
GOAL 1. Our region is economically competitive					
PRIORITY 1.1 Maximize our regional strengths and assets to help our local economy grow					
Aircraft Based (M00205)	180	196	201	211	
Total Flight Aircraft Operations (M00206)	21,180	24,000	24,720	25,956	

180 - Performance Measure Report

By Department

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
GOAL 14. Provide a superior customer experience					
PRIORITY 14.1 Consistently provide an excellent customer experience					
Fuel Pumped (gallons) (M00204)	1,400,308	1,512,332	1,557,702	1,635,587	
Soil & Water Conservation (SC950100)					
GOAL 1. Our region is economically competitive					
PRIORITY 1.3 Deploy sustainability practices to support our competitive advantage					
Plans Reviewed for Proposed Projects (M00142)	269	260	260	260	
Comprehensive Field Reports w/ Technical Advisory Reports (M00143)	2,230	2,200	2,200	2,200	
Trees Planted (M00144)	400	400	400	400	
Stream Monitoring Sites (M00145)	348	356	360	360	
Workshops & Training Sessions (M00147)	44	30	30	30	
Landowner Assistance Sites (M00149)	157	150	150	150	
Service Penetration Rate (M00150)	89%	89%	89%	89%	
GOAL 9. All are valued, respected, and heard					
PRIORITY 9.2 Ensure proactive, regular two-way communication with residents, businesses and partners					
Public Involvement in Education Programs & Events (M00148)	175	175	175	175	
GOAL 14. Provide a superior customer experience					
PRIORITY 14.1 Consistently provide an excellent customer experience					
Volunteer Hours on Watershed & Stream Protection Projects (M00146)	2,655	2,500	2,500	2,500	
Sheriff (SH240100)					

180 - Performance Measure Report

By Department

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
GOAL 7. All residents are safe, supported and able to care for themselves					
PRIORITY 7.8 Partner to build safer communities					
Sex Offender Registrations (M00151)	6,945	7,158	7,158	7,158	
Capiases & Warrants Cleared (M00152)	10,826	11,000	11,000	11,000	
GOAL 8. All people have equal access to justice					
PRIORITY 8.1 Advocate to decrease pre-trial detention					
ADP in County Jails (M00001)	2,423	2,000	2,000	2,000	
GOAL 14. Provide a superior customer experience					
PRIORITY 14.1 Consistently provide an excellent customer experience					
Concealed Carry Permit Applications (M00153)	2,357	2,509	2,765	2,765	
Soldiers And Sailors Monument (SS100100)					
GOAL 1. Our region is economically competitive					
PRIORITY 1.1 Maximize our regional strengths and assets to help our local economy grow					
No. of Visitors (M00139)	42,421	42,000	50,000	50,000	
No. of Special Events (M00140)	107	118	100	100	
GOAL 3. Our community is vibrant, dynamic, and diverse					
PRIORITY 3.2 Target infrastructure improvements and other investments to spur community development					
No. of Military/Veteran Events (M00141)	6	7	5	5	
District Admin (SW310100)					

180 - Performance Measure Report

By Department

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
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GOAL 1. Our region is economically competitive

PRIORITY 1.3 Deploy sustainability practices to support our competitive advantage

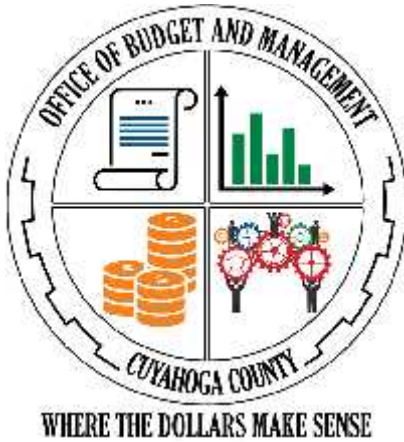
Waste generation - residential/commercial (M00216)	0	1,518,759	1,512,595	1,506,832	
Waste generation - industrial (M00217)	0	1,156,316	1,156,316	1,156,316	
Recycled and composted waste (M00218)	0	1,320,196	1,319,723	1,319,250	
Reduce landfilled waste (M00219)	0	427,449	425,653	423,984	
Residential/Commercial recycling rate (M00220)	0%	31%	31%	31%	

Veterans Service Commission (VC100100)

GOAL 7. All residents are safe, supported and able to care for themselves

PRIORITY 7.1 Provide a safety net for children, families, adults and older persons to meet their immediate, basic needs

Financial Assistance Granted (M00224)	2,678	1,872	2,000	2,000	
Transportation Granted (M00225)	7,443	6,708	8,000	8,000	
Indigent Burials (M00226)	100	81	100	100	



APPENDIX C: Schedules

105 Report – by Function – General Fund

105 Report – by Account Rollup – General Fund

HHS Levy Fund

Subsidies – General Fund & HHS Levy Fund

105 Report – All Funds (includes transfers in/out)

DB7 – by Fund - 2020

DB7 – by Fund - 2021

2019-2020 Budget Summary

by Fund and Function

<i>General Fund</i>	2020 Proposed Budget	2020 Adopted Budget	2021 Proposed Budget	2021 Adopted Budget
TOTAL REVENUE	\$474,447,625	\$0	\$486,154,979	\$0
OPERATING EXPENDITURES				
Legislative and Executive	89,663,997	0	87,806,217	0
Judicial	115,891,680	0	117,878,005	0
Development	2,929,529	0	2,961,153	0
Community Development	3,593,113	0	3,644,426	0
Social Services	7,577,683	0	7,577,683	0
Health and Safety	676,226	0	686,862	0
Miscellaneous	196,105,202	0	202,722,281	0
TOTAL OPERATING EXPENDITURES	\$416,437,430	\$0	\$423,276,627	\$0
OTHER FINANCING USES	\$56,992,377	\$0	\$57,015,962	\$0
TOTAL CASH OBLIGATIONS	473,429,807	0	480,292,589	0
ENDING ENCUMBRANCES				
ENDING BALANCE BEFORE ADJUST.	\$1,017,818	\$0	\$5,862,390	\$0
Reserves on Balance				
Demolition Fund	5,440,481	0	0	0
East Bank Guarantee	0	0	0	0
Police Headquarters	0	0	0	0
Harvard Garage Build	0	0	0	0
Enterprise Resource Planning	7,000,000	0	0	0
Capital Improvements	0	0	0	0
County Hotel	7,000,000	0	7,000,000	0
Health and Human Services	0	0	0	0
Contractual Obligations	0	0	0	0
Computer Replacement	750,000	0	750,000	0
Economic Development Bonds	1,143,975	0	1,143,975	0
Economic Development Fund Repayment	4,000,000	0	0	0
HHS 27th Pay	0	0	0	0
TOTAL RESERVES ON BALANCE	25,334,456	0	8,893,975	0
TOTAL OBLIGATIONS	\$498,764,263	\$0	\$489,186,564	\$0

2019-2020 Budget Summary

by Fund and Function

<i>General Fund Sales Tax</i>	2020 Proposed Budget	2020 Adopted Budget	2021 Proposed Budget	2021 Adopted Budget
TOTAL REVENUE	\$0	\$0	\$0	\$0
OPERATING EXPENDITURES				
Legislative and Executive	5,400,000	0	5,400,000	0
Development	321,000	0	324,000	0
TOTAL OPERATING EXPENDITURES	\$5,721,000	\$0	\$5,724,000	\$0
OTHER FINANCING USES	\$0	\$0	\$0	\$0
TOTAL CASH OBLIGATIONS	5,721,000	0	5,724,000	0
ENDING ENCUMBRANCES				
ENDING BALANCE BEFORE ADJUST.	(\$5,721,000)	\$0	(\$5,724,000)	\$0
Reserves on Balance				
Demolition Fund	0	0	0	0
East Bank Guarantee	0	0	0	0
Police Headquarters	0	0	0	0
Harvard Garage Build	0	0	0	0
Enterprise Resource Planning	0	0	0	0
Capital Improvements	0	0	0	0
County Hotel	0	0	0	0
Health and Human Services	0	0	0	0
Contractual Obligations	0	0	0	0
Computer Replacement	0	0	0	0
Economic Development Bonds	0	0	0	0
Economic Development Fund Repayment	0	0	0	0
HHS 27th Pay	0	0	0	0
TOTAL RESERVES ON BALANCE	0	0	0	0
TOTAL OBLIGATIONS	\$5,721,000	\$0	\$5,724,000	\$0

2019-2020 Budget Summary
by Fund and Account Roll-up

<i>General Fund</i>	2020 Proposed Budget	2020 Adopted Budget	2021 Proposed Budget	2021 Adopted Budget
Beginning Cash Balance	0	0	0	0
OPERATING REVENUE				
Property Tax	27,400,000	0	31,245,000	0
Licenses & Permits	72,050	0	72,050	0
Fines & Forfeitures	8,647,581	0	8,647,581	0
Charges for Services	89,936,159	0	89,936,159	0
Intergovernmental	50,118,093	0	56,895,809	0
Other Revenue	18,993,319	0	14,033,580	0
Other Financing Sources	0	0	0	0
Other Taxes	8,918,072	0	9,096,434	0
Sales Tax	255,362,351	0	261,228,366	0
Interest Earnings	15,000,000	0	15,000,000	0
TOTAL OPERATING REVENUE	\$474,447,625	\$0	\$486,154,979	\$0
TOTAL REVENUE	\$474,447,625	\$0	\$486,154,979	\$0
OPERATING EXPENDITURES				
Personnel	277,436,642	0	285,446,475	0
Supplies	4,602,670	0	4,602,670	0
Utilities	0	0	0	0
Professional Services	61,996,677	0	59,983,614	0
Employee Services	26,000	0	15,000	0
Client Services	5,362,164	0	5,362,164	0
Other Operating	27,289,622	0	27,396,573	0
Operations	38,943,374	0	39,689,850	0
Equipment	780,281	0	780,281	0
TAX_DIST	0	0	0	0
TOTAL OPERATING EXPENDITURES	\$416,437,430	\$0	\$423,276,627	\$0
OTHER FINANCING USES	\$56,992,377	\$0	\$57,015,962	\$0
TOTAL CASH OBLIGATIONS	473,429,807	0	480,292,589	0
ENDING ENCUMBRANCES				
ENDING BALANCE BEFORE ADJUST.	\$1,017,818	\$0	\$5,862,390	\$0
Reserves on Balance				
Demolition Fund	5,440,481	0	0	0
East Bank Guarantee	0	0	0	0
Police Headquarters	0	0	0	0
Harvard Garage Build	0	0	0	0
Enterprise Resource Planning	7,000,000	0	0	0
Capital Improvements	0	0	0	0
County Hotel	7,000,000	0	7,000,000	0
Health and Human Services	0	0	0	0
Contractual Obligations	0	0	0	0
Computer Replacement	750,000	0	750,000	0
Economic Development Bonds	1,143,975	0	1,143,975	0
Economic Development Fund Repayment	4,000,000	0	0	0
HHS 27th Pay	0	0	0	0
TOTAL RESERVES ON BALANCE	25,334,456	0	8,893,975	0
TOTAL OBLIGATIONS	\$498,764,263	\$0	\$489,186,564	\$0

2019-2020 Budget Summary
by Fund and Account Roll-up

<i>General Fund Sales Tax</i>	2020 Proposed Budget	2020 Adopted Budget	2021 Proposed Budget	2021 Adopted Budget
Beginning Cash Balance	0	0	0	0
OPERATING REVENUE				
Property Tax	0	0	0	0
Charges for Services	0	0	0	0
Other Revenue	0	0	0	0
Other Financing Sources	0	0	0	0
Other Taxes	0	0	0	0
Sales Tax	0	0	0	0
TOTAL OPERATING REVENUE	\$0	\$0	\$0	\$0
TOTAL REVENUE	\$0	\$0	\$0	\$0
OPERATING EXPENDITURES				
Professional Services	5,721,000	0	5,724,000	0
Other Operating	0	0	0	0
Operations	0	0	0	0
TOTAL OPERATING EXPENDITURES	\$5,721,000	\$0	\$5,724,000	\$0
OTHER FINANCING USES	\$0	\$0	\$0	\$0
TOTAL CASH OBLIGATIONS	5,721,000	0	5,724,000	0
ENDING ENCUMBRANCES				
ENDING BALANCE BEFORE ADJUST.	(\$5,721,000)	\$0	(\$5,724,000)	\$0
Reserves on Balance				
Demolition Fund	0	0	0	0
East Bank Guarantee	0	0	0	0
Police Headquarters	0	0	0	0
Harvard Garage Build	0	0	0	0
Enterprise Resource Planning	0	0	0	0
Capital Improvements	0	0	0	0
County Hotel	0	0	0	0
Health and Human Services	0	0	0	0
Contractual Obligations	0	0	0	0
Computer Replacement	0	0	0	0
Economic Development Bonds	0	0	0	0
Economic Development Fund Repayment	0	0	0	0
HHS 27th Pay	0	0	0	0
TOTAL RESERVES ON BALANCE	0	0	0	0
TOTAL OBLIGATIONS	\$5,721,000	\$0	\$5,724,000	\$0



**HEALTH AND HUMAN SERVICES LEVY
FUND**

Schedule I

**2019 Q2
Projection**

**Executive's Recommended
Budget**

2020 2021

BEGINNING BALANCE	10,861,032	\$8,945,326	\$8,945,326
OPERATING REVENUE			
Property Taxes	223,739,906	223,089,933	234,899,906
Sales and Use Tax	-	-	-
Licenses and Permits	-	-	-
Fines and Forfeitures	-	-	-
Charges For Services	-	-	-
Local Government Fund	-	-	-
Other Intergovernmental	16,015,384	15,825,119	16,665,119
Other Taxes	-	-	-
Investment Earnings	-	-	-
Miscellaneous Revenue	5,025,475	5,243,132	325,000
TOTAL OPERATING REVENUE	\$244,780,765	\$244,158,184	\$251,890,025
TOTAL REVENUE	\$244,780,765	\$244,158,184	\$251,890,025
TOTAL AVAILABLE RESOURCES	\$255,641,797	\$253,103,510	\$260,835,351
OPERATING EXPENDITURES			
Development	-	-	-
General Government	4,174,261	3,951,961	3,951,961
Health and Safety	71,835,659	32,472,000	32,472,000
Justice and Public Safety	-	-	-
Miscellaneous	-	-	-
Social Services	-	-	-
TOTAL OPERATING EXPENDITURES	\$76,009,920	\$36,423,961	\$36,423,961
SUBSIDIES TO OTHER FUNDS	\$170,686,552	\$207,734,223	\$212,601,559
TOTAL EXPENDITURES	\$246,696,472	\$244,158,184	\$249,025,520
OPERATING SURPLUS/(DEFICIT)	(1,915,707)	0	2,864,505
UNADJUSTED ENDING BALANCE	\$8,945,325	\$8,945,326	\$11,809,831
RESERVES ON BALANCE			
27th Pay Period	(1,594,645)	(1,944,645)	(2,269,645)
TOTAL RESERVES ON BALANCE	-\$1,594,645	-\$1,944,645	-\$2,269,645
AVAILABLE ENDING BALANCE	\$7,350,680	\$7,000,681	\$9,540,186
BALANCE TO EXPENDITURES %	3.6%	3.7%	4.7%



CUYAHOGA COUNTY SUBSIDIES

Schedule III

**2019 Q2
Projection**

**Executive's Recommended
Budget**

2020

2021

General Fund Subsidies

County Council - Veterans Services Fund	413,095	547,095	-
Cuyahoga County Educational Assistance Program	1,000,000	1,000,000	1,000,000
Delinquent Tax Hardest Hit Fund	820,004	-	-
Department of Public Works - Custodial Fund	-	2,800,000	4,200,000
Department of Public Works - Dog Kennel	465,806	396,829	412,154
Medical Examiner - Crime Lab	5,234,566	5,000,000	5,550,000
Office of Budget and Management - Debt Service	40,468,360	46,156,807	44,757,843
Planning Commission*	1,300,000	-	-
Public Safety and Justice Services - Emergency Management	657,594	776,485	776,485
Sheriff's Department - Criminal Justice Information System	265,730	215,161	219,480
Soil and Water Conservation	100,000	100,000	100,000
Total General Fund Subsidies	\$50,725,155	\$56,992,377	\$57,015,962

*Planning Commission within General Fund beginning 2020

Health and Human Service Levy Funds Subsidies

ADAMHS Board	-	39,363,659	39,363,659
Court of Common Pleas - TASC	405,165	1,198,461	1,198,461
Court of Common Pleas, Juvenile Division	19,500,000	21,719,101	22,019,101
HHS - Administration	1,658,895	3,769,736	3,881,295
HHS - Child Support Services	9,475,865	9,515,525	9,515,525
HHS - Children and Family Services	84,703,256	75,333,086	76,533,086
HHS - Children w/ Medical Handicaps	1,087,420	1,748,013	1,748,013
HHS - Fatherhood Initiative	1,289,568	1,118,769	1,213,634
HHS - Family and Children First Council	2,118,188	1,295,916	4,271,477
HHS - Job and Family Services	7,090,520	7,500,000	7,500,000
HHS - Office of Early Childhood	13,020,293	13,468,566	13,490,051
HHS - Office of Homeless Services	7,774,513	8,258,866	8,362,049
HHS - Office of Reentry	2,555,000	2,437,581	2,462,581
HHS - Senior and Adult Services	16,762,174	18,519,333	18,519,333
Ohio State University Extension	-	222,300	222,300
Office of the Public Defender - HHS	210,174	-	-
Public Safety and Justice Services - Witness Victim Services	1,924,145	2,265,311	2,300,994
Sheriff Mental Health Services	1,111,376	-	-
Total Health and Human Service Levy Funds Subsidies	170,686,552	\$207,734,223	\$212,601,559

2019-2020 Budget Summary

by Fund and Function

<i>All Funds</i>	2020 Proposed Budget	2020 Adopted Budget	2021 Proposed Budget	2021 Adopted Budget
TOTAL REVENUE	\$1,753,392,749	\$0	\$1,774,907,601	\$0
OPERATING EXPENDITURES				
Legislative and Executive	301,991,824	0	299,452,594	0
Judicial	150,196,211	0	152,510,331	0
Development	10,252,739	0	4,757,065	0
Community Development	14,721,277	0	14,772,590	0
Social Services	571,741,359	0	574,203,721	0
Health and Safety	9,295,386	0	9,411,836	0
Public Works	64,158,433	0	64,527,351	0
Debt Service	97,508,244	0	87,280,942	0
Miscellaneous	268,903,065	0	276,422,643	0
Capital Outlay	0	0	0	0
TOTAL OPERATING EXPENDITURES	\$1,488,768,538	\$0	\$1,483,339,073	\$0
OTHER FINANCING USES	\$265,288,780	\$0	\$269,486,626	\$0
TOTAL CASH OBLIGATIONS	1,754,057,318	0	1,752,825,699	0
ENDING ENCUMBRANCES				
ENDING BALANCE BEFORE ADJUST.	(\$664,569)	\$0	\$22,081,902	\$0
Reserves on Balance				
Demolition Fund	5,440,481	0	0	0
East Bank Guarantee	0	0	0	0
Police Headquarters	0	0	0	0
Harvard Garage Build	0	0	0	0
Enterprise Resource Planning	7,000,000	0	0	0
Capital Improvements	0	0	0	0
County Hotel	7,000,000	0	7,000,000	0
Health and Human Services	4,918,132	0	0	0
Contractual Obligations	0	0	0	0
Computer Replacement	750,000	0	750,000	0
Economic Development Bonds	1,143,975	0	1,143,975	0
Economic Development Fund Repayment	4,000,000	0	0	0
HHS 27th Pay	1,944,645	0	2,269,645	0
TOTAL RESERVES ON BALANCE	32,197,233	0	11,163,620	0
TOTAL OBLIGATIONS	\$1,786,254,551	\$0	\$1,763,989,319	\$0

2019-2020 Budget Summary
by Fund and Account Roll-up

<i>All Funds</i>	2020 Proposed Budget	2020 Adopted Budget	2021 Proposed Budget	2021 Adopted Budget
Beginning Cash Balance	0	0	0	0
OPERATING REVENUE				
Property Tax	364,442,408	0	372,097,381	0
Licenses & Permits	2,054,890	0	2,066,714	0
Fines & Forfeitures	11,813,349	0	11,813,349	0
Charges for Services	310,315,112	0	310,985,784	0
Intergovernmental	388,406,320	0	394,358,387	0
Other Revenue	53,502,011	0	48,317,205	0
Other Financing Sources	291,755,942	0	296,635,913	0
Other Taxes	41,427,607	0	43,152,338	0
Sales Tax	274,397,170	0	280,202,590	0
Interest Earnings	15,277,940	0	15,277,940	0
TOTAL OPERATING REVENUE	\$1,753,392,749	\$0	\$1,774,907,601	\$0
TOTAL REVENUE	\$1,753,392,749	\$0	\$1,774,907,601	\$0
OPERATING EXPENDITURES				
	99,209,592	0	88,982,150	0
Personnel	611,941,870	0	627,150,341	0
Supplies	31,326,130	0	31,326,130	0
Utilities	0	0	0	0
Professional Services	412,475,763	0	405,776,273	0
Employee Services	37,000	0	26,000	0
Client Services	131,846,899	0	131,846,899	0
Other Operating	105,416,203	0	100,816,463	0
Operations	73,685,813	0	74,585,549	0
Buildings	0	0	0	0
Equipment	22,829,268	0	22,829,268	0
Infrastructure	0	0	0	0
Land	0	0	0	0
TAX_DIST	0	0	0	0
TOTAL OPERATING EXPENDITURES	\$1,488,768,538	\$0	\$1,483,339,073	\$0
OTHER FINANCING USES	\$265,288,780	\$0	\$269,486,626	\$0
TOTAL CASH OBLIGATIONS	1,754,057,318	0	1,752,825,699	0
ENDING ENCUMBRANCES				
ENDING BALANCE BEFORE ADJUST.	(\$664,569)	\$0	\$22,081,902	\$0
Reserves on Balance				
Demolition Fund	5,440,481	0	0	0
East Bank Guarantee	0	0	0	0
Police Headquarters	0	0	0	0
Harvard Garage Build	0	0	0	0
Enterprise Resource Planning	7,000,000	0	0	0
Capital Improvements	0	0	0	0
County Hotel	7,000,000	0	7,000,000	0
Health and Human Services	4,918,132	0	0	0
Contractual Obligations	0	0	0	0
Computer Replacement	750,000	0	750,000	0
Economic Development Bonds	1,143,975	0	1,143,975	0
Economic Development Fund Repayment	4,000,000	0	0	0
HHS 27th Pay	1,944,645	0	2,269,645	0
TOTAL RESERVES ON BALANCE	32,197,233	0	11,163,620	0

2019-2020 Budget Summary

by Fund and Account Roll-up

TOTAL OBLIGATIONS	\$1,786,254,551	\$0	\$1,763,989,319	\$0
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Cuyahoga County
Departmental Budget Summary
 Budget Year 2020

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	2018 Actuals	2020 Initial Base Budget	2020 SIA	2020 Base Budget	2020 Approved DP	2020 Exec Recommended Budget
AB - ADAMHS Board						
2200 - ADAMHS						
Administration	63,904,705	0	0	0	0	0
<i>ADAMHS Total</i>	<i>63,904,705</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
2205 - ADAMHS Grants						
Administration	(301)	0	0	0	0	0
Operations	4,132,532	0	0	0	0	0
<i>ADAMHS Grants Total</i>	<i>4,132,231</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
2260 - Human Services						
Administration	12,120,758	14,719,704	0	14,719,704	0	14,719,704
<i>Human Services Total</i>	<i>12,120,758</i>	<i>14,719,704</i>	<i>0</i>	<i>14,719,704</i>	<i>0</i>	<i>14,719,704</i>
ADAMHS Board Total	80,157,694	14,719,704	0	14,719,704	0	14,719,704
AP - Public Works - County Airport						
5700 - County Airport						
County Engineer	0	0	0	0	58,388	58,388
Property Management/Lease	1,184,884	1,481,970	0	1,481,970	0	1,481,970
<i>County Airport Total</i>	<i>1,184,884</i>	<i>1,481,970</i>	<i>0</i>	<i>1,481,970</i>	<i>58,388</i>	<i>1,540,358</i>
Public Works - County Airport Total	1,184,884	1,481,970	0	1,481,970	58,388	1,540,358
BE - Board of Elections						
1100 - General Fund						
Administration	7,864,484	8,333,929	0	8,333,929	0	8,333,929
Election Reform	805,946	774,967	0	774,967	0	774,967
General Election	2,843,226	4,201,810	0	4,201,810	0	4,201,810
Primary Election	2,305,594	2,592,638	0	2,592,638	0	2,592,638
Special Election	5,877	0	0	0	0	0
<i>General Fund Total</i>	<i>13,825,127</i>	<i>15,903,344</i>	<i>0</i>	<i>15,903,344</i>	<i>0</i>	<i>15,903,344</i>
2290 - Other Legislative And Exec.						
Election Reform	503,228	0	0	0	0	0
<i>Other Legislative And Exec. Total</i>	<i>503,228</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
7805 - Other Agency						
Administration	4,880	0	0	0	0	0
<i>Other Agency Total</i>	<i>4,880</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Board of Elections Total	14,333,236	15,903,344	0	15,903,344	0	15,903,344
BH - Board of Health						
7900 - Board Of Health						
Board of Health	34,497,643	0	0	0	0	0
<i>Board Of Health Total</i>	<i>34,497,643</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Board of Health Total	34,497,643	0	0	0	0	0
BR - Board of Revision						
2305 - Real Estate Assessment						
Board of Revision	1,581,932	2,764,280	0	2,764,280	0	2,764,280

Cuyahoga County
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	2018 Actuals	2020 Initial Base Budget	2020 SIA	2020 Base Budget	2020 Approved DP	2020 Exec Recommended Budget
<i>Real Estate Assessment Total</i>	1,581,932	2,764,280	0	2,764,280	0	2,764,280
Board of Revision Total	1,581,932	2,764,280	0	2,764,280	0	2,764,280
CA - Court of Appeals						
1100 - General Fund						
Court of Appeals	920,679	903,551	0	903,551	49,543	953,094
<i>General Fund Total</i>	920,679	903,551	0	903,551	49,543	953,094
2240 - Court						
Court of Appeals	0	15,000	0	15,000	0	15,000
<i>Court Total</i>	0	15,000	0	15,000	0	15,000
Court of Appeals Total	920,679	918,551	0	918,551	49,543	968,094
CC - Clerk of Courts						
1100 - General Fund						
Clerk of Courts	8,983,802	8,633,793	0	8,633,793	0	8,633,793
<i>General Fund Total</i>	8,983,802	8,633,793	0	8,633,793	0	8,633,793
2240 - Court						
Clerk of Courts	1,002,329	150,000	0	150,000	0	150,000
<i>Court Total</i>	1,002,329	150,000	0	150,000	0	150,000
7805 - Other Agency						
Clerk of Courts	1,353	0	0	0	0	0
<i>Other Agency Total</i>	1,353	0	0	0	0	0
Clerk of Courts Total	9,987,484	8,783,793	0	8,783,793	0	8,783,793
CE - Public Works - Road and Bridge						
2270 - Motor Vehicle Gas Tax						
County Engineer	11,929,927	10,729,435	0	10,729,435	0	10,729,435
<i>Motor Vehicle Gas Tax Total</i>	11,929,927	10,729,435	0	10,729,435	0	10,729,435
2295 - Other Public Works						
County Engineer	9,686	0	0	0	0	0
<i>Other Public Works Total</i>	9,686	0	0	0	0	0
4600 - Capital Projects						
County Engineer	51,511,670	0	0	0	0	0
<i>Capital Projects Total</i>	51,511,670	0	0	0	0	0
4605 - Road Capital Projects						
County Engineer	31,845,129	0	0	0	0	0
<i>Road Capital Projects Total</i>	31,845,129	0	0	0	0	0
5705 - County Parking Garage						
Finance & Operations	3,979,764	3,829,140	0	3,829,140	0	3,829,140
<i>County Parking Garage Total</i>	3,979,764	3,829,140	0	3,829,140	0	3,829,140
Public Works - Road and Bridge Total	99,276,175	14,558,575	0	14,558,575	0	14,558,575
CF - HHS Children and Family Services						
2215 - Children Services						
Children & Family Services	68,540,116	78,671,742	0	78,671,742	0	78,671,742

Cuyahoga County
Departmental Budget Summary
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	2018 Actuals	2020 Initial Base Budget	2020 SIA	2020 Base Budget	2020 Approved DP	2020 Exec Recommended Budget
<i>Children Services Total</i>	68,540,116	78,671,742	0	78,671,742	0	78,671,742
2220 - Community Development						
Homeless Services	306,586	0	0	0	0	0
<i>Community Development Total</i>	306,586	0	0	0	0	0
2260 - Human Services						
Children & Family Services	81,552,915	84,764,285	0	84,764,285	0	84,764,285
<i>Human Services Total</i>	81,552,915	84,764,285	0	84,764,285	0	84,764,285
2300 - Other Social Services						
Children & Family Services	214,665	4,999	0	4,999	0	4,999
<i>Other Social Services Total</i>	214,665	4,999	0	4,999	0	4,999
HHS Children and Family Services Total	150,614,282	163,441,026	0	163,441,026	0	163,441,026
CL - County Council						
1100 - General Fund						
County Council	1,956,991	2,204,664	0	2,205,317	118,637	2,323,954
<i>General Fund Total</i>	1,956,991	2,204,664	0	2,205,317	118,637	2,323,954
County Council Total	1,956,991	2,204,664	0	2,205,317	118,637	2,323,954
CP - Court of Common Pleas						
1100 - General Fund						
Administration	26,926,089	27,231,495	0	27,231,495	2,800,000	30,031,495
Court Service	8,003,469	7,889,126	0	7,889,126	0	7,889,126
Magistrates	1,631,960	1,475,173	0	1,475,173	0	1,475,173
Probation/Psychiatric	15,001,809	16,809,156	0	16,809,156	265,000	17,074,156
<i>General Fund Total</i>	51,563,327	53,404,950	0	53,404,950	3,065,000	56,469,950
2240 - Court						
Administration	772,706	565,644	0	565,644	0	565,644
<i>Court Total</i>	772,706	565,644	0	565,644	0	565,644
2280 - Other Health And Safety						
Administration	388,903	361,329	0	361,329	0	361,329
<i>Other Health And Safety Total</i>	388,903	361,329	0	361,329	0	361,329
2285 - Other Judicial						
Administration	2,347,672	77,207	0	77,207	0	77,207
Community Based Correctional Facility	5,332,199	5,310,000	0	5,310,000	0	5,310,000
Probation/Psychiatric	7,089,328	324,960	0	324,960	0	324,960
TASC	10,466	0	0	0	0	0
<i>Other Judicial Total</i>	14,779,666	5,712,167	0	5,712,167	0	5,712,167
2320 - Treat Alt For Safer Comm						
TASC	2,179,693	668,773	0	668,773	633,000	1,301,773
<i>Treat Alt For Safer Comm Total</i>	2,179,693	668,773	0	668,773	633,000	1,301,773
Court of Common Pleas Total	69,684,294	60,712,863	0	60,712,863	3,698,000	64,410,863
CT - Public Works - Facilities						
1100 - General Fund						

Cuyahoga County
Departmental Budget Summary
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	2018 Actuals	2020 Initial Base Budget	2020 SIA	2020 Base Budget	2020 Approved DP	2020 Exec Recommended Budget
Property Management/Lease	1,678,878	1,687,185	0	1,687,185	0	1,687,185
<i>General Fund Total</i>	<i>1,678,878</i>	<i>1,687,185</i>	<i>0</i>	<i>1,687,185</i>	<i>0</i>	<i>1,687,185</i>
2270 - Motor Vehicle Gas Tax						
County Engineer	5,051,400	13,196,065	0	13,196,065	0	13,196,065
<i>Motor Vehicle Gas Tax Total</i>	<i>5,051,400</i>	<i>13,196,065</i>	<i>0</i>	<i>13,196,065</i>	<i>0</i>	<i>13,196,065</i>
4600 - Capital Projects						
County Engineer	104,643	0	0	0	0	0
<i>Capital Projects Total</i>	<i>104,643</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
6750 - Central Custodial Services						
Facility Design & Maintenance	30,771,390	43,249,260	0	43,249,260	0	43,249,260
<i>Central Custodial Services Total</i>	<i>30,771,390</i>	<i>43,249,260</i>	<i>0</i>	<i>43,249,260</i>	<i>0</i>	<i>43,249,260</i>
6755 - Maintenance Garage						
Facility Design & Maintenance	924,849	1,181,376	0	1,181,376	0	1,181,376
<i>Maintenance Garage Total</i>	<i>924,849</i>	<i>1,181,376</i>	<i>0</i>	<i>1,181,376</i>	<i>0</i>	<i>1,181,376</i>
6775 - Postage						
Finance & Operations	1,348,838	1,411,070	0	1,411,070	0	1,411,070
<i>Postage Total</i>	<i>1,348,838</i>	<i>1,411,070</i>	<i>0</i>	<i>1,411,070</i>	<i>0</i>	<i>1,411,070</i>
6780 - Printing						
Finance & Operations	2,430,395	2,280,136	0	2,280,136	0	2,280,136
<i>Printing Total</i>	<i>2,430,395</i>	<i>2,280,136</i>	<i>0</i>	<i>2,280,136</i>	<i>0</i>	<i>2,280,136</i>
Public Works - Facilities Total	42,310,393	63,005,092	0	63,005,092	0	63,005,092
CX - Communications Department						
1100 - General Fund						
Communications	754,154	845,408	0	845,408	0	845,408
<i>General Fund Total</i>	<i>754,154</i>	<i>845,408</i>	<i>0</i>	<i>845,408</i>	<i>0</i>	<i>845,408</i>
Communications Department Total	754,154	845,408	0	845,408	0	845,408
DD - Board of Developmental Disabilities						
2210 - Board Of Develop. Disabilities						
Administration	69,901,213	187,214,363	0	187,214,363	0	187,214,363
Operations	7,639,823	0	0	0	0	0
Adult Sevices	20,253,858	0	0	0	0	0
Children Services	3,389,790	0	0	0	0	0
Community/Medicaid Services	51,522,136	0	0	0	0	0
Special Grants	33,647	0	0	0	0	0
Special Services	9,537,929	0	0	0	0	0
Transportation	5,255,422	0	0	0	0	0
UI/MUI Services	1,346,832	0	0	0	0	0
<i>Board Of Develop. Disabilities Total</i>	<i>168,880,649</i>	<i>187,214,363</i>	<i>0</i>	<i>187,214,363</i>	<i>0</i>	<i>187,214,363</i>
Board of Developmental Disabilities Total	168,880,649	187,214,363	0	187,214,363	0	187,214,363
DK - Public Works - County Kennel						
2270 - Motor Vehicle Gas Tax						

Cuyahoga County
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	2018 Actuals	2020 Initial Base Budget	2020 SIA	2020 Base Budget	2020 Approved DP	2020 Exec Recommended Budget
County Engineer	11,991,843	14,160,359	0	14,160,359	0	14,160,359
<i>Motor Vehicle Gas Tax Total</i>	<i>11,991,843</i>	<i>14,160,359</i>	<i>0</i>	<i>14,160,359</i>	<i>0</i>	<i>14,160,359</i>
2280 - Other Health And Safety						
Finance & Operations	2,051,900	2,082,123	0	2,082,123	0	2,082,123
<i>Other Health And Safety Total</i>	<i>2,051,900</i>	<i>2,082,123</i>	<i>0</i>	<i>2,082,123</i>	<i>0</i>	<i>2,082,123</i>
Public Works - County Kennel Total	14,043,743	16,242,482	0	16,242,482	0	16,242,482
DR - Domestic Relations Court						
1100 - General Fund						
Bureau of Support	5,095,386	5,400,623	0	5,400,623	0	5,400,623
Domestic Relations	4,958,747	5,008,408	0	5,008,408	0	5,008,408
<i>General Fund Total</i>	<i>10,054,133</i>	<i>10,409,031</i>	<i>0</i>	<i>10,409,031</i>	<i>0</i>	<i>10,409,031</i>
2285 - Other Judicial						
Resource Center	17,042	15,000	0	15,000	0	15,000
<i>Other Judicial Total</i>	<i>17,042</i>	<i>15,000</i>	<i>0</i>	<i>15,000</i>	<i>0</i>	<i>15,000</i>
Domestic Relations Court Total	10,071,175	10,424,031	0	10,424,031	0	10,424,031
DS - Debt Service						
3500 - Debt Service						
Office of Budget & Management	100,121,716	97,508,244	0	97,508,244	0	97,508,244
<i>Debt Service Total</i>	<i>100,121,716</i>	<i>97,508,244</i>	<i>0</i>	<i>97,508,244</i>	<i>0</i>	<i>97,508,244</i>
Debt Service Total	100,121,716	97,508,244	0	97,508,244	0	97,508,244
DV - Department of Development						
1100 - General Fund						
Economic Development	2,426,197	2,329,529	0	2,629,529	300,000	2,929,529
<i>General Fund Total</i>	<i>2,426,197</i>	<i>2,329,529</i>	<i>0</i>	<i>2,629,529</i>	<i>300,000</i>	<i>2,929,529</i>
1105 - General Fund Assigned						
Economic Development	7,050,476	4,116,026	0	4,116,026	0	4,116,026
<i>General Fund Assigned Total</i>	<i>7,050,476</i>	<i>4,116,026</i>	<i>0</i>	<i>4,116,026</i>	<i>0</i>	<i>4,116,026</i>
2220 - Community Development						
Community Development	37,847,916	6,740,715	784,480	7,525,195	0	7,525,195
<i>Community Development Total</i>	<i>37,847,916</i>	<i>6,740,715</i>	<i>784,480</i>	<i>7,525,195</i>	<i>0</i>	<i>7,525,195</i>
2300 - Other Social Services						
Guardianship	243,578	249,000	0	249,000	0	249,000
<i>Other Social Services Total</i>	<i>243,578</i>	<i>249,000</i>	<i>0</i>	<i>249,000</i>	<i>0</i>	<i>249,000</i>
2325 - Victim Assistance						
Domestic Violence	11,151	0	0	0	0	0
<i>Victim Assistance Total</i>	<i>11,151</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Department of Development Total	47,579,318	13,435,270	784,480	14,519,750	300,000	14,819,750
EC - HHS Early Childhood						
2260 - Human Services						
Early Childhood	16,479,609	17,733,516	0	17,733,516	0	17,733,516
<i>Human Services Total</i>	<i>16,479,609</i>	<i>17,733,516</i>	<i>0</i>	<i>17,733,516</i>	<i>0</i>	<i>17,733,516</i>

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	2018 Actuals	2020 Initial Base Budget	2020 SIA	2020 Base Budget	2020 Approved DP	2020 Exec Recommended Budget
2300 - Other Social Services						
Invest In Children	758,063	669,552	0	669,552	0	669,552
<i>Other Social Services Total</i>	<i>758,063</i>	<i>669,552</i>	<i>0</i>	<i>669,552</i>	<i>0</i>	<i>669,552</i>
HHS Early Childhood Total	17,237,672	18,403,068	0	18,403,068	0	18,403,068
EX - County Executive						
1100 - General Fund						
County Executive	772,820	884,527	0	884,527	0	884,527
<i>General Fund Total</i>	<i>772,820</i>	<i>884,527</i>	<i>0</i>	<i>884,527</i>	<i>0</i>	<i>884,527</i>
2290 - Other Legislative And Exec.						
Administration	2,815	0	0	0	0	0
<i>Other Legislative And Exec. Total</i>	<i>2,815</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
County Executive Total	775,635	884,527	0	884,527	0	884,527
FC - HHS Family and Children First Council						
2260 - Human Services						
Family & Children First Council	4,921,068	5,064,566	0	5,064,566	0	5,064,566
<i>Human Services Total</i>	<i>4,921,068</i>	<i>5,064,566</i>	<i>0</i>	<i>5,064,566</i>	<i>0</i>	<i>5,064,566</i>
2300 - Other Social Services						
Family & Children First Council	20,116	0	0	0	0	0
<i>Other Social Services Total</i>	<i>20,116</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
HHS Family and Children First Council Total	4,941,184	5,064,566	0	5,064,566	0	5,064,566
FS - Fiscal						
1100 - General Fund						
Administration	641,363	845,223	0	845,223	0	845,223
Operations	11,264,773	7,611,534	0	7,611,534	0	7,611,534
Financial Services	2,987,799	3,069,055	0	3,069,055	0	3,069,055
Consumer Affairs	741,264	760,207	0	760,207	0	760,207
Office of Budget & Management	51,706,318	10,105,285	56,992,377	67,097,662	1	67,097,663
Procurement & Diversity	1,669,106	1,900,842	0	1,900,842	0	1,900,842
Treasurer	2,065,071	2,529,526	0	2,529,526	0	2,529,526
<i>General Fund Total</i>	<i>71,075,695</i>	<i>26,821,672</i>	<i>56,992,377</i>	<i>83,814,049</i>	<i>1</i>	<i>83,814,050</i>
1110 - General Fund Sales Tax						
Office of Budget & Management	53,595,364	5,400,000	0	5,400,000	0	5,400,000
<i>General Fund Sales Tax Total</i>	<i>53,595,364</i>	<i>5,400,000</i>	<i>0</i>	<i>5,400,000</i>	<i>0</i>	<i>5,400,000</i>
2225 - Convention Center						
Office of Budget & Management	220,770	261,495	0	261,495	0	261,495
<i>Convention Center Total</i>	<i>220,770</i>	<i>261,495</i>	<i>0</i>	<i>261,495</i>	<i>0</i>	<i>261,495</i>
2235 - County Land Reutilization						
Office of Budget & Management	7,000,000	7,000,000	0	7,000,000	0	7,000,000
<i>County Land Reutilization Total</i>	<i>7,000,000</i>	<i>7,000,000</i>	<i>0</i>	<i>7,000,000</i>	<i>0</i>	<i>7,000,000</i>
2250 - Delinquent Real Estate Assess.						
Treasurer	1,575,604	1,621,014	0	1,621,014	0	1,621,014

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<i>Delinquent Real Estate Assess.</i>						
<i>Total</i>	1,575,604	1,621,014	0	1,621,014	0	1,621,014
2255 - Health And Human Services Levy						
Office of Budget & Management	259,908,393	36,646,261	207,511,923	244,158,184	0	244,158,184
<i>Health And Human Services Levy</i>						
<i>Total</i>	259,908,393	36,646,261	207,511,923	244,158,184	0	244,158,184
2290 - Other Legislative And Exec.						
Office of Budget & Management	4,000,000	8,000,000	0	8,000,000	0	8,000,000
Treasurer	595,169	617,565	0	617,565	0	617,565
<i>Other Legislative And Exec. Total</i>	4,595,169	8,617,565	0	8,617,565	0	8,617,565
2305 - Real Estate Assessment						
Operations	12,523,982	14,965,623	0	14,965,623	0	14,965,623
<i>Real Estate Assessment Total</i>	12,523,982	14,965,623	0	14,965,623	0	14,965,623
2315 - Sports Facilities Enhancement						
Office of Budget & Management	11,873,287	0	0	0	0	0
<i>Sports Facilities Enhancement</i>						
<i>Total</i>	11,873,287	0	0	0	0	0
2335 - Lodging Tax Fund						
Financial Services	25,884,955	0	0	0	0	0
<i>Lodging Tax Fund Total</i>	25,884,955	0	0	0	0	0
7800 - Payroll						
Financial Services	117,499,595	0	0	0	0	0
<i>Payroll Total</i>	117,499,595	0	0	0	0	0
7805 - Other Agency						
Operations	151,368,254	0	0	0	0	0
Financial Services	9,395,591	0	0	0	0	0
Office of Budget & Management	675	0	0	0	0	0
Treasurer	18,574,243	0	0	0	0	0
<i>Other Agency Total</i>	179,338,763	0	0	0	0	0
7815 - Undivided Taxes						
Operations	191,518,657	0	0	0	0	0
Financial Services	13,758,335	0	0	0	0	0
Treasurer	2,520,898,613	0	0	0	0	0
<i>Undivided Taxes Total</i>	2,726,175,605	0	0	0	0	0
7820 - Undivided Taxes Int Earning						
Treasurer	67,967,167	0	0	0	0	0
<i>Undivided Taxes Int Earning Total</i>	67,967,167	0	0	0	0	0
Fiscal Total	3,539,234,350	101,333,630	264,504,300	365,837,930	1	365,837,931
HC - Personnel Review Commission						
1100 - General Fund						
Personnel Review Commission	2,052,624	2,022,230	0	2,022,230	0	2,022,230
<i>General Fund Total</i>	2,052,624	2,022,230	0	2,022,230	0	2,022,230
Personnel Review Commission						
Total	2,052,624	2,022,230	0	2,022,230	0	2,022,230
HM - HHS Homeless Services						

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2220 - Community Development						
Homeless Services	2,808,772	0	0	0	0	0
<i>Community Development Total</i>	<i>2,808,772</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
2255 - Health And Human Services Levy						
Homeless Services	9,081,167	8,638,809	0	8,638,809	0	8,638,809
<i>Health And Human Services Levy Total</i>	<i>9,081,167</i>	<i>8,638,809</i>	<i>0</i>	<i>8,638,809</i>	<i>0</i>	<i>8,638,809</i>
HHS Homeless Services Total	11,889,938	8,638,809	0	8,638,809	0	8,638,809
HQ - County Headquarters						
1100 - General Fund						
Property Management/Lease	5,243,537	5,515,357	0	5,515,357	0	5,515,357
<i>General Fund Total</i>	<i>5,243,537</i>	<i>5,515,357</i>	<i>0</i>	<i>5,515,357</i>	<i>0</i>	<i>5,515,357</i>
County Headquarters Total	5,243,537	5,515,357	0	5,515,357	0	5,515,357
HR - Department of Human Resources						
1100 - General Fund						
Administration	3,868,609	3,614,148	0	3,614,148	0	3,614,148
Benefits and Compensation	216,000	216,000	0	216,000	0	216,000
<i>General Fund Total</i>	<i>4,084,609</i>	<i>3,830,148</i>	<i>0</i>	<i>3,830,148</i>	<i>0</i>	<i>3,830,148</i>
2260 - Human Services						
Administration	1,064,722	1,086,542	0	1,086,542	0	1,086,542
<i>Human Services Total</i>	<i>1,064,722</i>	<i>1,086,542</i>	<i>0</i>	<i>1,086,542</i>	<i>0</i>	<i>1,086,542</i>
6765 - Health Insurance						
Benefits and Compensation	106,421,796	111,104,618	0	111,104,618	0	111,104,618
<i>Health Insurance Total</i>	<i>106,421,796</i>	<i>111,104,618</i>	<i>0</i>	<i>111,104,618</i>	<i>0</i>	<i>111,104,618</i>
6770 - Workers' Compensation						
Employee & Labor Relations	5,850,368	5,744,951	0	5,744,951	0	5,744,951
<i>Workers' Compensation Total</i>	<i>5,850,368</i>	<i>5,744,951</i>	<i>0</i>	<i>5,744,951</i>	<i>0</i>	<i>5,744,951</i>
7800 - Payroll						
Benefits and Compensation	2,099,595	0	0	0	0	0
<i>Payroll Total</i>	<i>2,099,595</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Department of Human Resources Total	119,521,090	121,766,259	0	121,766,259	0	121,766,259
HT - County Hotel						
1110 - General Fund Sales Tax						
Property Management/Lease	591,274	321,000	0	321,000	0	321,000
<i>General Fund Sales Tax Total</i>	<i>591,274</i>	<i>321,000</i>	<i>0</i>	<i>321,000</i>	<i>0</i>	<i>321,000</i>
4610 - Convention Center Hotel Const.						
County Engineer	2,497,847	0	0	0	0	0
<i>Convention Center Hotel Const. Total</i>	<i>2,497,847</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
County Hotel Total	3,089,121	321,000	0	321,000	0	321,000
IA - Internal Audit						
1100 - General Fund						

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Internal Audit	649,211	715,480	0	715,480	0	715,480
<i>General Fund Total</i>	<i>649,211</i>	<i>715,480</i>	<i>0</i>	<i>715,480</i>	<i>0</i>	<i>715,480</i>
Internal Audit Total	649,211	715,480	0	715,480	0	715,480
IG - Inspector General						
1100 - General Fund						
Inspector General	860,813	988,589	0	988,589	0	988,589
<i>General Fund Total</i>	<i>860,813</i>	<i>988,589</i>	<i>0</i>	<i>988,589</i>	<i>0</i>	<i>988,589</i>
2285 - Other Judicial						
Inspector General	18,162	34,029	0	34,029	0	34,029
<i>Other Judicial Total</i>	<i>18,162</i>	<i>34,029</i>	<i>0</i>	<i>34,029</i>	<i>0</i>	<i>34,029</i>
Inspector General Total	878,975	1,022,618	0	1,022,618	0	1,022,618
IN - Innovation and Performance						
1100 - General Fund						
Innovation	580,051	744,574	0	744,574	0	744,574
<i>General Fund Total</i>	<i>580,051</i>	<i>744,574</i>	<i>0</i>	<i>744,574</i>	<i>0</i>	<i>744,574</i>
2290 - Other Legislative And Exec.						
Innovation	162,485	0	0	0	0	0
<i>Other Legislative And Exec. Total</i>	<i>162,485</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Innovation and Performance Total	742,537	744,574	0	744,574	0	744,574
IT - Department of Information Technology						
1100 - General Fund						
Administration	3,044,366	2,519,741	0	2,519,741	0	2,519,741
Technology	11,994,430	15,133,942	0	15,133,942	0	15,133,942
Web Develop. & Appl. Admin	3,317,306	3,195,699	0	3,195,699	0	3,195,699
<i>General Fund Total</i>	<i>18,356,102</i>	<i>20,849,382</i>	<i>0</i>	<i>20,849,382</i>	<i>0</i>	<i>20,849,382</i>
2260 - Human Services						
Administration	5,911,235	6,126,386	0	6,126,386	0	6,126,386
<i>Human Services Total</i>	<i>5,911,235</i>	<i>6,126,386</i>	<i>0</i>	<i>6,126,386</i>	<i>0</i>	<i>6,126,386</i>
2275 - Other Community Development						
Web Develop. & Appl. Admin	731,208	0	0	0	0	0
<i>Other Community Development Total</i>	<i>731,208</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
2305 - Real Estate Assessment						
Web Develop. & Appl. Admin	721,786	791,869	0	791,869	0	791,869
<i>Real Estate Assessment Total</i>	<i>721,786</i>	<i>791,869</i>	<i>0</i>	<i>791,869</i>	<i>0</i>	<i>791,869</i>
4600 - Capital Projects						
Technology	9,128,799	0	0	0	0	0
<i>Capital Projects Total</i>	<i>9,128,799</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
6760 - Data Processing						
Technology	1,478,744	0	0	0	0	0
<i>Data Processing Total</i>	<i>1,478,744</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Department of Information Technology Total	36,327,874	27,767,637	0	27,767,637	0	27,767,637

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JC - Juvenile Court						
1100 - General Fund						
Administration	5,764,996	5,545,313	0	5,545,313	0	5,545,313
Child Support	5,564,282	5,022,345	0	5,022,345	0	5,022,345
Detention Center	15,701,724	15,592,255	0	15,592,255	0	15,592,255
Legal	10,996,016	11,507,590	0	11,507,590	0	11,507,590
<i>General Fund Total</i>	38,027,019	37,667,503	0	37,667,503	0	37,667,503
2240 - Court						
Legal	331,700	0	0	0	0	0
<i>Court Total</i>	331,700	0	0	0	0	0
2255 - Health And Human Services Levy						
Detention Center	3,213,375	3,461,123	0	3,461,123	0	3,461,123
Legal	4,104,775	4,676,040	0	4,676,040	0	4,676,040
Probation	14,378,054	14,447,899	0	14,447,899	0	14,447,899
<i>Health And Human Services Levy Total</i>	21,696,204	22,585,062	0	22,585,062	0	22,585,062
2285 - Other Judicial						
Administration	1,156,170	3,055,872	0	3,055,872	0	3,055,872
CASA	12,461	0	0	0	0	0
Community Diversion	3,781	0	0	0	0	0
Detention Center	54,464	0	0	0	0	0
Legal	287,813	181,311	0	181,311	0	181,311
Mental Health	521,827	0	0	0	0	0
Probation	34,501	0	0	0	0	0
<i>Other Judicial Total</i>	2,071,016	3,237,183	0	3,237,183	0	3,237,183
2325 - Victim Assistance						
Youth Services	238,959	0	0	0	0	0
<i>Victim Assistance Total</i>	238,959	0	0	0	0	0
2330 - Youth Services						
Youth Services	8,876,868	0	0	0	0	0
<i>Youth Services Total</i>	8,876,868	0	0	0	0	0
Juvenile Court Total	71,241,767	63,489,748	0	63,489,748	0	63,489,748
LL - Law Library Resource Board						
2285 - Other Judicial						
Law Library Resource Board	517,819	540,000	0	540,000	0	540,000
<i>Other Judicial Total</i>	517,819	540,000	0	540,000	0	540,000
Law Library Resource Board Total	517,819	540,000	0	540,000	0	540,000
LW - Law Department						
1100 - General Fund						
Law Department	2,093,022	2,571,758	0	2,571,758	0	2,571,758
Risk Management	5,856,046	1,363,042	0	1,363,042	0	1,363,042
<i>General Fund Total</i>	7,949,067	3,934,800	0	3,934,800	0	3,934,800
Law Department Total	7,949,067	3,934,800	0	3,934,800	0	3,934,800

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ME - Official of the Medical Examiner						
1100 - General Fund						
Administration	6,556,226	7,482,515	0	7,482,515	0	7,482,515
<i>General Fund Total</i>	<i>6,556,226</i>	<i>7,482,515</i>	<i>0</i>	<i>7,482,515</i>	<i>0</i>	<i>7,482,515</i>
1105 - General Fund Assigned						
Laboratory	1,252,896	264,505	0	264,505	0	264,505
<i>General Fund Assigned Total</i>	<i>1,252,896</i>	<i>264,505</i>	<i>0</i>	<i>264,505</i>	<i>0</i>	<i>264,505</i>
2285 - Other Judicial						
Administration	305,117	0	0	0	0	0
Laboratory	5,648,028	5,722,100	0	5,722,100	240,000	5,962,100
<i>Other Judicial Total</i>	<i>5,953,145</i>	<i>5,722,100</i>	<i>0</i>	<i>5,722,100</i>	<i>240,000</i>	<i>5,962,100</i>
4600 - Capital Projects						
Administration	4,244	0	0	0	0	0
<i>Capital Projects Total</i>	<i>4,244</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
7805 - Other Agency						
Administration	9,510	0	0	0	0	0
<i>Other Agency Total</i>	<i>9,510</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Official of the Medical Examiner Total	13,776,021	13,469,120	0	13,469,120	240,000	13,709,120
MI - Miscellaneous Obligations						
1100 - General Fund						
Office of Budget & Management	1,963,984	1,597,347	0	1,597,347	1,000,000	2,597,347
<i>General Fund Total</i>	<i>1,963,984</i>	<i>1,597,347</i>	<i>0</i>	<i>1,597,347</i>	<i>1,000,000</i>	<i>2,597,347</i>
Miscellaneous Obligations Total	1,963,984	1,597,347	0	1,597,347	1,000,000	2,597,347
MT - Municipal Courts						
1100 - General Fund						
Office of Budget & Management	3,563,066	3,688,022	0	3,688,022	0	3,688,022
<i>General Fund Total</i>	<i>3,563,066</i>	<i>3,688,022</i>	<i>0</i>	<i>3,688,022</i>	<i>0</i>	<i>3,688,022</i>
Municipal Courts Total	3,563,066	3,688,022	0	3,688,022	0	3,688,022
OP - HHS Other Programs						
2255 - Health And Human Services Levy						
Family & Children First Council	1,413,840	1,268,439	0	1,268,439	0	1,268,439
<i>Health And Human Services Levy Total</i>	<i>1,413,840</i>	<i>1,268,439</i>	<i>0</i>	<i>1,268,439</i>	<i>0</i>	<i>1,268,439</i>
2280 - Other Health And Safety						
Job & Family Services	45,936	0	0	0	0	0
<i>Other Health And Safety Total</i>	<i>45,936</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
HHS Other Programs Total	1,459,776	1,268,439	0	1,268,439	0	1,268,439
PB - Probate Court						
1100 - General Fund						
Administration	6,661,220	6,704,097	0	6,704,097	0	6,704,097
<i>General Fund Total</i>	<i>6,661,220</i>	<i>6,704,097</i>	<i>0</i>	<i>6,704,097</i>	<i>0</i>	<i>6,704,097</i>

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2240 - Court						
Administration	84,571	78,029	0	78,029	0	78,029
Computer Services	495,040	474,286	0	474,286	0	474,286
<i>Court Total</i>	<i>579,610</i>	<i>552,315</i>	<i>0</i>	<i>552,315</i>	<i>0</i>	<i>552,315</i>
2285 - Other Judicial						
Guardianship	169,650	176,112	0	176,112	0	176,112
<i>Other Judicial Total</i>	<i>169,650</i>	<i>176,112</i>	<i>0</i>	<i>176,112</i>	<i>0</i>	<i>176,112</i>
Probate Court Total	7,410,480	7,432,524	0	7,432,524	0	7,432,524
PC - Planning Commission						
1100 - General Fund						
Administration	143,543	2,793,667	0	2,793,667	0	2,793,667
Planning	1,323,250	0	0	0	0	0
<i>General Fund Total</i>	<i>1,466,793</i>	<i>2,793,667</i>	<i>0</i>	<i>2,793,667</i>	<i>0</i>	<i>2,793,667</i>
2275 - Other Community Development						
Planning	308,546	0	0	0	0	0
<i>Other Community Development Total</i>	<i>308,546</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Planning Commission Total	1,775,339	2,793,667	0	2,793,667	0	2,793,667
PD - Office of the Public Defender						
1100 - General Fund						
Public Defender	12,216,379	13,176,448	0	13,176,448	340,706	13,517,154
<i>General Fund Total</i>	<i>12,216,379</i>	<i>13,176,448</i>	<i>0</i>	<i>13,176,448</i>	<i>340,706</i>	<i>13,517,154</i>
2255 - Health And Human Services Levy						
Public Defender	186,879	0	0	0	0	0
<i>Health And Human Services Levy Total</i>	<i>186,879</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
2285 - Other Judicial						
Public Defender	2,145,202	2,147,580	0	2,147,580	0	2,147,580
<i>Other Judicial Total</i>	<i>2,145,202</i>	<i>2,147,580</i>	<i>0</i>	<i>2,147,580</i>	<i>0</i>	<i>2,147,580</i>
Office of the Public Defender Total	14,548,459	15,324,028	0	15,324,028	340,706	15,664,734
PJ - Public Safety and Justice Services						
1100 - General Fund						
Administration	1,117,042	1,140,782	0	1,140,782	0	1,140,782
Fusion Center	168,164	190,653	0	190,653	0	190,653
Office of Emergency Management	438,143	485,573	0	485,573	0	485,573
Public Safety Grants	452,339	687,176	0	687,176	0	687,176
<i>General Fund Total</i>	<i>2,175,687</i>	<i>2,504,184</i>	<i>0</i>	<i>2,504,184</i>	<i>0</i>	<i>2,504,184</i>
2255 - Health And Human Services Levy						
Justice Affairs	331,126	419,955	0	419,955	0	419,955
<i>Health And Human Services Levy Total</i>	<i>331,126</i>	<i>419,955</i>	<i>0</i>	<i>419,955</i>	<i>0</i>	<i>419,955</i>
2280 - Other Health And Safety						
Office of Emergency Management	3,983,385	5,027,016	0	5,027,016	0	5,027,016

