

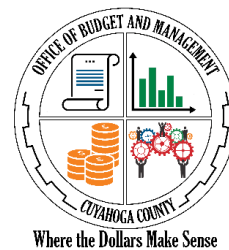


## 2020 – 2021 Biennial Budget



**Armond Budish**  
County Executive

**Dan Brady**  
President, County Council



Where the Dollars Make Sense

**Michael Chambers, CPA**  
County Fiscal Officer

**Walter Parfejewiec**  
Director, Office of Budget and Management

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## ACKNOWLEDGEMENTS

The development of the 2020-2021 Biennial Budget was a collaborative effort throughout the County under the thoughtful guidance of the **County Executive, Armond Budish**, and the **County Council, led by Council President Dan Brady**.

Thanks are due to the County's other elected officials and agency/department directors for their cooperation and efforts to create a budget that was not only balanced, but more importantly, met the needs of County residents.

Special thanks to the staff of the Office of Budget & Management for their contribution to the development of the 2020-2021 Biennial Budget.

### Cuyahoga County Office of Budget and Management

Shawntaye A. McCurdy, Administrator

Sybil Haney, Budget Manager

Chuck Cavano, Budget Manager

Wendy Feinn, Budget & Planning Administrator

Danielle Clark, Budget & Planning Administrator

Anthony Henderson, Budget & Planning Administrator

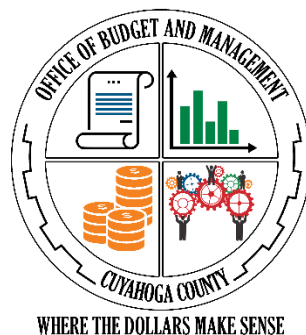
Yvonne Gibson, Budget & Planning Administrator

Chris Costin, Budget & Planning Administrator

Brianna Witt, Budget & Planning Administrator

James Phillips, Fiscal Officer

Rosena Daniels, Senior Administrative Assistant





To the Citizens of Cuyahoga County:

The County's budget is a policy-setting document. It is the financial and programmatic plan that will guide us over the next biennium, beginning January 2020. The budget contains the shared priorities of the Administration and County Council in the best interest of the County and its residents.

The budget I presented to Council in October 2019 was balanced for 2020 and 2021. This budget is Cuyahoga County's roadmap for the next two years and our plan for long-term stability and success. We have one simple goal: **To improve the lives of every single resident in Cuyahoga County – people living downtown, in our Cleveland neighborhoods and throughout all of our fifty-nine municipalities.**

The budget presented to Council reflects our strategic objectives and our continued commitment to the overarching principles of economic growth and opportunity, fairness and equity and a government that gets results. This budget ensures our continued success and solid financial position.

This was a challenging budget to develop. We have a tremendous amount of debt with very little opportunity to borrow for the foreseeable future. This leaves us unable to responsibly borrow for much needed improvements across the county. This budget includes funding for improvements in many areas such as Public Safety, Justice Services and General Government.

Through strategic budget reductions, reorganizations, consolidations and leveraging our resources we were successful in developing a balanced budget. The budget recommended to Council and the compromise unanimously passed was not only balanced but increased our investments in our strategic objectives: regional growth, economic opportunity, individual well-being, mobilizing cross-sector resources and providing superior services.

I am grateful for the efforts of the County's elected officials, agencies, and departments in the preparation of the biennial budget. And I am especially appreciative of the collaborative relationship I share with County Council and applaud their hard work as it relates to the budget. I look forward to working with Council over the next two years to achieve the objectives we've established in this budget and thank you, the citizens of Cuyahoga County, for the opportunity to serve.

Sincerely,

Armond Budish



**CUYAHOGA COUNTY  
COUNCIL  
COUNCIL MEMBERS**

**Nan Baker**  
District 1

**Dale Miller**  
District 2

**Dan Brady**  
District 3, President

**Scott Tuma**  
District 4

**Michael Gallagher**  
District 5

**Jack H. Schron, Jr.**  
District 6

**Yvonne M. Conwell**  
District 7

**Pernel Jones, Jr.**  
District 8, Vice-President

**Shontel Brown**  
District 9

**Cheryl L. Stephens**  
District 10

**Sunny M. Simon**  
District 11

Dear Citizens of Cuyahoga County,

We are pleased to present to you the Cuyahoga County's 2020-2021 Biennial Operating Budget and Capital Improvements Program that was unanimously adopted by the County Council and ratified by the County Executive in accordance with the County Charter and the County Code. The Executive submitted a recommended budget to the Council on October 7, 2019 and the Council subsequently conducted nearly two months of thorough and open budget committee hearings that resulted in the approval of approximately \$1.5 billion in expenditures per fiscal year for 2020 and 2021.

We would like to first thank the voters of Cuyahoga County for their continued support and passage of the Health and Human Services levies, particularly the latest renewal in March 2016. Without the generosity of the community, we would not have been able to provide the following additional appropriations in the 2020-2021 budget:

- \$1,000,000 in 2020 to Alcohol, Drug Addiction and Mental Health Services (ADAMHS) Board of Cuyahoga County to increase crisis services and residential assistance programs
- \$500,000 each year to address the County's infant mortality rate
- \$800,000 each year for the Options services for senior citizens
- \$200,000 each year for transportation services for seniors
- \$405,000 each year for additional Protective Services workers and Geriatric Nurses to serve seniors
- \$360,000 each year to expand congregate meals for seniors
- \$800,000 each year to Juvenile Court for Guardian Ad Litem
- \$250,000 in 2020 to restore lost federal funding to the Adoption Network
- \$250,000 in 2020 to restore lost federal funding to the Rape Crisis Center
- \$325,000 each year to enhance funding to youth services and out of school programs

In addition to the Health and Human Services appropriations, we were also able to provide funding for the following:

- \$1 million to reduce the number of inmates in County Jail who have not yet been charged to decrease the overall jail population
- \$2.5 million to implement a diversion center to divert court involved individuals with severe mental illness from County Jail
- \$3.7 million to create a fourth Drug Court to accommodate high risk and repeat offenders
- \$4 million to increase the number of corrections staff in the County Jail to improve both inmate and employee safety
- \$2.5 million to increase the number of Sheriff's deputies to ensure adequate coverage
- \$3 million in 2020/\$6 million in 2021 to increase staffing levels in response to the substantial increase in abuse, dependency and neglect filings

The 2020-2021 biennial budget will help us better serve and enhance the lives of the citizens of Cuyahoga County. Restoring and expanding health and human services will help maintain and develop existing programs that are critical to the well-being of our



residents. This budget provides significant investments in treatment for alcohol, drug and mental illness, services for seniors, the Courts, Jails and the Sheriff's Office. It also provides economic development funds to continue to enhance the revitalization of Northeast Ohio.

In summary, the budget provides \$1.5 billion per year for all the County's agencies, departments and programs. About \$475 million is generated from the general fund, which is primarily comprised of sales and use taxes. The Health and Human Services levies, funded by property taxes, contribute \$244 million annually, while the remainder of the budget is funded primarily from state and federal resources as well as charges for services and other revenue.

As you review the County's adopted 2020-2021 biennial operating budget and capital improvements program, we hope that we met your expectations as we are committed to Cuyahoga County's future and providing a better quality of life for all of us.

Sincerely,

Dale Miller  
President  
District 3

Pernel Jones, Jr.  
Vice-President  
District 8

Dan Brady  
Chair of the Finance  
& Budgeting Committee District 2

Nan Baker  
District 1

Scott Tuma  
District 4

Michael J. Gallagher  
District 5

Jack H. Schron, Jr.  
District 6

Yvonne M. Conwell  
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Shontel Brown  
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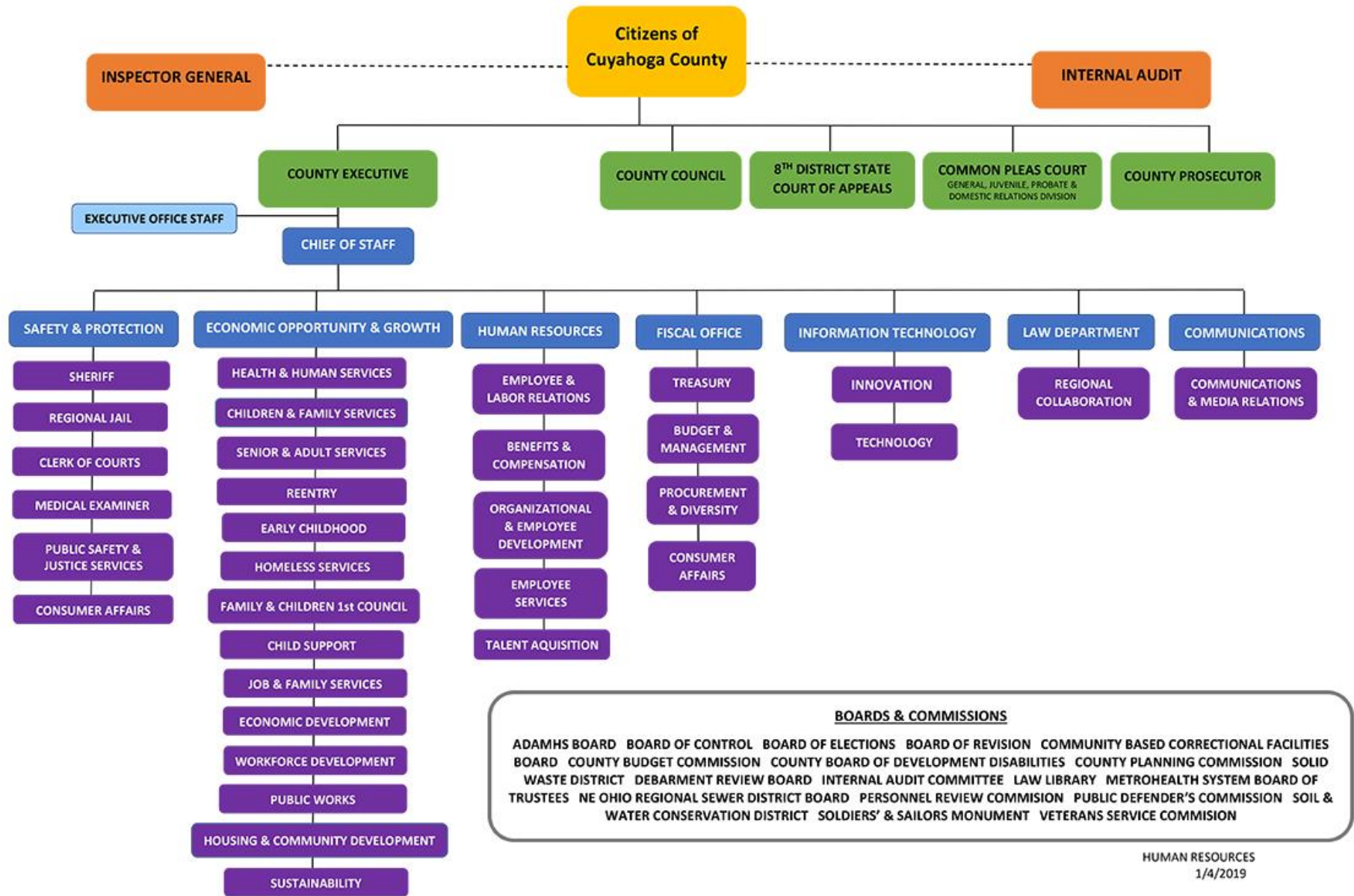


The County's annual operating budget is the means by which the County plans the necessary provision of programs and services to meet the health, safety, civic, and economic needs of County residents, while leading the continued revitalization of Northeast Ohio.

**In 2019, Cuyahoga County government:**

- Passed the plastic bag ban ordinance, prohibiting retailers from providing disposable bags at checkout, but they may still provide recyclable paper bags and sell reusable bags.
- Dog Kennel increased adoptions by 5% from last year, while decreasing euthanasia by 25%.
- The Job and Family Services (JFS) Eligibility Contact Center answered more than a half million calls in 2019.
- The Board of Developmental Disabilities successfully transitioned 8 Adult Activities Centers to Solutions at Work, Inc (SAW) and Vocational Guidance Services (VGS).
- Department of Children and Family Services (DCFS) provided supervision and services to an average of 2,770 children in out of home placement on any given day, up over 400 from last year
- Medical Examiner's Office started the Automated Fingerprint Identification System (AFIS) Upgrade.
- Started three federally funded road projects, six county-administered/funded projects, and 39 municipally administered/county supported projects.
- Emergency Management successfully migrated the County's ReadyNotify mass notification system to a new platform – CodeRED.
- Completed the purchase of a new Mobile Unit Vehicle for Veteran outreach.
- The Board of Elections administered three elections, two primaries and one general. BOE also made significant system and security upgrades in preparation of the Presidential Election in 2020.
- Collected \$2.7 billion in property taxes that were distributed to school, libraries, and other taxing authorities.
- Department of Senior and Adult Services (DSAS) provided seniors with nearly one quarter of a million meals through OPTIONS for Independent Living home-delivered meals, CSSP congregate meals and Food Pantry services.
- Public Defender assisted residents at nine Bureau of Motor Vehicles (BMV) reinstatement fee amnesty clinics that resulted in the waiver of over \$300,000 in reinstatement fees.
- Installed 710 solar modules on County buildings through the Department of Sustainability.
- The Alcohol Drug Addiction Mental Health Services (ADAMHS) Board graduated 28 Officers from Crisis Intervention Team (CIT) training.
- Probate Court's Resource Center served almost 1,000 self-represented parties in the 10 months after it opened in 2019.
- Collected approximately \$22 million in Opioid settlement funds.

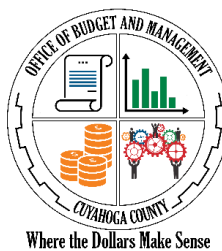
# Cuyahoga County Organizational Chart

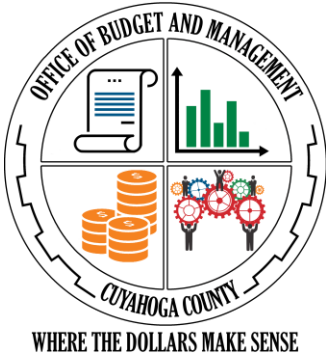




**2020 – 2021  
Biennial Budget**

**Introduction / County Strategic Objectives**





## 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 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		
<b>Goal 1: Our region is economically competitive</b>	\$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
<b>Goal 2: Our businesses are growing and profitable</b>	\$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
<b>Goal 3: Our community is vibrant, dynamic, and diverse</b>	\$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

<b>Goal 4: Every child is ready for school on the first day of Kindergarten</b>	\$14 million annual investment in Universal Pre-Kindergarten	\$2 million annual investment in home visiting and early intervention services
<b>Goal 5: Every student stays in school and has the support needed to graduate high school ready for post-secondary completion and career success</b>	\$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
<b>Goal 6: Every resident is on a path to upward income mobility and career advancement</b>	\$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

<b>Goal 7: All residents are safe, supported, and able to care for themselves</b>	\$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 ultimate 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
<b>Goal 8: All people have equal access to justice</b>	\$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 <sup>th</sup> 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 are educated on the justice system, their rights, and accessing necessary services, as well as providing support throughout the judicial process
<b>Goal 9: All are valued, respected, and heard</b>	\$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

<b>Goal 10: Drive collaboration among regional partners</b>	\$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 <i>ReadyNotify</i> system.	\$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, and community groups
<b>Goal 11: Co-create systems-level solutions</b>	\$39 million annual investment in assessment, treatment, crisis, housing, employment, and supportive 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
<b>Goal 12: Make a difference in everything we do</b>	\$21 million annual investment in information technology that substantially improves inter-agency communication, efficiency, and the ability of the public to access County services	\$32 million annual investment in healthcare services for the un- and under-insured, improving quality of life, productivity, and economic vitality

## PROVIDE SUPERIOR SERVICES

<b>Goal 13: Maintain financial strength and operational efficiency</b>	\$7 million investment in the Enterprise Resource Planning project, which will be substantially complete in 2020	\$1 million annual investment in budget, short and long-term financial planning, debt management, and decision support, which have earned recognition from the GFOA and ratings agencies, and promote financial stability
<b>Goal 14: Provide a superior customer service</b>	\$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
<b>Goal 15: Make Cuyahoga County an Employer of Choice</b>	\$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-civil service operation to ensure a system of employment based on merit and fitness

This 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 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 abuses, dependency, and neglect filings and to make equity-based adjustments to salaries.	\$3 million in 2020; \$5 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

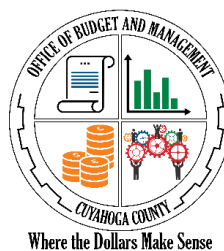




**2020 – 2021**

**Biennial Budget**

## **Executive Summary / Budget-In-Brief**





# Cuyahoga County 2020-2021 Biennial Budget

## Executive Summary

### Location and History

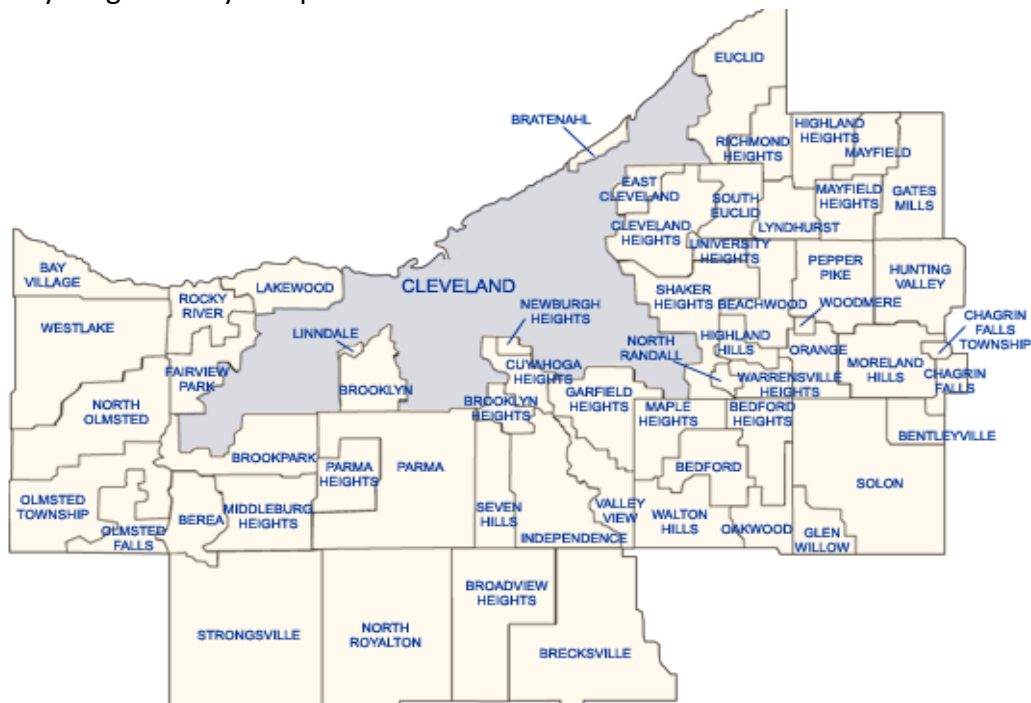
Located on the shores of Lake Erie, Cuyahoga County is home to 1.2 million residents and is the State's second most populated County with approximately 18,000 fewer residents than Franklin County. Its residents took the county's name for the Indian word "Cuyahoga" or "crooked river." The area was originally part of the Connecticut Western Reservation; Moses Cleveland brought New England settlers in 1796 and established the City of Cleveland that same year. The Western Reserve became a part of the newly created Ohio territory. By January 1803, Ohio's population exceeded the required 60,000 for statehood and in March of that year was granted status as the 17th state.

### Government

The Cuyahoga County seat is located in the City of Cleveland and is a Charter form of government headed by an elected County Executive and an 11-member elected County Council serving on a part-time basis per the County Charter. The County has significant responsibilities in the areas of general government, the administration of justice, road and bridge maintenance, health care, public assistance, social services and economic development. The County operates wastewater collection and treatment facilities, water lines, parking facilities, a hospital, an airport, and a computer information system for law enforcement agencies in the County.

Cities, villages and townships in the County, together with the various special districts and other governmental entities operating in the County, are responsible for the provision of many local governmental services that benefit County residents. Cuyahoga County comprises:

- 38 cities
- 19 villages
- 2 townships
- 36 school districts
- 9 library systems
- 1 port authority
- 1 regional sewer district
- 1 park district



## Population

The County’s population has been steadily declining. Like other industrial regions of the Midwest, Cleveland-Cuyahoga County’s population has declined due to the out migration of and from the loss of jobs in manufacturing and other key sectors.

Population Data*	1970	1980	1990	2000	2010	2018 Estimate	2010-2018 Change
Cuyahoga	1,721,300	1,498,400	1,412,140	1,393,978	<b>1,280,122</b>	1,257,401	-1.8%

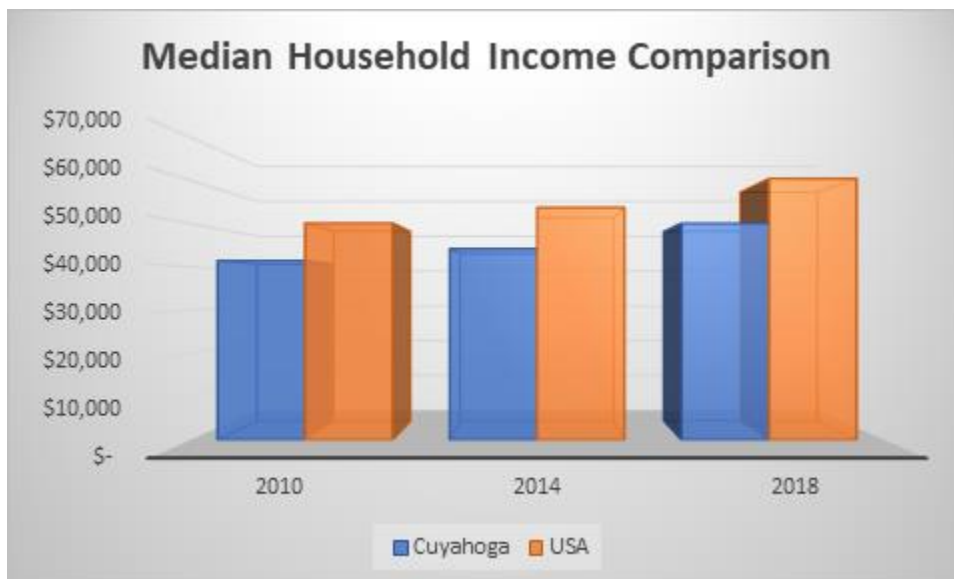
\*Source: Federal Reserve Bank of St. Louis

The declining population and changing demographics of Cuyahoga County present challenges to balance revenues with the statutory and moral obligation to provide critical services to the County’s citizens.

While the population is slowly declining, it is also aging. Based on 2018 American Survey one-year estimate and the 2010 census, the proportion of County residents who are aged 65 and over has increased from 15% in 2010 to 18% in 2018, versus an estimated 16% in the nation in 2018. The proportion of residents aged 65 and over is expected to rise in the 2020 census. Based on 2018 estimates, Cuyahoga County residents are more likely to have a disability (15% versus 13% in the nation), and have a higher median age (40.4 versus 37.8).

The Cuyahoga County population has 18% living in poverty. To compare with the two other largest counties in Ohio, Franklin County, which recently surpassed Cuyahoga in population, and Hamilton County both have nearly 16% living in poverty. Race and ethnicity census data show that the County population has 63% White alone, 30% Black or African American alone, 3.0% two or more races, and 2% Asian alone.

Cuyahoga County residents enjoy an affordable cost of living. Cuyahoga County, like the country as a whole, continues to grow following the great recession. While median household income in the County lags that of the nation, it has grown 21 percent between 2010 and 2018 in the County, a slightly faster growth rate than the 20 percent growth seen nationally.



## Arts and Culture

Cuyahoga County boasts a thriving arts and cultural environment. Playhouse Square Center is the largest performing arts center in the country outside of New York City. Its five magnificently restored theaters include the State, the Connor Palace, Allen, Ohio, and Hanna. These theaters are home to the Cleveland Opera, the Great Lakes Theater Festival and many Broadway performances. The Playhouse Square district has recently undergone streetscape, signage, and lighting improvements, including the installation of the world's largest outdoor chandelier.



The Rock and Roll Hall of Fame and Museum, in the heart of the City of Cleveland where the term “rock and roll” was coined, is the world’s largest of only two museums dedicated to rock and roll music and features exhibits honoring music legends and pioneers. The Rock Hall Library and Archives opened near downtown in 2012 at the Cuyahoga Community College Metropolitan Campus.

The Great Lakes Science Center is one of America’s largest interactive science museums with hundreds of hands-on exhibits, daily demonstrations and educational programs. The Cleveland Clinic DOME Theater is located within the museum.

University Circle, the nation’s largest concentration of cultural arts institutions within one square mile is home to many world-class treasures which include: the world’s most-revered symphonic ensembles, the Cleveland Orchestra whose home is Severance Hall, the Children’s Museum of Cleveland which relocated to the historic Stager-Beckwith Mansion in 2017, the Western Reserve Historical Society, the Crawford Auto-Aviation Museum, the Cleveland Museum of Natural History, and the Cleveland Botanical Garden. The Cleveland Museum of Art Cleveland, considered one of the country’s greatest art museums, has the largest endowment of any art museum in the country and is the only museum of its size and caliber that is open to the public at no charge. The Museum of Contemporary Art opened its new building in 2013 in University Circle. The Greater Cleveland Aquarium opened in 2012 in the historic FirstEnergy Powerhouse on the West Bank of the Flats District and is among many projects currently underway to connect Cleveland to the Cuyahoga River. The region recently celebrated the 50<sup>th</sup> anniversary of the last time the Cuyahoga River caught fire, which drew national attention to urban pollution, which led to the passage of the Clean Water Act along with other environmental protections. The celebrations brought further connections between residents and the waterways that define the region.

## Sports and Recreation

Cleveland has three major league sport franchises which include the NFL Cleveland Browns, the MLB Cleveland Indians, and the NBA Cleveland Cavaliers. Additionally, Cuyahoga County is home to the AHL Lake Erie Monsters, the NHL-affiliate for the Columbus Blue Jackets.





The Cleveland Metroparks, established in 1917, contains the Cleveland Metroparks Zoo and Rainforest and 18 park reservations spanning nearly 23,000 acres. The park system is commonly referred to as the “Emerald Necklace” because the reservations encircle the City of Cleveland. Hundreds of miles of hiking trails in a variety of terrains including many miles of paved all-purpose trails for walking, running, biking and in-line skating are provided and nearly 82 miles of bridle trails for horseback riders. In 2013, the Cleveland Metroparks took over



management of 14 miles of lakefront parks formerly managed by the State of Ohio including Edgewater Park, East 55<sup>th</sup> Street Marina, Villa Angela, Wildwood, Euclid Beach, and Gordon Park. The Cleveland Metroparks have made improvements including more frequent beach combs and plans to add more recreational trails.

Created in 1974, the Cuyahoga Valley National Park (CVNP) contains more than 33,000 acres of land and a Towpath Trail stretching along the historic Ohio & Erie Canal and Cuyahoga River from Cleveland to Akron that, when completed, will be 101 miles long. The Public Works Department recently completed Stages 1

and 3 of the Towpath Trail project, which connects the trails with near westside Cleveland neighborhoods, and turned them over to the Metropark System for public use as of early 2020. The County also has made a commitment to execute the Greenway Plan with its capital projects, a vision of interconnected systems with paths, trails and bike-friendly streets that link neighborhoods, parks, biking and walking trails, and public transportation. The Greenway Plan aims to fill in gaps in the existing array of paths and trails through the county by making connections and increasing their accessibility and functionality.

## Economy

The following employers (public and private) had the largest workforces in the County as of June 2019:

<b>Firm / Organization</b>	<b>No. of Employees</b>	<b>Industry / Sector</b>
Cleveland Clinic	35,934	Health care provider
University Hospitals/Cleveland	17,125	Health care provider
U.S. Office of Personnel Management	13,038	Federal Government
Minute Men Cos.	12,679	Staffing and Employment Services
Group Management Services, Inc.	10,311	Staffing and Employment Services
Progressive Corporation	9,878	Insurance
Cuyahoga County	7,368	County Government
MetroHealth System	6,978	Health care provider
City of Cleveland	6,947	City Government
Cleveland Metropolitan School District	6,259	School/Education



## The 2020-2021 Biennial Budget

The biennial budget proposed by the County Executive and ultimately unanimously adopted by County Council demonstrates that the County is united in its intent to ensure that the benefits of the region's resurgence by shifting focus from agencies to services to be provided to the community. **This budget embodies the County's goals:**

- Regional Growth**
- Economic Opportunity**
- Individual Well-being**
- Mobilize Cross-sector Resources**
- Provide Superior Services**



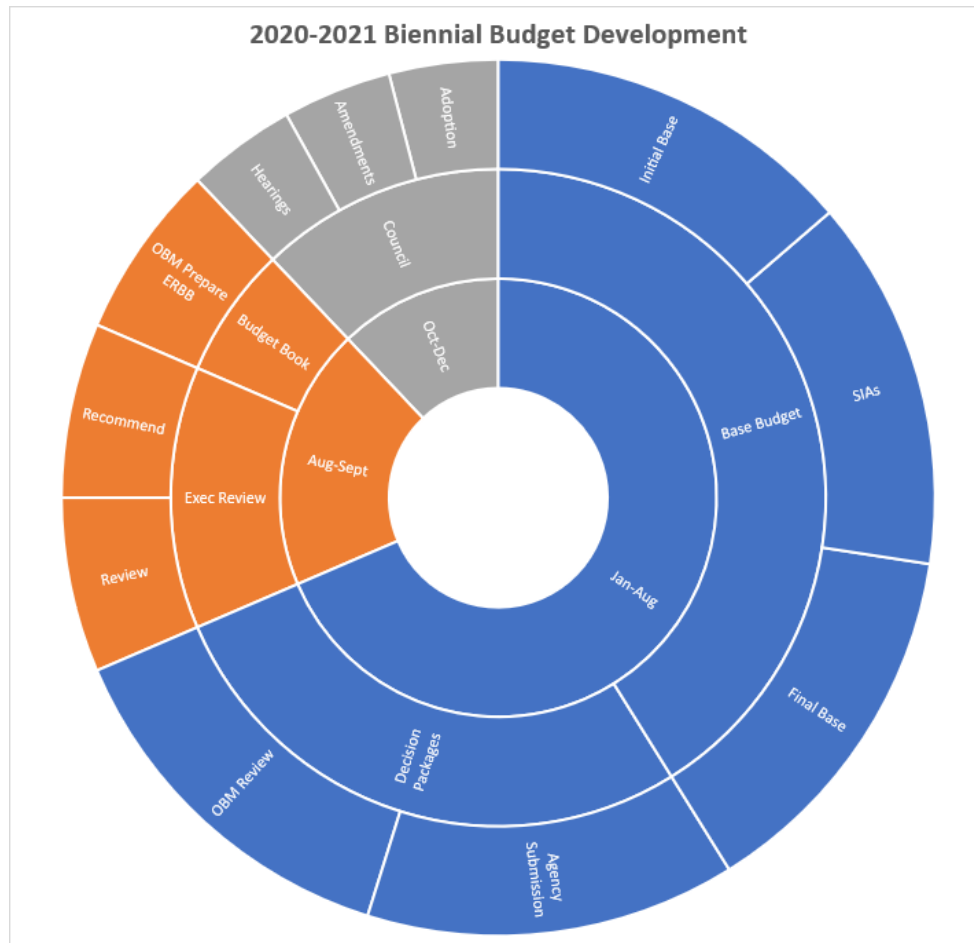
### Summary of Fiscal Outlook

Based on the 2018 census estimates, Cuyahoga County continues the trend of a slight decrease in population and an overall increase in the number of seniors. The County is responding to the shift by devoting more resources for services that seniors rely on to maintain independence in the community. The data also show that the County has a higher proportion of its children living in poverty than the national average, and the number of children in the County's custody continues to rise. The adopted budget targets the services that will support the community's needs. The increasing needs coupled with limited resources has put pressure on the health and human services levy, which will require a choice between increasing revenue or limiting services in order to maintain a balanced budget. After 10 years of economic growth, the budget must have resiliency to handle the possibility of a recession. Agencies and departments were provided with base budgets provided by the Office of Budget and Management based on current projections, taking into consideration trends in revenue, expenditures, and service levels, and were asked to develop plans to achieve the reduction targets identified by the County Executive. Reductions were not implemented across-the-board. The final product of the biennial budget process is an operating plan for the 2020-2021 period that preserves priority programs and does not drain available resources.

### Biennial Budget Development

The County adopts a two-year budget pursuant to **County Charter Sections 2.03 and 3.09**. The adopted budget runs from January 1, 2020 through December 31, 2021, with a review process to make updates to the second year budget in late 2020 (**County Code Section 701.01**). The 2020 revenue and expenditures presented in the budget plan schedules, tables, and charts are estimates based on the information available at the time of publication.

## Budget Calendar



### Base Budget

The Base Budget was prepared by OBM in January 2019. The *Initial Base Budget* was set equal to the 2018 3<sup>rd</sup> Quarter Estimate for 2020. Assumptions that went into the 3<sup>rd</sup> 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 Enterprise Resource Planning (ERP) project 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.

Approved Decision Packages that were included in the Executive Recommended budget include the following:

- \$265,000/year – Electronic alcohol monitoring for Common Pleas Court
- \$750,000/year – 4<sup>th</sup> Drug Court Docket for Common Pleas Court
- \$2.8 million/year – Assigned Counsel Fee Schedule increase Common Pleas Court
- \$1.0 million/year – Assigned Counsel/Guardian ad Litem Fee Schedule increase for Juvenile Court
- \$340,000/year – Additional staff for Public Defender
- \$1 million/year – Bail reform
- \$4.5 million/year – Additional staff for the Sheriff and jail
- \$2.5 million/year – Mental Health Diversion Center

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

## Council Amendments

Council held budget hearings in October 2019 and offered amendments to the budget in November, with final passage on December 10<sup>th</sup>, 2019. Council amendments to the Executive Recommended Budget include the following:

### General Fund

- \$100,000/year – Archives staff and research subscription
- \$105,000/year – Clerk of Courts staff for pro se assistance
- \$100,000/year – Innovation – Digital Inclusion staff person
- \$5,000/year – Inspector General - public records redaction software
- \$200,000/year – Internal Audit staffing
- \$200,000/year – Juvenile Court staffing
- \$116,500/year – Medical Examiner – Mobile Forensic Unit
- \$150,000 one-time – Sheriff – transport van

### Health & Human Services Levy

- \$1,000,000 – one-time – ADAMHS Board – crisis services and residential assistance program
- \$637,910/\$325,000 in 2020/2021 – Family & Children First Council – increases for linkages coordinators and schools
- \$50,000/year – Job & Family Services – emergency food services
- \$800,000/year – Juvenile Court – increase hourly rate for Guardian ad Litem (most of this will be offset through a recent increase in the reimbursement rate from the State of Ohio)
- \$1,938,000/year – Division of Senior & Adult Services – OPTIONS for Independent Living Program, transportation, five adult protective service workers, geriatric nurses, meals
- \$150,000 2020 only – Division of Senior & Adult Services - extend the Cleveland Clergy Alliance pilot program

### Other funds

- \$108,600/year – Solid Waste Management District – additional staff and recycling

Also approved but not yet quantified is a kinship care program with the Department of Children and Family Services, additional staff for the Job & Family Services call center to reduce wait times, and additional office space for the Public Defender. While not yet quantified, it is anticipated that any additional expenses will be offset through increased efficiencies and, for the Public Defender, a recent generous reimbursement rate increase from the State of Ohio for indigent defense expenses. **The 2020-2021 Biennial Budget was adopted in December 2019 (R2019-0224).**

## Amending the Budget

The County's budget is amended throughout the year as needed based on demand for services, changes in revenue, or to address unexpected costs. A change to the budget from what was approved by County Council requires Council legislation and is done so by way of a fiscal agenda, submitted by the Office of Budget and

Management on a monthly basis (or more frequently if needed). Any change to appropriation levels must be supported by operational or service level needs and by cash.

**The County budgets on a cash basis**, which means that revenue and expenditures are recorded when the cash is received and when the payments are made. The County does complete a Comprehensive Annual Financial Report (CAFR) and participates in an annual audit, the financial statements for both of which are prepared on a modified accrual basis.

The development of the 2020-2021 Biennial Budget began at the end of 2018, at which time the County was projecting a shortfall of over \$20 million in the Health and Human Service Levy Fund. In addition to the fact that the County's 2018-2019 Biennial Budget included a number of one-time revenues supporting on-going expenses and the anticipated increases in personnel costs resulting from cost of living adjustments and inflation in employee health care costs, Cuyahoga County was still recovering from the loss of nearly \$30 million per year in sales tax revenue due to changes enacted by the Federal government. The General Fund provided \$10 million to the Health and Human Services levy funds in 2019 to cover a shortfall. One of the two Health and Human Service levies is set to expire at the end of 2020, and voters will decide in March 2020 whether to replace it with an increase to cover the operating shortfall and to provide opportunities for program investments.

### **Interfacing Financial Policies**

The County's financial condition is attributed to the commitment to establish, implement, and adhere to conservative financial and budgetary policies. These policies are the basis by which financial decisions are weighed and determined. The stated policies stress the close relationship between the planning and budgetary process to maximize efficient use of public dollars. The policies are reviewed annually by the Fiscal Office at the start of each budget cycle.

- ✓ **An emphasis on strong financial management** and leveraging of a consolidated Fiscal Office to perform the planning, budgeting and implementation of the required financial duties of the County. There is an emphasis on the primacy of strong planning and financial flexibility in determining how resources will be allocated amongst complex and varying circumstances.
- ✓ **Limiting the use of reserves** as a stabilization fund and/or for one-time expenditures such as economic development, pilot projects and equipment upgrades.
- ✓ **All requests for funding are reviewed by the Fiscal Office** and formal recommendations are completed. Referring requests for funding of services for which there is an established outside official (board), in order to integrate those requests into the planning and funding, focus, and facilitate a community-wide coordinated system and a reliance on strong proactive financial management.

The Budget Plan and the quarterly review of the various entities' status ensures that the County's elected leaders are provided accurate, thorough, and timely information for use in the decision-making process and shows fiscal restraint by encouraging operating efficiencies.

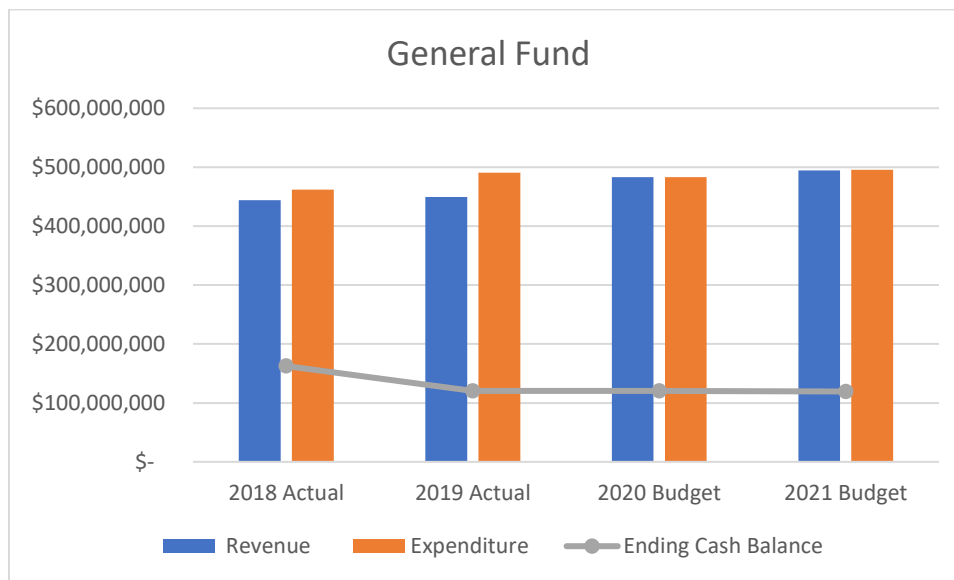
Cuyahoga County is integrating to an Enterprise Resource Planning (ERP) system as of the start of 2020. The ERP uses the Lawson system for the general ledger. The Office of Budget & Management began using Budget Formulation and Management (BFM), a new budget/reporting module of the ERP, during 2019 and used BFM to prepare the 2020/2021 biennial budget. The Fiscal Office revised its chart of accounts ahead of implementation to the ERP to more efficiently reflect current activity in the ERP. The 2020/2021 budget incorporates these

changes, the most notable of which include consolidating the Planning Commission and Certificate of Title Administration special revenue funds into the General Fund.