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	2018 Actuals	2020 Initial Base Budget	2020 SIA	2020 Base Budget	2020 Approved DP	2020 Exec Recommended Budget
Public Safety Grants	2,152,902	0	0	0	0	0
<i>Other Health And Safety Total</i>	6,136,287	5,027,016	0	5,027,016	0	5,027,016
2285 - Other Judicial						
Mediation	33,058	0	0	0	0	0
Public Safety Grants	406,191	0	0	0	0	0
<i>Other Judicial Total</i>	439,249	0	0	0	0	0
2325 - Victim Assistance						
Witness Victim	2,864,611	2,026,340	0	2,026,340	0	2,026,340
<i>Victim Assistance Total</i>	2,864,611	2,026,340	0	2,026,340	0	2,026,340
5710 - CC Information Systems						
Division of Information & Technology	274,806	0	0	0	0	0
<i>CC Information Systems Total</i>	274,806	0	0	0	0	0
7805 - Other Agency						
Office of Emergency Management	212,066	0	0	0	0	0
<i>Other Agency Total</i>	212,066	0	0	0	0	0
Public Safety and Justice Services Total	12,433,833	9,977,495	0	9,977,495	0	9,977,495
PS - Office of the Prosecutor						
1100 - General Fund						
Administration	25,638,990	27,135,294	0	27,135,294	1,000,000	28,135,294
Family Services	2,896,379	4,078,260	0	4,078,260	0	4,078,260
Child Support	3,605,510	3,584,102	0	3,584,102	0	3,584,102
<i>General Fund Total</i>	32,140,880	34,797,656	0	34,797,656	1,000,000	35,797,656
2250 - Delinquent Real Estate Assess.						
Administration	4,897,283	5,755,334	0	5,755,334	0	5,755,334
<i>Delinquent Real Estate Assess. Total</i>	4,897,283	5,755,334	0	5,755,334	0	5,755,334
2285 - Other Judicial						
Criminal	7,045	0	0	0	0	0
Special Investigations	2,424,328	0	0	0	0	0
<i>Other Judicial Total</i>	2,431,374	0	0	0	0	0
Office of the Prosecutor Total	39,469,536	40,552,990	0	40,552,990	1,000,000	41,552,990
2300 - Other Social Services						
Job & Family Services	2,520	0	0	0	0	0
<i>Other Social Services Total</i>	2,520	0	0	0	0	0
Total	2,520	0	0	0	0	0
RC - Department of Regional Collaboration						
1100 - General Fund						
Regional Collaboration	134,682	265,715	0	265,715	0	265,715
<i>General Fund Total</i>	134,682	265,715	0	265,715	0	265,715
Department of Regional Collaboration Total	134,682	265,715	0	265,715	0	265,715

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	2018 Actuals	2020 Initial Base Budget	2020 SIA	2020 Base Budget	2020 Approved DP	2020 Exec Recommended Budget
RE - HHS Office of Reentry						
2255 - Health And Human Services Levy						
Office of Re-Entry	2,402,861	2,313,122	0	2,313,122	0	2,313,122
<i>Health And Human Services Levy Total</i>	<i>2,402,861</i>	<i>2,313,122</i>	<i>0</i>	<i>2,313,122</i>	<i>0</i>	<i>2,313,122</i>
HHS Office of Reentry Total	2,402,861	2,313,122	0	2,313,122	0	2,313,122
SA - HHS Senior and Adult Services						
2260 - Human Services						
Senior & Adult Services	20,275,112	20,100,081	0	20,100,081	0	20,100,081
<i>Human Services Total</i>	<i>20,275,112</i>	<i>20,100,081</i>	<i>0</i>	<i>20,100,081</i>	<i>0</i>	<i>20,100,081</i>
HHS Senior and Adult Services Total	20,275,112	20,100,081	0	20,100,081	0	20,100,081
SC - Soil and Water Conservation						
7950 - Soil & Water Conservation Dist						
Soil & Water Conservation District	1,047,650	1,148,692	0	1,148,692	0	1,148,692
<i>Soil & Water Conservation Dist Total</i>	<i>1,047,650</i>	<i>1,148,692</i>	<i>0</i>	<i>1,148,692</i>	<i>0</i>	<i>1,148,692</i>
Soil and Water Conservation Total	1,047,650	1,148,692	0	1,148,692	0	1,148,692
SE - HHS Child Support Services						
2245 - Cuyahoga Support Enforcement						
Children & Family Services	43,200,676	43,978,391	0	43,978,391	0	43,978,391
<i>Cuyahoga Support Enforcement Total</i>	<i>43,200,676</i>	<i>43,978,391</i>	<i>0</i>	<i>43,978,391</i>	<i>0</i>	<i>43,978,391</i>
2280 - Other Health And Safety						
Children & Family Services	223,540	0	0	0	0	0
<i>Other Health And Safety Total</i>	<i>223,540</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
HHS Child Support Services Total	43,424,215	43,978,391	0	43,978,391	0	43,978,391
SF - Social Impact Financing						
1100 - General Fund						
County Executive	325	0	0	0	0	0
<i>General Fund Total</i>	<i>325</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Social Impact Financing Total	325	0	0	0	0	0
SH - Sheriff's Department						
1100 - General Fund						
Operations	5,421,235	5,567,269	0	5,567,269	0	5,567,269
Officers	21,511,574	21,981,448	0	21,981,448	2,076,203	24,057,651
Regional Jail	73,949,778	95,664,500	0	95,664,500	2,556,706	98,221,206
<i>General Fund Total</i>	<i>100,882,586</i>	<i>123,213,217</i>	<i>0</i>	<i>123,213,217</i>	<i>4,632,909</i>	<i>127,846,126</i>
2280 - Other Health And Safety						
Officers-Court	2,161,855	0	0	0	2,500,000	2,500,000
<i>Other Health And Safety Total</i>	<i>2,161,855</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>2,500,000</i>	<i>2,500,000</i>
2285 - Other Judicial						

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	2018 Actuals	2020 Initial Base Budget	2020 SIA	2020 Base Budget	2020 Approved DP	2020 Exec Recommended Budget
Officers	379,869	5,087	0	5,087	0	5,087
Officers-Court	185,119	162,369	0	162,369	0	162,369
Regional Jail	0	184	0	184	0	184
<i>Other Judicial Total</i>	<i>564,988</i>	<i>167,640</i>	<i>0</i>	<i>167,640</i>	<i>0</i>	<i>167,640</i>
5710 - CC Information Systems						
Officers	736,705	741,435	0	741,435	0	741,435
<i>CC Information Systems Total</i>	<i>736,705</i>	<i>741,435</i>	<i>0</i>	<i>741,435</i>	<i>0</i>	<i>741,435</i>
6750 - Central Custodial Services						
Protective Service	11,384,968	11,945,298	0	11,945,298	0	11,945,298
<i>Central Custodial Services Total</i>	<i>11,384,968</i>	<i>11,945,298</i>	<i>0</i>	<i>11,945,298</i>	<i>0</i>	<i>11,945,298</i>
7805 - Other Agency						
Administration	11,191	0	0	0	0	0
<i>Other Agency Total</i>	<i>11,191</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Sheriff's Department Total	115,742,293	136,067,590	0	136,067,590	7,132,909	143,200,499
SS - Soldiers' and Sailors' Monument						
1100 - General Fund						
Soldiers and Sailors Monument	227,187	249,487	0	249,487	4,964	254,451
<i>General Fund Total</i>	<i>227,187</i>	<i>249,487</i>	<i>0</i>	<i>249,487</i>	<i>4,964</i>	<i>254,451</i>
Soldiers' and Sailors' Monument Total	227,187	249,487	0	249,487	4,964	254,451
ST - Public Works - Sanitary Sewer						
5715 - Sanitary Engineer						
County Engineer	49,187,736	31,674,136	0	31,674,136	0	31,674,136
<i>Sanitary Engineer Total</i>	<i>49,187,736</i>	<i>31,674,136</i>	<i>0</i>	<i>31,674,136</i>	<i>0</i>	<i>31,674,136</i>
Public Works - Sanitary Sewer Total	49,187,736	31,674,136	0	31,674,136	0	31,674,136
SW - Solid Waste Management District						
2265 - Litter Prevention & Recycling						
Solid Waste Management District	73,379	0	0	0	0	0
<i>Litter Prevention & Recycling Total</i>	<i>73,379</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
2310 - Solid Waste						
Solid Waste Management District	1,980,793	2,225,005	0	2,225,005	0	2,225,005
<i>Solid Waste Total</i>	<i>1,980,793</i>	<i>2,225,005</i>	<i>0</i>	<i>2,225,005</i>	<i>0</i>	<i>2,225,005</i>
Solid Waste Management District Total	2,054,172	2,225,005	0	2,225,005	0	2,225,005
SY - Department of Sustainability						
1100 - General Fund						
Sustainability	274,495	279,280	0	279,280	0	279,280
<i>General Fund Total</i>	<i>274,495</i>	<i>279,280</i>	<i>0</i>	<i>279,280</i>	<i>0</i>	<i>279,280</i>
2275 - Other Community Development						
Sustainability	36,500	12,138	0	12,138	0	12,138
<i>Other Community Development Total</i>	<i>36,500</i>	<i>12,138</i>	<i>0</i>	<i>12,138</i>	<i>0</i>	<i>12,138</i>

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	2018 Actuals	2020 Initial Base Budget	2020 SIA	2020 Base Budget	2020 Approved DP	2020 Exec Recommended Budget
Department of Sustainability Total	310,995	291,418	0	291,418	0	291,418
VC - Veterans Services Commission						
1100 - General Fund						
Veteran's Commission	6,483,057	7,577,683	0	7,577,683	0	7,577,683
<i>General Fund Total</i>	<i>6,483,057</i>	<i>7,577,683</i>	<i>0</i>	<i>7,577,683</i>	<i>0</i>	<i>7,577,683</i>
Veterans Services Commission Total	6,483,057	7,577,683	0	7,577,683	0	7,577,683
VF - Veterans Services Fund						
2300 - Other Social Services						
Veteran's Commission	433,430	547,095	0	547,095	0	547,095
<i>Other Social Services Total</i>	<i>433,430</i>	<i>547,095</i>	<i>0</i>	<i>547,095</i>	<i>0</i>	<i>547,095</i>
Veterans Services Fund Total	433,430	547,095	0	547,095	0	547,095
WI - Educational Assistance Program						
2255 - Health And Human Services Levy						
Workforce Development	914,121	1,000,000	0	1,000,000	0	1,000,000
<i>Health And Human Services Levy Total</i>	<i>914,121</i>	<i>1,000,000</i>	<i>0</i>	<i>1,000,000</i>	<i>0</i>	<i>1,000,000</i>
2260 - Human Services						
Workforce Development	10,297,948	13,729,203	0	13,729,203	0	13,729,203
<i>Human Services Total</i>	<i>10,297,948</i>	<i>13,729,203</i>	<i>0</i>	<i>13,729,203</i>	<i>0</i>	<i>13,729,203</i>
2300 - Other Social Services						
Workforce Development	7,649	0	0	0	0	0
<i>Other Social Services Total</i>	<i>7,649</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Educational Assistance Program Total	11,219,718	14,729,203	0	14,729,203	0	14,729,203
WT - HHS Job and Family Services						
2260 - Human Services						
Employment & Family Services	79,892,243	80,055,296	0	80,055,296	0	80,055,296
<i>Human Services Total</i>	<i>79,892,243</i>	<i>80,055,296</i>	<i>0</i>	<i>80,055,296</i>	<i>0</i>	<i>80,055,296</i>
HHS Job and Family Services Total	79,892,243	80,055,296	0	80,055,296	0	80,055,296
Grand Total	5,099,487,535	1,473,654,509	265,288,780	1,739,243,942	13,943,148	1,753,187,090

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	2020 Exec Recommended Budget	2021 Initial Base Budget	2021 SIA	2021 Base Budget	2021 Approved DP	2021 Exec Recommended Budget	% Change
AB - ADAMHS Board							
2260 - Human Services							
Administration	14,719,704	14,765,981	0	14,765,981	0	14,765,981	0.31%
<i>Human Services Total</i>	<i>14,719,704</i>	<i>14,765,981</i>	<i>0</i>	<i>14,765,981</i>	<i>0</i>	<i>14,765,981</i>	<i>0.31%</i>
ADAMHS Board Total	14,719,704	14,765,981	0	14,765,981	0	14,765,981	0.31%
AP - Public Works - County Airport							
5700 - County Airport							
County Engineer	58,388	0	0	0	58,388	58,388	0.00
Property Management/Lease	1,481,970	1,502,796	0	1,502,796	0	1,502,796	1.41%
<i>County Airport Total</i>	<i>1,540,358</i>	<i>1,502,796</i>	<i>0</i>	<i>1,502,796</i>	<i>58,388</i>	<i>1,561,184</i>	<i>1.35%</i>
Public Works - County Airport Total	1,540,358	1,502,796	0	1,502,796	58,388	1,561,184	1.35%
BE - Board of Elections							
1100 - General Fund							
Administration	8,333,929	8,500,881	0	8,500,881	0	8,500,881	2.00%
Election Reform	774,967	774,967	0	774,967	0	774,967	0.00
General Election	4,201,810	2,228,334	0	2,228,334	0	2,228,334	(46.97%)
Primary Election	2,592,638	1,321,587	0	1,321,587	0	1,321,587	(49.03%)
<i>General Fund Total</i>	<i>15,903,344</i>	<i>12,825,769</i>	<i>0</i>	<i>12,825,769</i>	<i>0</i>	<i>12,825,769</i>	<i>(19.35%)</i>
Board of Elections Total	15,903,344	12,825,769	0	12,825,769	0	12,825,769	(19.35%)
BR - Board of Revision							
2305 - Real Estate Assessment							
Board of Revision	2,764,280	2,617,595	0	2,617,595	0	2,617,595	(5.31%)
<i>Real Estate Assessment Total</i>	<i>2,764,280</i>	<i>2,617,595</i>	<i>0</i>	<i>2,617,595</i>	<i>0</i>	<i>2,617,595</i>	<i>(5.31%)</i>
Board of Revision Total	2,764,280	2,617,595	0	2,617,595	0	2,617,595	(5.31%)
CA - Court of Appeals							
1100 - General Fund							
Court of Appeals	953,094	913,919	0	913,919	38,543	952,462	(0.07%)
<i>General Fund Total</i>	<i>953,094</i>	<i>913,919</i>	<i>0</i>	<i>913,919</i>	<i>38,543</i>	<i>952,462</i>	<i>(0.07%)</i>
2240 - Court							
Court of Appeals	15,000	15,000	0	15,000	0	15,000	0.00
<i>Court Total</i>	<i>15,000</i>	<i>15,000</i>	<i>0</i>	<i>15,000</i>	<i>0</i>	<i>15,000</i>	<i>0.00</i>
Court of Appeals Total	968,094	928,919	0	928,919	38,543	967,462	(0.07%)
CC - Clerk of Courts							
1100 - General Fund							
Clerk of Courts	8,633,793	8,792,488	0	8,792,488	0	8,792,488	1.84%
<i>General Fund Total</i>	<i>8,633,793</i>	<i>8,792,488</i>	<i>0</i>	<i>8,792,488</i>	<i>0</i>	<i>8,792,488</i>	<i>1.84%</i>
2240 - Court							
Clerk of Courts	150,000	150,000	0	150,000	0	150,000	0.00
<i>Court Total</i>	<i>150,000</i>	<i>150,000</i>	<i>0</i>	<i>150,000</i>	<i>0</i>	<i>150,000</i>	<i>0.00</i>
Clerk of Courts Total	8,783,793	8,942,488	0	8,942,488	0	8,942,488	1.81%

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	2020 Exec Recommen ded Budget	2021 Initial Base Budget	2021 SIA	2021 Base Budget	2021 Approved DP	2021 Exec Recommended Budget	% Change
CE - Public Works - Road and Bridge							
2270 - Motor Vehicle Gas Tax							
County Engineer	10,729,435	10,804,088	0	10,804,088	0	10,804,088	0.70%
<i>Motor Vehicle Gas Tax Total</i>	<i>10,729,435</i>	<i>10,804,088</i>	<i>0</i>	<i>10,804,088</i>	<i>0</i>	<i>10,804,088</i>	<i>0.70%</i>
5705 - County Parking Garage							
Finance & Operations	3,829,140	3,851,530	0	3,851,530	0	3,851,530	0.58%
<i>County Parking Garage Total</i>	<i>3,829,140</i>	<i>3,851,530</i>	<i>0</i>	<i>3,851,530</i>	<i>0</i>	<i>3,851,530</i>	<i>0.58%</i>
Public Works - Road and Bridge Total	14,558,575	14,655,618	0	14,655,618	0	14,655,618	0.67%
CF - HHS Children and Family Services							
2215 - Children Services							
Children & Family Services	78,671,742	78,671,742	0	78,671,742	0	78,671,742	0.00
<i>Children Services Total</i>	<i>78,671,742</i>	<i>78,671,742</i>	<i>0</i>	<i>78,671,742</i>	<i>0</i>	<i>78,671,742</i>	<i>0.00</i>
2260 - Human Services							
Children & Family Services	84,764,285	86,213,013	0	86,213,013	0	86,213,013	1.71%
<i>Human Services Total</i>	<i>84,764,285</i>	<i>86,213,013</i>	<i>0</i>	<i>86,213,013</i>	<i>0</i>	<i>86,213,013</i>	<i>1.71%</i>
2300 - Other Social Services							
Children & Family Services	4,999	4,999	0	4,999	0	4,999	0.00
<i>Other Social Services Total</i>	<i>4,999</i>	<i>4,999</i>	<i>0</i>	<i>4,999</i>	<i>0</i>	<i>4,999</i>	<i>0.00</i>
HHS Children and Family Services Total	163,441,026	164,889,754	0	164,889,754	0	164,889,754	0.89%
CL - County Council							
1100 - General Fund							
County Council	2,323,954	2,251,676	0	2,251,676	118,637	2,370,313	1.99%
<i>General Fund Total</i>	<i>2,323,954</i>	<i>2,251,676</i>	<i>0</i>	<i>2,251,676</i>	<i>118,637</i>	<i>2,370,313</i>	<i>1.99%</i>
County Council Total	2,323,954	2,251,676	0	2,251,676	118,637	2,370,313	1.99%
CP - Court of Common Pleas							
1100 - General Fund							
Administration	30,031,495	27,577,917	0	27,577,917	2,800,000	30,377,917	1.15%
Court Service	7,889,126	8,042,059	0	8,042,059	0	8,042,059	1.94%
Magistrates	1,475,173	1,505,857	0	1,505,857	0	1,505,857	2.08%
Probation/Psychiatric	17,074,156	17,136,863	0	17,136,863	265,000	17,401,863	1.92%
<i>General Fund Total</i>	<i>56,469,950</i>	<i>54,262,696</i>	<i>0</i>	<i>54,262,696</i>	<i>3,065,000</i>	<i>57,327,696</i>	<i>1.52%</i>
2240 - Court							
Administration	565,644	576,805	0	576,805	0	576,805	1.97%
<i>Court Total</i>	<i>565,644</i>	<i>576,805</i>	<i>0</i>	<i>576,805</i>	<i>0</i>	<i>576,805</i>	<i>1.97%</i>
2280 - Other Health And Safety							
Administration	361,329	361,329	0	361,329	0	361,329	0.00
<i>Other Health And Safety Total</i>	<i>361,329</i>	<i>361,329</i>	<i>0</i>	<i>361,329</i>	<i>0</i>	<i>361,329</i>	<i>0.00</i>
2285 - Other Judicial							
Administration	77,207	77,207	0	77,207	0	77,207	0.00
Community Based Correctional Facility	5,310,000	5,310,000	0	5,310,000	0	5,310,000	0.00
Probation/Psychiatric	324,960	324,960	0	324,960	0	324,960	0.00

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<i>Other Judicial Total</i>	5,712,167	5,712,167	0	5,712,167	0	5,712,167	0.00
2320 - Treat Alt For Safer Comm							
TASC	1,301,773	678,512	0	678,512	643,439	1,321,951	1.55%
<i>Treat Alt For Safer Comm Total</i>	1,301,773	678,512	0	678,512	643,439	1,321,951	1.55%
Court of Common Pleas Total	64,410,863	61,591,509	0	61,591,509	3,708,439	65,299,948	1.38%
CT - Public Works - Facilities							
1100 - General Fund							
Property Management/Lease	1,687,185	1,704,772	0	1,704,772	0	1,704,772	1.04%
<i>General Fund Total</i>	1,687,185	1,704,772	0	1,704,772	0	1,704,772	1.04%
2270 - Motor Vehicle Gas Tax							
County Engineer	13,196,065	13,331,659	0	13,331,659	0	13,331,659	1.03%
<i>Motor Vehicle Gas Tax Total</i>	13,196,065	13,331,659	0	13,331,659	0	13,331,659	1.03%
6750 - Central Custodial Services							
Facility Design & Maintenance	43,249,260	43,710,370	0	43,710,370	0	43,710,370	1.07%
<i>Central Custodial Services Total</i>	43,249,260	43,710,370	0	43,710,370	0	43,710,370	1.07%
6755 - Maintenance Garage							
Facility Design & Maintenance	1,181,376	1,188,027	0	1,188,027	0	1,188,027	0.56%
<i>Maintenance Garage Total</i>	1,181,376	1,188,027	0	1,188,027	0	1,188,027	0.56%
6775 - Postage							
Finance & Operations	1,411,070	1,426,373	0	1,426,373	0	1,426,373	1.08%
<i>Postage Total</i>	1,411,070	1,426,373	0	1,426,373	0	1,426,373	1.08%
6780 - Printing							
Finance & Operations	2,280,136	2,291,181	0	2,291,181	0	2,291,181	0.48%
<i>Printing Total</i>	2,280,136	2,291,181	0	2,291,181	0	2,291,181	0.48%
Public Works - Facilities Total	63,005,092	63,652,382	0	63,652,382	0	63,652,382	1.03%
CX - Communications Department							
1100 - General Fund							
Communications	845,408	863,238	0	863,238	0	863,238	2.11%
<i>General Fund Total</i>	845,408	863,238	0	863,238	0	863,238	2.11%
Communications Department Total	845,408	863,238	0	863,238	0	863,238	2.11%
DD - Board of Developmental Disabilities							
2210 - Board Of Develop. Disabilities							
Administration	187,214,363	188,980,022	0	188,980,022	0	188,980,022	0.94%
<i>Board Of Develop. Disabilities Total</i>	187,214,363	188,980,022	0	188,980,022	0	188,980,022	0.94%
Board of Developmental Disabilities Total	187,214,363	188,980,022	0	188,980,022	0	188,980,022	0.94%
DK - Public Works - County Kennel							
2270 - Motor Vehicle Gas Tax							
County Engineer	14,160,359	14,160,359	0	14,160,359	0	14,160,359	0.00

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<i>Motor Vehicle Gas Tax Total</i>	14,160,359	14,160,359	0	14,160,359	0	14,160,359	0.00
2280 - Other Health And Safety							
Finance & Operations	2,082,123	2,115,655	0	2,115,655	0	2,115,655	1.61%
<i>Other Health And Safety Total</i>	2,082,123	2,115,655	0	2,115,655	0	2,115,655	1.61%
Public Works - County Kennel Total	16,242,482	16,276,014	0	16,276,014	0	16,276,014	0.21%
DR - Domestic Relations Court							
1100 - General Fund							
Bureau of Support	5,400,623	5,507,010	0	5,507,010	0	5,507,010	1.97%
Domestic Relations	5,008,408	5,100,070	0	5,100,070	0	5,100,070	1.83%
<i>General Fund Total</i>	10,409,031	10,607,080	0	10,607,080	0	10,607,080	1.90%
2285 - Other Judicial							
Resource Center	15,000	15,000	0	15,000	0	15,000	0.00
<i>Other Judicial Total</i>	15,000	15,000	0	15,000	0	15,000	0.00
Domestic Relations Court Total	10,424,031	10,622,080	0	10,622,080	0	10,622,080	1.90%
DS - Debt Service							
3500 - Debt Service							
Office of Budget & Management	97,508,244	87,280,942	0	87,280,942	0	87,280,942	(10.49%)
<i>Debt Service Total</i>	97,508,244	87,280,942	0	87,280,942	0	87,280,942	(10.49%)
Debt Service Total	97,508,244	87,280,942	0	87,280,942	0	87,280,942	(10.49%)
DV - Department of Development							
1100 - General Fund							
Economic Development	2,929,529	2,661,153	0	2,661,153	300,000	2,961,153	1.08%
<i>General Fund Total</i>	2,929,529	2,661,153	0	2,661,153	300,000	2,961,153	1.08%
1105 - General Fund Assigned							
Economic Development	4,116,026	4,116,026	0	4,116,026	0	4,116,026	0.00
<i>General Fund Assigned Total</i>	4,116,026	4,116,026	0	4,116,026	0	4,116,026	0.00
2220 - Community Development							
Community Development	7,525,195	1,203,617	784,480	1,988,097	0	1,988,097	(73.58%)
<i>Community Development Total</i>	7,525,195	1,203,617	784,480	1,988,097	0	1,988,097	(73.58%)
2300 - Other Social Services							
Guardianship	249,000	249,000	0	249,000	0	249,000	0.00
<i>Other Social Services Total</i>	249,000	249,000	0	249,000	0	249,000	0.00
Department of Development Total	14,819,750	8,229,796	784,480	9,014,276	300,000	9,314,276	(37.15%)
EC - HHS Early Childhood							
2260 - Human Services							
Early Childhood	17,733,516	17,755,001	0	17,755,001	0	17,755,001	0.12%
<i>Human Services Total</i>	17,733,516	17,755,001	0	17,755,001	0	17,755,001	0.12%
2300 - Other Social Services							
Invest In Children	669,552	669,552	0	669,552	0	669,552	0.00

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<i>Other Social Services Total</i>	669,552	669,552	0	669,552	0	669,552	0.00
HHS Early Childhood Total	18,403,068	18,424,553	0	18,424,553	0	18,424,553	0.12%
EX - County Executive							
1100 - General Fund							
County Executive	884,527	899,803	0	899,803	0	899,803	1.73%
<i>General Fund Total</i>	<i>884,527</i>	<i>899,803</i>	<i>0</i>	<i>899,803</i>	<i>0</i>	<i>899,803</i>	<i>1.73%</i>
County Executive Total	884,527	899,803	0	899,803	0	899,803	1.73%
FC - HHS Family and Children First Council							
2260 - Human Services							
Family & Children First Council	5,064,566	5,082,686	0	5,082,686	0	5,082,686	0.36%
<i>Human Services Total</i>	<i>5,064,566</i>	<i>5,082,686</i>	<i>0</i>	<i>5,082,686</i>	<i>0</i>	<i>5,082,686</i>	<i>0.36%</i>
HHS Family and Children First Council Total	5,064,566	5,082,686	0	5,082,686	0	5,082,686	0.36%
FS - Fiscal							
1100 - General Fund							
Administration	845,223	860,593	0	860,593	0	860,593	1.82%
Operations	7,611,534	7,800,528	0	7,800,528	0	7,800,528	2.48%
Financial Services	3,069,055	3,126,304	0	3,126,304	0	3,126,304	1.87%
Consumer Affairs	760,207	786,482	0	786,482	0	786,482	3.46%
Office of Budget & Management	67,097,663	10,166,243	57,015,962	67,182,205	25,001	67,207,206	0.16%
Procurement & Diversity	1,900,842	1,953,392	0	1,953,392	0	1,953,392	2.76%
Treasurer	2,529,526	2,559,696	0	2,559,696	0	2,559,696	1.19%
<i>General Fund Total</i>	<i>83,814,050</i>	<i>27,253,238</i>	<i>57,015,962</i>	<i>84,269,200</i>	<i>25,001</i>	<i>84,294,201</i>	<i>0.57%</i>
1110 - General Fund Sales Tax							
Office of Budget & Management	5,400,000	5,400,000	0	5,400,000	0	5,400,000	0.00
<i>General Fund Sales Tax Total</i>	<i>5,400,000</i>	<i>5,400,000</i>	<i>0</i>	<i>5,400,000</i>	<i>0</i>	<i>5,400,000</i>	<i>0.00</i>
2225 - Convention Center							
Office of Budget & Management	261,495	268,295	0	268,295	0	268,295	2.60%
<i>Convention Center Total</i>	<i>261,495</i>	<i>268,295</i>	<i>0</i>	<i>268,295</i>	<i>0</i>	<i>268,295</i>	<i>2.60%</i>
2235 - County Land Reutilization							
Office of Budget & Management	7,000,000	7,000,000	0	7,000,000	0	7,000,000	0.00
<i>County Land Reutilization Total</i>	<i>7,000,000</i>	<i>7,000,000</i>	<i>0</i>	<i>7,000,000</i>	<i>0</i>	<i>7,000,000</i>	<i>0.00</i>
2250 - Delinquent Real Estate Assess.							
Treasurer	1,621,014	1,650,246	0	1,650,246	0	1,650,246	1.80%
<i>Delinquent Real Estate Assess. Total</i>	<i>1,621,014</i>	<i>1,650,246</i>	<i>0</i>	<i>1,650,246</i>	<i>0</i>	<i>1,650,246</i>	<i>1.80%</i>
2255 - Health And Human Services Levy							
Office of Budget & Management	244,158,184	36,646,261	211,686,184	248,332,445	0	248,332,445	1.71%
<i>Health And Human Services Levy Total</i>	<i>244,158,184</i>	<i>36,646,261</i>	<i>211,686,184</i>	<i>248,332,445</i>	<i>0</i>	<i>248,332,445</i>	<i>1.71%</i>

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2290 - Other Legislative And Exec.							
Office of Budget & Management	8,000,000	3,300,000	0	3,300,000	0	3,300,000	(58.75%)
Treasurer	617,565	627,824	0	627,824	0	627,824	1.66%
<i>Other Legislative And Exec. Total</i>	<i>8,617,565</i>	<i>3,927,824</i>	<i>0</i>	<i>3,927,824</i>	<i>0</i>	<i>3,927,824</i>	<i>(54.42%)</i>
2305 - Real Estate Assessment							
Operations	14,965,623	15,147,282	0	15,147,282	0	15,147,282	1.21%
<i>Real Estate Assessment Total</i>	<i>14,965,623</i>	<i>15,147,282</i>	<i>0</i>	<i>15,147,282</i>	<i>0</i>	<i>15,147,282</i>	<i>1.21%</i>
Fiscal Total	365,837,931	97,293,146	268,702,146	365,995,292	25,001	366,020,293	0.05%
HC - Personnel Review Commission							
1100 - General Fund							
Personnel Review Commission	2,022,230	2,063,095	0	2,063,095	0	2,063,095	2.02%
<i>General Fund Total</i>	<i>2,022,230</i>	<i>2,063,095</i>	<i>0</i>	<i>2,063,095</i>	<i>0</i>	<i>2,063,095</i>	<i>2.02%</i>
Personnel Review Commission Total	2,022,230	2,063,095	0	2,063,095	0	2,063,095	2.02%
HM - HHS Homeless Services							
2255 - Health And Human Services Levy							
Homeless Services	8,638,809	8,649,528	0	8,649,528	0	8,649,528	0.12%
<i>Health And Human Services Levy Total</i>	<i>8,638,809</i>	<i>8,649,528</i>	<i>0</i>	<i>8,649,528</i>	<i>0</i>	<i>8,649,528</i>	<i>0.12%</i>
HHS Homeless Services Total	8,638,809	8,649,528	0	8,649,528	0	8,649,528	0.12%
HQ - County Headquarters							
1100 - General Fund							
Property Management/Lease	5,515,357	5,642,551	0	5,642,551	0	5,642,551	2.31%
<i>General Fund Total</i>	<i>5,515,357</i>	<i>5,642,551</i>	<i>0</i>	<i>5,642,551</i>	<i>0</i>	<i>5,642,551</i>	<i>2.31%</i>
County Headquarters Total	5,515,357	5,642,551	0	5,642,551	0	5,642,551	2.31%
HR - Department of Human Resources							
1100 - General Fund							
Administration	3,614,148	3,684,902	0	3,684,902	0	3,684,902	1.96%
Benefits and Compensation	216,000	216,000	0	216,000	0	216,000	0.00
<i>General Fund Total</i>	<i>3,830,148</i>	<i>3,900,902</i>	<i>0</i>	<i>3,900,902</i>	<i>0</i>	<i>3,900,902</i>	<i>1.85%</i>
2260 - Human Services							
Administration	1,086,542	1,110,479	0	1,110,479	0	1,110,479	2.20%
<i>Human Services Total</i>	<i>1,086,542</i>	<i>1,110,479</i>	<i>0</i>	<i>1,110,479</i>	<i>0</i>	<i>1,110,479</i>	<i>2.20%</i>
6765 - Health Insurance							
Benefits and Compensation	111,104,618	114,396,748	0	114,396,748	0	114,396,748	2.96%
<i>Health Insurance Total</i>	<i>111,104,618</i>	<i>114,396,748</i>	<i>0</i>	<i>114,396,748</i>	<i>0</i>	<i>114,396,748</i>	<i>2.96%</i>
6770 - Workers' Compensation							
Employee & Labor Relations	5,744,951	5,755,698	0	5,755,698	0	5,755,698	0.19%
<i>Workers' Compensation Total</i>	<i>5,744,951</i>	<i>5,755,698</i>	<i>0</i>	<i>5,755,698</i>	<i>0</i>	<i>5,755,698</i>	<i>0.19%</i>
Department of Human Resources Total	121,766,259	125,163,827	0	125,163,827	0	125,163,827	2.79%

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HT - County Hotel							
1110 - General Fund Sales Tax							
Property Management/Lease	321,000	324,000	0	324,000	0	324,000	0.93%
<i>General Fund Sales Tax Total</i>	<i>321,000</i>	<i>324,000</i>	<i>0</i>	<i>324,000</i>	<i>0</i>	<i>324,000</i>	<i>0.93%</i>
County Hotel Total	321,000	324,000	0	324,000	0	324,000	0.93%
IA - Internal Audit							
1100 - General Fund							
Internal Audit	715,480	734,404	0	734,404	0	734,404	2.64%
<i>General Fund Total</i>	<i>715,480</i>	<i>734,404</i>	<i>0</i>	<i>734,404</i>	<i>0</i>	<i>734,404</i>	<i>2.64%</i>
Internal Audit Total	715,480	734,404	0	734,404	0	734,404	2.64%
IG - Inspector General							
1100 - General Fund							
Inspector General	988,589	1,009,527	0	1,009,527	0	1,009,527	2.12%
<i>General Fund Total</i>	<i>988,589</i>	<i>1,009,527</i>	<i>0</i>	<i>1,009,527</i>	<i>0</i>	<i>1,009,527</i>	<i>2.12%</i>
2285 - Other Judicial							
Inspector General	34,029	34,294	0	34,294	0	34,294	0.78%
<i>Other Judicial Total</i>	<i>34,029</i>	<i>34,294</i>	<i>0</i>	<i>34,294</i>	<i>0</i>	<i>34,294</i>	<i>0.78%</i>
Inspector General Total	1,022,618	1,043,821	0	1,043,821	0	1,043,821	2.07%
IN - Innovation and Performance							
1100 - General Fund							
Innovation	744,574	756,330	0	756,330	0	756,330	1.58%
<i>General Fund Total</i>	<i>744,574</i>	<i>756,330</i>	<i>0</i>	<i>756,330</i>	<i>0</i>	<i>756,330</i>	<i>1.58%</i>
Innovation and Performance Total	744,574	756,330	0	756,330	0	756,330	1.58%
IT - Department of Information Technology							
1100 - General Fund							
Administration	2,519,741	2,552,996	0	2,552,996	0	2,552,996	1.32%
Technology	15,133,942	15,296,410	0	15,296,410	0	15,296,410	1.07%
Web Develop. & Appl. Admin	3,195,699	3,237,122	0	3,237,122	0	3,237,122	1.30%
<i>General Fund Total</i>	<i>20,849,382</i>	<i>21,086,528</i>	<i>0</i>	<i>21,086,528</i>	<i>0</i>	<i>21,086,528</i>	<i>1.14%</i>
2260 - Human Services							
Administration	6,126,386	6,221,438	0	6,221,438	0	6,221,438	1.55%
<i>Human Services Total</i>	<i>6,126,386</i>	<i>6,221,438</i>	<i>0</i>	<i>6,221,438</i>	<i>0</i>	<i>6,221,438</i>	<i>1.55%</i>
2305 - Real Estate Assessment							
Web Develop. & Appl. Admin	791,869	803,374	0	803,374	0	803,374	1.45%
<i>Real Estate Assessment Total</i>	<i>791,869</i>	<i>803,374</i>	<i>0</i>	<i>803,374</i>	<i>0</i>	<i>803,374</i>	<i>1.45%</i>
Department of Information Technology Total	27,767,637	28,111,340	0	28,111,340	0	28,111,340	1.24%
JC - Juvenile Court							
1100 - General Fund							
Administration	5,545,313	5,664,357	0	5,664,357	0	5,664,357	2.15%

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Child Support	5,022,345	5,119,763	0	5,119,763	0	5,119,763	1.94%
Detention Center	15,592,255	15,918,328	0	15,918,328	0	15,918,328	2.09%
Legal	11,507,590	11,704,199	0	11,704,199	0	11,704,199	1.71%
<i>General Fund Total</i>	<i>37,667,503</i>	<i>38,406,647</i>	<i>0</i>	<i>38,406,647</i>	<i>0</i>	<i>38,406,647</i>	<i>1.96%</i>
2255 - Health And Human Services Levy							
Detention Center	3,461,123	3,484,422	0	3,484,422	0	3,484,422	0.67%
Legal	4,676,040	4,719,865	0	4,719,865	0	4,719,865	0.94%
Probation	14,447,899	14,675,346	0	14,675,346	0	14,675,346	1.57%
<i>Health And Human Services Levy Total</i>	<i>22,585,062</i>	<i>22,879,633</i>	<i>0</i>	<i>22,879,633</i>	<i>0</i>	<i>22,879,633</i>	<i>1.30%</i>
2285 - Other Judicial							
Administration	3,055,872	3,055,872	0	3,055,872	0	3,055,872	0.00
Legal	181,311	181,311	0	181,311	0	181,311	0.00
<i>Other Judicial Total</i>	<i>3,237,183</i>	<i>3,237,183</i>	<i>0</i>	<i>3,237,183</i>	<i>0</i>	<i>3,237,183</i>	<i>0.00</i>
Juvenile Court Total	63,489,748	64,523,463	0	64,523,463	0	64,523,463	1.63%
LL - Law Library Resource Board							
2285 - Other Judicial							
Law Library Resource Board	540,000	539,999	0	539,999	0	539,999	(0.00%)
<i>Other Judicial Total</i>	<i>540,000</i>	<i>539,999</i>	<i>0</i>	<i>539,999</i>	<i>0</i>	<i>539,999</i>	<i>(0.00%)</i>
Law Library Resource Board Total	540,000	539,999	0	539,999	0	539,999	(0.00%)
LW - Law Department							
1100 - General Fund							
Law Department	2,571,758	2,621,010	0	2,621,010	0	2,621,010	1.92%
Risk Management	1,363,042	1,363,042	0	1,363,042	0	1,363,042	0.00
<i>General Fund Total</i>	<i>3,934,800</i>	<i>3,984,052</i>	<i>0</i>	<i>3,984,052</i>	<i>0</i>	<i>3,984,052</i>	<i>1.25%</i>
Law Department Total	3,934,800	3,984,052	0	3,984,052	0	3,984,052	1.25%
ME - Official of the Medical Examiner							
1100 - General Fund							
Administration	7,482,515	7,622,253	0	7,622,253	0	7,622,253	1.87%
<i>General Fund Total</i>	<i>7,482,515</i>	<i>7,622,253</i>	<i>0</i>	<i>7,622,253</i>	<i>0</i>	<i>7,622,253</i>	<i>1.87%</i>
1105 - General Fund Assigned							
Laboratory	264,505	264,505	0	264,505	0	264,505	0.00
<i>General Fund Assigned Total</i>	<i>264,505</i>	<i>264,505</i>	<i>0</i>	<i>264,505</i>	<i>0</i>	<i>264,505</i>	<i>0.00</i>
2285 - Other Judicial							
Laboratory	5,962,100	5,824,957	0	5,824,957	240,000	6,064,957	1.73%
<i>Other Judicial Total</i>	<i>5,962,100</i>	<i>5,824,957</i>	<i>0</i>	<i>5,824,957</i>	<i>240,000</i>	<i>6,064,957</i>	<i>1.73%</i>
Official of the Medical Examiner Total	13,709,120	13,711,715	0	13,711,715	240,000	13,951,715	1.77%
MI - Miscellaneous Obligations							
1100 - General Fund							
Office of Budget & Management	2,597,347	1,686,695	0	1,686,695	1,000,000	2,686,695	3.44%
<i>General Fund Total</i>	<i>2,597,347</i>	<i>1,686,695</i>	<i>0</i>	<i>1,686,695</i>	<i>1,000,000</i>	<i>2,686,695</i>	<i>3.44%</i>

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	2020 Exec Recommen ded Budget	2021 Initial Base Budget	2021 SIA	2021 Base Budget	2021 Approved DP	2021 Exec Recommended Budget	% Change
Miscellaneous Obligations							
Total	2,597,347	1,686,695	0	1,686,695	1,000,000	2,686,695	3.44%
MT - Municipal Courts							
1100 - General Fund							
Office of Budget & Management	3,688,022	3,740,622	0	3,740,622	0	3,740,622	1.43%
General Fund Total	3,688,022	3,740,622	0	3,740,622	0	3,740,622	1.43%
Municipal Courts Total	3,688,022	3,740,622	0	3,740,622	0	3,740,622	1.43%
OP - HHS Other Programs							
2255 - Health And Human Services Levy							
Family & Children First Council	1,268,439	1,275,108	0	1,275,108	0	1,275,108	0.53%
Health And Human Services Levy Total	1,268,439	1,275,108	0	1,275,108	0	1,275,108	0.53%
HHS Other Programs Total	1,268,439	1,275,108	0	1,275,108	0	1,275,108	0.53%
PB - Probate Court							
1100 - General Fund							
Administration	6,704,097	6,843,515	0	6,843,515	0	6,843,515	2.08%
General Fund Total	6,704,097	6,843,515	0	6,843,515	0	6,843,515	2.08%
2240 - Court							
Administration	78,029	78,874	0	78,874	0	78,874	1.08%
Computer Services	474,286	477,144	0	477,144	0	477,144	0.60%
Court Total	552,315	556,018	0	556,018	0	556,018	0.67%
2285 - Other Judicial							
Guardianship	176,112	176,112	0	176,112	0	176,112	0.00
Other Judicial Total	176,112	176,112	0	176,112	0	176,112	0.00
Probate Court Total	7,432,524	7,575,645	0	7,575,645	0	7,575,645	1.93%
PC - Planning Commission							
1100 - General Fund							
Administration	2,793,667	2,829,960	0	2,829,960	0	2,829,960	1.30%
General Fund Total	2,793,667	2,829,960	0	2,829,960	0	2,829,960	1.30%
Planning Commission Total	2,793,667	2,829,960	0	2,829,960	0	2,829,960	1.30%
PD - Office of the Public Defender							
1100 - General Fund							
Public Defender	13,517,154	13,430,392	0	13,430,392	348,387	13,778,779	1.94%
General Fund Total	13,517,154	13,430,392	0	13,430,392	348,387	13,778,779	1.94%
2285 - Other Judicial							
Public Defender	2,147,580	2,191,653	0	2,191,653	0	2,191,653	2.05%
Other Judicial Total	2,147,580	2,191,653	0	2,191,653	0	2,191,653	2.05%
Office of the Public Defender Total	15,664,734	15,622,045	0	15,622,045	348,387	15,970,432	1.95%
PJ - Public Safety and Justice Services							
1100 - General Fund							

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	2020 Exec Recommen ded Budget	2021 Initial Base Budget	2021 SIA	2021 Base Budget	2021 Approved DP	2021 Exec Recommended Budget	% Change
Administration	1,140,782	1,164,646	0	1,164,646	0	1,164,646	2.09%
Fusion Center	190,653	193,784	0	193,784	0	193,784	1.64%
Office of Emergency Management	485,573	493,078	0	493,078	0	493,078	1.55%
Public Safety Grants	687,176	692,309	0	692,309	0	692,309	0.75%
<i>General Fund Total</i>	<i>2,504,184</i>	<i>2,543,817</i>	<i>0</i>	<i>2,543,817</i>	<i>0</i>	<i>2,543,817</i>	<i>1.58%</i>
2255 - Health And Human Services Levy							
Justice Affairs	419,955	427,091	0	427,091	0	427,091	1.70%
<i>Health And Human Services Levy Total</i>	<i>419,955</i>	<i>427,091</i>	<i>0</i>	<i>427,091</i>	<i>0</i>	<i>427,091</i>	<i>1.70%</i>
2280 - Other Health And Safety							
Office of Emergency Management	5,027,016	5,077,838	0	5,077,838	0	5,077,838	1.01%
<i>Other Health And Safety Total</i>	<i>5,027,016</i>	<i>5,077,838</i>	<i>0</i>	<i>5,077,838</i>	<i>0</i>	<i>5,077,838</i>	<i>1.01%</i>
2325 - Victim Assistance							
Witness Victim	2,026,340	2,057,884	0	2,057,884	0	2,057,884	1.56%
<i>Victim Assistance Total</i>	<i>2,026,340</i>	<i>2,057,884</i>	<i>0</i>	<i>2,057,884</i>	<i>0</i>	<i>2,057,884</i>	<i>1.56%</i>
Public Safety and Justice Services Total	9,977,495	10,106,630	0	10,106,630	0	10,106,630	1.29%
PS - Office of the Prosecutor							
1100 - General Fund							
Administration	28,135,294	28,663,304	0	28,663,304	3,000,000	31,663,304	12.54%
Family Services	4,078,260	4,161,126	0	4,161,126	0	4,161,126	2.03%
Child Support	3,584,102	3,658,423	0	3,658,423	0	3,658,423	2.07%
<i>General Fund Total</i>	<i>35,797,656</i>	<i>36,482,853</i>	<i>0</i>	<i>36,482,853</i>	<i>3,000,000</i>	<i>39,482,853</i>	<i>10.29%</i>
2250 - Delinquent Real Estate Assess.							
Administration	5,755,334	5,806,321	0	5,806,321	0	5,806,321	0.89%
<i>Delinquent Real Estate Assess. Total</i>	<i>5,755,334</i>	<i>5,806,321</i>	<i>0</i>	<i>5,806,321</i>	<i>0</i>	<i>5,806,321</i>	<i>0.89%</i>
Office of the Prosecutor Total	41,552,990	42,289,174	0	42,289,174	3,000,000	45,289,174	8.99%
RC - Department of Regional Collaboration							
1100 - General Fund							
Regional Collaboration	265,715	271,467	0	271,467	0	271,467	2.16%
<i>General Fund Total</i>	<i>265,715</i>	<i>271,467</i>	<i>0</i>	<i>271,467</i>	<i>0</i>	<i>271,467</i>	<i>2.16%</i>
Department of Regional Collaboration Total	265,715	271,467	0	271,467	0	271,467	2.16%
RE - HHS Office of Reentry							
2255 - Health And Human Services Levy							
Office of Re-Entry	2,313,122	2,326,844	0	2,326,844	0	2,326,844	0.59%
<i>Health And Human Services Levy Total</i>	<i>2,313,122</i>	<i>2,326,844</i>	<i>0</i>	<i>2,326,844</i>	<i>0</i>	<i>2,326,844</i>	<i>0.59%</i>
HHS Office of Reentry Total	2,313,122	2,326,844	0	2,326,844	0	2,326,844	0.59%
SA - HHS Senior and Adult Services							
2260 - Human Services							

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	2020 Exec Recommen ded Budget	2021 Initial Base Budget	2021 SIA	2021 Base Budget	2021 Approved DP	2021 Exec Recommended Budget	% Change
Senior & Adult Services	20,100,081	20,376,153	0	20,376,153	0	20,376,153	1.37%
<i>Human Services Total</i>	<i>20,100,081</i>	<i>20,376,153</i>	<i>0</i>	<i>20,376,153</i>	<i>0</i>	<i>20,376,153</i>	<i>1.37%</i>
HHS Senior and Adult Services Total	20,100,081	20,376,153	0	20,376,153	0	20,376,153	1.37%
SC - Soil and Water Conservation							
7950 - Soil & Water Conservation Dist							
Soil & Water Conservation District	1,148,692	1,170,152	0	1,170,152	0	1,170,152	1.87%
<i>Soil & Water Conservation Dist Total</i>	<i>1,148,692</i>	<i>1,170,152</i>	<i>0</i>	<i>1,170,152</i>	<i>0</i>	<i>1,170,152</i>	<i>1.87%</i>
Soil and Water Conservation Total	1,148,692	1,170,152	0	1,170,152	0	1,170,152	1.87%
SE - HHS Child Support Services							
2245 - Cuyahoga Support Enforcement							
Children & Family Services	43,978,391	44,457,708	0	44,457,708	0	44,457,708	1.09%
<i>Cuyahoga Support Enforcement Total</i>	<i>43,978,391</i>	<i>44,457,708</i>	<i>0</i>	<i>44,457,708</i>	<i>0</i>	<i>44,457,708</i>	<i>1.09%</i>
HHS Child Support Services Total	43,978,391	44,457,708	0	44,457,708	0	44,457,708	1.09%
SH - Sheriff's Department							
1100 - General Fund							
Operations	5,567,269	5,676,208	0	5,676,208	0	5,676,208	1.96%
Officers	24,057,651	22,467,396	0	22,467,396	2,076,203	24,543,599	2.02%
Regional Jail	98,221,206	97,418,819	0	97,418,819	2,556,706	99,975,525	1.79%
<i>General Fund Total</i>	<i>127,846,126</i>	<i>125,562,423</i>	<i>0</i>	<i>125,562,423</i>	<i>4,632,909</i>	<i>130,195,332</i>	<i>1.84%</i>
2280 - Other Health And Safety							
Officers-Court	2,500,000	0	0	0	2,500,000	2,500,000	0.00
<i>Other Health And Safety Total</i>	<i>2,500,000</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>2,500,000</i>	<i>2,500,000</i>	<i>0.00</i>
2285 - Other Judicial							
Officers	5,087	5,087	0	5,087	0	5,087	0.00
Officers-Court	162,369	164,675	0	164,675	0	164,675	1.42%
Regional Jail	184	184	0	184	0	184	0.00
<i>Other Judicial Total</i>	<i>167,640</i>	<i>169,946</i>	<i>0</i>	<i>169,946</i>	<i>0</i>	<i>169,946</i>	<i>1.38%</i>
5710 - CC Information Systems							
Officers	741,435	745,753	0	745,753	0	745,753	0.58%
<i>CC Information Systems Total</i>	<i>741,435</i>	<i>745,753</i>	<i>0</i>	<i>745,753</i>	<i>0</i>	<i>745,753</i>	<i>0.58%</i>
6750 - Central Custodial Services							
Protective Service	11,945,298	12,169,911	0	12,169,911	0	12,169,911	1.88%
<i>Central Custodial Services Total</i>	<i>11,945,298</i>	<i>12,169,911</i>	<i>0</i>	<i>12,169,911</i>	<i>0</i>	<i>12,169,911</i>	<i>1.88%</i>
Sheriff's Department Total	143,200,499	138,648,033	0	138,648,033	7,132,909	145,780,942	1.80%
SS - Soldiers' and Sailors' Monument							
1100 - General Fund							
Soldiers and Sailors Monument	254,451	253,633	0	253,633	4,964	258,597	1.63%

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	2020 Exec Recommen ded Budget	2021 Initial Base Budget	2021 SIA	2021 Base Budget	2021 Approved DP	2021 Exec Recommended Budget	% Change
<i>General Fund Total</i>	254,451	253,633	0	253,633	4,964	258,597	1.63%
Soldiers' and Sailors' Monument Total	254,451	253,633	0	253,633	4,964	258,597	1.63%
ST - Public Works - Sanitary Sewer							
5715 - Sanitary Engineer							
County Engineer	31,674,136	31,927,986	0	31,927,986	0	31,927,986	0.80%
<i>Sanitary Engineer Total</i>	31,674,136	31,927,986	0	31,927,986	0	31,927,986	0.80%
Public Works - Sanitary Sewer Total	31,674,136	31,927,986	0	31,927,986	0	31,927,986	0.80%
SW - Solid Waste Management District							
2310 - Solid Waste							
Solid Waste Management District	2,225,005	2,222,204	0	2,222,204	0	2,222,204	(0.13%)
<i>Solid Waste Total</i>	2,225,005	2,222,204	0	2,222,204	0	2,222,204	(0.13%)
Solid Waste Management District Total	2,225,005	2,222,204	0	2,222,204	0	2,222,204	(0.13%)
SY - Department of Sustainability							
1100 - General Fund							
Sustainability	279,280	284,402	0	284,402	0	284,402	1.83%
<i>General Fund Total</i>	279,280	284,402	0	284,402	0	284,402	1.83%
2275 - Other Community Development							
Sustainability	12,138	12,138	0	12,138	0	12,138	0.00
<i>Other Community Development Total</i>	12,138	12,138	0	12,138	0	12,138	0.00
Department of Sustainability Total	291,418	296,540	0	296,540	0	296,540	1.76%
VC - Veterans Services Commission							
1100 - General Fund							
Veteran's Commission	7,577,683	7,577,683	0	7,577,683	0	7,577,683	0.00
<i>General Fund Total</i>	7,577,683	7,577,683	0	7,577,683	0	7,577,683	0.00
Veterans Services Commission Total	7,577,683	7,577,683	0	7,577,683	0	7,577,683	0.00
VF - Veterans Services Fund							
2300 - Other Social Services							
Veteran's Commission	547,095	0	0	0	0	0	(100.00%)
<i>Other Social Services Total</i>	547,095	0	0	0	0	0	(100.00%)
Veterans Services Fund Total	547,095	0	0	0	0	0	(100.00%)
WI - Educational Assistance Program							
2255 - Health And Human Services Levy							
Workforce Development	1,000,000	1,000,000	0	1,000,000	0	1,000,000	0.00
<i>Health And Human Services Levy Total</i>	1,000,000	1,000,000	0	1,000,000	0	1,000,000	0.00
2260 - Human Services							

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	2020 Exec Recommen ded Budget	2021 Initial Base Budget	2021 SIA	2021 Base Budget	2021 Approved DP	2021 Exec Recommended Budget	% Change
Workforce Development	13,729,203	11,751,558	0	11,751,558	0	11,751,558	(14.40%)
<i>Human Services Total</i>	<i>13,729,203</i>	<i>11,751,558</i>	<i>0</i>	<i>11,751,558</i>	<i>0</i>	<i>11,751,558</i>	<i>(14.40%)</i>
Educational Assistance Program Total	14,729,203	12,751,558	0	12,751,558	0	12,751,558	(13.43%)
WT - HHS Job and Family Services							
2260 - Human Services							
Employment & Family Services	80,055,296	81,271,307	0	81,271,307	0	81,271,307	1.52%
<i>Human Services Total</i>	<i>80,055,296</i>	<i>81,271,307</i>	<i>0</i>	<i>81,271,307</i>	<i>0</i>	<i>81,271,307</i>	<i>1.52%</i>
HHS Job and Family Services Total	80,055,296	81,271,307	0	81,271,307	0	81,271,307	1.52%
Grand Total	1,753,187,090	1,466,502,039	269,486,626	1,735,988,665	15,975,268	1,751,963,933	(0.07%)



APPENDIX D: Decision Packages

115 - Decision Package Report

Form	Name	Mandated	Exec Approval	Council Approval	Current Stage	2020 Request	2021 Request	2020 Proposed Budget	2021 Proposed Budget	2020 Adopted Budget	2021 Adopted Budget	County Goals
CA - Court Of Appeals												
637	Professional Development	Yes	Yes	No	1728	32,263	21,263	32,263	21,263	0	0	G14
638	Software & Subscriptions	Yes	Yes	No	1728	17,280	17,280	17,280	17,280	0	0	G13
					CA Net	49,543	38,543	49,543	38,543	0	0	
CC - Clerk Of Courts												
639	Imaging	No	No	No	1728	200,000	200,000	0	0	0	0	G08
640	Help Center Staffing	No	No	No	1728	105,000	105,000	0	0	0	0	G08
					CC Net	305,000	305,000	0	0	0	0	
CL - County Council												
641	Research & Policy Analyst	No	Yes	No	1728	118,637	118,637	118,637	118,637	0	0	G11
					CL Net	118,637	118,637	118,637	118,637	0	0	
CP - Common Pleas Court												
642	Electronic Alcohol Monitoring	No	Yes	No	1728	265,000	265,000	265,000	265,000	0	0	G07 G08
643	4th Drug Court Docket	No	Yes	No	1728	633,000	643,439	743,246	751,602	0	0	G07
644	AC Fee Schedule Increase	Yes	Yes	No	1728	2,800,000	2,800,000	2,799,983	2,799,983	0	0	G08
984	Travel Increase	No	No	No	1728	20,775	20,775	0	0	0	0	G13
					CP Net	3,718,775	3,729,214	3,808,229	3,816,585	0	0	
DV - Development												
1052	Contractual Restoration	Yes	Yes	No	1728	300,000	300,000	300,000	300,000	0	0	G01
1247	Other Operating Restore	No	No	No	1728	20,000	20,000	0	0	0	0	G01

115 - Decision Package Report

Form	Name	Mandated	Exec Approval	Council Approval	Current Stage	2020 Request	2021 Request	2020 Proposed Budget	2021 Proposed Budget	2020 Adopted Budget	2021 Adopted Budget	County Goals
DV - Development												
					DV Net	320,000	320,000	300,000	300,000	0	0	
EX - Executive												
1053	Laptop for RC Director	No	No	No	1728	5,000	0	0	0	0	0	G10
1054	Communications Software	No	No	No	1728	3,600	3,600	0	0	0	0	G10
1055	Retreat	No	No	No	1728	5,000	0	0	0	0	0	G10
					EX Net	13,600	3,600	0	0	0	0	
FS - Fiscal												
990	Position Upgrade	No	No	No	1728	5,000	5,000	0	0	0	0	G14
991	OBM - Outcome Budgeting	No	Yes	No	1728	0	25,000	0	25,000	0	0	G11 G12 G14 G15
992	OBM - Safe Leave Policy	No	Yes	No	1728	1	1	0	0	0	0	G07 G12 G15
1056	W&M Vehicle	No	No	No	1728	1,800	1,800	0	0	0	0	G13
1057	Compliant Management System	No	No	No	1728	25,000	0	0	0	0	0	G13
1058	Investigator Training	No	No	No	1728	3,000	3,000	0	0	0	0	G07
1059	PT Compliance Investigator	No	No	No	1728	40,069	40,069	0	0	0	0	G14
1060	Computers	Yes	No	No	1728	15,000	0	0	0	0	0	G13
1061	PT Attorney	No	No	No	1728	69,270	69,270	0	0	0	0	G14
1062	Printing	No	No	No	1728	3,000	3,000	0	0	0	0	G13

115 - Decision Package Report

Form	Name	Mandated	Exec Approval	Council Approval	Current Stage	2020 Request	2021 Request	2020 Proposed Budget	2021 Proposed Budget	2020 Adopted Budget	2021 Adopted Budget	County Goals
FS - Fiscal												
1215	Bail Reform	No	Yes	No	1728	1,000,000	1,000,000	1,000,000	1,000,000	0	0	G07 G08 G11 G12 G13 G14
FS Net						1,162,140	1,147,140	1,000,000	1,025,000	0	0	
HR - Human Resources												
1007	Paladina	No	No	No	1728	600,000	600,000	0	0	0	0	
1008	Safety Program	No	No	No	1728	148,440	148,440	0	0	0	0	
1083	Leave Administration & Drug Testing	No	No	No	1728	110,000	130,000	0	0	0	0	
HR Net						858,440	878,440	0	0	0	0	
HS - Health And Human Services												
1064	SPARK	No	No	No	1728	370,000	370,000	0	0	0	0	G04
1065	OPTIONS Expansion	No	No	No	1728	800,000	800,000	0	0	0	0	G07
1066	Cleveland Clergy Alliance	No	No	No	1728	150,000	0	0	0	0	0	G07 G11 G14
1067	APS Additional Staffing	No	No	No	1728	418,645	427,019	0	0	0	0	G07
1068	Additional Staffing - Geriatric	No	No	No	1728	156,274	156,274	0	0	0	0	G07
1078	Crisis Bed	No	No	No	1728	200,000	200,000	0	0	0	0	G07
1079	Client Services	No	No	No	1728	198,000	198,000	0	0	0	0	G07

115 - Decision Package Report

Form	Name	Mandated	Exec Approval	Council Approval	Current Stage	2020 Request	2021 Request	2020 Proposed Budget	2021 Proposed Budget	2020 Adopted Budget	2021 Adopted Budget	County Goals
HS - Health And Human Services												
1080	Employee Parking	No	No	No	1728	720,000	720,000	0	0	0	0	G15
1081	Employee Parking	No	No	No	1728	420,000	420,000	0	0	0	0	G15
1082	Tuition Reimbursement	No	No	No	1728	1,000,000	1,000,000	0	0	0	0	
1208	Senior Transportation	No	No	No	1728	100,000	100,000	0	0	0	0	G07
HS Net						4,532,919	4,391,293	0	0	0	0	
IA - Internal Audit												
1004	Part-time Intern	No	No	No	1728	18,010	18,010	0	0	0	0	G13 G14
1005	Position Upgrade	No	No	No	1728	13,854	13,854	0	0	0	0	G13 G14
1006	Conference Room Upgrade	No	No	No	1728	5,000	0	0	0	0	0	G14
IA Net						36,864	31,864	0	0	0	0	
IG - Inspector General												
1072	Software	No	No	No	1728	5,000	5,000	0	0	0	0	G13 G14
IG Net						5,000	5,000	0	0	0	0	
IN - Innovation												
1075	Digital Inclusion	No	No	No	1728	31,471	531,471	0	0	0	0	G06
IN Net						31,471	531,471	0	0	0	0	

IT - Information Technology

115 - Decision Package Report

Form	Name	Mandated	Exec Approval	Council Approval	Current Stage	2020 Request	2021 Request	2020 Proposed Budget	2021 Proposed Budget	2020 Adopted Budget	2021 Adopted Budget	County Goals
IT - Information Technology												
1255	Vacancies	No	No	No	1728	805,676	805,676	0	0	0	0	G14
1256	Computer Refresh	No	No	No	1727	750,000	750,000	0	0	0	0	G14
1257	New Positions	No	No	No	1728	230,400	230,400	0	0	0	0	G15
1258	Vacancies	No	No	No	1728	355,820	355,820	0	0	0	0	G14
1259	Vacancies - Security	No	No	No	1728	198,798	198,798	0	0	0	0	G14
1260	Equipment Upgrade - Cisco	No	No	No	1728	1,000,000	1,000,000	0	0	0	0	G14
1261	New Position - GIS	No	No	No	1728	87,004	87,004	0	0	0	0	G14
					IT Net	3,427,698	3,427,698	0	0	0	0	
JC - Juvenile Court												
1264	HR Staff	No	No	No	1728	137,798	140,923	0	0	0	0	G15
1265	Vacancies	No	No	No	1728	627,294	641,134	0	0	0	0	G05
1266	Court Expansion	No	No	No	1728	5,672,647	5,725,114	0	0	0	0	G11
					JC Net	6,437,739	6,507,171	0	0	0	0	
LW - Law Department												
1076	Additional Attorney	No	No	No	1728	103,600	103,600	0	0	0	0	G08
1077	Software	No	No	No	1728	250,000	250,000	0	0	0	0	G14
					LW Net	353,600	353,600	0	0	0	0	
ME - Medical Examiner												
1084	Mobile Forensic Unit	Yes	No	No	1728	116,500	116,500	0	0	0	0	G07 G10

115 - Decision Package Report

Form	Name	Mandated	Exec Approval	Council Approval	Current Stage	2020 Request	2021 Request	2020 Proposed Budget	2021 Proposed Budget	2020 Adopted Budget	2021 Adopted Budget	County Goals
ME - Medical Examiner												
1085	Support FTE	No	No	No	1728	50,000	50,000	0	0	0	0	G14 G15
1086	Salary Adjustments	No	No	No	1728	180,000	180,000	0	0	0	0	G07
1269	New Forensic Scientists	No	Yes	No	1728	240,000	240,000	0	0	0	0	G11
ME Net						586,500	586,500	0	0	0	0	
PD - Public Defender												
1069	Additional Staffing	Yes	Yes	No	1728	65,080	66,382	65,080	66,382	0	0	G06 G08
1070	ADN Staffing	Yes	Yes	No	1728	160,132	160,132	160,132	160,132	0	0	G08
1071	Clerk (2)	Yes	Yes	No	1728	115,494	121,873	115,494	115,494	0	0	G08
PD Net						340,706	348,387	340,706	342,008	0	0	
PJ - Public Safety & Justice Serv.												
1000	Rescue Task Force	No	No	No	1728	678,625	175,125	0	0	0	0	
1001	Mental Health Project	No	No	No	1728	200,000	300,000	0	0	0	0	G07
PJ Net						878,625	475,125	0	0	0	0	
PS - Prosecutor												
1253	Additional Staffing for CFS	Yes	Yes	No	1728	0	0	1,000,000	1,000,000	0	0	G07 G08
1254	Equity Adjustments to Salaries	Yes	Yes	No	1728	1,000,000	3,000,000	1,000,000	3,000,000	0	0	G15
PS Net						1,000,000	3,000,000	2,000,000	4,000,000	0	0	

115 - Decision Package Report

Form	Name	Mandated	Exec Approval	Council Approval	Current Stage	2020 Request	2021 Request	2020 Proposed Budget	2021 Proposed Budget	2020 Adopted Budget	2021 Adopted Budget	County Goals
PW - Public Works												
985	Airport Staffing	No	Yes	No	1728	58,388	58,388	58,388	58,388	0	0	G14
986	Boom Truck	No	No	No	1728	0	750,000	0	0	0	0	G13
987	Vehicle Replacement	No	No	No	1728	50,000	0	0	0	0	0	G13
988	Kennel Staffing	No	No	No	1728	28,100	28,100	0	0	0	0	G14
996	Property Management Consulting	No	No	No	1728	137,000	137,000	0	0	0	0	G13 G14
998	Property Taxes	No	No	No	1728	120,000	120,000	0	0	0	0	G13
999	Archives Staffing	Yes	No	No	1728	87,770	87,770	0	0	0	0	G14
					PW Net	481,258	1,181,258	58,388	58,388	0	0	
SH - Sheriff												
995	37 PSOs	No	No	No	1728	2,281,609	2,281,609	0	0	0	0	G14
1209	Corrections Staffing	Yes	Yes	No	1728	2,556,706	2,556,706	2,556,706	2,556,706	0	0	G08
1210	MH Diversion Center	No	Yes	No	1728	2,500,000	2,500,000	2,500,000	2,500,000	0	0	G08 G11 G12
1211	Deputies	No	Yes	No	1728	1,976,203	1,976,203	1,976,203	1,976,203	0	0	G07
1268	New Deputy for Trace Evidence	No	Yes	No	1728	100,000	100,000	100,000	100,000	0	0	G08 M00001
					SH Net	9,414,518	9,414,518	7,132,909	7,132,909	0	0	
SS - Soldiers And Sailors Monument												
1214	Part-time Intern	No	Yes	No	1728	4,964	4,964	4,964	4,964	0	0	G01 G03 G14

115 - Decision Package Report

Form	Name	Mandated	Exec Approval	Council Approval	Current Stage	2020 Request	2021 Request	2020 Proposed Budget	2021 Proposed Budget	2020 Adopted Budget	2021 Adopted Budget	County Goals
SS - Soldiers And Sailors Monument												
					SS Net	4,964	4,964	4,964	4,964	0	0	
SW - Solid Waste Management Dist.												
994	SW Staffing	No	No	No	1728	58,600	58,600	0	0	0	0	G01 G03
1263	Community Recycling Grant	No	No	No	1728	50,000	50,000	0	0	0	0	G01 G03
					SW Net	108,600	108,600	0	0	0	0	



WHERE THE DOLLARS MAKE SENSE

APPENDIX E: Department Pages

Alcohol, Drug Addiction, and Mental Health Services Board

The Alcohol, Drug Addiction and Mental Health Services (ADAMHS) Board of Cuyahoga County is responsible for the planning, funding, and monitoring of public mental health, alcohol and other drug addiction services delivered to residents of Cuyahoga County. The Board’s mission is to promote and enhance the quality of life for residents of our community through a commitment to excellence in mental health, alcohol, drug and other addiction services. The ADAMHS Board provides crisis intervention, wellness treatment, detoxification, prevention, pharmacological management, residential and sober housing, recover peer support and vocational and employment services for those in need throughout Cuyahoga County.

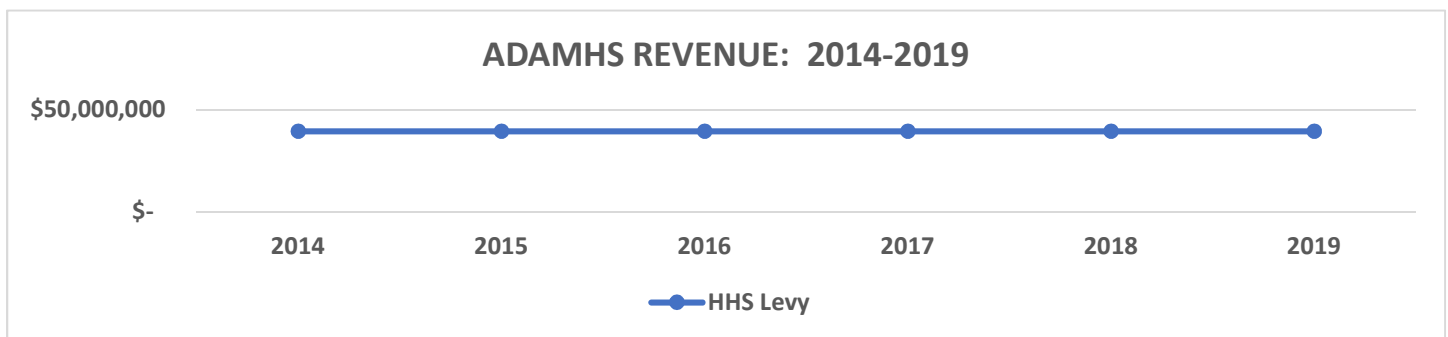
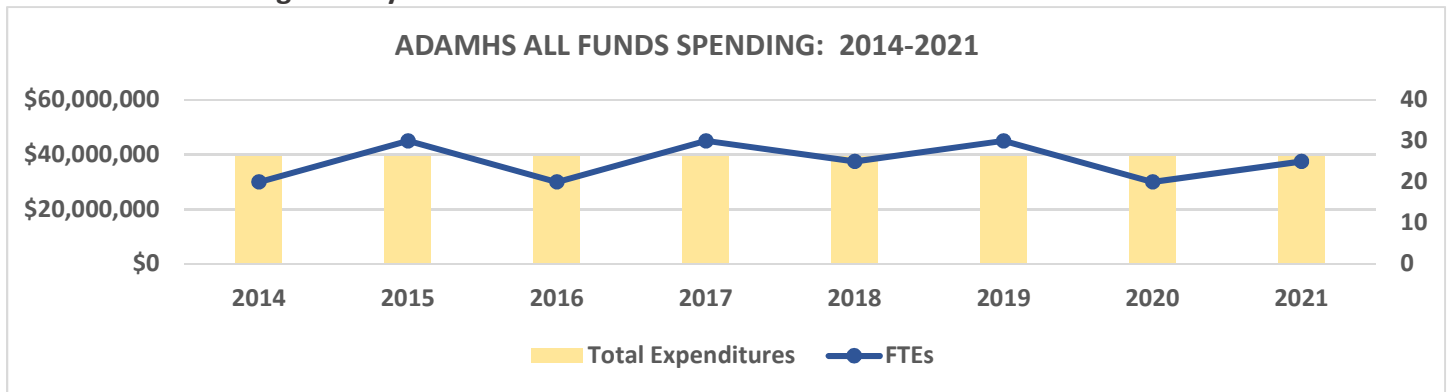
Strategic Priorities

- **Goal 7.1:** Provide a safety net for children, families, adults, and older persons to meet their immediate, basic needs.
- **Goal 7.6:** Drive collaborative efforts to prevent and treat opioid addiction.
- **Goal 8.2:** Provide pre-arrest diversion and other alternatives to decrease the number of mentally ill residents in Jail.
- **Goal 11.2:** Work with partners to align, scale, and sustain efforts to achieve systems-level solutions

Key Performance Measures

Measure	2018 Actual	2019 Target	2020 Target	2021 Target
Mental Health Treatment & Recovery Services	6,471	6,000	7,000	7,000
Addiction Treatment & Recovery Services	3,232	4,000	4,000	4,000
Crisis Services (Individuals Diverted from Hospitalization)	599	600	600	600
Vocational & Employment Services (Individuals Employed)	560	565	565	565

Financial and Staffing Activity



COUNTY AIRPORT

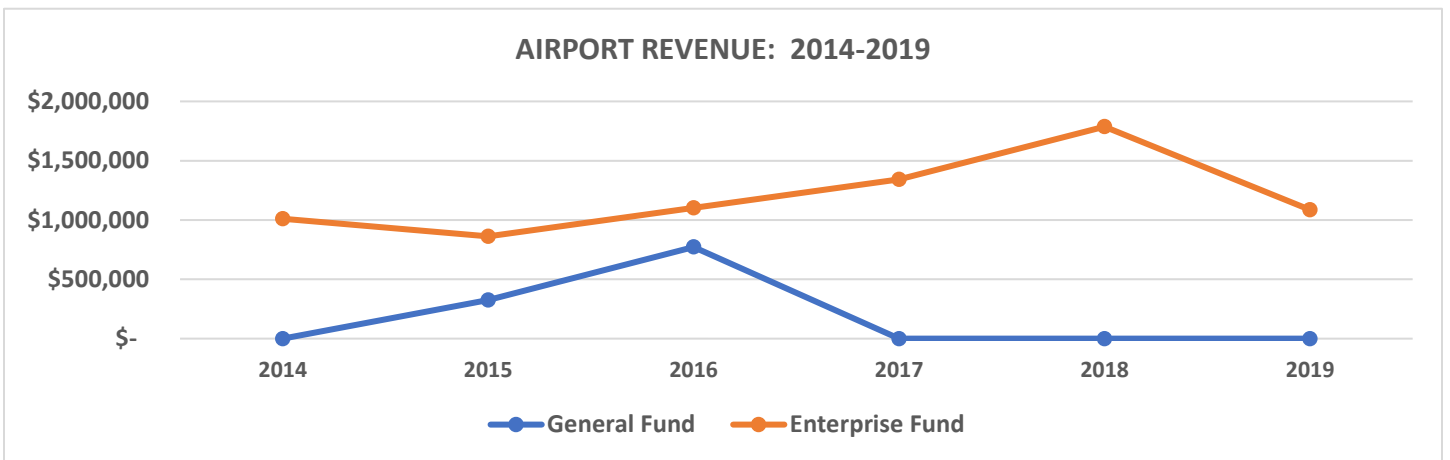
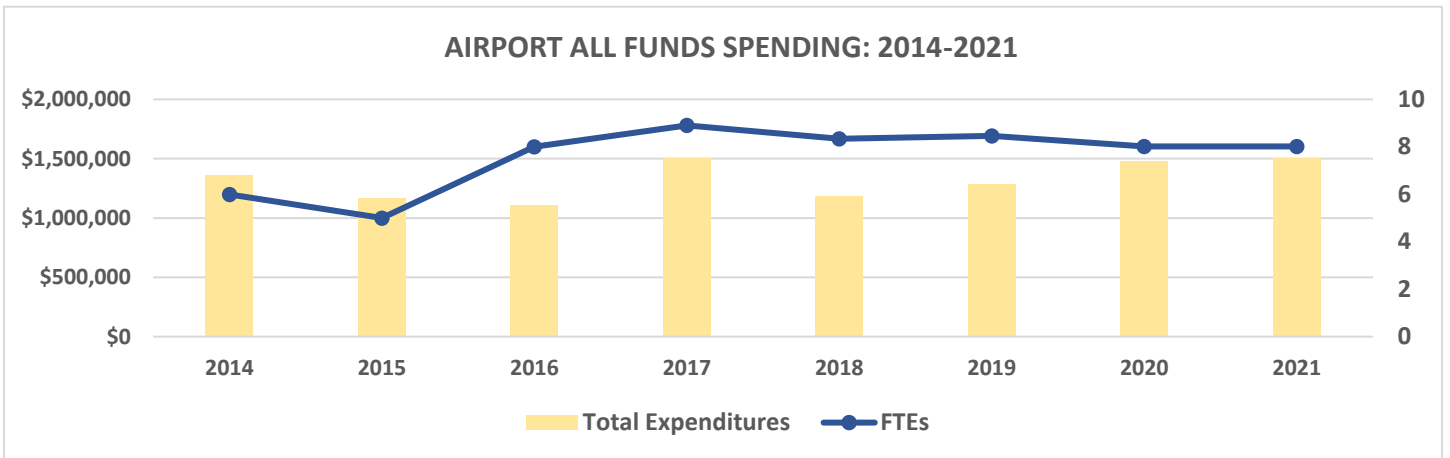
The Cuyahoga County Department of Public Works is dedicated to providing a safe, efficient, and economical infrastructure for residents, businesses, and visitors of Cuyahoga County.

Strategic Priorities

- **Goal 1.1: Maximize our strengths and assets to help our local economy grow**

Key Performance Measures

Measure	2018 Actual	2019 Target	2020 Target	2021 Target
Total Flight Aircraft Operations	21,180	24,000	24,720	25,956
Aircraft Based	180	196	201	211
Total Fuel Pumped (in gallons)	1,400,308	1,512,332	1,557,702	1,635,587



BOARD OF ELECTIONS

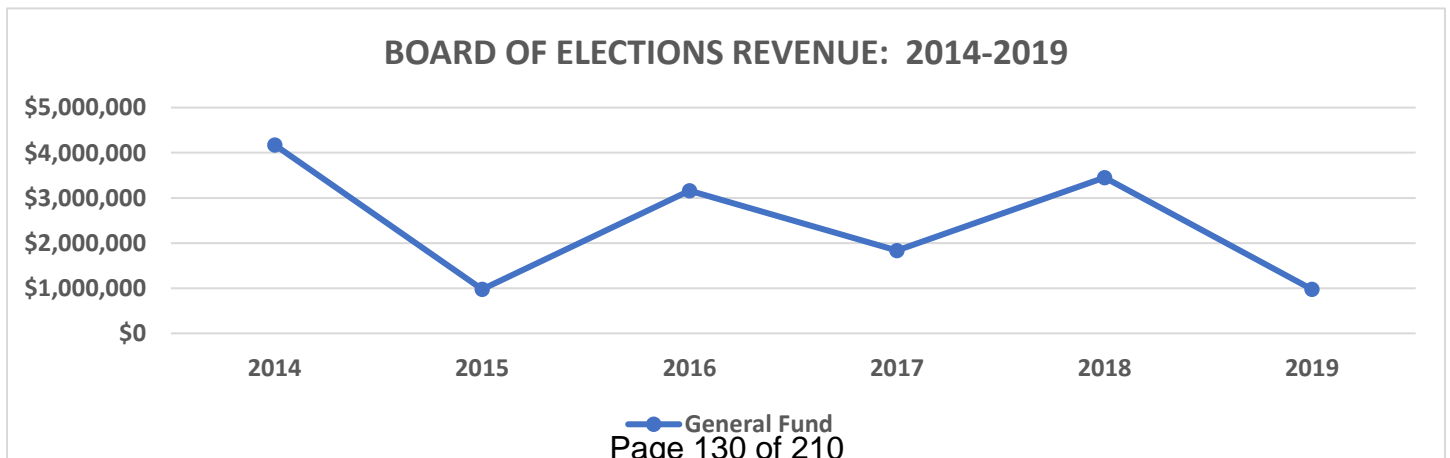
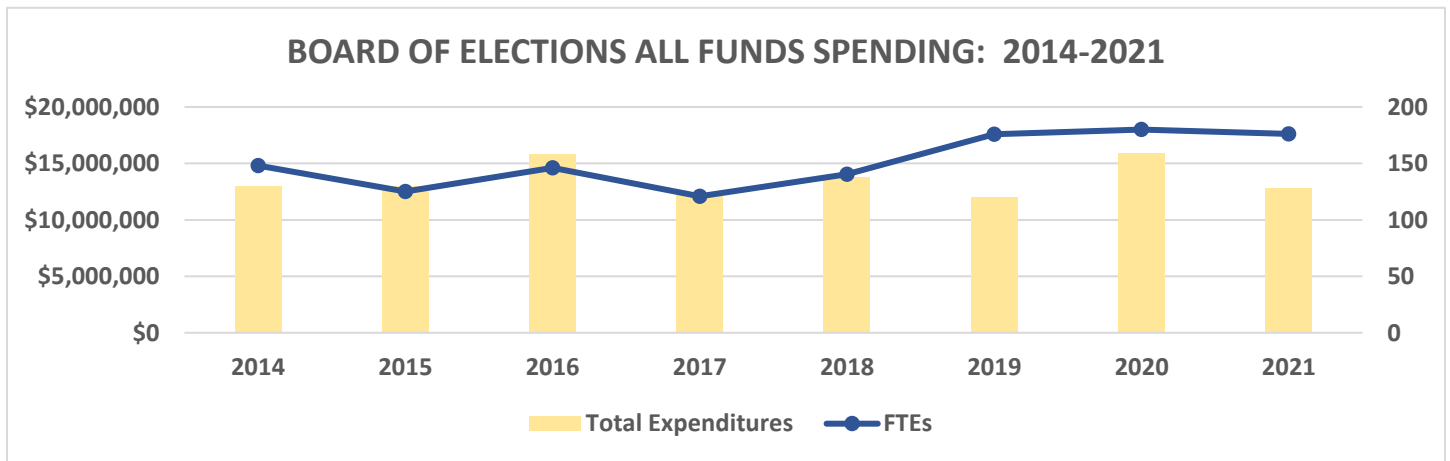
The Board of Elections conducts all elections held within the County as prescribed by law and ensures the accuracy and integrity of the election process in the largest election jurisdiction in the State of Ohio. The Board is responsible for processing all new voter registrations and registration updates; recruiting, hiring, and training poll workers; designing and proofing the official ballots; testing voting equipment and electronic pollbooks; securing and equipping voting locations; processing absentee applications and absentee ballots along with candidate and issue petitions; and maintaining financial reports of all local candidates, officeholders, and political organizations. Additionally, the Board conducts voter awareness and registration drives as well as reporting elections results via its website and the media.

Strategic Priorities

- **Goal 9.1: Promote awareness of voting rights and registration**

Key Performance Measures

Measure (General Election)	2018 Actual	2019 Target	2020 Target	2021 Target
Registered Voters	903,046	900,000	900,000	900,000
Voter Turnout	55%	21%	70%	33%
Ballots Cast	492,324	189,000	630,000	297,000
Vote by Mail	176,700	100,000	250,000	100,000



CUYAHOGA COUNTY BOARD OF DEVELOPMENTAL DISABILITIES

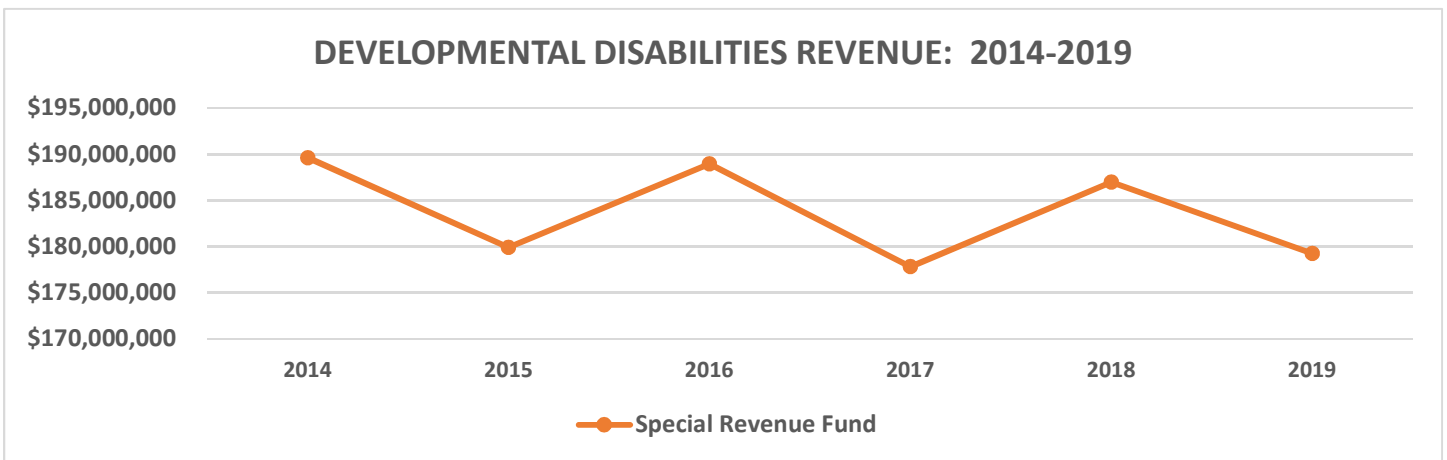
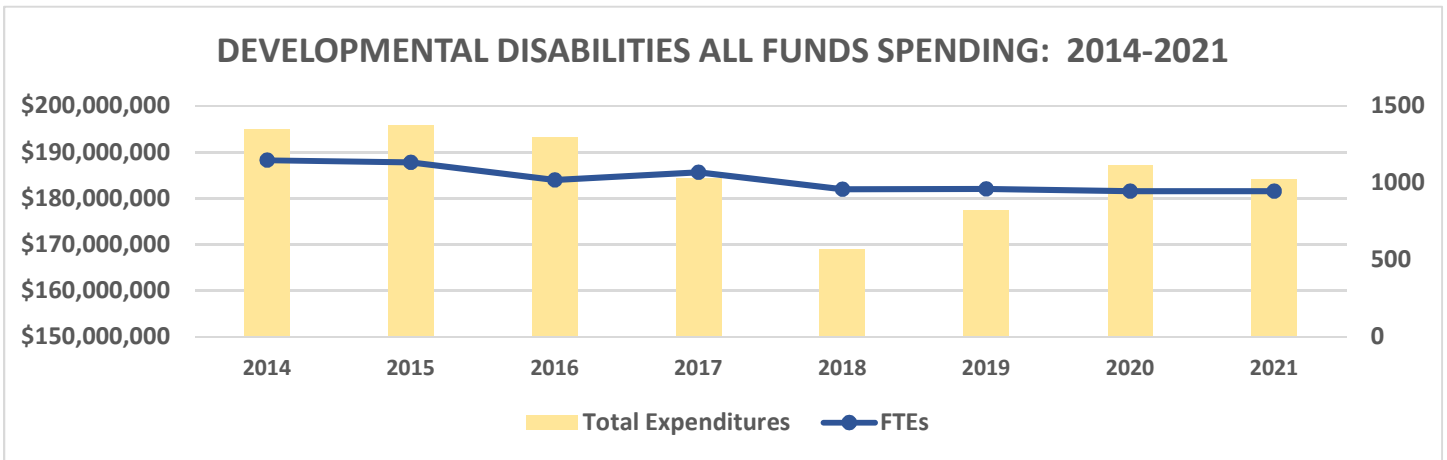
The mission of the Cuyahoga County Board of Developmental Disabilities (BoDD) is to support and empower people with developmental disabilities to live, learn, work and play in the community.

Strategic Priorities

- Goal 7.1: Provide a safety net for children, families, adults and older persons to meet their immediate basic needs.

Key Performance Measures

Measure	2018 Actual	2019 Target	2020 Target	2021 Target
Maintain Flat/Reduced Program Cost per Person	\$17,590	\$16,800	\$13,500	\$13,725
Maintain or Reduce Expenses	-12.40%	-14.00%	-18.00%	4.00%
Increase Total Individuals Served	9,601	9,800	10,000	10,200
Reduce/Maintain FTE's	909	900	600	600
Expand Waiver Enrollees	4,415	4,565	4,715	4,800



BOARD OF REVISION

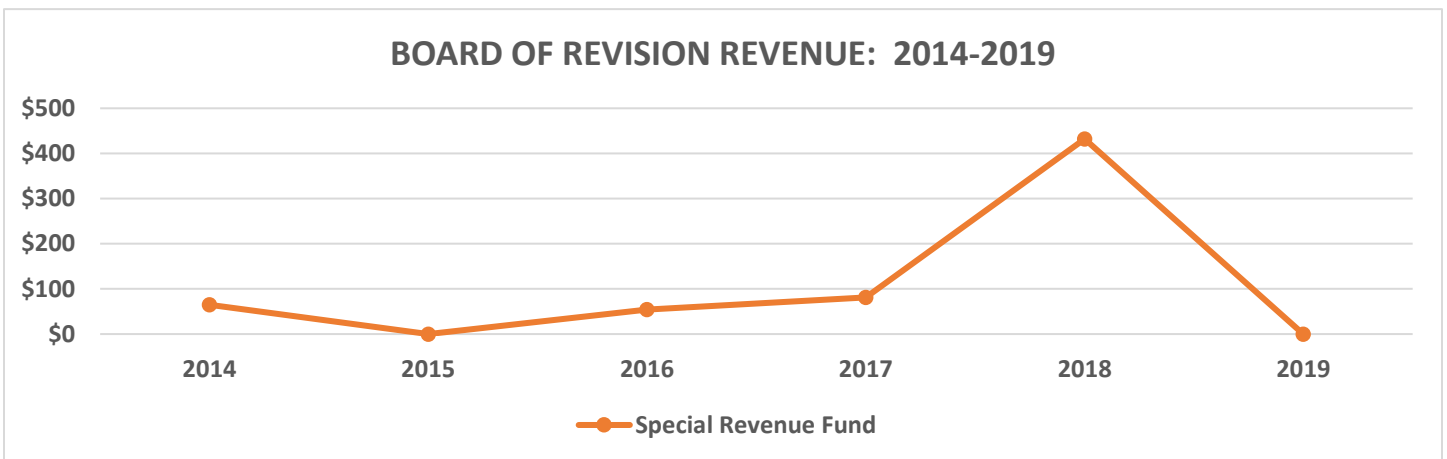
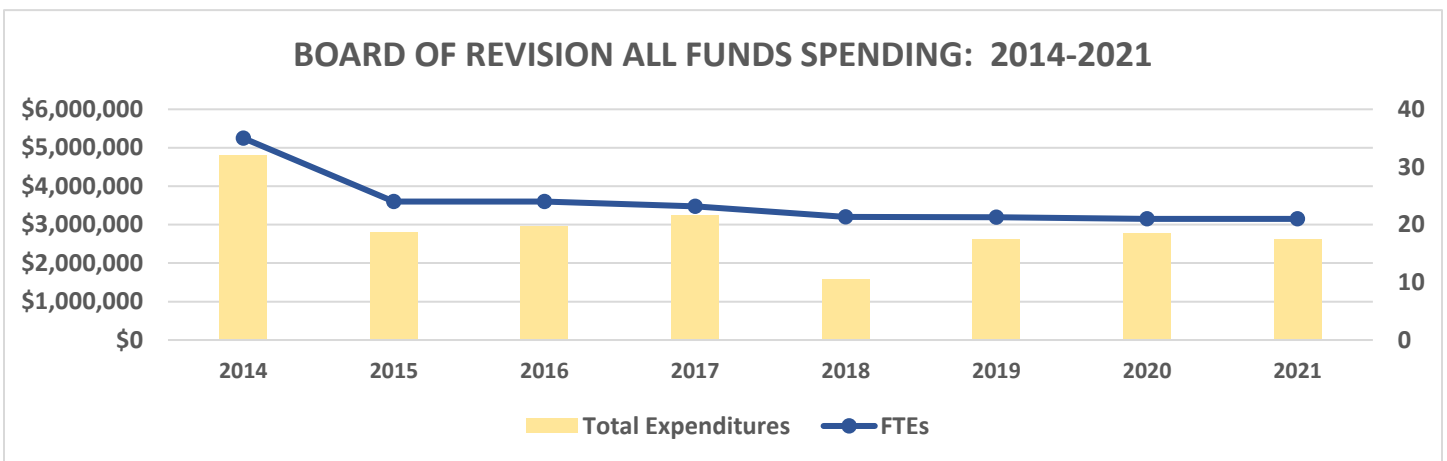
The Cuyahoga County Board of Revision is a quasi-judicial body which hears property valuation complaints as outlined and prescribed by Chapter 5715 of The Ohio Revised Code (O.R.C.). The Board of Revision is committed to performing its duties in a fair, efficient and expeditious manner so the citizens of Cuyahoga County receive the highest level of service.

Strategic Priorities

- **Goal 14.1: Consistently provide an excellent customer service experience**

Key Performance Measures

Measure	2018 Actual	2019 Target	2020 Target	2021 Target
Complaints Filed	15,830	12,000	7,500	15,000



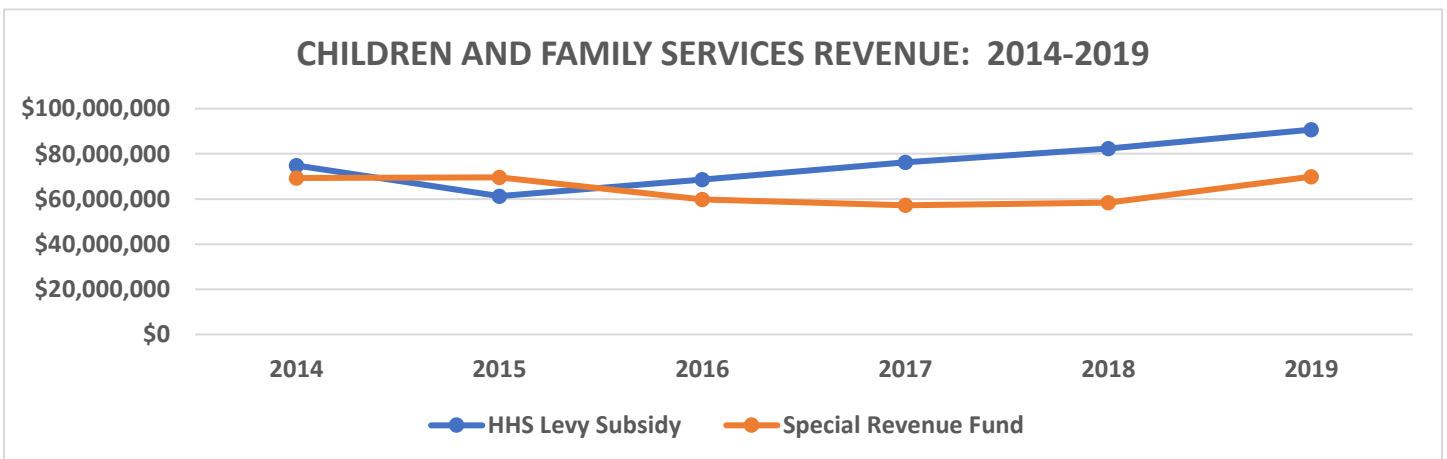
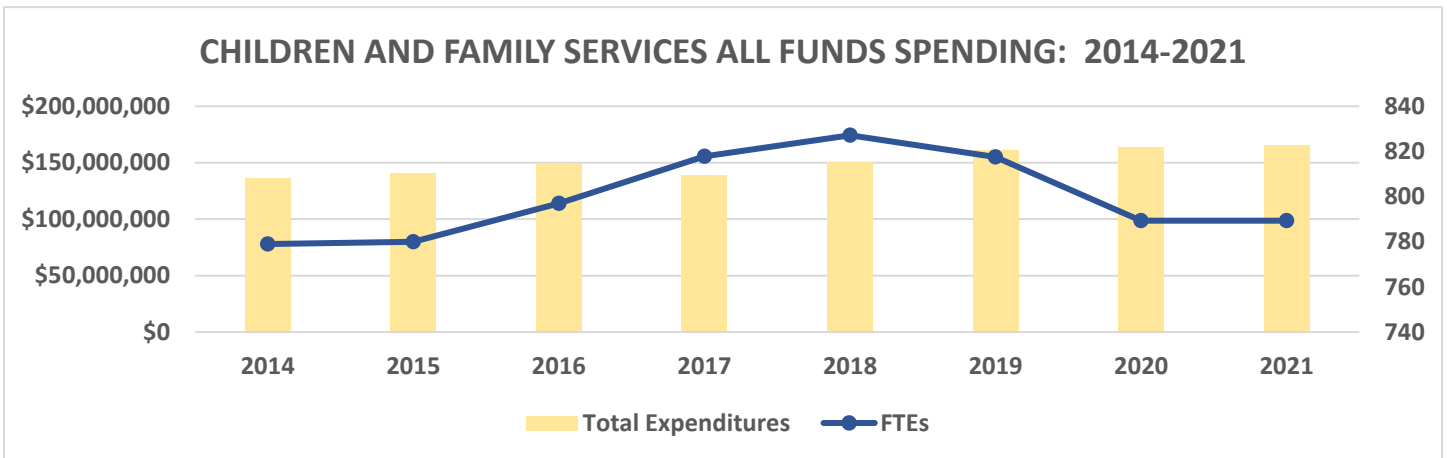
CHILDREN AND FAMILY SERVICES

To assure that children at risk of abuse and neglect are protected and nurtured within a family and with the support of the community.

Strategic Priorities

- **Goal 7.3 – Decrease the number of youths aging out of foster care without a permanent family**

Measure	2018 Actual	2019 Target	2020 Target	2021 Target
Permanency in 12 months	38.5%	>40.5%	>40.5%	>40.5%
Re-entries into foster care	6.8%	<8.3%	<8.3%	<8.3%
Repeat Maltreatment	11.5%	<9.1%	<9.1%	<9.1%
Child Visits: Non-Custody	66.6%	>95%	>95%	>95%
Child Visits: Custody	94.3%	>95%	>95%	>95%
Parent Visits: Non-Custody	46.6%	>95%	>95%	>95%
Parent Visits: Custody	35.4%	>95%	>95%	>95%



CLERK OF COURTS

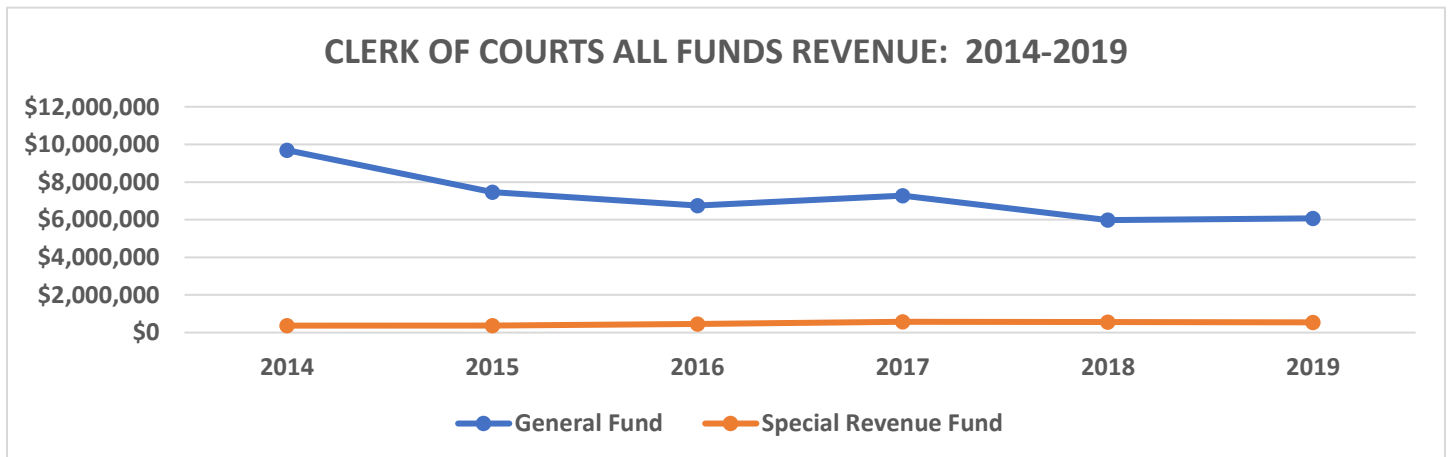
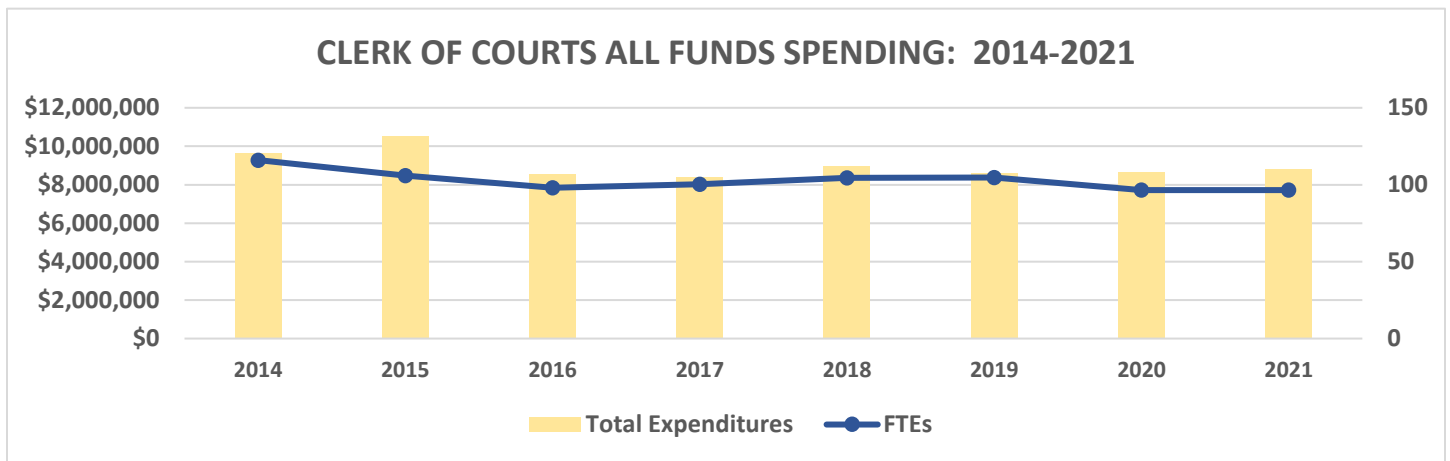
The Clerk of Courts performs all statutory duties relative to: the filing, preservation, retrieval and public dissemination of all applicable court documents and records pertaining to the Common Pleas Court's General and Domestic Relations Divisions and the Court of Appeals, Eighth Appellate District; collect, hold in trust and disburse monies paid therewith; in a secure, timely and cost-effective manner.

Strategic Priorities

- **Goal 11.2: Work with partners to align, scale, and sustain efforts to achieve systems-level solutions**

Key Performance Measures

Measure	2017 Actual	2019 Target	2020 Target	2021 Target
Civil	22,683	22,812	22,812	22,812
Domestic	4,854	4,946	4,946	4,946
Criminal	11,940	11,944	11,944	11,944
Appeals	1,383	1,370	1,370	1,370
Total	40,860	41,072	41,072	41,072



COMMON PLEAS

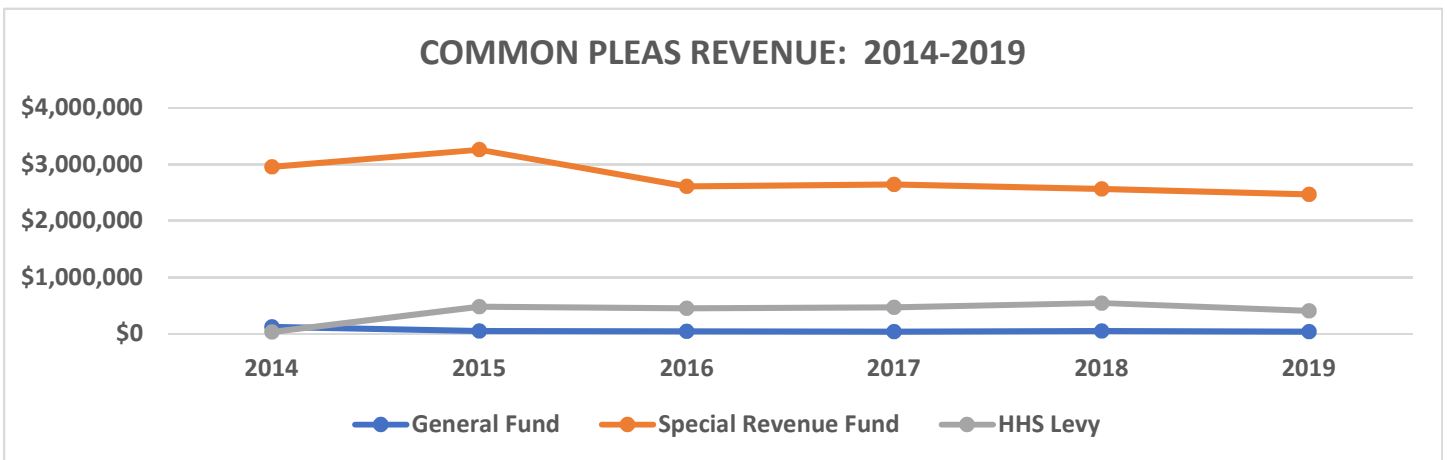
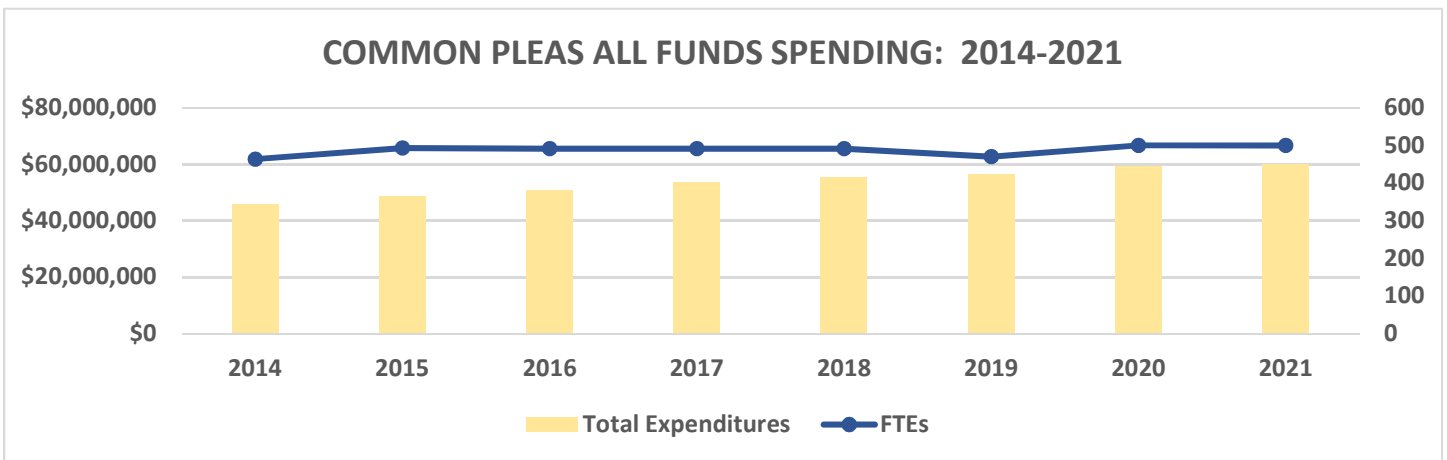
The mission of the Court is to provide a forum for the fair, impartial and timely resolution of civil and criminal cases.

Strategic Priorities

- **Goal 8.1: Advocate to decrease pre-trial detention**
- **Goal 8.2: Provide pre-arrest diversion and other alternatives to decrease the number of mentally ill residents in jail**
- **Goal 8.3: Provide re-entry and employment services to residents in county jails to reduce recidivism**

Key Performance Measures

Measure	2018 Actual	2019 Target	2020 Target	2021 Target
Civil Case Dispositions	13,342	14,302	14,302	14,302
Criminal Dispositions	13,562	12,724	12,724	12,724
Arrestment to Pleas (Avg. Days)	101	102	102	102
Foreclosure Dispositions	6,793	6,330	6,330	6,330



COMMUNICATIONS

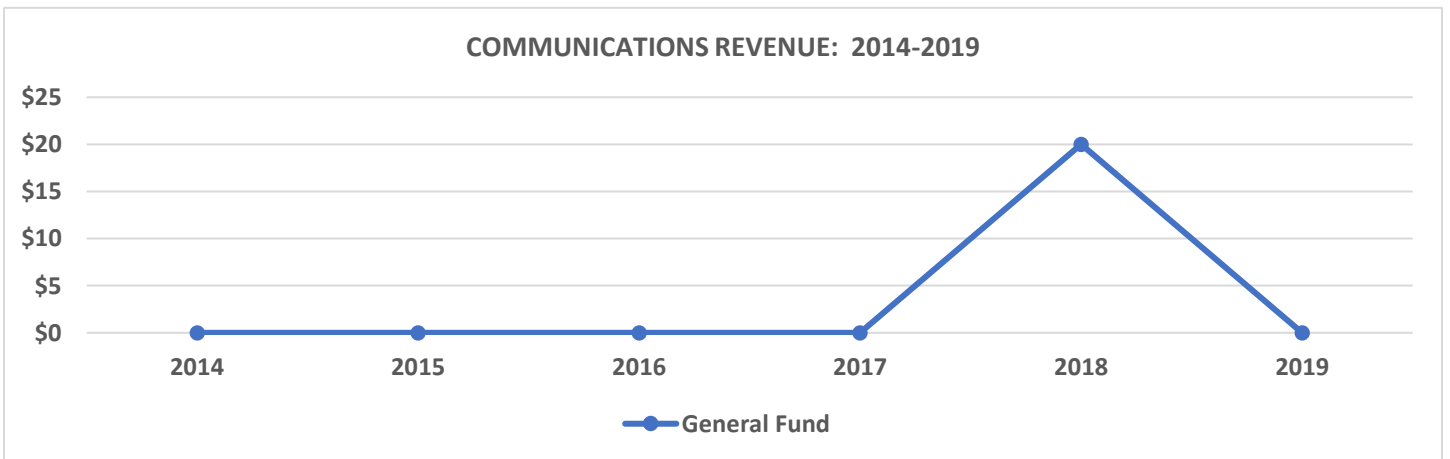
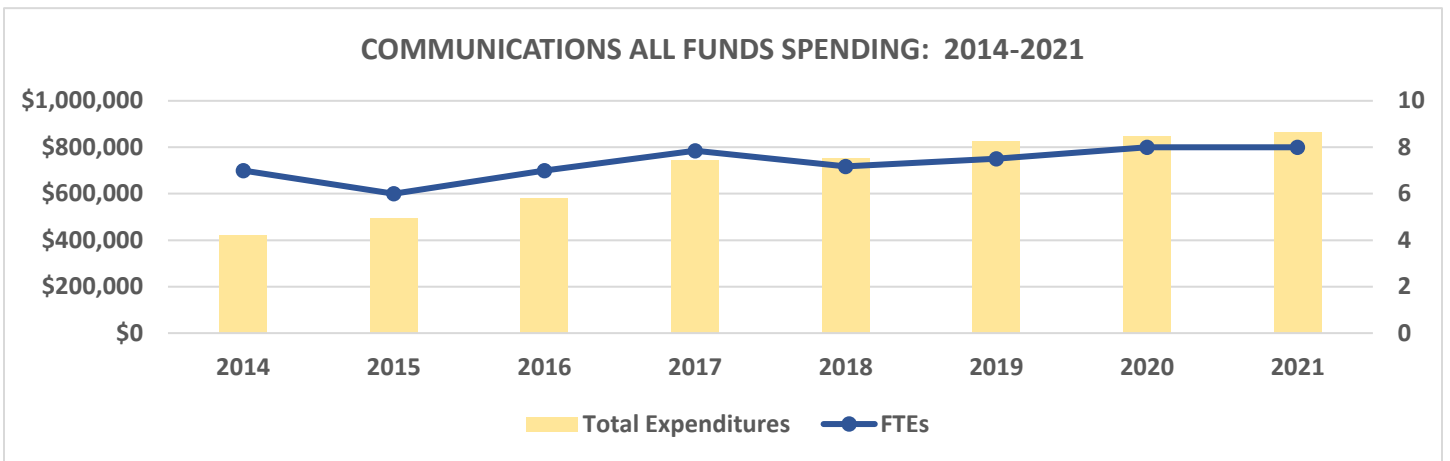
Communications is a centralized service department whose charge is to create strong awareness of the county’s role as a regional leader and driving force behind positive change for all residents and businesses. As well as to help create a culture of employee ownership and investment in our organization.

Strategic Priorities

- **Goal 11.4: Develop and implement communication strategies to raise awareness about the county’s services, benefits provided and access to solutions**
- **Goal 15.4: Ensure proactive, regular two-way communication among county staff**

Key Performance Measures

Measure	2018 Actual	2019 Estimate	2020 Target	2021 Target
Social Media – Facebook	3,804	5,520	6,072	6,679
Social Media – Twitter	14,873	16,287	17,916	19,708
Social Media – Instagram	1,622	2,245	2,470	2,716
Social Media – Nextdoor		130,550	130,078	143,931
Newsletter		70,000	70,300	70,600
County Blog		5,507	5,782	6,071



COUNTY COUNCIL

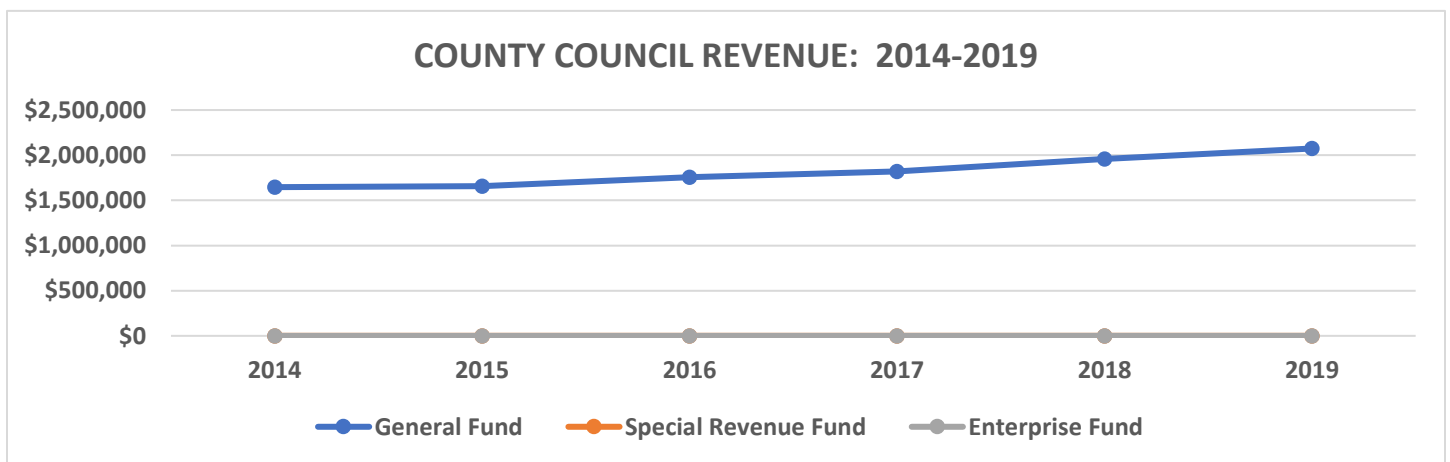
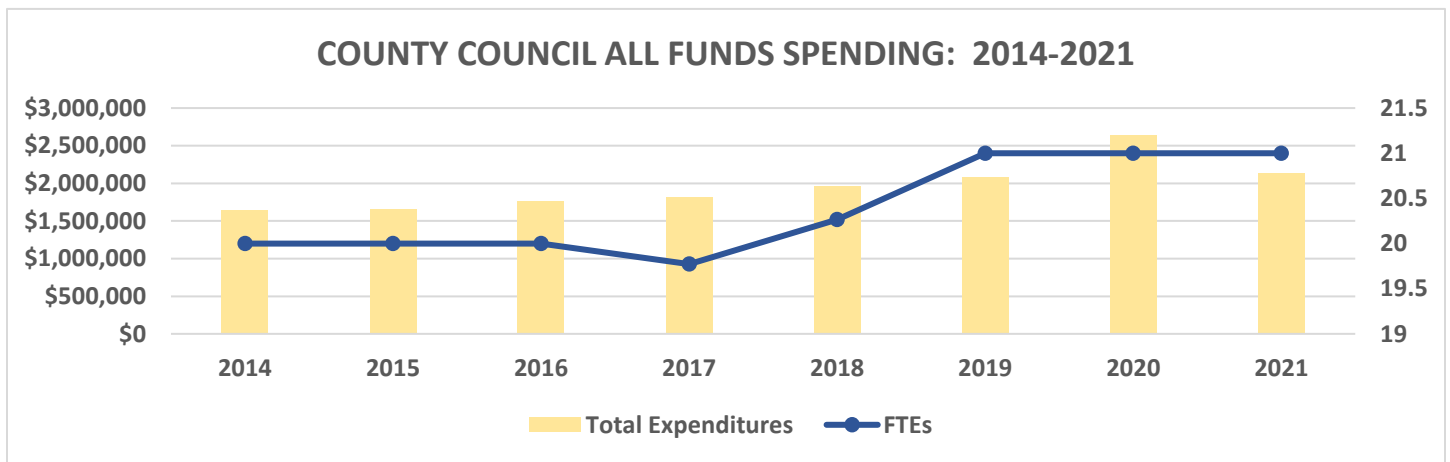
The Cuyahoga County Council is an 11-member body elected by residents of each council district. The Council makes policy decisions for the effective functioning of County government and is a link between government agencies and citizens. It has legislative and taxing authority for the County and is a co-equal branch of the County government with the Executive.

Strategic Priorities

- **Goal 9.2: Ensure, proactive, regular two-way communication with residents, businesses, and partner**

Key Performance Measures

Measure	2018 Actual	2019 Target	2020 Target	2021 Target
# of Visits to Council Websites	273,419	238,000	243,000	248,000
# of Users to Council's Website	133,226	96,900	101,000	106,000
# of Users utilizing the live streaming	10,266	12,700	13,000	14,000



COURT OF APPEALS

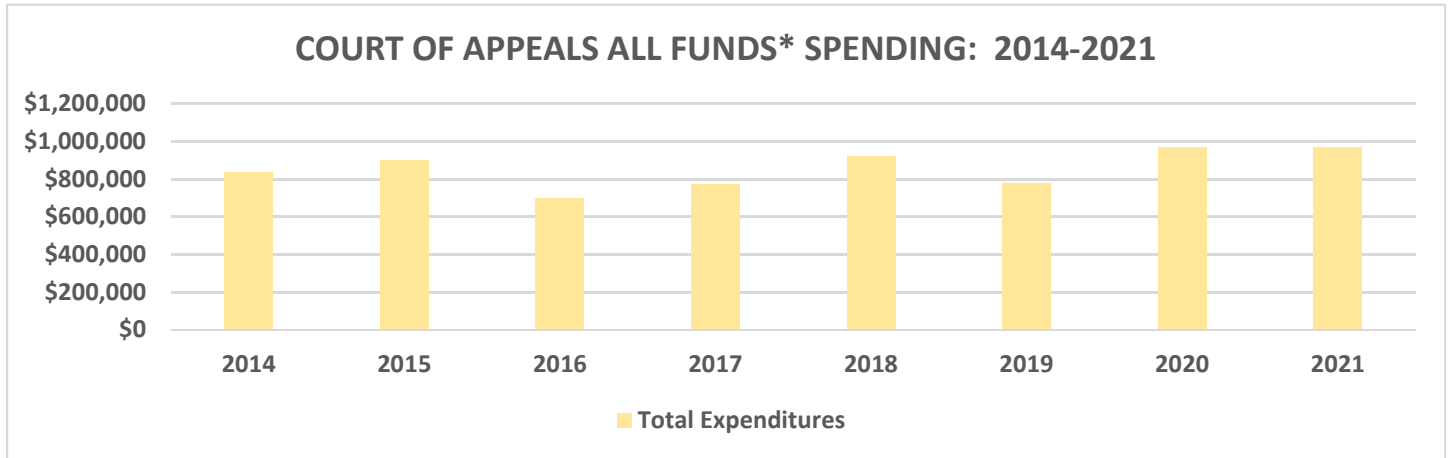
The 8th District Court of Appeals of Ohio is empowered by the Ohio Constitution and State statute to decide appeals of trial court cases and original actions brought before it in a well-reasoned, expeditious, and just manner for the citizens of Cuyahoga County.