## **Adopted 2020-2021 Biennial Budget**

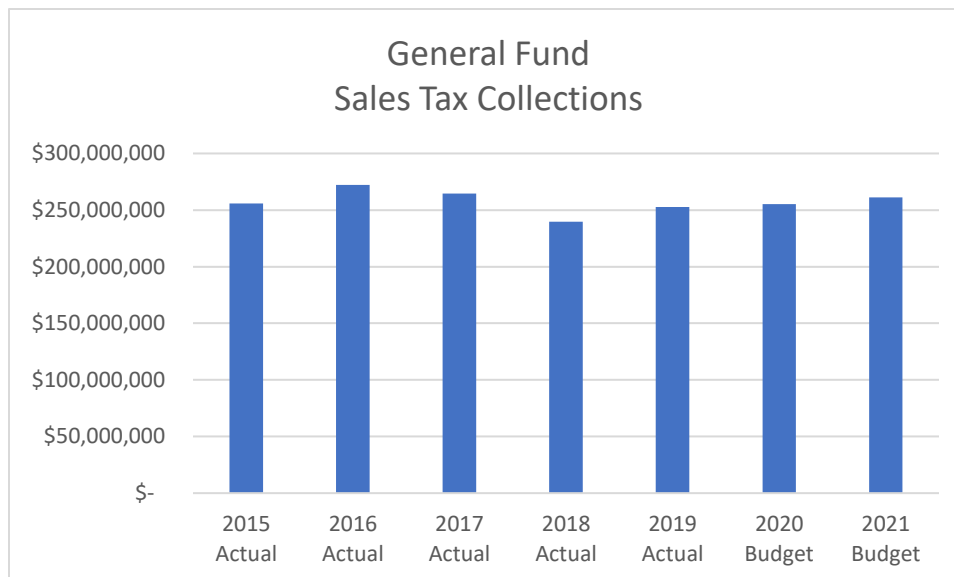
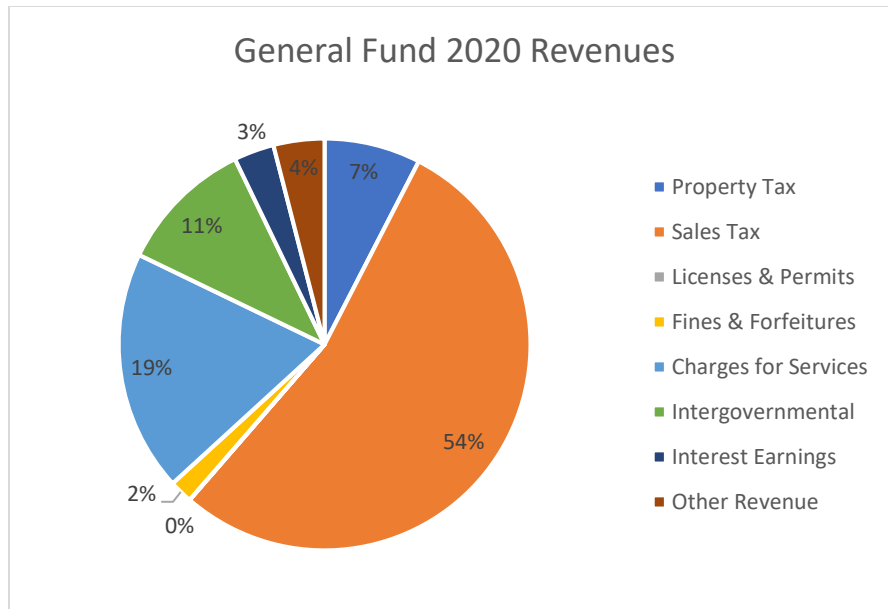
### **General Fund**

The General Fund is the primary discretionary fund in the County's All Funds budget that supports general government, public safety, judicial, and other miscellaneous programs. There are two subfunds in the County's General Fund: The General Operating Fund and the 0.25% Sales Tax Fund. The 0.25% Fund was established in 2016 to capture the activity of the additional 0.25% sales tax levied by the Board of County Commissioners in 2007. **Section 706.01** of the County Code requires a cash balance in the General Fund equal to no less than 25% of total expenditures; the Biennial Budget complies with this requirement.



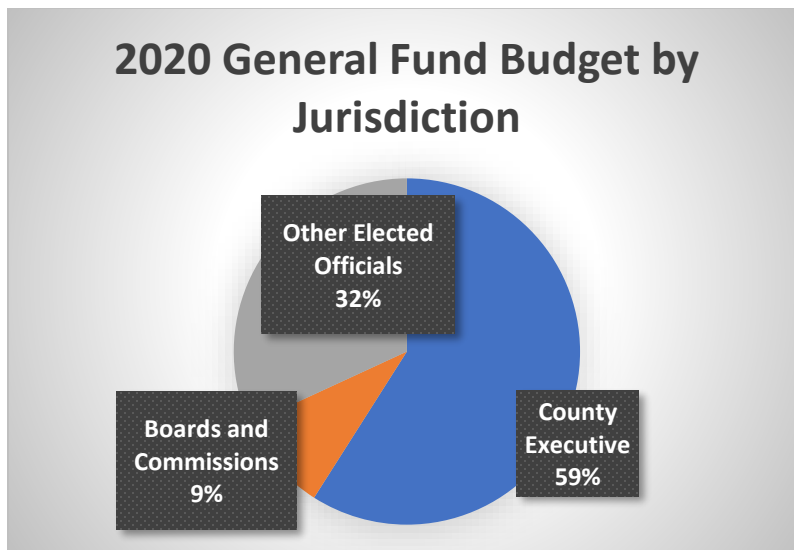
The 2020 General Fund budget has an operating shortfall of approximately \$150,000 in 2020 and \$1 million in 2021, meaning that expenditures exceed revenues. There are, however, sufficient reserves in the Fund's cash balance to cover the 2021 shortfall and still have an ending balance equal to 24% of total expenditures: higher than the 17% recommended by the Government Finance Officers Association (GFOA) but just short of the 25% required by County Code.

**General Fund revenue is expected to total \$483.0 million in 2020 and \$494.7 million in 2021.** This represents a 7% increase (in 2020) from the \$449 million collected in 2019. The main revenue sources to the County's General Fund are all expected to either remain flat or increase slightly in 2020. **Sales & Use Tax** revenue, which makes up \$255 million/54% of total revenue in 2020, is budgeted at 1% above 2019 actuals. Revenue includes \$2.5 million annual repayments through 2032 from the Road & Bridge and Sanitary Sewer funds to repay the \$22.8 million advance from the General Fund that paid for the acquisition and renovation of the County's consolidated garage at Harvard Road, and \$1.5 million annual repayment through 2037 from the Huntington Park Garage to reimbursement the General Fund for financing renovations at the garage.

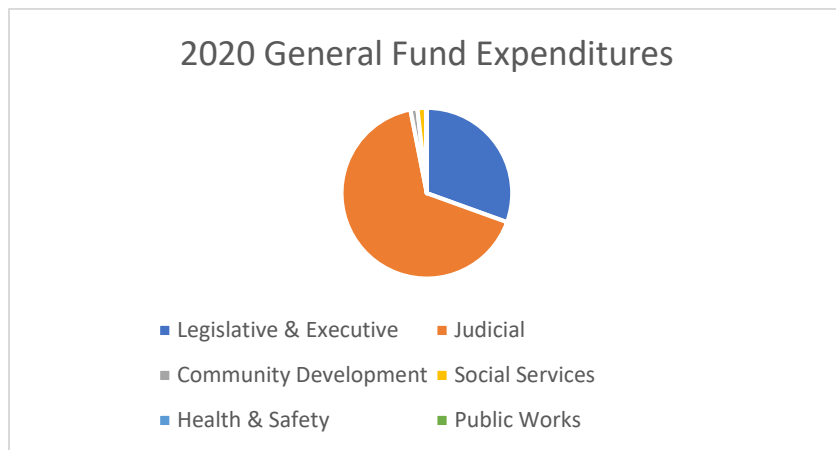


To help counties transition from the 2017 loss of sales tax applied to premiums paid by Medicaid Managed Care Organizations, the State allocated additional funding for counties and transportation districts to lessen the impact of the loss of the Medicaid MCO Sales Tax in 2018. Cuyahoga County received a total of \$35 million in one-time funds. General Fund revenue includes a drawdown from the MCO Transition Fund of 8.0 million in 2020 and 3.3 million in 2021.

**The General Fund expenditure budget totals \$483.2 million in 2020 and \$495.8 million in 2021**, a decrease from the 2019 total of \$490.9 million. The increase in 2021 can largely be attributed to an anticipated 2% on all salaries and an increase in the employer-share of employee healthcare expenses. The General Operating Fund supports expenses across all facets of County government including Executive agencies, Other Elected Officials including Council, Prosecutor, and the courts, and Boards and Commissions.



Approximately two-thirds of General Fund spending is in the area of Justice and Public Safety; nearly a quarter of total spending, budgeted at \$116 million in 2020, can be attributed to the County’s four courts, the 8<sup>th</sup> District State Court of Appeals (which has single county jurisdiction), and the County’s contribution to the municipal courts. The Sheriff’s Office represents the largest agency budget in the General Fund, totaling \$128 million in 2020 and \$130 million in 2021, and receives more General Fund appropriation than all the courts combined. The County Jail, which in 2019 had an average daily population of 2,078 individuals, makes up approximately 70% of the total cost of the Sheriff’s Office.



**The General Operating Fund ending cash balance is projected to be \$120 million in 2020 and \$119 million in 2021.** In each year, the cash balance is well above the GFOA recommendation of 17% and the County’s policy of 25%.

**0.25% Sales Tax Fund** In 2007, the Board of County Commissioners approved a 0.25% increase to the County’s sales tax to – in policy but not law – support the Medical Mart/Convention Center projects. The use of this revenue source has expanded to include the County Hotel, which opened in July 2016, and the County’s support of the transformation of the Rocket Mortgage Fieldhouse, formerly Quicken Loans Arena. This Fund earns

revenue from profits from the County-owned hotel, operated by Hilton. Legislation during 2019 increased the lodging excise tax effective January 2020, by one percent and distributes 40% of that increase to The Rock and Roll Hall of Fame and Museum (R2019-0194).

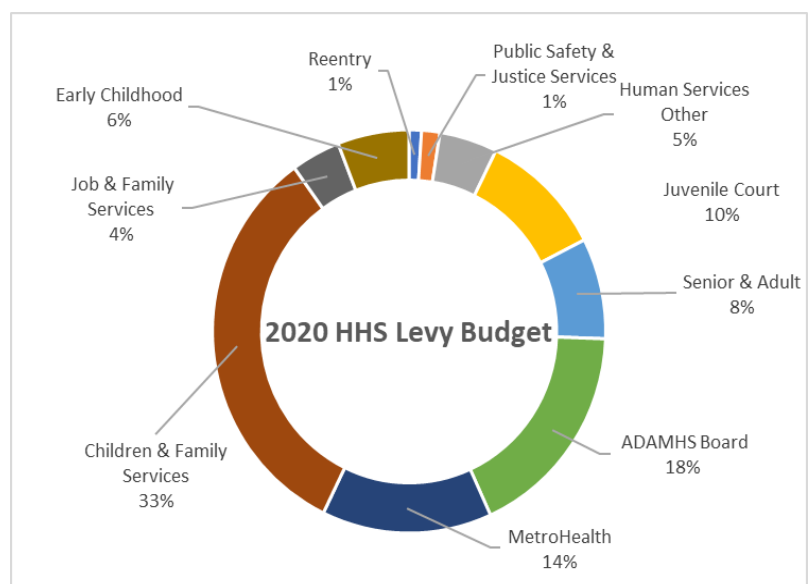
Expenditures in this fund include debt service on the Global Center for Health Innovation (formerly known as the Medical Mart) and the Huntington Convention Center, the Hilton Hotel, and the Rocket Mortgage Fieldhouse project. These payments are projected to total \$9 million per year. Between 2016 through 2019, the activity associated with the 0.25% sales tax was segregated into a separate subfund in the County’s General Fund. The 2020-2021 adopted budget combined their revenues and expenditures.

**Health and Human Services (HHS) Levy Fund**

Cuyahoga County has two voted levies to support health and human services: the 4.8 mil levy which expires in 2024 and a 3.9 mil levy which expires in December 2020. Voters will decide in April 2020 whether to replace the 3.9 mill levy with an increase of 0.8 mills for eight year (**R2019-0253**). A renewal would capture the increase in the values following the 2018 sexennial appraisal. If approved, the replacement levy would generate approximately \$144 million per year, an increase of approximately \$36 million per year starting in 2021 which would be enough to cover the projected shortfall. The value of one mill would increase by approximately \$3 million based on the reappraisal.

Regardless of the vote outcome, the reappraisal will not impact the revenue generated by the 4.8 mill levy because H.B. 920 protects property owners from unvoted tax increases by capping the amount of revenue that can be collected from a voted levy. When property values increase, the effective rate decreases by the amount necessary to maintain existing revenue generation. Levy revenue fluctuates based on new value and delinquencies. Combined, **these levies are estimated to generate \$275.2 million in 2020 and 2021**, which is more than the \$258.5 million collected in 2019. Many of the Levy-funded programs qualify for state/federal reimbursement; HHS levy expenditures represent less than one quarter of County spending in the areas of social services, health and safety, and justice and public safety.

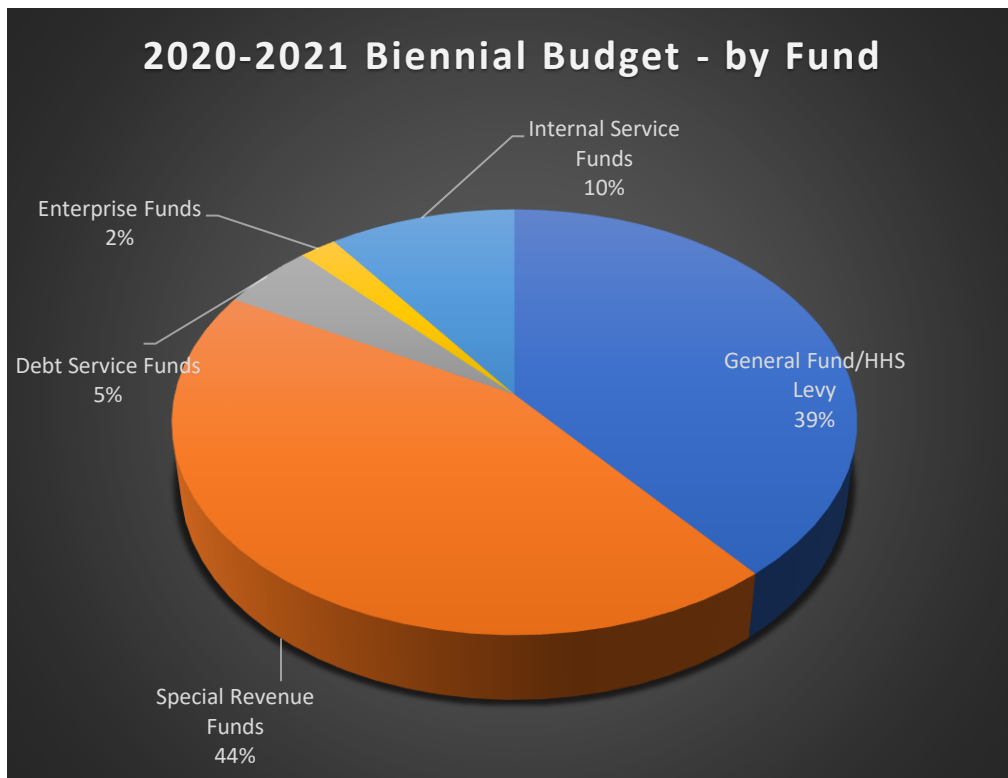
**The 2020 approved HHS Levy expenditure budget totals \$283.2 million.** Expenditures from the HHS Levy fund include direct operating expenditures and \$242 million per year in subsidies to other County funds to support operating expenditures. This is an almost 7% increase from the \$265.9 million spent in 2019. **The 2021 approved HHS Levy budget totals \$286.7 million**, including \$245.2 million in subsidies to other County funds. In addition to the subsidies, the HHS Levy Budget includes the County’s support of the Alcohol, Drug Addiction, and Mental Health Services Board and the MetroHealth Hospital System at approximately \$39 million and \$32 million per year respectively.



**Section 707.01** of the County Code requires a cash balance in the HHS Levy Fund no less than 10% of total expenditures: in the 2020 and 2021 budgets as passed, the cash balance would be negative. If the Health and Human Services levy replacement does not pass in March, the County will have to increase revenues and/or decrease expenditures to comply with the County Code cash balance requirement.

**All Funds**

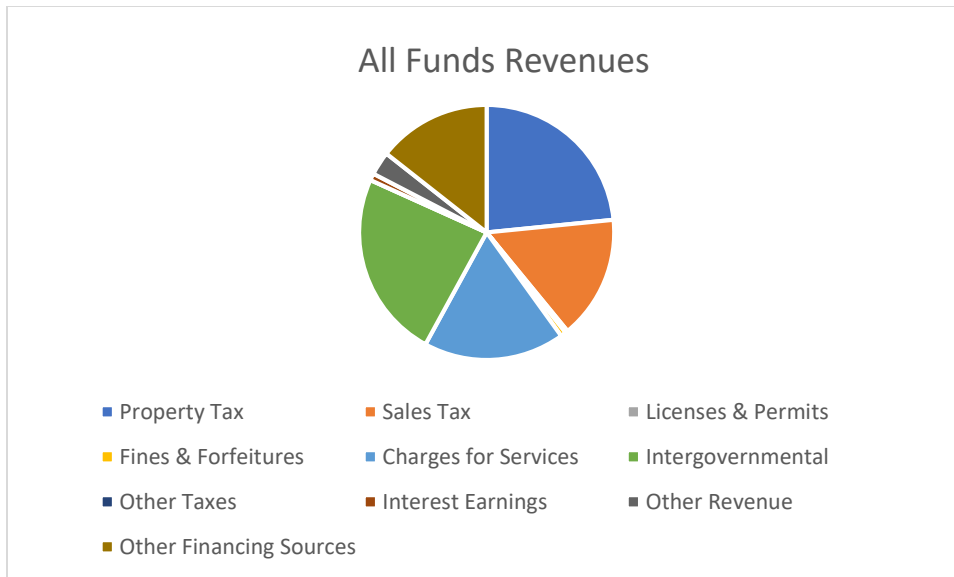
The All Funds budget combines the activity of all of the County’s operating funds, which exclude grants and some capital projects. The major funds included in the All Funds budget are discussed in more detail in the **Fund Budgets** section of the **2020-2021 Biennial Budget Plan**. The All Funds budget encompasses the whole of County operations.



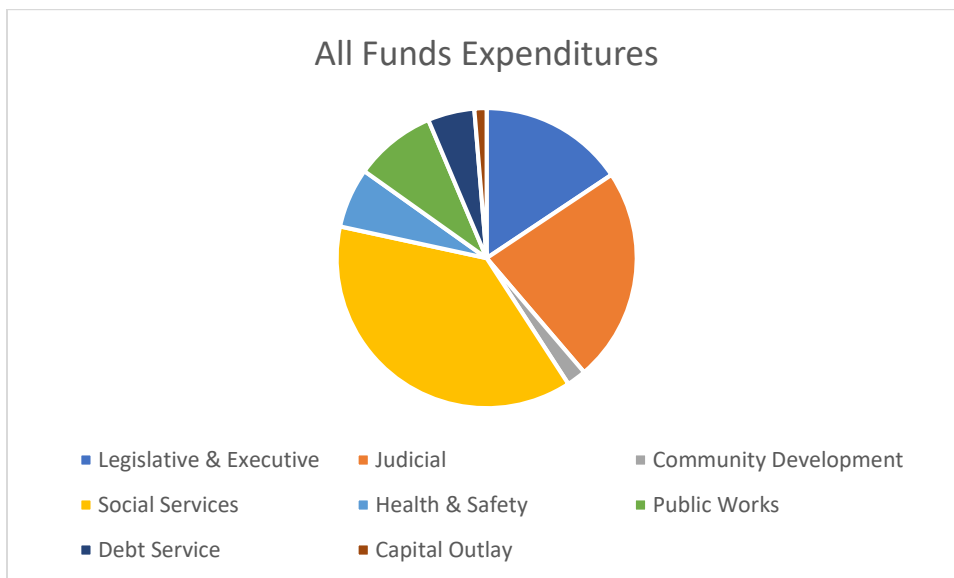
**All Funds revenue budget totals \$1.7 billion for 2020 and \$1.8 billion for 2021**, which is consistent with 2019 revenue levels and a decrease from 2018 levels. 2018 All Funds revenue included a number of one-time inter-fund transfers.

The County has received settlement funds from opioid litigation, which were received after the original biennial budget was developed, and which will be held in separate funds to be used for addiction prevention, treatment, and education through an opioid crisis mitigation plan. These funds are not included in this budget summary.





**All Funds expenditure budget totals \$1.5 for 2020 and \$1.4 for 2021 billion.** At 38% of the total, Social Service spending represents the largest share of the County’s All Funds budget, followed by Justice and Public Safety, which makes up 23% of total spending.



**Staffing Levels**

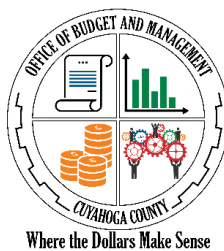
Cuyahoga County reports staffing levels based on full-time equivalents (FTEs), calculated based on total hours worked. One FTE equals 2,080 annual hours. Total FTEs include both regular and overtime FTEs. On a County-wide basis, staffing levels are expected to increase to a total of 7,770 in 2020. FTEs are reported in three distinct categories: Executive Agencies, Elected Officials, and Boards and Commissions. Staffing costs represent the largest percentage of total expenditures.

Human capital is, by far, the County’s most valuable resource. As a public service entity, the County is dependent on its staff to satisfy its legal and moral mandates.



**2020 – 2021  
Biennial Budget**

**Department Budget and Performance  
General Government**



# Board of Elections

## Mission Statement

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:

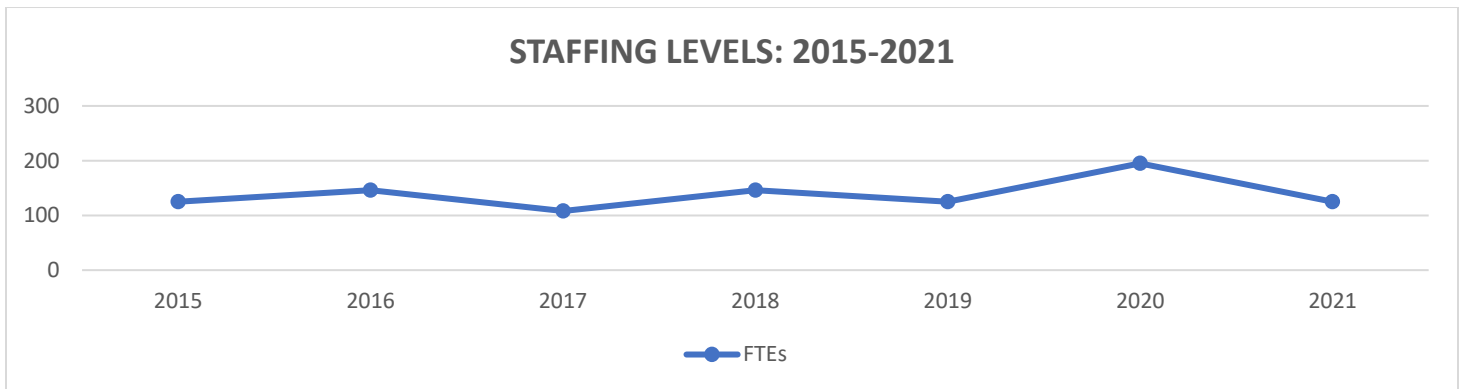
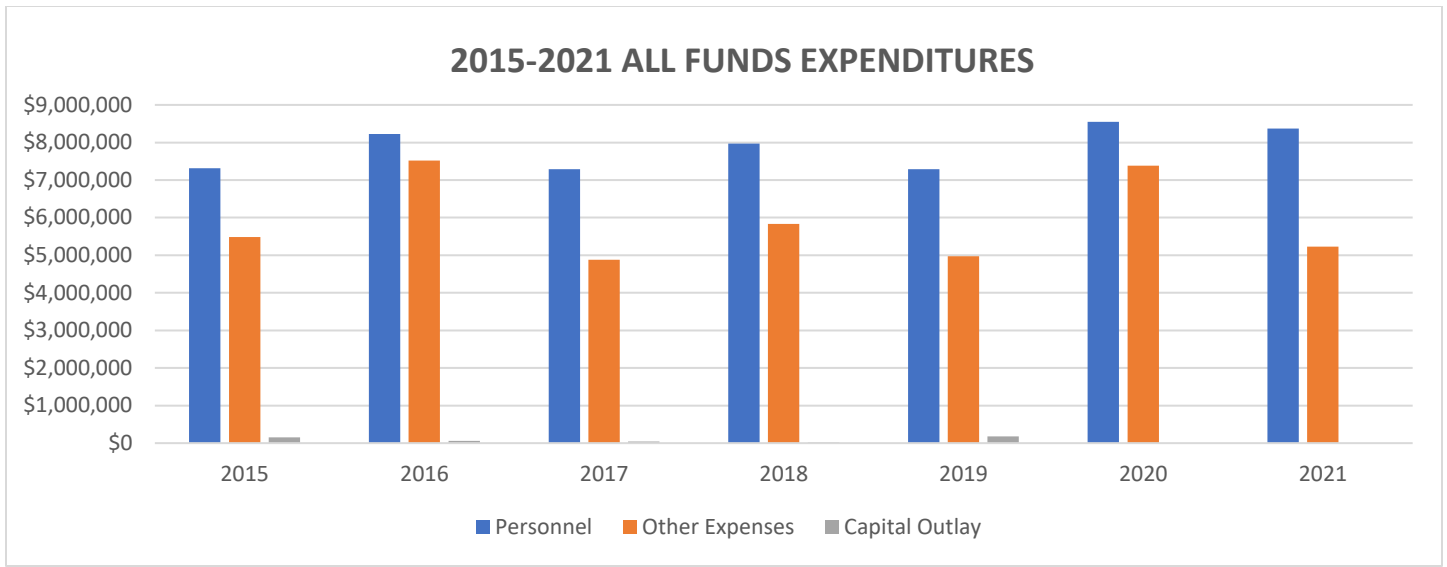
Indicator	2018 Actuals	2019 Target	2020 Target	2021 Target
Registered Voters	903,046	900,000	900,000	900,000
Voter Turnout	55%	21%	70%	33%
Ballots Cast	492,324	189,000	630,000	297,000
Vote by Mail	176,700	100,000	250,000	100,000

## Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$13,825,127	\$12,437,725	(\$1,386,402)	\$15,903,344	\$12,825,769
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$13,824,127	\$12,437,725	(\$1,386,402)	\$15,903,344	\$12,825,769
Special Revenue Fund	\$0	\$0	\$0	\$0	\$0

2020-2021 Budget Overview:

- The budget for the Board of Elections increased to coincide with the 2020 Presidential Election cycle.
- The Board of Elections is also implementing many security safeguards in response to directives from the US Department of Homeland Security and the Ohio Secretary of State.
- Preparation for voter system replacement in 2021 is ongoing with funding from the state covering the equipment purchase and the Board of Elections paying installation costs.



**Analysis of Spending / Expenditures History /FTEs**

Temporary staffing is expected to increase significantly to coincide with the Presidential Election. Increases to expenditures will follow the election cycle reducing in 2021 with the off-year election.

**2020-2021 Revenue Enhancements/Approved Budget Adjustments /Decision Items**

The Board of Elections submitted no additional decision items and Council similarly did not make any adjustments to the recommended budget.

**Other Considerations for the 2020 – 2021 Budget**

The Board of Elections anticipates renovating and completing changes to increase the available space for in-person voting at the Board of Elections Headquarters. It is also expected that the voting equipment purchase, and replacement will take place in 2021.

Link to Department Website: <https://boe.cuyahogacounty.us/>

## Board of Revision

### Mission Statement

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:

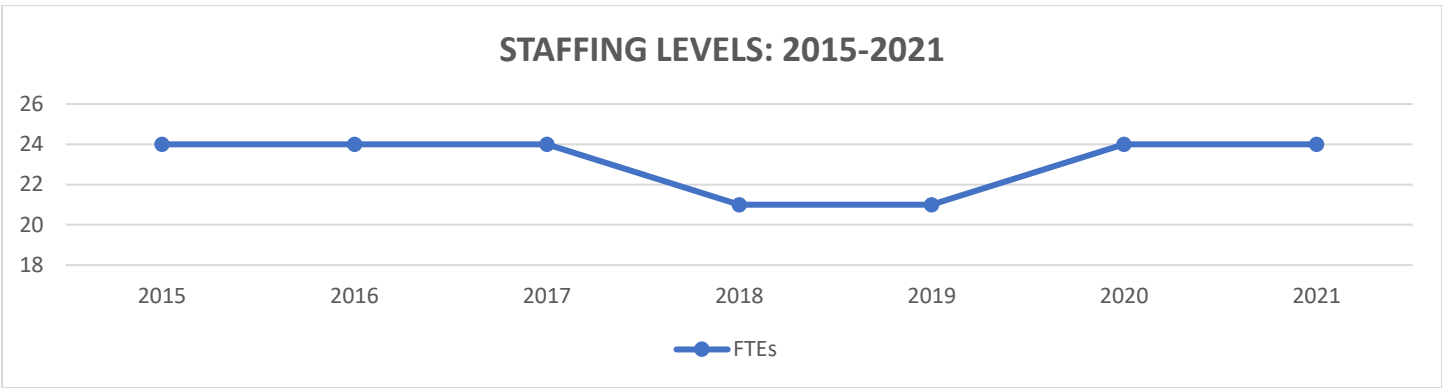
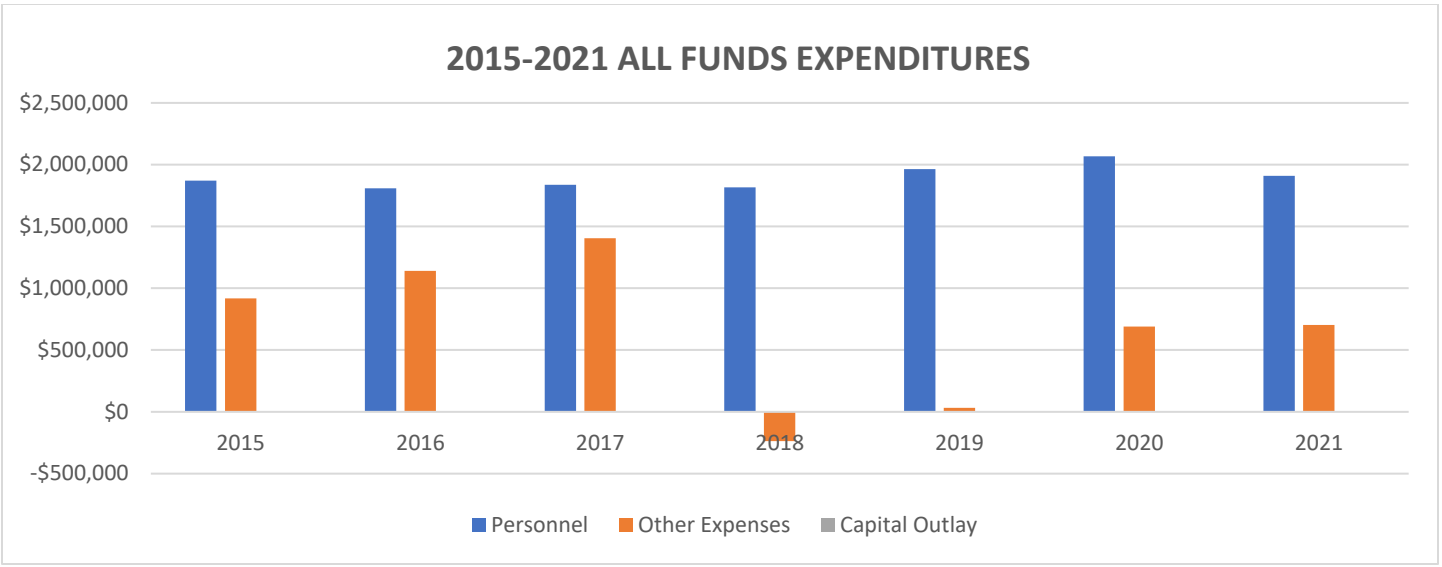
Indicator	2018 Actuals	2019 Actuals	2020 Target	2021 Target
Number of Complaints Filed	5,019	14,405	8,000	7,500
HB29 Expedited Foreclosures	2,295	1,456	1000	1000
Homestead Denials	42	46	38	38

### Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$1,581,932	\$1,995,063	\$413,131	\$2,764,279	\$2,617,595
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$1,581,932	\$1,995,063	\$413,131	\$2,764,279	\$2,617,595

2020-2021 Budget Overview:

- In anticipation of an increase in complaints filed for tax year 2019, the Board of Revision will be increasing the number of hearing boards from three to four, which represents hiring an additional three hearing officers in 2020. The Board of Revision was not tasked to reduce its budget since the agency is solely supported by the Real Estate Assessment Fund.



**Analysis of Spending/Expenditures History/FTE's**

Expenses for the Board of Revision shows an increase by \$413,131 from 2018. However, there was a reconciliation done and there was a credit applied in 2018 for controlled services in the amount of \$819,237.

**2020-2021 Revenue Enhancements/Approved Budget Adjustments/Decisions**

None

**Other Consideration for the 2020-2021 Budget**

None

Link to Department Website: <https://bor.cuyahogacounty.us/>

## County Airport

### Mission Statement

The Cuyahoga County Department of Public Works provides a safe, efficient, and economical infrastructure for residents, businesses, and visitors of Cuyahoga County, including the County Airport.

### Strategic Priorities

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

Key Performance Measures:

Indicator	2018 Actuals	2019 Actuals	2020 Target	2021 Target
Traffic County (Landing and Take-offs)	23,769	22,705	26,000	26,000

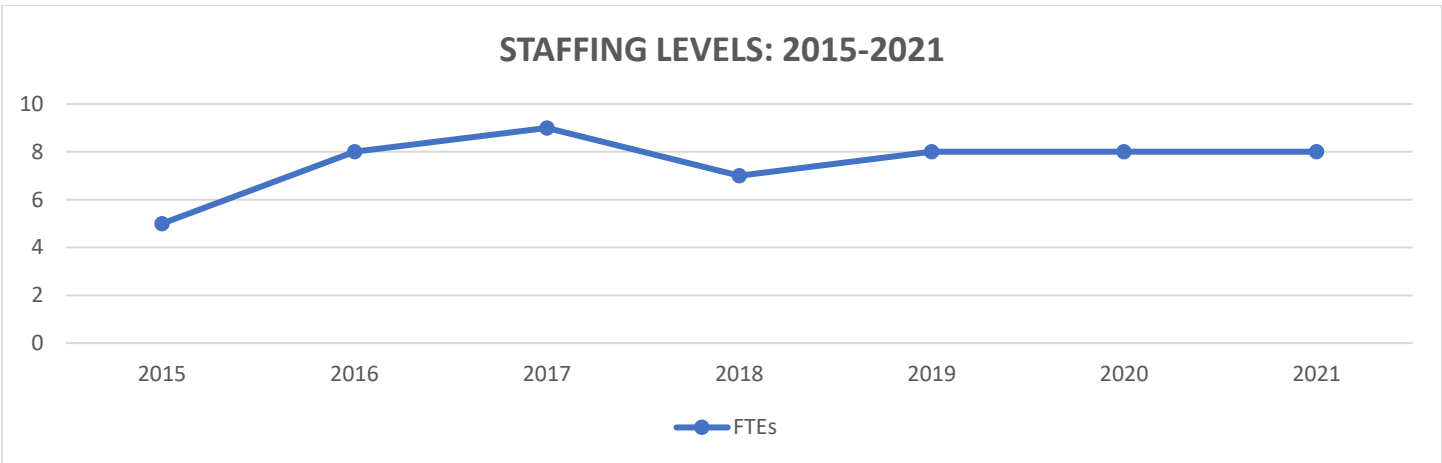
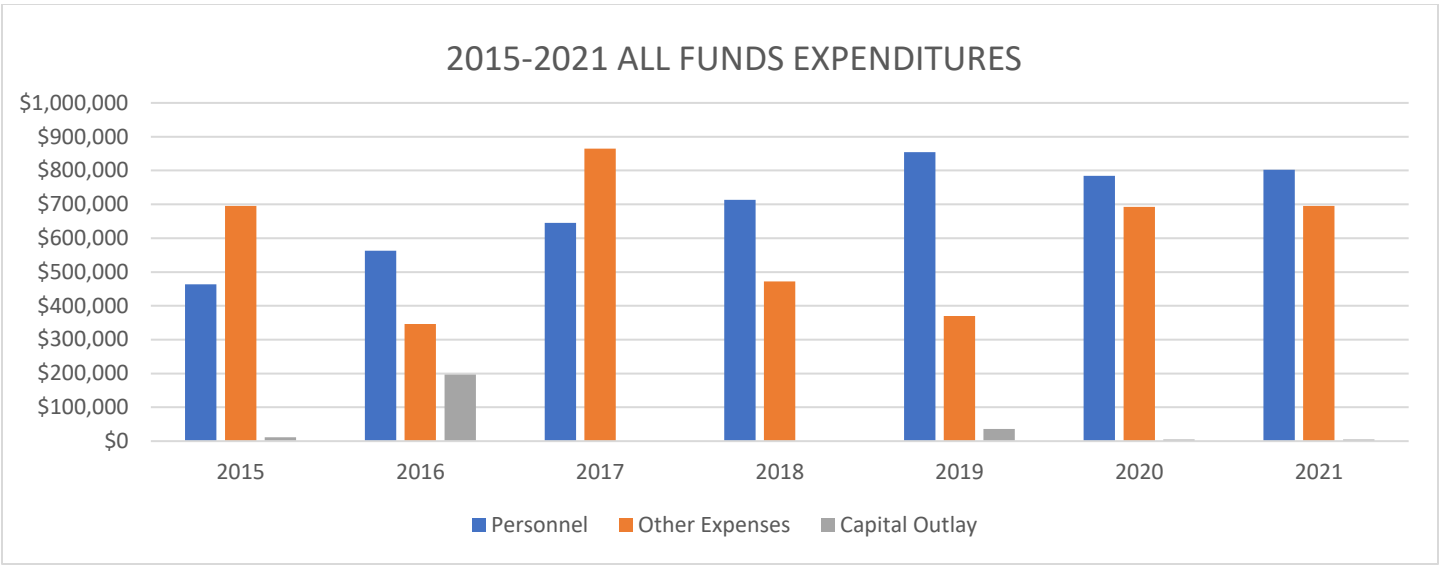
### Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$1,184,884	\$1,260,947	\$76,063	\$1,481,970	\$1,502,796
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$1,786,617	\$1,184,003	\$19,604	\$1,330,098	\$1,330,098

\*Expenditures that are not covered by current year revenues, is projected to be covered through draw downs on existing cash balances within the Special Revenue Funds.

2020-2021 Budget Overview:

- The County Airport is continuing good steward efforts at expanding customer service, increasing revenue opportunities, systems preservation, and social responsibility here at the Cuyahoga County Airport. Systems Preservation means our next major infrastructure project, in 2020 and 2021, includes the reconstruction of the eastern half of Taxiway Bravo and the ramp areas used by corporate tenants and transient and itinerant aircraft. This project will replace approximately 45,000 square yards of concrete and is made possible by a 90% grant from the FAA's Airport Improvement Program (AIP). The current project estimate is \$5,000,000.



**Analysis of Spending/Expenditures History/FTE's**

Spending at the County Airport increased by \$76,063 from 2018. This was mainly related to a vacancy being filled.

**2020-2021 Revenue Enhancements/Approved Budget Adjustments/Decisions**

With the completion of its Runway Safety Area Improvement Project in mid-2019, traffic (landing and take-offs) should increase now that the runways are open for full capacity.

**Other Consideration for the 2020-2021 Budget**

Link to Department Website: <http://publicworks.cuyahogacounty.us/en-US/County-Airport.aspx>



## County Council

### Mission Statement

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:

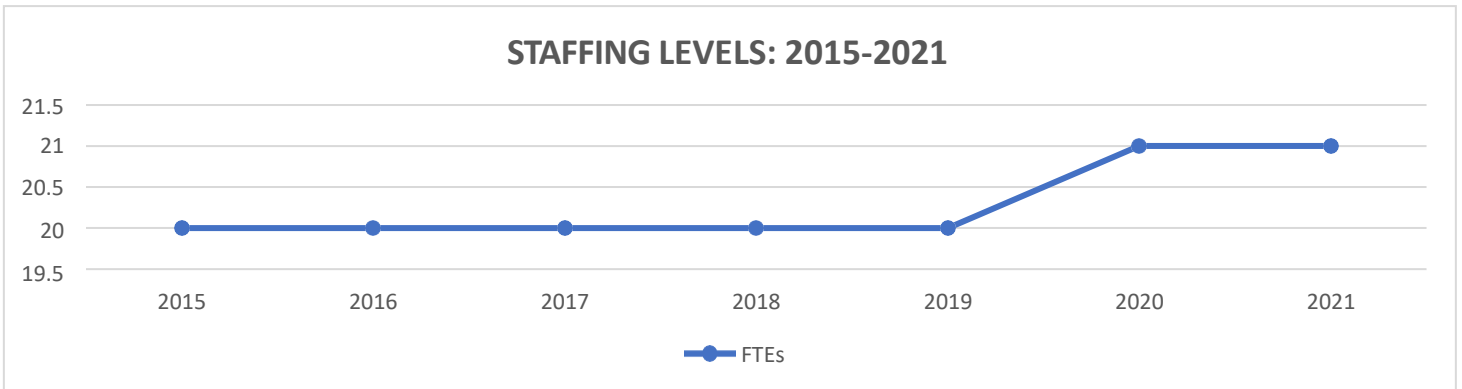
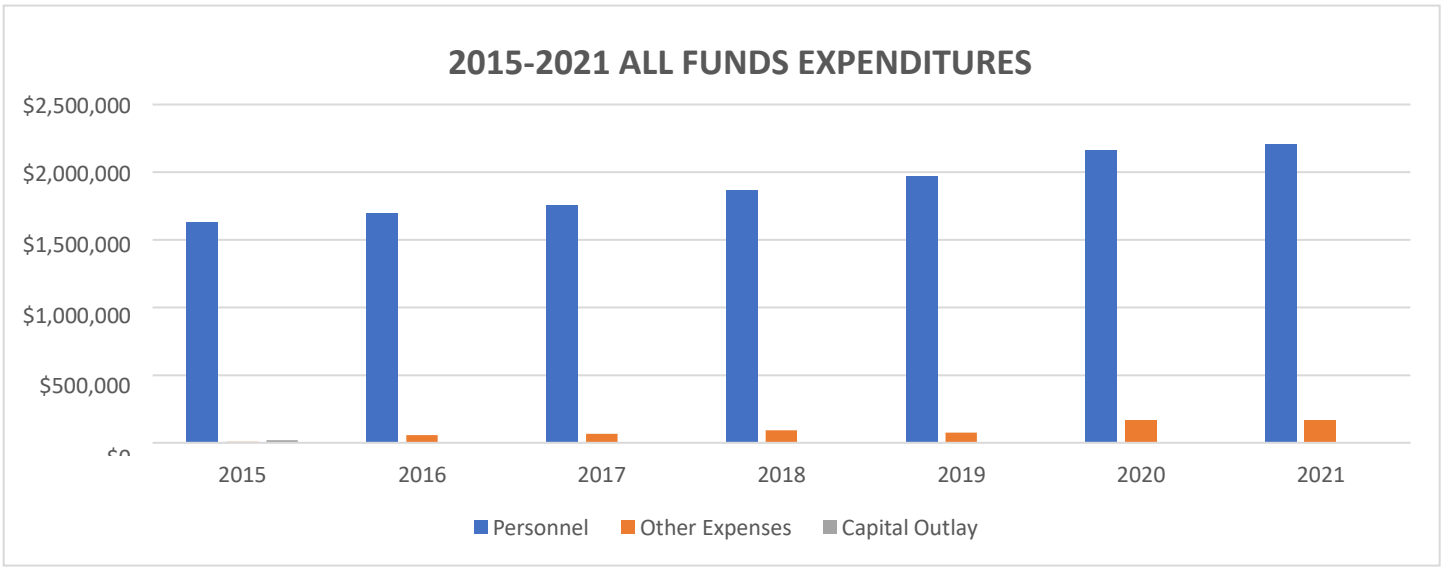
Indicator	2018 Actuals	2019 Target	2020 Target	2021 Target
# of Visits to Council Websites	273,419	238,000	243,000	248,000
# of Users to Council's Website	133,266	96,900	101,000	106,000
# of Users utilizing the live streaming	10,266	12,700	13,000	14,000

### Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$1,956,991	\$2,050,058	\$93,067	\$2,323,954	\$2,370,313
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$1,956,991	\$2,050,058	\$93,067	\$2,323,954	\$2,370,313
Special Revenue Fund	\$0	\$0	\$0	\$0	\$0

2020-2021 Budget Overview:

- County Council's budget is majority personnel expenses with a small percentage going to other expenses related to contracts and miscellaneous departmental expenses.
- The new biennial budget includes an additional position for a Policy & Research Analyst.



**Analysis of Spending / Expenditures History /FTEs**

County Council has seen an increase in spending, specifically in personnel line. In 2019, legislation went into effect resulting in elected council members receiving a raise from \$45,000 annually to \$52,000 annually. The president’s salary will remain the same at \$55,000. This legislation will also allow for an annual percentage increase in salaries based on the Consumer Price Index (CPI) or equal to what is given to non-union county employees, whichever is less. In previous years, elected council member’s salaries remained flat, however with this legislation the department will see an increase year over never based on the CPI.

**2020-2021 Revenue Enhancements/Approved Budget Adjustments /Decision Items**

Approved Decision Package	2020 Impact	2021 Impact
Research & Policy Analyst	<b>\$118,637</b>	<b>\$118,637</b>

**Other Considerations for the 2020 – 2021 Budget**

Link to Department Website: <http://council.cuyahogacounty.us/>

# County Dog Kennel

## Mission Statement

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:

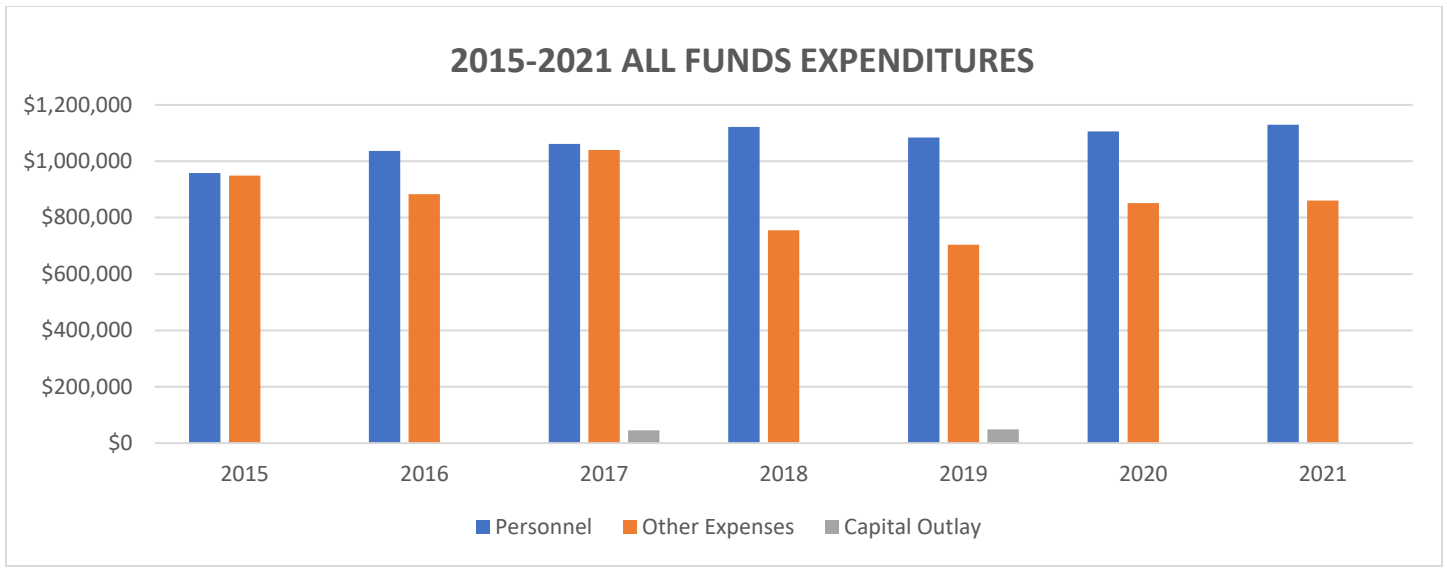
Indicator	2018 Actuals	2019 Actuals	2020 Target	2021 Target
Total Intake	1,932	1,892	1,900	1,900
Live Outcomes (Adoptions, Return to Owner, Transfers)	1,768	1,784	1,805	1,805
Dog License/Registrations	65,401	61,559	13,000	14,000

## Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$1,876,785	\$1,837,023	(\$39,762)	\$1,957,123	\$1,990,655
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$656,840	\$269,556	(\$387,284)	\$396,829	\$412,154
Special Revenue Fund	\$1,582,001	\$1,601,605	\$19,604	\$1,579,359	\$1,579,359

2020-2021 Budget Overview:

- The Animal Shelter division of the Department of Public Works will continue to expand the license revenue base to increase revenue and limit the need for a General Fund subsidy. In addition, the office will work to increase the live release rate and licenses sold.



**Analysis of Spending/Expenditures History/FTE's**

Spending at the County Dog Kennel decreased by \$39,762 from 2018. The main focus on spending was consolidating encumbrances and eliminating the excess spending.

**2020-2021 Revenue Enhancements/Approved Budget Adjustments/Decisions**

None

**Other Consideration for the 2020-2021 Budget**

None

Link to Department Website: <https://cuyahogadogs.com/>

## County Executive

### Mission Statement

"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

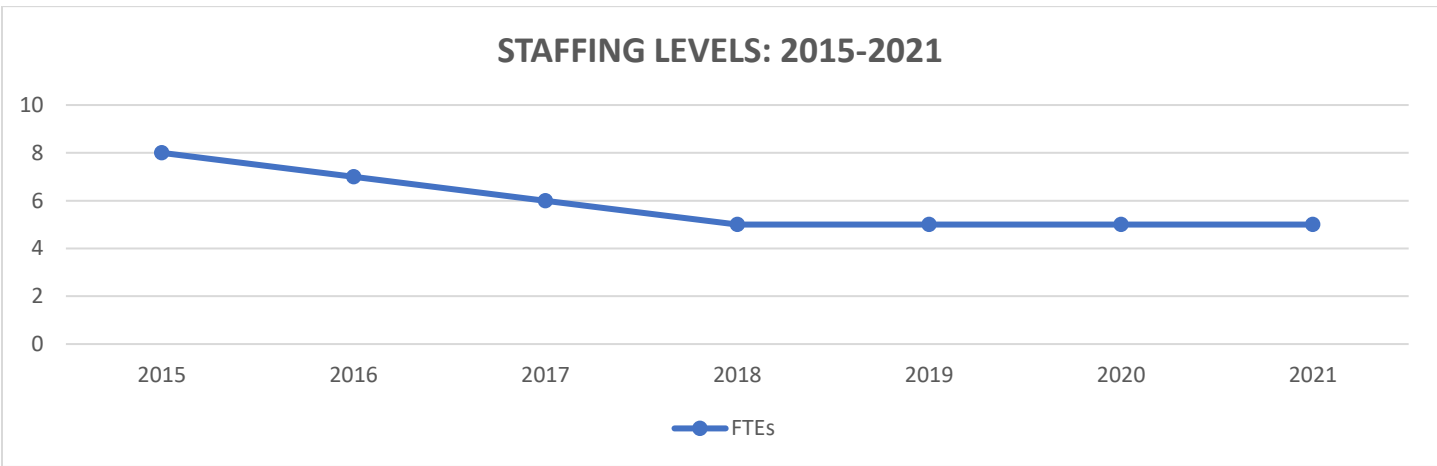
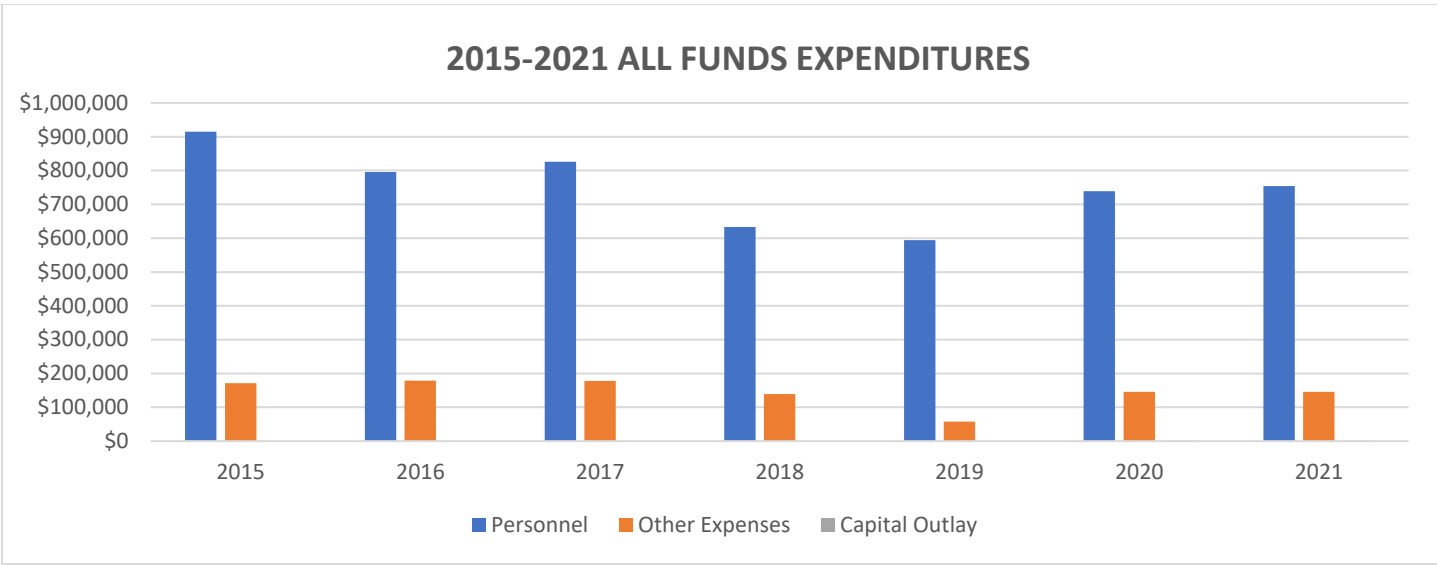
- **Goal 10.3: Strengthen and expand relationships with new and existing community partners**
- **Goal 11.5: Speak out on issues, policies, and decisions at the state and federal level**

### Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$772,820	\$651,871	(\$120,949)	\$884,527	\$899,803
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$777,874	\$651,925	(\$125,949)	\$884,527	\$899,803
Special Revenue Fund	\$0	\$0	\$0	\$0	\$0

#### 2020-2021 Budget Overview:

- The Office of the County Executive budget for the 2020-2021 Biennial is comprised of 84% Personnel Costs, with the remainder concentrated in Other Expenses and Capital Outlays
- This budget includes funds for an upcoming Lobbying Contract



**Analysis of Spending / Expenditures History /FTEs**

The Office of the County Executive saw a reduction in spending from 2018 of \$120,949. This was driven by the turnover at the Chief of Staff Position which saw a 5.5 month vacancy gap during the year. This was also driven by a sizable surplus in the Contractual Services lines due to the lobbying contract not being encumbered during the 2019 year.

**2020-2021 Revenue Enhancements/Approved Budget Adjustments /Decision Items**

None

**Other Considerations for the 2020 – 2021 Budget**

None

Link to Department Website: <http://executive.cuyahogacounty.us/>

## Fiscal Department

### Mission Statement

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:

Indicator	2018 Actuals	2019 Actuals	2020 Target	2021 Target
Titles Processed	477,901	477,982	480,000	480,000
Weights and Measuring Devices Inspected/Sealed	14,252	12,617	13,500	13,500

### Source of Funding and How it is Spent

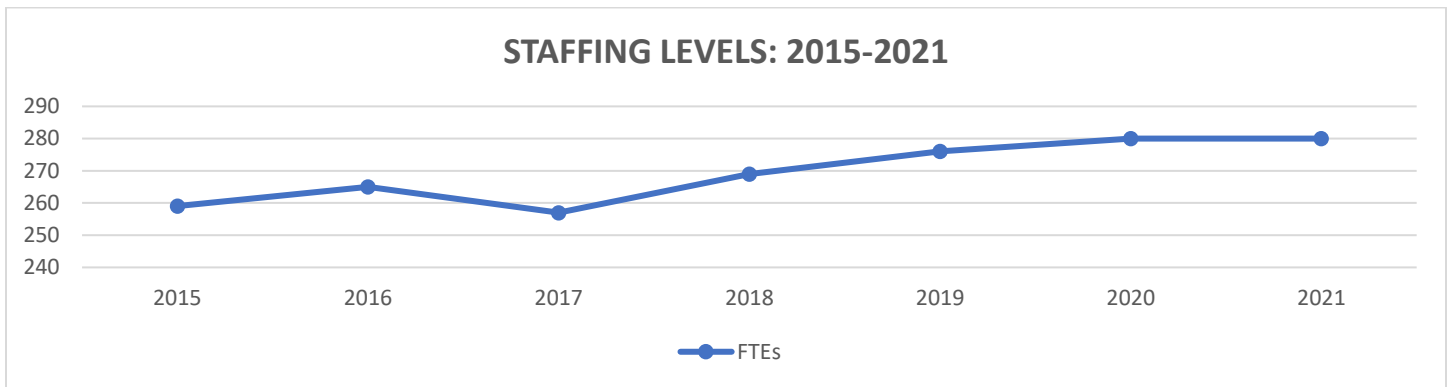
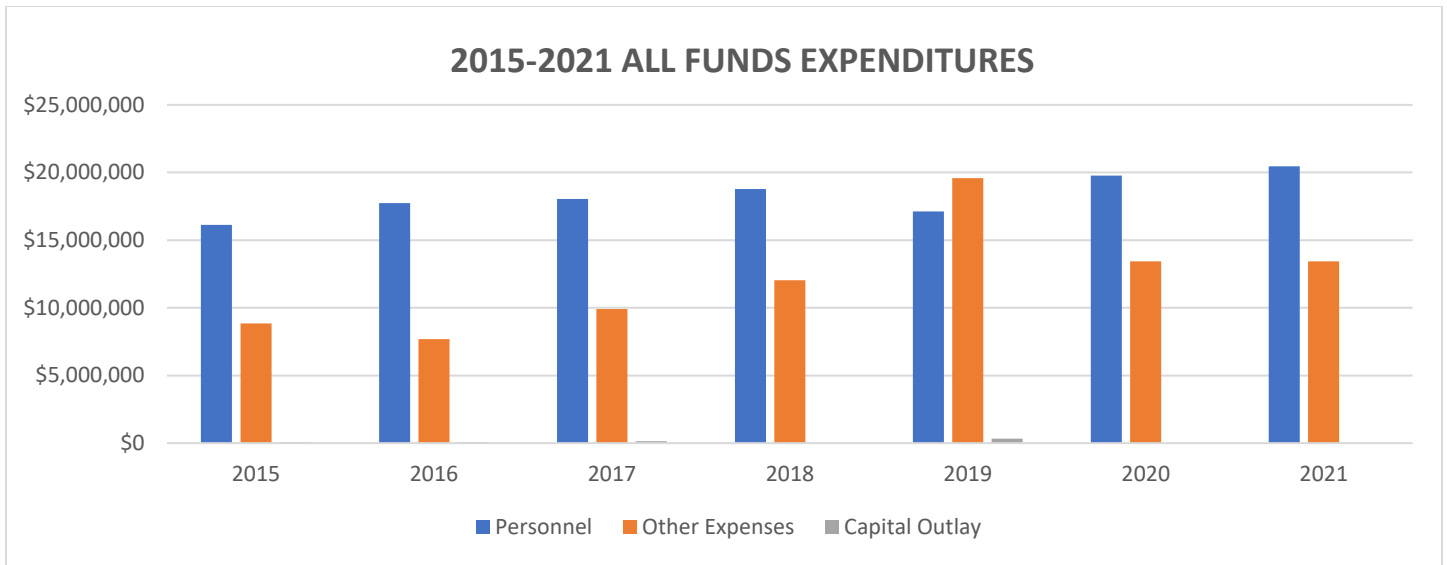
	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$30,833,141	\$37,051,546	\$6,218,405	\$33,226,709	\$33,912,230
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$47,428,193	\$52,974,620	\$5,546,427	\$59,758,341	\$59,758,341
Special Revenue Fund	\$22,674,038	\$22,928,331	\$254,293	\$16,241,659	\$16,241,659

\*The remaining cash balance will be utilized to offset expenses for upcoming budget years.

\*\*With the change over to the new ERP system, Auto Title is now embedded in the General Fund, and no longer a special revenue fund. The 2020 and 2021 approved budget now has Auto Title revenues in the General Fund

2020-2021 Budget Overview:

- The Fiscal Office is strategically involved in both the ERP and Real Estate system conversion projects which require significant Fiscal Office resources. In conjunction with the Treasury Department, Fiscal will be implementing a new Real Property Tax System.



**Analysis of Spending/Expenditures History/FTE's**

Per Ohio Revised Code §325.31(B)(6), there was a distribution in the amount of \$11.5 million to the taxing authorities from the Real Estate Assessment Fund in December 2019.

**2020-2021 Revenue Enhancements/Approved Budget Adjustments/Decisions**

None

**Other Consideration for the 2020-2021 Budget**

- The new ERP system went live on February 1, 2020, with brand new chart of accounts.
- The Auto Title Bureau was moved from a Special Revenue Fund Account to a General Fund Account in the new Chart of Accounts.

Link to Department Website: <https://fiscallofficer.cuyahogacounty.us/>



# County Planning Commission

## Mission Statement

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:

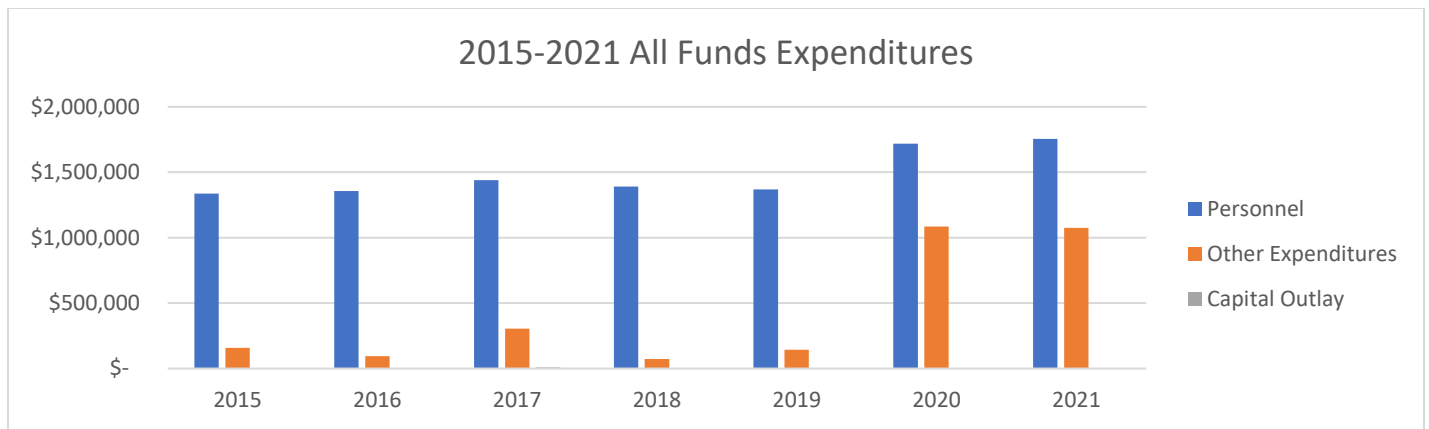
Indicator	2018 Actual	2019 Actual	2020 Target	2021 Target
Number of shared services –Community Planning services completed	3	4	4	6
Number of shared services – Technical Assistance services completed	4	5	7	6
Number of Regional Partnership Plans completed	-	3	1	1

## Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$1,466,793	\$1,493,757	\$26,964	\$2,793,667	\$2,829,960
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$800,000	\$2,275,000	\$1,475,000	\$2,793,667	\$2,829,960
Special Revenue Fund	\$837,865	\$591,661	(\$246,204)	\$0	\$0

2020-2021 Budget Overview:

- Beginning in 2020, the Planning Commission has a General Fund budget. Formerly, it had a Special Revenue Fund with an annual fixed subsidy.
- The biennial budget continues funding for the five year Tree Canopy restoration initiative started in 2019 (R2019-0162) with \$950,000 in grants made available each year; this funding accounts for the significant differences between the 2018 and 2019. The County Planning Commission published an update to its Urban Tree Canopy Assessment in late-2019 which shows that tree canopy coverage in the County decreased from 37.0% in 2011 to 34.7% in 2017, and the Tree Canopy restoration provides grants and technical assistance aimed to reverse this trend as part of the County’s Climate Change Action Plan.
- The County Planning Commission’s primary focus and obligation is to provide land use, zoning, Geographic Information Systems (GIS), and other technical planning services for the County government, the County’s municipalities, and other governmental and not-for-profit organizations.



**Analysis of Spending / Expenditures History / FTEs**

2018 had revenues from a General Fund subsidy of \$800,000 and \$500,000 from the Road & Bridge funds. The 2019 budget included a \$1.3 million subsidy from the General Fund for operations. 2019 had revenues of \$975,000 from General Fund for the Tree Canopy initiative to provide grant-funding to local entities to restore the County’s shrinking tree canopy. The program commits funding of \$1 million per year which includes \$950,000 per year available in grant funds and \$25,000 each for the County Planning Commission and Soil & Water Conservation District for staff time spent administering the program. The 2019 budget was the first of a five-year initiative.

**2020-2021 Revenue Enhancements / Approved Budget Adjustments / Decision Items**

The biennial budget does not include any enhancements from the prior year budget. It does include the \$975,000 per year for the five-year tree canopy initiative that was approved mid-2019 (R2019-0162), but no new initiatives. This represents an increase over the original 2018-2019 biennial budget. The Planning Commission administers the tree canopy program in coordination with the Soil & Water Conservation District and the Department of Sustainability to award \$950,000 per year in grants to restore the tree canopy as part of the County’s Climate Change Action Plan.

**Other Considerations for the 2020-2021 Budget**

The biennial budget changes the funding source for the Planning Commission. Prior year Planning Commission budgets used a special revenue fund that received a fixed General Fund subsidy; the current biennium budgets the Planning Commission directly in the General Fund budget.

Link to Department Website: <https://www.countyplanning.us/>

## Communications

### Mission Statement

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:

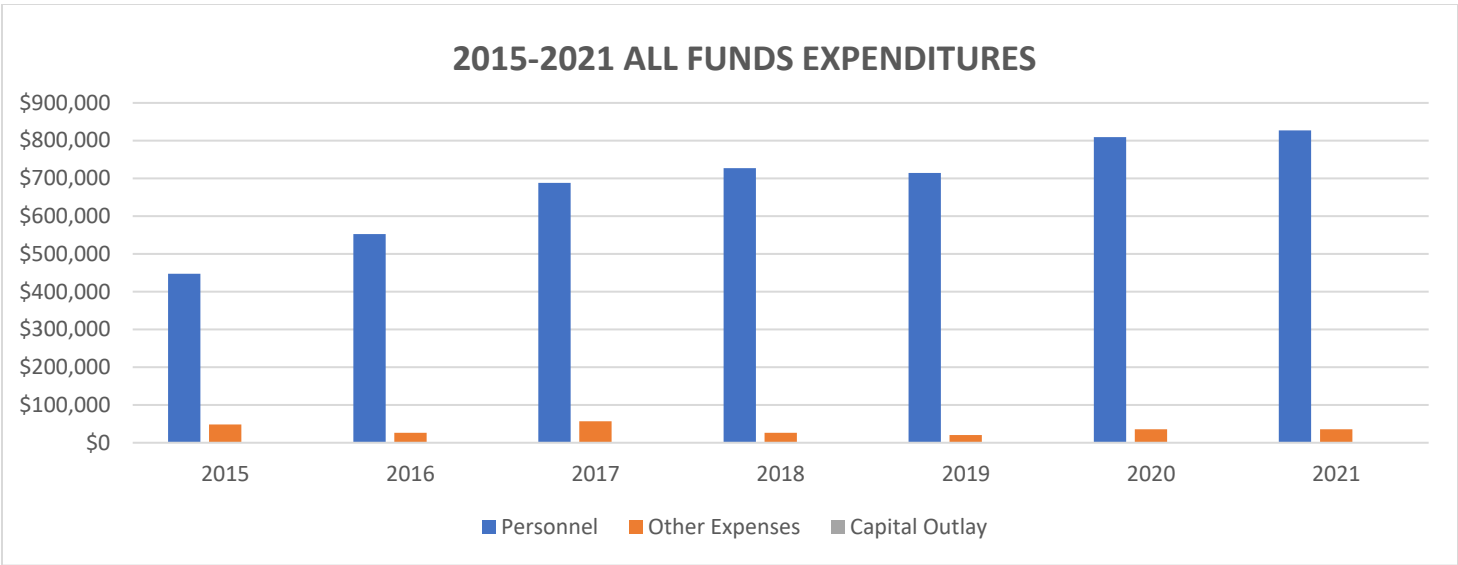
Indicator	2018 Actuals	2019 Actuals	2020 Target	2021 Target
Social Media – Facebook	3,804	5,520	6,072	6,679
Social Media – Twitter	14,873	16,287	17,916	19,708
Social Media – Instagram	1,622	2,245	2,470	2,716
Social Media – Nextdoor	n/a	130,550	130,078	143,931
Newsletter	n/a	70,000	70,300	70,600
County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

### Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$754,154	\$735,034	(\$19,120)	\$845,408	\$863,238
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$754,154	\$735,034	(\$19,120)	\$845,408	\$863,238
Special Revenue Fund	\$0	\$0	\$0	\$0	\$0

2020-2021 Budget Overview:

- The Department of Communications budget is unchanged from previous years with exception to personnel cost of living adjustments.



**Analysis of Spending / Expenditures History /FTEs**

Staffing levels within the Department of Communications will remain unchanged following the replacement of two vacancies that occurred in 2019.

**2020-2021 Revenue Enhancements/Approved Budget Adjustments /Decision Items**

The Department of Communications submitted no additional decision item requests and did not receive additional funding from the Council.

**Other Considerations for the 2020 – 2021 Budget**

The Department of Communications has and will continue to aid internal departments on marketing and publication efforts. Previously the department provided guidance on website design and upgrades.

Link to Department Website: <https://cuyahogacounty.us/>

# Department of Development

## Mission Statement

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:

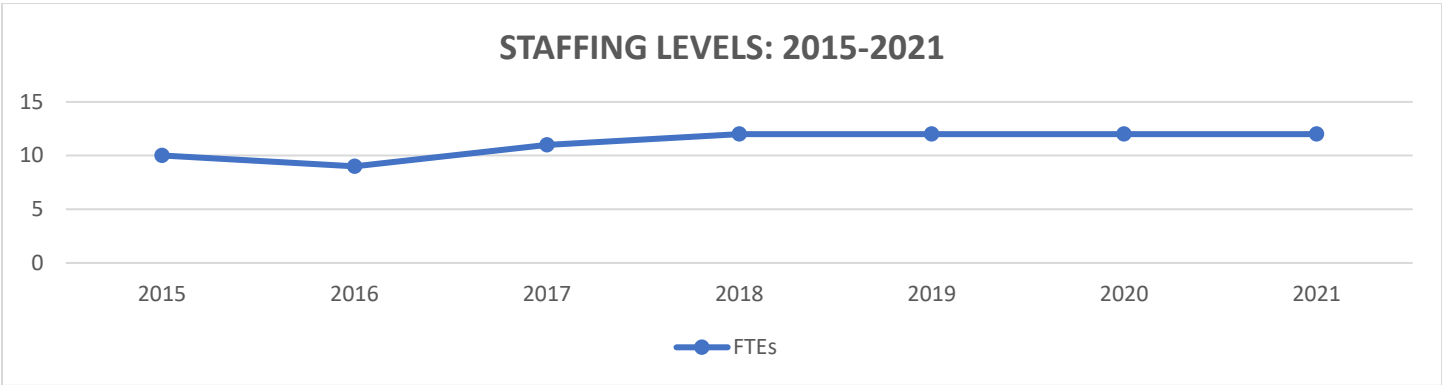
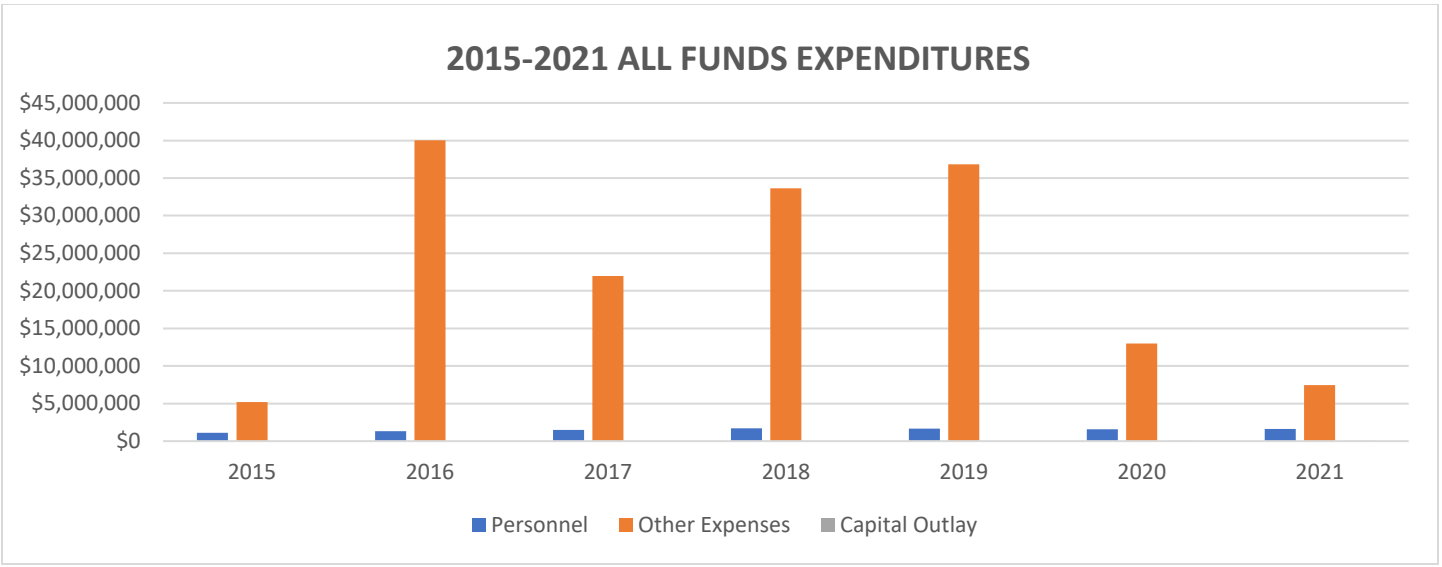
Indicator	2018 Actuals	2019 Actuals	2020 Target	2021 Target
Jobs Created & Retained	4,876	897	2,400	2,400
Economic Development Loan Volume	\$14,800,000	\$4,000,000	\$15,000,000	\$15,000,000
Small Businesses Supported	192	184	225	225
Skill-Up Businesses Engaged	233	240	450	450

## Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$36,260,642	\$38,815,470	\$2,554,827	\$15,739,103	\$9,314,276
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	10,002,715	256,090	-9,746,625	7,464,111	7,464,111
Special Revenue Fund	14,246,090	17,779,099	3,553,009	6,559,614	6,559,614

2020-2021 Budget Overview:

- The Budget for the Department of Development is made up of 11% Personnel Services, with the remaining amounts split among Other Expenses. The bulk of this appropriation is within Contractual Services for items such as loan disbursements from Special Revenue Funds (Casino/Community Development, Job Creation/Economic Development, and Demolition)
- Budgets for Special Revenue Funds after initial budget adoption are appropriated after legislation from County Council has been given for projects and loans
- Beginning in the 2020-2021 Biennial Budget Cycle, Casino/Community Development will be considered as a General Fund Assigned Account, this is reflected in the 2020 and 2021 Approved Budget Columns



**Analysis of Spending / Expenditures History /FTEs**

Spending within the Department of Development increased overall by \$3,149,809 from 2018. This was a result in the increase of General Fund spending by \$10,372,040 due largely to the disbursement of the Lumen Building Development Loan from Cuyahoga County.

At the same time, spending in Special Revenue Funds for Development decreased from last year by \$7,222,231. This was due largely to the upfront payment of \$5,000,000 from the Economic Development Fund for the Lumen Project in 2018 as well as a reduced amount of loan disbursements from the Economic Development Fund in 2019.

**2020-2021 Revenue Enhancements/Approved Budget Adjustments /Decision Items**

Restoration of General Fund Contractual Services Lines for \$300,000 for 2020 & 2021

**Other Considerations for the 2020 – 2021 Budget**

Restoration of General Fund Other Operating Lines for \$20,000 for 2020 & 2021 (this was NOT approved by Council)

Link to Department Website: <https://cuyahogacounty.us/development>

## Human Resources

### Mission Statement

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 benefits issues**

Key Performance Measures:

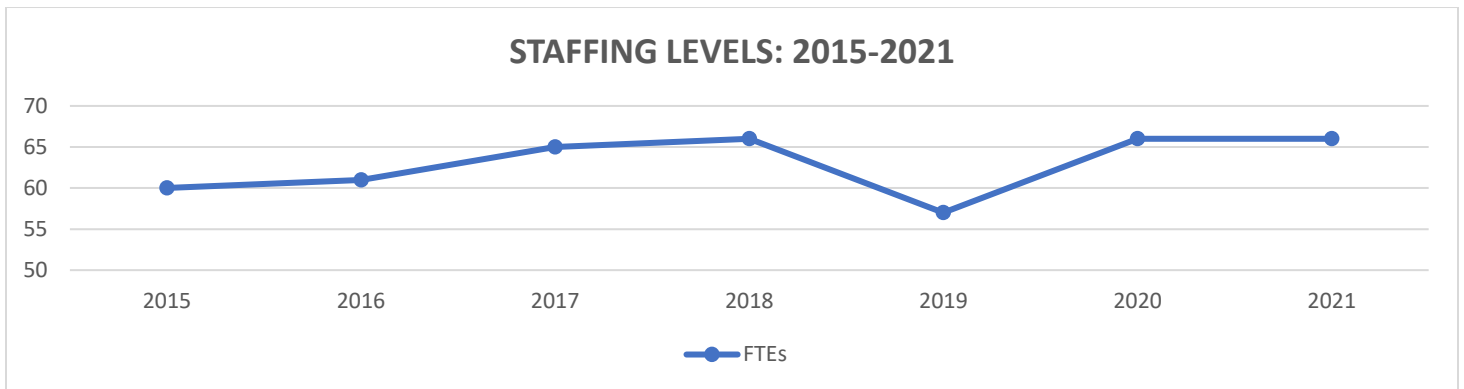
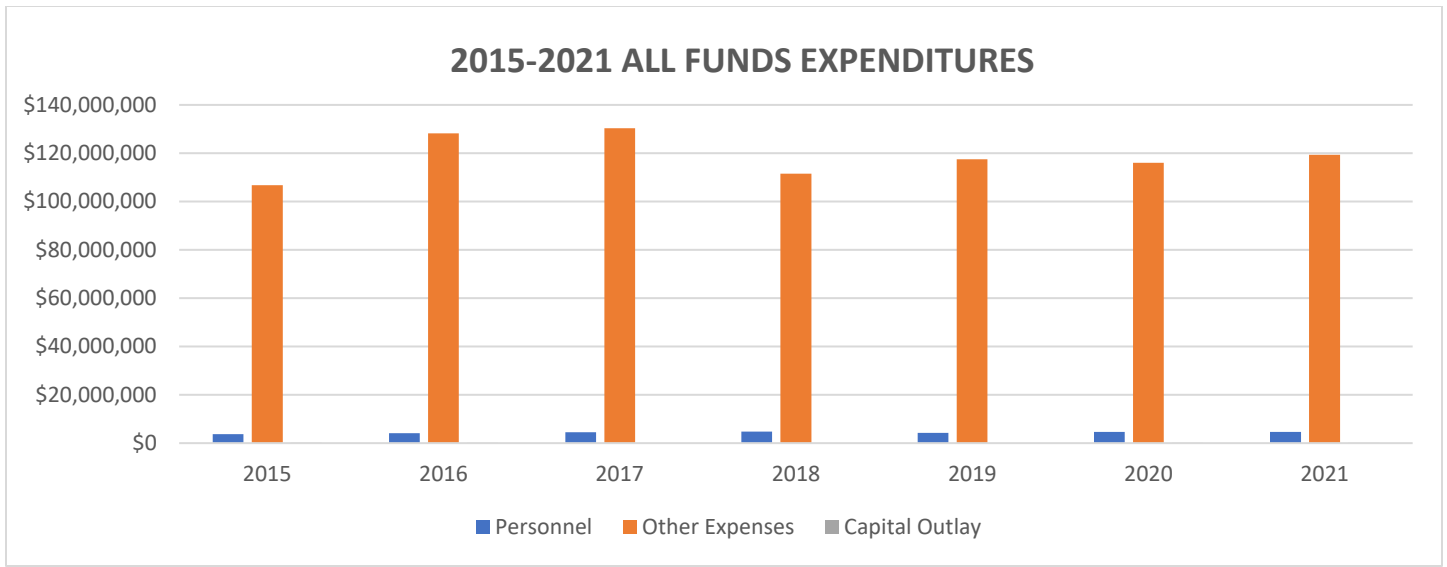
Indicator	2018 Actuals	2019 Target	2020 Target	2021 Target
# days to fill classified position	86	88	75	70
# days to fill unclassified position	60	62	55	45
# applicants per position filled	123	128	133	138
Employees leaving County Employment	8.82%	4.51%	3.9%	2.5%
Employees registered for Wellness Program	31.3%	48%	55%	60%
Cost per employee for medical & prescription health care coverage	\$56,545.32	\$24,421.68	\$23,332.72	n/a

### Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$119,824,455	\$125,010,817	\$5,186,362	\$121,766,259	\$125,163,827
HHS Levy Fund	\$1,843,773	\$2,759,586	\$915,813	\$1,086,542	\$1,110,479
General Fund	\$4,084,708	\$3,799,889	(\$284,819)	\$3,830,148	\$3,900,902
Special Revenue Fund	\$113,895,974	\$118,451,342	\$4,555,368	\$115,763,027	\$119,041,967

2020-2021 Budget Overview:

- The Benefits budget assumed a three percent increase in benefits costs.
- There is no projected chargeback to agencies for Workers' Compensation due to the current cash balance of \$17.4 million which is above the actuary's recommended reserve balance.
- The table above reflects the amount of revenues that contribute to the expenditure numbers.



**Analysis of Spending / Expenditures History /FTEs**

Human Resources saw a decrease in 2019 in FTEs, due to a substantial number of vacancies. The department is working to fill these vacancies, many of them in the payroll division. It was initially anticipated that staffing would decrease in the department due to the need not to fill vacancies with the new Enterprise Resource Project (ERP). However, due to the complexity of paying employees in thirty-one collective bargaining agreements and three employee handbooks there is a need for full staffing.

**2020-2021 Revenue Enhancements/Approved Budget Adjustments /Decision Items**

The Department of Human Resources was not approved for any submitted decision items or budget adjustments.

**Other Considerations for the 2020 – 2021 Budget**

The Benefits division of Human Resources will be participating in a ‘premium holiday’ during 2020. During this time the department will draw down the cash balance within the Self-Insurance Fund, which had an ending balance of \$45.6 million. During the premium holiday there will be no premiums collected from the employee or employer. The estimated cash draw down is \$15 million.