Strategic Priorities

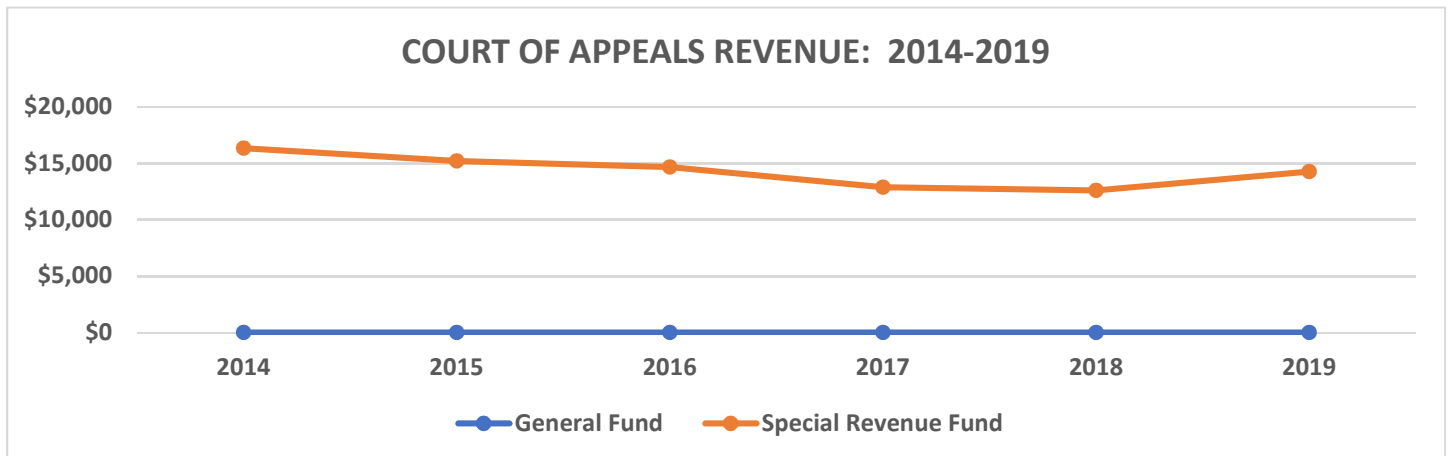
- Goal 14.6: Build trust in government

Key Performance Measures

Measure	2018 Actual	2019 Target	2020 Target	2021 Target
Cases pending Jan. 1	827	837	840	840
Electronic filings	8,250	6,678	6,700	6,700
Average days hearing to release	69	47	45	45
Terminations	1,372	1,200	1,300	1,300
Opinions per Judge	74	63	65	65



* The chart shows no full-time equivalents because the payroll expenses are paid in the State of Ohio budget



HHS - OFFICE OF CHILD SUPPORT SERVICES

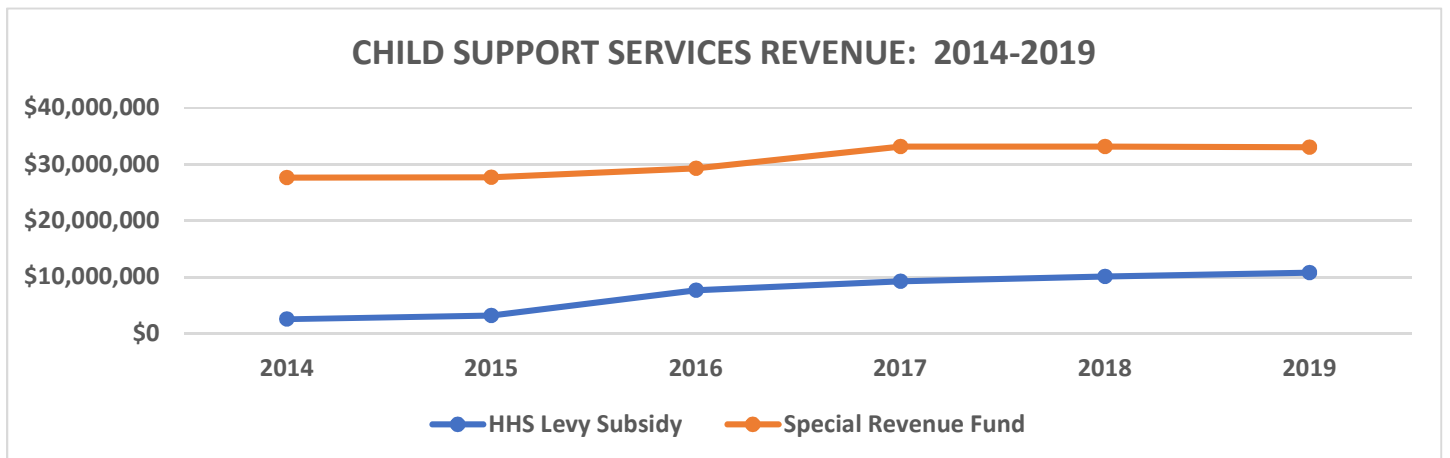
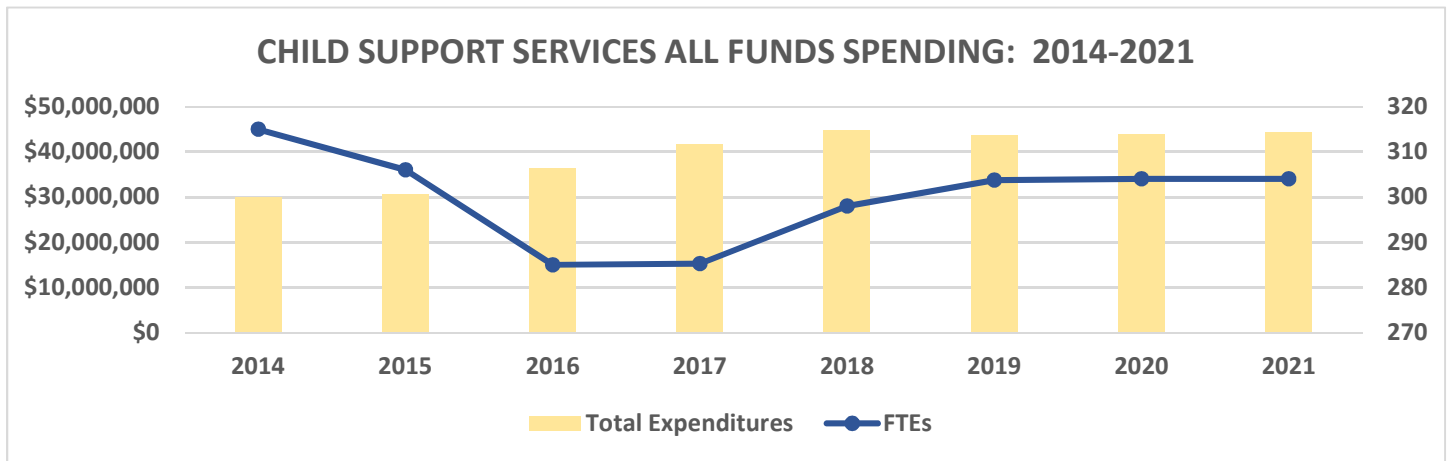
The mission of the Cuyahoga County Office of Child Support Services is to be committed to the best interest of the children in the community by ensuring the financial responsibility of parents, supporting child well-being and promoting healthy relationships.

Strategic Priorities

- **Goal 7.4: Partner with parents to create a family-centered child support program that promotes on-time and consistent support**

Key Performance Measures

Measure	2018 Actuals	2019 Target	2020 Target	2021 Target
Current Support Collected	63.36%	63.97%	64.30%	64.70%



DEBT SERVICES

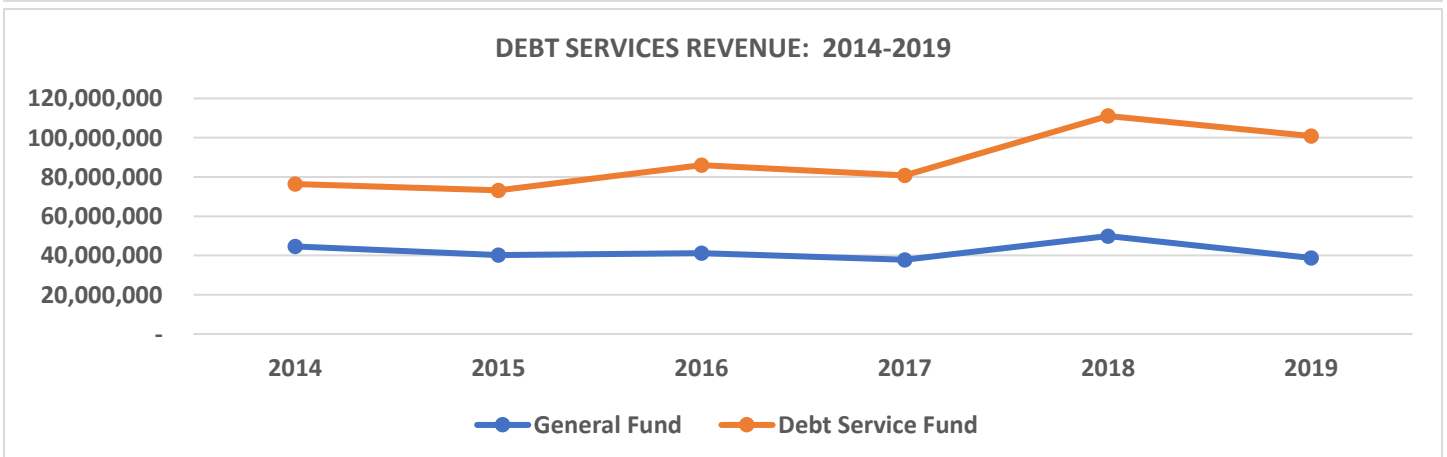
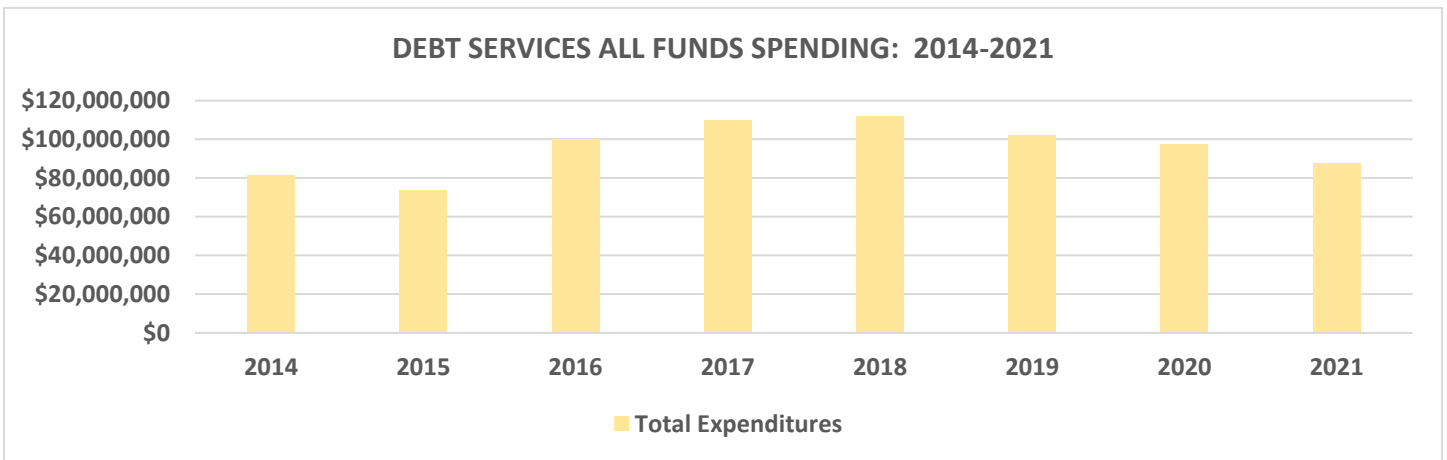
Cuyahoga County has a current outstanding debt portfolio of \$1.0 billion. Debt is issued for multiple purposes including capital projects and economic development. Debt is repaid from various funding sources including property taxes, tax increment financing, economic development revenues, sales and use taxes. The debt portfolio is managed by the Office of Budget and management which ensures compliance with all federal, state, and local laws and regulations regarding municipal securities. The County’s main performance measure for debt services is the credit rating. The County’s current credit rating is Aa2 / AA, the third highest credit rating.

Strategic Priorities

- **Goal 13.2: Create a balanced budget that reflects our priorities**
- **Goal 14.3: Increase staff capacity to drive and support innovation and performance improvement efforts**
- **Goal 13.5: Implement an ERP system and improve critical county processes**

Key Performance Measures

Measure	2018 Actual	2019 Target	2020 Target	2021 Target
Credit Rating – General Obligation	Aa2 / AA	Aa2 / AA	Aa2 / AA	Aa2 / AA
Credit Rating – Sales and Use Tax	Aa2 / AAA	Aa2 / AAA	Aa2 / AAA	Aa2 / AAA
Credit Rating – Economic Development	Aa2 / AA	Aa2 / AA	Aa2 / AA	Aa2 / AA



DEVELOPMENT

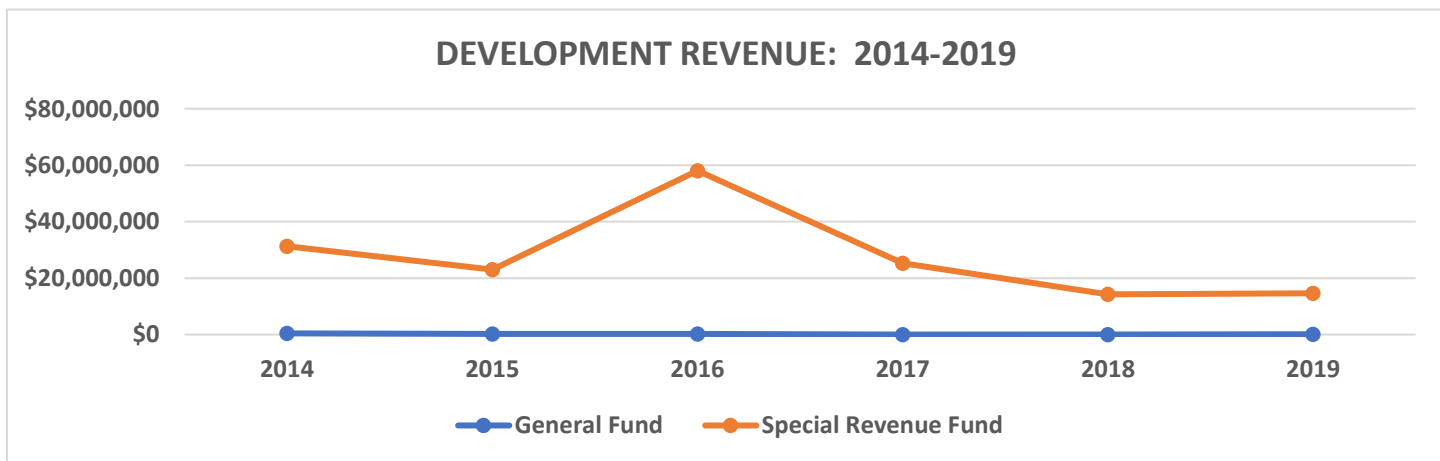
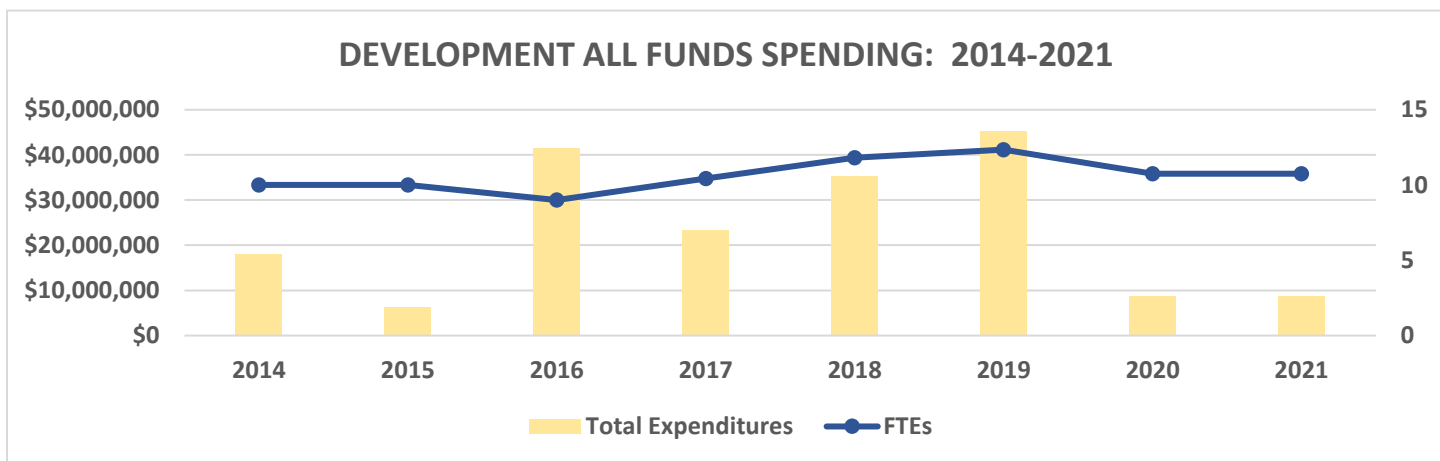
To improve the County’s global competitiveness through economic growth and ensure that Cuyahoga County is a vibrant, healthy, and welcoming place.

Strategic Priorities

- **Goal 1.2: Lead the Cuyahoga County Economic Development Commission and implement its five-year economic development plan**
- **Goal 2.2: Participate in collaborative efforts to attract, retain, and grow businesses**
- **Goal 3.3: Leverage strategic partners to implement a county-wide housing plan**

Key Performance Measures

Measure	2018 Actual	2019 Target	2020 Target	2021 Target
Jobs Created & Retained	4,876	2,400	2,400	2,400
ED Loan Volume	\$14,800,000	\$15,000,000	\$15,000,000	\$15,000,000
Small Businesses Supported	192	200	225	225
County Small Business Funds	\$2,227,533	\$2,300,000	\$2,500,000	\$2,500,000
Community Development Project Funding	\$3,863,904	\$4,000,000	\$4,000,000	\$4,000,000
Skill-Up Businesses Engaged	233	450	450	450



DOG KENNEL OPERATIONS

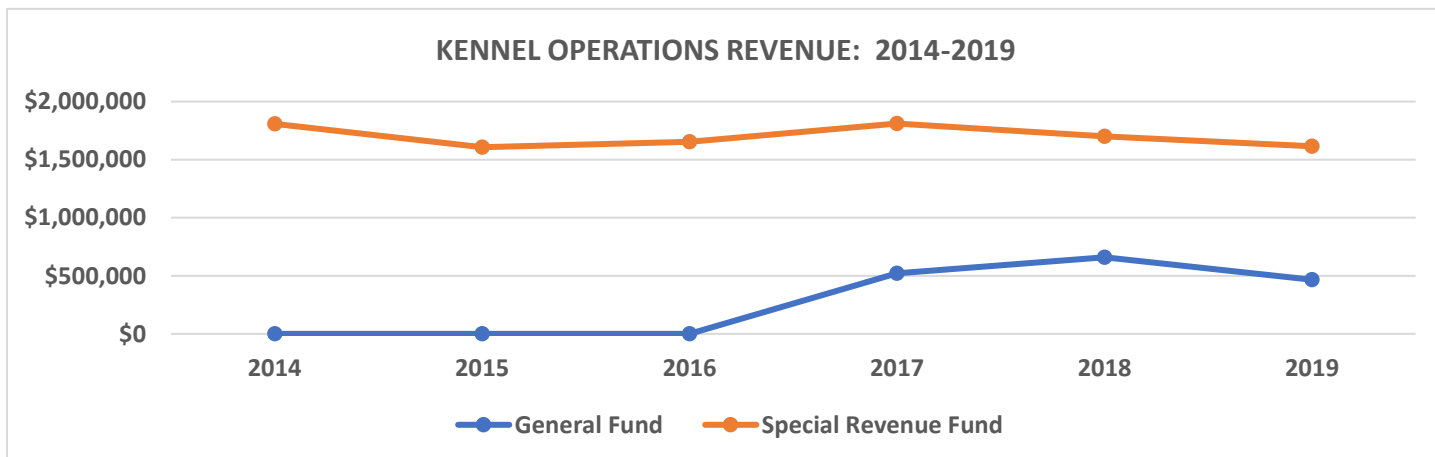
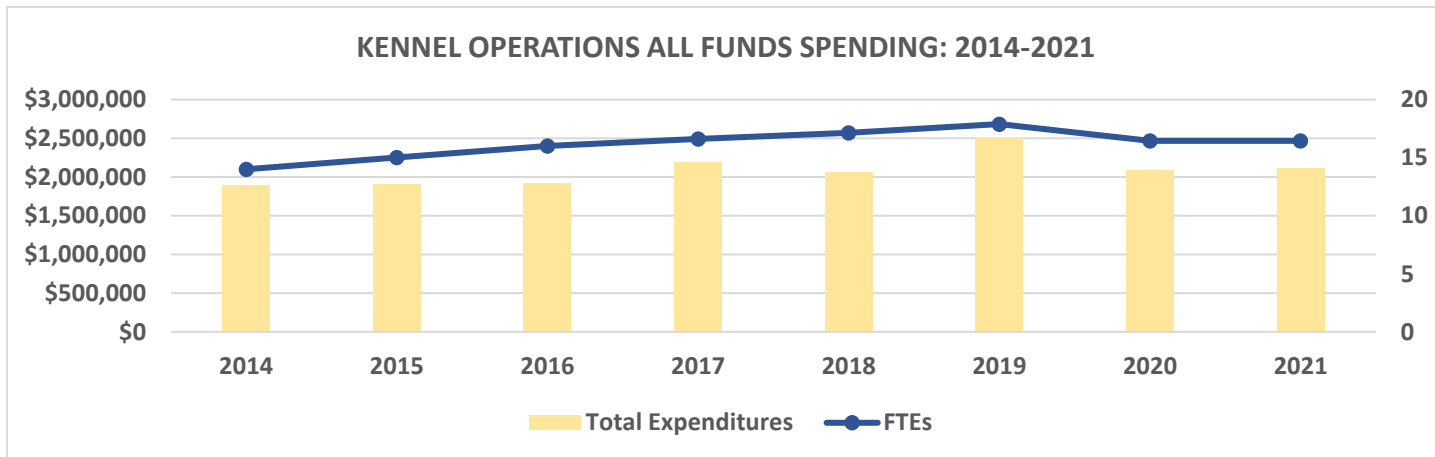
The Cuyahoga County Dog Kennel is a temporary home for dogs that are found on the streets by the county dog wardens. The kennel manager works with the County Fiscal Officer to license dogs and keep records of all dogs owned, kept, or harbored in the County.

Strategic Priorities

- **Goal 14.1: Consistently provide an excellent customer service**

Key Performance Measures

Measure	2018 Actual	2019 Target	2020 Target	2021 Target
Total Intake	1,932	2,000	2,040	2,080
Dogs Adopted	1,392	1,500	1,550	1,160
Returned to Owner	232	240	250	270
Decrease number of dogs euthanized from PY	Yes	Yes	Yes	Yes



DOMESTIC RELATIONS

The mission of the Cuyahoga County Domestic Relations Court is to help families restructure their lives by reaching compassionate and just resolutions to parenting and property disputes.

The major activities of the Domestic Relations Court include marriage termination, domestic violence, custody and visitation, child and spousal support, family services (family evaluation, mediation, home investigation) and self-represented services (help center and domestic violence).

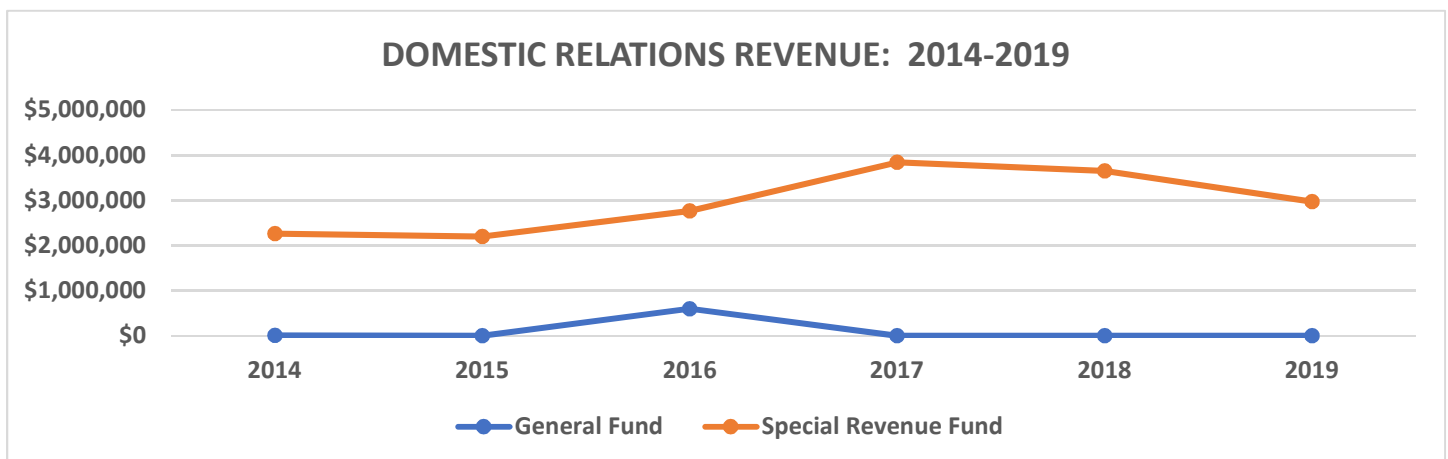
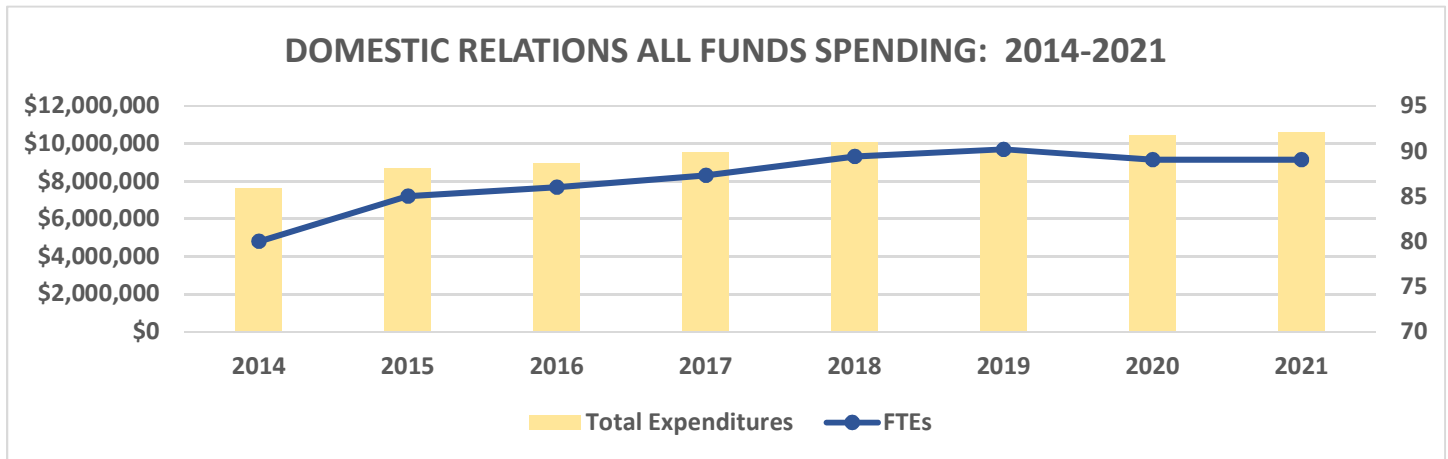
Strategic Priorities

- **Goal 7.8: Partner to build safer communities.**

Key Performance Measures

Measure	2018 Actuals	2019 Target	2020 Target	2021 Target
New Filings including R/T/R*	7,672	7,598	7,560	7,520
Cases Disposed % Efficiency	101.00%	100.02%	100.50%	101.06%
Motions Filed % Efficiency	101.00%	104.08%	100.00%	100.00%
Self-Represented Filings	4,757	4,666	4,725	4,725
Child Support Actions Disposed	8,359	8,350	8,446	8,542
Help Center (Number of Self-Represented Individuals that are Helped)	13,225	14,886	16,750	18,854

*R/T/R Reopen/Transferred/Reactivated



DOMESTIC RELATIONS

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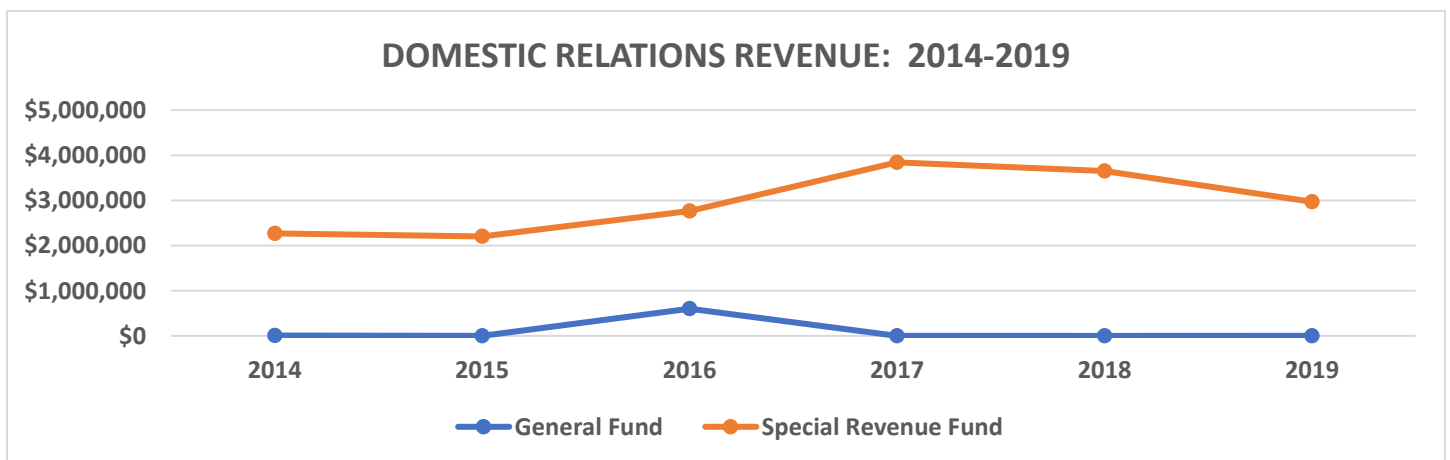
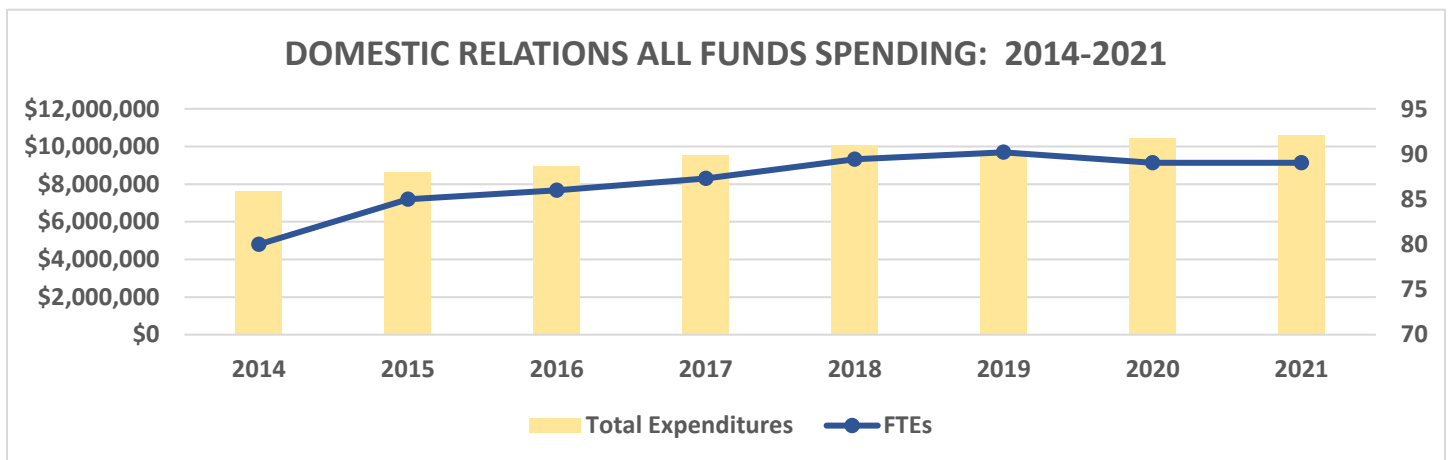
Strategic Priorities

- **Goal 7.4: Partner with parents to create a family centered child support program that promotes on-time and consistent support.**

Key Performance Measures

Measure	2018 Actuals	2019 Target	2020 Target	2021 Target
New Filings including R/T/R*	7,672	7,598	7,560	7,520
Cases Disposed % Efficiency	101.00%	100.02%	100.50%	101.06%
Motions Filed % Efficiency	101.00%	104.08%	100.00%	100.00%
Self-Represented Filings	4,757	4,666	4,725	4,725
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*R/T/R Reopen/Transferred/Reactivated



EARLY CHILDHOOD

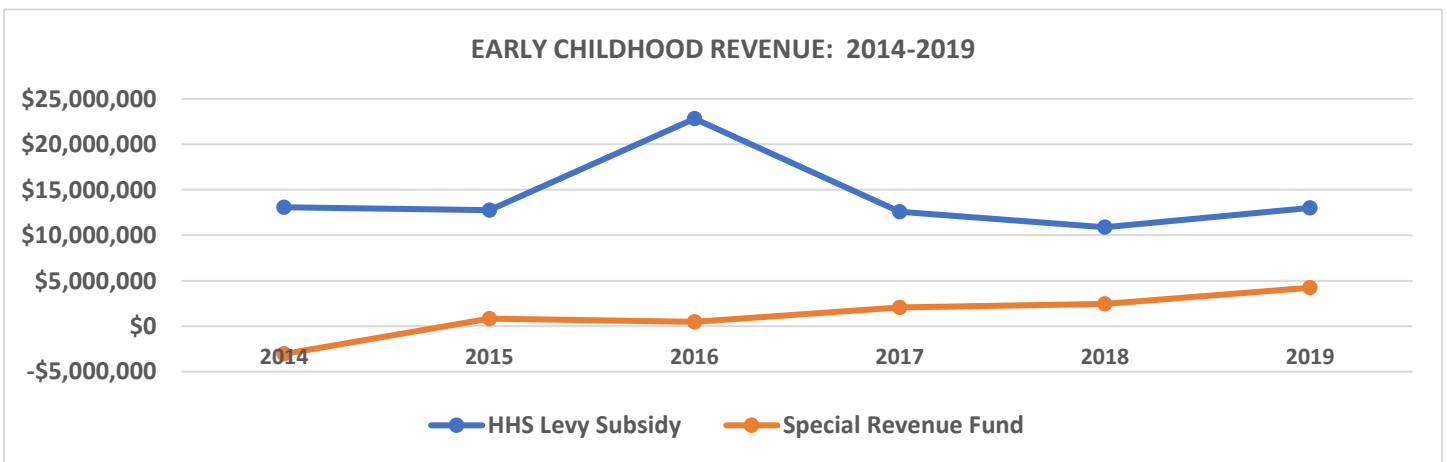
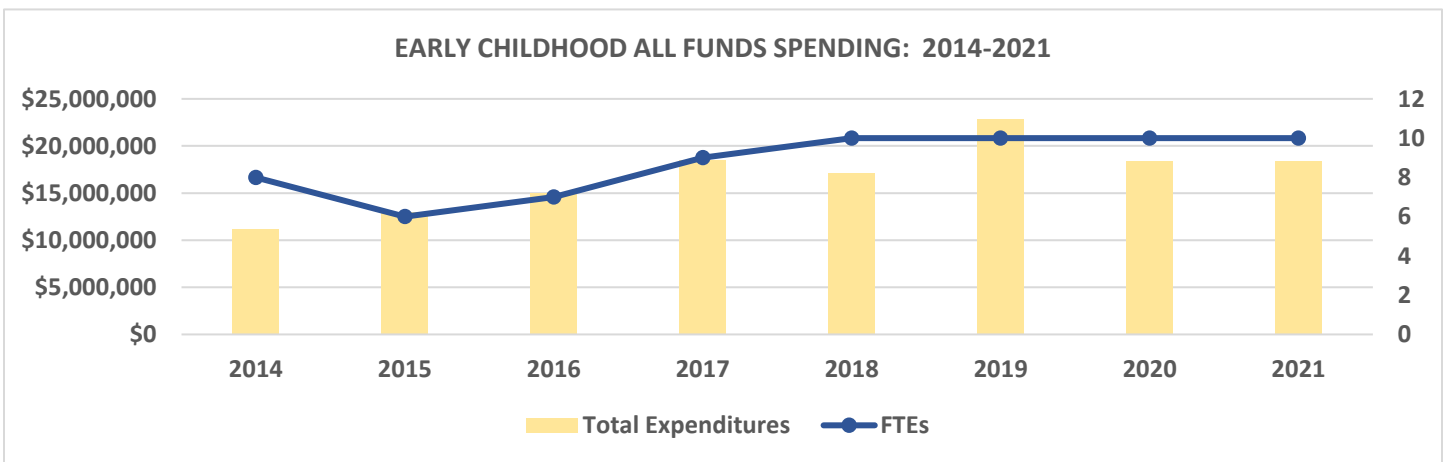
The mission of Invest in Children is to mobilize resources and research to ensure the well-being of all young children in Cuyahoga County. We provide a continuum of targeted services, prenatal to kindergarten, for children and their families; build awareness; advocate; and measure our impact. We aim to achieve equity in access to services and eliminate racial/ethnic disparities in child and family outcomes.

Strategic Priorities

- Goal 4.3: Expand access to high quality pre-school
- Goal 4.4: Co-create a plan to sustain universal access to early childhood education

Key Performance Measures

Measure	2018 Actual	2019 Target	2020 Target	2021 Target
Universal Pre-Kindergarten Highest Rate of Enrollment	91%	95%	95%	95%
EC Mental Health Children Served	657	835	600	600
MomsFirst Families Served	346	347	315	315
Newborn Home Visits Families Served	1,493	1,535	1,500	1,500



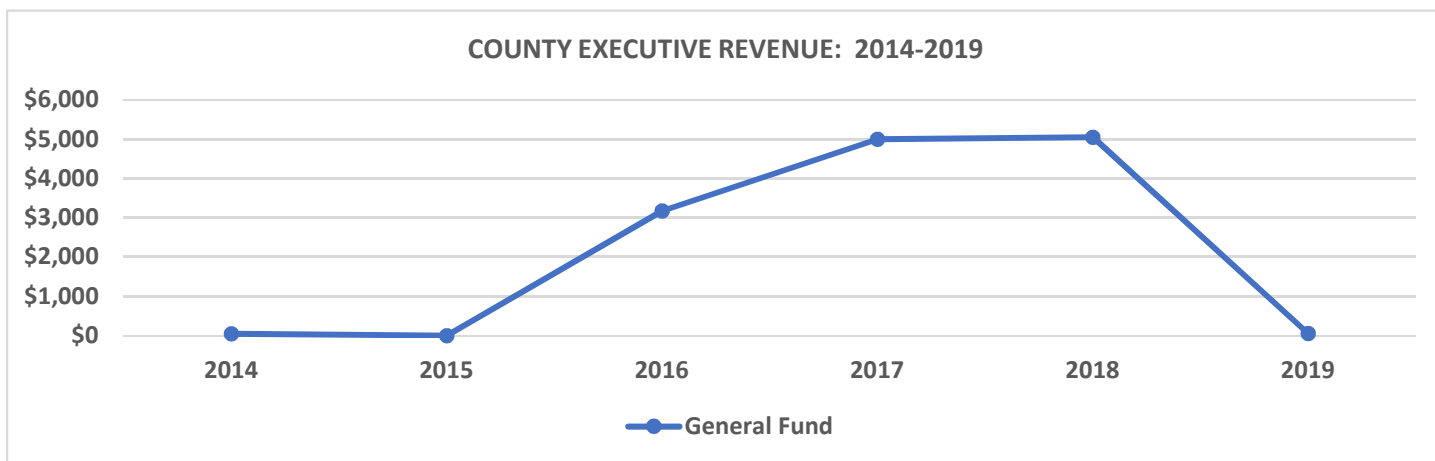
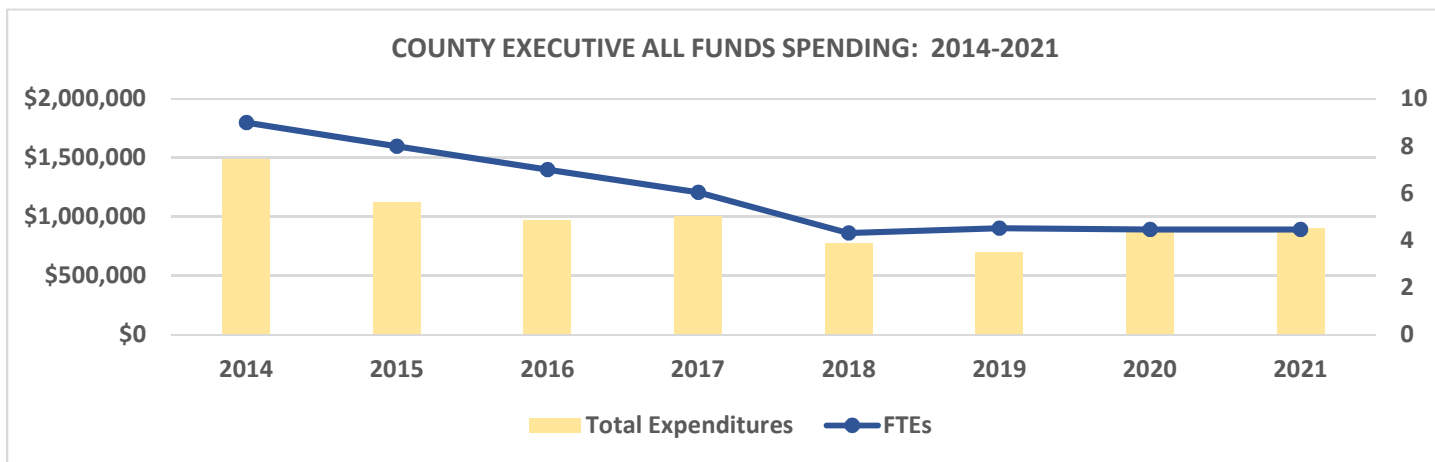
COUNTY EXECUTIVE

“I believe that the very foundation of our charter is the aspiration that our prosperity will be shared. Our charter makes it clear that our County government must promote ‘the economic well-being and prosperity of the county and all of its residents’. All residents, not just some, all must prosper on a fair and equitable basis. The only way we deliver on our fundamental government purpose, to promote the economic well-being of the county and ALL our residents is together. When we stand together, we do not let anyone fall by the wayside, especially those in need. When we see that we are one community there is nothing we cannot achieve. Every single person, business, organization and young mind represents an opportunity to add to our strength. The success of Cuyahoga County delivering on the responsibilities depends on ALL of us, and when we succeed, we all thrive.”

– Cuyahoga County Executive Armond Budish

Strategic Priorities

- **Goal 10.3: Strengthen and expand relationships with new and existing community partners**
- **Goal 11.5: Speak out on issues, policies, and decisions at the state and federal level**



FAMILY AND CHILDREN FIRST COUNCIL

As the policy and planning entity for Cuyahoga County, the Family & Children First Council convenes partners to prepare children and youth for healthy, stable adulthood, by supporting programming and planning that increases the self-sufficiency and decision-making abilities of families, prevents children from becoming deeply involved in public systems, and better connects the services a child really needs.

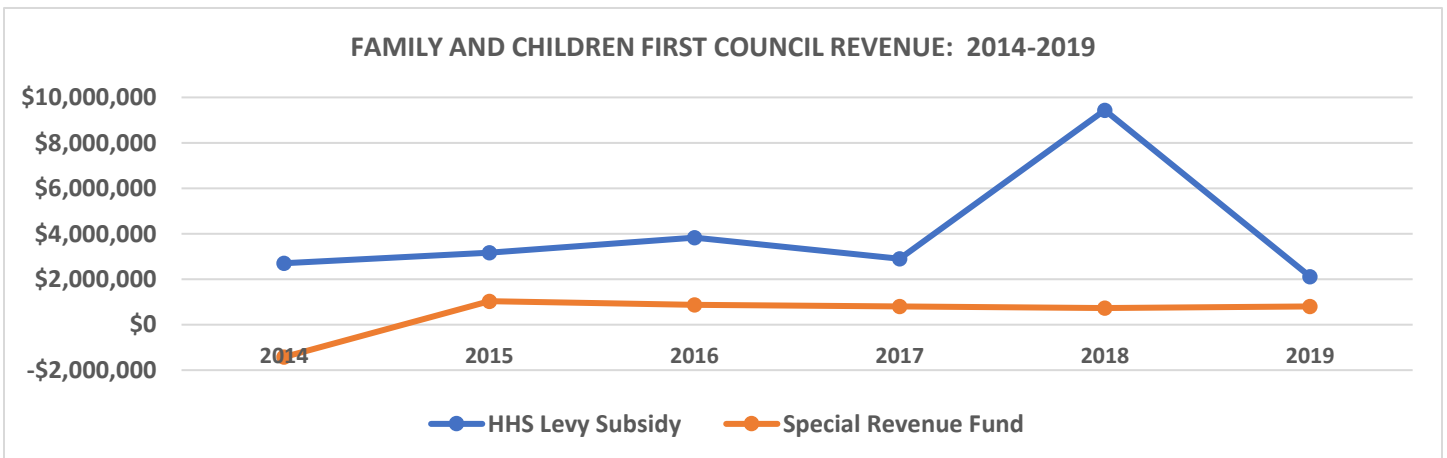
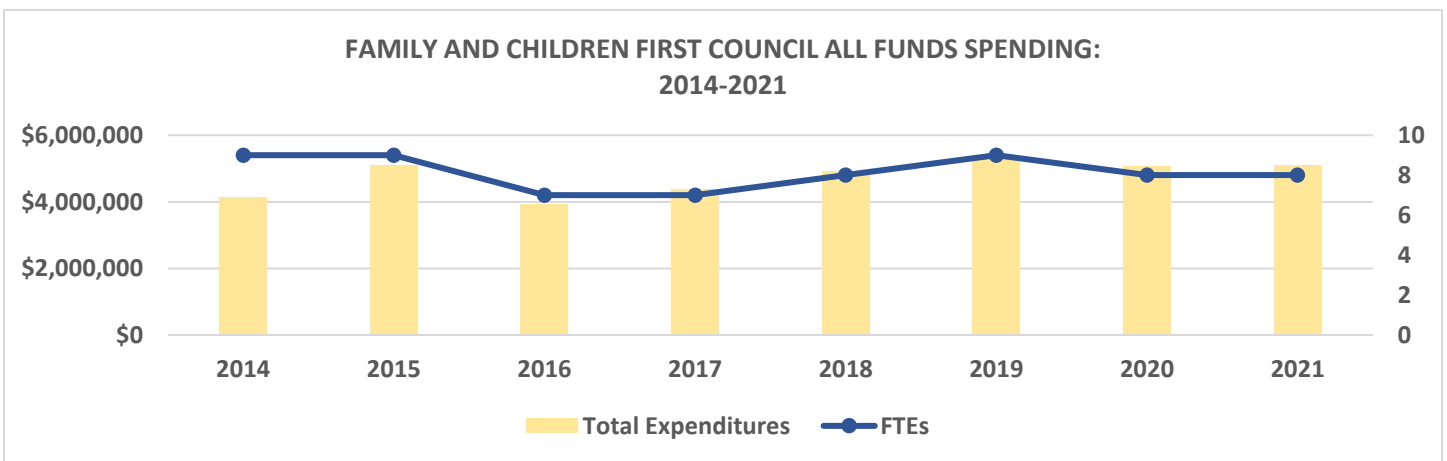
Strategic Priorities

- **Goal 5.1: Provide opportunities and needed support to children throughout their academic careers**
- **Goal 7.1: Provide a safety net for children, families, adults and older persons to meet their immediate, basic needs**

Key Performance Measures

Measure	2018 Actual	2019 Estimate	2020 Target	2021 Target
High School Graduation Rate	86%	88%	89%	90%
Youth & Young Adult Internships ¹	67	27	27	27
Youth Enrolled Community-Based Service Coordination/Wraparound	362	350	350	350
Out of School Time	3,241	3,200	3,200	3,200
Families and Schools Together	333	300	300	300

¹Internship program more intensive and results in fewer number of youths.



FISCAL OFFICE

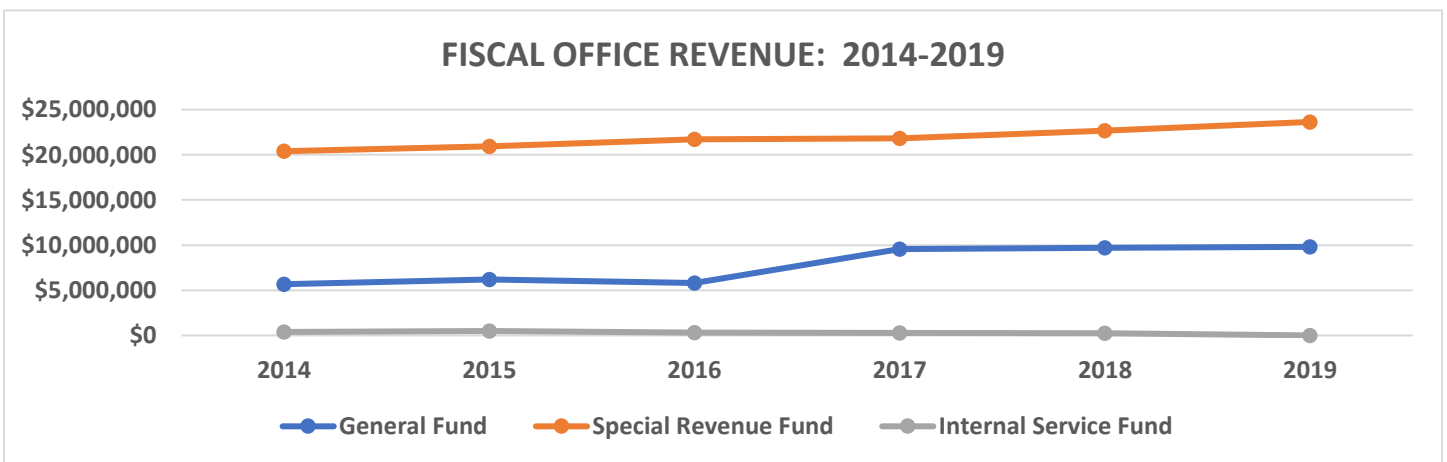
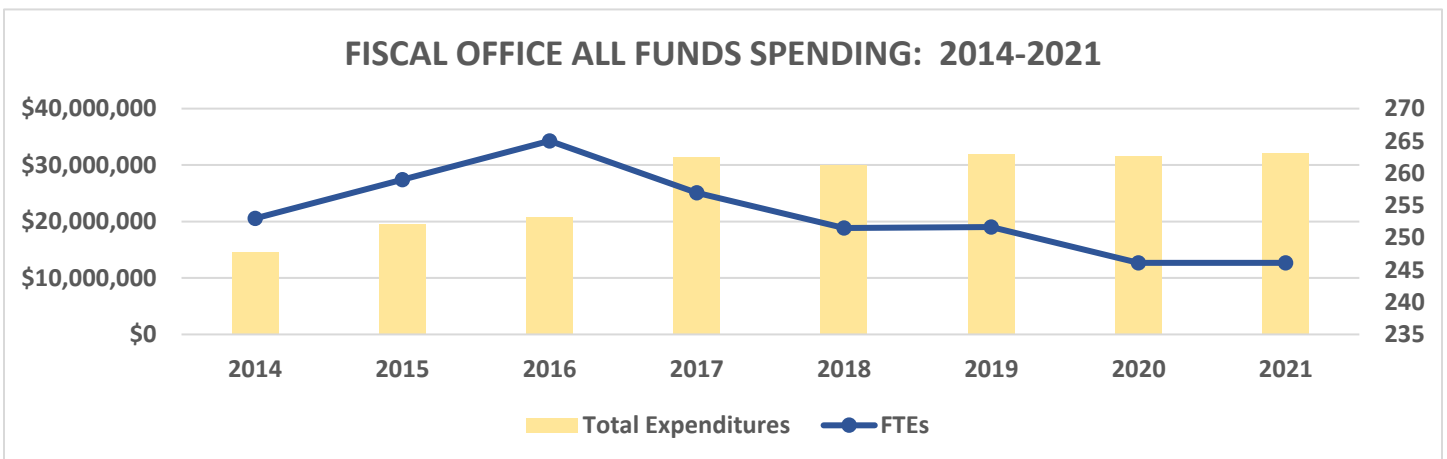
To represent the best interest of County taxpayers by performing diverse financial functions, including but not limited to, overseeing all the financial activity and maintaining the County’s financial statements, developing and managing the County budget, property tax assessment, accounts receivable and payable, cash management, consumer services, and procurement. The Fiscal Office is committed to operating conservatively and providing superior customer service to taxpayers, public customers, and all the County agencies and departments the Fiscal agency supports.

Strategic Priorities

- **Goal 13.7: Devise and implement a strategic revenue generation plan**
- **Goal 14.1: Consistently provide an excellent customer service experience**

Key Performance Measures

Measure	2018 Actual	2019 Target	2020 Target	2021 Target
Auto Titles Issued	469,406	465,000	475,000	475,000
Devices/Scales Inspected	12,483	12,381	12,385	12,385
Hotels Audits	14	15	15	15
Recording and Conveyance Fees	\$24,003,275	\$24,899,370	\$25,255,227	\$25,616,199



HHS - ADMINISTRATION

Description/Mission Statement

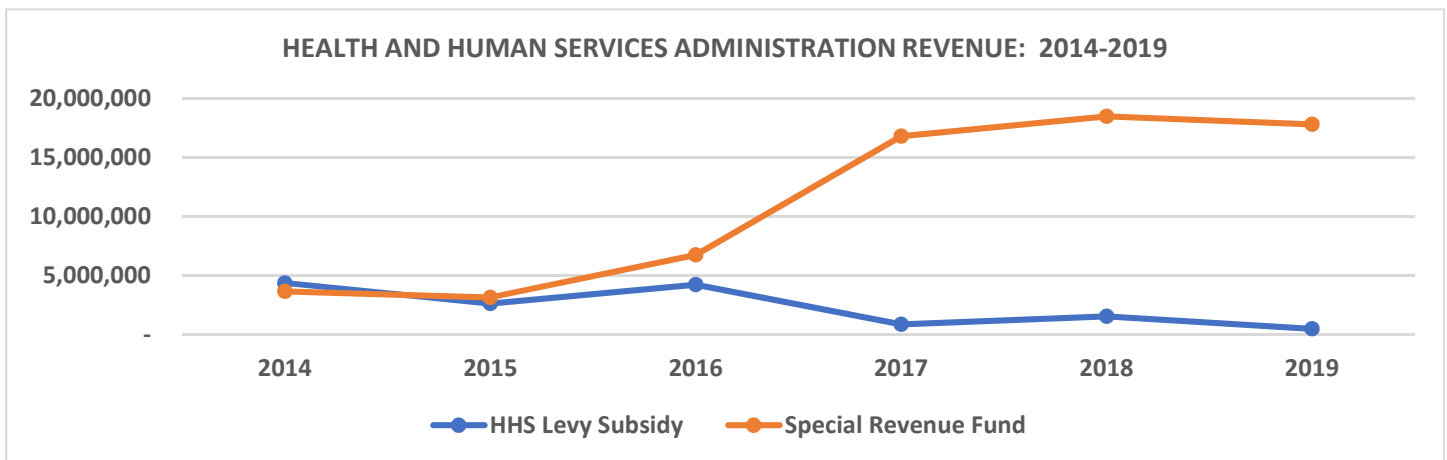
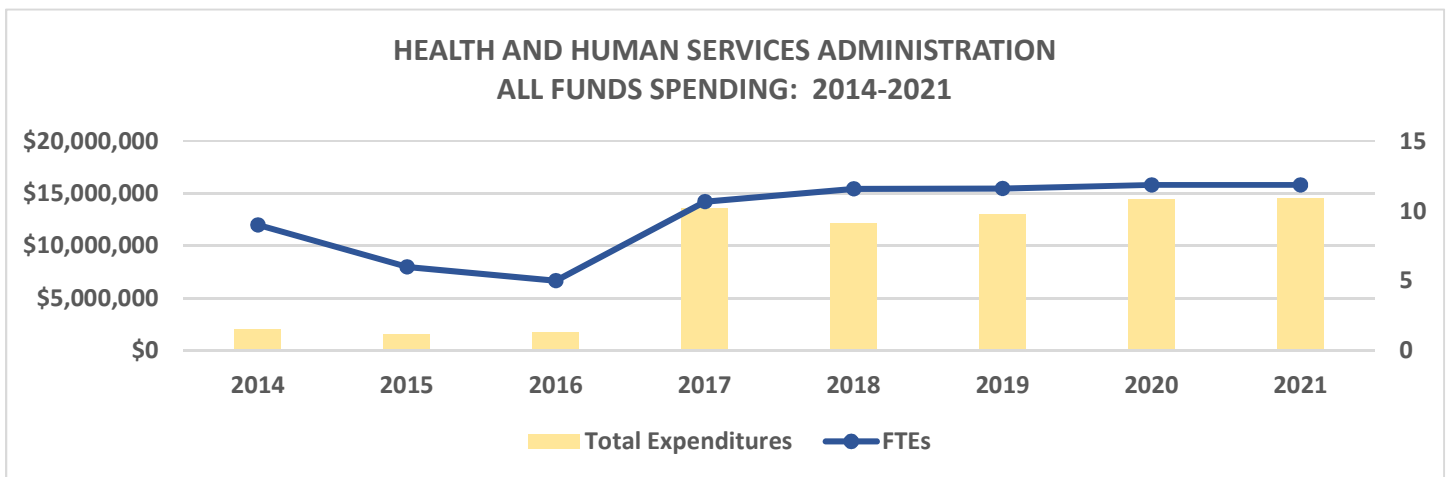
The Health and Human Services Administration maintains the administrative costs for the Health and Human Services agencies along with various program expenses such as the Emergency Assistance, Wellness Plan and HIV Medication Services. The Office of Health and Human Services coordinates the service goals of the human services systems with the County’s mission to provide for the public’s well-being, safety and self-sufficiency. HHS Administration oversees budget expansion and corresponding contraction for systems to assure mandates services are funded.