Link to Department Website: <https://cuyahogacounty.us/human-resources>



# Information Technology

## Mission Statement

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:

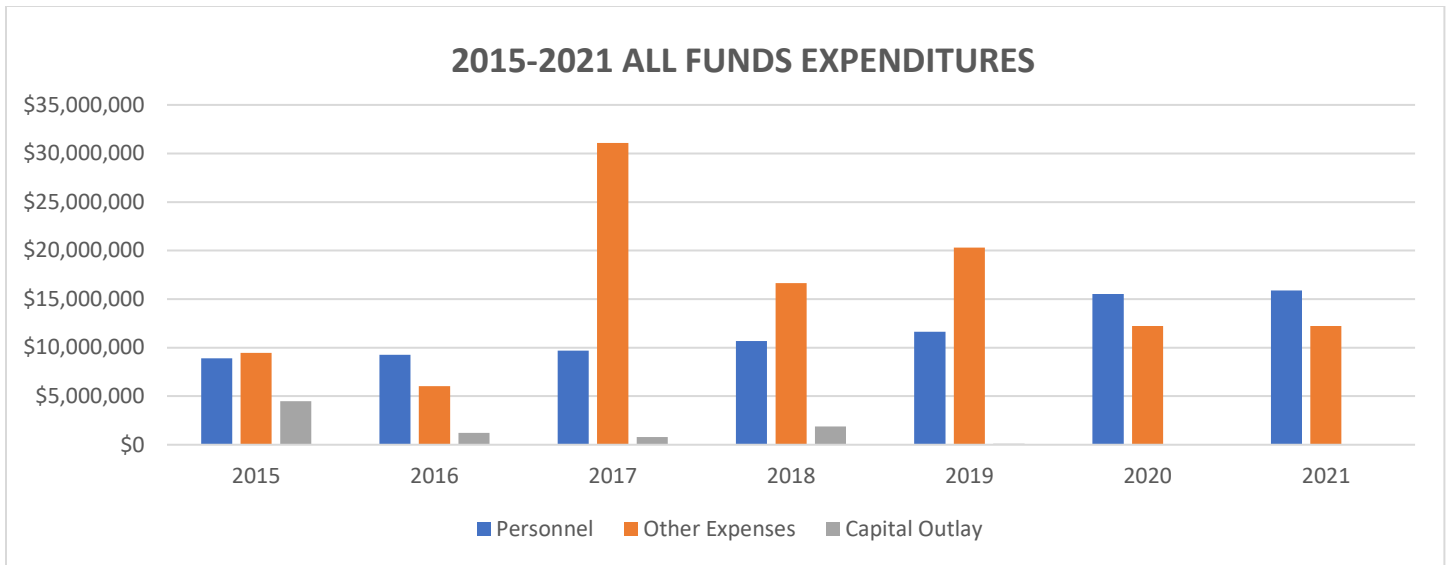
Indicator	2018 Actuals
Shared Services Provided	179
Shared Services Participants	674
ERP – Public Works EAM Work Orders	20,000
ERP – HR Benefits Enrollment	99.6%

## Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$35,132,564	\$39,899,374	\$4,766,990	\$27,767,637	\$28,111,343
HHS Levy Fund	\$6,912,224	\$5,520,364	(\$1,391,860)	\$6,126,386	\$6,221,438
General Fund	\$18,356,105	\$17,510,810	(\$845,295)	\$20,849,382	\$21,086,530
Special Revenue Fund	\$9,864,235	\$16,868,200	\$7,003,965	\$791,869	\$803,375

2020-2021 Budget Overview:

- Completion and rollout of the County-wide ERP system is expected. ERP will enter the operational stage and development teams will transition to maintenance rolls.
- The Department of Information Technology provides centralized planning, management, and upgrades of hardware and software purchases.



**Analysis of Spending / Expenditures History /FTEs**

ERP development and implementation activities are expected to be phased out and transitioned to operations. This will result in a decrease in expenditures for the Department. **2020-2021 Revenue Enhancements/Approved Budget Adjustments /Decision Items**

The Department of Information Technology submitted seven requests for additional funding, primarily vacancies. No decision package was approved by County Council.

**Other Considerations for the 2020 – 2021 Budget**

ERP delays or any other internal or external issues may require additional expenditures to operational expenses, personnel requirements, and capital expenses.

Link to Department Website: <http://isc.cuyahogacounty.us/>

## Innovation and Performance

### Mission Statement

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:

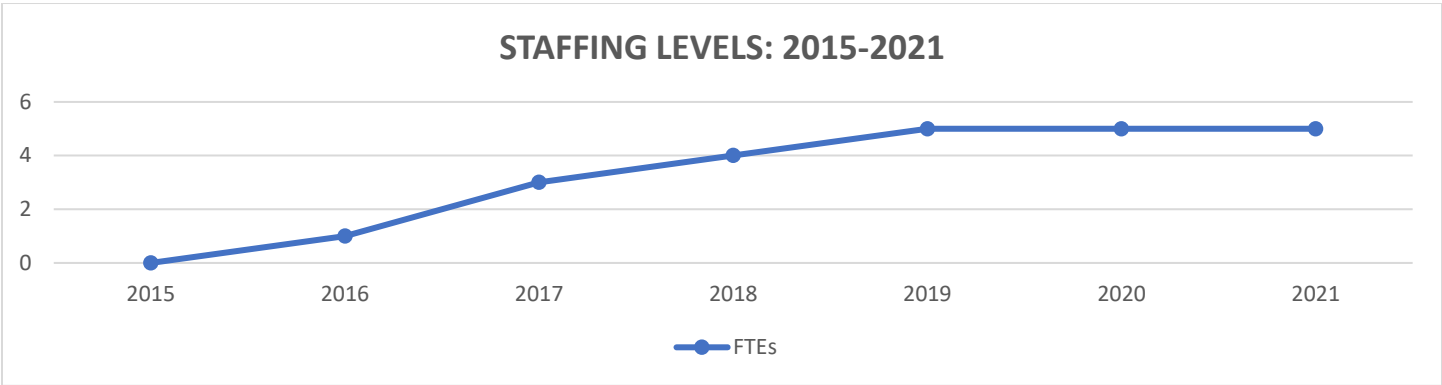
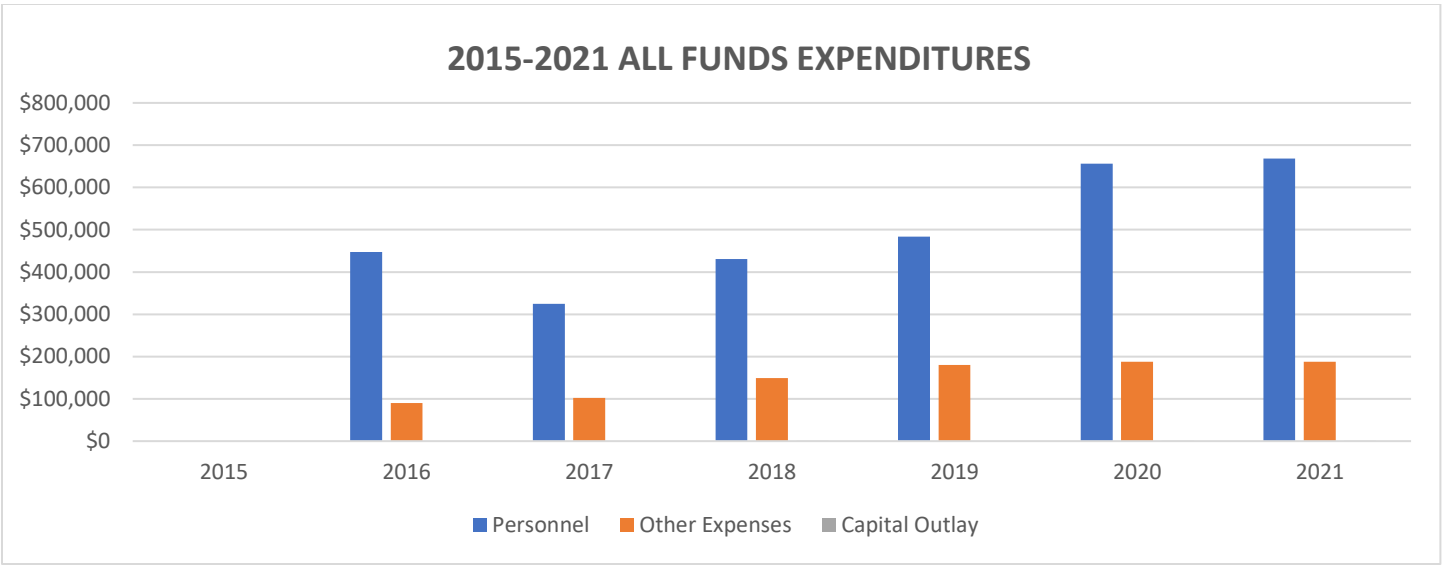
Indicator	2018 Actuals	2019 Actuals	2020 Target	2021 Target
Preparation of broadband access study		Completed in 2019		
Number of countywide measures tracked through Cuyahoga Performance	142	168	165	175
Number of employees participating in innovation efforts	433	419	500	550
Dollar value of improvements to County as a result of continuous improvement efforts	\$229,872	\$102,524	\$500,000	\$1,000,000

### Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$580,051	\$663,587	\$83,536	\$844,574	\$856,330
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$580,051	\$663,587	\$83,536	\$844,574	\$856,330
Special Revenue Fund	\$0	\$0	\$0	\$0	\$0

2020-2021 Budget Overview:

- The Innovation & Performance budget for the 2020-2021 Biennial is comprised of 78% Personnel Costs, with 22% combined between Other Expenses and Capital Outlays.
- This budget included funds for an approved decision item for an additional position to focus on Digital Inclusion around Cuyahoga County.



**Analysis of Spending / Expenditures History /FTEs**

Innovation and Performance saw an increase in spending from 2018 of \$83,536. This was driven by the addition of a Performance Consultant within the department during the 2019 year. This could also be attributed to additional spending within contractual services in relation to contributing support to innovation causes around the county.

**2020-2021 Revenue Enhancements/Approved Budget Adjustments /Decision Items**

Additional position for Digital Inclusion effort of \$100,000 for 2020 & 2021

**Other Considerations for the 2020 – 2021 Budget**

Additional funding of \$500,000 for training and contract support for Digital Inclusion (this item was NOT approved by Council)

Link to Department Website: <https://cuyahogacounty.us/innovation>

# Inspector General

## Mission Statement

Agency of Inspector General (AIG) 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**

Key Performance Measures:

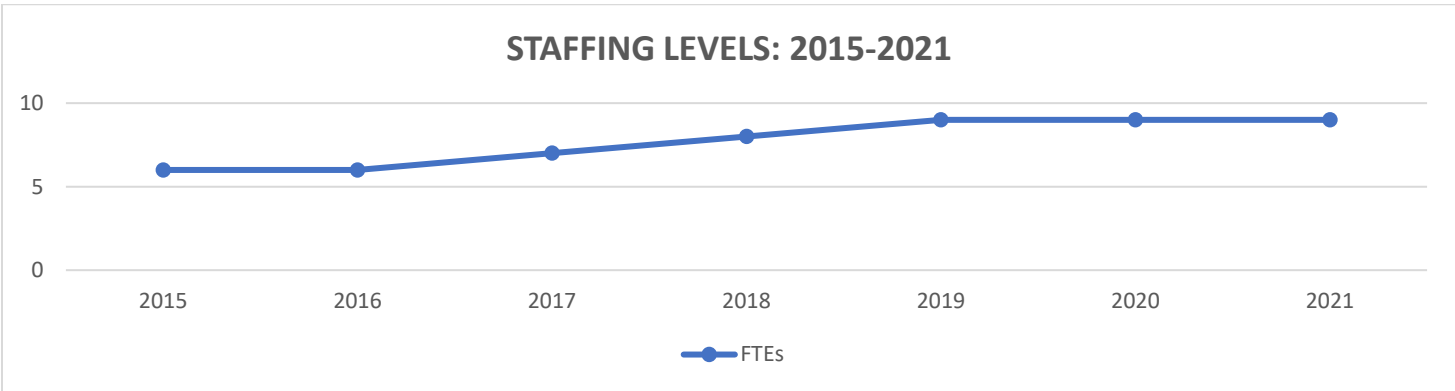
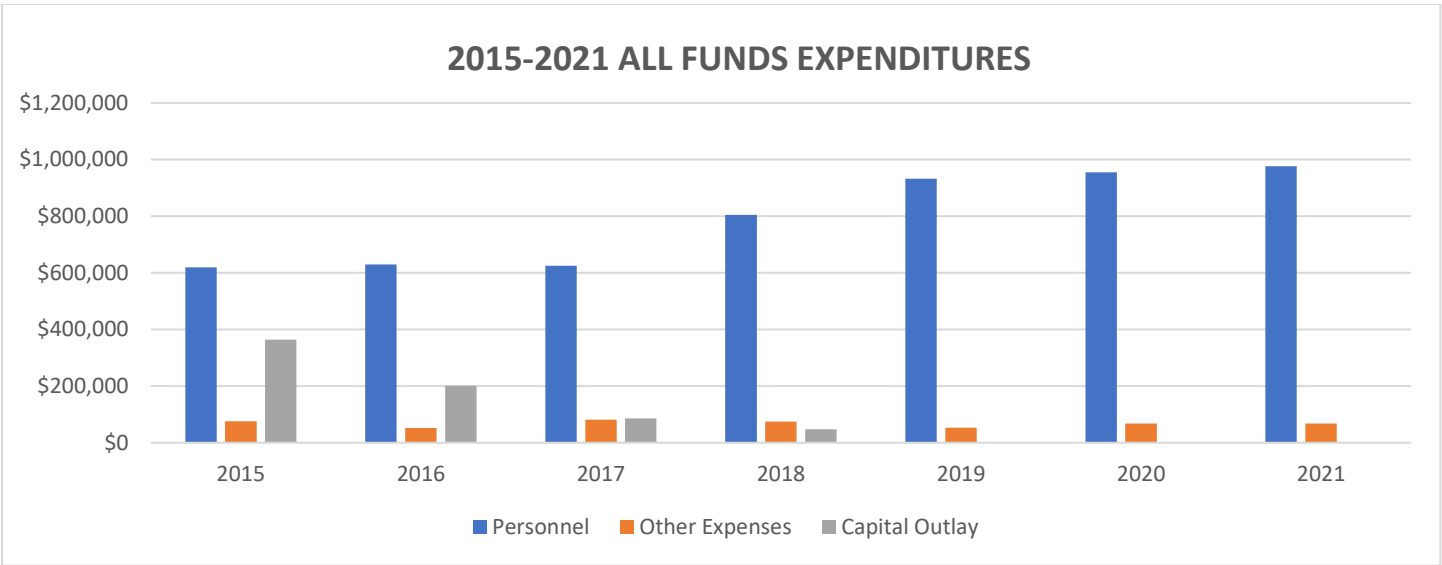
Indicator	2018 Actuals	2019 Target	2020 Target	2021 Target
Initiated Investigations	67	41	*	*
Ethics Opinions Lifetime	*	2,300+	*	*

## Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$878,975	\$985,454	\$106,478	\$1,027,618	\$1,048,821
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$685,490	\$660,763	\$689,566	\$860,813	\$968,107
Special Revenue Fund	\$9,520	\$21,215	\$16,737	\$18,162	\$17,347

2020-2021 Budget Overview:

- 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 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.



**Analysis of Spending / Expenditures History /FTEs**

The Department’s staffing increased by one in 2019 with the addition of the systems/technology investigator.

**2020-2021 Revenue Enhancements/Approved Budget Adjustments /Decision Items**

Additional funding in the amount of \$5,000 was approved for 2020/2021 by County Council for subpoena and document analysis software.

**Other Considerations for the 2020 – 2021 Budget**

None.

Link to Department Website: <https://inspectorgeneral.cuyahogacounty.us/>

## Internal Audit

### Mission Statement

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:

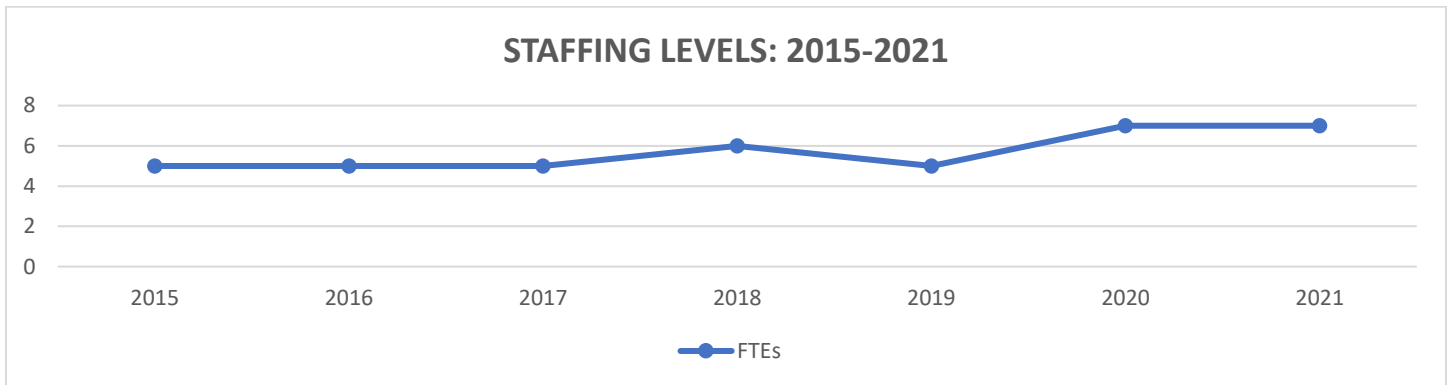
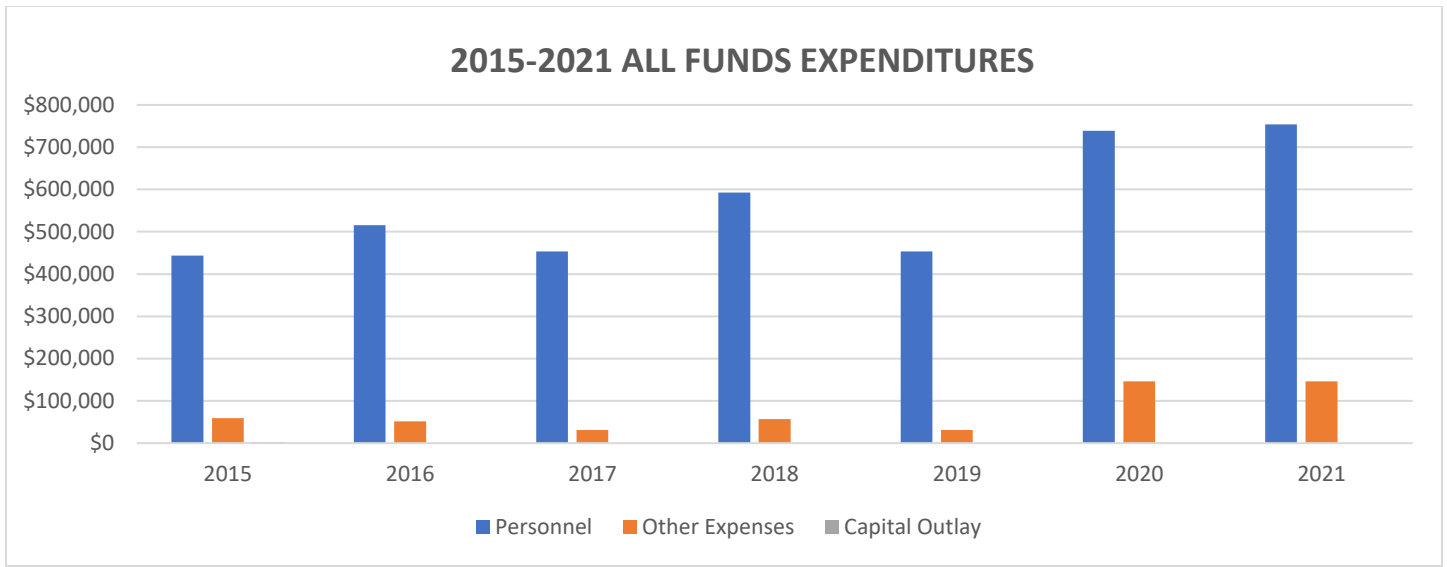
Indicator	2018 Actuals	2019 Actuals	2020 Target	2021 Target
Potential Cost Savings & Recoveries Identified	\$798,115	\$742,626	Depends on Audits Completed	Depends on Audits Completed

### Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$649,211	\$484,973	(\$164,238)	\$792,344	\$812,795
HHS Levy Fund	\$0	\$0	\$0	\$0	40
General Fund	\$649,211	\$485,136	(\$164,238)	\$792,344	\$812,795
Special Revenue Fund	\$0	\$0	\$0	\$0	\$0

2020-2021 Budget Overview:

- The Department of Internal Audit budget for the 2020-2021 Biennial is comprised of 92% Personnel Costs, with the remainder concentrated in Other Expenses and Capital Outlays including funding for Audit software.
- This budget includes decision items for an additional part-time intern and salary upgrades for the Sr. Staff Auditor and Director positions.



**Analysis of Spending / Expenditures History /FTEs**

The Department of Internal Audit saw a reduction in spending from 2018 of \$164,238. This was overwhelmingly driven by a large amount of turnover at the Director and Sr. Staff Auditor Positions. This includes the departure of the acting Director that was promoted from a Sr. Staff Auditor position. It should also be mentioned that a vacancy a Staff Auditor position contributed to this surplus as well. For the year 2019, there were vacancies at the Staff Auditor, Sr. Staff Auditor, and Director positions for significant portions and different times of the year.

**2020-2021 Revenue Enhancements/Approved Budget Adjustments /Decision Items**

- Part-Time Intern for \$18,010 for 2020 & 2021
- Positional Upgrade for the Sr. Staff Auditor Position for \$13,854 for 2020 & 2021
- Salary Upgrade for the Director Position for \$45,000 for 2020 & 2021

**Other Considerations for the 2020 – 2021 Budget**

Upgrades to the Internal Audit Conference room for \$5,000 for 2020 (this item was NOT approved by Council)

Link to Department Website: <http://bc.cuyahogacounty.us/en-US/Audit-Reports.aspx>



# Personnel Review Commission

## Mission Statement

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:

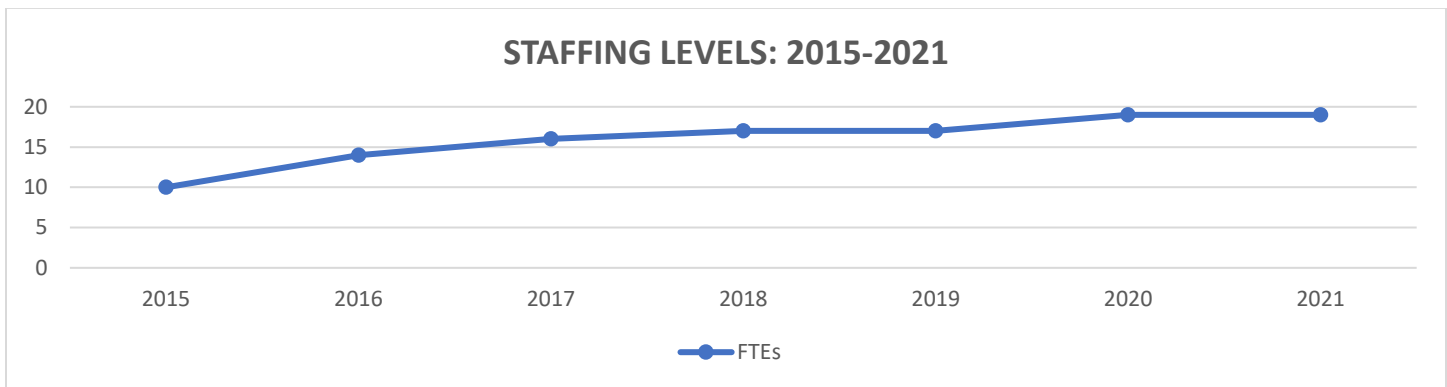
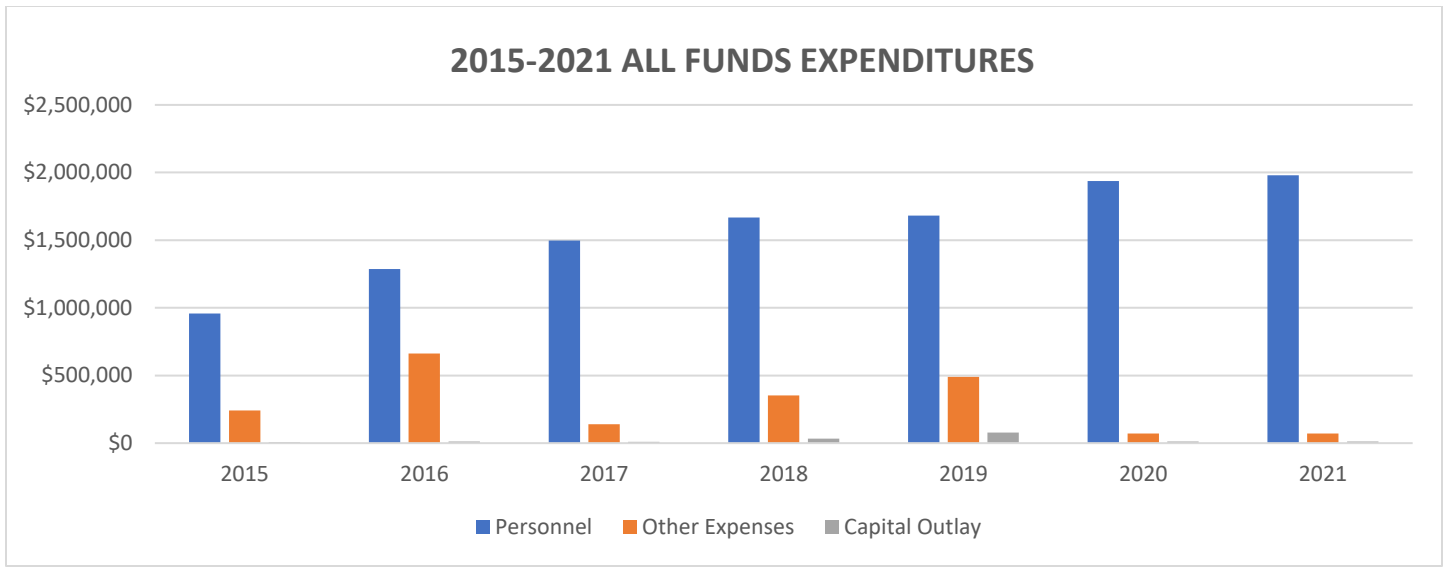
Indicator	2018 Actuals	2019 Actuals	2020 Target	2021 Target
% of 139 Total Classifications Remaining in Old Format Reviewed & Updated (includes those currently in process)	97%	14%	25% of class plan reviewed for maintenance purposes	25% of class plan reviewed for maintenance purposes
Average Number of Days to Establish Eligibility Lists for NEW test projects	45	50	35	35
Average Number of Days to Establish Eligibility Lists for REPEAT test projects	31	30	25	25

## Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$2,052,824	\$2,250,532	\$197,708	\$2,022,230	\$2,063,095
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$2,052,624	\$2,250,532	\$197,907	\$2,022,230	\$2,063,095
Special Revenue Fund	\$0	\$0	\$0	\$0	\$0

2020-2021 Budget Overview:

- The Personnel Review Commission budget for the 2020-2021 Biennial is comprised of 96% Personnel Costs, with the remaining total combined between Other Expenses and Capital Outlays



**Analysis of Spending / Expenditures History /FTEs**

Personnel Review Commission saw an increase in spending from 2018 of \$197,908. This was driven by additional spending in Capital Outlays due to the relocation of the main office to the Westshore Facility and the resulting expenses for upgrading the building. This was also driven by additional spending within contractual services in relation to contributing support to innovation causes around the county. Also contributing to the increase in spending was higher controlled services costs due to reconciliations from 2018.

**2020-2021 Revenue Enhancements/Approved Budget Adjustments /Decision Items**

None

**Other Considerations for the 2020 – 2021 Budget**

None

Link to Department Website: <https://prc.cuyahogacounty.us/>

## Public Works – Facilities Management

### Mission Statement

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:

Indicator	2018 Actuals	2019 Actuals	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	61,328,616	2% reduction	2% reduction

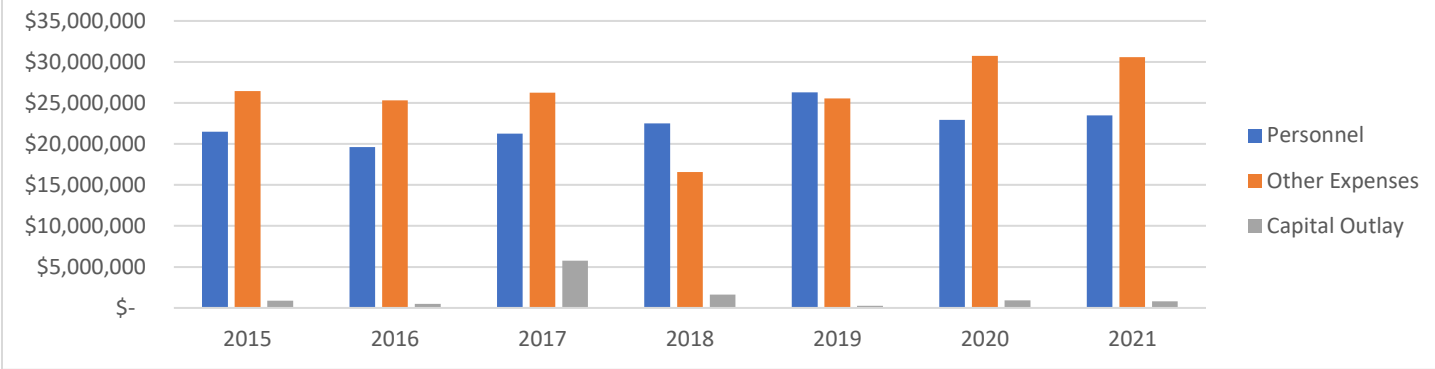
### Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$41,014,781	\$52,072,596	\$11,057,815	\$53,678,167	\$54,062,253
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$ 1,678,878	\$7,925,315	\$946,437	\$1,637,185	\$1,654,772
Special Revenue Fund	\$38,480,495	\$44,147,281	\$10,111,378	\$52,040,982	\$52,407,481

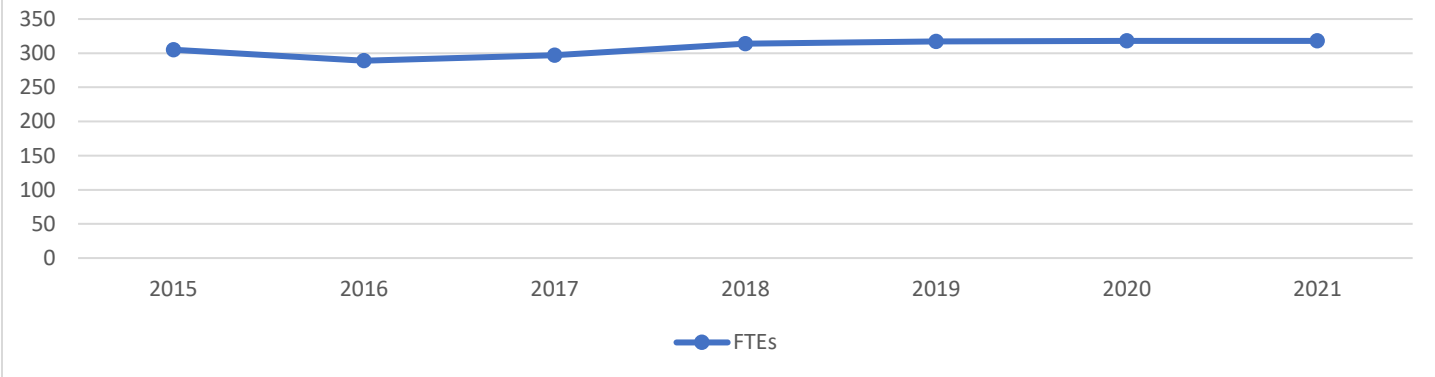
2020-2021 Budget Overview:

- The Public Works Facilities budget includes internal service funds for countywide expenditures and then recover payments through internal chargebacks to user agencies. The internal service funds include the maintenance garage, custodial services for building and grounds maintenance, county mailroom, and print shop.
- The Public Works Facilities budget includes an enterprise fund for the County Parking Garage which provides parking to the public for a fee. This budget includes approximately \$1.5 million per year to reimburse the General Fund for debt service payments for renovations at the Huntington Park Garage.
- The Public Works Facilities General Fund budget provides funding for County Archives and for the property management division.

## 2015-2021 ALL FUNDS EXPENDITURES



## STAFFING LEVELS: 2015-2021



### **Analysis of Spending / Expenditure History / FTEs**

- The Facilities budget includes payroll for trades and special trades associated general building maintenance and capital projects. The capital project expenses post in the Facilities operating budget, and are later allocated to their respective capital project budgets. The timing of the allocations can lead to fluctuations in expenses year to year.
- The 2019 General Fund budget in the Property Management division included a one-time \$1.5 obligation to hire consultants associated with the Cuyahoga County Justice Center project. That project did not occur during 2019 and is anticipated to instead post as a 2020 expenditure.

### **2020-2021 Revenue Enhancements / Approved Budget Adjustments / Decision Items**

The Archives Division General Fund budget received \$100,000 per year to hire an additional staff and purchase research software.

### **Other Considerations for the 2020 – 2021 Budget**

As of the start of the biennium, the County had recently consolidated its multiple maintenance garages into one. Previously, expenses for the Road & Bridge and Sanitary Engineer divisions posted directly in their respective operating budgets. With the consolidated garage, all vehicle maintenance expenses post in the maintenance garage internal service fund, then get allocated and charged back to the appropriate division. This will require an increase in the maintenance garage internal service budget, but it will not impact cash balances in any funds.

Link to Department Website: <http://publicworks.cuyahogacounty.us/en-US/FacilitiesManagement.aspx>

## Public Works – Facilities Road & Bridge

### Mission Statement

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:

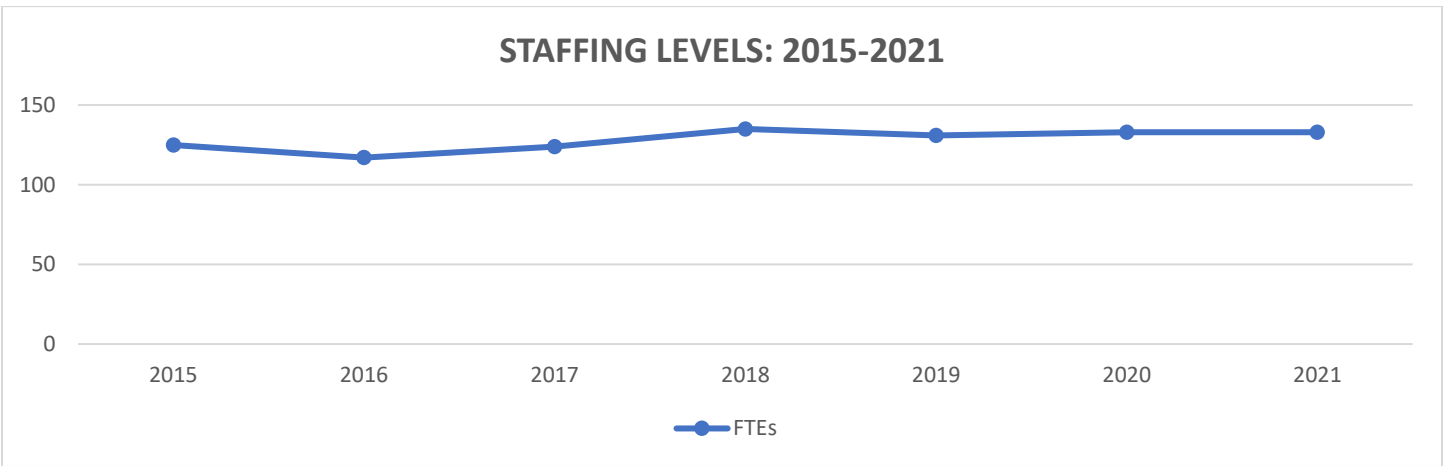
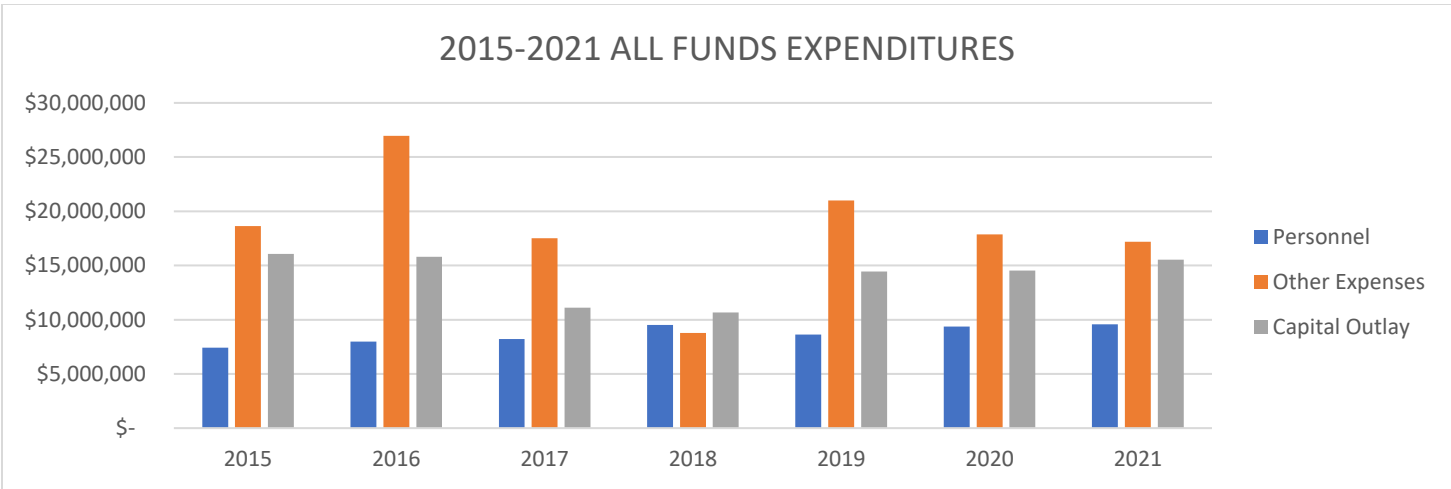
Indicator	2018 Actuals	2019 Actuals	2020 Target	2021 Target
Federally Funded Road Projects Started	5	3	2	1
Federally Funded Bridge Projects Started	0	0	3	2
County Administered/Funded Projects Started	7	6	11	4
Municipally Administered/County Supported Projects	36	39	45	45

### Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$28,973,170	\$44,093,196	\$15,120,026	\$41,785,859	\$42,296,106
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$28,973,170	\$44,093,196	\$15,120,026	\$41,785,859	\$42,296,106

2020-2021 Budget Overview:

- The operating budget includes local Road & Bridge funds generated primarily through motor vehicle registration tax and gasoline tax. The motor vehicle tax includes the \$5 fund, the \$7.50 fund, and a recent supplemental \$5 fund authorized through H.B. 26 (County Code §720.03) which took effect at the start of 2019.
- Public Works uses these Road & Bridge funds in the operating budget in combination with Ohio Department of Transportation, Ohio Public Works Commission, and local municipal contributions to fund projects. As projects are completed and reconciled, cash transfers and expense allocations post to accommodate each fund's share of the project cost, with a portion of project costs reflected in the operating budget.



**Analysis of Spending / Expenditures History / FTEs**

The expenditures include \$5.7 million/\$18.9 million in 2018/2019 in cash transfers among the Road & Bridge funds and to funds outside the operating budget. The variation in cash transfers and the timing of projects can lead to large variations in expenditure levels from year to year.

**2020-2021 Revenue Enhancements/Approved Budget Adjustments/Decision Items**

The supplemental \$5 motor vehicle tax took effect in January 2019 and generated \$4.7 million in revenue in its first year. This new funding source has a \$3.7 million/\$4.0 million budget in 2020/2021. There are no other enhancements in the 2020-2021 budget.

**Other Considerations for the 2020 – 2021 Budget**

N/A

Link to Department Website: <http://publicworks.cuyahogacounty.us/>

## Public Works – Sanitary Engineer

### Mission Statement

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**

Key Performance Measures:

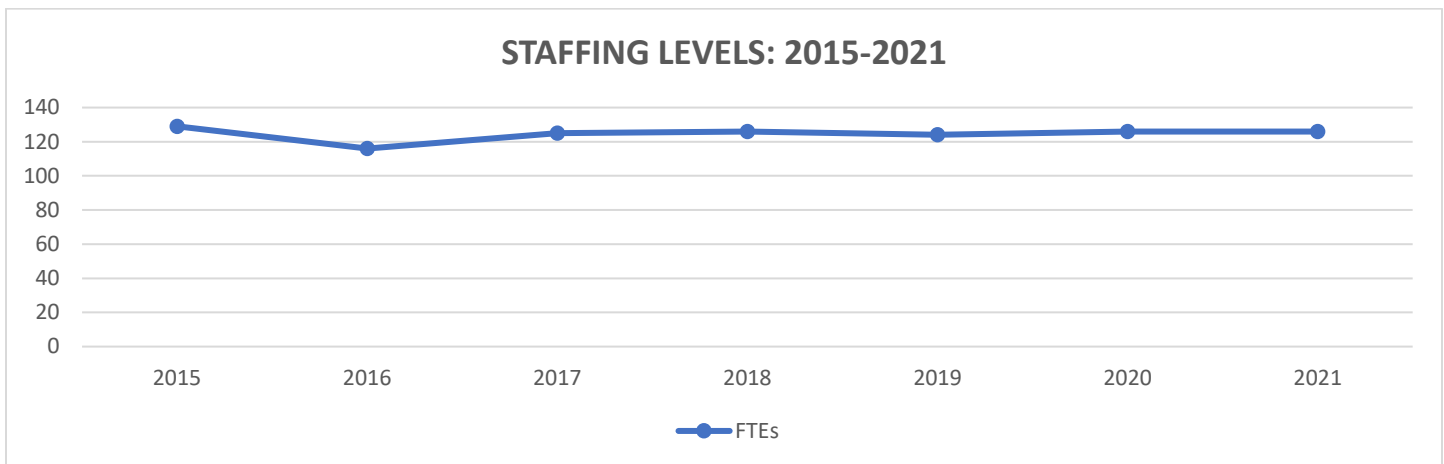
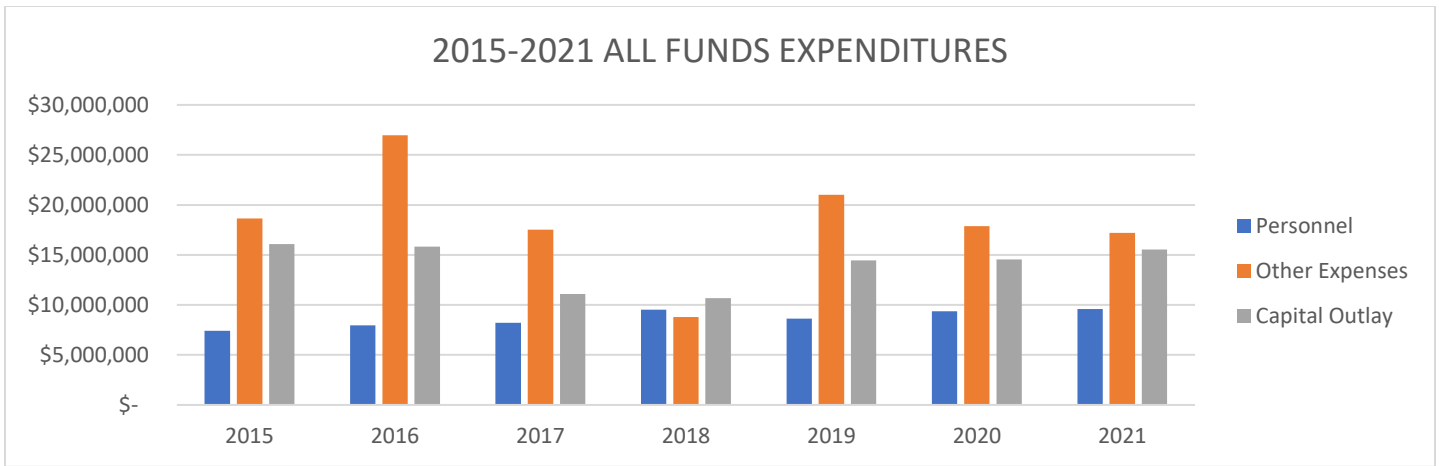
Indicator	2018 Actuals	2019 Actuals	2020 Target	2021 Target
Number of Shared Services – Sewer – Communities Served	38	38	40	41
Jetting sewer lines (feet)	1,602,512	1,840,457	1,900,000	1,900,000
Television inspection of sewer (feet)	1,370,037	1,835,959	1,900,000	2,000,000

### Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$24,126,541	\$32,417,132	\$8,290,591	\$31,674,136	\$31,927,986
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$24,126,541	\$32,417,132	\$8,290,591	\$31,674,136	\$31,927,986

2020-2021 Budget Overview:

- The Sanitary Engineer pays expenses for multiple sanitary sewer districts out of its Sanitary Sewer operating account and then receives reimbursement revenues from municipalities at the end of the year. Municipalities pay sanitary sewer expenses based on an agreed fee rate.



**Analysis of Spending / Expenditures History / FTEs**

The operating budget includes an appropriation cushion for contingencies and emergency repairs which are generally not needed in full, generally resulting in a surplus each year.

**2020-2021 Revenue Enhancements/Approved Budget Adjustments/Decision Items**

N/A

**Other Considerations for the 2020-2021 Budget**

N/A

Link to Department Website: <http://publicworks.cuyahogacounty.us/en-US/sanitary-design-standards.aspx>



## Regional Collaboration

### Mission Statement

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:

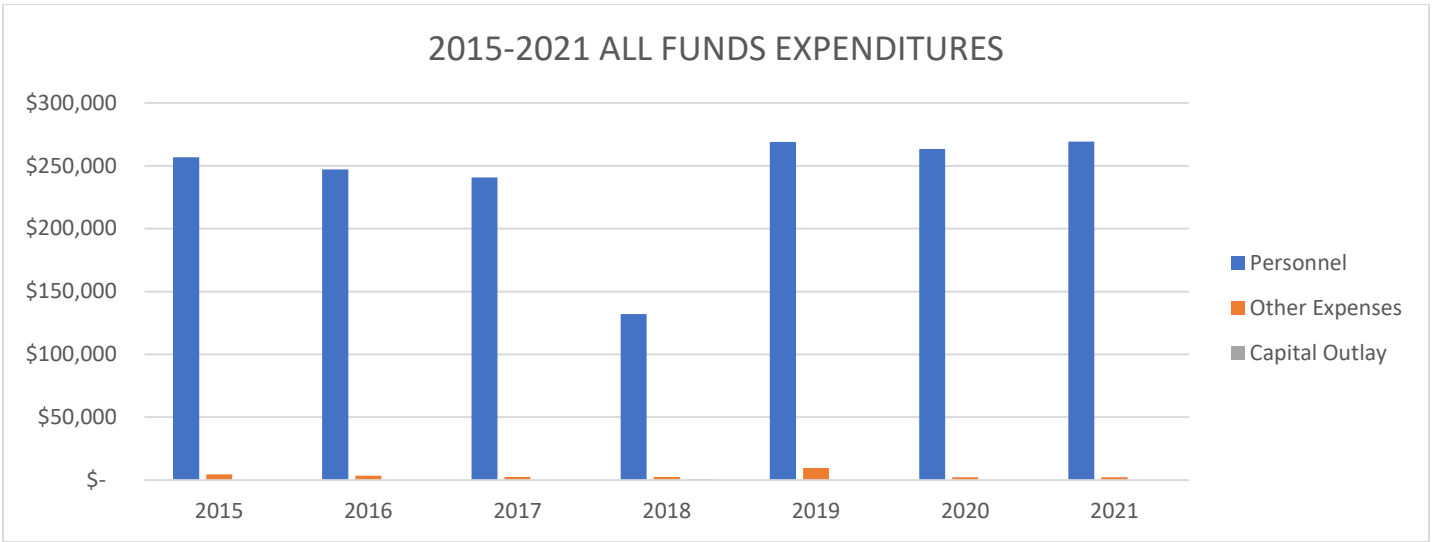
Indicator	2018 Actuals	2019 Actuals	2020 Target	2021 Target
Board and Commission Appointments	39	80	80	80

### Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$134,682	\$278,442	\$143,760	\$265,715	\$271,467
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$134,682	\$278,442	\$143,760	\$265,715	\$271,467
Special Revenue Fund	\$0	\$0	\$0	\$0	\$0

2020-2021 Budget Overview:

- The Regional Collaboration budget uses General Fund for two staff with minimal other expenditures. The department administers a policy advocacy contract which posts in the budget for the Office of Executive.



**Analysis of Spending / Expenditure History / FTEs**

Expenditures doubled in 2019 because both positions were vacant for half of 2018.

**2020-2021 Revenue Enhancements/Approved Budget Adjustments/Decision Items**

None.

**Other Considerations for the 2020 – 2021 Budget**

None.

Link to Department Website: <http://regionalcollaboration.cuyahogacounty.us/>

# Soil and Water Conservation District

## Mission Statement

The Soil and Water Conservation District’s mission is to implement programs and practices that protect and restore healthy soil and water resources.

## Strategic Priorities

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

Key Performance Measures:

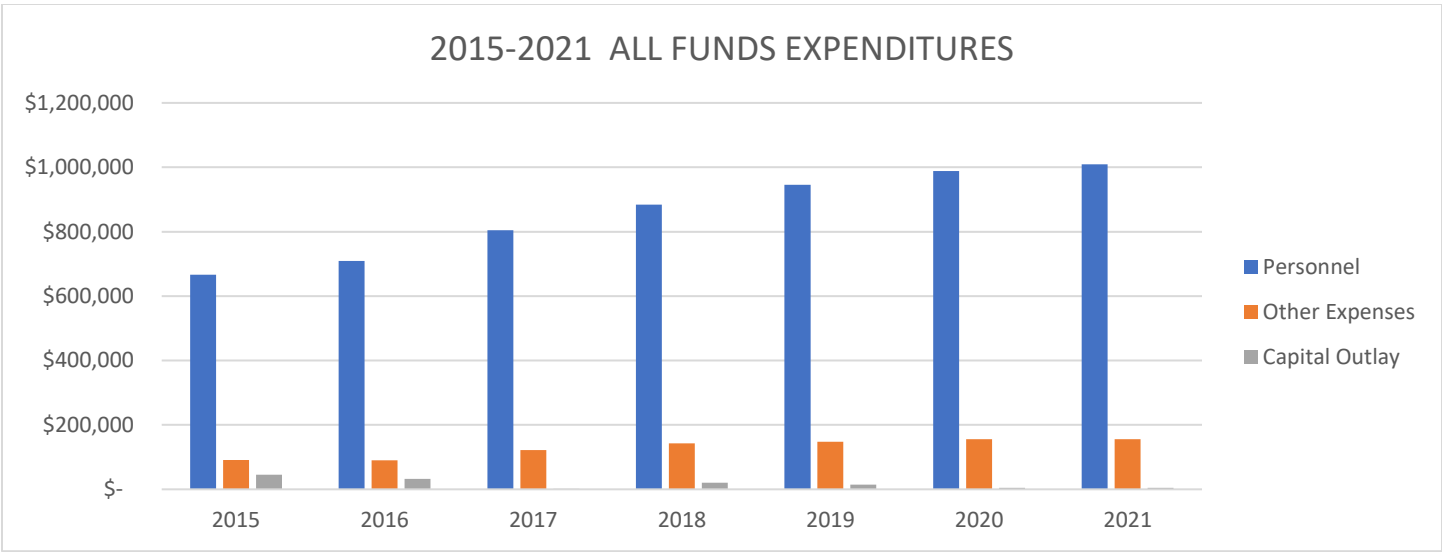
Indicator	2018 Actuals	2019 Actuals	2020 Target	2021 Target
Plans reviewed for proposed projects	269	283	283	283
Comprehensive Field Reviews with Technical Advisory Reports	2,230	2,220	2,220	2,220
Trees Planted <i>*separate from the Tree Canopy initiative</i>	400	400	400	400
Stream monitoring sites (annual)	348	356	360	360
Percentage of the County Covered with services/population	88%/99%	88%/99%	88%/99%	88%/99%
Active Project Grants	18	18	15	15
Post Construction SCM inspections	700	1,220	1,250	1,275

## Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$1,090,243	\$1,308,813	\$60,629	\$1,148,692	\$1,170,152
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$100,000	\$125,000	\$25,000	\$125,000	\$125,000
Special Revenue Fund	\$990,243	\$983,279	\$35,629	\$1,023,692	\$1,045,152

2020-2021 Budget Overview:

- The Cuyahoga Soil and Water Conservation District promotes conservation of land and aquatic resources in a developed environment through stewardship, education, and technical assistance.
- The 2020-2021 continues the second year of the five-year Tree Canopy restoration initiative in coordination with the County Planning Commission and Department of Sustainability (R2019-0162). The annual subsidy will include an additional \$25,000 per year, for a total of \$125,000 per year, for the staff time dedicated to providing technical assistance to the program. The County Planning Commission published an update to its Urban Tree Canopy Assessment in late-2019 which shows that tree canopy coverage in the County decreased from 37.0% in 2011 to 34.7% in 2017, and the Tree Canopy restoration aims to reverse this trend as part of the County’s Climate Change Action Plan.
- The Cuyahoga Soil & Water Conservation District implements at least two of six mandated control measures of community stormwater management programs for most communities within the county, with a focus on stormwater pollution prevention and public involvement and public education related to stormwater pollution prevention. These programs are aimed at protection soil and water resources for the benefit of county residents.



**Analysis of Spending / Expenditures History / FTEs**

The majority of expenditures are in personnel services.

**2020-2021 Revenue Enhancements/Approved Budget Adjustments/Decision Items**

N/A

**Other Considerations for the 2020-2021 Budget**

N/A

Link to Department Website: <https://www.cuyahogawcd.org/>

# Soldiers and Sailors Monument

## Mission Statement

To operate, maintain and preserve the Cuyahoga County Soldiers' and Sailors' Monument pursuant to Ohio Rev. Code Sections 345.13 and 345.14, so as 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:

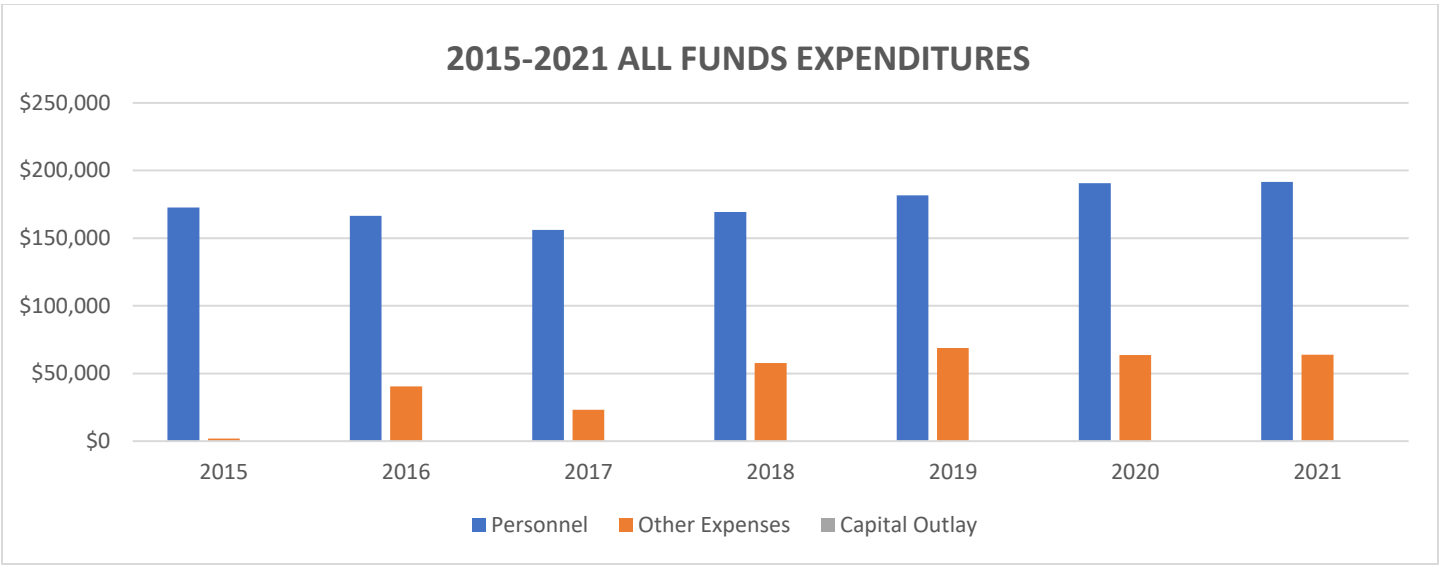
Indicator	2018 Actuals	2019 Actuals	2020 Target	2021 Target
Number of Visitors	45,421	39,725	40,000	40,000
Number of Special Events	107	118	100	100
Veteran Group Events	6	7	5	5

## Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$227,187	\$250,521	\$23,334	\$254,451	\$258,597
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$227,187	\$250,521	\$23,334	\$254,451	\$258,597
Special Revenue Fund	\$0	\$0	\$0	\$0	\$0

2020-2021 Budget Overview:

- The Monument has been staffed by three full-time and one part-time employee from April through September. The 2020 and 2021 budget will now allow the part-time employee to work all year. Staff conduct ongoing tours and seasonal programs throughout the year. These include programs for Veteran Groups and other community events.



**Analysis of Spending/Expenditures History/FTE's**

Spending for the Soldiers and Sailors Monument increased by \$23,334 from 2018. This is mainly due to the preparation for special events in 2019 to celebrate the 125-year anniversary of the monument.

**2020-2021 Revenue Enhancements/Approved Budget Adjustments/Decisions**

None

**Other Consideration for the 2020-2021 Budget**

None

Link to Department Website: <http://www.soldiersandsailors.com>

## Solid Waste Management District

### Mission Statement

The 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:

Indicator	2018 Actuals	2019 Target	2020 Target	2021 Target
Waste Generation – Residential / Commercial	1,324,039	1,518,759	1,512,595	1,506,832
Waste Generation – Industrial	1,528,229	1,156,316	1,156,316	1,156,316
Recycled and Composted Waste	1,284,007	1,320,196	1,319,723	1,319,250
Landfilled Waste	479,886	427,449	425,653	423,984
Residential / Commercial Recycling Rate	34.10%	30.59%	30.68%	30.77%

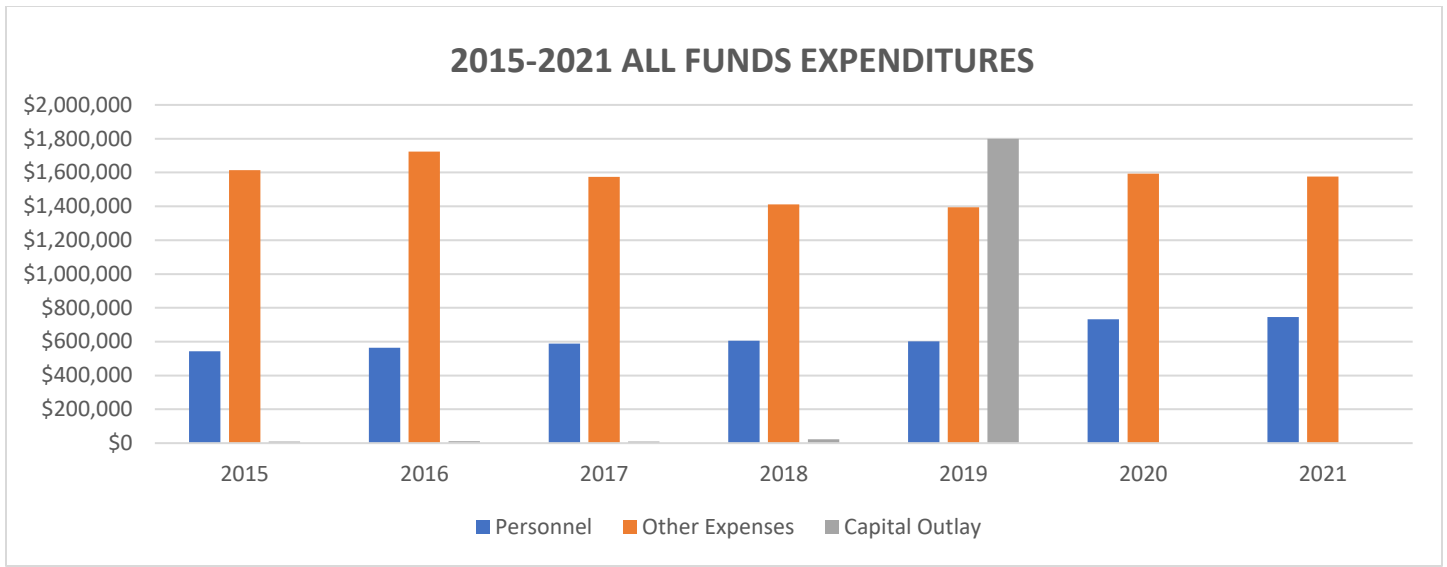
### Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$1,976,468	\$3,745,466	\$1,768,998	\$2,225,005	\$2,222,204
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$1,976,468	\$3,745,466	\$1,768,998	\$1,932,015	\$1,847,888

\*Expenditures that are not covered by current year revenues, is projected to be covered through draw downs on existing cash balances within the Special Revenue Funds.

### 2020-2021 Budget Overview:

- The Solid Waste District is funded through garbage generation fees paid by collecting municipalities and private companies.



**Analysis of Spending / Expenditures History /FTEs**

The Solid Waste Board has little turnover and employees typically stay longer tenures. Spending has historically been flat to match revenue generation. During 2019 the board purchased the building they have occupied and had been leasing. The Ohio Water Development Agency provided the loan to be repaid over 30 years.

**2020-2021 Revenue Enhancements/Approved Budget Adjustments /Decision Items**

The Solid Waste Board had two decision package requests. One additional staff member and funding to provide community recycling grants. Both requests were approved by Council and funded through special revenue funds.

**Other Considerations for the 2020 – 2021 Budget**

The Solid Waste Board prepares a solid waste plan that outlines expectations for the next 15 year. The current plan was ratified in 2019 and covers through 2033. The District updates the solid waste plan every 5-8 years and includes updated demographics, revenue, and spending targets. Their budget is based upon the plan with minor adjustments every County biennial budget period.

Link to Department Website: <https://cuyahogarecycles.org/>



# Sustainability

## Mission Statement

The Department of Sustainability was created by Ordinance in late fall 2014 with its first staff being hired in February, 2015. The broad goals of the Department are the following:

1. Promoting environmentally sustainable business practices in the internal operations of the County;
2. Collaborating with businesses, non-profit organizations, political subdivisions and government agencies to develop programs incorporating environmentally sustainable methods into accepted practice;
3. Promoting economic development to support businesses that provide environmentally sustainable goods and services;
4. Educating the public about environmentally sustainable practices;
5. Advising, when requested, the County Executive and the County Council on policies and programs related to environmental sustainability; and
6. 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:

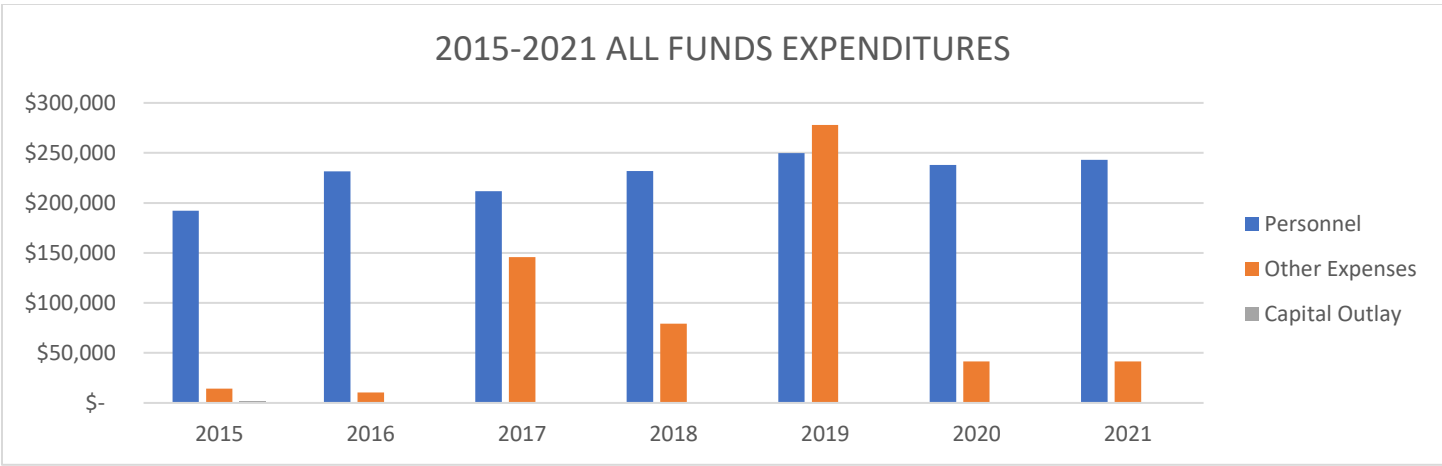
Indicator	2018 Actuals	2019 Actuals	2020 Target	2021 Target
Greenhouse Gas Emissions	23,222,819	21,506,851 (estimate)	20,881,228	20,255,605
Solar Co-op Installations	38	32	45	50

## Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$310,995	\$527,678	\$216,683	\$291,418	\$296,540
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$274,495	\$300,148	\$25,653	\$279,280	\$284,402
Special Revenue Fund	\$36,500	\$227,530	\$191,030	\$12,138	\$12,138

2020-2021 Budget Overview:

- The Department has a General Fund budget for its three staff and daily operations. In addition, the Department uses a Sustainability Projects special revenue fund for various sustainability projects.
- The Sustainability Projects subfund receives various revenues including scooter license fees and is used for projects including microgrid, greenhouse gas inventory, solar energy, and green financing.
- The Department coordinates with various county agencies including Public Works, County Planning Commission, Consumer Affairs, Solid Waste District, Soil & Water Conservation District, and Development on various aspects of the Climate Change Action Plan. One element of the plan is the five-year Tree Canopy restoration program in coordination with the County Planning Commission and the Soil & Water Conservation.



**Analysis of Spending / Expenditure History / FTEs**

The Department was established in 2014 (O2014-0023) and has three staff. The Sustainability Projects special revenue fund had expenditures of \$150,000 on development of a microgrid project.

**2020-2021 Revenue Enhancements/Approved Budget Adjustments/Decision Items**

N/A

**Other Considerations for the 2020-2021 Budget**

N/A

Link to Department Website: <http://sustainability.cuyahogacounty.us/>

# Treasury Department

## Mission Statement

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:

Indicator	2018 Actuals	2019 Actuals	2020 Target	2021 Target
Easy Pay Enrollment	1,889	2,053	2,237	2,500
Tax Delinquent Agreements Established	5,962	6,692	7,495	7,600

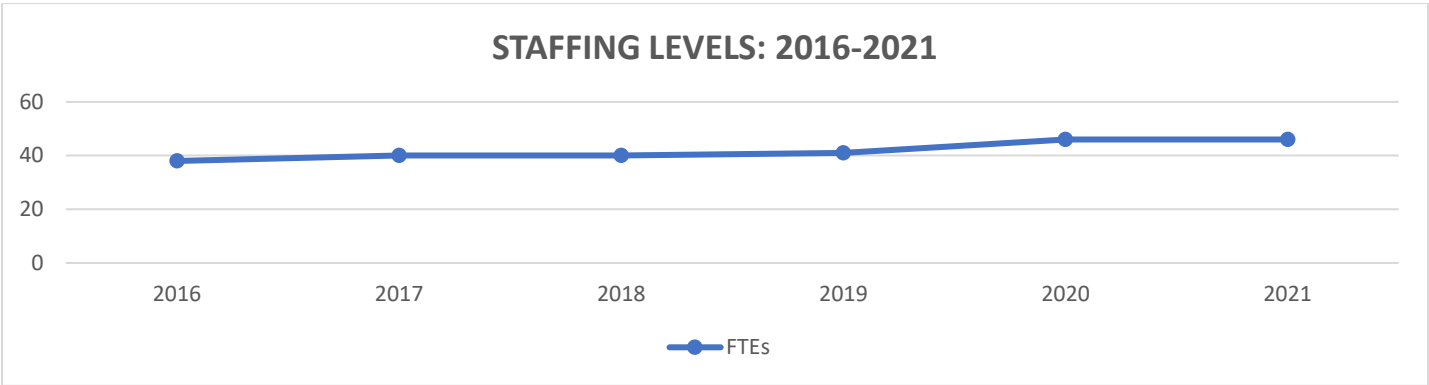
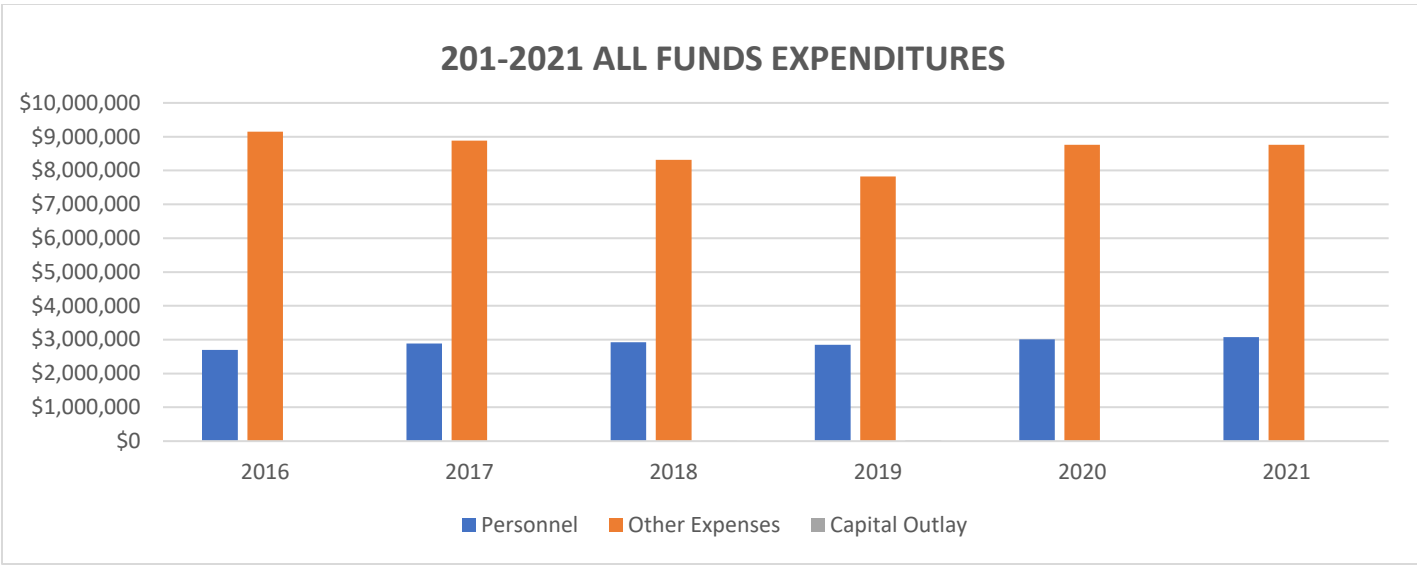
## Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$11,235,844	\$10,696,662	(\$539,182)	\$11,768,104	\$11,837,764
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$2,375,932	\$63,428	(\$2,312,504)	\$64,000	\$64,000
Special Revenue Fund	\$11,755,113	\$9,582,802	(\$2,172,311)	\$10,374,146	\$10,374,146

\*Expenditures that are not covered by current year revenues, is projected to be covered through draw downs on existing cash balances within the Special Revenue Funds.

2020-2021 Budget Overview:

- No notable changes to the budget are reflected. Treasury in conjunction with the Fiscal Office, have been working on implementing a new Real Property Tax System. The development of the new system started in 2016 and is expected to go live in 2021.



**Analysis of Spending/Expenditures History/FTE's**

Spending in the County Treasury has decreased by \$539,182 from 2018. This is mainly due to five vacancies in the department. The department plans to fill the open vacancies in 2020.

**2020-2021 Revenue Enhancements/Approved Budget Adjustments/Decisions**

None

**Other Consideration for the 2020-2021 Budget**

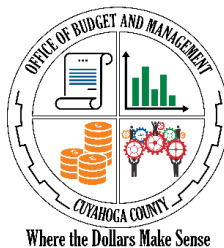
None

Link to Department Website: <https://treasurer.cuyahogacounty.us/>



**2020 – 2021  
Biennial Budget**

**Department Budget and Performance  
Health and Human Services**



# Alcohol, Drug Addiction and Mental Health Services Board

## Mission Statement

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, recovery 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:

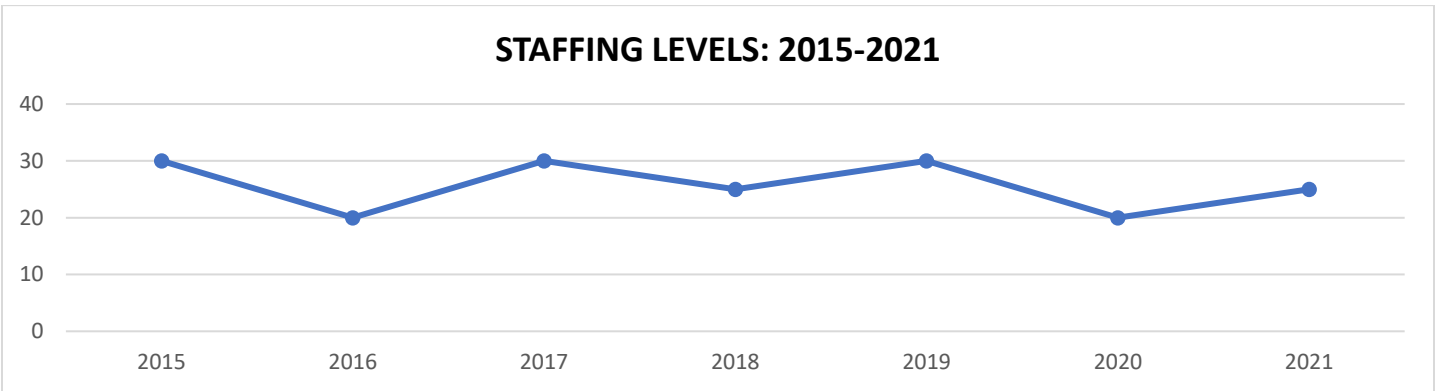
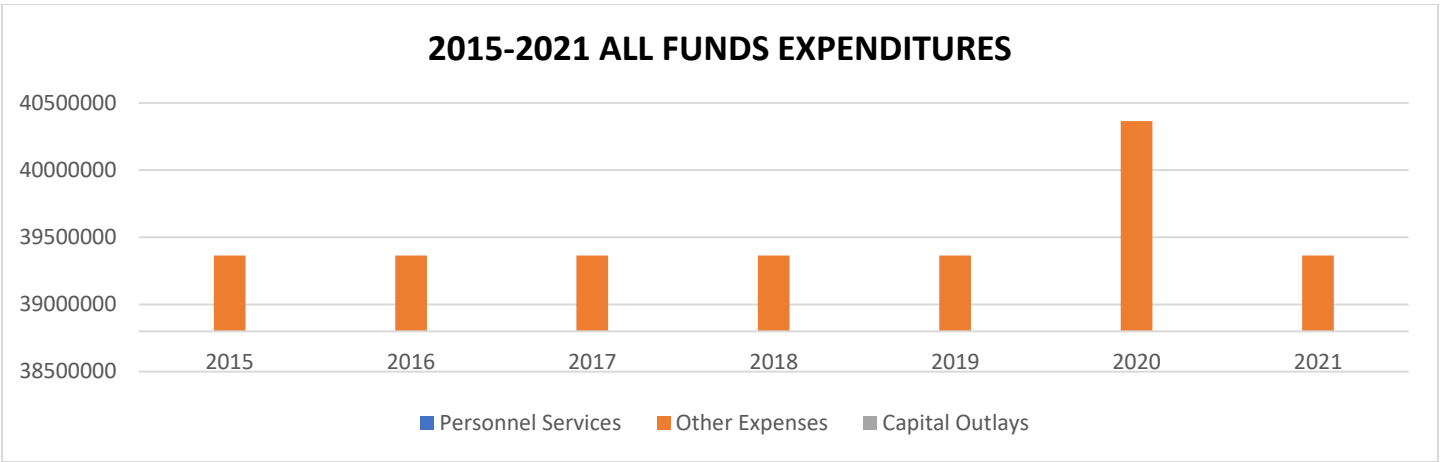
Indicator	2018 Actuals	2019 Target	2020 Target	2021 Target
Mental Health Treatment & Recovery Services	6,471	6,000	7,000	7,000
Addiction Treatment & Recovery Services	3,232	4,000	4,000	4,000
Crisis Services (Individuals Diverted from Hospitalization)	599	600	600	600
Vocational & Employment Services (Individuals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

## Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
HHS Levy Fund	\$39,363,659	\$39,363,659	\$0	\$40,363,659	\$39,363,659

2020-2021 Budget Overview:

- The Alcohol, Drug Addiction and Mental Health Services (ADAMHS) Board is given a Health and Human Service Levy Subsidy which is used to provide crisis intervention, wellness, treatment, detoxification, prevention, pharmacological management, residential & sober housing, recovery peer support and vocational & employment services for those in need throughout Cuyahoga County.



**2020-2021 Revenue Enhancements/Approved Budget Adjustments /Decision Items**

For 2020, an additional \$1,000,000 in subsidy was provided to increase Crisis Services and the Residential Assistance Program.

**Other Considerations for the 2020 – 2021 Budget**

N/A

Link to Department Website: <http://www.adamhsc.org/>

# Board of Developmental Disabilities

## Mission Statement

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:

Indicator	2018 Actuals	2019 Actuals	2020 Target	2021 Target
Maintain Flat/Reduced Program Cost per Person	\$17,590	\$16,158	\$12,756	\$13,371
Maintain Expenses Growth < 5%	-12.40%	-4.60%	-18.50%	3.80%
Increase Total Individuals Served	9,601	9,969	10,300	10,650
Reduce/Maintain FTE's	909	842	60	600
Expand Waiver Enrollees	4,415	4,536	4,700	4,850

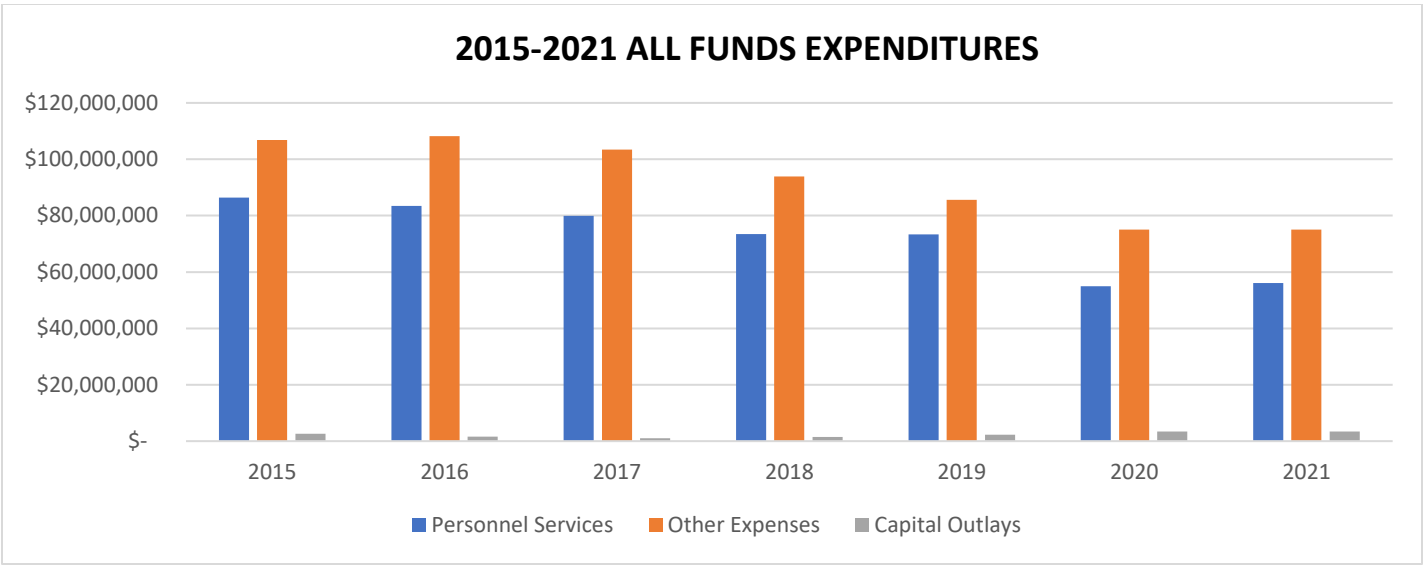
## Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$168,879,944	\$161,124,709	(\$7,755,235)	\$133,411,049	\$134,613,592
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$186,996,525	\$195,870,524	\$8,873,999	\$135,854,000	\$135,854,000

2020-2021 Budget Overview:

- A continuous levy, passed in 2005, supports the Cuyahoga County Board of Developmental Disabilities operations. The levy brings in about \$107 million per year. Currently, environmental changes require a significant change in BoDD business operations. Revenues and expenditures will continue to be impacted in future years as Federal Medicaid rules require BoDD to transition out of the role of direct service provider. (All County Boards of DD can no longer perform both case management and service provision.)
- The approved budget revenue for the Board of Developmental Disabilities is in excess of the budgeted expenses by about \$1.2M because it includes an advance from the Ohio Department of Developmental Disabilities for direct service provider wage increases and an anticipated final Intermediate Care Facilities Cost Report settlement.





**Analysis of Spending / Expenditures History /FTEs**

The Board of Developmental Disabilities intentionally began decreasing expenses in 2017 to address anticipated deficits. This expense reduction continues into 2019 due to planned privatization by 12/31/19. As a result, there has been a 57% reduction in staff, and significant modification of transportation services and contracts.