Strategic Priorities

- Goal 4.1: Significantly reduce infant mortality
- Goal 5.3: Expand youth internship opportunities as a first step toward careers

Key Performance Measures

Indicator	2018 Actuals	2019 Target	2020 Target	2021 Target
Infant Mortality	120	118	117	116
Internship Opportunities	1,255	1,750	1,750	1,750



HOMELESS SERVICES

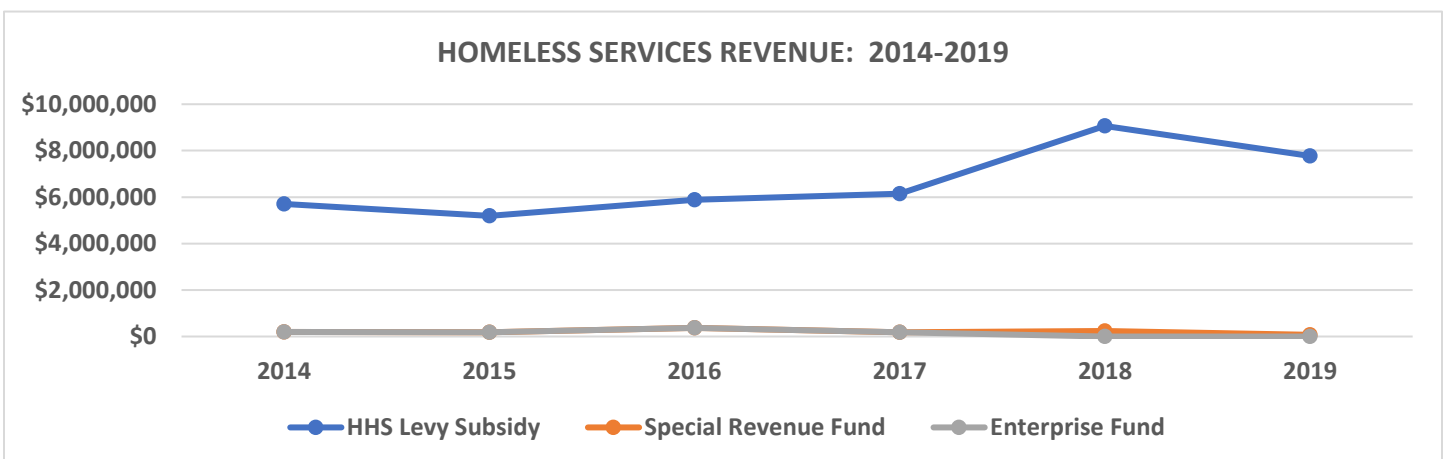
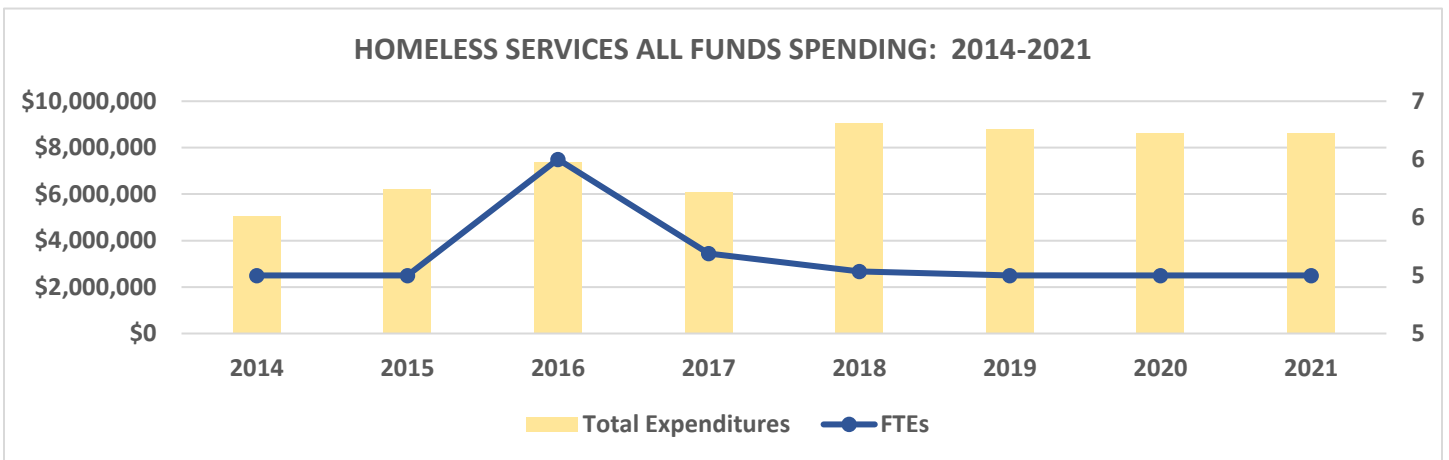
The Office of Homeless Services (HCRP) coordinates federal, state, and local funding to implement a “Homeless Crisis Response System (HCRP) in Cuyahoga County. The goal of the HCRP is that homelessness is rare, brief, and non-recurring. Specific response is to provide immediate shelter for those experiencing a housing crisis, followed with appropriate housing and services to support a rapid exit to permanent housing.

Strategic Priorities

- **Goal 7.2: End chronic homelessness for veterans, families and youth.**

Key Performance Measures

Measure	2018 Actual	2019 Target	2020 Target	2021 Target
Emergency Shelter - Number of People Served	6,489	6,422	6,000	6,000
Rapid Rehousing – Number of People Served	2,187	2,312	2,500	2,600
Permanent Supportive Housing – Number of people served	3,935	4,664	5,500	5,900



HUMAN RESOURCES

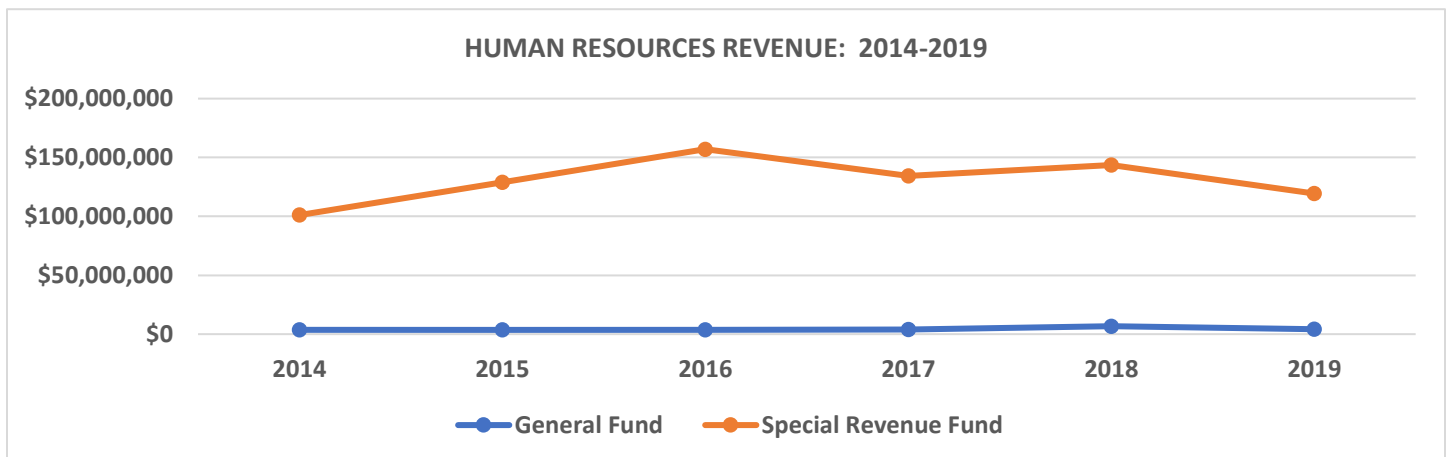
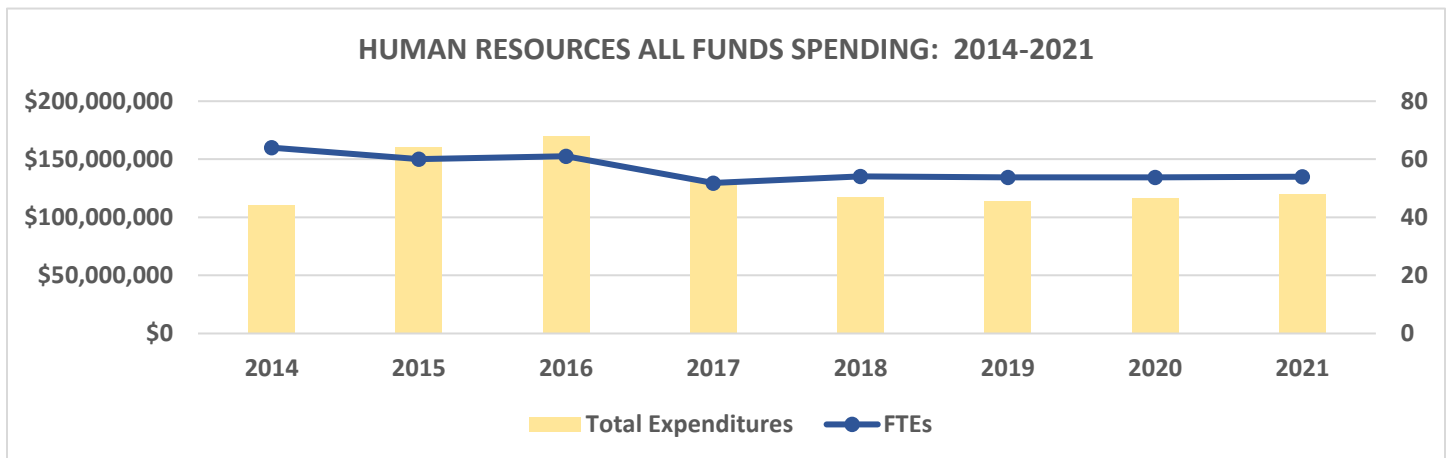
Through strategic partnerships and collaboration, the Human Resources Department attracts, recruits, develops, motivates and retains a high performing and diverse workforce while fostering a healthy, safe and productive environment.

Strategic Priorities

- Goal 15.1: Become an employer of choice
- Goal 15.3: Develop approaches to legacy compensation and benefit issues

Key Performance Measures

Measure	2018 Actual	2019 Target	2020 Target	2021 Target
# days to fill classified position	86	88	75	70
# days to fill unclassified position	60	62	55	45
# applicants per positions filled	123	128	133	138
Employees leaving County employment	8.82%	4.51%	3.9%	2.5%
Employees registered for Wellness Program	31.3%	48%	55%	60%
Cost per employee for medical & prescription health care coverage	\$56,545.32	\$24,421.68	\$23,322.72	n/a



INFORMATION TECHNOLOGY

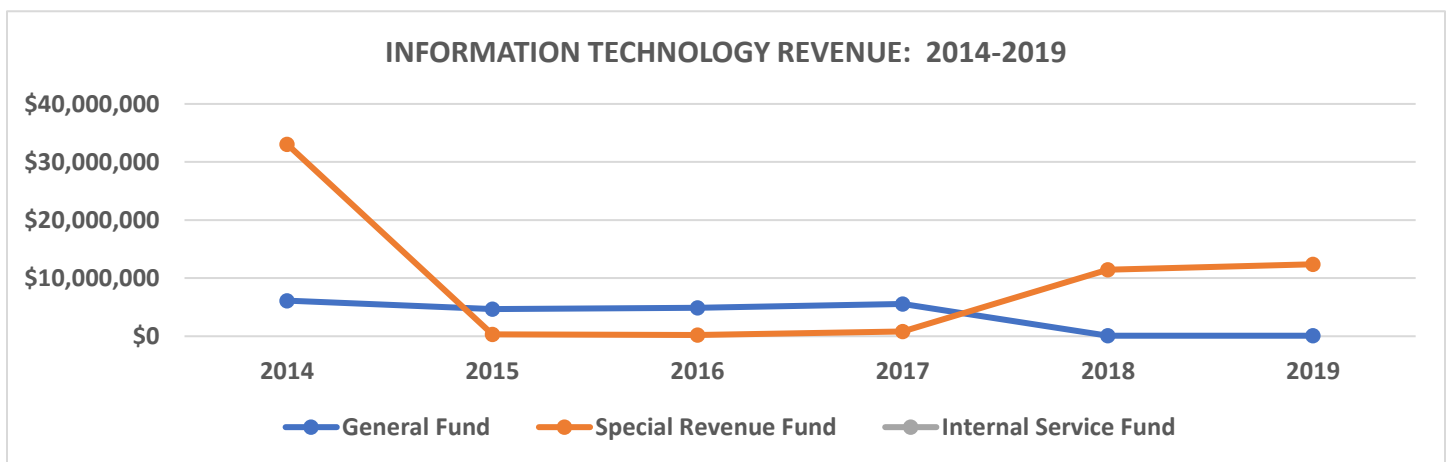
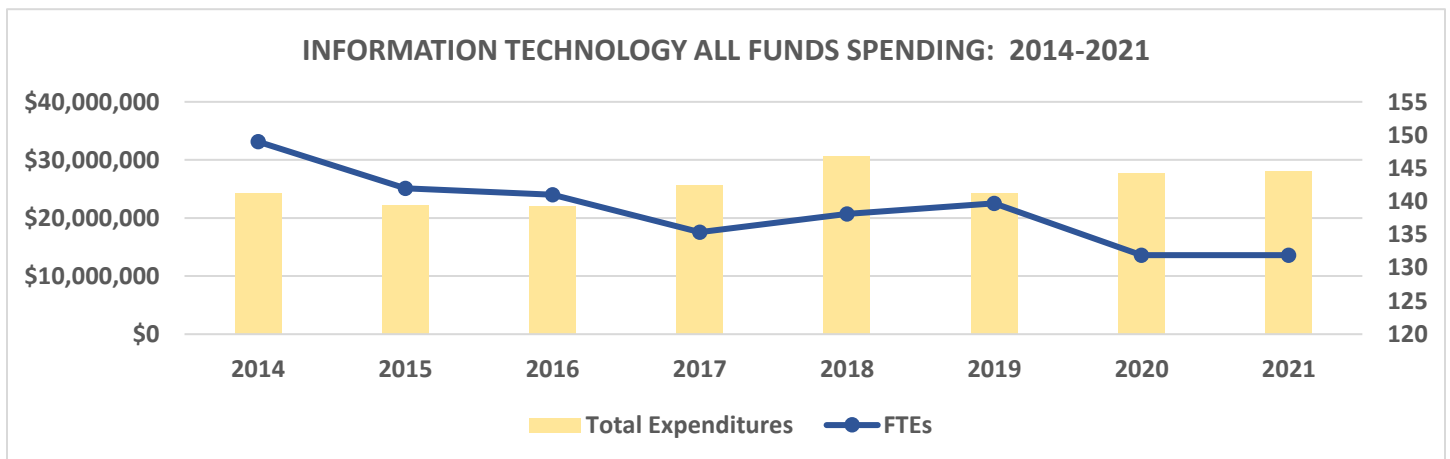
The Department of Information Technology (IT) works to be a catalyst for change and innovation through shared and integrated information systems in support of public services. IT is committed to aligning people, process, and technology to support the *Government Gets Results* strategy and others as highlighted in the Cuyahoga County Strategic Plan.

Strategic Priorities

- **Goal 10.1: Expand shared services to build capacity and support effectiveness of regional partners**
- **Goal 13.5: Implement an ERP system and improve critical county processes**

Key Performance Measures

Measure	2018 Actual	2019 Estimate	2020 Target	2021 Target
Shared Services Provided	179			
Shared Services Participants	74			
ERP – Public Works EAM Work Orders	20,000			
ERP – HR Benefits Enrollment	99.6%	100%	100%	100%



INNOVATION AND PERFORMANCE

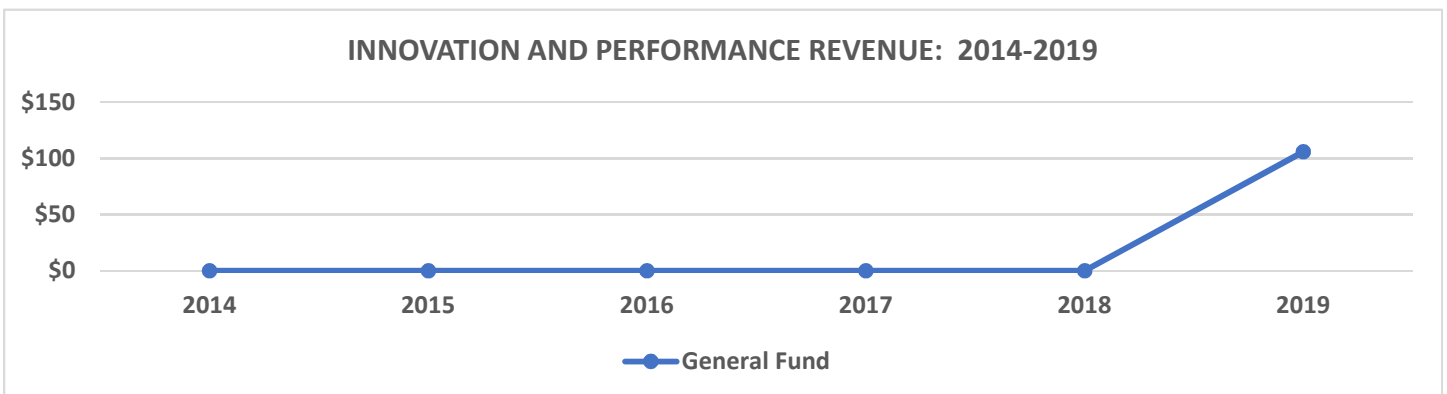
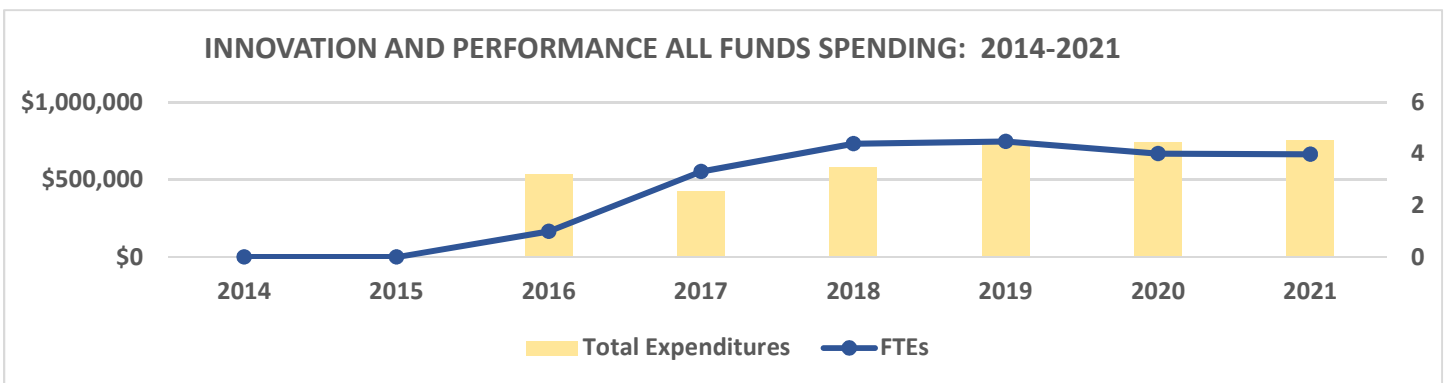
The Office of Innovation and Performance works to implement the Executive’s vision to transform the operations of county government so that they are innovative and responsive to the needs of residents, businesses, and partners. Key tenets to achieving the County mission are the development and implementation of the Cuyahoga County Strategic Plan, a performance management system to ensure progress against those goals, and fostering a culture of innovation and continuous improvement that positions Cuyahoga County as a national leader.

Strategic Priorities

- **Goal 6.4: Partner to expand internet access throughout the county**
- **Goal 13.3: Increase staff capacity to drive and support innovation and performance improvement efforts**
- **Goal 14.3: Provide easier access to services through targeted neighborhood partnerships & outreach**

Key Performance Measures

Measure	2018 Actual	2019 Target	2020 Target	2021 Target
Preparation of broadband access study		Completed in 2019		
Number of countywide measures tracked through Cuyahoga Performance	142	155	165	175
Number of employees participating in innovation efforts	433	350	500	550
Dollar value of improvements to County as a result of continuous improvement efforts	\$229,872	\$150,000	\$500,000	\$1,000,000



INSPECTOR GENERAL

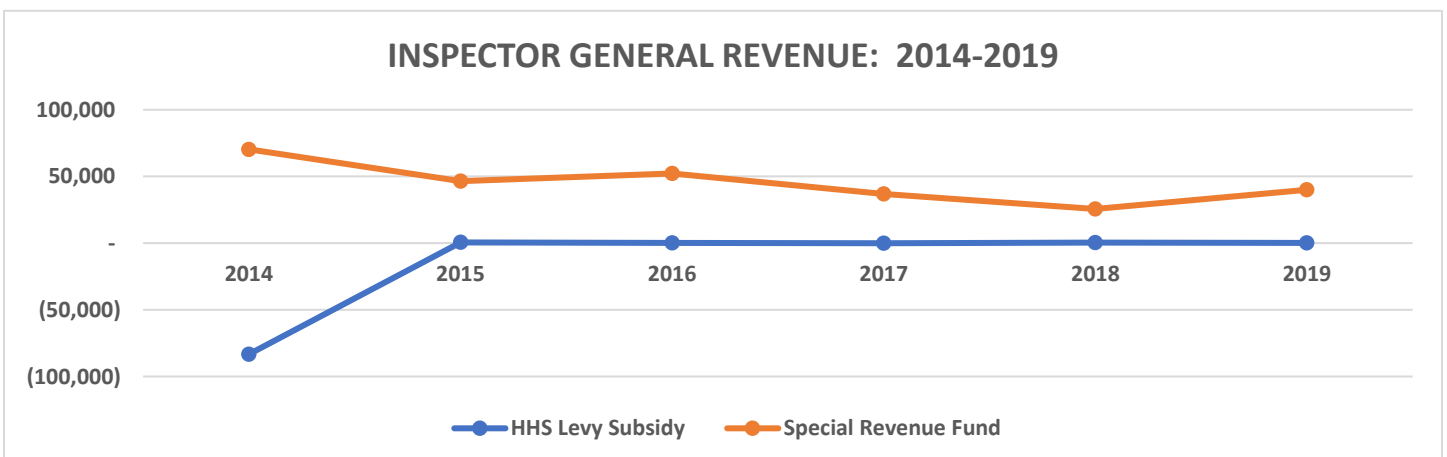
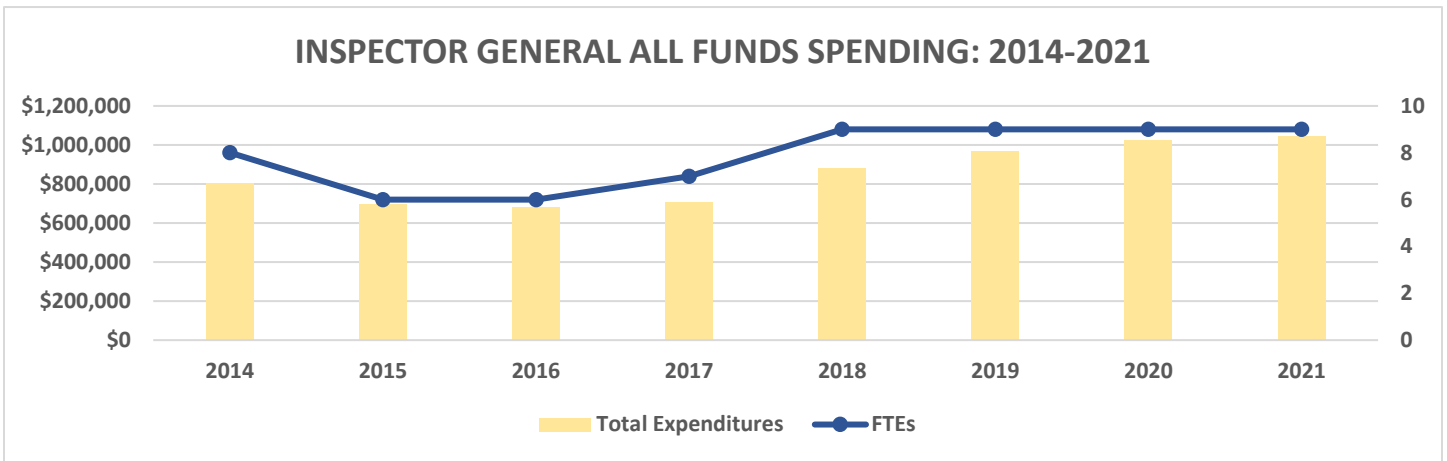
Agency of Inspector General was established to protect the county taxpayers’ interests by promoting honesty and accountability in county government. The Inspector General serves as the County’s Chief Ethics Officer, conducts inspections, investigations and audits to determine fraud, corruption and other possible misuse within county operations, in the pursuit of that goal. The AIG conducts pro-active ethics education, monitors financial disclosures, conducts background checks on County vendors, reviews driving licenses of relevant staff and other matters.

Strategic Priorities

- **Goal 14.6: Build trust in government**

Measure	2018 Actual	2019 YTD	2020 Target	2021 Target
Initiated Investigations	67	41	*	*
Ethics Opinions Lifetime		2,300+	*	*

The Cuyahoga County Agency of Inspector General was established by the County Executive and County Council to protect taxpayers’ interests by promoting honesty and accountability in County government. During the upcoming budget period (2020-2021), the AIG will continue to conduct reviews and investigations alleging potential violations of the Ethics Law and examine issues involving fraud, corruption, waste, abuse, misfeasance, malfeasance and nonfeasance in the operations of County government. The AIG will also continue to issue guidance to employees and elected officials by issuing Ethics Opinions and providing educational outreach and continuing legal education. Additionally, the AIG will continue to employees identify and avoid ethics conflicts by accepting and reviewing employee Nepotism and Secondary Employment disclosures. Finally, the AIG will continue to support Contractors and lobbyists by facilitating the registration and background check process.



INTERNAL AUDIT

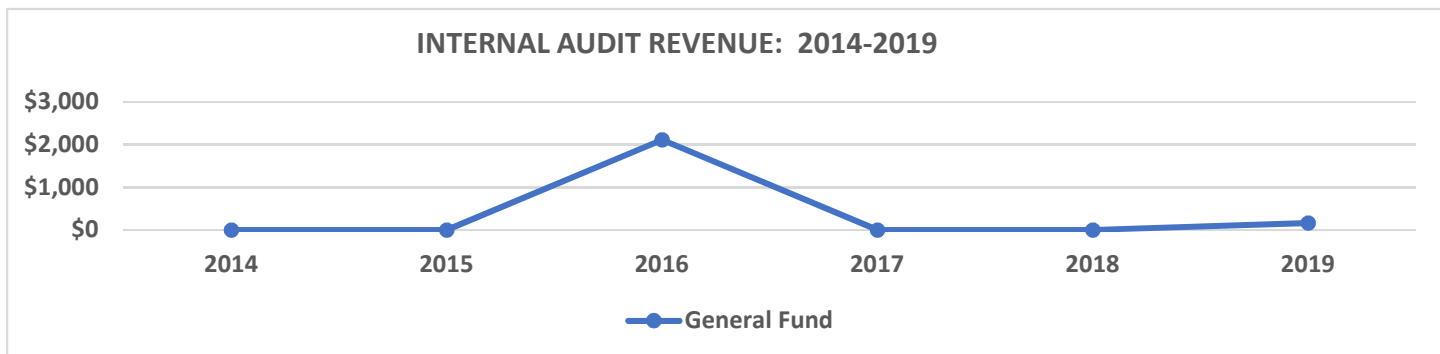
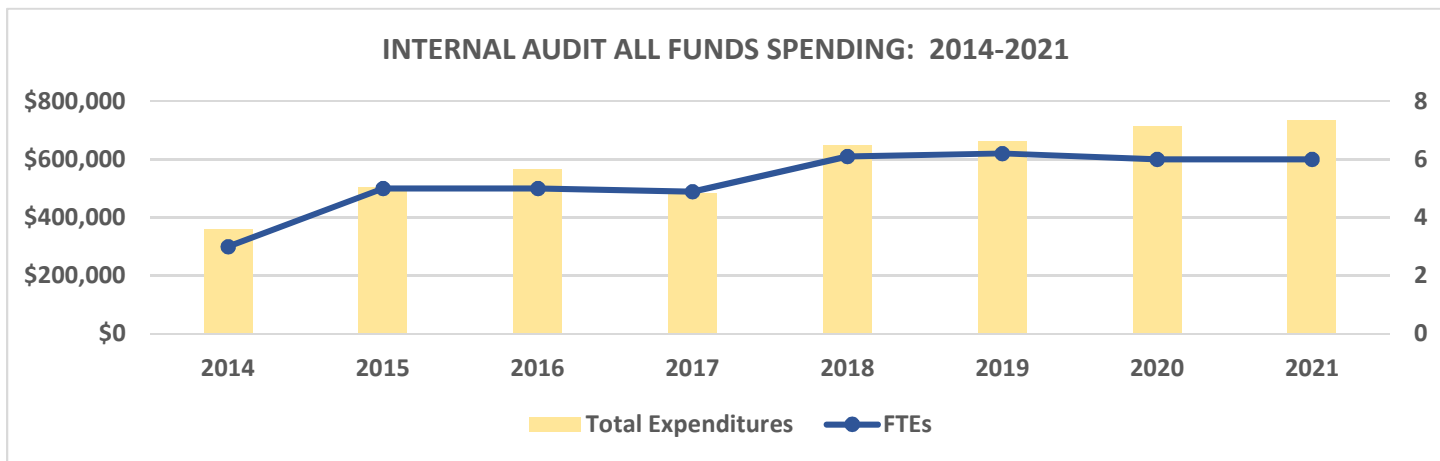
The objective of the Department of Internal Audit (DIA) is to assist members of the County, especially Senior Management and the Audit Committee, by furnishing them with analyses, recommendations, consulting, and information concerning the activities reviewed. The DIA will provide independent, objective assurance and consulting activities to improve management practices, identify operational improvements and reduce risk exposure. The DIA shall also examine and evaluate the adequacy and effectiveness of the County management’s system of internal control. The Department is given its authority by Section 11.02 of the Cuyahoga County Charter to “serve under the direction of, and perform such functions on behalf of, the County Audit Committee as the Committee shall prescribe”.

Strategic Priorities

- Goal 13.4: Create efficiencies and savings through continuous improvement
- Goal 14.6: Build Trust in Government

Key Performance Measures

Measure	2018 Actual	2019 Target	2020 Target	2021 Target
Potential Cost Savings & Recoveries Identified	\$798,115	\$733,393	Depends on Audits Completed	Depends on Audits Completed



HHS - JOBS AND FAMILY SERVICES

Description/Mission Statement

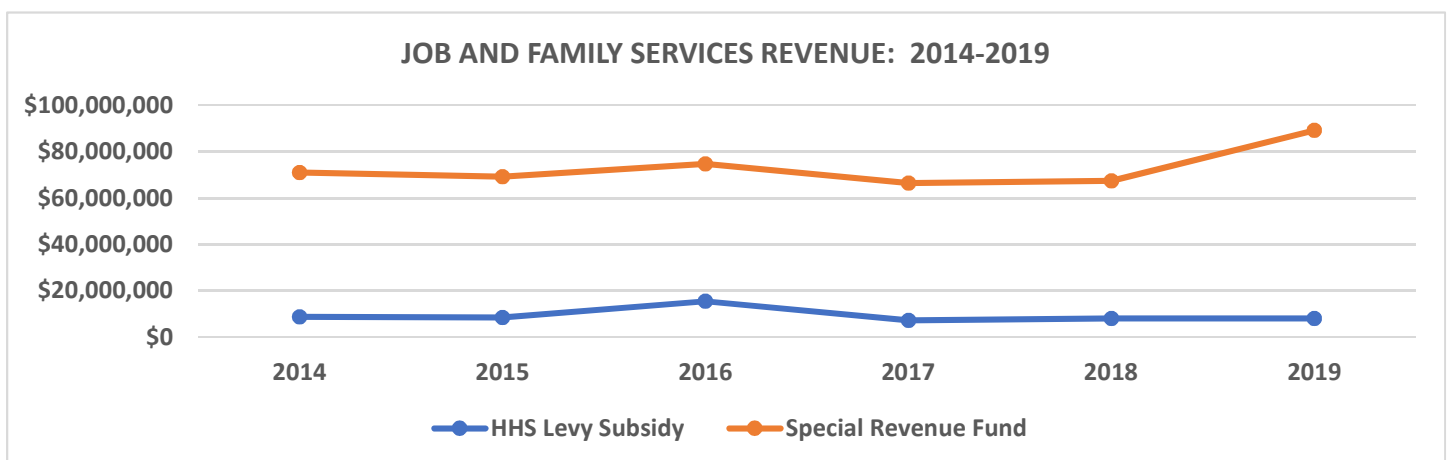
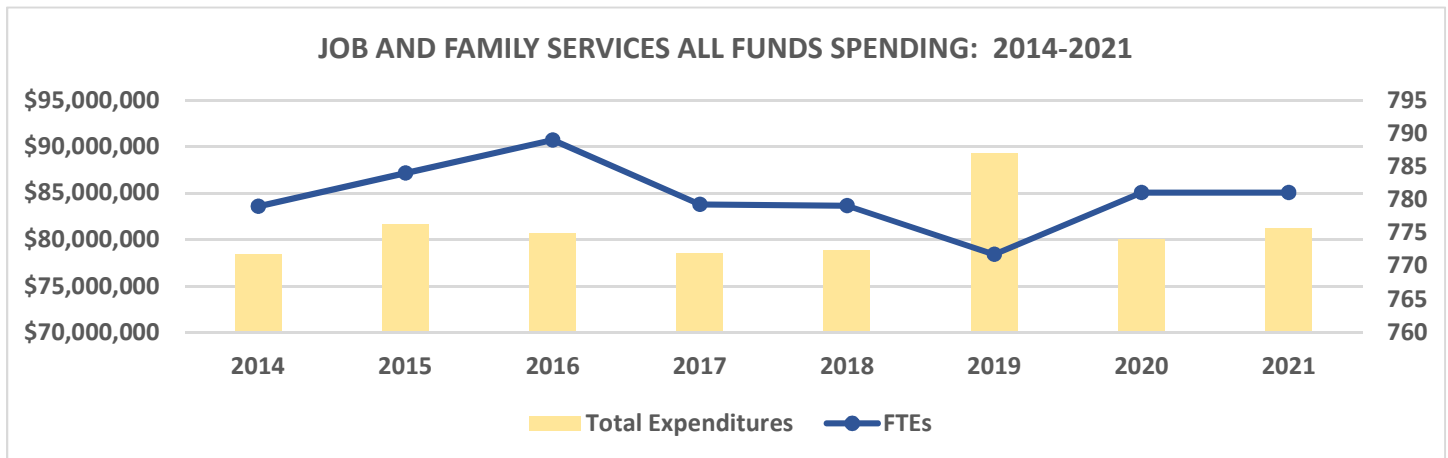
The purpose of the Cuyahoga County Department of Jobs and Family Services (CCJFS) is to promote economic self-sufficiency and personal responsibility by providing a broad range of quality services.

Strategic Priorities

- **Goal 5.3 – Expand youth internship opportunities as a first step toward careers**
- **Goal 12.1 – Implement outcome-based contracting**
- **Goal 7.1 – Provide a safety net for children, families, adults and older persons to meet their immediate basic needs**
- **Goal 14.1 – Consistently provide and excellent customer experience**

Key Performance Measures

Measure	2018 Actuals	2019 Target	2020 Target	2021 Target
Abandon Rate	45.82%	41.18%	25.00%	20.00%
Calls Abandoned	204,835	350,000	165,000	132,000
Calls Handled (Call Center)	242,174	500,000	660,000	660,000
Wait Time	15	15	12	8
Medicaid Enrollment	370,070	370,070	370,070	370,070
SNAP Enrollment	222,000	200,000	200,000	200,000
TANF Enrollment	11,083	9,000	9,000	9,000



JUVENILE COURT

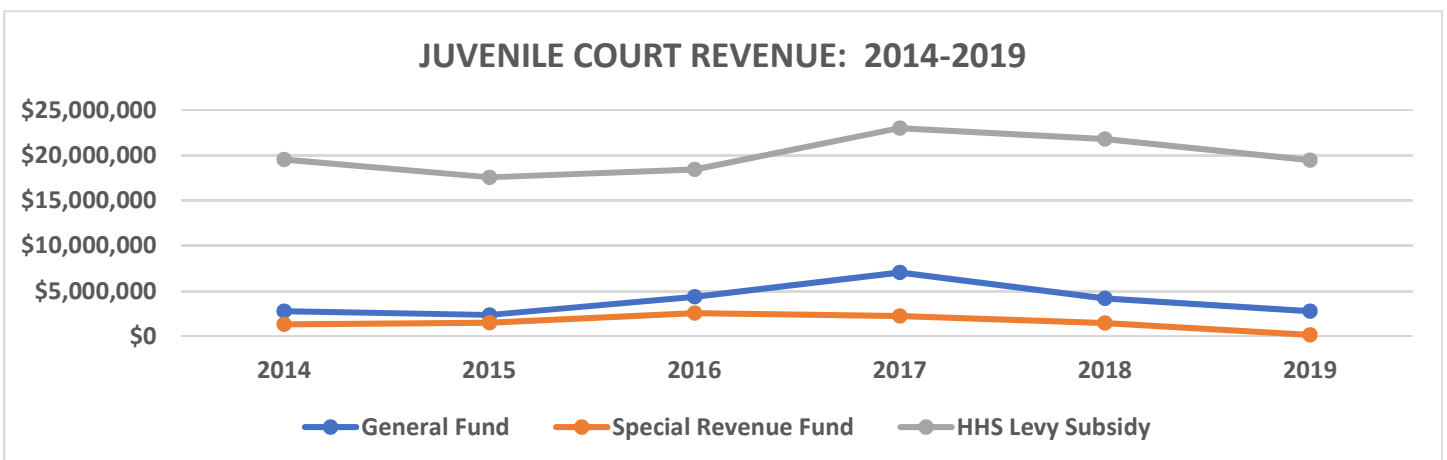
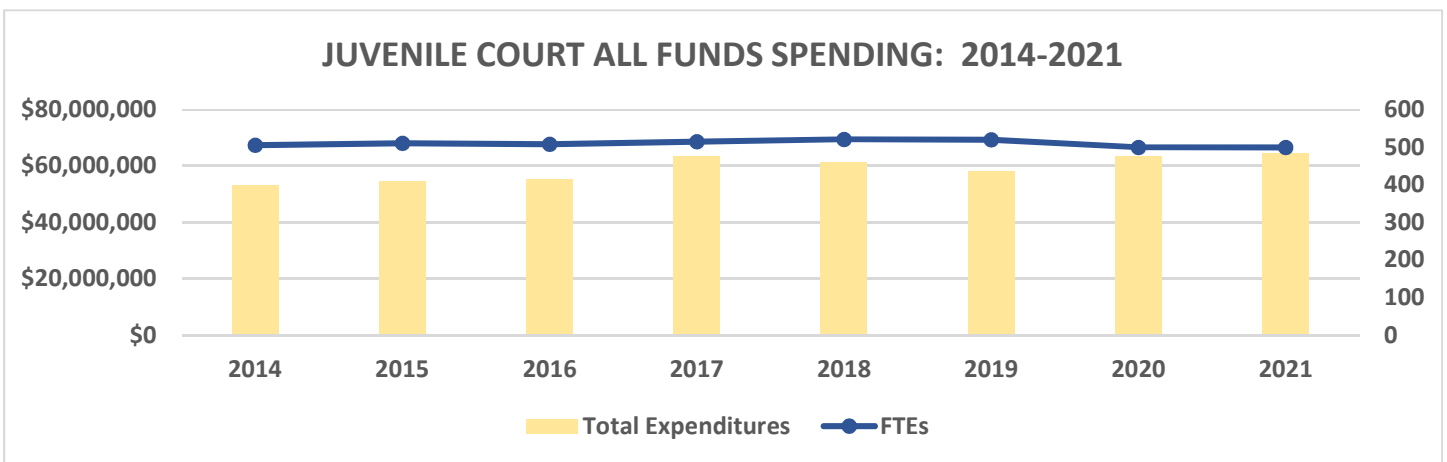
The Mission of Cuyahoga County Juvenile Court is to Administer justice, rehabilitate juveniles, support and strengthen families, and promote public safety

Strategic Priorities

- **Goal 5.1:** Provide opportunities and needed support to children throughout their academic careers
- **Goal 7.8:** Partner to build safer communities
- **Goal 11.2:** Work with partners to align, scale and sustain efforts to achieve systems-level solutions

Key Performance Measures

Measure	2018 Actual	2019 Target	2020 Target	2021 Target
Secure Detention Admits	1,840	1,648	1,648	1,648
Secure Detention Av. Daily Population	125.9	113.0	113.0	113.0
Shelter Care Av. Daily Population	22.4	19.0	19.0	19.0



LAW LIBRARY RESOURCE BOARD

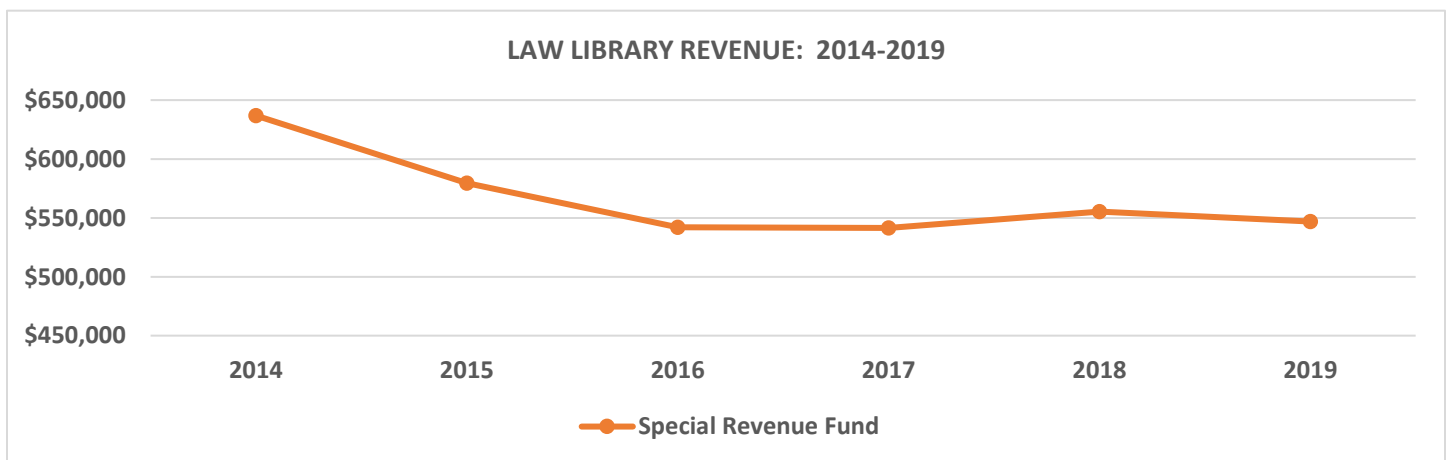
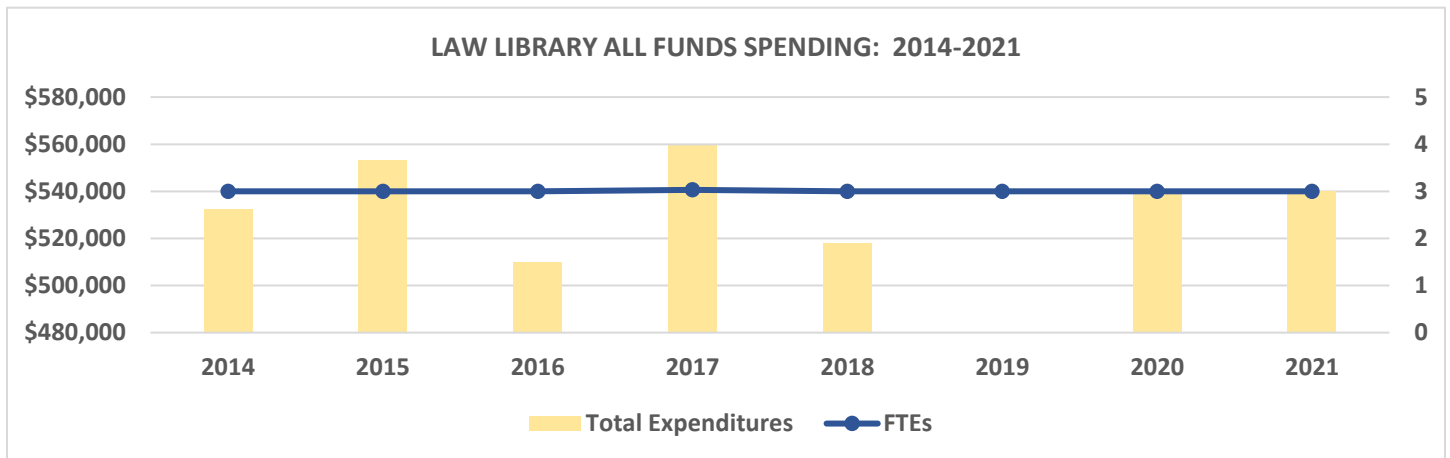
The Cuyahoga County Law Library Resource Board provides and manages legal, research, and library resources for municipalities and courts within Cuyahoga County for the support and practice of law. The Cuyahoga County Law Library Resource Board and Cleveland Law Library Association organize and manage jointly the Cleveland/Cuyahoga County Law Library.

Strategic Priorities

- **Goal 10.1: Expand shared services to build capacity and support effectiveness of regional partners**

Key Performance Measures

Measure	2018 Actual	2019 Target	2020 Target	2021 Target
Reference and Research Questions	5,491	5,500	5,500	5,500
Patron Service Hours	569	575	580	580
Special Programs/Events	44	36	40	40
Number of Ebooks	1,194	1,194	1,200	1,200
Volume in Print	117,296	117,474	117,474	117,474



MEDICAL EXAMINER

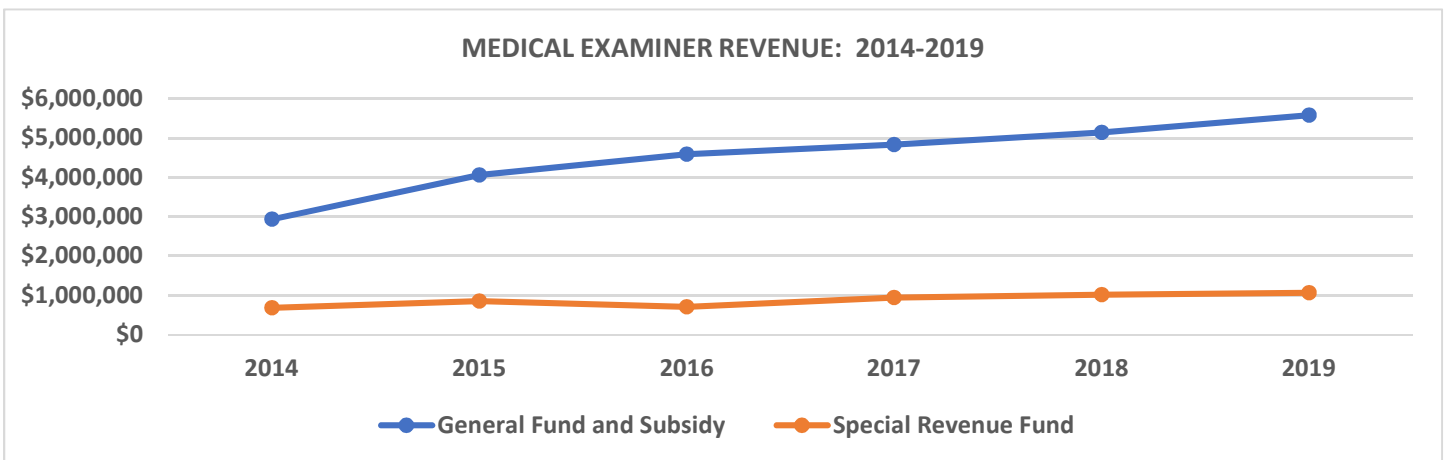
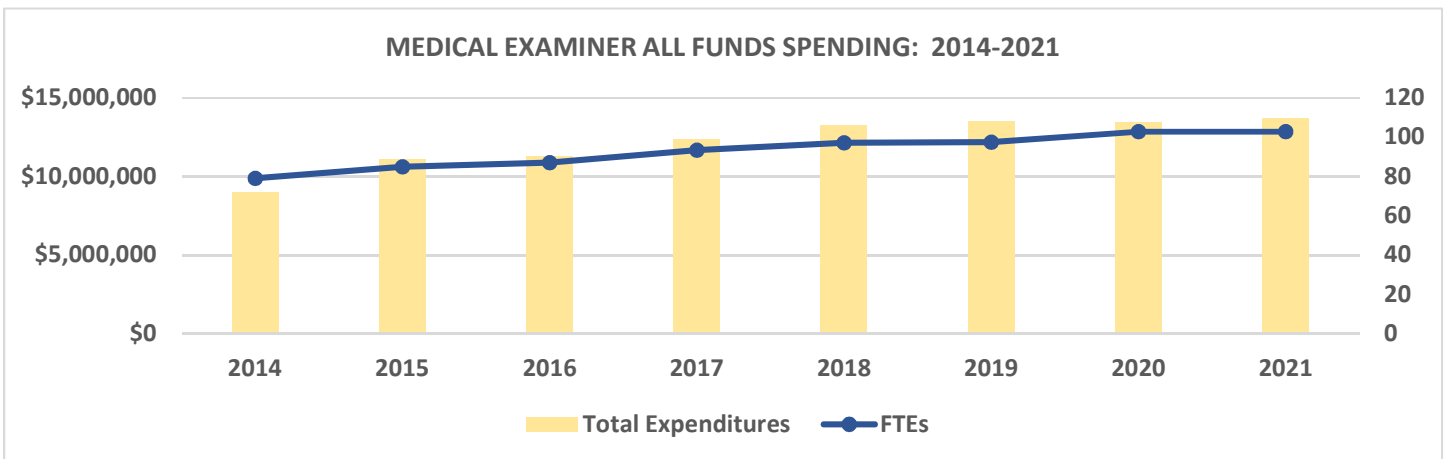
The Cuyahoga County Medical Examiner’s Office is a public service agency responsible for the investigation of violent, suspicious, and sudden and unexpected deaths and the provision of laboratory services. The agency is committed to the dignified and compassionate performance of these duties with impartiality and the highest professional levels of quality and timeliness in the service of the general public, medical, and legal communities and the overall public health of the citizens of Cuyahoga County.

Strategic Priorities

- **Goal 7.6: Drive collaborative efforts to prevent and treat opioid addiction**
- **Goal 10.1: Expand shared services to build capacity and support effectiveness of regional partners**
- **Goal 10.2: Support regional approaches to public safety and law enforcement**

Key Performance Measures

Measure	2018 Actual	2019 Target	2020 Target	2021 Target
No Complete Measures Available at Time of Publication				



OFFICE OF BUDGET AND MANAGEMENT

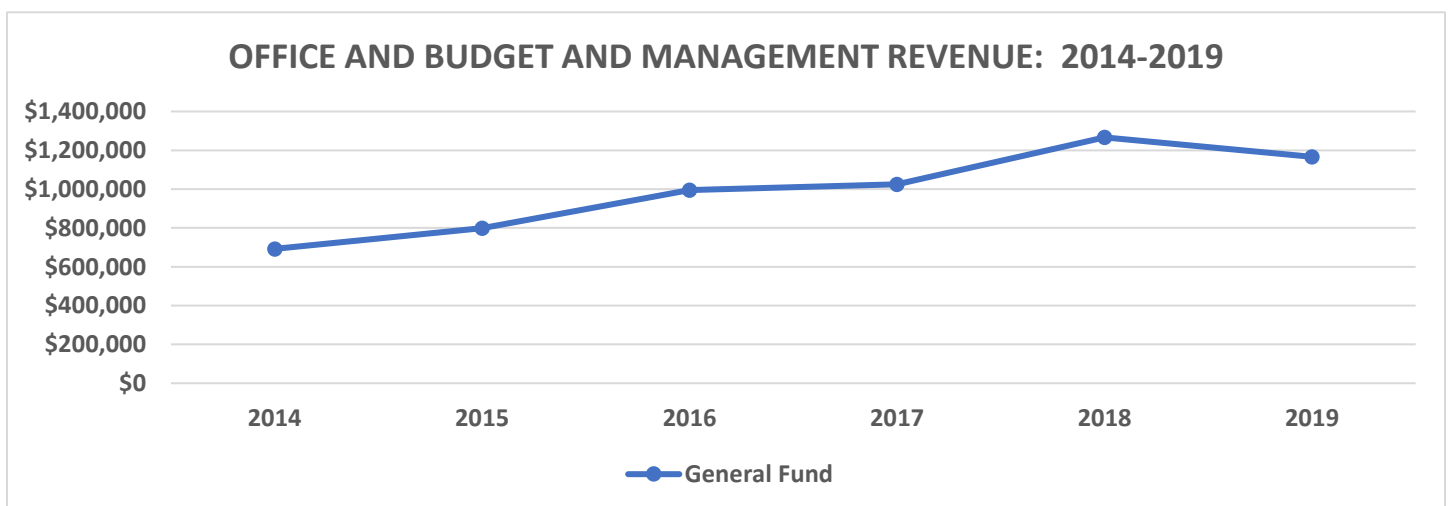
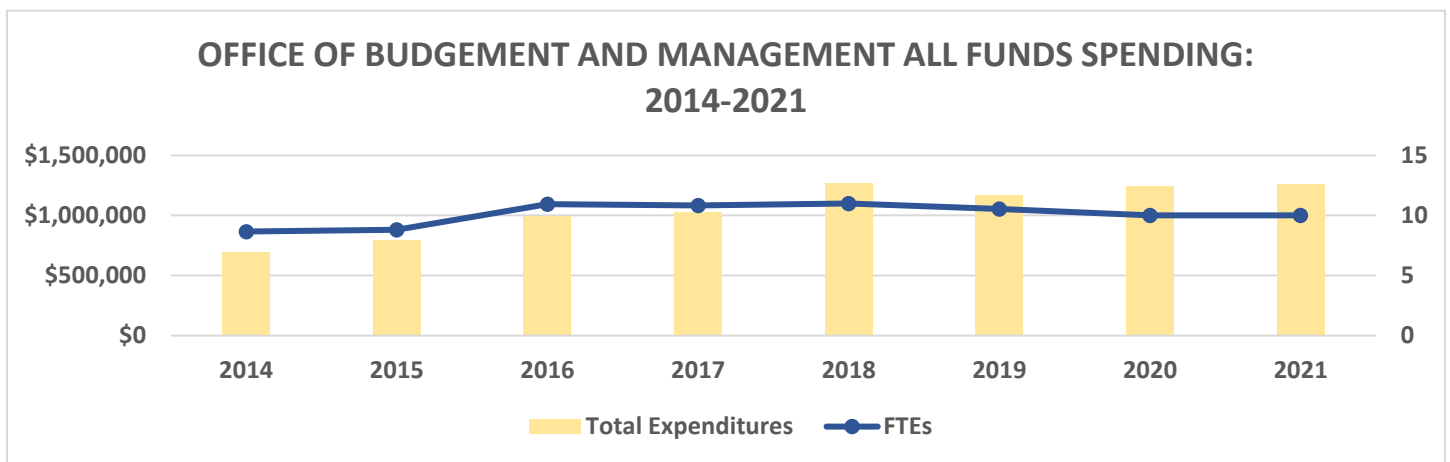
Office of Budget and Management (OBM) is responsible for the analysis and interpretation of financial matters affecting the County. The Office reviews prepares and monitors operating and capital improvement budgets, reports estimates of resources and expenditures, identifies new sources of revenue and opportunities for alternative service delivery, analyzes legislation, manages the County’s debt, and provides overall decision support for the County’s elected officials. OBM is committed to ensuring that the information relative to the County budget is presented in an accurate, relevant, understandable, and timely manner.

Strategic Priorities

- **Goal 13.2: Create a balanced budget that reflects our priorities**
- **Goal 13.4: Create efficiencies and savings through continuous improvements**

Key Performance Measures

Measure	2018 Actual	2019 Target	2020 Target	2021 Target
Accuracy of GF Revenue Estimates (%)	98%	98%	99%	99%
Accuracy of GF Expenses Estimates (%)	95%	95%	97%	97%
Number of Lean Six Sigma(LSS) Improvement Projects Completed	0	0	5	6
Potential Savings Identified through LSS Process Improvement Projs	0	0	\$100,000	\$100,000



OFFICE OF REENTRY

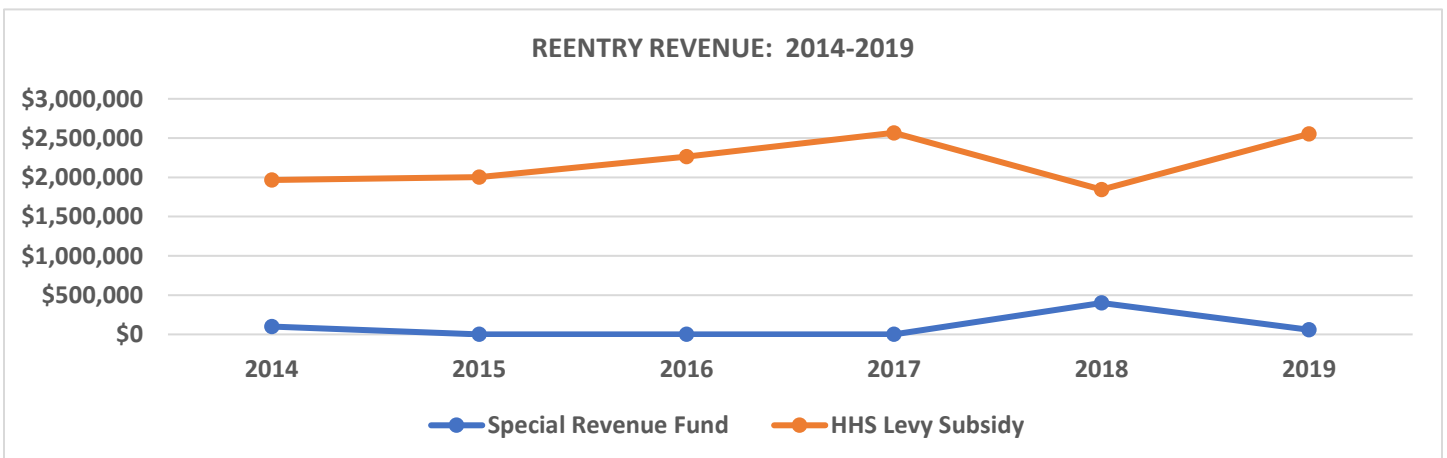
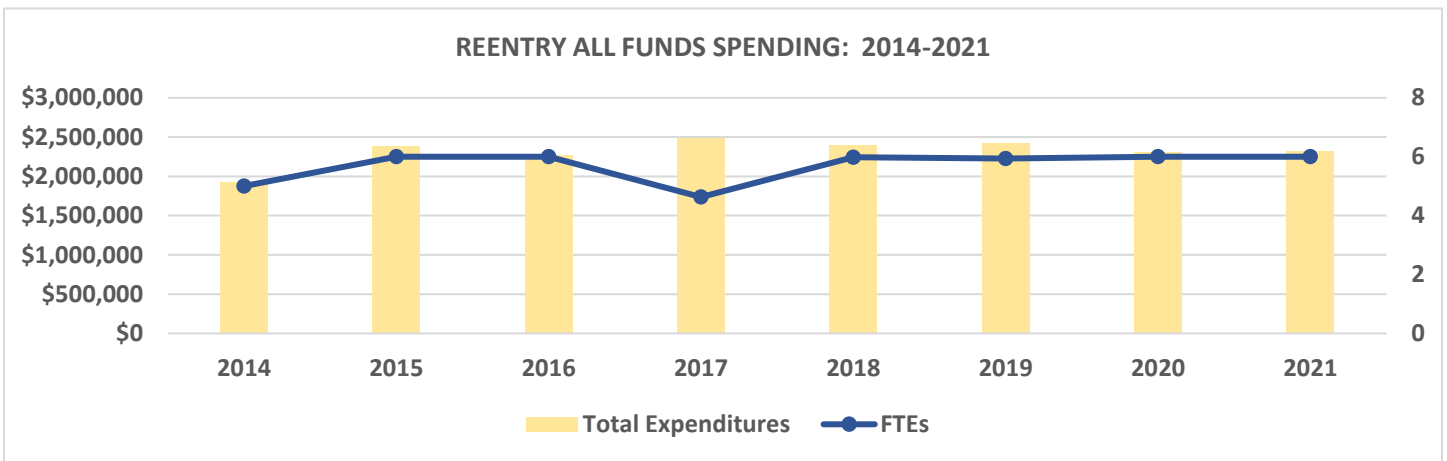
The Cuyahoga County of Reentry’s mission is to remove the stigma and social burdens that challenge returning citizens by launching and sustaining a reentry movement that provides comprehensive services, support and monitoring and opportunities needed for a successful integration.