**2020-2021 Revenue Enhancements/Approved Budget Adjustments /Decision Items**

N/A

**Other Considerations for the 2020 – 2021 Budget**

N/A

Link to Department Webpage: <https://cuyahogabdd.org/>

## Division of Children & Family Services

### Mission Statement

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**

Key Performance Measures:

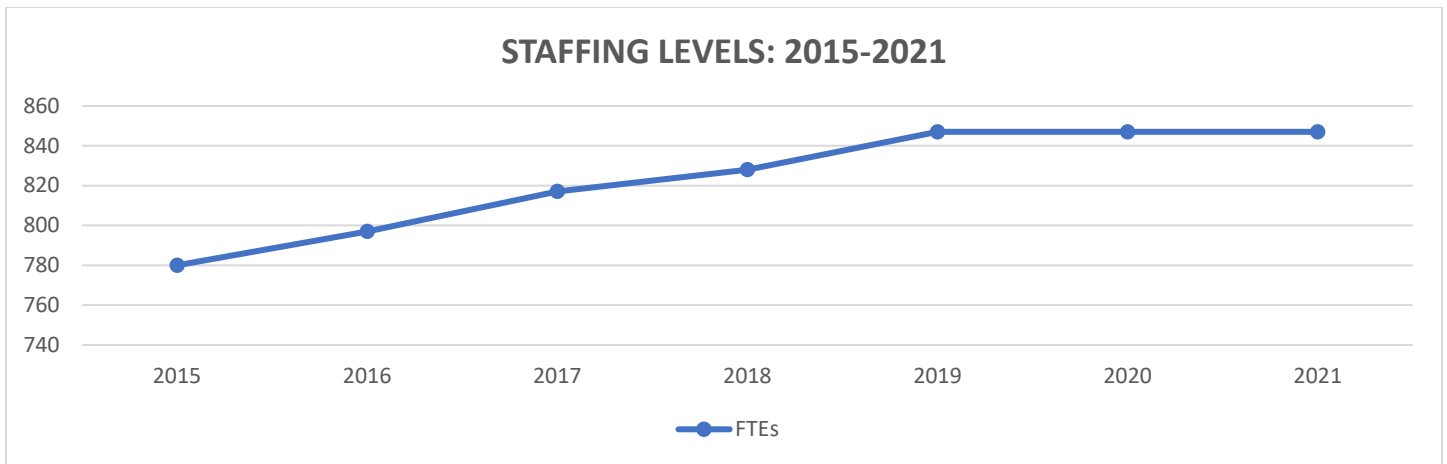
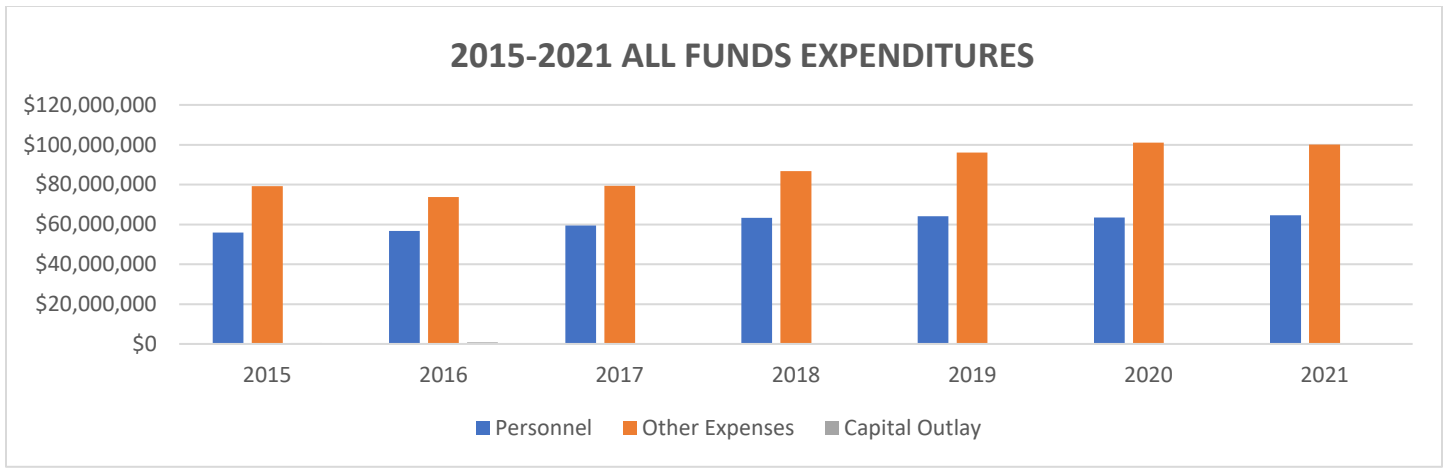
Indicator	2018 Actuals	2019 Target	2020 Target	2021 Target
Permanency in 12 months	38.5%	>40.5%	>40.5%	>40.5%
Re-entries into foster care	6.8%	<8.3%	<8.3%	<8.3%
Repeat Maltreatment	11.5%	<9.1%	<9.1%	<9.1%
Child Visits: Non-Custody	66.6%	>95%	>95%	>95%
Child Visits: Custody	94.3%	>95%	>95%	>95%
Parent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

### Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$150,062,758	\$160,204,142	\$10,139,023	\$163,436,027	\$164,884,755
HHS Levy Fund	\$82,360,966	\$95,203,256	\$12,842,290	\$75,333,086	\$76,433,086
General Fund	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$57,943,394	\$70,953,692	\$13,010,298	\$89,145,812	\$88,456,668

2020-2021 Budget Overview:

- The Children and Family Services budget increased in comparison to the 2018-2019 biennial budget to accommodate the increase of children in custody.
- Children and Family Services is currently working on a plan to move more children in custody to kinship care, which could decrease spending and provide a familiar and better environment for the child.
- The State reimbursement revenue in 2018 was lower in comparison to expenditures, but the 2019 reimbursements compensated for the shortfall from the previous year. In addition, the HHS subsidy increased in 2019 to cover the increasing expenditures.



**Analysis of Spending / Expenditures History /FTEs**

Spending within Children and Family Services has increased over the last two years. In 2019, they saw over a \$10 million increase in spending. This increase was due entirely to the increase of children in County custody. The number has continued to rise, most in part to the opioid crisis affecting the country.

**2020-2021 Revenue Enhancements/Approved Budget Adjustments /Decision Items**

Children and Family Services did not submit any decision items or budget adjustments. There is a decrease in HHS subsidy funds to the division based on a projected increase in state funds totaling an estimated \$14 million annually.

**Other Considerations for the 2020 – 2021 Budget**

The 2020-2021 budget saw a substantial increase in comparison to the original budget from the 2018-2019 biennial. This is due to the increase of children in custody. In February of 2020, the children in custody reached over 3,000.

Link to Department Webpage: <http://cfs.cuyahogacounty.us/>

## Division of Senior and Adult Services

### Mission Statement

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:

Indicator	2018 Actuals	2019 Actuals	2020 Target	2021 Target
Number of clients served through OPTIONS for Independent Living	1,468	1,632	1,700	1,700
Number of clients served through Home Support Services	530	542	600	600
Number of clients served through Information Services	3,211	3,411	3,900	3,900
Adult Protective Services	2,338	2,436	2,700	3,000

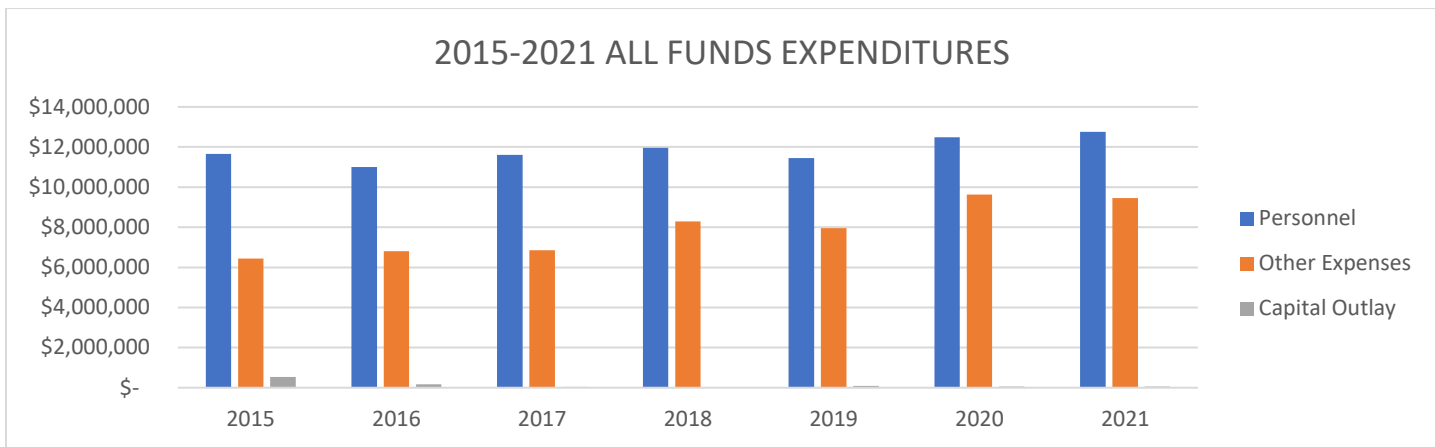
### Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$19,565,989	\$19,499,259	(\$66,730)	\$22,188,355	\$22,314,427
HHS Levy Fund	\$21,438,142	\$17,680,085	(\$3,758,057)	\$18,519,333	\$18,519,333
General Fund	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$0	\$1,753,963	\$1,753,963	\$3,669,022	\$3,795,094

\*Expenditures that are not covered by current year revenues, is projected to be covered through draw downs on existing cash balances within the Special Revenue Funds and/or any remaining cash balance will be utilized to offset expenses for upcoming budget years.

2020-2021 Budget Overview:

- The Division provides resources and services to seniors and adults with disabilities to preserve their independence.
- The budget assumes that the Health and Human Services will continue to provide approximately 90% of funding for the Division's activities. The other funding sources annually include approximately \$205,000 from the Older American Act through Western Reserve Area Agency on Aging, \$20,000 for the Medicare Improvements for Patients and Providers Act through Western Reserve Area Agency on Aging, \$70,000 in Ryan White Part A funds through the Cuyahoga County Board of Health, \$100,000 from the Probate Court to support indigent guardianship services, and client fees.



#### **Analysis of Spending / Expenditures History / FTEs**

Expenditures decreased from \$20.3 in 2018 to \$19.5 million in 2019 primarily due to vacancies. The Health and Human Services subsidy provides cash to the Senior and Adult Services subfund each year to supplement other revenues. The subsidy generally provides approximately 90 percent of funding for the Division. The subsidy was higher in 2018 than other years because it included a one-time supplement to provide enough cash in the Senior and Adult Services subfund to cover obligated but unspent contracts and appropriation remaining in the budget at year-end.

#### **2020-2021 Revenue Enhancements/Approved Budget Adjustments/Decision Items**

The approved budget includes Council amendments to provide funding for the following decision items funded through the Health and Human Services levy:

- \$800,000 per year to the OPTIONS for Independent Living Program to eliminate wait lists
- \$200,000 per year to increase transportation services
- \$422,000 per year to hire five additional protective service workers
- \$156,000 per year to hire geriatric nurses
- \$360,000 per year to expand congregate meals at 50 senior centers especially during holidays
- \$150,000 in 2020 only to continue the Cleveland Clergy Alliance pilot program

#### **Other Considerations for the 2020-2021 Budget**

N/A

Link to Department Webpage: <https://dsas.cuyahogacounty.us/>

# Family and Children First Council

## Mission Statement

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:

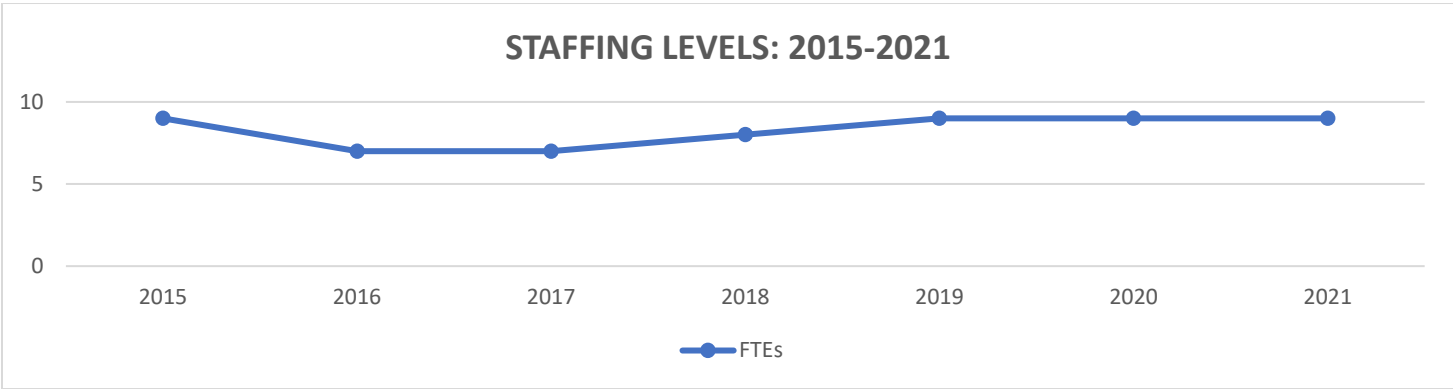
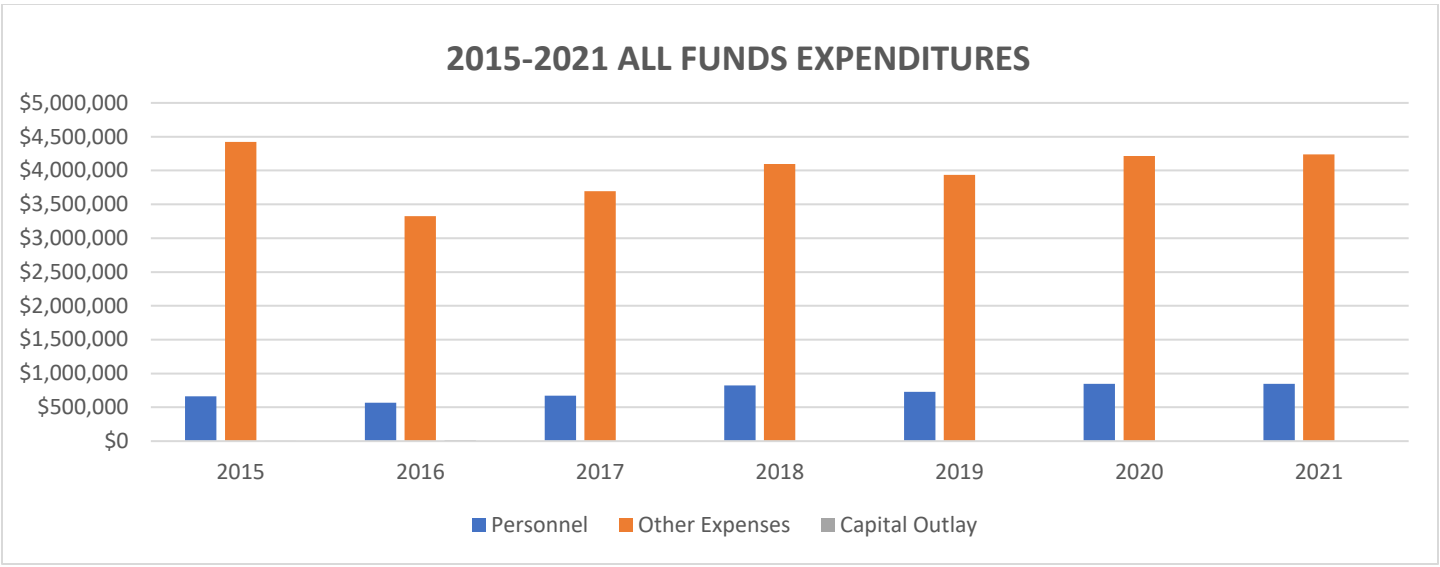
Indicator	2018 Actuals	2019 Target	2020 Target	2021 Target
High School Graduation Rate	86%	88%	89%	90%
Youth & Young Adult Internships	67	27	27	27
Youth Enrolled Community-Based Service Coordination/Wraparound	362	350	350	350
Out of School Time	3,241	3,200	3,200	3,200
Families and Schools Together	333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

## Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$ 4,921,068	\$4,664,327	(\$256,741)	\$5,702,476	\$5,407,686
HHS Levy Fund	\$9,418,761	\$2,118,188	(\$7,300,563)	\$1,315,021	\$4,290,582
General Fund	\$0	\$0	0%	\$0	\$0
Special Revenue Fund	\$738,813	\$677,398	\$61,415	\$813,816	\$813,816

2020-2021 Budget Overview:

- The Department receives special revenue reimbursements from the State of Ohio for eligible expenses that help to support school aged children and their families. The majority of expenses are to providers for services.
- Funding from the Health and Human Services levies is reduced in fiscal year 2019 and 2020 due to the surplus in cash within the subfund. The surplus in cash balance is projected to be spent down in the current year.



**Analysis of Spending / Expenditures History /FTEs**

Spending specifically targets youths through service coordination. The State mandates FCFC be the service coordinator for youths that need multiple interventions through different services. FCFC also provides services that target at-risk youth through Out of School Time and internship and mentor programs.

**2020-2021 Revenue Enhancements/Approved Budget Adjustments /Decision Items**

The County Council budget amendments added \$312,910 in 2020 for the Closing the Achievement Gap (CTAG) for male youth of color and \$75,000 for the Families and Schools Together (FAST) program to support family bonding.

**Other Considerations for the 2020 – 2021 Budget**

N/A

Link to Department Webpage: <http://fcfc.cuyahogacounty.us/>

## Health and Human Services Administration

### Mission Statement

The Department of Health and Human Services maintains the administrative costs for health and human services along with various program expenses such as the Emergency assistance, Wellness Plan, and HIV medication services. The Department of Health and Human Services coordinates the service goals of human service systems with the County's mission to provide for the public's well-being, safety and self-sufficiency. The Department oversees budget expansion and corresponding contraction for systems to assure mandated services are funded.

### Strategic Priorities

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

Key Performance Measures:

Indicator	2018 Actuals	2019 Actuals	2020 Target	2021 Target
Infant Mortality	120	120	110	105
Internship Opportunities	1,255	1,750	1,750	1,750

### Source of Funding and How it is Spent

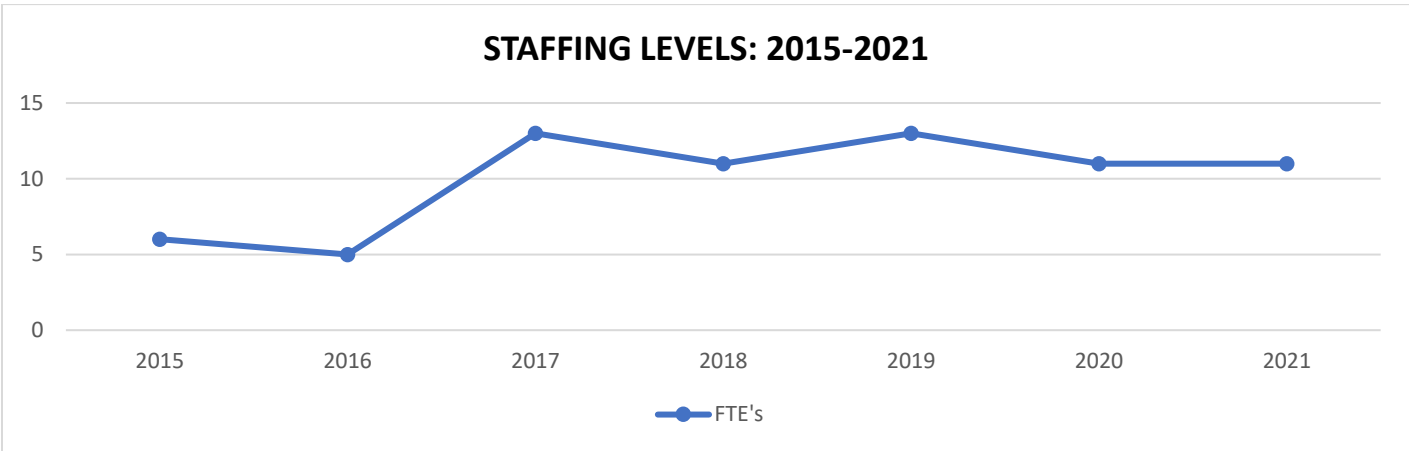
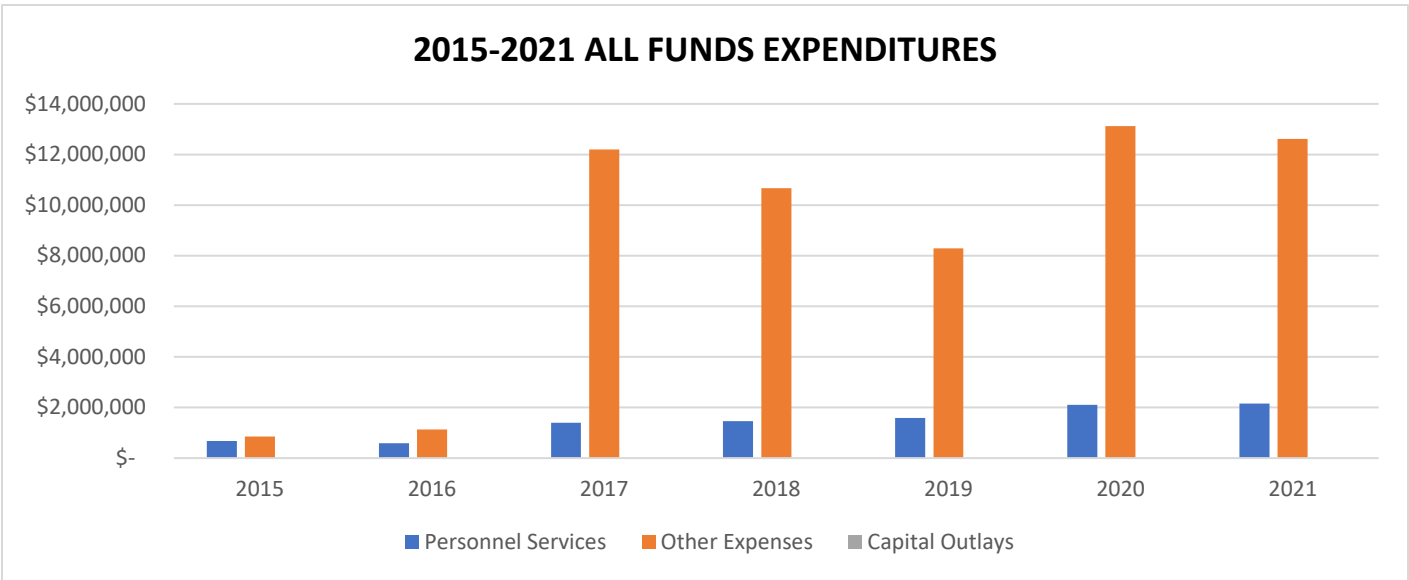
	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$12,120,758	\$9,882,538	(\$2,238,220)	\$15,219,704	\$14,765,981
HHS Levy Fund	\$1,522,704	\$451,711	(\$1,070,993)	\$2,316,823	\$2,374,930
General Fund	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$18,510,979	\$18,219,427	(\$291,552)	\$17,824,686	\$17,824,686

\*The remaining cash balance will be utilized to offset expenses for upcoming budget years.

2020-2021 Budget Overview:

- The Department of Health and Human Services Subsidy covers expenses for HHS IT and HHS HR, as well as expenses for the all HHS Administration, whereas the all funds listed above includes only HHS Administration expenses.
- The Department of HHS is funded primarily by the County's Public Assistance allocations. The public assistance funding includes Temporary Assistance to Needy Families (TANF), Medicaid, and Supplemental Nutrition Assistance Program (SNAP). HHS Administration is funded mainly by Public Assistance Funds.
- The Department expends its funding to administer and oversee the various health and human services program contracts and other administrative costs.
- The Health and Human Services Levy Fund provides for all remaining expenditures not covered by the Public Assistance Funds.





**Analysis of Spending / Expenditures History /FTEs**

The Department of Health and Human Services Administration shows a decrease in expenses from 2018/2019 of \$2 million due mainly to the Comprehension Case Management Employment Program (CCMEP) contracts. Majority of the spending in HHS Administration is for contracts/services to provide to clients throughout Cuyahoga County.

**2020-2021 Revenue Enhancements/Approved Budget Adjustments /Decision Items**

For 2020, \$500,000 was added to contracts for the Rape Crisis Center (\$250,000) and Adoption Network (\$250,000).

**Other Considerations for the 2020 – 2021 Budget**

N/A

Link to Department Webpage: <http://executive.cuyahogacounty.us/en-US/Health-Human-Services.aspx>

## Homeless Services

### Mission Statement

In partnership with the community, the Office of Homeless Services coordinates a continuum of care of prevention, shelter services and permanent supportive housing intended to prevent and reduce homelessness. This coordination is implemented through planning, facilitating, advocating and developing resources with community stakeholders, including homeless and formerly homeless persons.

### Strategic Priorities

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

Key Performance Measures:

Indicator	2018 Actuals	2019 Actuals	2020 Target	2021 Target
Number of clients served through OPTIONS for Independent Living	1,468	1,632	1,700	1,700
Number of clients served through Home Support Services	530	542	600	600
Number of clients served through Information Services	3,211	3,411	3,900	3,900
Adult Protective Services	2,338	2,436	2,700	3,000

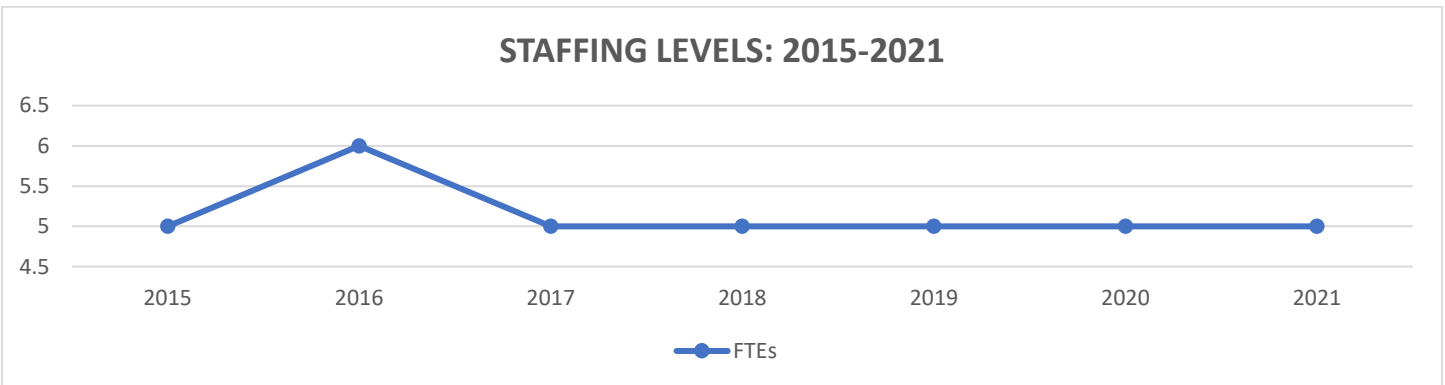
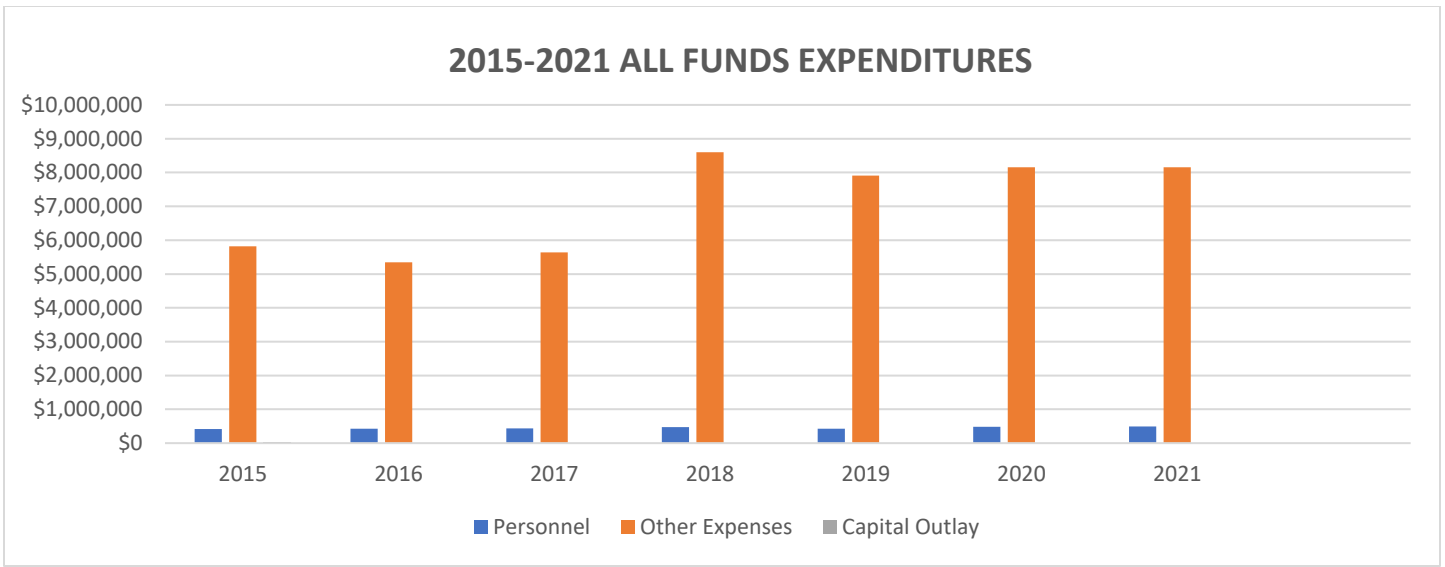
### Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$9,076,167	\$8,341,548	(\$734,619)	\$8,638,809	\$8,649,528
HHS Levy Fund	\$9,059,316	\$8,100,000	(\$959,316)	\$8,258,866	\$8,351,099
General Fund	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$235,616	\$180,353	(\$55,263)	\$187,479	\$187,479

\*Expenditures that are not covered by current year revenues, is projected to be covered through draw downs on existing cash balances within the Special Revenue Funds.

2020-2021 Budget Overview:

- The Office of Homeless Services (OHS) operating budget is mainly supported by the Health and Human Services Levy. Additionally, the Office receives federal funding outside of the operating budget and awards sub-grants to other organizations to fund initiatives throughout the county.



**Analysis of Spending/Expenditures History/FTE's**

Expenses for the Homeless Services shows a decrease by \$734,619 from 2018. However, vendors were late in submitting invoices to be paid in 2017, therefore the 2017 expenses were paid in 2018.

**2020-2021 Revenue Enhancements/Approved Budget Adjustments/Decisions**

None

**Other Consideration for the 2020-2021 Budget**

None

Link to Department Webpage: <http://ohs.cuyahogacounty.us/>

## Invest in Children

### Mission Statement

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:

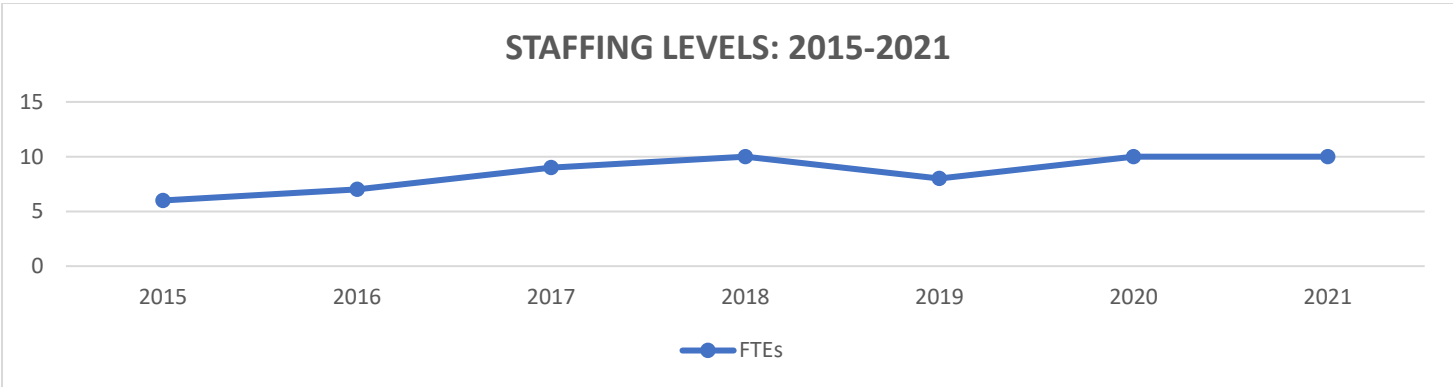
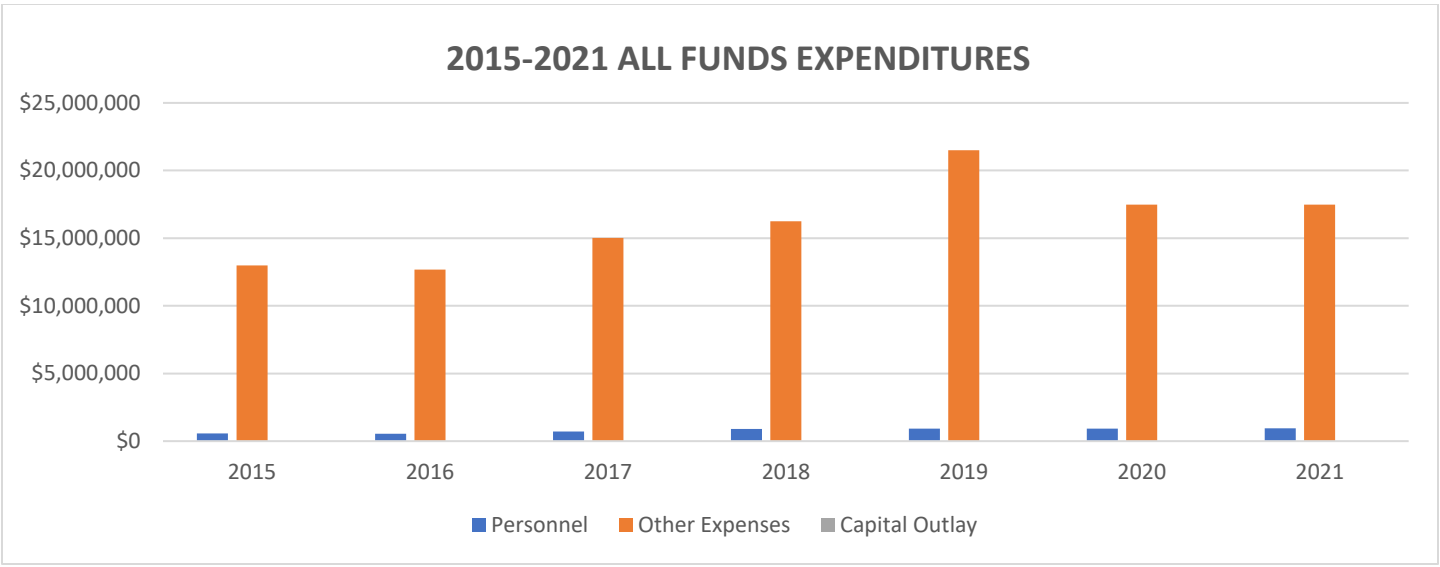
Indicator	2018 Actuals	2019 Target	2020 Target	2021 Target
Universal Pre-Kindergarten Highest Rate of Enrollment	91%	95%	95%	95%
EC Mental Health Children Served	657	835	600	600
MomsFirst Families Served	346	347	315	315
Newborn Home Visits Families Served	1,493	1,535	1,500	1,500

### Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$17,149,161	\$22,479,644	\$5,330,483	\$18,408,160	\$18,424,553
HHS Levy Fund	\$16,479,609	\$20,652,986	\$5,590,058	\$18,403,068	\$18,424,553
General Fund	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$758,063	\$2,022,908	\$1,264,845	\$0	\$0

2020-2021 Budget Overview:

- The Invest in Children is currently 100% HHS Levy funded.
- Most of the funding provides for the Universal Pre-Kindergarten (UPK) program.



**Analysis of Spending / Expenditures History /FTEs**

Program spending has increased for the department over the last few years because of the enhancement of the Universal Pre-Kindergarten (UPK) program. The FTE levels increased by two as program managers for the UPK were hired. The budget for 2020-2021 fully covers contracted and expected costs.

**2020-2021 Revenue Enhancements/Approved Budget Adjustments /Decision Items**

None.

**Other Considerations for the 2020 – 2021 Budget**

None.

Link to Department Webpage: <http://investinchildren.cuyahogacounty.us/>

## Job and Family Services

### Mission Statement

The purpose of the Cuyahoga County Department of Job 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:

Indicator	2018 Actuals	2019 Actuals	2020 Target	2021 Target
Abandon Rate	45.82%	36.20%	25.00%	20.00%
Calls Abandoned	204,835	350,000	165,000	132,000
Calls Handled (Call Center)	242,174	573,746	660,000	660,000
Wait Time	15	19.2	15	12
Medicaid Enrollment	370,070	371,343	370,070	370,070
SNAP Enrollment	222,000	193,749	200,000	200,000
TANF Enrollment	11,083	10,756	10,500	10,500

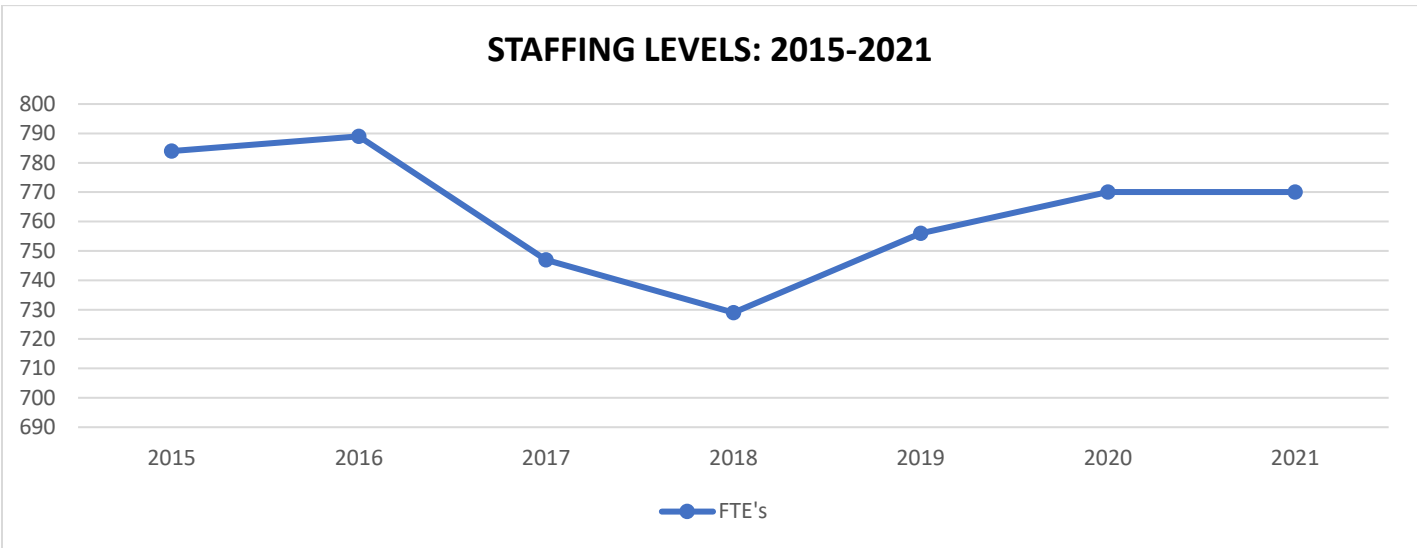
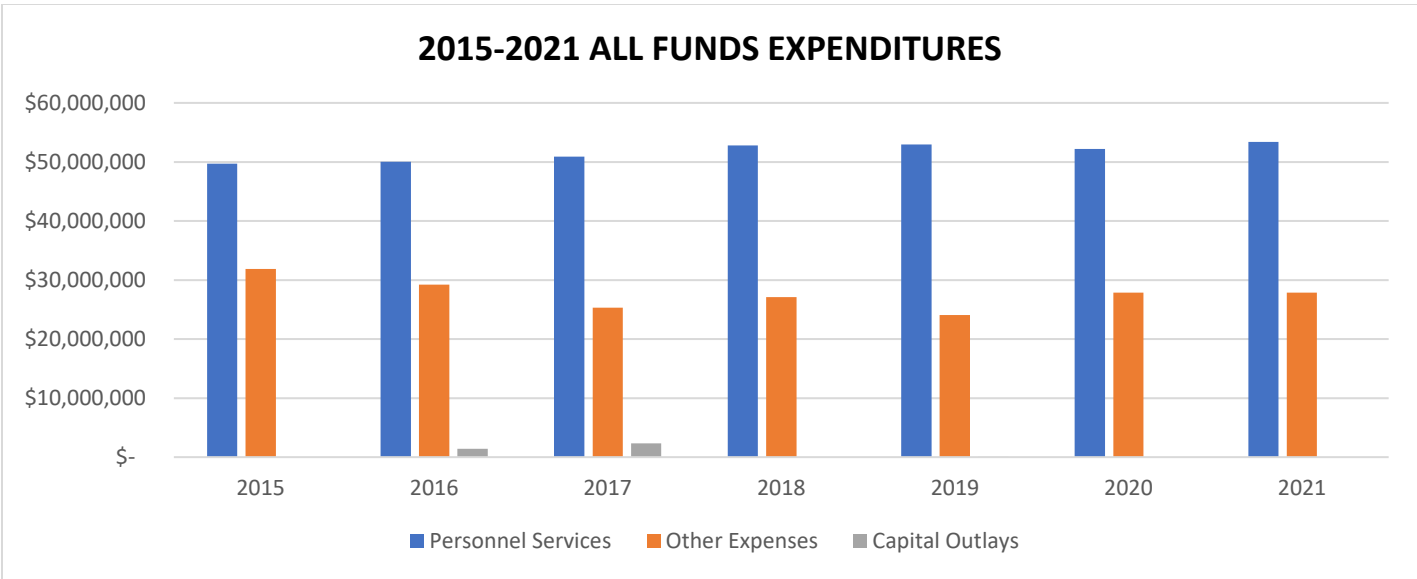
### Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$78,892,244	\$77,051,757	\$1,840,487	\$80,055,296	\$81,271,308
HHS Levy Fund	\$8,255,296	\$12,090,913	\$3,835,617	\$9,248,013	\$9,248,013
General Fund	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$67,398,037	\$69,456,998	\$2,058,961	\$79,661,017	\$79,661,017

\*Expenditures that exceed current year revenues will be covered through drawdowns on existing cash balances within the Special Revenue Funds and/or any remaining cash balance will be utilized to offset expenses for upcoming budget years.

2020-2021 Budget Overview:

- The Department of Job and Family Services budget includes staffing, contracts and services (Job Training and Education, Health Benefits, Emergency Services, Cash and Food Assistance, Child Care Assistance and Non-Emergency Transportation) and other administrative costs.
- The Department of Job and Family Services funding source consists primarily of Public Assistance Funds which include Temporary Assistance to Needy Families (TANF), Income Maintenance, Medicaid, and Supplemental Nutrition Assistance Program (SNAP) and the Mandated Share which is funded by the Health and Human Services Levy Fund.
- Included on All Funds, \$1.5M, and HHS Subsidy, \$1.7M is Children with Medical Handicap, where the County is paying medical reimbursements to the Ohio Department of Health.



**Analysis of Spending / Expenditures History /FTEs**

The Department of Job and Family Services spending has decreased from 2018 to 2019 by about \$2M due to a \$2M credit received from the 2018 Indirect Cost Reconciliation. Personnel has remained consistent for 2018/2019 despite attrition, overtime and annual pay increases.

**2020-2021 Revenue Enhancements/Approved Budget Adjustments /Decision Items**

N/A

**Other Considerations for the 2020 – 2021 Budget**

N/A

Link to Department Webpage: <https://cjfs.cuyahogacounty.us/>

## Mission Statement

At MetroHealth, our mission, vision and values are not just words on a fading poster tucked behind someone’s desk. They are the core of our actions. While we take care of the ill and injured, we are increasingly focused on preventive care, fulfilling our mission of “leading the way to a healthier you and a healthier community through service, teaching, discovery and teamwork.” And we do this in an environment of inclusion. Every patient, whether economically needy or economically comfortable, gets the same attention – full attention – from our staff.

MetroHealth physicians, from many parts of the country and around the world, bring a diversity of cultures, races, religions, expertise and ideas. We celebrate these differences and appreciate how they add to our success. Many are leaders in their fields and they choose to work here for the opportunity to make a difference in their community.

Our goal has always been to treat patients like family, with the respect and dignity they deserve. As one patient says, “I don’t feel like a number. I get outstanding individual care and attention by many compassionate professionals.

## Strategic Priorities

### ➤ Goal 7: Individual Wellbeing

Key Performance Measures:

Indicator	2018 Actuals
Patient Visits	1,403,044
Babies Delivered	2,979
Metro Life Flight Transports	3.967
Major Trauma Cases	4,641

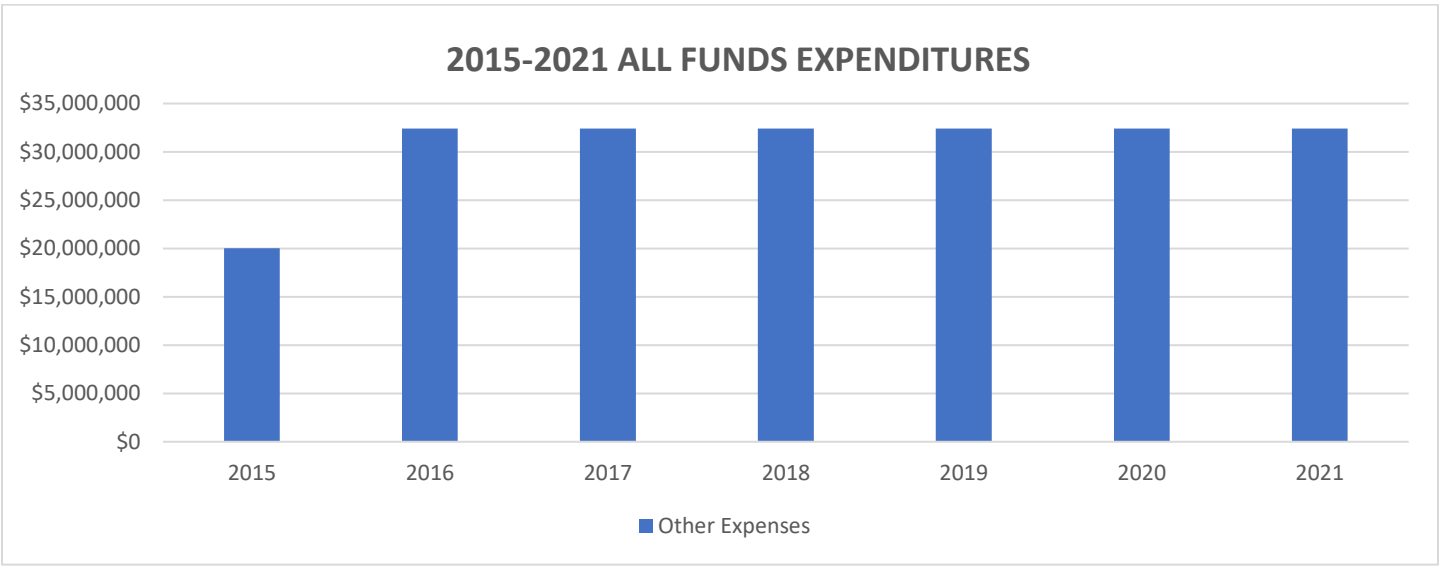
## Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$32,472,000	\$32,472,000	\$0	\$32,472,000	\$32,472,000
HHS Levy Fund	\$32,472,000	\$32,472,000	\$0	\$32,472,000	\$32,472,000
General Fund	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$0	\$0	\$0	\$0	\$0

2020-2021 Budget Overview:

- The MetroHealth System is given a Health and Human Service Levy Subsidy which is used to provide financial support for health and wellbeing throughout Cuyahoga County. The table above does not reflect any financial activity beyond the subsidy that is provided by the County.





**2020-2021 Revenue Enhancements/Approved Budget Adjustments /Decision Items**

No changes to County support of the MetroHealth System was proposed or adopted.

**Other Considerations for the 2020 – 2021 Budget**

N/A

Link to Department Webpage: <https://www.metrohealth.org/>

# Office of Child Support

## Mission Statement

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:

Indicator	2018 Actuals	2019 Actuals	2020 Target	2021 Target
Current Support Collected	63.36%	63.89%	64.30%	64.70%

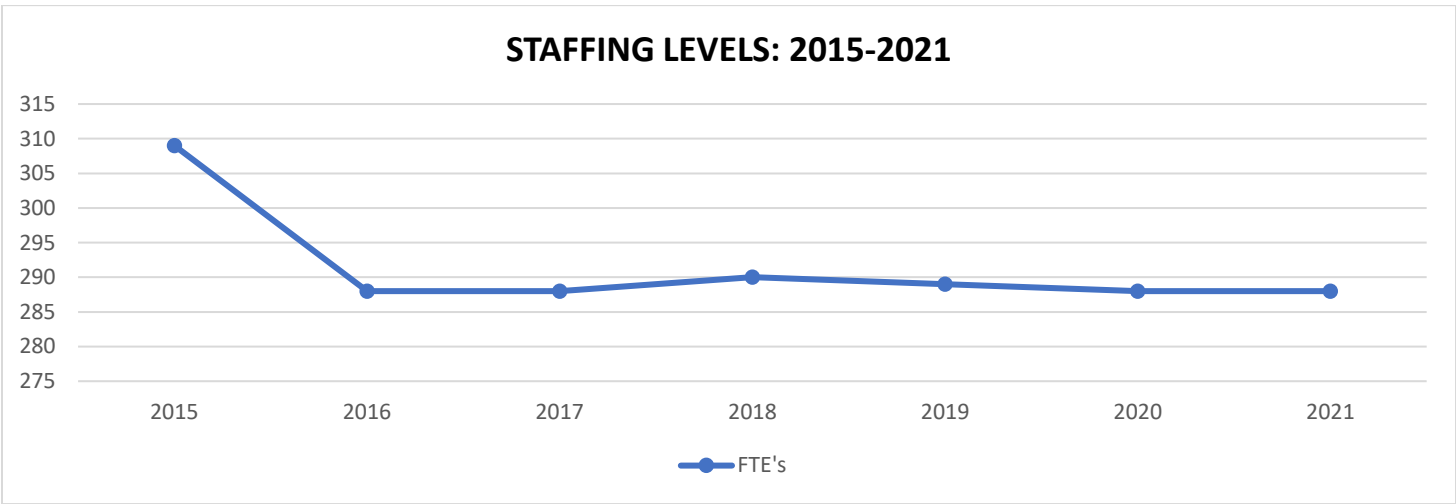
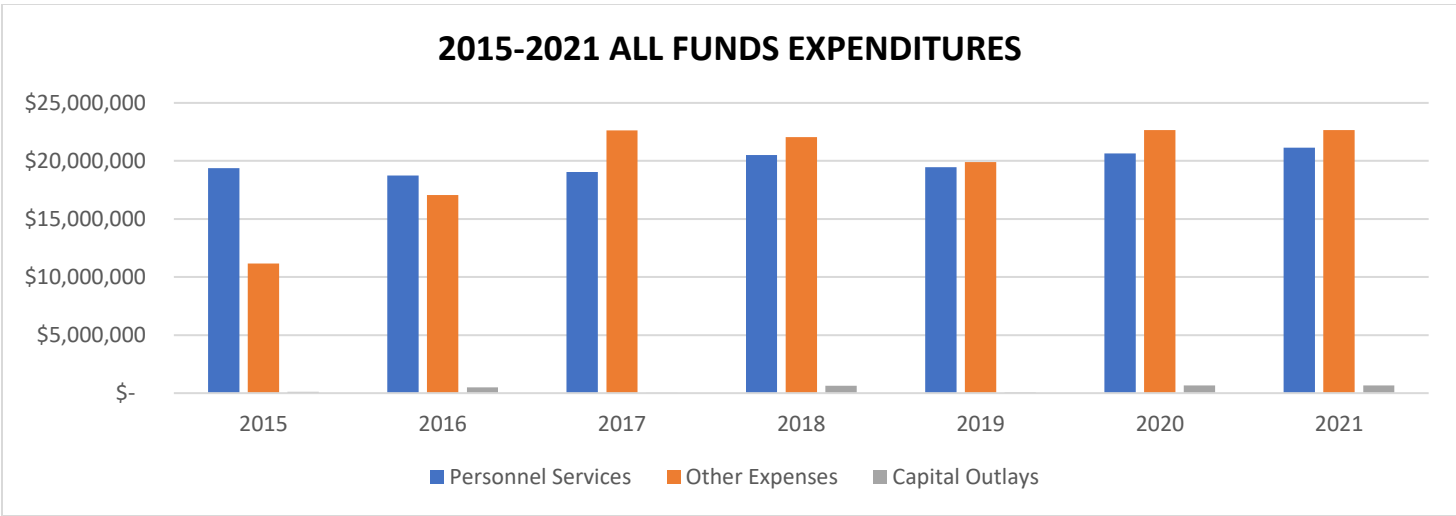
## Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$43,200,676	\$39,434,592	(\$3,766,084)	\$43,978,391	\$44,457,708
HHS Levy Fund	\$10,126,712	\$11,103,774	\$977,062	\$10,634,294	\$10,634,294
General Fund	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$32,545,061	\$32,704,625	\$159,564	\$33,733,558	\$33,733,558

\*Expenditures that exceed current year revenues will be covered through drawdowns on existing cash balances within the Special Revenue Funds and/or remaining cash balance will be utilized to offset expenses for upcoming budget years.

2020-2021 Budget Overview:

- The Office of Child Support’s budget includes staffing, contracts and services (Child Support Enforcement Establishment and Paternity Establishment) and other administrative costs.
- The Office of Child Support funding sources includes Title IV-D from the Social Security Act (66% of eligible expenses), State match funds and the Health and Human Services Levy Fund.
- Included in ALL Funds and HHS Subsidy is Fatherhood Initiative. The budget includes funding to support their goals to promote public awareness of the role of fathers, provide linkages to other public systems and improve our current service delivery to fathers and fund fatherhood related programs on the county level and personnel.



**Analysis of Spending / Expenditures History /FTEs**

The Office of Child Support spending decreased from 2018 to 2019 due to timing of several cooperative agreement payments with the courts and reductions in overtime.

**2020-2021 Revenue Enhancements/Approved Budget Adjustments /Decision Items**

N/A

**Other Considerations for the 2020 – 2021 Budget**

N/A

Link to Department Webpage: <https://cjfs.cuyahogacounty.us/en-US/child-support-portal.aspx>

## Office of Reentry

### Mission Statement

The Cuyahoga County Office 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:

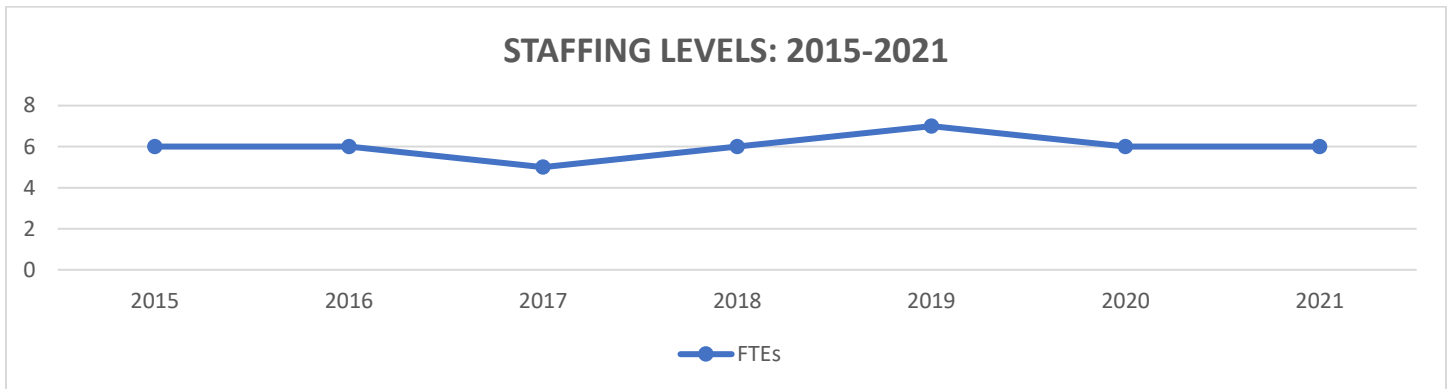
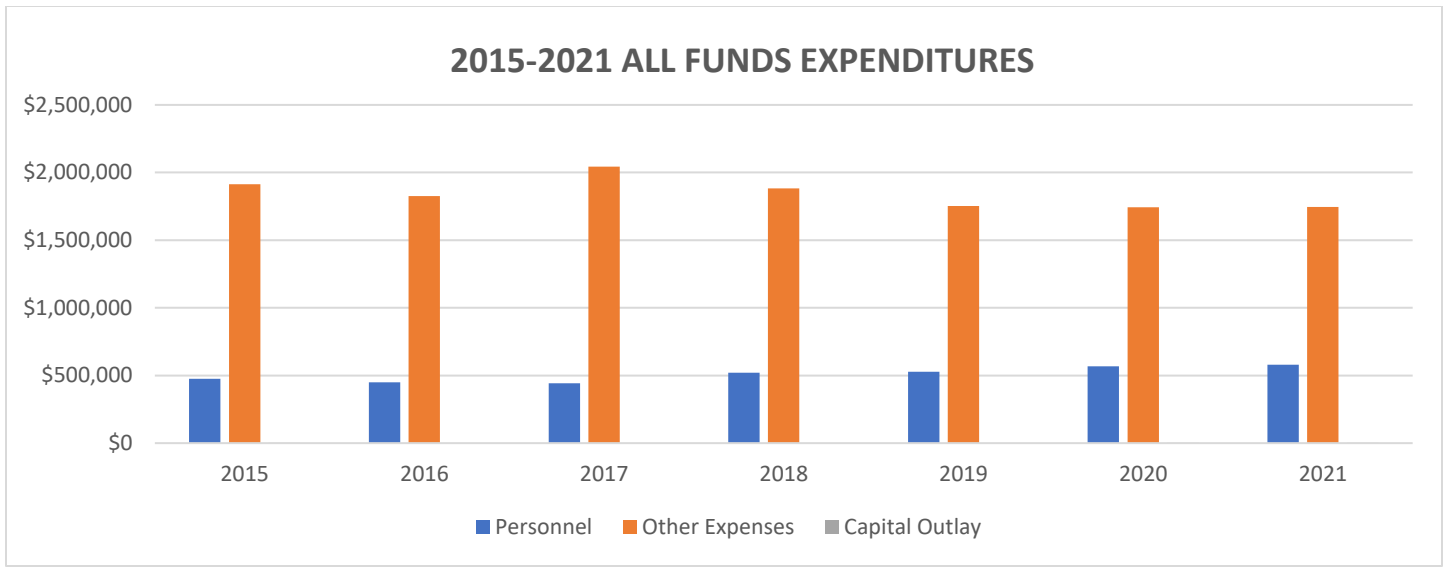
Indicator	2018 Actuals	2019 Target	2020 Target	2021 Target
Chopping 4 Change - # of new enrollees	53	72	72	72
North Star Neighborhood Reentry Resource Center - # of new members	1,882	1,700	1,700	1,700

### Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$2,402,861	\$2,279,245	(\$123,616)	\$2,313,122	\$2,326,844
HHS Levy Fund	\$1,843,773	\$2,759,586	\$915,813	\$2,437,581	\$2,462,581
General Fund	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$0	\$0	\$0	\$0	\$0

2020-2021 Budget Overview:

- Office of Reentry expenditures remain overall flat.



**Analysis of Spending / Expenditures History /FTEs**

In 2019, the Office of Reentry saw an increase in FTEs due to a grant received from the Cleveland Foundation to host one fellow throughout the year. Expenditures have remained steady over the last few years, as the office has done some reorganization of contracts and programs.

**2020-2021 Revenue Enhancements/Approved Budget Adjustments /Decision Items**

The Office of Reentry did not have any budget adjustments or decision items for the 2020-2021 biennial budget.

**Other Considerations for the 2020 – 2021 Budget**

The Office of Reentry received a federal grant from the Department of Justice, Bureau of Justice Assistance in the amount of \$997,080 that will be used to leverage existing programs and extend their reach of service to reentrants.

Link to Department Webpage: <http://reentry.cuyahogacounty.us/>

# Veterans Services Commission

## Mission Statement

The mission of the Veterans Service Commission is to provide direct and indirect financial assistance and benefits to veterans and dependents who realize unexpected hardship resulting from illness, injury, or loss of employment. Veterans and their dependents must meet eligibility requirements in order to qualify for services and financial assistance. The Commission has established outreach programs with county, state and federal agencies to assist with skills training and employment services to allow veterans to re-enter the workforce. The Veterans Service Commission assists veterans and dependents with initiating VA claims by obtaining documents and assisting with the complex administrative process. The Commission also assists families of honorably discharged veterans, regardless of financial status, with qualifying financial assistance, burial benefits and honors as a result of their service to their country.

## 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:

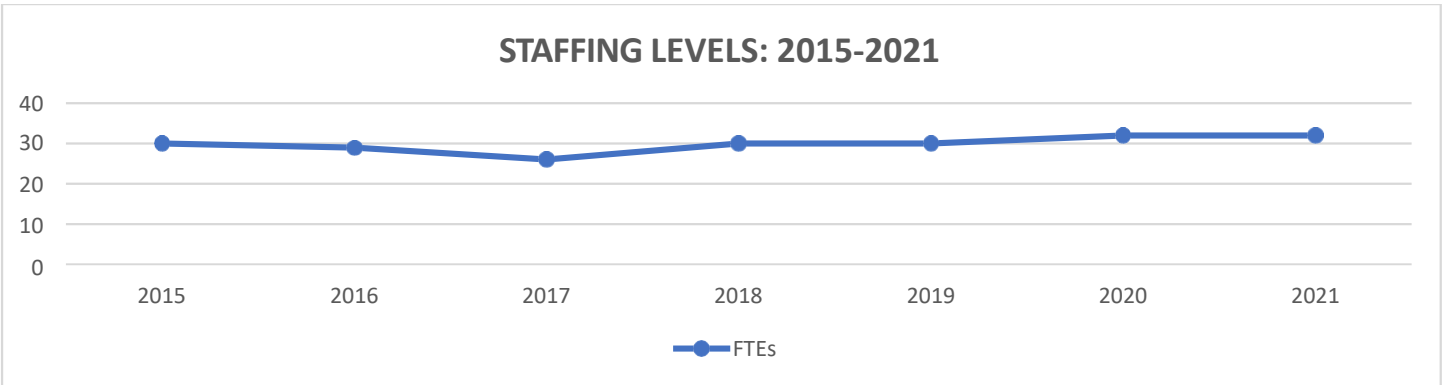
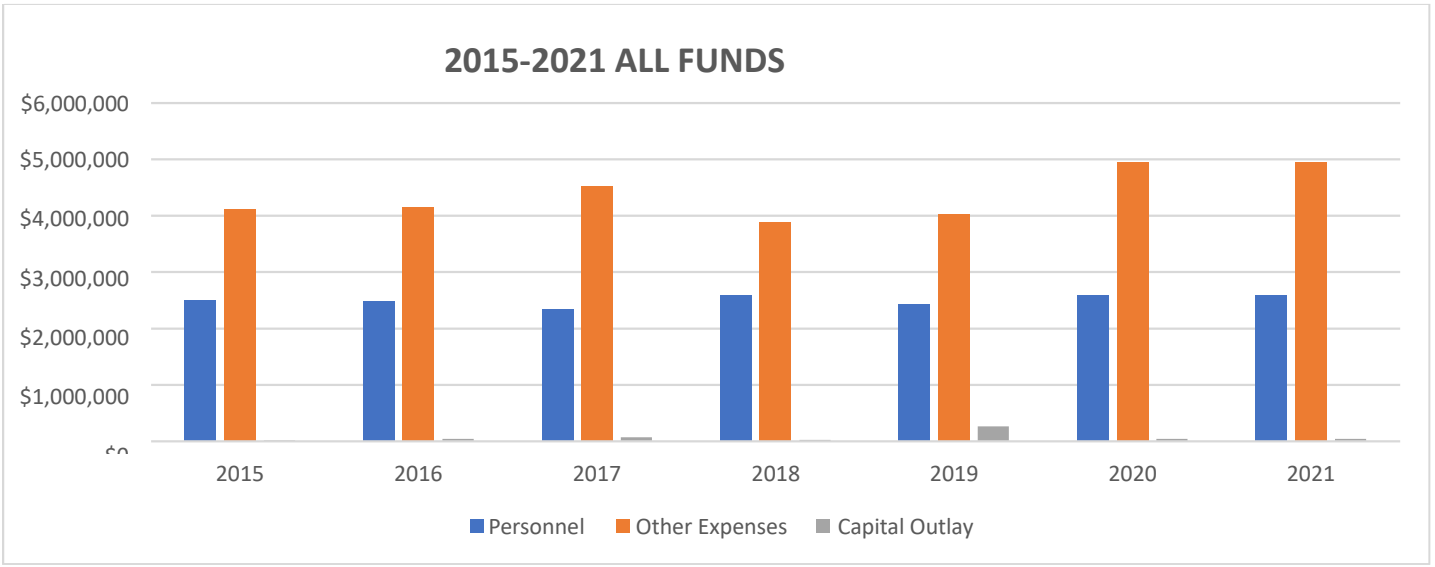
Indicator	2018 Actuals	2019 Actuals	2020 Target	2021 Target
Financial Assistance Granted	2,678	1,929	2,000	2,000
Transportation Granted	7,443	6,552	8,000	8,000
Indigent Burials	100	69	100	100

## Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$6,483,057	\$6,705,933	\$222,876	\$7,577,683	\$7,577,683
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$6,484,641	\$6,715,100	\$230,459	\$7,577,683	\$7,577,683
Special Revenue Fund	\$0	\$0	\$0	\$0	\$0

2020-2021 Budget Overview:

- The Budget for the Veterans Services Commission is set by a legislative allocation approved by the Veteran Services Commission Board of Commissioners based off of the estimated valuation under the .25 mil criteria in the Ohio Revised Code.



**Analysis of Spending / Expenditures History /FTEs**

Spending within the Veterans Services Commission increased by \$222,876 from 2018. This was related to the new initiative of a Mobile Unit Vehicle and staff to more effectively reach Veterans outside of the office complex. Expenses were also increased related to updating call center technology within the office over 2019.

**2020-2021 Revenue Enhancements/Approved Budget Adjustments /Decision Items**

None

**Other Considerations for the 2020 – 2021 Budget**

None

Link to Department Webpage: <http://cuyahogavets.org/>

## Workforce Development

### Mission Statement

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 8.2: Co-create a coordinated, effective workforce system**

Key Performance Measures:

Indicator	2018 Actuals	2019 Actuals	2020 Target	2021 Target
# businesses engaged in SkillUp business advisory service	233	240	TBD	TBD

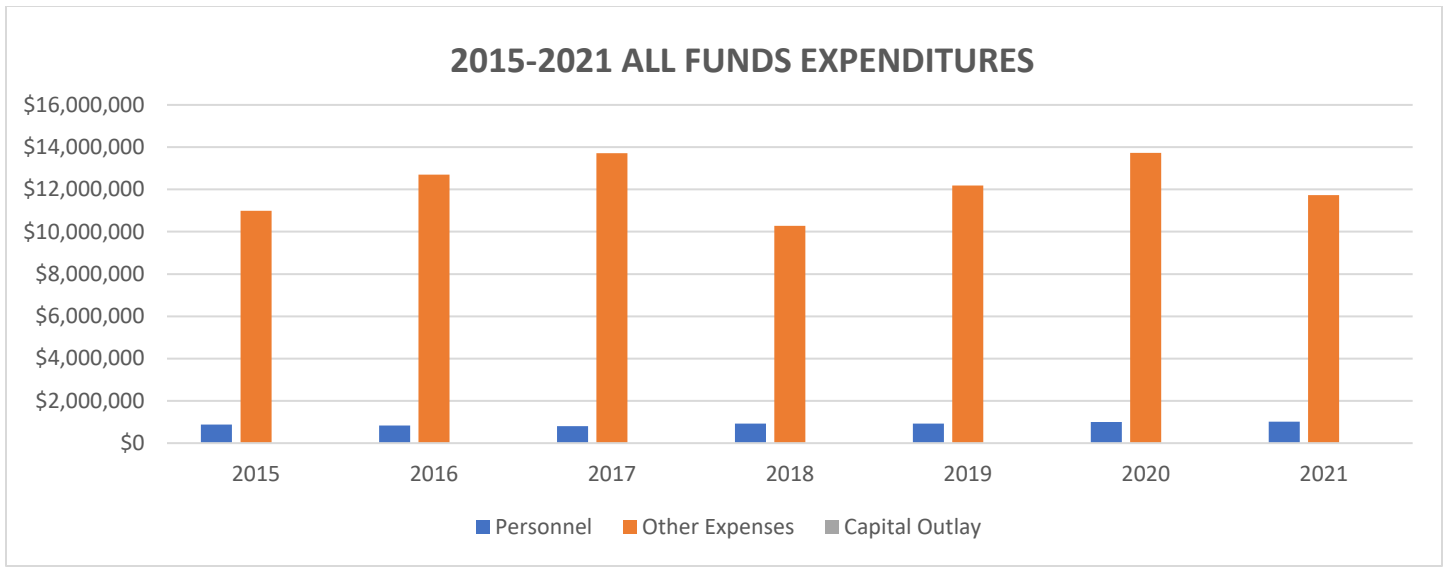
### Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$11,214,087	\$13,114,974	\$1,900,887	\$14,731,223	\$12,753,578
HHS Levy Fund	\$0	\$0	\$0	\$1,000,000	\$1,000,000
General Fund	\$1,000,000	\$1,000,000	\$0	\$0	\$0
Special Revenue Fund	\$10,214,087	\$12,114,974	\$1,900,887	\$13,731,223	\$11,753,578

2020-2021 Budget Overview:

- The department will continue to collaborate with area employers to meet their talent demands and prioritize job seekers who need the most help in connecting to jobs.
- The Workforce Development Board will work towards creating a pilot project with the Cuyahoga County Public Library, Cleveland Public Library, and Euclid Public Library to provide career coaching and career development assistance for customers who participate in the Aspire GED preparation program.





**Analysis of Spending / Expenditures History /FTEs**

The Department of Workforce Development is funded exclusively from the Workforce Innovation and Opportunity Act. The County Educational Assistance Program is jointly directed by the Department of Workforce Development and County Council.

**2020-2021 Revenue Enhancements/Approved Budget Adjustments /Decision Items**

The Department of Workforce Development did not request any budget adjustment or submit any decision items.

**Other Considerations for the 2020 – 2021 Budget**

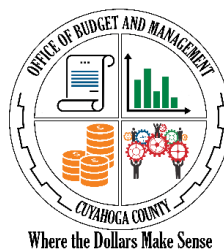
State funding via the Workforce Innovation and Opportunity Act is awarded on an annual basis based on workforce needs and improvement compared to other counties within Ohio. Cuyahoga County has historically been behind on economic recovery and it may be expected that additional funding will be awarded to the county in the next fiscal year.

Link to Department Webpage: <http://bc.cuyahogacounty.us/en-US/Workforce-Development.aspx>



**2020 – 2021  
Biennial Budget**

**Department Budget and Performance  
Public Safety and Justice**



## Clerk of Courts

### Mission Statement

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:

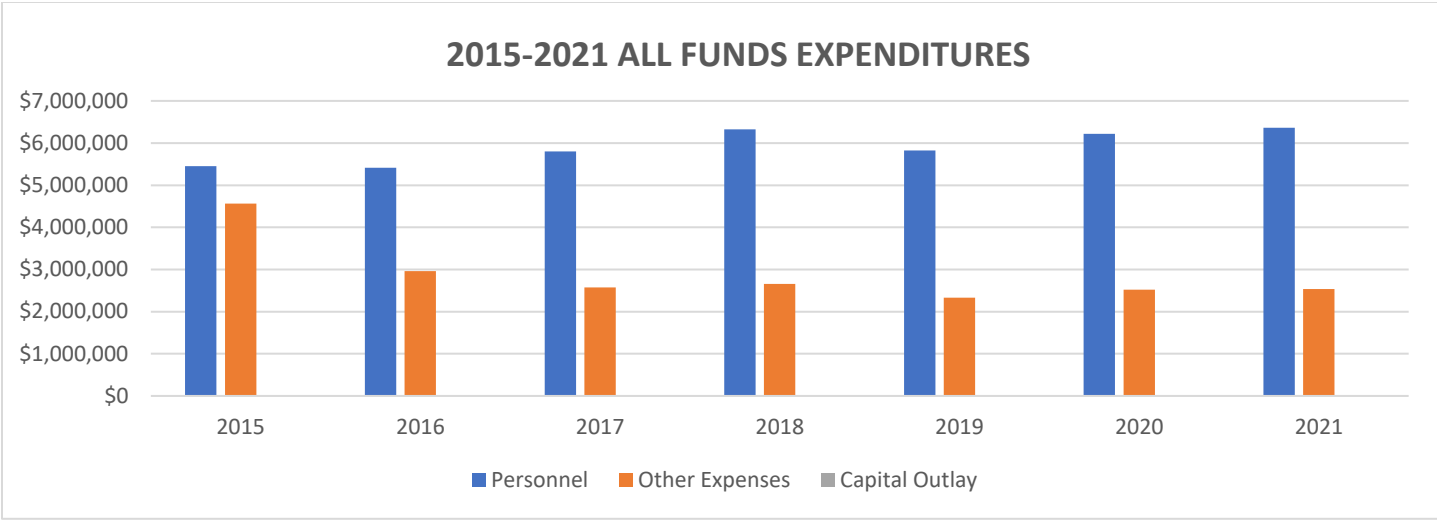
Indicator	2018 Actuals	2019 Actuals	2020 Target	2021 Target
Civil Case Filings	22,683	22,395	22,812	22,812
Domestic Case Filings	4,854	4,842	4,946	4,946
Criminal Case Filings	11,940	12,010	11,944	11,944
Appeals Case Filings	1,383	1,284	1,370	1,370

### Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$9,986,131	\$8,368,310	(\$1,617,821)	\$8,738,793	\$9,047,488
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$8,983,802	\$8,159,915	(\$823,887)	\$8,738,793	\$8,897,488
Special Revenue Fund	\$0	\$0	\$0	\$0	\$0

2020-2021 Budget Overview:

- Case filings have remained steady and are projected to decrease only marginally over the next biennium. This will have a negligible impact on expenditures and the budget in 2021 reflects only personnel cost of living adjustment.



**Analysis of Spending / Expenditures History /FTEs**

Staffing levels at the Clerk of Courts remain stable and future year changes are unexpected. Turnover and replacement continue at a regular interval as expected with entry level positions.

**2020-2021 Revenue Enhancements/Approved Budget Adjustments /Decision Items**

Approved Decision Package	2020 Impact	2021 Impact
Help Center Staffing	\$105,000	\$105,000

**Other Considerations for the 2020 – 2021 Budget**

The Clerk of Courts requested and were granted additional funding to staff a help center. This help center will provide assistance to pro se parties with filing documents and following procedure.

Link to Department Webpage: <http://coc.cuyahogacounty.us/>

## Common Pleas Court

### Mission Statement

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:

Indicator	2018 Actuals	2019 Actuals	2020 Target	2021 Target
Civil Case Dispositions	13,342	13,895	13,895	13,895
Criminal Dispositions	13,562	13,080	13,080	13,080
Arrestment to Pleas (Avg. Days)	101	103	103	103
Foreclosure Dispositions	6,793	6,128	6,128	6,128

\*\* Strategic Priorities are from the County Strategic Plan

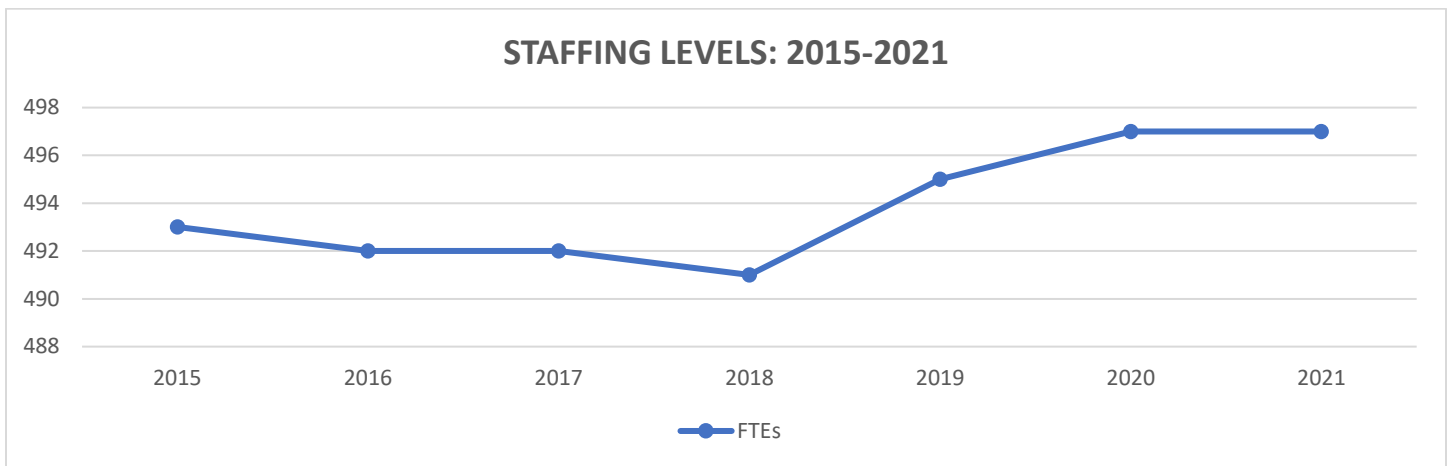
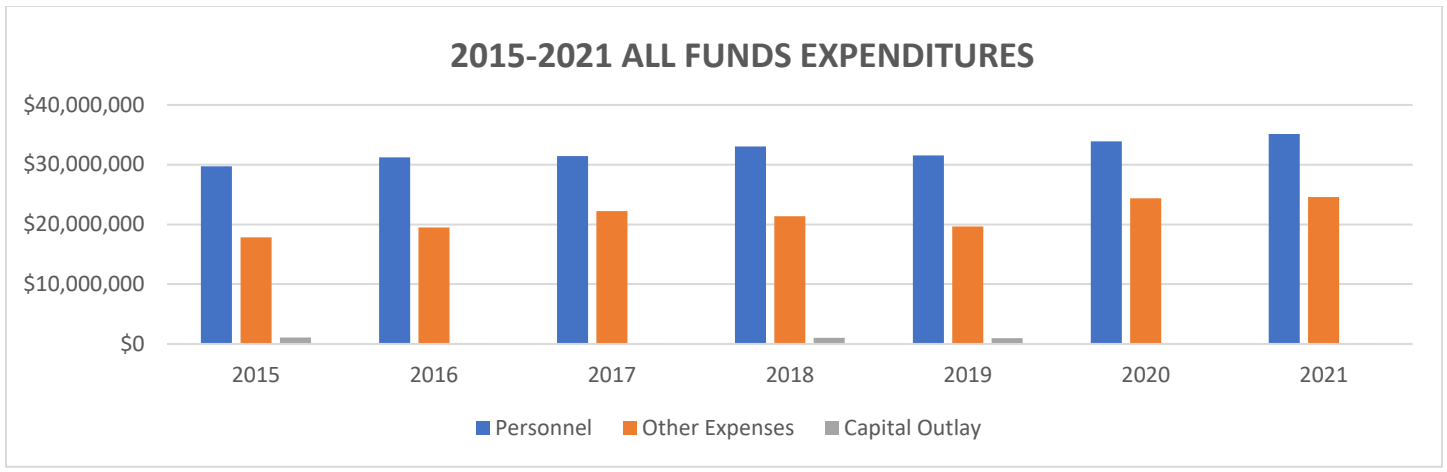
### Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$55,443,152	\$52,172,147	(\$3,271,005)	\$58,954,045	\$61,129,308
HHS Levy Fund	\$543,461	\$405,165	(\$138,296)	\$543,461	\$1,198,461
General Fund	\$51,612,036	\$48,776,053	(\$2,835,983)	\$56,469,950	\$57,327,696
Special Revenue Fund	\$2,564,861	\$2,419,860	(\$145,001)	\$2,517,246	\$2,517,246

\*Expenditures that are not covered by current year revenues, is projected to be covered through draw downs on existing cash balances within the Special Revenue Funds.

2020-2021 Budget Overview:

- The budget for the Court of Common Pleas is comprised of 57% Personnel Services with the remaining amounts going towards Other Operating and Capital Outlay related costs
- This budget includes appropriation for the Clerk of Courts Computerization fund (monitored and managed by the Court) of \$150,000, while it does NOT include the appropriation for the Community Based Correctional Facility (also monitored by the Court) of \$5,310,000 for both 2020 and 2021
- 2020-2021 Budget assumes that the 4<sup>th</sup> Drug Court Docket Decision Package approved by County Council would be budgeted in the TASC HHS account for 2021 only due to the appropriation for 2020 being set within the newly (yet to be established) Opioid Settlement account



**Analysis of Spending / Expenditures History /FTEs**

Common Pleas Court saw a reduction in spending from 2018 of \$3,271,005. This was driven by a less than expected amount of spending in the General Fund accounts due largely to credits for 2018 Space Reconciliation in Controlled Services as well as a small number of vacancies within the Probation section of the Court. There was also less than expected spending within the Special Revenue Funds of the Court of \$420,772. This was due, in part, to not having to complete refreshes on Computers as was the case in 2018 as well as lower than expected spending in the Probation Supervision Fees account.

**2020-2021 Revenue Enhancements/Approved Budget Adjustments /Decision Items**

Additional appropriation for Assigned Counsel Fee Schedule of \$2.8 million for 2020 & 2021. Additional appropriation for a 4th Drug Court Docket of \$643,439 for 2021 (2020 portion will be a part of the funds stemming from the Opioid Settlement. Reallocation of the Electronic Alcohol Monitoring contract to General Fund for \$265,000 for 2020 & 2021.

**Other Considerations for the 2020 – 2021 Budget**

Additional funding of \$20,775 in 2020 & 2021 for Other Operating travel expenses to the planned new Justice Center location (this item was NOT approved by Council).