Strategic Priorities

- **Goal 6.5: Remove specific barriers to employment for qualified candidates**

Key Performance Measures

Measure	2018 Actual	2019 Target	2020 Target	2021 Target
Chopping 4 Change - # of new enrollees	53	72	72	72
North Star Neighborhood Reentry Resource Center - # of new members	1,882	1,700	1,700	1,700



PERSONNEL REVIEW COMMISSION

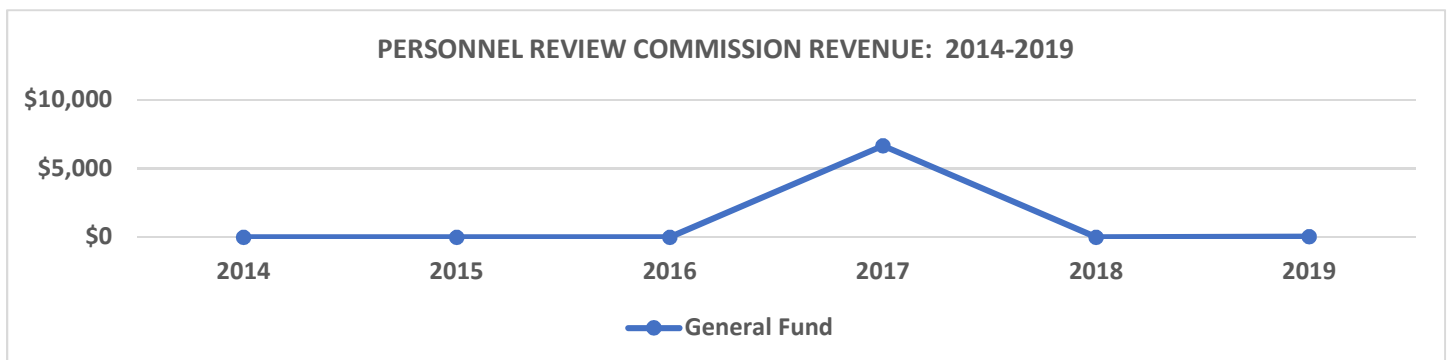
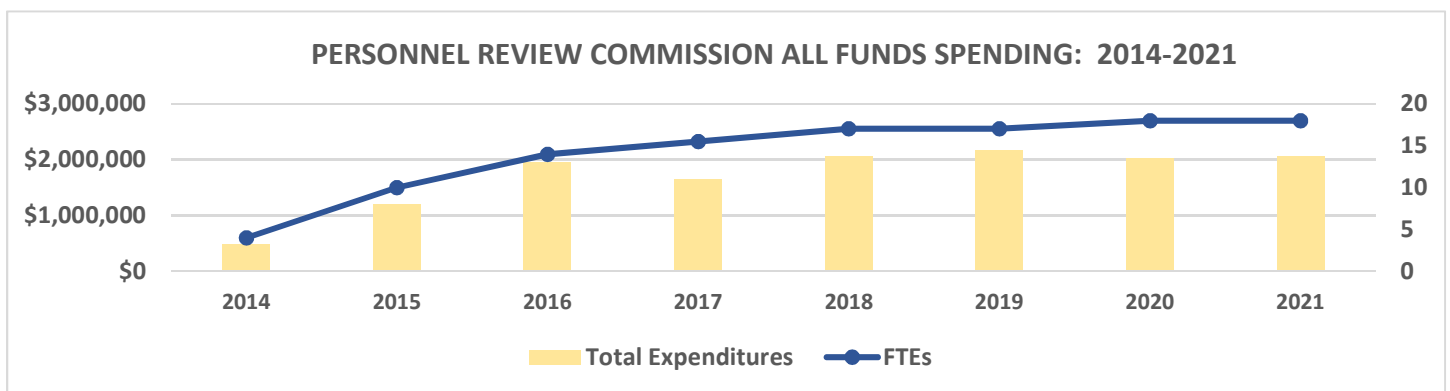
Pursuant to Section 9.01 of the Cuyahoga County Charter, Cuyahoga County established a Personnel Review Commission (PRC). This three-member commission is responsible for administering, for and in cooperation with the officers, agencies, boards and commission of the County, an efficient and economical system for the employment of persons in the public service of the County according to merit and fitness. The PRC’s mission statement includes a commitment to accountability and operational excellence, with the ultimate goal of a workforce that provides superior service and contributes to the region’s economic competitiveness. The PRC hears appeals of certain employment actions, administers the County’s classification and compensation systems for classified, non-bargaining unit employees, develops and conducts civil service testing for the County’s classified positions and audits the County’s compliance with local, state and federal laws regarding employment.

Strategic Priorities

- **Goal 15.1: Become an Employer of Choice**

Key Performance Measures

Measure	2018 Actual	2019 Target	2020 Target	2021 Target
% of 139 Total Classifications Remaining in Old Format Reviewed & Updated (includes those currently in process)	97%	100% and shift to maintenance mode	25% of class plan reviewed for maintenance purposes	25% of class plan reviewed for maintenance purposes
Average Number of Days to Establish Eligibility Lists for NEW test projects	45	39	35	35
Average Number of Days to Establish Eligibility Lists for REPEAT test projects	31	30	25	25



COUNTY PLANNING COMMISSION

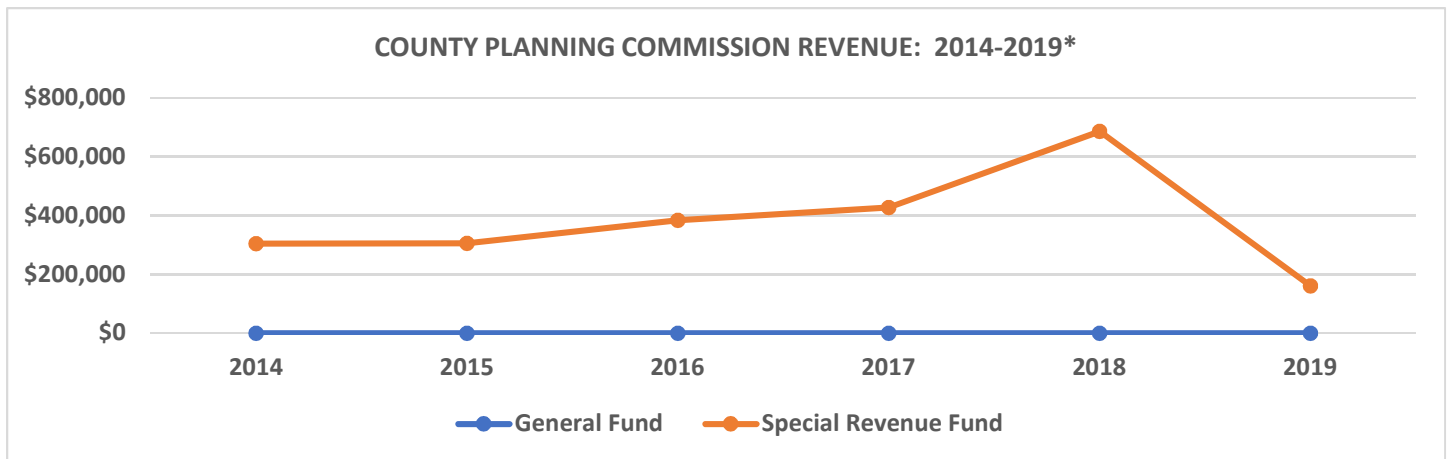
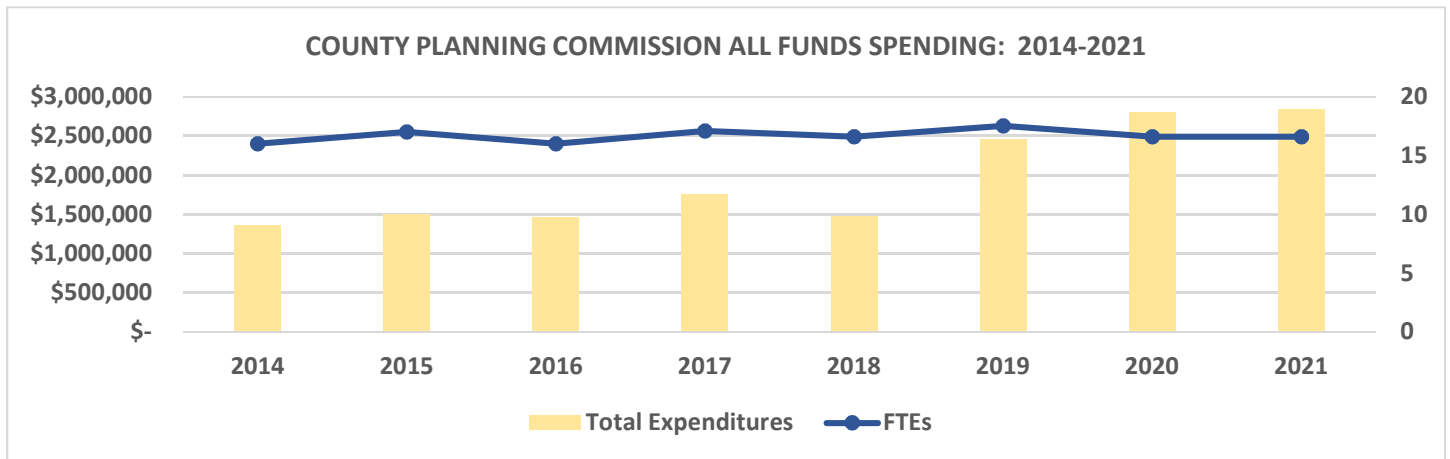
The Planning Commission strives to inform and provide services in support of the short and long-term comprehensive planning, quality of life, environment, and economic development of Cuyahoga County and its cities, villages and townships.

Strategic Priorities

- **Goal 1.1: Maximize our regional strengths and assets to help our local economy grow**
- **Goal 1.3: Deploy sustainability practices to support our competitive advantage**
- **Goal 10.3: Strengthen and expand relationships with new and existing community partners**

Key Performance Measures

Measure	2018 Actual	2019 Target	2020 Target	2021 Target
Number of shared services – master plans completed	3	6	5	5
Number of shared services – technical assistance plans completed	4	4	5	5
Number of Regional Partnership Plans completed		3	2	2



*Beginning in 2019, the Planning Commission has a General Fund budget. Formerly, it had a Special Revenue Fund with General Fund subsidy.

PROBATE COURT

The Probate Court is established in each county of Ohio to supervise the administration of the estate of a decedent who was a legal resident in the county at the time of his or her death. Each transaction involved in the administration of an estate is subject to the examination and approval of the Probate Court.

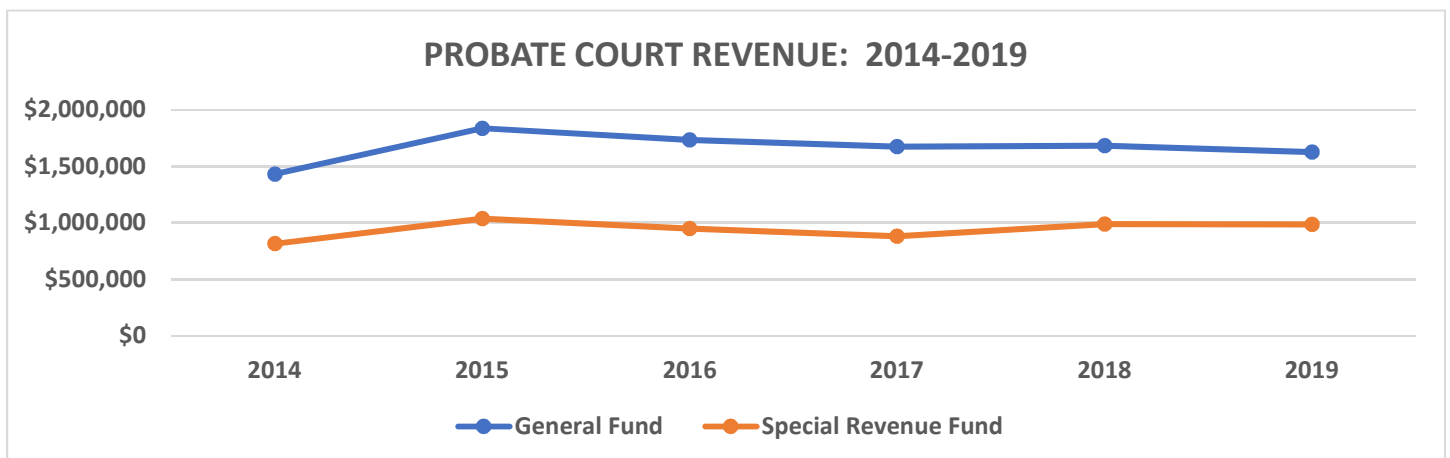
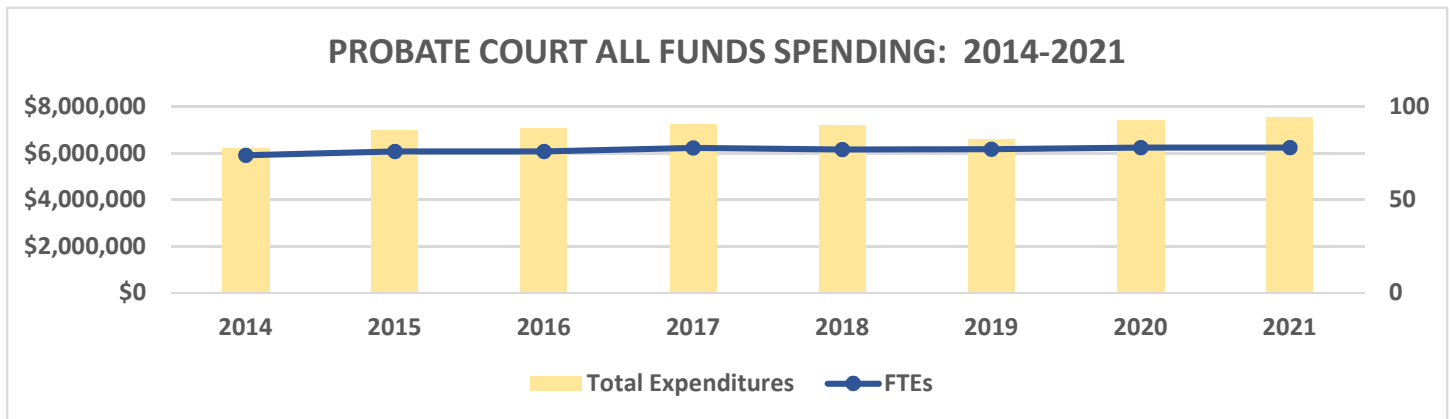
Other matters within the Probate Court's jurisdiction are: guardianship proceedings, adoptions, names changes, issuance of marriage licenses, the involuntary commitment of the mentally ill, and civil matters, including will contests, concealment of assets, determination of heirs and land appropriation cases.

Strategic Priorities

- **Goal 7.1: Provide a safety net for children, families, adults and older persons to meet their immediate, basic needs**

Key Performance Measures

Measure	2018 Actual	2019 Target	2020 Target	2021 Target
Estates opened	7,299	7,580	7,580	7,580
Guardianships-Incompetents opened	1,490	1,346	1,346	1,346
Guardianships-Minors opened	711	738	738	738
Civil Actions opened	515	444	444	444
Adoptions opened	284	292	292	292
Marriage Licenses issued	6,657	5,722	5,722	5,722



CUYAHOGA COUNTY PROSECUTOR OFFICE

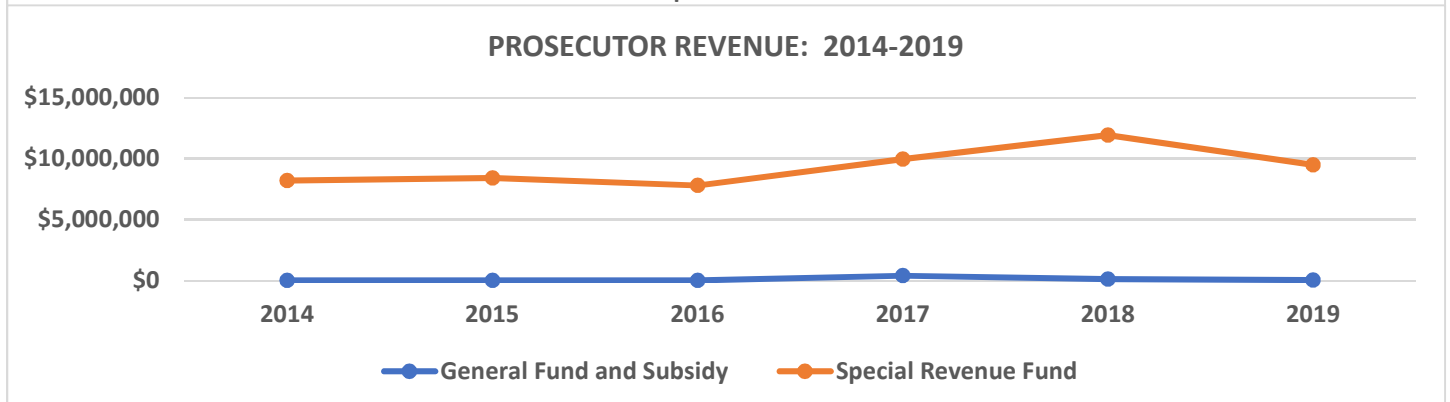
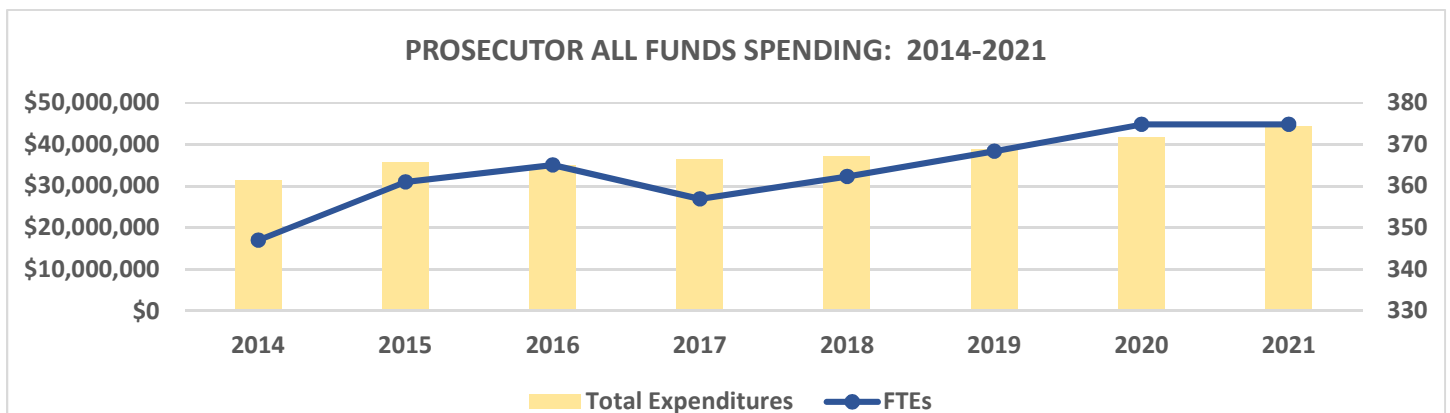
The Cuyahoga County Prosecutor Office commits its personnel and resources, in conjunction with the law enforcement community, to enhance the quality of life for the County’s residents and visitors to protect the public’s right to safety by prosecuting criminal offenders. In that pursuit, this Office will use all reasonable and lawful diligence to investigate and litigate crimes, guided solely by our public responsibility to pursue and insure justice for all. We further commit to protect the public’s right to safety by working to reduce crime and prevent recidivism, and by taking a leadership role in reform efforts. We will defend the rights of crime victims and their families and dedicated to providing dignified, compassionate, and respectful assistance through the firm and fair disposition of criminal cases, as well as the provision of information and advocacy services.

Strategic Priorities

- **Goal 3.2: Target infrastructure improvements and other investments to spur community development**
- **Goal 8.1: Advocate to decrease pre-trial detention**
- **Goal 8.3: Provide re-entry and employment services to residents in County jails to reduce recidivism**

Key Performance Measures

Measure	2018 Actuals	2019 Target	2020 Target	2021 Target
Tax Foreclosure Cases Filed -Non HHF	3,256	2,520	2,520	2,520
Tax Foreclosure Cases Filed - HHF	964	760	760	760
Adult Criminal Cases Opened	10,838	11,155	11,155	11,155
Juveniles Referred to Alternative Disposition	2,101	2,059	2,059	2,059
Criminal Investigations Opened	613	557	557	557



DEPARTMENT OF PUBLIC SAFETY AND JUSTICE SERVICES

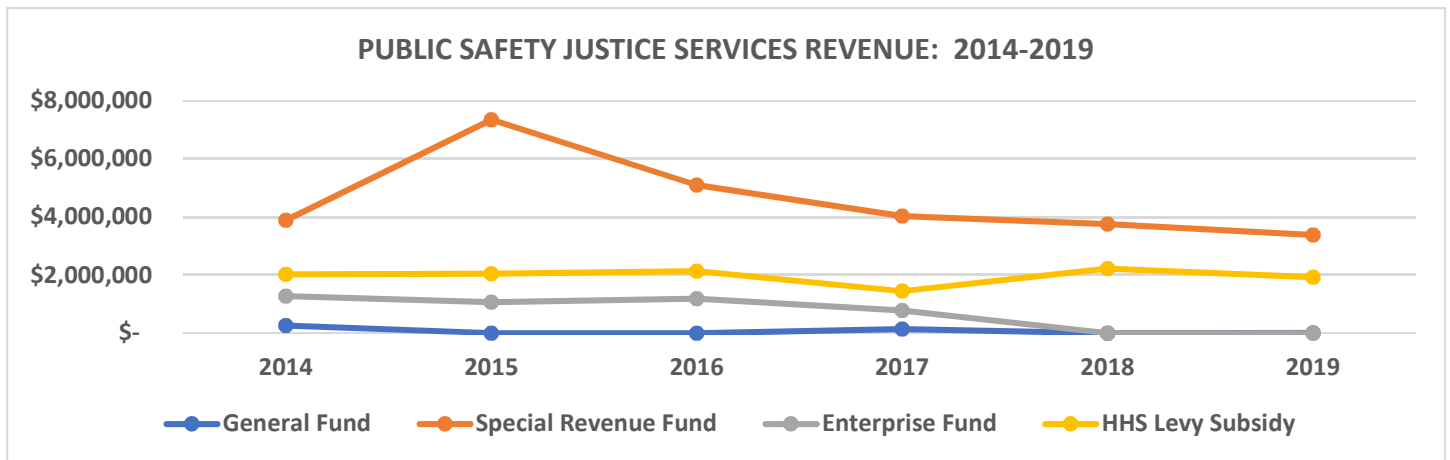
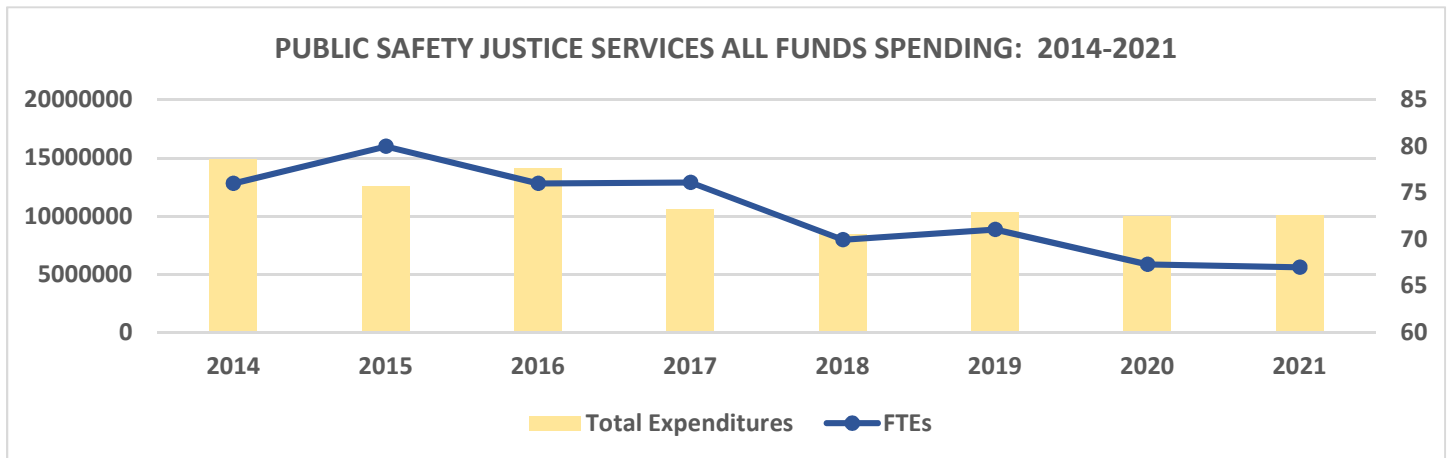
The mission of the Department of Public Safety and Justice Services is to provide a wide range of public safety and justice services to residents and first responders of the Cuyahoga County, while embracing current and new technologies in the public safety field.

Strategic Priorities

- **Goal 10.1: Expand shared services to build capacity and support effectiveness of regional partners**
- **Goal 10.2: Support regional approaches to public safety and law enforcement**

Key Performance Measures

Measure	2018 Actuals	2019 Target	2020 Target	2021 Target
Witness Victim Service Center Cases Disposed	4,433	4,475	4,845	4,942
Number of Children/Families Served by the Children Who Witness Violence Program	1,303	1,305	1,331	1,358
Family Justice Center Clients Served	1,089	1,144	1,201	1,261
Number of 9-1-1 Calls Received	412,266	417,000	421,170	425,382
Number of First Responder Training Courses and Exercises Facilitated by the Office of Emergency Management	96	98	100	102



PUBLIC DEFENDER

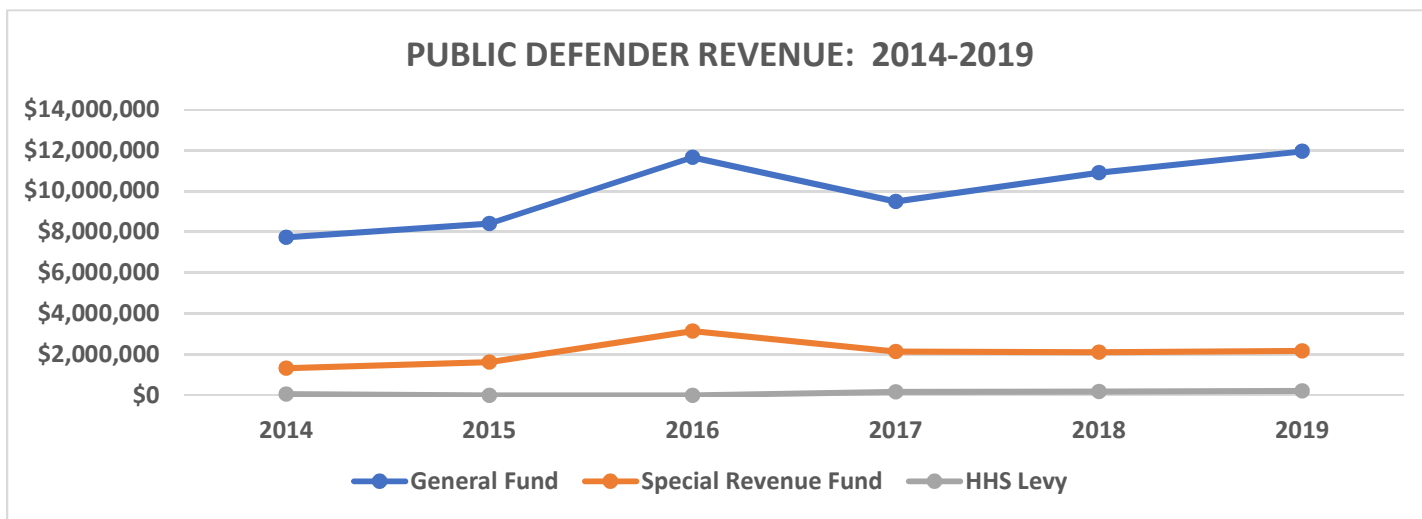
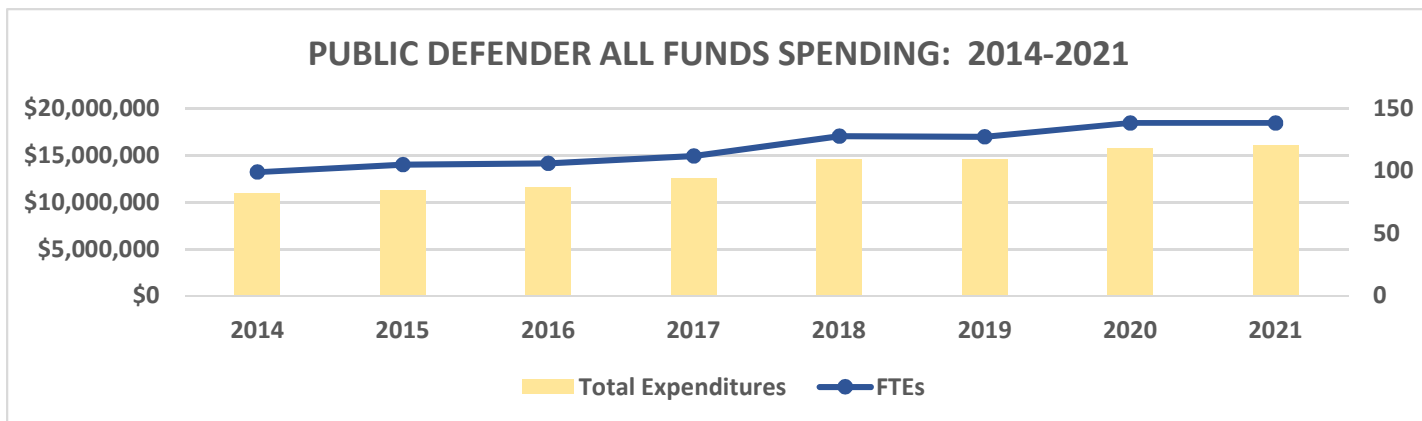
The Cuyahoga County Public Defender Office provides consistently excellent representation and vigorous advocacy to protect the rights of low-income people in criminal, juvenile delinquency, and parental rights matters. We treat each client with dignity and respect and tailor our representation to meet their unique needs. We ensure that our clients receive an ardent defense and equal justice throughout their involvement with the legal system.

Strategic Priorities

- **Goal 8.1: Advocate to decrease pre-trial detention**
- **Goal 8.2: Provide pre-arrest diversion and other alternatives to decrease the number of mentally ill residents in jail**

Key Performance Measures

Measure	2018 Actual	2019 Target	2020 Target	2021 Target
Felony Case Disposal	5,945	6,064	6,185	6,309
Juvenile Case Disposal	7,102	7,244	7,389	7,537
Felony Pre-indictments	3,817	3,893	3,971	4,051
Expungements	1,522	1,552	1,583	1,615



*GF revenues include Assigned Counsel and Cleveland share of reimbursement from Ohio Public Defender

PUBLIC WORKS - FACILITIES

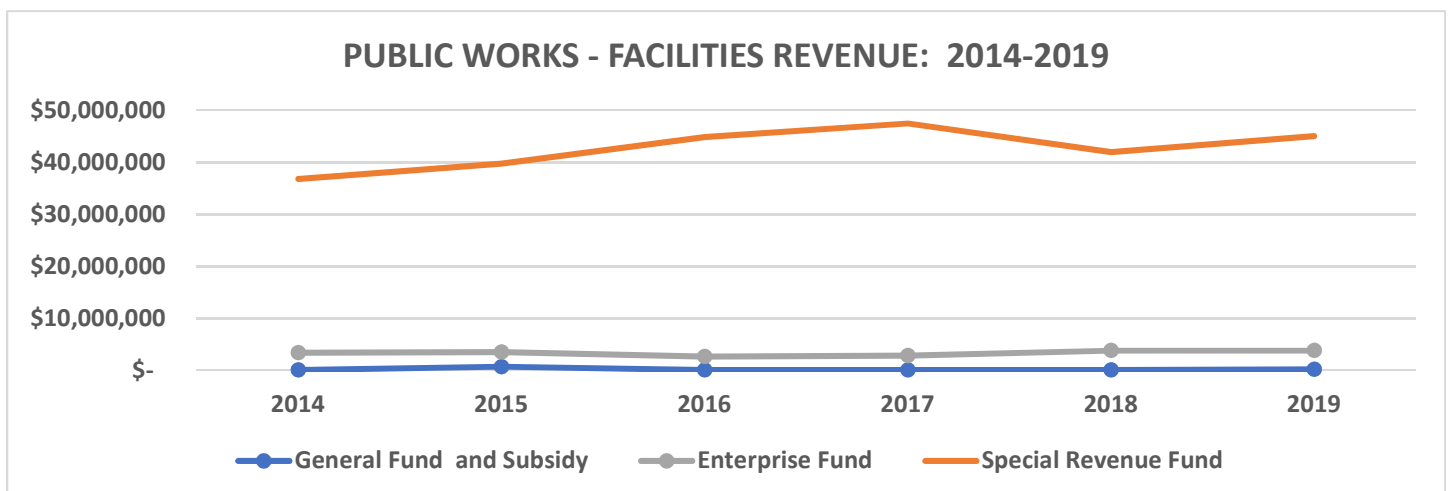
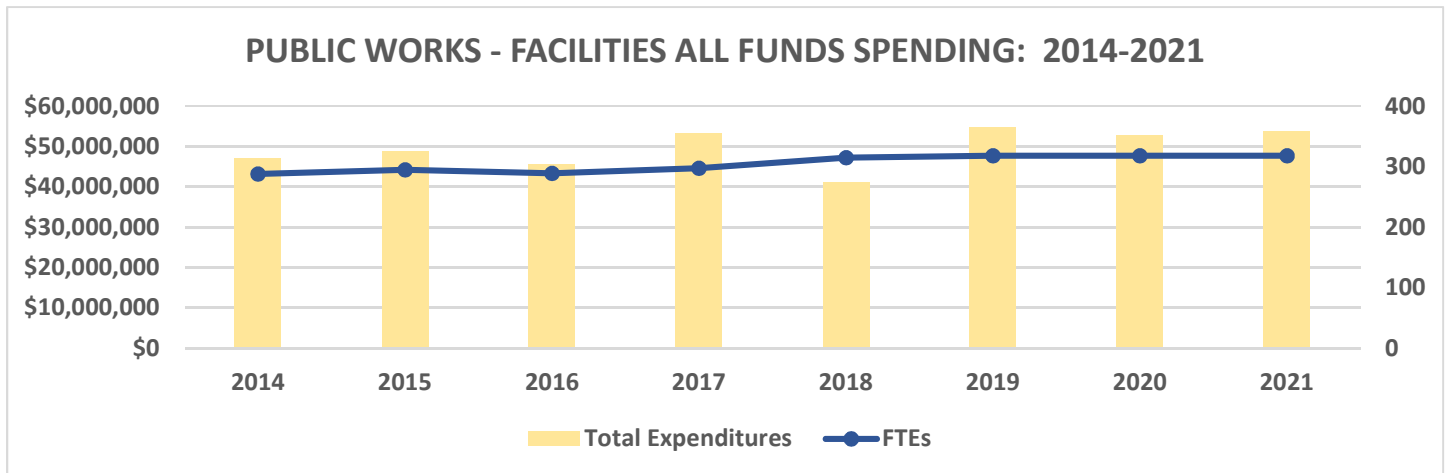
To provide all County facilities building maintenance support services and ensure a safe and well-maintained work place for County Agencies and their customers at the most reasonable cost to the taxpayers of Cuyahoga County.

Strategic Priorities

- **Goal 14.5: Provide services in spaces that are welcoming, comfortable and well-designed for both customers and staff**

Key Performance Measures

Measure	2018 Actual	2019 Target	2020 Target	2021 Target
Overtime	\$ 2,091,270.00	\$ 1,949,503.00	\$ 1,754,552.70	\$ 1,579,097.43
Percent overtime reduction from prior year		7%	10%	10%
Electric consumption kWh	52,436,220	51,387,220/ 2% reduction	50,359,746/ 2% reduction	49,352,551/ 2% reduction



PUBLIC WORKS – ROAD AND BRIDGE

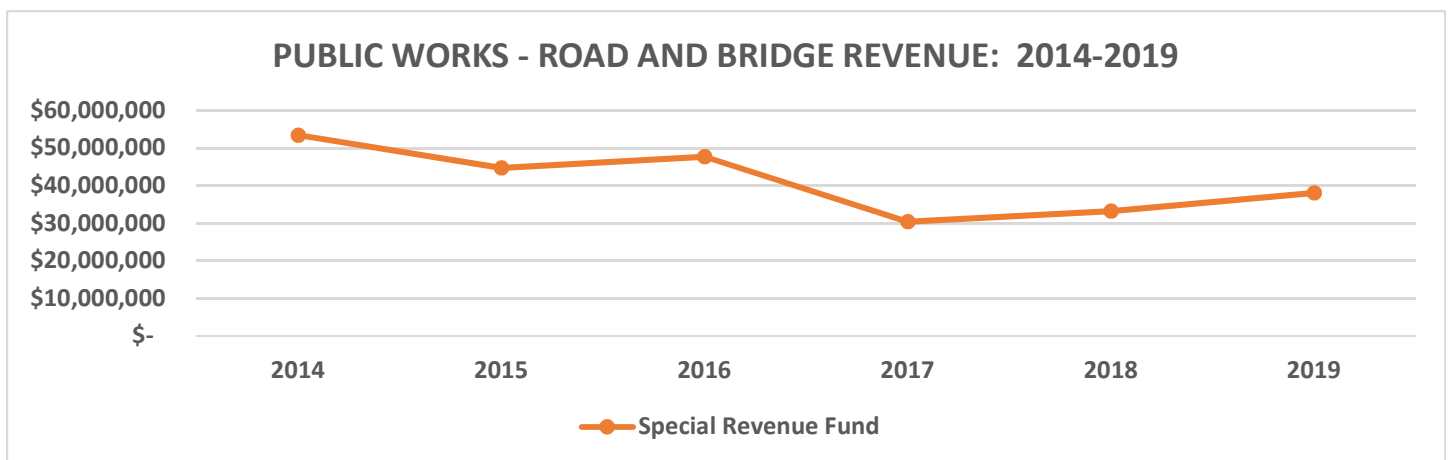
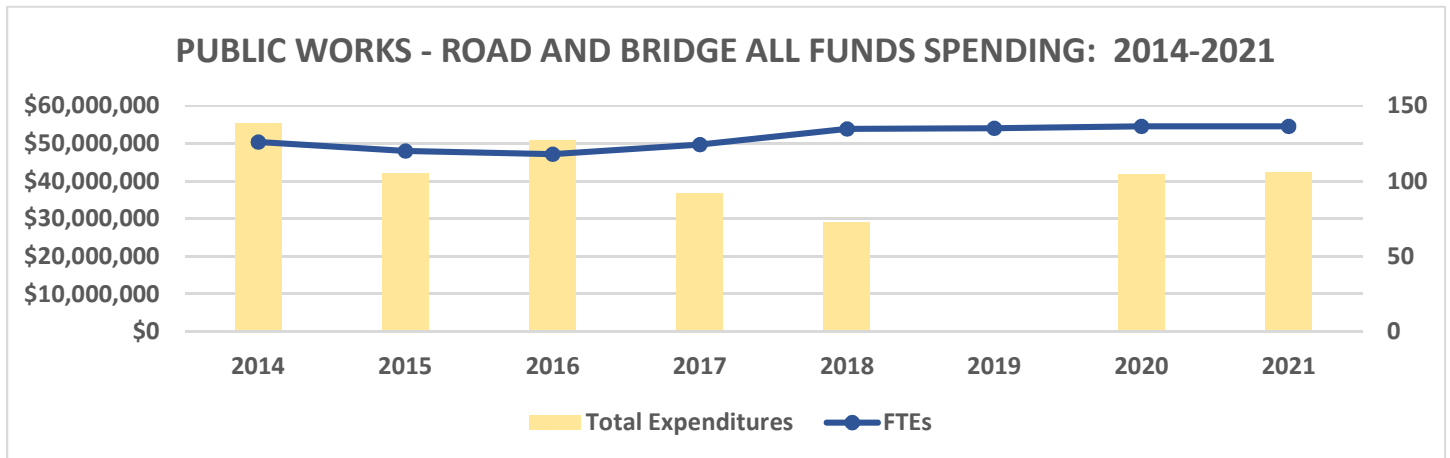
The Cuyahoga County Department of Public Works is dedicated to providing a safe, efficient, and economical infrastructure system for residents, employees, businesses, and visitors to Cuyahoga County.

Strategic Priorities

- **Goal 3.2: Target infrastructure improvements and other investments to spur community development**

Key Performance Measures

Measure	2018 Actual	2019 Target	2020 Target	2021 Target
Federally Funded Road Projects Started	0	5	4	2
Federally Funded Bridge Projects Started	2	0	0	3
County Administered/Funded Projects Started	8	7	10	10
Municipally Administered/County Supported Projects	50	36	45	45
Bridge Inspection – Lineal Square Footage (MMs)	2.81	2.81	2.81	2.81



PUBLIC WORKS – SANITARY ENGINEER

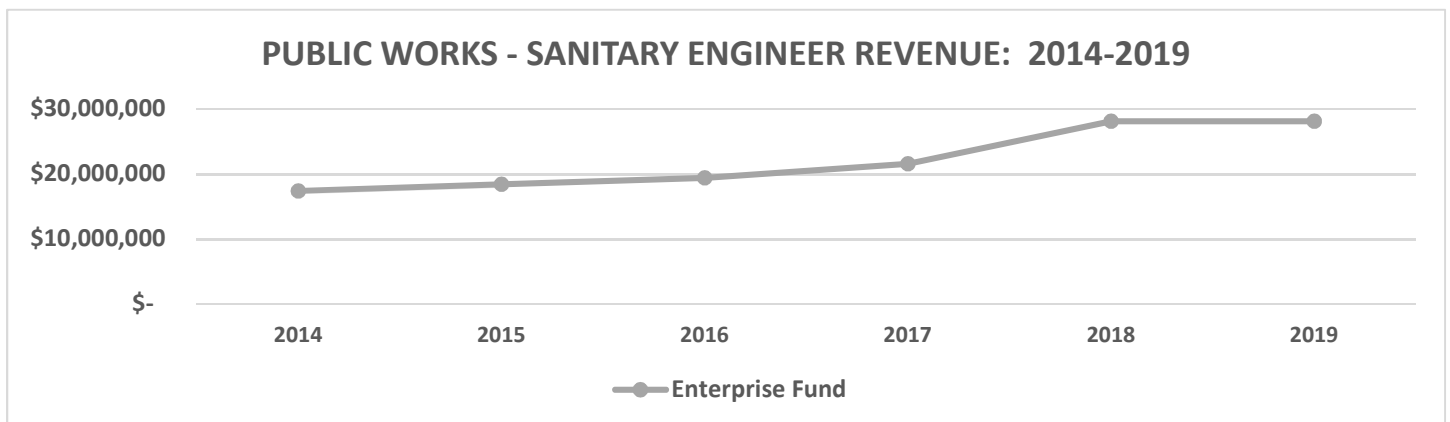
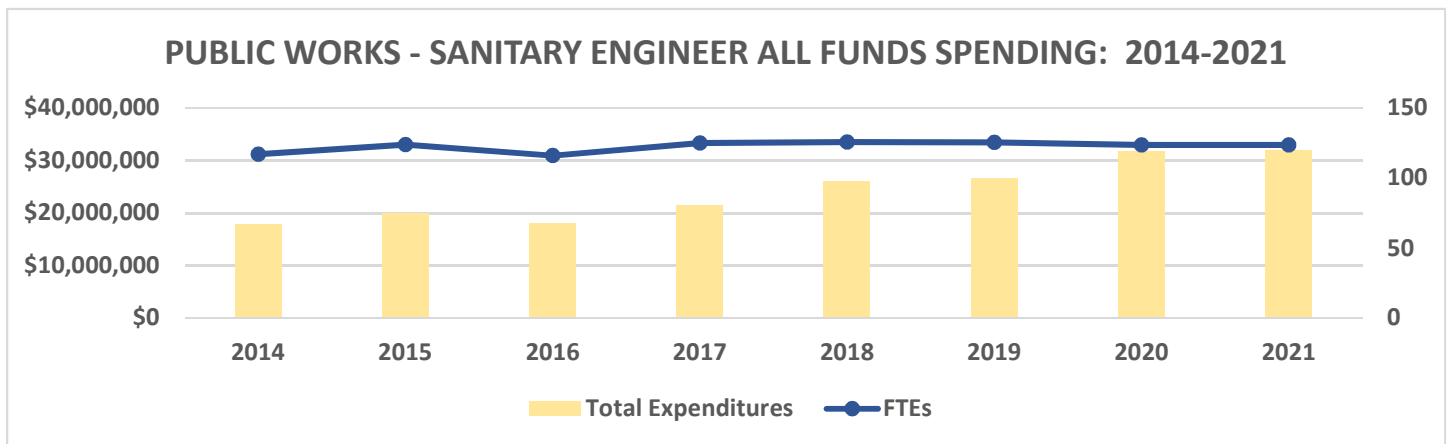
The mission of the Cuyahoga County Sanitary Engineering Division is to protect, preserve and promote the public health and welfare of Cuyahoga County residents by managing, maintaining and operating sanitary sewerage facilities and storm water drainage within a sewer district pursuant to the Ohio Revised Code and Federal laws and regulations. The Sanitary Engineering Division’s purpose is to achieve environmental quality in streams, in rivers and in Lake Erie.

Strategic Priorities

- **Goal 3.2: Target infrastructure improvements and other investments to spur community development**
- **Goal 10.1: Expand shared services to build capacity and support effectiveness of regional partners**

Performance Measures

Measure	2018 Actual	2019 Target	2020 Target	2021 Target
Number of Shared Services – Sewer – Communities Served	38	40	42	44
Jetting sewer lines (feet)	1,602,512	1,655,000	1,685,000	1,700,000
Television inspection of sewer (feet)	1,370,037	1,410,000	1,450,000	1,500,000



REGIONAL COLLABORATION

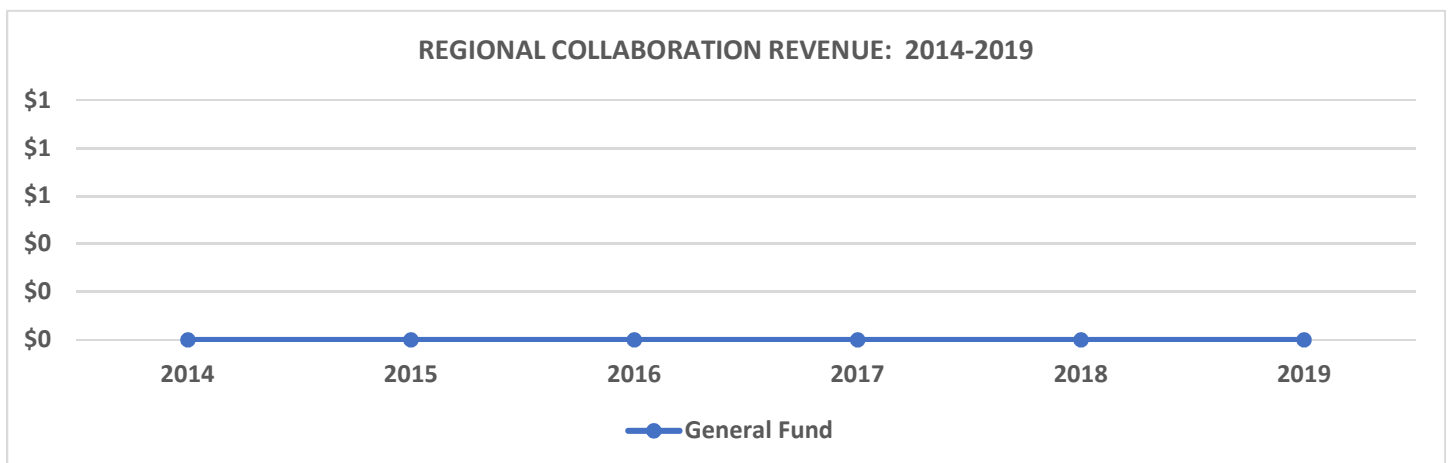
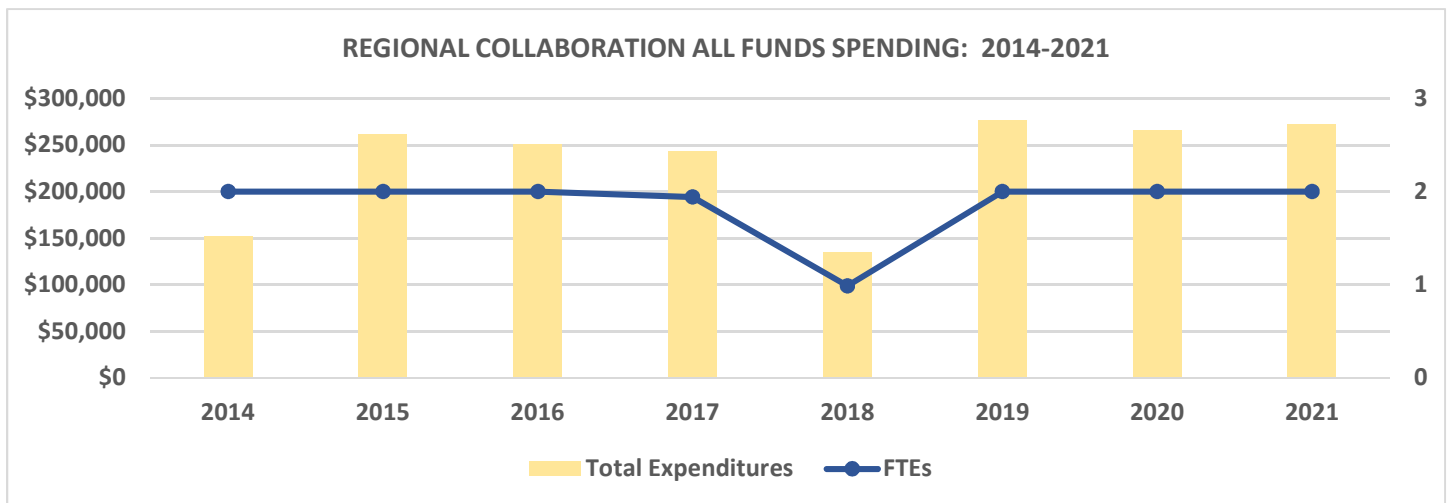
The Department of Regional Collaboration was established to support cost savings and cooperation between municipalities and the County. This collaboration and cooperation must be created among communities to build relationships that promote understanding of challenges and distribution of information that supports closing gaps in services for all communities in the County. This requires community outreach, two-way communication and feedback to determine and reexamine data for budget and programmatic decisions.

Strategic Priorities

- **Goal 9.2: Ensure proactive, regular two-way communication with residents, businesses and partners**
- **Goal 10.3: Strengthen and expand relationships with new and existing community partners**
- **Goal 11.5: Speak out on issues, policies and decisions at the state and federal level**

Key Performance Measures

Measure	2018 Actual	2019 Target	2020 Target	2021 Target
Board and Commission Appointments	39	80	80	80



HHS – SENIOR & ADULT SERVICES

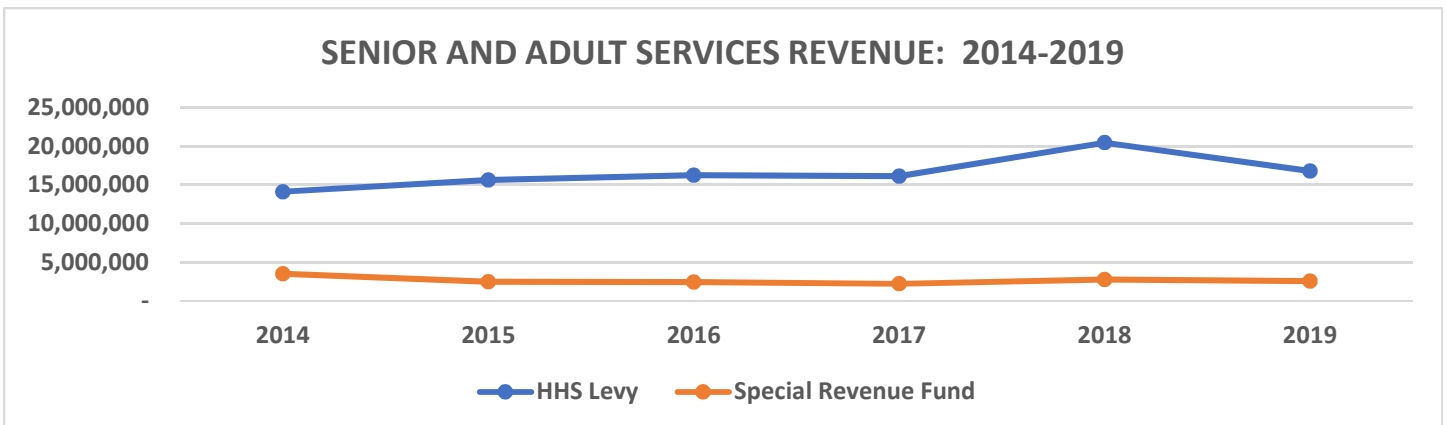
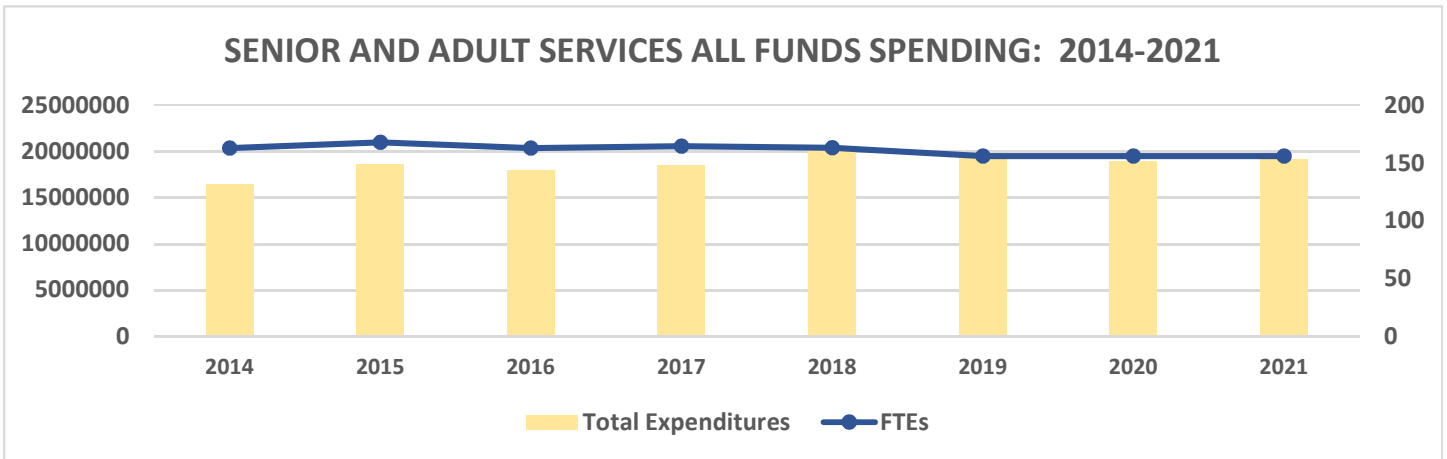
The mission of the Division of Senior and Adult Services is to empower seniors and adults with disabilities to age successfully by providing resources and support that preserve their independence.

Strategic Priorities

- **Goal 7.5: Empower and support older persons to preserve their independence and help them age successfully**

Key Performance Measures

Measure	2018 Actual	2019 Target	2020 Target	2021 Target
Number of clients served through OPTIONS for Independent Living	1,468	1,500	1,500	1,500
Number of clients served through Home Support Services	530	553	600	600
Number of clients served through Information Services	3,211	3,766	3,900	3,900
Adult Protective Services	2,338	2,613	3,000	3,000



SHERIFF

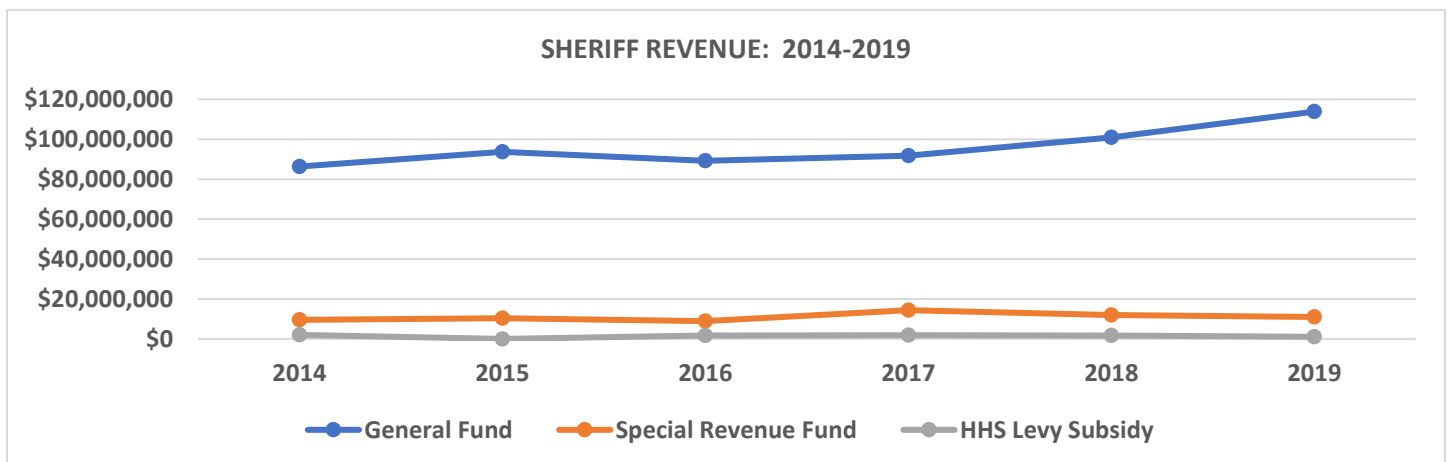
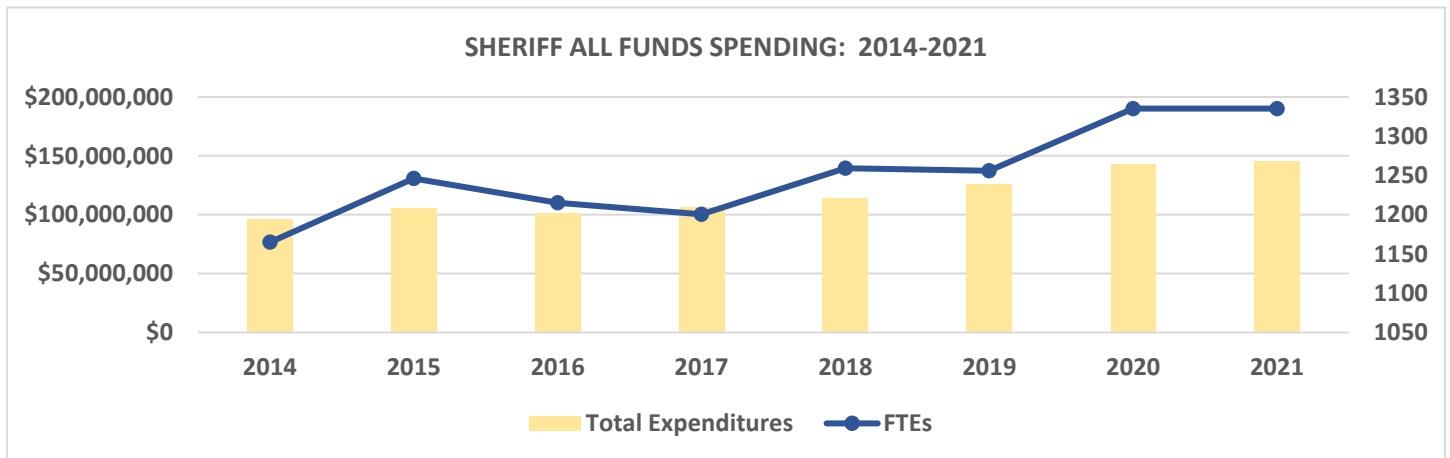
Our mission as caretaker of the public's safety is dedicated to maintaining the trust and respect of those we serve by resolutely and aggressively enforcing the law and by committing ourselves to the efficient and effective delivery of safety services. As agents of the community, we strive to provide appropriate custodial care along with programs that support the physical, spiritual and constitutional needs of individuals committed to our custody. Further, every effort will be made to assist the inmates in our custody to understand and take responsibility for their involvement in the justice system.

Strategic Priorities

- **Goal 8.1: Advocate to decrease pre-trial detention**
- **Goal 8.2: Provide pre-arrest diversion and other alternatives to decrease the number of mentally ill residents in jail**

Performance Measures

Measure	2018 Actual	2019 Target	2020 Target	2021 Target
# inmates in jail (average daily population)	2,423	2,000	2,000	2,000
Sex Offender Registrations	6,945	7,158	7,158	7,158
Capiases and warrants cleared	10,826	11,000	11,000	11,000
Carrying Concealed Weapon (CCW) permit applications	2,357	2,509	2,765	2,765
% of MHDD defendants on dockets in jail				



SOIL AND WATER CONSERVATION DISTRICT

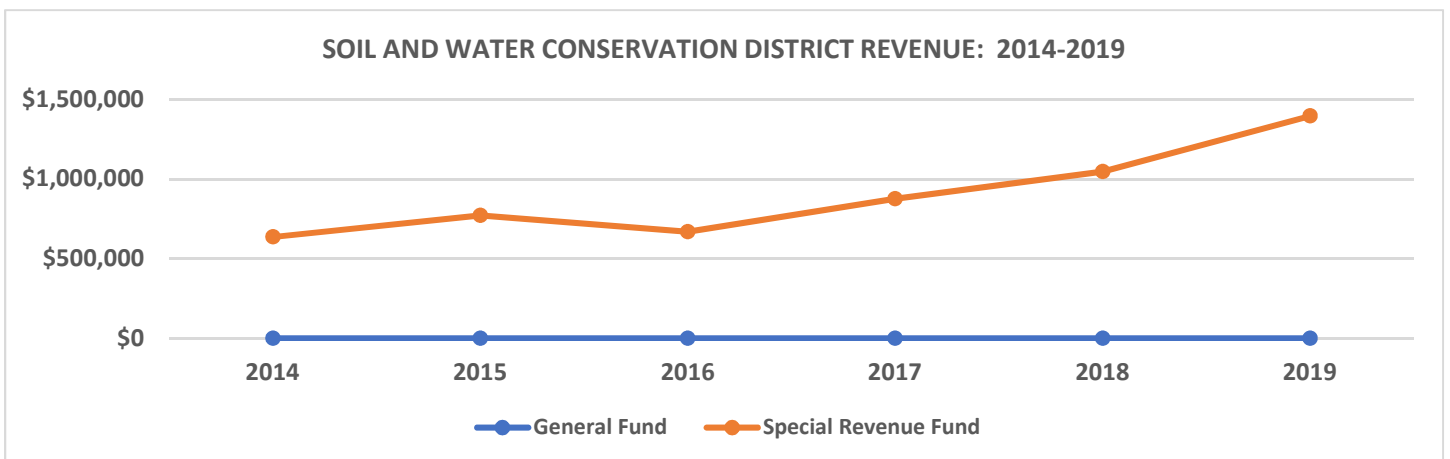
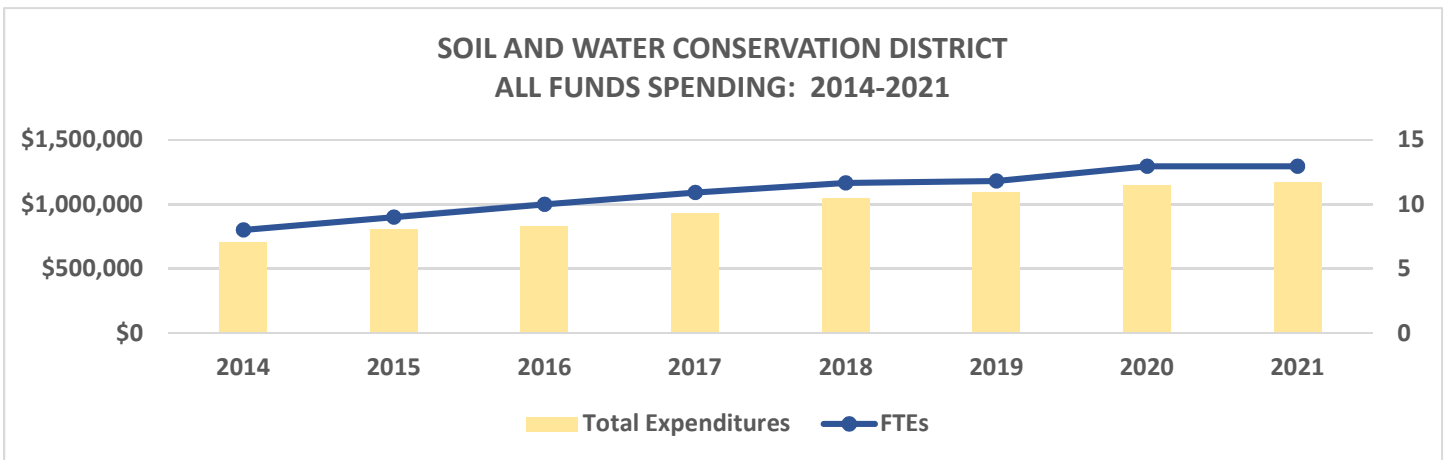
The Soil and Water Conservation District’s mission is to advocate and implement best management practices for conservation of land and aquatic resources in a developed environment through education, stewardship and technical assistance.

Strategic Priorities

- Goal 1.3: Deploy sustainability practices to support our competitive advantage

Key Performance Measures

Measure	2018 Actual	2019 Target	2020 Target	2021 Target
Plans reviewed for proposed projects	269	260	260	260
Comprehensive Field Reviews with Technical Advisory Reports	2,230	2,200	2,200	2,200
Trees Planted	400	400	400	400
Stream monitoring sites (annual)	348	356	360	360
Percentage of the County Covered with services/population	88%/99%	88%/99%	88%/99%	88%/99%



SOLDIERS' AND SAILORS' MONUMENT

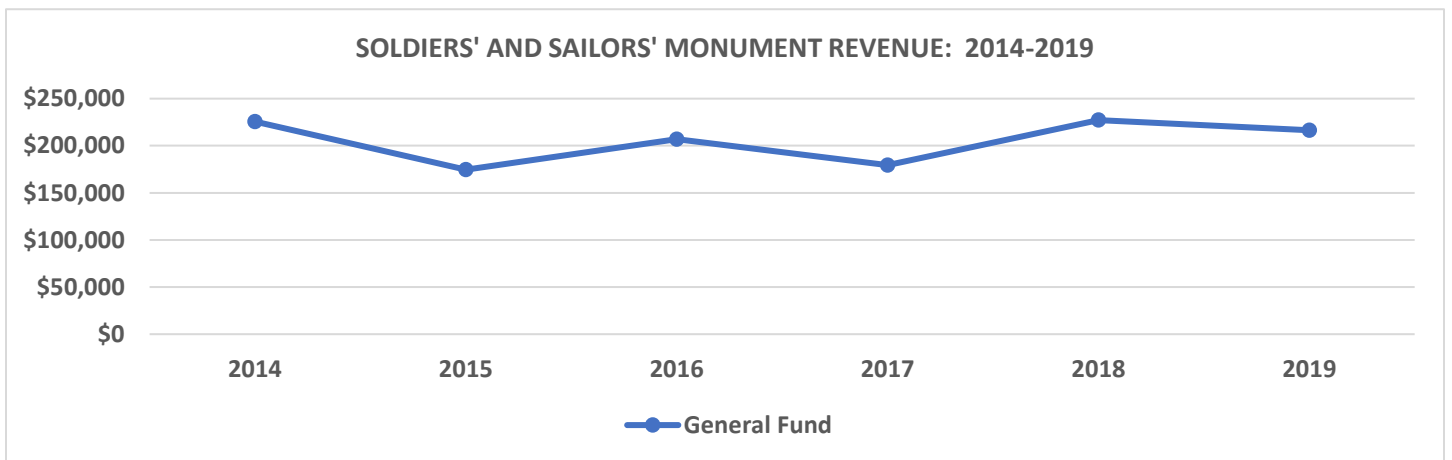
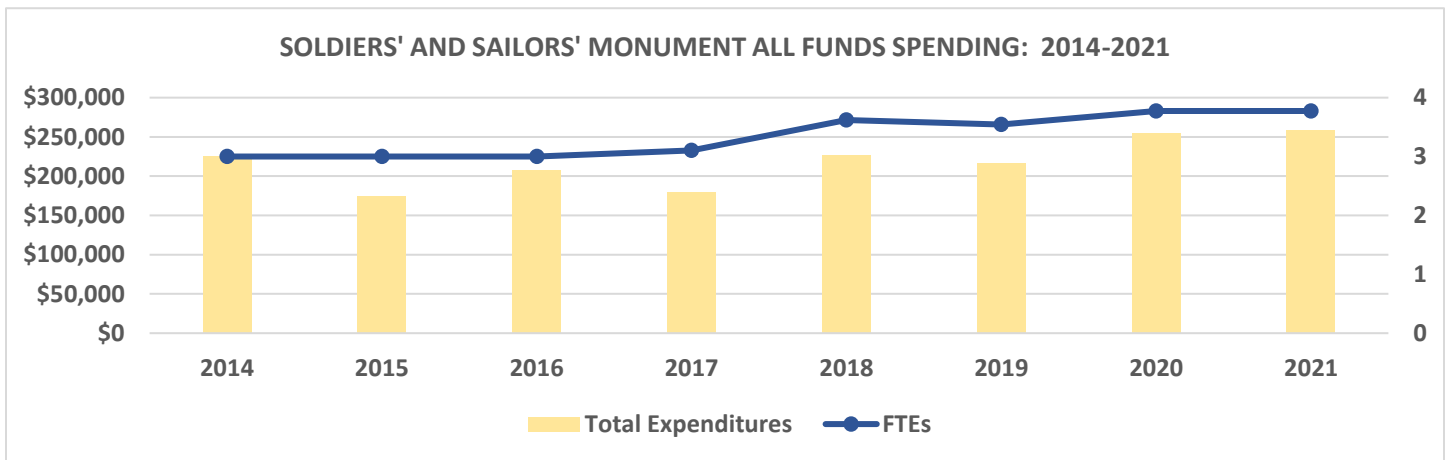
The mission of the Monument Commission is to operate, maintain and preserve the Cuyahoga County Soldiers' and Sailors' Monument pursuant to Ohio Revised Code Sections 345.13 and 345.14, to educate the public as to the nature of war and to honor and perpetuate the memory of those Cuyahoga County men and women, whose military, political, and patriotic service during the Civil War (1861-1865) preserved the Union and ended slavery.

Strategic Priorities

- **Goal 1.1: Maximize our regional strengths and assets to help our local economy grow**

Key Performance Measures

Measure	2018 Actual	2019 Target	2020 Target	2021 Target
Number of Visitors	42,421	42,000	50,000	50,000
Number of Special Events	107	118	100	100
Number of Veterans/Military Events	6	7	5	5



SOLID WASTE MANAGEMENT DISTRICT

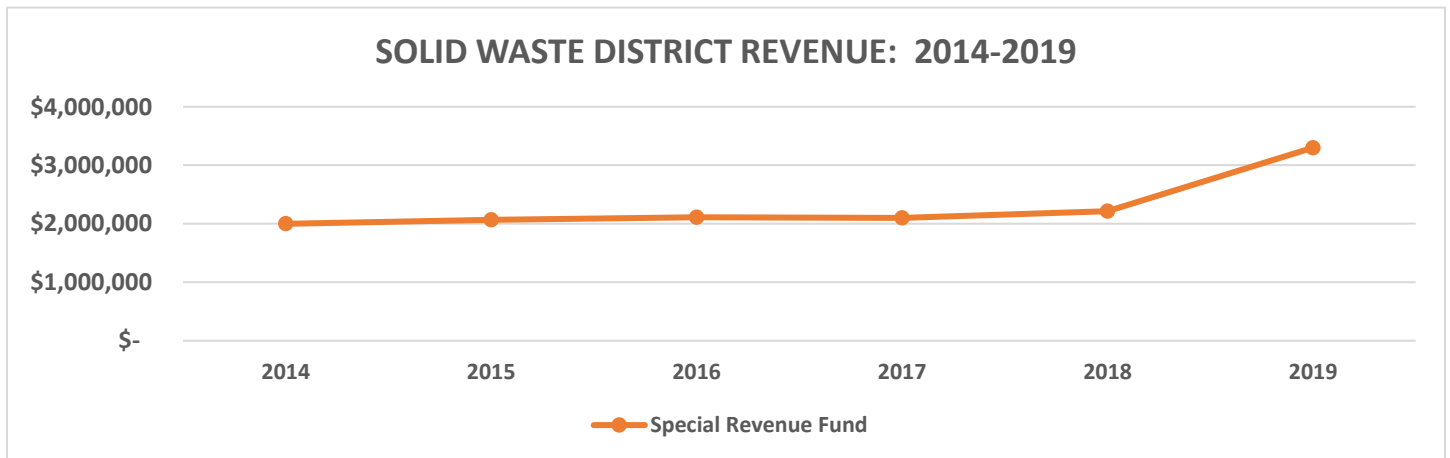
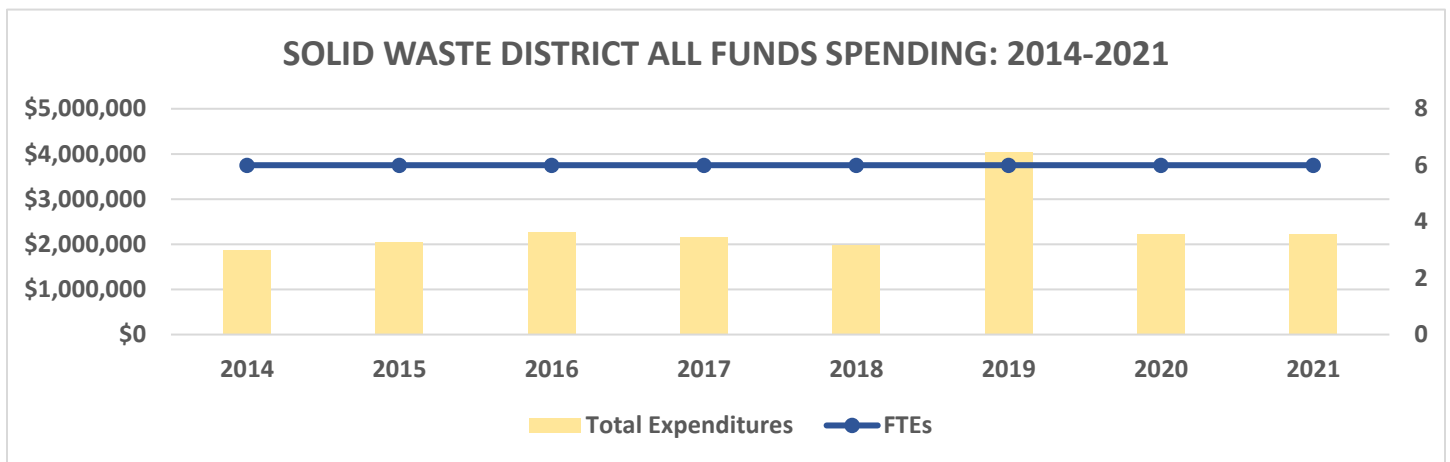
Solid Waste Management District’s mission is to educate, empower and enable people across Cuyahoga County to reduce, reuse and recycle to reduce the environmental impact of waste.

Strategic Priorities

- **Goal 1.3: Deploy sustainability practices to support our competitive advantage**

Key Performance Measures

Measure (tons)	2018 Actual	2019 Target	2020 Target	2021 Target
Waste Generation – Residential / Commercial		1,518,759	1,512,595	1,506,832
Waste Generation – Industrial		1,156,316	1,156,316	1,156,316
Recycled and Composted Waste		1,320,196	1,319,723	1,319,250
Landfilled Waste		427,449	425,653	423,984
Residential / Commercial Recycling Rate		30.59%	30.68%	30.77%



SUSTAINABILITY

The Department of Sustainability shall have the following functions (Cuyahoga County Code section 202.18(A)(2)):

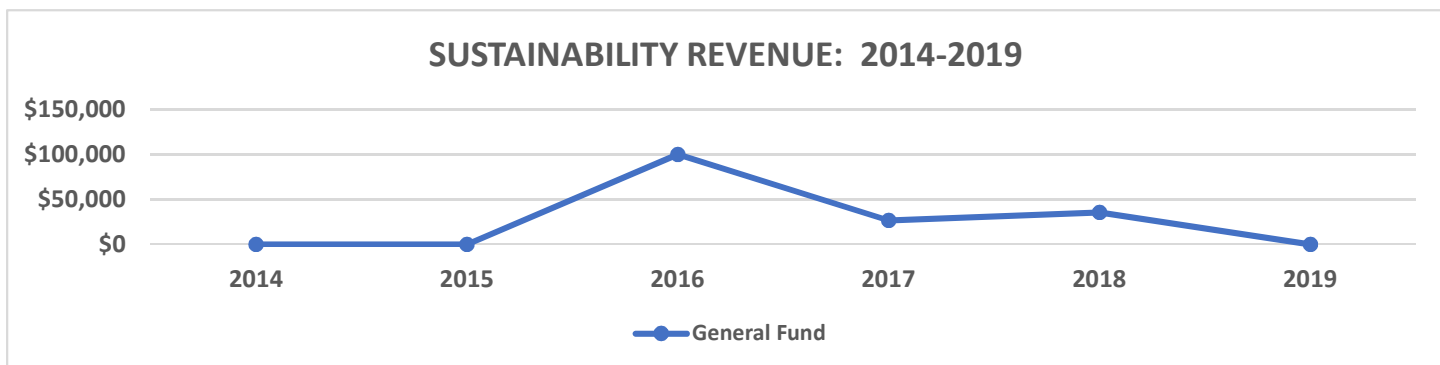
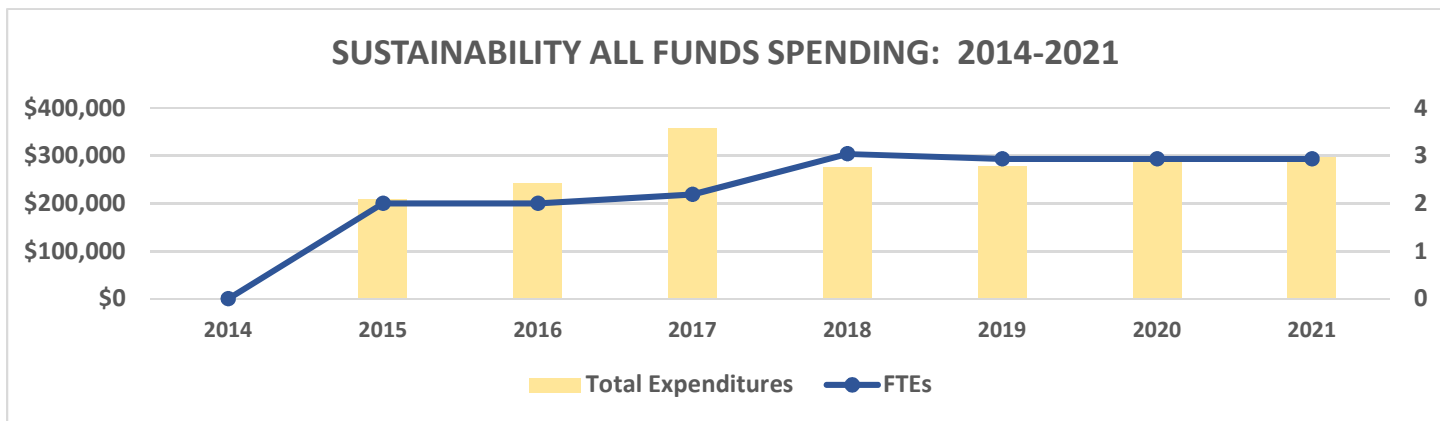
- a. Promoting environmentally sustainable business practices in the internal operations of the County;
- b. Collaborating with businesses, non-profit organizations, political subdivisions and government agencies including but not limited to municipalities, schools and universities to develop programs incorporating environmentally sustainable methods into accepted practice;
- c. Promoting economic development to support businesses that provide environmentally sustainable goods and services;
- d. Educating the public about environmentally sustainable practices;
- e. Advising, when requested, the County Executive and the County Council on policies and programs related to environmental sustainability; and
- f. Coordinate and collaborate with other directors and departments to achieve operational efficiencies and to eliminate redundancy within County government

Strategic Priorities

- **Goal 1.3 Deploy sustainability practices to support our competitive advantage**

Key Performance Measures

Measure	2018 Actual	2019 Target	2020 Target	2021 Target
Greenhouse Gas Emissions	22,132,474 (estimate)	21,506,851	20,881,228	20,255,605
Solar Co-op Installations	38	45	60	75
Good Air Quality Days	221	221	221	221



TREASURY

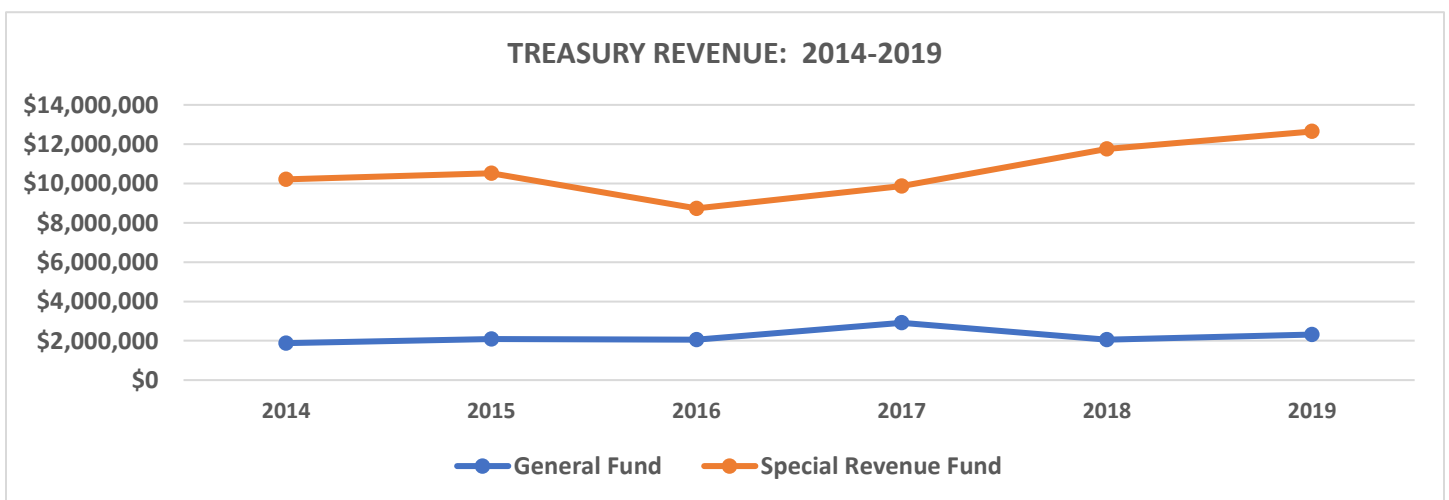
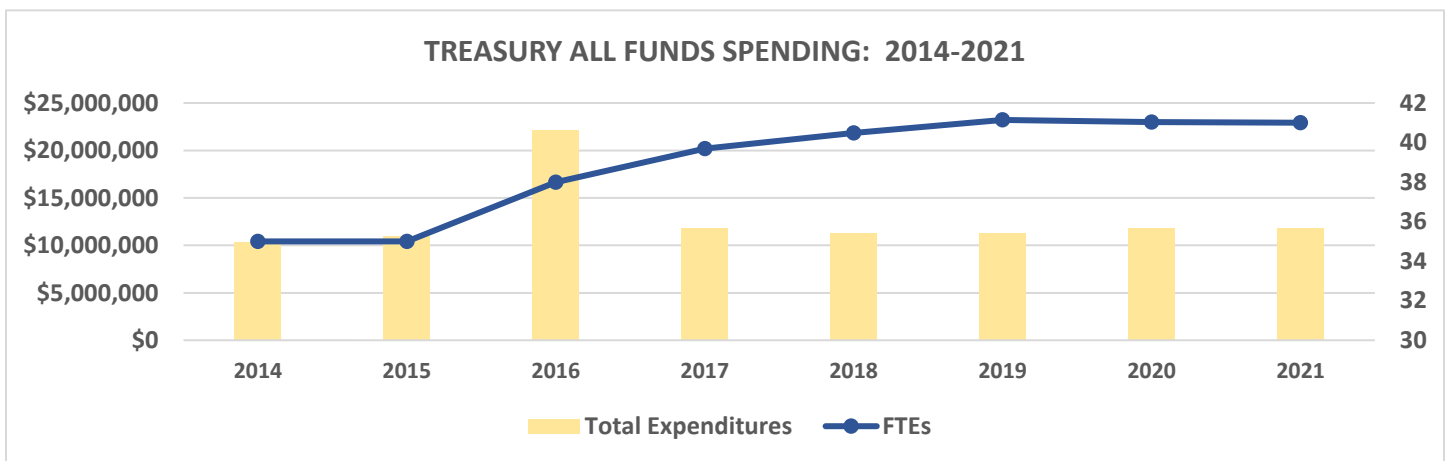
To fulfill our responsibilities to the citizens of Cuyahoga County through the fair and equitable collection of taxes, the prudent investment of public dollars, and the vigilant safeguarding of community assets.

Strategic Priorities

- **Goal 13.3: Increase staff capacity to drive and support innovation and performance improvement efforts**
- **Goal 14.1: Consistently provide an excellent customer experience**

Key Performance Measures

Measure	2018 Actual	2019 Target	2020 Target	2021 Target
Delinquency Percent (By Parcel)	8.8%	8.7%	8.5%	8.5%
Estimated Delinquent Agreements	7,475	7,774	8,085	8,048
Easy Pay Enrollment	12,648	13,153	13,811	14,780



VETERANS SERVICE COMMISSION

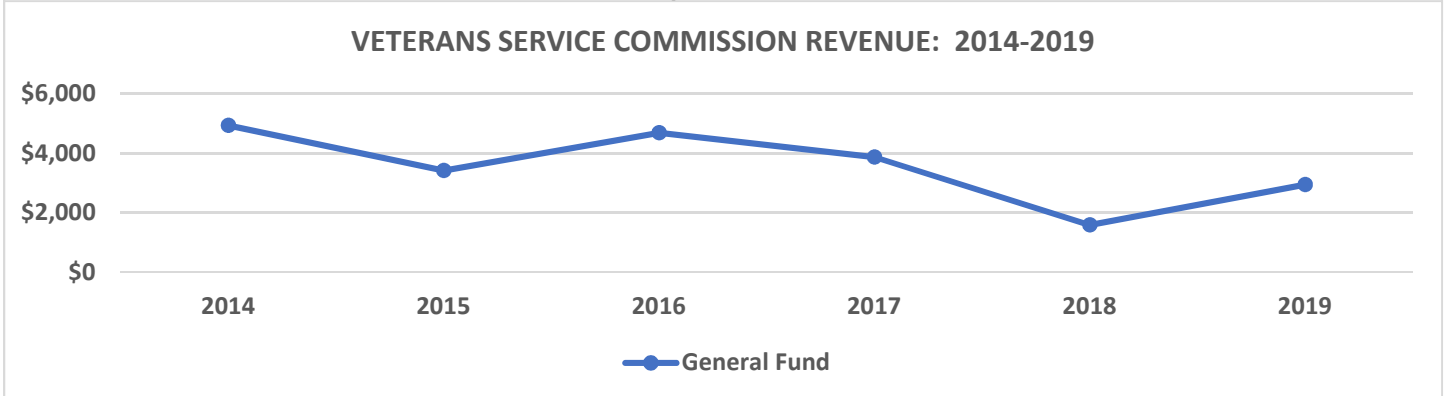
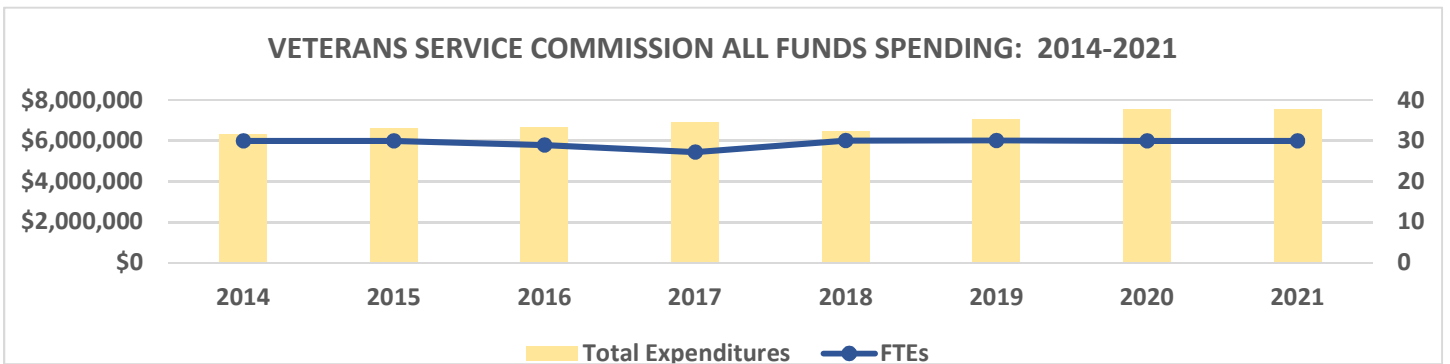
The Cuyahoga County Veterans Service Commission was established by the Ohio Legislature in 1886 for the purpose of assisting honorably discharged veterans and their minor children, spouses, and widows/widowers, who have met with an unexpected hardship resulting from lack of employment, illness, injury, or other life crisis. The mission of the Veterans Service Commission is to continue to provide direct and indirect financial assistance and other benefits to veterans and their dependents who have met with an unexpected hardship resulting from illness, injury, or loss of employment, and meet eligibility requirements. The Commission has established outreach programs with other county, state and federal agencies to assist veterans and their dependents with employment and training for employment, so they have all of the tools needed to re-enter the workforce and not be dependent on this Commission for assistance. This Commission also assists in initiating claims for benefits, obtaining documents to substantiate proof for these benefits, provides free graves and funerals for honorably discharged indigent veterans, and procures grave markers for veterans.

Strategic Priorities

- **Goal 7.1: Provide a safety net for children, families, adults, and older persons to meet their immediate, basic needs**
- **Goal 7.2: End chronic homelessness for veterans, families, and youth**
- **Goal 7.5: Empower and support older persons to preserve their independence and help them age successfully**

Key Performance Measures

Measure	2018 Actual	2019 Target	2020 Target	2021 Target
Financial Assistance Granted	2,678	1,872	2,000	2,000
Transportation Granted	7,443	6,708	8,000	8,000
Indigent Burials	100	81	100	100



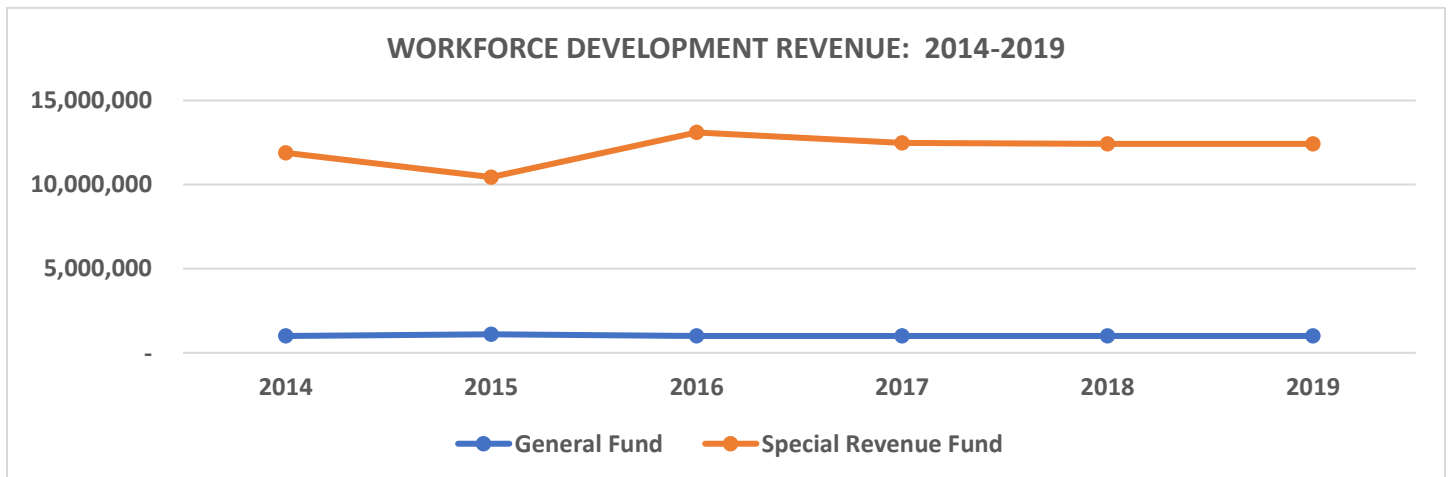
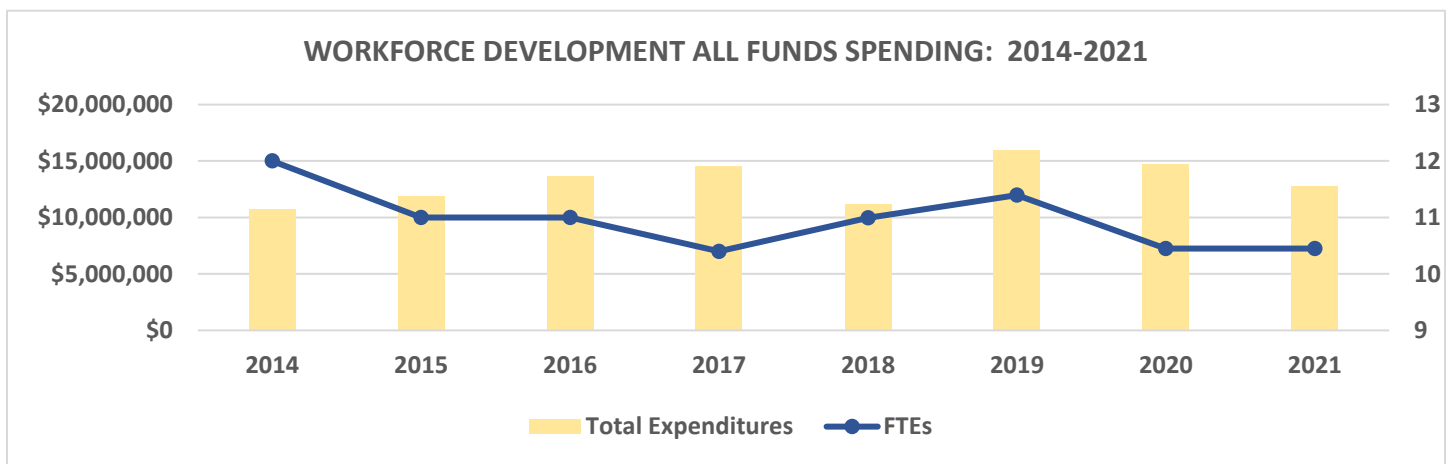
WORKFORCE DEVELOPMENT

The Cuyahoga County Department of Workforce Development is responsible for providing resources and assisting the residents of Cuyahoga County in moving toward or forward in gainful employment. Workforce Development provides job training, search assistance, and education funded through the federal Workforce Innovation and Opportunity Act (WIOA). In addition, the program provides employer services that focus on solving human capital needs through recruiting and matching services.

Strategic Priorities

- Goal 2.4: Match the skills of our workforce with the current and expected job needs of our businesses
- Goal 6.1: Co-create a coordinated, effective workforce system

Key Performance Measures





WHERE THE DOLLARS MAKE SENSE

APPENDIX F: Debt



Office of Budget and Management Debt Service Budget 2020 – 2021

Cuyahoga County will begin the 2020 – 2021 biennial budget with outstanding debt of \$1.44 billion. Debt issued for a wide variety of purposes, to house county operations, economic development, provide capital improvements to residents, and provide capital resources to municipalities. The County’s debt falls under four categories, general obligation, sales tax revenue, non-tax revenue, and certificates of participation.

General Obligation

The County as of January 1, 2020 will have six general obligation bond series outstanding. These bonds are funded primarily by property tax inside millage and are unvoted obligations of the County. In addition to property tax revenues, there are other contributing funding sources. Sewer property tax special assessments on refunded sewer bonds, federal interest subsidy on Build America and Recovery zone bonds, cigarette and alcohol excise taxes on the Rocket Mortgage Fieldhouse bonds, and Highland Hills payment for the community center refunded bonds. The combination of these external revenue sources account for one-third of the annual debt service on these outstanding issues.

General Obligation

2020: Total debt service: \$29,058,646 General fund obligation: \$19,793,854

2021: Total debt service: \$20,613,844 General fund obligation: \$11,157,940

Issue	Original Issue	Outstanding	Debt Service 2020	External Revenues	General Fund Net Obligation	Debt Service 2021	External Revenues	General Fund Obligation
General Obligation Refunding Bonds, Series 2005	73,970,000	7,917,000	7,917,000	-	7,917,000	-	-	-
Capital Improvement Bonds, Series 2009B	86,695,000	140,809,535	5,188,816	1,910,098	3,278,718	5,178,784	1,907,295	3,271,490
New Money and Refunding Bonds, Series 2012A	84,005,000	93,908,500	9,152,350	398,540	8,753,810	9,146,850	406,290	8,740,560
New Money and Refunding Bonds, Series 2012B	9,835,000	4,971,928	1,104,748	-	1,104,748	1,104,848	-	1,104,848
Excise Tax Refunding Bonds, Series 2019A	35,795,000	41,006,047	5,246,922	5,246,922	-	5,208,269	5,208,269	-
Excise Tax New Money Bonds, Series 2019B	39,500,000	60,362,600	1,709,050	1,709,050	-	1,934,050	1,934,050	-

Series 2019A and 2019B were issued in August 2019 to refund and provide additional capital funding for the Rocket Mortgage Fieldhouse. These bonds are supported by the cigarette and alcohol excise tax and are further guaranteed by inside property millage.

Series 2005 will mature in 2020, reducing debt service in 2021 by \$7.7 million.

Series 2012A will be callable beginning in December 2020 and refunding these bonds would result in annual interest savings of \$475,000.

Sales Tax Revenue

There are six outstanding sales tax revenue bond series. Bonds were issued for capital improvements at county buildings, enterprise resource planning system, Huntington Park Garage, Public Square, and Rocket Mortgage Fieldhouse. These bonds are funded directly through sales and use tax revenue collections and deducted from monthly distributions from the state. In addition to sales taxes, sewer property tax special assessments on refunded sewer bonds, the Huntington Park Garage, and Cleveland Cavaliers Operating Company contribute revenues to the outstanding bonds. The combination of these external revenue sources account for nearly one-third of the annual debt service.

Sales Tax Revenue

2020: Total debt service: \$29,058,646 General fund obligation: \$14,872,889

2021: Total debt service: \$23,592,675 General fund obligation: \$15,542,758

Issue	Original Issue	Outstanding	Debt Service 2020	External Revenues	General Fund Net Obligation	Debt Service 2021	External Revenues ²	General Fund Obligation
Sales Tax Revenue Series 2014A	137,890,000	204,388,375	11,941,394	387,037	11,554,356	11,870,644	318,621	11,552,023
Sales Tax Revenue Series 2015A	9,180,000	10,599,625	755,331	755,331	-	755,631	755,631	-
Sales Tax Revenue Series 2016	21,030,000	27,252,750	1,518,613	1,520,613	(2,000)	1,519,213	1,521,213	(2,000)
Sales Tax Revenue Series 2017A	35,000,000	46,847,700	2,110,625	-	2,110,625	2,785,563	-	2,785,563
Sales Tax Revenue Series 2017B	35,320,000	49,101,717	1,205,172	-	1,205,172	1,205,172	-	1,205,172
Sales Tax Revenue Series 2017C	70,635,000	84,615,025	5,459,501	5,456,764	2,736	5,456,452	5,458,038	(1,586)

Non-Tax Revenue

Non-tax revenue bonds were issued to finance economic development throughout the county, including the Gateway sports facilities, Global Center and Convention Center, brownfield and commercial redevelopment, Flats East Bank redevelopment, Steelyard Commons, Job Creation Fund, and the Westin Hotel. There are currently 11 outstanding issues with maturities extending to 2042. The General Fund primarily subsidizes the annual debt service with additional revenues coming in the form of admissions taxes, loan repayments, and tax increment financing. External revenue sources total 20% of annual debt service requirements. Refunding opportunities in 2020 would save over \$7 million annually.

Sales Tax Revenue

2020: Total debt service: \$45,374,991 General fund obligation: \$34,546,637

2021: Total debt service: \$45,347,269 General fund obligation: \$36,422,728

Issue	Original Issue	Outstanding	Debt Service 2020	External Revenues	General Fund Net Obligation	Debt Service 2021	External Revenues	General Fund Obligation
Gateway Series 1992A	35,000,000	11,858,438	4,254,688	3,282,029	972,659	3,952,813	2,240,212	1,712,601
Gateway Series 2010C	42,070,000	20,689,293	4,445,933	3,418,134	1,027,799	4,709,229	2,626,399	2,082,830
Brownfield Series 2010A	17,160,000	15,186,390	1,374,566	266,956	1,107,610	1,373,220	194,854	1,178,366
Commercial Series 2010B	11,105,000	9,798,989	891,795	891,795	-	893,060	893,060	-
Shaker Square Series 2010D	2,925,756	2,448,828	290,813	138,500	152,313	323,125	138,500	184,625
GCHI/Convention Series 2014C	20,890,000	25,449,500	682,100	-	682,100	680,150	-	680,150
GCHI/Convention Series 2010F	200,235,000	224,722,094	30,604,156	-	30,604,156	30,584,156	-	30,584,156
Steelyard Commons Series 2013A	200,235,000	5,175,611	287,279	287,279	-	288,779	288,779	-
Westin Hotel Series 2013B	5,685,000	9,239,076	401,233	401,233	-	402,358	402,358	-

Flats East Bank Series 2014A	17,000,000	26,518,800	1,357,950	1,357,950	-	1,355,900	1,355,900	-
Western Reserve Series 2014B	22,185,000	26,574,460	784,480	784,480	-	784,480	784,480	-

Certificates of Participation

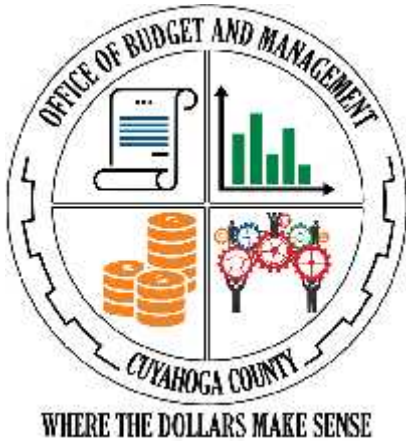
The County issued certificates of participation to finance the construction of the County-Hilton Hotel in 2014. The County Hotel ranks among the premier hotel in the Cleveland region and is a top performer under the Hilton flagships. Hotel revenue sharing accounts for half of the annual debt service requirement with the General Fund subsidizing remaining debt service.

Sales Tax Revenue

2020: Total debt service: \$45,374,991 General fund obligation: \$35,068,436

2021: Total debt service: \$45,347,269 General fund obligation: \$36,880,706

Issue	Original Issue	Outstanding	Debt Service 2020	External Revenues	General Fund Net Obligation	Debt Service 2021	External Revenues	General Fund Obligation
Certificates of Participation Series 2014	230,885,000	295,156,906	20,748,344	10,760,329	9,988,015	20,735,844	10,747,829	9,988,015



APPENDIX G: Capital Improvements Plan

	A	B	C	D	F	G	H	I	P
1	Department of Public Works - Airport Capital Improvement Plan						Updated: 3/8/2019		
2	2019								
3			CoAir	Apron Repair and Replacement	\$ 7,300,000.00		\$ 7,300,000.00	\$ 100,000.00	Once project is approved and Grant awarded, 90% will be reimbursable, coming in 2020- 90,000
4			CoAir	General Airport Services Contract	\$ 450,000.00		\$ 450,000.00	\$ 100,000.00	2019 - 100% GF Current CHA Contract expires 8/31/19. Once expenditures are tied to an approved FAA Grant 90% of the cost will be 90% reimbursable- 2020- 90,000
5			CoAir	Wildlife Control	\$ 250,000.00		\$ 250,000.00		Dependent upon USDA Report and Recommendations. 100% GF until grants are awarded. Operating Budget.
6			CoAir	Utility Pole Removal/Adjustment along Richmond Rd	\$ 125,000.00		\$ 125,000.00		100% Reimbursable from ODOT Aviation. Reimbursement 3rd or 4th quarter 2019.
7			CoAir	Existing General Airport Services Contract	\$ 4,200,000.00		\$ 387,267.65		Old Contract that was not properly funded. Will be fund with Future FAA Grant reimbursements.
8			CoAir	RPA Land Demolition & Improvements	\$ 40,000.00		\$ 72,000.00	\$ 72,000.00	100% General Fund. The land demolition and improvements not FAA eligible. Was part of the purchase of the property on the 2018 CIP which is 90% FAA reimbursable in 2020.
9	CC768622		CoAir	2015 Airport Runway Overlay Phase 1	\$ 10,110,129.40		\$ 10,110,129.40		The remaininage balance will be will be reimbursed when Grant is closed out. Closeout in FAA hands.
10	CC768754		Co Air	Airport Runway Overlay Phase II	\$ 10,500,000.00		\$ 10,500,000.00		The remaininage balance will be will be reimbursed when Grant is closed out. Closeout in FAA hands.
11	CC768929		Co Air	Airport EMAS			\$ 5,981,448.00		The remaininage balance will be will be reimbursed when Grant is closed out. Closeout Report will submitted soon.
12	CC769125		CoAir	Airport Phase 3 & 4	\$ 15,000,000.00		\$ 15,475,000.00	\$ 475,000.00	Change Order related to delay and acceleration cost during construction. Not FAA eligibility 100% GF.
13									
14				TOTAL COST 2019	\$ 47,975,129.40		\$ 50,650,845.05	\$ 747,000.00	Potential FAA reimbursement of \$180,000
15									
16									

	A	B	C	D	F	G	H	I	P
1	Department of Public Works - Airport Capital Improvement Plan						Updated: 3/8/2019		
18	2020								
19			CoAir	Apron Replacement and Repair (2019 project)				\$ 720,000.00	This Project was on the 2019 - Once this project is approved and grant awarded 90% FAA.
20			CoAir	General Airport Services Contract				\$ 350,000.00	2019 - 100% GF Current CHA Contract expires 8/31/19. Once expenditures are tied to an approved FAA Grant 90% of the cost will be 90% reimbursable- 2020- 90,000
21			CoAir	Apron Replacement & Repair Constr. Services	\$ 500,000.00		\$ 500,000.00	\$ 50,000.00	This Project is 90% FAA reimbursement
22			CoAir	New T-Hanger Construction	\$ 1,000,000.00		\$ 1,000,000.00	\$ 1,000,000.00	Revenue Generating
23			CoAir	Renovation of Old Restaurant at Airport	\$ 350,000.00		\$ 350,000.00	\$ 350,000.00	
24									
25				TOTAL COST 2020	\$ 1,850,000.00		\$ 1,850,000.00	\$ 2,470,000.00	
26									
27	2021								
28			CoAir	New T-Hanger Construction	\$ 750,000.00		\$ 750,000.00	\$ 750,000.00	Revenue Generating
29			CoAir	Snow Removal Equipment	\$ 750,000.00		\$ 750,000.00	\$ 750,000.00	
30			CoAir	Exhibit "A"	\$ 100,000.00		\$ 100,000.00	\$ 10,000.00	Once the Project is approved and Grant awarded 90% reimbursable, needs to be tied to another project.
31									
32				TOTAL COST 2021	\$ 1,600,000.00		\$ 1,600,000.00	\$ 1,510,000.00	
33									
34	2022								
35			CoAir	Taxiway "A" Rehabilitation Design	\$ 300,000.00		\$ 300,000.00	\$ 30,000.00	Once the Project is approved and Grant awarded 90% reimbursable
36			CoAir	General Airport Services Contract	\$ 450,000.00		\$ 450,000.00	\$ 450,000.00	2019 - 100% GF Current CHA Contract expires 8/31/19. Once expenditures are tied to an approved FAA Grant 90% of the cost will be 90% reimbursable- 2020- 90,000
37			CoAir	Taxi Lanes for new T-Hangers	\$ 900,000.00		\$ 900,000.00	\$ 900,000.00	May be eligibility for ODOT Aviation Grant at 50% reimbursable
38									
39				TOTAL COST 2022	\$ 1,650,000.00		\$ 1,650,000.00	\$ 1,380,000.00	
40									
41	2023								
42			CoAir	Taxiway "A" Rehabilitation Ph 1 Construction	\$ 1,850,000.00		\$ 1,850,000.00	\$ 185,000.00	Once the Project is approved and Grant awarded 90% reimbursable
43			CoAir	Taxiway "A" Rehabilitation Ph 1 Constr. Services	\$ 300,000.00		\$ 300,000.00	\$ 30,000.00	Once the Project is approved and Grant awarded 90% reimbursable
44			CoAir	Construction Self-Serve Fuel Farm	\$ 700,000.00		\$ 700,000.00	\$ 700,000.00	Revenue Generating
45									
46				TOTAL COST 2023	\$ 2,850,000.00		\$ 2,850,000.00	\$ 915,000.00	
47									
48	2024								
49			CoAir	Taxiway "A" Rehabilitation Ph 2 Construction	\$ 1,850,000.00		\$ 1,850,000.00	\$ 185,000.00	Once the Project is approved and Grant awarded 90% reimbursable

	A	B	C	D	F	G	H	I	P
1	Department of Public Works - Airport Capital Improvement Plan						Updated: 3/8/2019		
50			CoAir	Taxiway "A" Rehabilitation Ph 2 Constr. Services	\$ 300,000.00		\$ 300,000.00	\$ 30,000.00	Once the Project is approved and Grant awarded 90% reimbursable
51			CoAir	Future Airport Improvements	\$ 500,000.00		\$ 500,000.00	\$ 500,000.00	
52									
53				TOTAL COST 2024	\$ 2,650,000.00		\$ 2,650,000.00	\$ 715,000.00	
54									
55									
56									

DEPARTMENT OF PUBLIC WORKS - ROAD AND BRIDGE - CAPITAL IMPROVEMENT PLAN

2019

Program	Sale Period	County ID #	PROJECT	Termini	Federal Aid #	Funding Source	Municipality	Estimated Construction Costs	Federal Participation	ODOT Const / Other GRANT	OPWC GRANT	NEW \$.50 BUDGET	\$.50 BUDGET	\$.75 BUDGET	Road and Bridge	County Funding	Muni / Other Const	
PROFESSIONAL SERVICES	2019.2	0933	Sprague Road - Part 2	W.130th to York		OPWC - 50%	Middleburg Heights; Strongsville; Parma; North Royalton	726,761										
	1/28/2019	1231	Warrensville Center 0592 Part 1	East & West		County	Shaker Heights	346,139										
	6/18/2019	1202	Old Rockside Bridge 00.42	Over the Cuyahoga River		County	Independence, Valley View	1,170,266										
	6/12/2019		General Engineering Contract	SUHAIL & SUHAIL INC		County	Various	400,000										
	6/12/2019		General Engineering Contract	TRC ENGINEERS INC		County	Various	400,000										
	6/12/2019		Construction Management Services	QUALITY CONTROL SERVICES LL		County	Various	300,000										
	6/12/2019		Construction Management Services	HILL INTERNATIONAL INC		County	Various	300,000										
	2019.4		Construction Material Testing	Solar Testing		County	Various	245,000										
	2019.4		Construction Material Testing	Resource International		County	Various	245,000										
	2019.4		General Engineering Contract			County	Various	400,000										
	2019.4		General Engineering Contract			County	Various	400,000										
	4/29/2019	1198	Hillard Road 09.57	Over the Rocky River				2,700,000			999,000							
	2019.4	1273	W 130th Bridge 02.26					500,000					500,000					
	2019	1272	W140th Bridge 01.82 & W 150th Bridge 01.94	Inspection/Evaluation				500,000						500,000				
	2019	1148	Pleasant Valley 09.03/09.35/09.68	Part II		County	Independence	2,404,474						2,404,474		2,404,474		2,404,474
Total Engineering Costs								11,037,640	-	-	999,000	-	500,000	9,538,640	10,038,640	10,038,640	-	
FEDERAL AID	11/2/2018	1171	Cedar Road	IR-271 to Green Road		Federal (80/20) TAM	Beachwood, Lyndhurst, South Euclid & University Hts.	4,499,104	3,599,283		854,830		44,991			44,991	44,991	
	1/7/2019	1169	Warrensville Center Road	North of Rockside to I-480 S. Ramo		Federal (80/10/10) TAM	Maple Heights/Bedford	3,068,000	2,224,800		398,840		444,360			444,360	444,360	
	4/18/2019	1209	West 130th	Bagley to Snow Road		TAM (80/10/10)	Brook Park, Parma, Parma Heights and Middleburg Heights	4,560,425	3,648,340				456,042			456,042	456,042	
	4/15/2019	960	Towpath Trail - Stage IV	Literary to Canal Basin	87075	CMAQ Agreement	Cleveland	8,945,610	7,000,000	1,945,610								
	Total Federal Aid Projects								21,073,139	16,472,423	1,945,610	1,253,670	-	945,394	-	945,394	945,394	945,394
COUNTY ADMINISTERED PROJECTS	2018		Culvert Group			County/Local (80/20)	Various											
	11/27/2018	1185	Bradley Road Culvert C-00.67	Over French Creek		County/Local (80/20)	North Olmsted	320,564					256,451			256,451	256,451	
	3/15/2019	1188	Adele & Westwood Culvert	Over a creek to West Branch of Rocky River		100% County	Olmsted Township	874,400					874,400			874,400	874,400	
	5/21/2019	1250	Crack Sealing Program	Countywide PM Program		County	Various	241,889				241,889				241,889	241,889	
	7/18/2019	1145	Lewis Road Culvert no. 13	Reinling Erosion Control		100% County	Olmsted Township	417,948					417,948			417,948	417,948	
	2019		Priority Resurfacing Program			100% County	Various											
	5/31/2019	1236	Cleveland Operations	Shaw, St Clair Avenue to City Boundary, Eddy, Gray to Arlington		County/Local (80/20)	Cleveland	933,462						746,769			746,769	186,692
	3/4/2019	1234	Cedar Road	SOM Center Road to Wood stock Road		County/Local (80/20)	Gales Mills, Hunting Valley	1,782,779						1,426,223			1,426,223	356,556
	6/12/2019	1239	Mastick Road	Western Corporation Line to Eaton Road		County/Local (80/20)	Fairview Park	1,127,097			371,942			604,124			604,124	151,031
	5/1/2019	0933	Sprague Road - Part 1	Webster to W. 130th		OPWC - 50%	Middleburg Heights; Strongsville; Parma; No Olmsted Twp.	7,347,867			3,673,933			1,836,967			1,836,967	1,836,967
	7/12/2019	1206	Spafford Rd	Barrett to ECL		100% County		496,519						496,519			496,519	
	2019		Bridge Maintenance Repairs			100% County	Various											
	2019		Bridge Program Emergency Repairs			100% County	Various											
	2019.4	1228	Bridge Box Beam Replacement Program	Chagrin River Bridges 03.00		100% County	Moreland Hills	900,000						900,000			900,000	
	2019.4	1232	Bishop Rd Bridge 01.78	Branch of Euclid Creek		100% County		1,500,000						1,500,000			1,500,000	
2019.4	1079	Mastick Rd Bridge 03.13			OPWC & County	Fairview Park	5,016,000				1,655,280		3,360,720.00			3,360,720	3,360,720	
Total Local Projects County Administered								20,958,524	-	-	5,701,155	241,889	3,360,720	9,059,402	12,662,010	12,662,010	2,595,359	

DEPARTMENT OF PUBLIC WORKS - ROAD AND BRIDGE - CAPITAL IMPROVEMENT PLAN

Program	Sale Period	County ID #	PROJECT	Termini	Federal Aid #	Funding Source	Municipality	Estimated Construction Costs	Federal Participation	ODOT Const / Other GRANT	OPWC GRANT	NEW \$5.00 BUDGET	\$5.00 BUDGET	\$7.50 BUDGET	Road and Bridge	County Funding	Muni / Other Const		
LOCAL PROJECTS MUNI ADM	2017		Local Resurfacing Program	50/50 Program															
			Chagrin River Road	South Corp Line to Holbrook Road	County/Local (50/50)	Bentleyville	275,000								104,750	104,750	104,750	170,250	
			2018 Operations	Cedar Rd, Glenn Parkway, Watersville 7Center Rd	County/Local (50/50)	Cleveland Heights & Shaker Heights	561,000								250,000	250,000	250,000	331,000	
		2017		Harvard Road	Green Road to Eaton Road	County/Local (50/50)	Beachwood	525,000						250,000	250,000	250,000	275,000		
		2018		Local Resurfacing Program	50/50 Program														
		1/18/2019	1215	E. 55th Street	Harvard to North Corp Line	County/Local (50/50)	Newburgh Heights	161,000						78,030	78,030	78,030	82,970		
		2019	1216	Canal Road	Rockside Road to E. 71st Street	County/Local (50/50)	Cuyahoga Heights	2,204,449						250,000	250,000	250,000	1,954,449		
		3/22/2019	1218	Fairhill Road	Coventry Road to West Corp Line	County/Local (50/50)	Shaker Heights	338,217						169,108	169,108	169,108	169,108		
		2017	1188	Canal Road Ramps Resurfacing	Canal Road Ramps with Alexander Road	100% County	Valley View	115,500						115,500	115,500	115,500			
		2017	1161	River Road Resurfacing	Water Street to 400 ft. north of No bottom Road	100% County	Olmsted Falls	350,000						350,000	350,000	350,000			
		2017	1162	Water Street Resurfacing	Columbia Road to Lewis Road	100% County	Olmsted Falls	340,000		170,000				170,000	170,000	170,000			
		2017	1101	Columbia - Cook Rd - Phase V	Sanitary Sewer Main & Pump Station		Olmsted Falls/North Olmsted	7,004,100		2,083,379				327,637	327,637	327,637	3,996,549		
		7/2/2019	1185	Bradley Road Culvert C-00.67	Over Walker Ditch	County/Local (80/20)	Westlake	573,000						458,400	458,400	458,400	114,600		
		5/10/2019	1227	Bagley Road Culvert C-07.26	Over Lake Abrams Ditch	County/Local (50/50)	Middleburgh Heights	324,911						162,455	162,455	162,455	162,455		
		2019	1238	Hilliard Boulevard	River Oaks Drive to Lakeview Avenue	County/Local (80/20)	Rocky River	1,744,000						1,424,000	1,424,000	1,424,000	320,000		
		2019		Local Resurfacing Program	50/50 Program														
			1212	Clark Avenue	West 41st Street to Outgley Road	County/Local (50/50)	Cleveland	8,400,000						250,000	250,000	250,000	8,150,000		
			1214	Broadway Avenue	Macedonia Road to Interstate 271	County/Local (50/50)	Oakwood	724,130						250,000	250,000	250,000	474,130		
			1219	Alexander Road	Walton Road to Northfield Road	County/Local (50/50)	Walton Hills	529,521						250,000	250,000	250,000	279,521		
			1220	Lindbergh Boulevard	Abbeyshire Drive to East Corp Line	County/Local (50/50)	Berea	340,926						170,463	170,463	170,463	170,463		
		6/25/2019	1221	Mackenzie Road	Lorain Road to South Corp Line	County/Local (50/50)	North Olmsted	740,824						250,000	250,000	250,000	490,824		
			1222	Dunham Road	South Corp Line to Turney Road	County/Local (50/50)	Maple Heights	246,510						123,255	123,255	123,255	123,255		
			1224	Sheldon Road	Eastland Road to Harrow Road	County/Local (50/50)	Brookpark & Middleburg Heights	641,803						250,000	250,000	250,000	391,803		
		6/18/2019	1225	Edgerton Road	Bennett Road to Ridge Road	County/Local (50/50)	North Royalton	630,827						215,025	215,025	215,025	415,803		
			1254	Canal Road	Corporation Line to Corporation Line	County/Local (50/50)	Garfield Heights	422,000						211,000	211,000	211,000	211,000		
			1255	Columbus Road	Bridge over I-271 to Richmond Road	County/Local (50/50)	Bedford Heights	494,000						247,000	247,000	247,000	247,000		
			1256	Forbes Road	Northfield Road to Broadway Avenue	County/Local (50/50)	Bedford	388,000						194,000	194,000	194,000	194,000		
			1257	McCreary Road	East Sprague Road to East Pleasant Valley Road	County/Local (50/50)	Seven Hills	500,000						250,000	250,000	250,000	250,000		
			1258	Monticello Boulevard	Belvoir Boulevard to Corporation Line	County/Local (50/50)	South Euclid	204,000						102,000	102,000	102,000	102,000		
			1259	Rockefeller Avenue	Broadway Avenue to Central Furnace Dr.	County/Local (50/50)	Cleveland	728,040						250,000	250,000	250,000	478,040		
		1261	Wilson Mills	I-271 Off Ramp to Alpha Drive	County/Local (50/50)	Highland Heights	334,000						167,000	167,000	167,000	167,000			
Total Local Projects Muni Administered								29,860,757	-	-	2,253,379	-	-	7,289,623	7,289,623	7,289,623	19,721,221		

2019

DEPARTMENT OF PUBLIC WORKS - ROAD AND BRIDGE - CAPITAL IMPROVEMENT PLAN

2019

Program	Sale Period	County ID #	PROJECT	Termini	Federal Aid #	Funding Source	Municipality	Estimated Construction Costs	Federal Participation	ODOT Const / Other GRANT	OPWC GRANT	NEW \$.50 BUDGET	\$.50 BUDGET	Road and Bridge	County Funding	Muni / Other Const	
LOCAL PROJECTS MUNI ADM	2017		Pavement Management Program			100% County	Various										
	2017		Maple Heights	Preventative Maintenance		100% County	Maple Heights	12,960.15					12,960.15	12,960.15		12,960	
	2018		Pavement Management Program			100% County	Various										
	2018		Berea	Preventative Maintenance		100% County	Berea	12,657.00					12,657.00	12,657		12,657	
	2018		Cleveland	Preventative Maintenance		100% County	Cleveland	33,338.00					33,338.00	33,338		33,338	
	2018		Maple Heights	Preventative Maintenance		100% County	Maple Heights	12,384.70					12,384.70	12,385		12,385	
	2018		Oakwood Village	Preventative Maintenance		100% County	Oakwood Village	67,500.00					67,500.00	67,500		67,500	
	2018		Shaker Heights	Preventative Maintenance		100% County	Shaker Heights	7,485.84					7,485.84	7,486		7,486	
	2018		Village of Moreland Hills	Chagrin Blvd., Chagrin River Rd, Miles Rd		100% County	Moreland Hills	22,937					22,937	22,937		22,937	
	2018		Village of Woodmere	East Brainerd Road		100% County	Village of Woodmere	61,000					61,000	61,000		61,000	
	2018		Richmond Heights	Curtis-Wright Pkwy, White Rd		100% County	Richmond Heights	24,000					24,000	24,000		24,000	
	06/10/19		Village of Chagrin Falls	Miles, North Street, Solon Rd, South Main St		100% County	Village of Chagrin Falls	4,740					4,740	4,740		4,740	
	06/10/19		Pepper Pike	Brainard, Cedar, Chagrin, Fairmount, Lander		100% County	Pepper Pike	28,308					28,308	28,308		28,308	
	06/10/19		City of Mayfield Village	Lander Rd, Mayfield Rd		100% County	City of Mayfield Village	43,603					43,603	43,603		43,603	
	06/10/19		City of Lakewood	Bunts, Franklin, Hillard, Madison, Warren		100% County	City of Lakewood	10,000					10,000	10,000		10,000	
	06/10/19		City of Lyndhurst	Anderson, Brainard, Cedar, Ridgebury		100% County	Lyndhurst	8,810					8,810	8,810		8,810	
	06/10/19		Brooklyn Heights	Schaaf, Tuxedo, Van Epps		100% County	Brooklyn Heights	25,220					25,220	25,220		25,220	
	06/10/19		City of Bedford	Columbus, Rockside		100% County	City of Bedford	25,000					25,000	25,000		25,000	
	06/10/19		City of Garfield Heights	Cesar Rd, Garfield Rd, Henry Rd, Osborn Rd		100% County	City of Garfield Heights	15,505					15,505	15,505		15,505	
	06/10/19		Orange Village	Brainard Rd, Catch, Emery Rd, Miles		100% County	Orange Village	33,354					33,354	33,354		33,354	
	04/08/19		North Olmsted	Cedar, Lewis, Stearns		100% County	North Olmsted	42,000					42,000	42,000		42,000	
	06/18/19		Broadview Heights	West Wallings, East Mills		100% County	Broadview Heights	14,000					14,000	14,000		14,000	
	06/18/19		Bay Village	Bradley, Walker, Wolf		100% County	Bay Village	28,330					28,330	28,330		28,330	
	06/18/19		City of Brecksville	Fitzwater Rd		100% County	Brecksville	28,801					28,801	28,801		28,801	
	06/18/19		University Heights	Sitsby Rd.		100% County	University Heights	36,000					36,000	36,000		36,000	
	06/18/19		Highland Heights	Brainard, Highland, Wilson Mills		100% County	Highland Heights	41,529					41,529	41,529		41,529	
	06/18/19		Cleveland Heights	Lee Rd, Mayfield Rd		100% County	Cleveland Heights	35,000					35,000	35,000		35,000	
	06/18/19		Village of Gates Mills	Battles, Brigham Rd		100% County	Village of Gates Mills	62,500					62,500	62,500		62,500	
	06/18/19		Village of Newburgh Heights	Harvard Rd, East 49th St		100% County	Village of Newburgh Heights	5,085					5,085	5,085		5,085	
	06/18/19		Village of Glenwillow	Pettibone Rd, Richmond Rd		100% County	Village of Glenwillow	61,466					61,466	61,466		61,466	
	6/18/2019		Fairview Park	Story Rd, W. 210st, W 220 St.		100% County	Fairview Park	82,687					82,687	82,687		82,687	
	2019			Pavement Management Program			100% County	Various									
	2019			Beachwood	South Green, Fairmount		100% County	Beachwood	50,000					50,000	50,000		50,000
	2019			Bedford	Rockside, Columbus		100% County	Bedford	33,000					33,000	33,000		33,000
	2019			Bedford Heights	Rockside, Miles, Solon, Columbus		100% County	Bedford Heights	70,026					70,026	70,026		70,026
	2019			Bentleyville	Liberty, Franklin, Miles, Holtbrook, Chagrin River		100% County	Bentleyville	41,211					41,211	41,211		41,211
	2019			Berea	Bagley, Barnett, North Rocky River, Baker, Sheldon		100% County	Berea	13,125					13,125	13,125		13,125
	2019			Bratenahl	Lakeshore, Edgy		100% County	Bratenahl	118,510					118,510	118,510		118,510
	2019			Brecksville	Fitzwater Rd		100% County	Brecksville	99,470					99,470	99,470		99,470
	2019			Broadview Heights	Akins, Boston, Oakes, East Edgerton, West Edgerton		100% County	Broadview Heights	98,800					98,800	98,800		98,800
	2019			Brook Park	Grayton, Cedar Point, Sheldon, Ruple		100% County	Brook Park	122,894					122,894	122,894		122,894
	2019			Brooklyn	Bidolph, Clinton		100% County	Brooklyn	32,905					32,905	32,905		32,905
	2019			Brooklyn Heights	Tuxedo, Spring, Schaaf, Van Epps		100% County	Brooklyn Heights	59,000					59,000	59,000		59,000
	2019			Chagrin Falls	Falls, South Franklin, East Summit		100% County	Chagrin Falls	23,300					23,300	23,300		23,300
	2019			Cleveland	St. Clair, Quincy, West 7th, Aetna		100% County	Cleveland	70,112					70,112	70,112		70,112
	2019			Cleveland Heights	Noble Road		100% County	Cleveland Heights	31,531				31,531	31,531		31,531	
	2019			Garfield Heights	Wilson Mills, Brighton, Old Mill, County Line, Chagrin River		100% County	Garfield Heights	109,250					109,250	109,250		109,250
2019			Gates Mills	Richmond, Cochran, Richmond, Pettibone		100% County	Gates Mills	80,500					80,500	80,500		80,500	
2019			Glenwillow	Wilson Mills, Brainerd, Bishop, Ridgebury, Mount, Highland, Lander		100% County	Glenwillow	75,000					75,000	75,000		75,000	
2019			Highland Heights	Wilson Mills, Brainerd, Bishop, Ridgebury, Mount, Highland, Lander		100% County	Highland Heights	102,674				102,674	102,674		102,674		
2019			Highland Hills	Warrensville, Green, Harvard		100% County	Highland Hills	40,550				40,550	40,550		40,550		
2019			Hunting Valley	Cedar Road		100% County	Hunting Valley	25,925				25,925	25,925		25,925		
2019			Lakewood	Franklin, Bunts, Hillard, Warren, W. 117th		100% County	Lakewood	10,500				10,500	10,500		10,500		
2019			Lyndhurst	Brainard, Ridgebury		100% County	Lyndhurst	23,088				23,088	23,088		23,088		
2019			Maple Heights	Rickside, Lee, Durham, Turney, McCracken, Schreiber		100% County	Maple Heights	92,000					92,000	92,000		92,000	
2019			Mayfield Heights	Lander Road		100% County	Mayfield Heights	77,000					77,000	77,000		77,000	
2019			Mayfield Village	Highland, White, Wilson Mills		100% County	Mayfield Village	75,000					75,000	75,000		75,000	
2019			Middleburg Heights	Reley, W 130th St, Eastland, Webster, Main, Smith, Shelton		100% County	Middleburg Heights	34,540					34,540	34,540		34,540	
2019			Moreland Hills	Hiram, Jackson		100% County	Moreland Hills	45,573					45,573	45,573		45,573	
2019			Newburgh Heights	Harvard Ave.		100% County	Newburgh Heights	40,000					40,000	40,000		40,000	
2019			North Olmsted	Fitch, Mackenzie		100% County	North Olmsted	50,574					50,574	50,574		50,574	
2019			North Randall	Warrensville, Emery, Miles		100% County	North Randall	200,000					200,000	200,000		200,000	
2019			Oakwood	Ames, Haines, Belmont, Edgemoor, Flynn, Foster, Fair Dale, Galewood		100% County	Oakwood	112,500					112,500	112,500		112,500	
2019			Olmsted Falls	Sprague Road		100% County	Olmsted Falls	50,000					50,000	50,000		50,000	
2019			Orange	Brainard, Lander, Miles, Emery, Jackson		100% County	Orange	114,732					114,732	114,732		114,732	
2019			Parma	Rockside, Snow, Grandwood, Tiedman, Chevy, Haseman		100% County	Parma	67,135					67,135	67,135		67,135	
2019			Pepper Pike	Rockside, Snow, Grandwood, Tiedman, Chevy, Haseman		100% County	Pepper Pike	75,000					75,000	75,000		75,000	
2019			Richmond Heights	Wilson Mills, Harris, Curtis-Wright		100% County	Richmond Heights	35,000					35,000	35,000		35,000	
2019			Shaker Heights	Lee, South Woodland, Fairmount		100% County	Shaker Heights	45,000					45,000	45,000		45,000	
2019			Strongsville	Lain, Drake, Hart, Shumer, Alton, Webster, Whitney, W. 130th, Marks		100% County	Strongsville	173,983					173,983	173,983		173,983	
2019			University Heights	Cedar, Warrensville Center		100% County	University Heights	29,000					29,000	29,000		29,000	
2019			Walton Hills	Sagamore, Elysee, Walton, Durham, Tinkers Creek		100% County	Walton Hills	122,500					122,500	122,500		122,500	
2019			Warrensville Heights	Harvard, Warrensville Center, Emery		100% County	Warrensville Heights	41,250					41,250	41,250		41,250	
2019			Woodmere	West Brainerd, East Brainerd		100% County	Woodmere	6,000					6,000	6,000		6,000	
Total Local Projects Muni Administered								3,702,356	-	-	-	499,017	-	3,203,338	3,702,356	3,702,356	

DEPARTMENT OF PUBLIC WORKS - ROAD AND BRIDGE - CAPITAL IMPROVEMENT PLAN

2019

	Sale Period	County ID #	PROJECT	Termini	Federal Aid #	Funding Source	Municipality		Federal Participation	ODOT Const / Other GRANT	OPWC GRANT	NEW \$5.00 BUDGET	\$5.00 BUDGET	\$7.50 BUDGET	Road and Bridge	Muni / Other Const	
LAND	2015	958	Towpath Trail - Stage III	Steelyard to Literary	84112	OMAG / TIF	Cleveland	630,000	630,000								
	2017	960	Towpath Trail - Stage IV	Literary to Canal Basin	87075	Federal / TIF	Cleveland	1,505,250	754,200							751,050	
	2018	1182	Jefferson Bridge 00.57	Over Norfolk Southern		100% County		200,000						200,000	200,000	200,000	
	2018	1188	Adele & Westwood Culvert	Over a creek to West Branch of Rocky River		100% County	Olmsted Township	6,100					6,100	6,100	6,100	6,100	
	2018	0933	Sprague Road	Webster to York		County/Local	Middleburg Hts, Strongsville, Parma, North Royalton	394,511					394,511	394,511	394,511	394,511	
	2019		Land			County	Various	75,000					75,000	75,000	75,000	75,000	
	2019	1152	Cedar Point Bridge 00.49	Over the Rocky River		County	North Olmsted	25,000					25,000	25,000	25,000	25,000	
	2019	1190	Memphis 00.62			County	Brooklyn	25,000					25,000	25,000	25,000	25,000	
	2019	1202	Old Rockside Bridge 00.42	Over Cuyahoga River	91563	County	Independence, Valley View	100,000					100,000	100,000	100,000	100,000	
	2019	1187	Lindbergh Blvd Culvert C-00.93	Over a creek to West Branch of Rocky River		County/Local (80/20)	Olmsted Falls	20,000					20,000	20,000	20,000	20,000	
2019	1145	Lewis Road Culvert no. 13	Rehab. Slope Stabilization of Drainage		County	Olmsted Township	20,000					20,000	20,000	20,000	20,000		
2019	1248	Shady C. 0200			County		2,000					2,000	2,000	2,000	2,000		
2019	1246	W. 150th Street Bridge	Railroad		County		100,000					100,000	100,000	100,000	100,000		
2019	1244	Green Road			County		25,000					25,000	25,000	25,000	25,000		
2019	1232	Bishop Rd Bridge			County		20,000					20,000	20,000	20,000	20,000		
4/29/2019		PLATINUM PLAZA CONDOMINIUM	Roylton Road		County		32,762.00						32,762	32,762	32,762.00		
4/11/2019	936	Stearns Road - Grade Separation	Over NS RR	80729	SAFETEA_LU Earmark/Local	Olmsted Township	637,000					637,000	637,000	637,000	637,000		
Total Land Purchases								3,817,623	1,384,200	-	-	-	100,000	1,582,373	1,682,373	1,682,373	751,050
MISC.	2018		CSX Transportation	Towpath Stage 1			825,000.00		660,000							165,000	
	2018		Norfolk Southern Railway Company	Towpath Stage 1			425,000.00		340,000							85,000	
	2018		Cleveland Public Power	Towpath Stage 1			400,000.00		320,000							80,000	
	2018	1178	West 41st Bridge - RR Payment	01.05 Bearings Over NS & Train Ave.		County/OPWC	168,032						168,032	168,032	168,032	168,032	
	1/8/2019		Northeast Ohio Marketing	General Engineering Legal Notice			508						508	508	508	508	
	1/9/2019		Cuyahoga Soil & Water	Cuyahoga Soil & Water			8,500						8,500	8,500	8,500	8,500	
	2/20/2019		Ask Reply Now	LCP & B2G Software			29,056						29,056	29,056	29,056	29,056	
	2/7/2019		State of Ohio	EPA			340						340	340	340	340	
	4/23/2019		RGT SERVICE LLC	LIGHTING VETS MEMORIAL BRIDGE			60,000						60,000	60,000	60,000	60,000	
	4/29/2019		Norfolk Southern	Flagging Service			1,955						1,955	1,955	1,955	1,955	
	2019		NOACA				221,242						221,242	221,242	221,242	221,242	
	1/23/2019		Crocker Stearns Loan	Loan Payment			357,265.99						357,266	357,266	357,266	357,266	
	1/23/2019		Crocker Stearns Loan	Loan Payment			14,616.06						14,616	14,616	14,616	14,616	
	1/23/2019		Schaaf Issue II Loan	Loan Payment			62,562.50						62,563	62,563	62,563	62,563	
	1/23/2019		Bagley/Pleasant Valley Loan	Loan Payment			17,723.79						17,724	17,724	17,724	17,724	
1/23/2019		Bagley/Pleasant Valley Loan	Loan Payment			472.76						473	473	473	473		
Total Capital Projects - 2019								2,592,274	1,320,000	-	-	-	942,274	942,274	942,274	330,000	
2019 CIP TOTALS								93,042,313	19,176,623	1,945,610	10,207,204	740,906	4,906,114	31,615,649	37,262,669	37,262,669	23,853,672

DEPARTMENT OF PUBLIC WORKS - ROAD AND BRIDGE - CAPITAL IMPROVEMENT PLAN

Program	Sale Period	County ID #	PROJECT	Termini	Federal Aid #	Funding Source	Municipality	Estimated Construction Costs	Federal Participation	ODOT Const / Other GRANT	OPWC GRANT	NEW \$5.00 BUDGET	\$5.00 BUDGET	\$7.50 BUDGET	Road and Bridge	County Funding	Muni / Other Const	
PROFESSIONAL SERVICES	ROAD & BRIDGE	2020	Misc. Anticipated Eng Contracts	Federal Aid Projects		Various		1,200,000					1,200,000		1,200,000	1,200,000		
		2020	General Engineering Contract			Various		400,000						400,000		400,000	400,000	
		2020	General Engineering Contract			Various		400,000						400,000		400,000	400,000	
		2020	Construction Management			Various		300,000						300,000		300,000	300,000	
		2020	Construction Material Testing			County	Various		150,000					150,000		150,000	150,000	
		2020	1231 Warrensville Center 0592 Part 2	East & West		County			500,000					500,000		500,000	500,000	
		2020	1271 Denison Harvard Bridge	Inspection/Evaluation		County			500,000					500,000		500,000	500,000	
									Total Engineering Costs	3,450,000	-	-	-	-	1,200,000	2,250,000	3,450,000	3,450,000
FEDERAL AID	ROAD & BRIDGE	2020	Federal Aid			Federal (80/10/10)	Various	500,000				500,000			500,000	500,000		
		2020.2	1203 Brainard Rd	Cedar Rd to Wilson Mills Rd	105715	Federal (80/10/10)	Highland Hts/Lyndhurst	3,605,000	2,884,000				360,500		360,500	360,500	360,500	
		2020.2	1205 Ridge Road	Memphis Ave. to Denison Ave.		TAM (80/10/10)	Brooklyn and Cleveland	2,300,000	1,840,000				230,000		230,000	230,000	230,000	
		2020.1	1190 Memphis Road Bridge	Over CSXT Railroad	104509	LBR (80/20)	Brooklyn	5,269,000	2,885,440	1,053,800			1,329,760		1,329,760	1,329,760	1,329,760	
		2020.2	1099 North Main Street Bridge 00.12	over Chagrin River	96956	LBR Federal (80/20)	Village of Chagrin Falls	6,000,000	3,556,000	1,500,000			944,000		944,000	944,000	944,000	
		2020.4	1152 Cedar Point Bridge 00.49	Over the Rocky River	105755	LBR Federal (80/20)	North Olmsted	3,173,620	2,872,786				300,834		300,834	300,834	300,834	
								Total Federal Aid Projects	20,847,620	14,038,226	-	2,553,800	500,000	3,165,094	-	3,665,094	3,665,094	590,500
		COUNTY ADMINISTERED PROJECTS	ROAD	2020	Crack Sealing Program			County	Various	250,000				250,000.00			250,000	250,000
2020	Priority Resurfacing Program					100% County	Various	1,000,000					1,000,000		1,000,000	1,000,000		
2020	R&B Repair Contract					100% County	Various	500,000					500,000		500,000	500,000		
2020	1170 E.116th Street			Miles Road to Union Road		OPWC (50/25/25)	Cleveland	3,450,000		1,690,500			879,750		879,750	879,750	879,750	
2020	1235 East 131st Street			Miles Road to Forestdale Drive		OPWC & County	Garfield Heights, Cleveland	1,750,000		875,000			700,000		700,000	700,000	175,000	
2020	1240 York Road		Pearl Road to Pleasant Valley Road		OPWC & County	Parma Heights, Parma	4,250,000		2,125,000			1,700,000.00		1,700,000	1,700,000	425,000		
2020	1241 Sprague Road		Broadview Road to Eastern Corporation Line		County/Local (80/20)	Seven Hills, Broadview Heights	1,200,000					960,000		960,000	960,000	240,000		
2020	Bridge Maintenance Repairs				100% County	Various	500,000					500,000		500,000	500,000	500,000		
2020	Bridge Program Emergency Repairs				100% County	Various	500,000					500,000		500,000	500,000	500,000		
2020.1	1247 Hillside Rd Bridge 03.81		Steel Repair		100% County	Independence	500,000					500,000		500,000	500,000	500,000		
2020.1	1246 W.150th Street Bridge 01.94		Pier Repair		100% County		1,250,000					1,250,000		1,250,000	1,250,000	1,250,000		
2020.3	1182 Jefferson Bridge 00.57		Over Norfolk Southern		100% County		3,155,000			1,000,000		3,155,000		3,155,000	3,155,000	3,155,000		
2020.4	1244 Green Rd Bridge 07.47		Monticello to Mayfield				5,262,000					4,262,000		4,262,000	4,262,000	4,262,000		
2020	1187 Lindbergh Blvd Culvert C-00.93		Over a creek to West Branch of Rocky River		County/Local (80/20)	South Euclid	620,000					496,000		496,000	496,000	124,000		
2020	1248 Shady C-.0200				County	Olmsted Township	600,000					600,000		600,000	600,000	600,000		
						Total Local Projects County Administered	24,787,000	-	-	5,690,500	950,000	2,579,750	13,723,000	17,252,750	17,252,750	1,843,750		

2020

DEPARTMENT OF PUBLIC WORKS - ROAD AND BRIDGE - CAPITAL IMPROVEMENT PLAN

2020

	Year	PROJECT	Termini	Federal Aid #	Funding Source	Municipality	Federal Participation	ODOT Const / Other GRANT	OPWC GRANT	NEW \$5.00 BUDGET	\$5.00 BUDGET	\$7.50 BUDGET	Road and Bridge	Muni / Other Const		
LOCAL PROJECTS MUNI ADMIN	2020	Local Resurfacing Program	50/50 Program		County/Local (50/50)	Various										
		1260 Washington Boulevard	Wynn Road to Cedar Road		County/Local (50/50)	University Heights	548,218					250,000	250,000	250,000	298,218	
		1262 Dunham Road	Corporation Line to Gorge Parkway		County/Local (50/50)	Walton Hills	852,000					250,000	250,000	250,000	602,000	
		1263 East 135th Street	Naumann Avenue to the End		County/Local (50/50)	Eurclid	506,563					250,000	250,000	250,000	256,563	
		1264 Lee Boulevard	Eucild Avenue to Brewster Road		County/Local (50/50)	East Cleveland	548,540					250,000	250,000	250,000	298,540	
		1265 Smith Road	Snow Road to Elm Avenue		County/Local (50/50)	Brookpark	1,330,000					250,000	250,000	250,000	1,080,000	
		1266 Spring Road	Van Epps Road to Corporation Line		County/Local (50/50)	Brooklyn Heights	1,370,000			250,000.00			250,000	250,000	1,120,000	
		1267 Webster Road	Pearl Road to Sprague Road		County/Local (50/50)	Middleburg Heights	612,000			250,000.00			250,000	250,000	362,000	
		1268 West 210th Street	Mastick Road to Lorain Road		County/Local (50/50)	Fairview Park	1,260,000			250,000.00			250,000	250,000	1,010,000	
		1269 West Street	Corporation Line to Prospect Road		County/Local (50/50)	Berea	615,000			250,000.00			250,000	250,000	365,000	
	2020	1275 Hemlock Bridge 00.89	Over Hemlock Creek			Independence	100,000				100,000	100,000	100,000			
	2020	Pavement Management Program		100% County	Various		2,250,000		750,000		1,500,000	2,250,000	2,250,000			
Total Local Projects Muni Administered							9,992,321	-	-	-	1,750,000	-	2,850,000	4,600,000	4,600,000	5,392,321
LAND	2020	Land			County	Various										
		1181 St. Clair Bridge 04.44			County		50,000				50,000	50,000	50,000			
		1231 Warrensville Center Bridges 0592	East & West		County		25,000				25,000	25,000	25,000			
		1233 Eastwood & Crestwood Culvert C-00.04	Over a creek to West Branch of Rocky River		County	Olmsted Township	20,000				20,000	20,000	20,000			
		1197 Warner Culvert 00.20			County	Valley View	10,000				10,000	10,000	10,000			
Total Land Purchases							130,000	-	-	-	-	130,000	130,000	130,000	-	
MISC.	2020	Memphis	RR				300,000				300,000	300,000	300,000			
		Misc. Projects/Amendments/Other Capital Expenditures			County	Various	650,000				650,000	650,000	650,000			
		Pedestrian Bridge Payment			County		2,000,000				2,000,000	2,000,000	2,000,000			
		NOACA			County		225,000				225,000	225,000	225,000			
		Schauf Issue II Loan	Loan Payment		County		70,000.00				70,000	70,000	70,000			
		Bagley/Pleasant Valley	Loan Payment		County		8,100.00				8,100	8,100	8,100			
Total Capital Projects - 2020							3,253,100	-	-	-	3,253,100	3,253,100	3,253,100	-		
2020 CIP TOTALS							62,460,041	14,038,226	-	8,244,300	3,200,000	6,944,844	22,206,100	32,350,944	32,350,944	7,826,571

DEPARTMENT OF PUBLIC WORKS - ROAD AND BRIDGE - CAPITAL IMPROVEMENT PLAN

2021

Program	Sale Period	County ID #	PROJECT	Termini	Federal Aid #	Funding Source	Municipality	Estimated Construction Costs	Federal Participation	ODOT Const / Other GRANT	OPWC GRANT	NEW \$5.00 BUDGET	\$5.00 BUDGET	\$7.50 BUDGET	Road and Bridge	County Funding	Muni / Other Const		
PROFESSIONAL SERVICES	ROAD & BRIDGE		General Engineering Contract					400,000										400,000	
			General Engineering Contract					400,000											400,000
			Misc. Anticipated Eng Contracts	Federal Aid Projects		County	Various		1,500,000					1,500,000		1,500,000		1,500,000	
			Construction Management			County	Various		300,000					300,000		300,000		300,000	
			Construction Material Testing			County	Various		150,000					150,000		150,000		150,000	
Total Engineering Costs								2,750,000	-	-	-	-	1,500,000	1,250,000	2,750,000	2,750,000	-		
FEDERAL AID	ROAD		Federal Aid			Federal (80/10/10)	Various	-											
			Ridge Rd			Federal (80/10/10)		3,000,000	2,400,000			300,000				300,000		300,000	
			Federal Aid			Federal (80/20)	Various	465,000						465,000		465,000		465,000	
		2021	1181	St. Clair Bridge 04.44	Rehabilitation of Bridge over Doan Brook	105778	Federal (80/20)		2,675,000	2,140,000				535,000		535,000		535,000	
		2021.1	1202	Old Rockside Bridge 00.42	Over Cuyahoga River	91563	Federal (80/20)		5,875,000	2,500,000				3,375,000		3,375,000		3,375,000	
Total Federal Aid Projects								12,015,000	7,040,000	-	-	300,000	4,375,000	-	4,675,000	4,675,000	300,000		
COUNTY ADMINISTERED PROJECTS	ROAD		Priority Resurfacing Program			100% County	Various	1,000,000						1,000,000			1,000,000		
			Crack Sealing Program			County	Various	250,000					250,000.00		250,000			250,000	
			County Administered Projects			County/Muni (80/20)	Various	3,750,000					1,000,000		3,000,000			3,000,000	
			R&B Repair Contract			100% County	Various	500,000							500,000			500,000	
		0933	Sprague Road - Part 2	W. 130th to York		OPWC - 50%	Middeburg Heights, Strongsville, Parma, North Royalton	11,800,000			4,250,000				3,775,000		3,775,000	3,775,000	
			Bridge Maintenance Repairs			100% County	Various	500,000						500,000		500,000		500,000	
			Bridge Program Emergency Repairs			County/Muni (80/20)	Various	1,000,000						1,000,000		1,000,000		1,000,000	
			Culvert Group			County/Muni (80/20)	Various	250,000						200,000		200,000		50,000	
			1245	Chagrin River Road Bridge 02.40	Over Deer Lick Creek		100% County	Bentleyville	2,184,000				2,184,000.00		2,184,000		2,184,000		
		1233	Eastwood C-00.08 & Crestwood Culvert C-00.02	Over a creek to West Branch of Rocky River		100% County	Olmsted Township	1,000,000				1,000,000.00		1,000,000		1,000,000			
		1197	Warner Road Culvert C-00.20	Over a creek to West Branch of Rocky River		County/Local (80/20)	Valley View	1,000,000					800,000	800,000		800,000	200,000		
Total Local Projects County Administered								23,234,000	-	-	4,250,000	1,250,000	3,184,000	9,775,000	14,209,000	14,209,000	4,775,000		

DEPARTMENT OF PUBLIC WORKS - ROAD AND BRIDGE - CAPITAL IMPROVEMENT PLAN

2021

Program	Sale Period	County ID #	PROJECT	Termini	Federal Aid #	Funding Source	Municipality	Estimated Construction Costs	Federal Participation	ODOT Const / Other GRANT	OPWC GRANT	NEW \$5.00 BUDGET	\$5.00 BUDGET	\$7.50 BUDGET	Road and Bridge	County Funding	Muni / Other Const
LOCAL PROJECTS MUNI ADM	ROAD	2021	Local Resurfacing Program	50/50 Program		County/Local (50/50)	Various	5,000,000				1,000,000		1,500,000	2,500,000	2,500,000	2,500,000
		2021	Pavement Management Program			100% County	Various	2,250,000				750,000		1,500,000	2,250,000	2,250,000	2,250,000
Total Local Projects Muni Administered								7,250,000	-	-	-	1,750,000	-	3,000,000	4,750,000	4,750,000	2,500,000
LAND	2021		Land			County	Various										
	2021	1150	Pleasant Valley 09.68					25,000						25,000	25,000	25,000	
	2021	1148-49	Pleasant Valley 09.03 & 09.35					50,000						50,000	50,000	50,000	
	2021	1103	Hillard Bridge 08.57					50,000						50,000	50,000	50,000	
Total Land Purchases								125,000	-	-	-	-	-	125,000	125,000	125,000	-
MISC.	2021		Misc. Projects/Amendments/Other Capital Expenditures			County	Various	650,000						650,000	650,000	650,000	
	2021		NOACA					225,000						225,000	225,000	225,000	
	2021		Schafaf Issue II Loan	Loan Payment				70,000.00						70,000	70,000	70,000	
	2021		Pedestrian Bridge Payment			County		2,000,000						2,000,000	2,000,000	2,000,000	
Total Capital Projects - 2021								2,945,000	-	-	-	-	-	2,945,000	2,945,000	2,945,000	-
2021 CIP TOTALS								48,319,000	7,040,000	-	4,250,000	3,300,000	9,059,000	17,095,000	29,454,000	29,454,000	7,575,000

DEPARTMENT OF PUBLIC WORKS - ROAD AND BRIDGE - CAPITAL IMPROVEMENT PLAN

2022

Program	Sale Period	County ID #	PROJECT	Termini	Federal Aid #	Funding Source	Municipality	Estimated Construction Costs	Federal Participation	ODOT Const / Other GRANT	OPWC GRANT	NEW \$5.00 BUDGET	\$5.00 BUDGET	\$7.50 BUDGET	Road and Bridge	County Funding	Muni / Other Const	
PROFESSIONAL SERVICES	ROAD & BRIDGE	2022	General Engineering Contract			County	Various	1,500,000						1,500,000	1,500,000	1,500,000	-	
		Total Engineering Costs							1,500,000	-	-	-	-	-	1,500,000	1,500,000	1,500,000	-
		2022	Federal Aid			Federal (80/10/10)	Various	3,000,000			1,000,000		2,000,000			3,000,000	3,000,000	
		2022	148 & 11 Pleasant Valley 09.03 & 09.68	Replacement of Bridge	104504	LBR (80/20)		14,000,000	8,951,120	2,000,000			3,048,880			3,048,880	3,048,880	
2022	1149 Pleasant Valley 09.35	Replacement of Bridge	10450	LBR		4,000,000					4,000,000			4,000,000	4,000,000			
2022	1198 Hilliard Boulevard 08.57	Rehabilitation of Bridge over Rocky River		STP (80/20)		40,000,000	27,300,000	6,250,000			6,450,000			6,450,000	6,450,000			
Total Federal Aid Projects							61,000,000	36,251,120	-	8,250,000	1,000,000	15,498,880	-	16,498,880	16,498,880	-		
COUNTY ADMINISTERED PROJECTS	ROAD & BRIDGE	2022	Priority Resurfacing Program			100% County	Various	1,000,000						1,000,000	1,000,000	1,000,000		
		2022	R&B Repair Contract			100% County	Various	500,000						500,000	500,000	500,000		
		2022	County Administered Projects			County/Muni (80/20)	Various	3,750,000			1,000,000		2,000,000		3,000,000	3,000,000	750,000	
		2022	1231 Warrensville Center Bridges 0592	East & West		100% County		3,907,000		2,000,000			1,907,000			1,907,000	1,907,000	
		2022	Bridge Maintenance Repairs			100% County	Various	500,000					500,000			500,000	500,000	
		2022	Bridge Program Emergency Repairs			100% County	Various	1,000,000					1,000,000			1,000,000	1,000,000	
		2022	Culvert Group			County/Muni (80/20)	Various	1,250,000					1,000,000			1,000,000	1,000,000	250,000
Total Local Projects County Administered							11,907,000	-	-	2,000,000	1,000,000	1,907,000	6,000,000	8,907,000	8,907,000	1,000,000		

DEPARTMENT OF PUBLIC WORKS - ROAD AND BRIDGE - CAPITAL IMPROVEMENT PLAN

Program	Sale Period	County ID #	PROJECT	Termini	Federal Aid #	Funding Source	Municipality	Estimated Construction Costs	Federal Participation	ODOT Const / Other GRANT	OPWC GRANT	NEW \$5.00 BUDGET	\$5.00 BUDGET	\$7.50 BUDGET	Road and Bridge	County Funding	Muni / Other Const	
LOCAL PROJECTS MUNI ADM	ROAD PAVEMENT	2022	Local Resurfacing Program	50/50 Program		County/Local (50/50)	Various	5,000,000				1,000,000		1,500,000	2,500,000	2,500,000	2,500,000	
		2022	Crack Sealing Program			County	Various	250,000				250,000.00				250,000	250,000	
		2022	Pavement Management Program			County	Various	2,250,000				750,000		1,500,000	2,250,000	2,250,000	2,250,000	
Total Local Projects Muni Administered								7,500,000	-	-	-	2,000,000	-	3,000,000	5,000,000	5,000,000	2,500,000	
LAND	2022		Land			County	Various	100,000						100,000	100,000	100,000	100,000	
	2022	1085	Rockside Rd Bridge 03.32 & 03.23	Over the Cuyahoga River		County	Independence/Valley View	50,000						50,000	50,000	50,000	50,000	
Total Land Purchases								150,000	-	-	-	-	-	150,000	150,000	150,000	150,000	-
MISC.	2022		Misc. Projects/Amendments/Other Capital Expenditures			County	Various	650,000						650,000	650,000	650,000	650,000	
	2022		NOACA					225,000						225,000	225,000	225,000	225,000	
	2022		Schaaf Issue II Loan	Loan Payment				70,000.00						70,000	70,000	70,000	70,000	
Total Capital Projects - 2022								945,000	-	-	-	-	945,000	945,000	945,000	945,000	-	
2022 CIP TOTALS								83,002,000	36,251,120	-	10,250,000	4,000,000	17,405,880	11,595,000	33,000,880	33,000,880	3,500,000	

2022

DEPARTMENT OF PUBLIC WORKS - ROAD AND BRIDGE - CAPITAL IMPROVEMENT PLAN

2023

Program	Sale Period	County ID #	PROJECT	Termini	Federal Aid #	Funding Source	Municipality	Estimated Construction Costs	Federal Participation	ODOT Const / Other GRANT	OPWC GRANT	NEW \$5.00 BUDGET	\$5.00 BUDGET	\$7.50 BUDGET	Road and Bridge	County Funding	Muni / Other Const
PROFESSIONAL SERVICES	ROAD & BRIDGE	2023	General Engineering Contract			County	Various	1,500,000						1,500,000	1,500,000	1,500,000	
		Total Engineering Costs							1,500,000	-	-	-	-	-	1,500,000	1,500,000	1,500,000
FEDERAL AID	ROAD	2023	Federal Aid			Federal (80/10/10)	Various	3,000,000				1,000,000	2,000,000		3,000,000		
	BRIDGE	2023	Federal Aid			Federal (80/20)	Various	1,000,000						1,000,000	1,000,000		1,000,000
Total Federal Aid Projects							4,000,000	-	-	-	1,000,000	2,000,000	1,000,000	4,000,000	4,000,000	-	
COUNTY ADMINISTERED PROJECTS	ROAD	2023	Priority Resurfacing Program R&B Repair Contract County Administered Projects		100% County	Various		1,000,000						1,000,000	1,000,000		1,000,000
		2023		100% County	Various		500,000				500,000	500,000		500,000		500,000	
		2023		County/Muni (80/20)	Various		3,750,000		1,000,000	2,000,000	3,000,000	3,000,000		3,000,000		750,000	
	BRIDGE	2023	Bridge Program Emergency Repairs Bridge Maintenance Repairs Culvert Group	100% County	Various		1,000,000						1,000,000	1,000,000	1,000,000		1,000,000
		2023		100% County	Various		500,000				500,000	500,000		500,000		500,000	
		2023		County/Muni (80/20)	Various		1,250,000			1,000,000	1,000,000	1,000,000		1,000,000		250,000	
Total Local Projects County Administered							8,000,000	-	-	-	1,000,000	-	6,000,000	7,000,000	7,000,000	1,000,000	

DEPARTMENT OF PUBLIC WORKS - ROAD AND BRIDGE - CAPITAL IMPROVEMENT PLAN

2023

Program	Sale Period	County ID #	PROJECT	Termini	Federal Aid #	Funding Source	Municipality	Estimated Construction Costs	Federal Participation	ODOT Const / Other GRANT	OPWC GRANT	NEW \$5.00 BUDGET	\$5.00 BUDGET	\$7.50 BUDGET	Road and Bridge	County Funding	Muni / Other Const
LOCAL PROJECTS MUNI ADM	ROAD PAVEMENT	2023	Local Resurfacing Program	50/50 Program		County/Local (50/50)	Various	5,000,000				1,000,000		1,500,000	2,500,000	2,500,000	2,500,000
		2023	Crack Sealing Program			County	Various	250,000				250,000.00			250,000		250,000
		2023	Pavement Management Program			County	Various	2,250,000				750,000		1,500,000	2,250,000		2,250,000
Total Local Projects Muni Administered								7,500,000	-	-	-	2,000,000	-	3,000,000	5,000,000	5,000,000	2,500,000
LAND		2023	Land			County	Various	100,000						100,000	100,000		100,000
		Total Land Purchases								100,000	-	-	-	-	100,000	100,000	100,000
MISC.		2023	Misc. Projects/Amendments/Other Capital Expenditures			County	Various	650,000						650,000	650,000		650,000
		2023	NOACA					225,000						225,000	225,000		225,000
		2023	Schaaf Issue II Loan	Loan Payment				70,000.00						70,000	70,000		70,000
Total Capital Projects - 2023								22,045,000	-	-	-	4,000,000	2,000,000	12,545,000	18,545,000	18,545,000	3,500,000

DEPARTMENT OF PUBLIC WORKS - ROAD AND BRIDGE - CAPITAL IMPROVEMENT PLAN

2024

Program	Sale Period	County ID #	PROJECT	Termini	Federal Aid #	Funding Source	Municipality	Estimated Construction Costs	Federal Participation	ODOT Const / Other GRANT	OPWC GRANT	NEW \$5.00 BUDGET	\$5.00 BUDGET	\$7.50 BUDGET	Road and Bridge	County Funding	Muni / Other Const	
PROFESSIONAL SERVICES	ROAD & BRIDGE	2024	General Engineering Contract			County	Various	1,500,000						1,500,000	1,500,000	1,500,000		
		Total Engineering Costs							1,500,000	-	-	-	-	-	1,500,000	1,500,000	1,500,000	-
FEDERAL AID	ROAD	2024	Federal Aid			Federal (80/10/10)	Various	3,000,000				1,000,000	2,000,000		3,000,000	3,000,000		
		2024	1085 Rockside Rd Bridge No. 03.32 & 03.23	Over the Cuyahoga River & CSXT Railroad	95403	STP Federal (80/20)	Independence/Valley View	15,000,000	12,000,000		1,500,000			1,500,000		1,500,000	1,500,000	
		Total Federal Aid Projects							18,000,000	12,000,000	-	1,500,000	1,000,000	3,500,000	-	4,500,000	4,500,000	-
COUNTY ADMINISTERED PROJECTS	ROAD	2024	Priority Resurfacing Program			100% County	Various	1,000,000						1,000,000	1,000,000	1,000,000		
		2024	R&B Repair Contract			100% County	Various	500,000						500,000	500,000	500,000		
		2024	County Administered Projects			County/Muni (80/20)	Various	3,750,000			1,000,000			2,000,000	3,000,000	3,000,000	750,000	
	2024	Bridge Program Emergency Repairs			100% County	Various	1,000,000						1,000,000	1,000,000	1,000,000			
	2024	Bridge Maintenance Repairs			100% County	Various	500,000						500,000	500,000	500,000			
	2024	Culvert Group			County/Muni (80/20)	Various	1,250,000						1,000,000	1,000,000	1,000,000	250,000		
Total Local Projects County Administered							8,000,000	-	-	-	1,000,000	-	6,000,000	7,000,000	7,000,000	1,000,000		

DEPARTMENT OF PUBLIC WORKS - ROAD AND BRIDGE - CAPITAL IMPROVEMENT PLAN

2024

Program	Sale Period	County ID #	PROJECT	Termini	Federal Aid #	Funding Source	Municipality	Estimated Construction Costs	Federal Participation	ODOT Const / Other GRANT	OPWC GRANT	NEW \$5.00 BUDGET	\$5.00 BUDGET	\$7.50 BUDGET	Road and Bridge	County Funding	Muni / Other Const
LOCAL PROJECTS MUNI ADM	ROAD PAVEMENT	2024	Local Resurfacing Program	50/50 Program		County/Local (50/50)	Various	5,000,000				1,000,000		1,500,000	2,500,000	2,500,000	2,500,000
		2024	Crack Sealing Program			County	Various	250,000				250,000.00			250,000	250,000	
		2024	Pavement Management Program			County	Various	2,250,000				750,000		1,500,000	2,250,000	2,250,000	
Total Local Projects Muni Administered								7,500,000	-	-	-	2,000,000	-	3,000,000	5,000,000	5,000,000	2,500,000
LAND	2024		Land			County	Various	100,000					100,000	100,000	100,000	100,000	-
	Total Land Purchases								100,000	-	-	-	-	100,000	100,000	100,000	100,000
MISC.	2024		Misc. Projects/Amendments/Other Capital Expenditures			County	Various	650,000					650,000	650,000	650,000	650,000	-
	2024		NOACA					225,000					225,000	225,000	225,000	225,000	-
	2024		Schaaf Issue II Loan	Loan Payment				70,000.00					70,000	70,000	70,000	70,000	-
Total Capital Projects - 2024								945,000	-	-	-	-	945,000	945,000	945,000	945,000	-
2024 CIP TOTALS								36,045,000	12,000,000	-	1,500,000	4,000,000	3,500,000	11,545,000	19,045,000	19,045,000	3,500,000

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1	Department of Public Works - Facilities Capital Improvement Plan							Updated: 8/15/2019		Printed:		
2	OBM Index	Project #	BUILDING	PROJECT	MANAGER	ORIGINAL PROJECT COST	REVISED PROJECT COST	ESTIMATED GENERAL FUND IMPACT	DESIGNER	CONTRACTOR/SECTORS	Status Notes	
3												
4				2020								
5												
6			VEB	Elevator Upgrades	TBD	\$ 1,605,981.83	\$ 1,605,981.83	\$ 1,605,981.83				
7			CHS	Boiler Replacement	TBD	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00			Design Complete	
8			BOE	Boiler Replacement	TBD	\$ 275,000.00	\$ 275,000.00	\$ 275,000.00				
9			BOE	Install Building Generator	TBD	\$ 150,000.00	\$ 150,000.00	\$ 150,000.00				
10			ANSH	Replace Chillers	TBD	\$ 175,000.00	\$ 175,000.00	\$ 175,000.00				
11			ME	ADA Upgrades	TBD	\$ 400,000.00	\$ 400,000.00	\$ 400,000.00			Design Task Order Issued	
12			JC-HPG	Tunnel Repairs	TBD	\$ 158,545.00	\$ 158,545.00	\$ 158,545.00				
13			JC	Jail II Modernize Elevators #1-3	TBD	\$ 1,100,000.00	\$ 1,100,000.00	\$ 1,100,000.00			Design Task Order Issued	
14			JC	Tower II Exterior Façade Inspection Program	TBD	\$ 75,000.00	\$ 75,000.00	\$ 75,000.00				
15			JC	Atrium Water Intrusion Repairs	TBD	\$ 225,000.00	\$ 225,000.00	\$ 225,000.00				
16			JC	Parking Garage CO Detection System - Mech	TBD	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00				
17			JC	Atrium Smoke Control System	TBD	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00				
18			JC	Court Tower Carpet Replacement	TBD	\$ 1,800,000.00	\$ 1,800,000.00	\$ 1,452,000.00			Court Mandate	
19			JC	Jail 1 & 2 Repairs Program - 2020	40229	\$ 3,125,000.00	\$ 3,125,000.00	\$ -			General Fund Reserve	
20			CTYWD	General Arch/Eng/Env/MEP/Const Services	TBD	\$ 650,000.00	\$ 650,000.00	\$ 650,000.00				
21			CTYWD	Interior Finish Services (Paint/Carpet)	TBD	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00				
22			CTYWD	Fire Damper Maintenance & Repair - Sustainment	TBD	\$ 450,000.00	\$ 450,000.00	\$ 450,000.00				
23			CTYWD	Emergency Facilities Repairs Funding	TBD	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00				
24												
25				TOTAL COST 2020		\$ 11,574,526.83	\$ 11,574,526.83	\$ 8,101,526.83				
26												

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1	Department of Public Works - Facilities Capital Improvement Plan							Updated: 8/15/2019		Printed:			
2	OBM Index	Project #	BUILDING	PROJECT	MANAGER	ORIGINAL PROJECT COST	REVISED PROJECT COST	ESTIMATED GENERAL FUND IMPACT	DESIGNER	CONTRACTOR/SECTRADES	Status Notes		
27													
28													
29	Department of Public Works - Facilities Capital Improvement Plan							Updated: 8/15/2019		Printed:			
30	OBM Index	Project #	BUILDING	PROJECT	MANAGER	ORIGINAL PROJECT COST	REVISED PROJECT COST	ESTIMATED GENERAL FUND IMPACT	DESIGNER	CONTRACTOR/SECTRADES	Status Notes		
31													
32	2021												
33													
34			ME	Replace Emergency Generator	TBD	\$ 1,050,000.00	\$ 1,050,000.00	\$ 1,050,000.00					
35			Various	ADA Accessibility Assessments	TBD	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00					
36			OCH	Family/Unisex Bathroom	TBD	\$ 230,000.00	\$ 230,000.00	\$ 230,000.00					
37			JEH	Rest Room Upgrades (ADA)	TBD	\$ 247,500.00	\$ 247,500.00	\$ 247,500.00					
38			CoAir	Adm. Area "A", Maint. Gar. and Bays Roof Replacement	TBD	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00					
39			JJC	Replace Boilers	TBD	\$ 326,880.00	\$ 326,880.00	\$ 326,880.00					
40			JC	Upgrade Building Management & Fire Systems	TBD	\$ 275,000.00	\$ 275,000.00	\$ 275,000.00					
41			JC	Elevators S1-S4 Replace car and hoistway doors	TBD	\$ 58,174.50	\$ 58,174.50	\$ 58,174.50					
42			JC	Escalators LED Demarcation Lighting	TBD	\$ 62,726.00	\$ 62,726.00	\$ 62,726.00					
43			JC	Tower II - VAV Box Modifications Flrs 3-9	TBD	\$ 755,000.00	\$ 755,000.00	\$ 755,000.00					
44			JC	Liftnet Upgrade	TBD	\$ 104,870.00	\$ 104,870.00	\$ 104,870.00					
45			JC	Exterior Sealant - Justice Center Complex	TBD	\$ 5,041,664.00	\$ 5,041,664.00	\$ 5,041,664.00					
46			CTYWD	General Arch/Eng/Env/MEP/Const Services	TBD	\$ 650,000.00	\$ 650,000.00	\$ 650,000.00					
47			CTYWD	Interior Finish Services (Paint/Carpet)	TBD	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00					
48			CTYWD	Fire Damper Maintenance & Repair - Sustainment	TBD	\$ 450,000.00	\$ 450,000.00	\$ 450,000.00					
49			CTYWD	Emergency Facilities Repairs Funding		\$ 500,000.00	\$ 500,000.00	\$ 500,000.00					
50													
51	TOTAL COST 2021						\$ 10,601,814.50	\$ 10,601,814.50	\$ 10,601,814.50				
52													

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1	Department of Public Works - Facilities Capital Improvement Plan							Updated: 8/15/2019		Printed:		
2	OBM Index	Project #	BUILDING	PROJECT	MANAGER	ORIGINAL PROJECT COST	REVISED PROJECT COST	ESTIMATED GENERAL FUND IMPACT	DESIGNER	CONTRACTOR/SECTORS	Status Notes	
53												
54												
55	Department of Public Works - Facilities Capital Improvement Plan							Updated: 8/15/2019		Printed:		
56	OBM Index	Project #	BUILDING	PROJECT	MANAGER	ORIGINAL PROJECT COST	REVISED PROJECT COST	ESTIMATED GENERAL FUND IMPACT	DESIGNER	CONTRACTOR/SECTORS	Status Notes	
57												
58				2022								
59												
60			Various	Parking Lot Sealants (CHS-1642-JJC)	TBD	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00				
61			Various	County Parking Structural Assessments	TBD	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00				
62			OCH	Fire Suppression & Alarm Upgrades	TBD	\$ 1,267,540.00	\$ 1,267,540.00	\$ 1,267,540.00				
63			JEH	Roof Drain Re-line	TBD	\$ 195,000.00	\$ 195,000.00	\$ 195,000.00				
64			METZ	Elevator Upgrades	TBD	\$ 292,464.64	\$ 292,464.64	\$ 292,464.64				
65			METS	Repair Roof Walls, Scrape & Reseal	TBD	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00				
66			OCH	Electrical Distribution - Xfmr Replacement	TBD	\$ 628,700.00	\$ 628,700.00	\$ 628,700.00				
67			JJC	Exterior Building Envelope Repairs	TBD	\$ 400,000.00	\$ 400,000.00	\$ 400,000.00				
68			JC	Exterior Overhang Repairs	TBD	\$ 1,500,000.00	\$ 1,500,000.00	\$ 1,500,000.00				
69			JC	All Elevators Drive Upgrades	TBD	\$ 180,000.00	\$ 180,000.00	\$ 180,000.00				
70			JC	Justice Center Complex Roofing System Replace	TBD	\$ 19,343,330.68	\$ 19,343,330.68	\$ 19,343,330.68				
71			CTYWD	General Arch/Eng/Env/MEP/Const Services	TBD	\$ 650,000.00	\$ 650,000.00	\$ 650,000.00				
72			CTYWD	Interior Finish Services (Paint/Carpet)	TBD	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00				
73			CTYWD	Fire Damper Maintenance & Repair - Sustainment	TBD	\$ 450,000.00	\$ 450,000.00	\$ 450,000.00				
74			CTYWD	Emergency Facilities Repairs Funding	TBD	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00				
75												
76				TOTAL COST 2022		\$ 26,557,035.32	\$ 26,557,035.32	\$ 26,557,035.32				
77												

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2	OBM Index	Project #	BUILDING	PROJECT	MANAGER	ORIGINAL PROJECT COST	REVISED PROJECT COST	ESTIMATED GENERAL FUND IMPACT	DESIGNER	CONTRACTOR/SECTRADE	Status Notes	
78												
79												
80	Department of Public Works - Facilities Capital Improvement Plan							Updated: 8/15/2019		Printed:		
81	OBM Index	Project #	BUILDING	PROJECT	MANAGER	ORIGINAL PROJECT COST	REVISED PROJECT COST	ESTIMATED GENERAL FUND IMPACT	DESIGNER	CONTRACTOR/SECTRADE	Status Notes	
82												
83	2023											
84												
85			OCH	Mechanical Plant Renovation	TBD	\$ 1,701,974.00	\$ 1,701,974.00	\$ 1,701,974.00				
86			OCH	Remove/Replace Ornamental Windows	TBD	\$ 988,225.00	\$ 988,225.00	\$ 988,225.00				
87			OCH	Interior Courtyard Window Replacement	TBD	\$ 617,854.00	\$ 617,854.00	\$ 617,854.00				
88			OCH	Upgrade Lighting	TBD	\$ 380,000.00	\$ 380,000.00	\$ 380,000.00				
89			OCH	Facade Courtyard Concrete Repair	TBD	\$ 1,980,000.00	\$ 1,980,000.00	\$ 1,980,000.00				
90			Various	Buidling Façade Ordinance Assessments	TBD	\$ 350,000.00	\$ 350,000.00	\$ 350,000.00				
91			CTYWD	General Arch/Eng/Env/MEP/Const Services	TBD	\$ 650,000.00	\$ 650,000.00	\$ 650,000.00				
92			CTYWD	Interion Finish Services (Paint/Carpet)	TBD	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00				
93			CTYWD	Fire Damper Maintenance & Repair - Sustainment	TBD	\$ 450,000.00	\$ 450,000.00	\$ 450,000.00				
94			CTYWD	Emergency Facilities Repairs Funding	TBD	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00				
95												
96				TOTAL COST 2023		\$ 7,918,053.00	\$ 7,918,053.00	\$ 7,918,053.00				
97												

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2	OBM Index	Project #	BUILDING	PROJECT	MANAGER	ORIGINAL PROJECT COST	REVISED PROJECT COST	ESTIMATED GENERAL FUND IMPACT	DESIGNER	CONTRACTOR/SECTORS	Status Notes	
98												
99												
100	Department of Public Works - Facilities Capital Improvement Plan							Updated: 8/15/2019		Printed:		
101	OBM Index	Project #	BUILDING	PROJECT	MANAGER	ORIGINAL PROJECT COST	REVISED PROJECT COST	ESTIMATED GENERAL FUND IMPACT	DESIGNER	CONTRACTOR/SECTORS	Status Notes	
102												
103				2024								
104												
105			ME	Exterior Building Repairs	TBD	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00				
106			ME	Roof Replacement	TBD	\$ 1,200,000.00	\$ 1,200,000.00	\$ 1,200,000.00				
107			JC	Signage	TBD	\$ 43,707.05	\$ 43,707.05	\$ 43,707.05				
108			JC	Keying Upgrades	TBD	\$ 936,579.66	\$ 936,579.66	\$ 936,579.66				
109			JC	Courts Tower Interior Renovation	TBD	\$ 18,906,672.33	\$ 18,906,672.33	\$ 18,906,672.33				
110			JC	Main Electrical System Replacement	TBD	\$ 15,619,346.42	\$ 15,619,346.42	\$ 15,619,346.42				
111			JC	Parking Garage Structural Repairs to Concrete	TBD	\$ 3,128,284.70	\$ 3,128,284.70	\$ 3,128,284.70				
112			JC	Mechanical System Replacement	TBD	\$ 34,263,639.08	\$ 34,263,639.08	\$ 34,263,639.08				
113			JC	ADA Site Improvements	TBD	\$ 624,000.00	\$ 624,000.00	\$ 624,000.00				
114			JC	Justice Center Fenestration Replacement & Repairs	TBD	\$ 18,326,261.43	\$ 18,326,261.43	\$ 18,326,261.43				
115			CTYWD	General Arch/Eng/Env/MEP/Const Services	TBD	\$ 650,000.00	\$ 650,000.00	\$ 650,000.00				
116			CTYWD	Interior Finish Services (Paint/Carpet)	TBD	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00				
117			CTYWD	Fire Damper Maintenance & Repair - Sustainment	TBD	\$ 450,000.00	\$ 450,000.00	\$ 450,000.00				
118			AnSh	Carpeting/VCT Replacement	TBD	\$ 120,000.00	\$ 120,000.00	\$ 120,000.00				
119			CTYWD	Emergency Facilities Repairs Funding		\$ 500,000.00	\$ 500,000.00	\$ 500,000.00				
120												
121				TOTAL COST 2024		\$ 95,168,490.66	\$ 95,168,490.66	\$ 95,168,490.66				
122												

Capital Plan Sanitary Engineering-2019-2023

	2019	2020	2021	2022	2023
Sewer Repair Contract	\$ 3,000,000.00		\$ 3,000,000.00		\$ 3,000,000.00
Sewer Rehab Contract		\$ 3,000,000.00		\$ 3,000,000.00	
Sanitary GES Contracts	\$ 400,000.00		\$ 400,000.00		\$ 400,000.00
Fitch Road Sanitary Sewer for EPA Notice of Violaton, Olmsted Township		\$ 500,000.00			
Wallings Road PS Replacement, Brecksville	\$ 677,000.00				
Bradford Road PS Elimination, Brecksville	\$ 2,800,000.00				
E. Linden PS Replacement, Parma				\$ 400,000.00	
Misc. PS Upgrades	\$ 150,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00
Olmsted Falls Ph. 5 Sewers	\$ 375,000.00	\$ 375,000.00			
Culvert Replacements, Brecksville	\$ 290,000.00	\$ 150,000.00	\$ 150,000.00	\$ 150,000.00	\$ 150,000.00
Milan Harlan Sewers, Maple Heights	\$ 150,000.00				
Pump Station SCADA System Replacement	\$ 400,000.00				
Sprague Road Sanitary Sewers and Pump Station, Parma		\$ 1,000,000.00			
Egbert Road Force Main Replacement, Walton Hills	\$ 121,000.00				