Link to Department Webpage: <https://cp.cuyahogacounty.us/>

## Domestic Relations

### Mission Statement

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

Key Performance Measures:

Indicator	2018 Actuals	2019 Actual	2020 Target	2021 Target
New Filings including R/T/R*	7,672	7,398	7,560	7,520
Cases Disposed % Efficiency	101.00%	98.00%	100.50%	101.06%
Motions Filed % Efficiency	101.00%	103.00%	100.00%	100.00%
Self-Represented Filings	4,757	4,663	4,725	4,725
Child Support Actions Disposed	8,359	7,485	8,446	8,542
Help Center (Number of Self-Represented Individuals that are Helped)	13,225	13,131	16,750	18,854

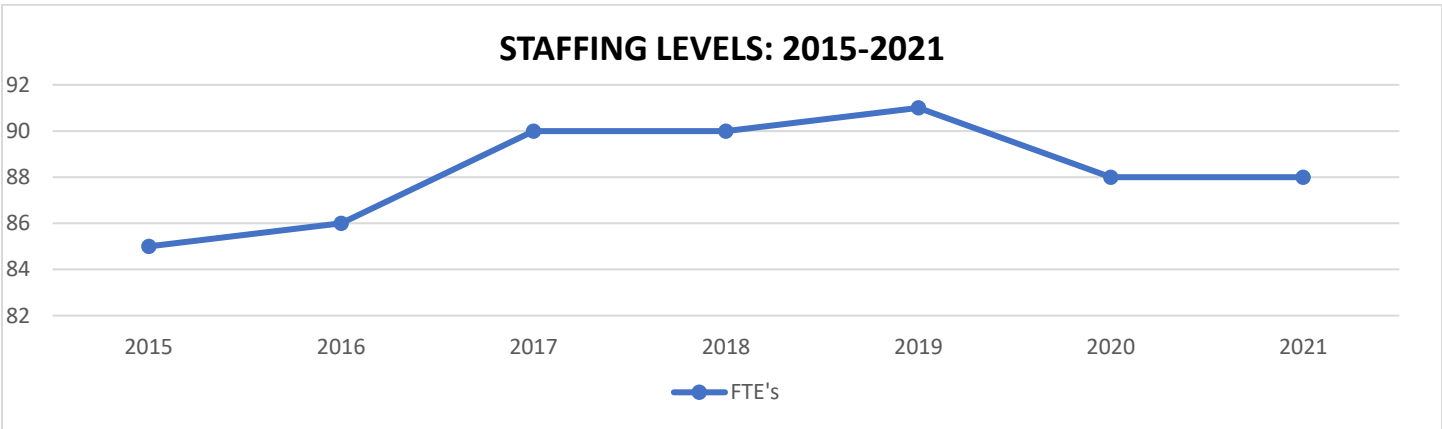
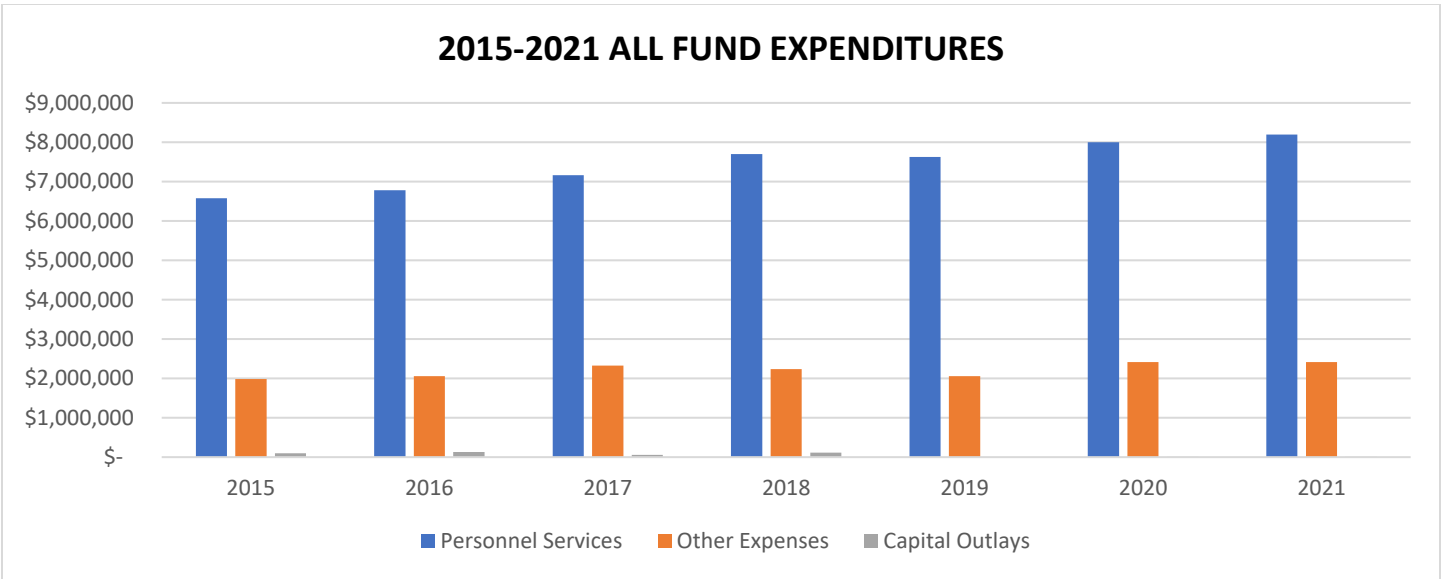
\*R/T/R Reopen/Transferred/Reactivated

### Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$10,057,537	\$9,680,231	(\$377,306)	\$10,424,031	\$10,622,080
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$6,426,778	\$6,647,174	\$220,396	\$6,844,620	\$6,972,453
Special Revenue Fund	\$3,649,261	\$3,053,135	\$596,126	\$3,586,514	\$3,656,730

2020-2021 Budget Overview:

- The Cuyahoga County Domestic Relations Court budget covers staffing, contracts and services (Annulments, Legal Separations, Divorces, Child Support, Temporary Restraining Orders, Protection Order, Mediation and Allocation and Modification of Parental Rights) and other administrative costs.
- Domestic Relations is primarily funded by the General Fund and 34% of their total revenue source is Federal Title IV-D Reimbursements (66% of eligible expenses for the Office of Child Support Services,) from the Social Security Act.
- The revenue for 2020/2021 is more than the All Funds (Expenditures) due to additional revenue from Legal Research. The remaining cash will be utilized to offset expenses for upcoming budget years.



**Analysis of Spending / Expenditures History /FTEs**

Domestic Relations expenses have remained constant on over the past few years. Majority of the expenses goes into personnel cost to provide services for clients throughout Cuyahoga County.

**2020-2021 Revenue Enhancements/Approved Budget Adjustments /Decision Items**

N/A

**Other Considerations for the 2020 – 2021 Budget**

N/A

Link to Department Webpage: <http://domestic.cuyahogacounty.us/>



# Eighth District Court of Appeals

## Mission Statement

The mission of the Eighth District Court of Appeals is to provide an impartial and accessible forum where appeals and original actions are timely and fairly decided under the law.

## Strategic Priorities

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

Key Performance Measures:

Indicator	2018 Actuals	2019 Actuals	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

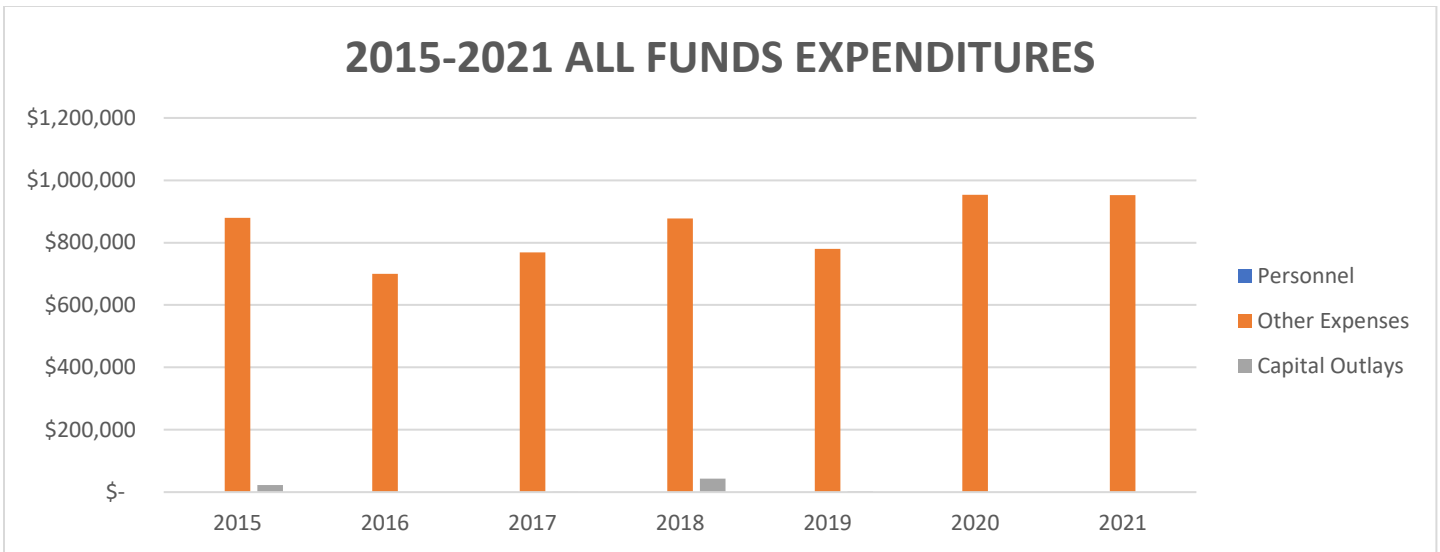
## Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$920,679	\$782,464	(\$138,215)	\$968,094	\$967,462
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$920,679	\$779,961	(\$140,718)	\$953,094	\$952,462
Special Revenue Fund	\$0	\$2,504	\$2,504	\$15,000	\$15,000

2020-2021 Budget Overview:

- The State of Ohio pays the personnel expenses for the Court, and the County budget includes other expenses.
- The Court of Appeals primarily receives funding through the General Fund and has a small special revenue fund from court fees which generates approximately \$12,000 per year.

## 2015-2021 ALL FUNDS EXPENDITURES



\* *The Court of Appeals has no full-time equivalents because the payroll expenses are paid in the State of Ohio budget*

### **Analysis of Spending / Expenditures History / FTEs**

- There are no personnel expenses in the operating budget. The Court of Appeals largest expense is maintenance of its case management software.
- The Court refreshed its computers in 2019 with expenses split between its General Fund budget (\$140,000) and the courts' combined computerization fund (\$229,000) outside of the Court of Appeals' operating budget.

### **2020-2021 Revenue Enhancements / Approved Budget Adjustments / Decision Items**

The Executive Recommended budget provided additional appropriation requested by the Court totaling \$49,543 in 2020 and \$38,543 in 2021 for professional development and software.

### **Other Considerations for the 2020 – 2021 Budget**

N/A

Link to Department Webpage: <http://www.supremecourt.ohio.gov/JudSystem/districtCourts/district8/default.asp>

# Juvenile Court

## Mission Statement

Mission Statement: 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:

Indicator	2018 Actuals	2019 Actuals	2020 Target	2021 Target
Secure Detention Admits	1,840	1,576	1,648	1,648
Secure Detention Av. Daily Population	125.9	106.5	113.0	113.0
Shelter Care Av. Daily Population	22.4	18.7	19.0	19.0

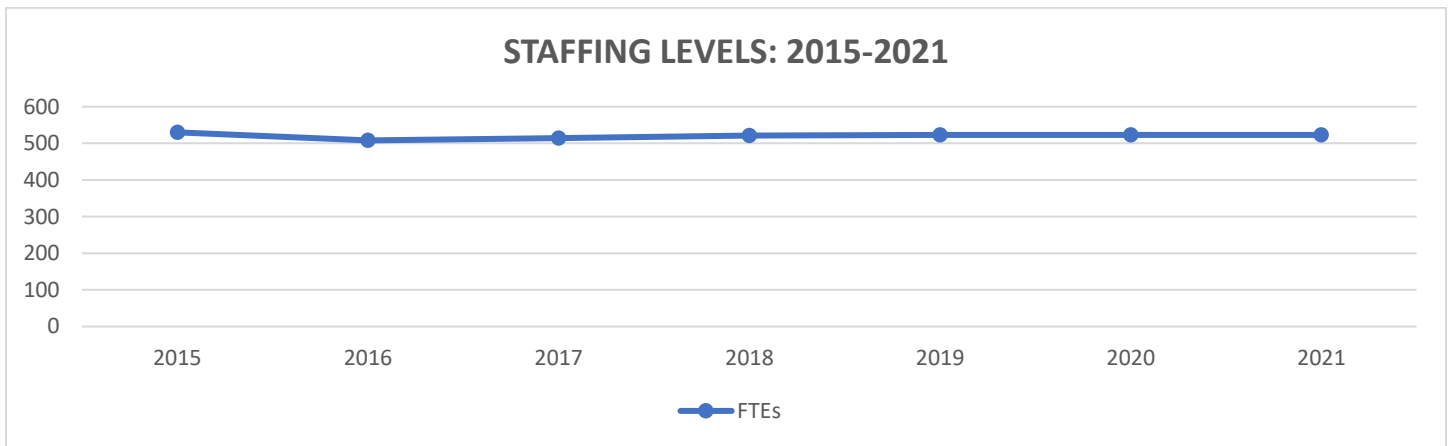
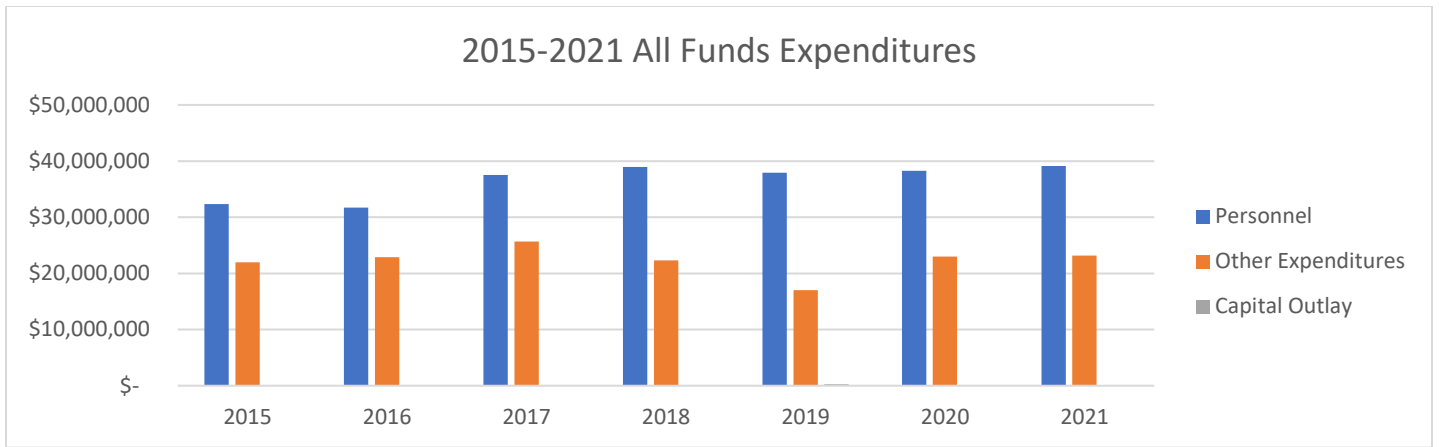
## Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$61,308,382	\$55,248,261	(\$6,060,121)	\$64,489,748	\$65,523,463
HHS Levy Fund	\$21,075,432	\$20,000,000	(\$1,075,432)	\$21,719,101	\$21,719,101
General Fund	\$38,025,526	\$34,646,924	(\$3,378,602)	\$37,867,503	\$38,606,647
Special Revenue Fund	\$2,240,074	\$601,337	(\$1,638,737)	\$1,665,961	\$1,960,532

\*Expenditures that are not covered by current year revenues, is projected to be covered through draw downs on existing cash balances within the Special Revenue Funds and/or any remaining cash balance will be utilized to offset expenses for upcoming budget years.

2020-2021 Budget Overview:

- The Juvenile Court receives funding primarily through General Fund and Health and Human Services levy funds. It also provides some funding through various special revenue funds, including revenues received through various court fees and Title IV-E reimbursements. Outside of this operating budget, the Court receives an allocation of RECLAIM Ohio grant funds.
- The 2020 operating budget uses the Health and Human Services Levy fund for a new Intervention Center initiative, which had a pilot funded through state grant RECLAIM funds. This initiative has minimal net impact because it offers a probation alternative.
- The budget provides appropriation to hire additional detention officers and decrease overtime for safety and economy.



**Analysis of Spending / Expenditures History / FTEs**

The Juvenile Court received a budget reduction in 2019, which was fully restored in the 2020/2021 budget. The Juvenile Court’s legal operations are primarily paid through General Fund, its probation services are paid through Health and Human Services levy funds, including the new Intervention initiative, and the detention center expenses are primarily paid with General Fund with some levy funds for healthcare and other supportive services.

**2020-2021 Revenue Enhancements / Approved Budget Adjustments / Decision Items**

The Executive Recommended budget provided a General Fund increase for Assigned Counsel of \$672,208 per year and a Health and Human Services levy increase for Guardian ad Litem at \$327,917 per year. This represents a 40 percent increase over the prior budget. The State of Ohio has roughly doubled its reimbursement rate to counties for indigent representation, which reimburses for both assigned counsel and guardian ad litem, therefore these increases will have minimal impact to the County budget. Council provided an increase of \$200,000 per year to allow the Court to hire additional staff. Council provided an additional \$800,000, in addition to the Executive Recommended increase, to allow Guardian ad Litem to increase their fees. The Guardian ad Litem expenses are paid through the Health and Human Services levy, and most of the expense gets reimbursed through the State of Ohio and deposited into the General Fund.

**Other Considerations for the 2020 – 2021 Budget**

The Court has its annual RECLAIM grant allocation plus additional unspent funds from prior years, which could be available to provide enhancements to the Court’s services during the biennium.

Link to Department Webpage: <http://juvenile.cuyahogacounty.us/>

## Law Department

### Mission Statement

The Law Department was established by County Council under its authority in Article 3.09(2) of the County Charter approved in November 2009. The Law Department serves as the legal counsel to the County Executive and the County Council.

### Strategic Priorities

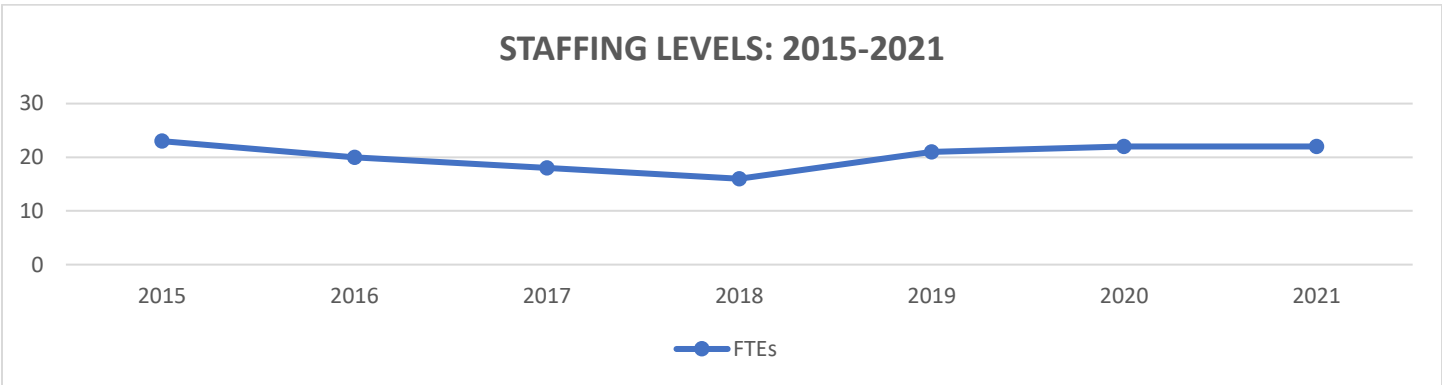
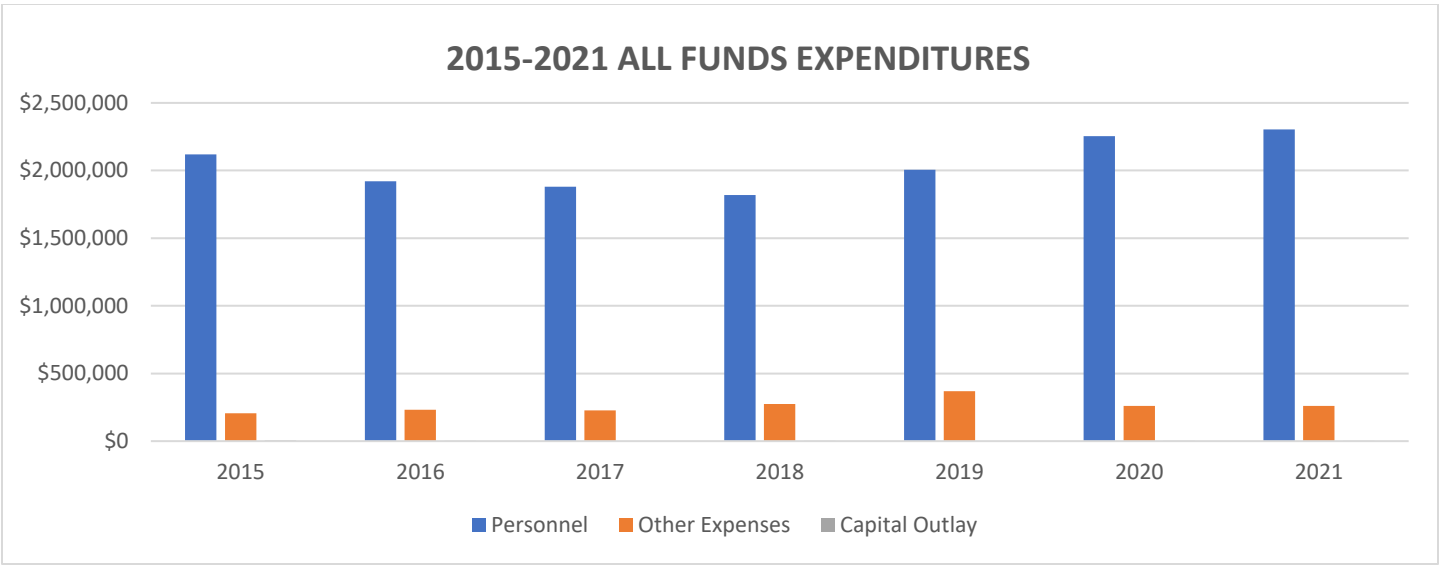
- **Assisting the various County departments and agencies in achieving the Goals and Priorities set forth in the 2017 – 2022 Strategic Plan**

### Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$2,093,022	\$2,375,968	\$282,946	\$2,571,758	\$2,621,010
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$2,093,022	\$2,375,968	\$282,946	\$2,571,758	\$2,621,010
Special Revenue Fund	\$0	\$0	\$0	\$0	\$0

#### 2020-2021 Budget Overview:

- Assisting the various County departments and agencies in achieving the Goals and Priorities set forth in the 2017 – 2022 Strategic Plan



**Analysis of Spending/Expenditures History/FTE's**

Spending in the County Law Department increased by \$282,946 from 2018. However, the County Law Department has operated below its budget. Most of the increase was due to increased records requests where the department had to seek outside help to be able to respond to these requests.

**2020-2021 Revenue Enhancements/Approved Budget Adjustments/Decisions**

None

**Other Consideration for the 2020-2021 Budget**

None

Link to Department Webpage: <http://legal.cuyahogacounty.us/>

# Law Library Resource Board

## Mission Statement

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:

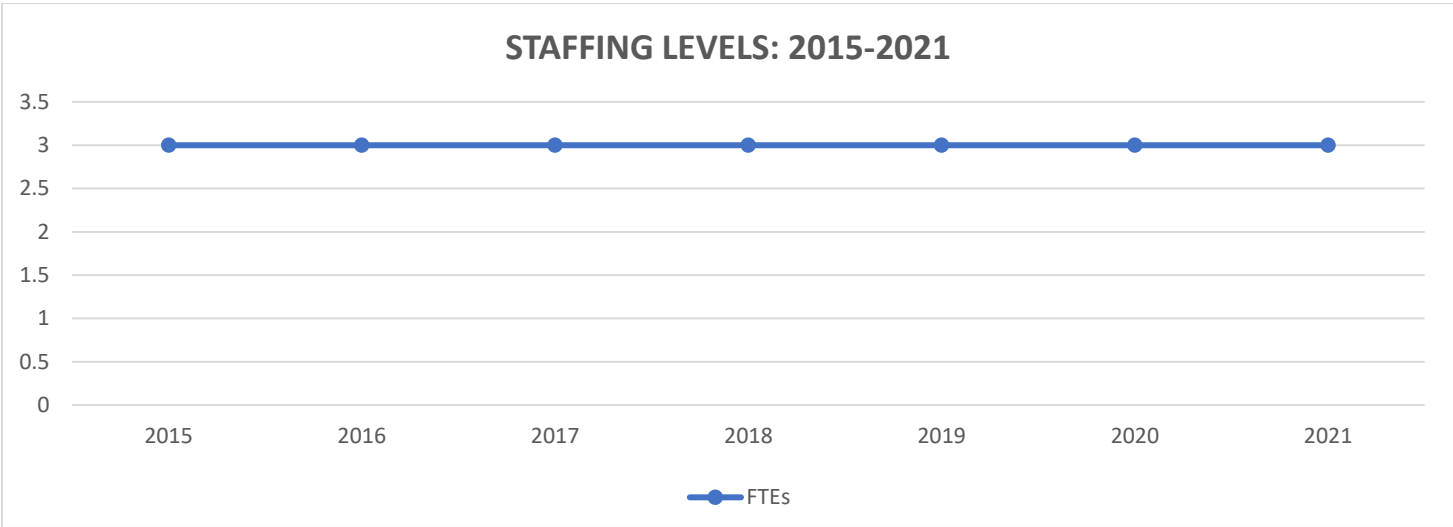
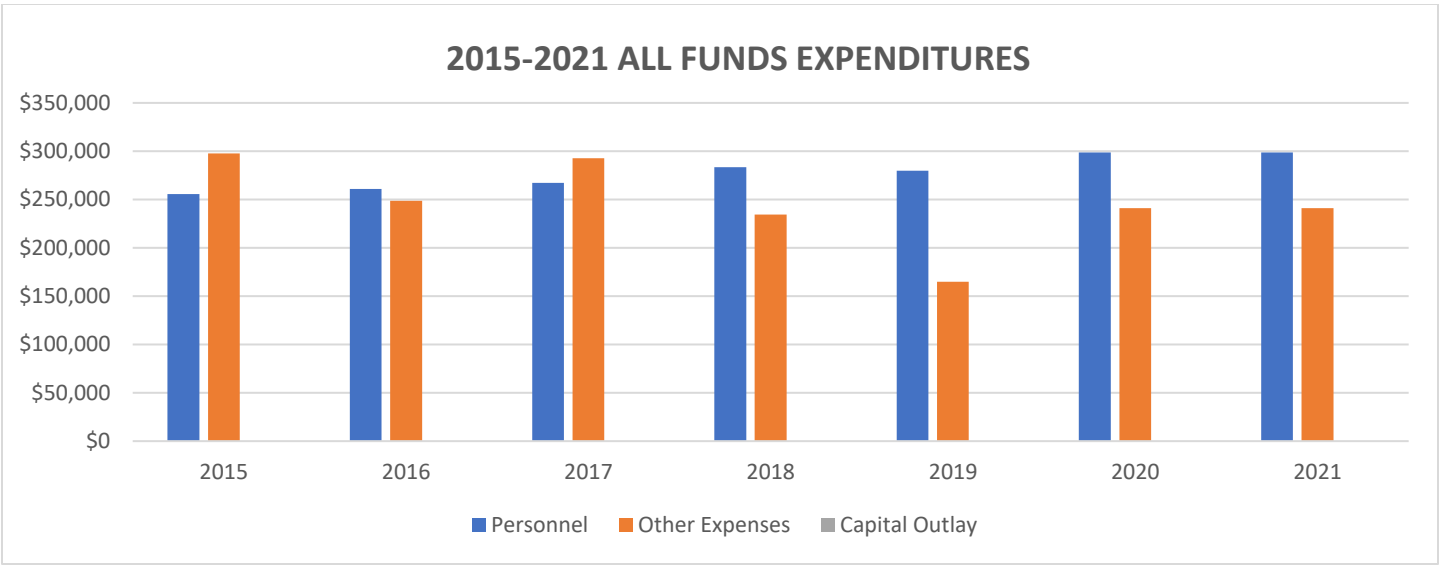
Indicator	2018 Actuals	2019 Target	2020 Target	2021 Target
Reference and Research Questions	5,491	5,500	5,500	5,500
Patron Service Hours	569	575	580	580
Special Programs/Events	44	36	40	40
Number of Ebooks	1,194	1,194	1,200	1,200
Volume in Print	117,296	117,474	117,474	117,474

## Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$517,891	\$444,894	(\$72,925)	\$540,000	\$540,000
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$517,819	\$444,894	(\$72,925)	\$540,000	\$540,000

2020-2021 Budget Overview:

- The Law Library acquired new Westlaw databases in 2019 and will continue to migrate legal research products from print to online.
- The Law Library will also implement technology that was purchased with grant funding and seek additional grants for a new Technology Center.



**Analysis of Spending / Expenditures History /FTEs**

The majority of spending is on subscriptions of legal research databases and with the Cleveland Library.

**2020-2021 Revenue Enhancements/Approved Budget Adjustments /Decision Items**

N/A

**Other Considerations for the 2020 – 2021 Budget**

N/A

Link to Department Webpage: <https://cuyahogacounty.us/my-government/legal-judicial/county-court-house/court-house-centennial-celebration/the-cleveland-law-library>



# Medical Examiner

## Mission Statement

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:

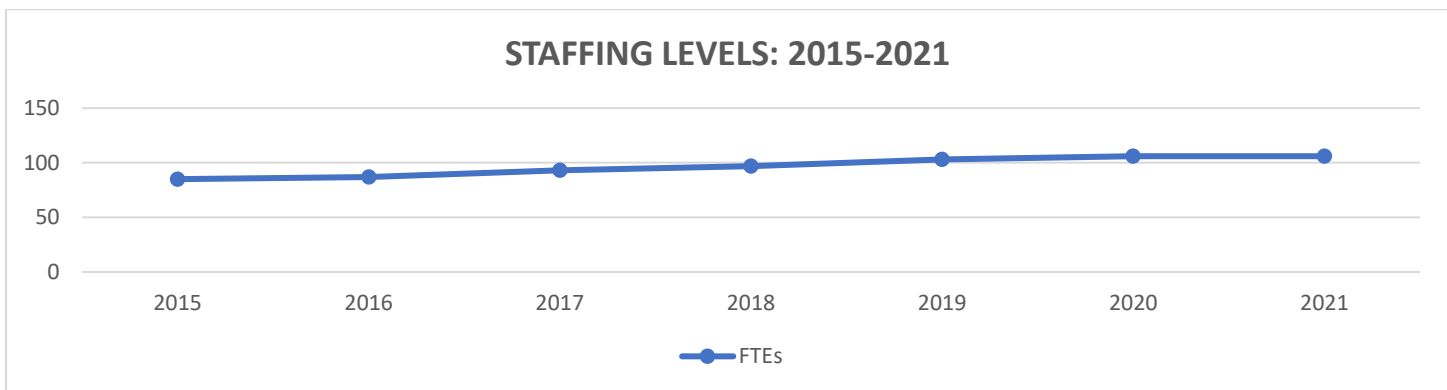
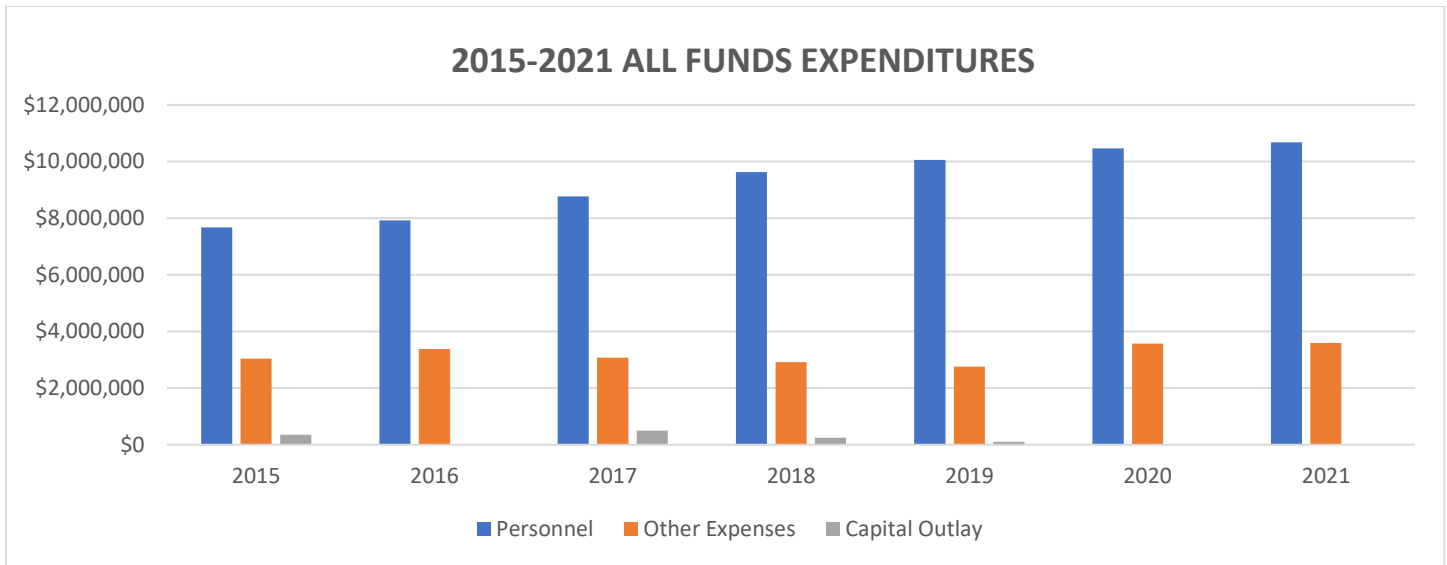
Indicator	2018 Actuals	2019 Actuals	2020 Target	2021 Target
Total Cases Admitted	2,317	2,341	2,350	2,400
Total Autopsies (Jurisdictional)	1,412	1,396	1,400	1,400
Autopsies Performed for Other Counties	439	418	415	400
Scene Investigations	1,268	1,294	1,300	1,325

## Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$13,218,221	\$12,914,732	(\$303,489)	\$14,035,620	\$14,278,215
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$6,648,638	\$6,460,874	(\$187,764)	\$7,957,020	\$8,096,758
Special Revenue Fund	\$6,155,069	\$6,952,118	\$797,049	\$5,450,000	\$6,000,000

2020-2021 Budget Overview:

- The Medical Examiner's budget for the 2020-2021 Biennial is comprised of 75% Personnel Costs, with the remaining 25% combined between Other Expenses and Capital Outlays
- This budget includes funds for an approved decision items for a Mobile Forensic Unit, as well as additional Forensic Scientists
- Beginning in the 2020-2021 Biennial Budget Cycle, the ME-Coroner's Lab Fund will be considered as a General Fund Assigned Account, this is reflected in the 2020 and 2021 Approved Budget Columns
- Also, the ME-Regional Forensic Science Lab Fund will be rolled into the General Fund during this cycle, this is NOT yet reflected in the 2020 and 2021 Approved Budget Columns



**Analysis of Spending / Expenditures History /FTEs**

Medical Examiner saw a decrease in spending from 2018 of a combined \$303,489. The reduction of \$196,063 in General Fund spending was related to the ability of the office to adjust some salary costs to the Medical Examiner-Lab Fund due to increases in out of county autopsy fees as well as reduced spending on the office’s Body Transport Contract. The reduction of \$107,426 in Special Revenue Fund spending was related to the reduced price and contribution of Information Technology to the AFIS System upgrade in the Medical Examiner-Forensic Science Lab account.

**2020-2021 Revenue Enhancements/Approved Budget Adjustments /Decision Items**

Additional funding for Mobile Forensic Unit of \$116,500 for 2020 & 2021, and additional funding for New Forensic Scientists of \$240,000 for 2020 & 2021

**Other Considerations for the 2020 – 2021 Budget**

Additional funding for 1 FTE for Office & Procurement Support for \$50,000 for 2020 & 2021 (this was NOT approved by Council). Additional funding for Salary Adjustments for Pathologists in the Department for \$180,000 for 2020 & 2021 (this was NOT approved by Council).

Link to Department Webpage: <http://medicalexaminer.cuyahogacounty.us/>

## Probate Court

### Mission Statement

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:

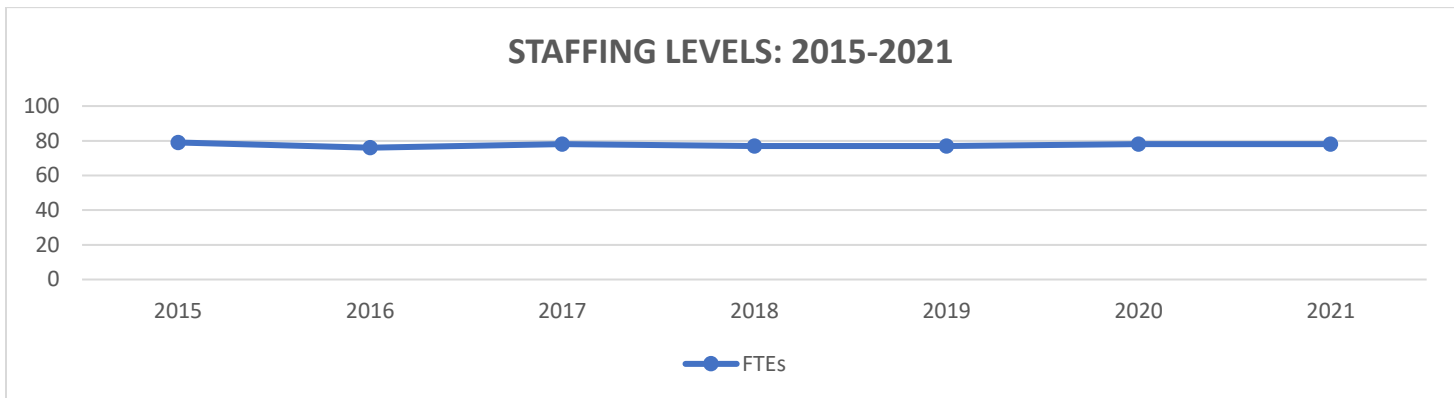
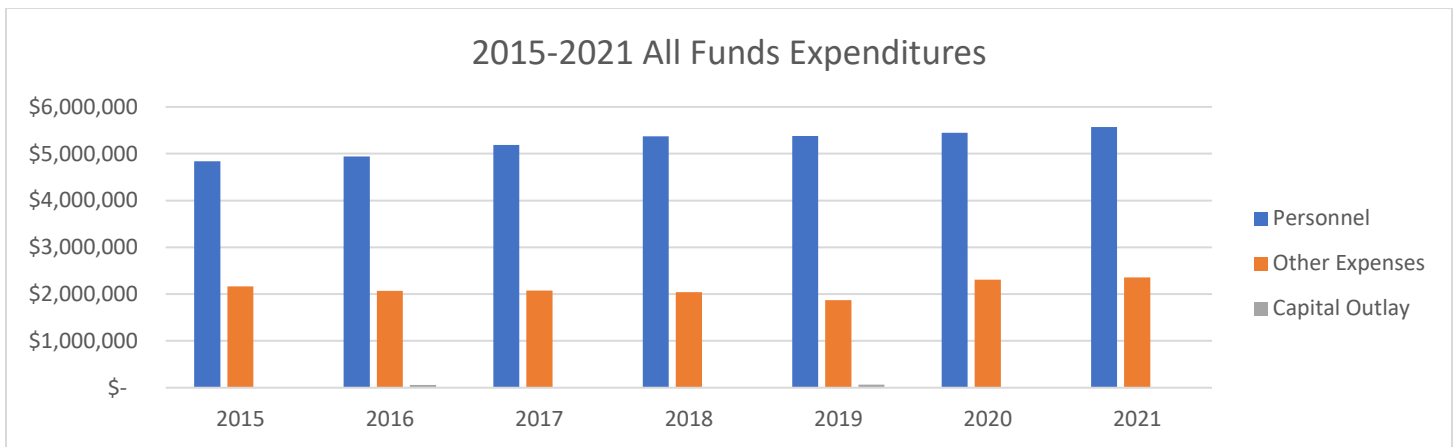
Indicator	2018 Actuals	2019 Actuals	2020 Target	2021 Target
Estates opened	7,299	7,469	7,469	7,469
Guardianships-Incompetents opened	1,490	1,461	1,461	1,461
Guardianships-Minors opened	711	787	787	787
Civil Actions opened	515	437	437	437
Adoptions opened	284	254	254	254
Marriage Licenses issued	6,657	6,614	5,722	5,722

### Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$7,410,480	\$7,319,529	(\$90,951)	\$7,507,524	\$7,675,645
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$6,661,220	\$6,426,047	(\$235,173)	\$6,704,097	\$6,843,515
Special Revenue Fund	\$749,260	\$893,482	\$144,222	\$803,427	\$832,130

2020-2021 Budget Overview:

- The majority of budget expenditures cover payroll for the Court's staff, which is paid primarily by the General Fund.
- The Court's Computerization special revenue fund pays for the case management software maintenance expenses.
- The Court's Indigent Guardianship special revenue fund includes \$100,000 per year to maintain support of the Adult Guardianship Services contract administered through the Department of Health and Human Services Division of Senior & Adult Services.



**Analysis of Spending / Expenditure History / FTEs**

- In 2019 the Court opened its Resource Center for self-represented parties. The Resource Center assists the public with questions about a simple estate, guardianship or name change. This includes the general review of all probate forms and procedures.
- The Court’s expenditures consistently total approximately \$7.3 million per year including approximately \$6.5 million per year of General Fund and approximately \$800,000 per year in special revenue funds which are used to supplement payroll costs, to support indigent guardianship services and case management computerization expenses.

**2020-2021 Revenue Enhancements / Approved Budget Adjustments / Decision Items**

In 2020, the Court has implemented the Guardian Partners Program using its discretionary Special Projects special revenue fund. Guardians, appointed by the Probate Court, currently care for approximately 6,900 adults in Cuyahoga County who are unable to care for themselves due to mental and physical disabilities. In order to help monitor this population and protect wards from situations that may result in exploitation, abuse, or neglect, the Court has recruited and trained 25 Guardian Partners to visit all wards at their place of residence, speak to guardians and their wards, and report any issues that may affect the health and welfare of the ward. If any concerns are reported, the Court will immediately follow up. It is the Court’s goal for a Guardian Partner to personally visit each of the wards in Cuyahoga County within 18 months. The budget includes \$75,000 in 2020 and \$100,000 in 2021. This does not impact the General Fund.

Link to Department Webpage: <http://probate.cuyahogacounty.us/>

## Prosecutor's Office

### Mission Statement

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 are 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:

Indicator	2018 Actuals	2019 Actuals	2020 Target	2021 Target
Tax Foreclosure Cases Filed – Non HHF	3,382	3,549	2,800	2,800
Tax Foreclosure Cases Filed – HHF	910	616	0	0
Adult Criminal Cases Opened	10,838	11,063	11,063	11,063
Juveniles Referred to Alternative Disposition	2,101	1,942	1,942	1,942
Criminal Investigations Opened	613	509	509	509

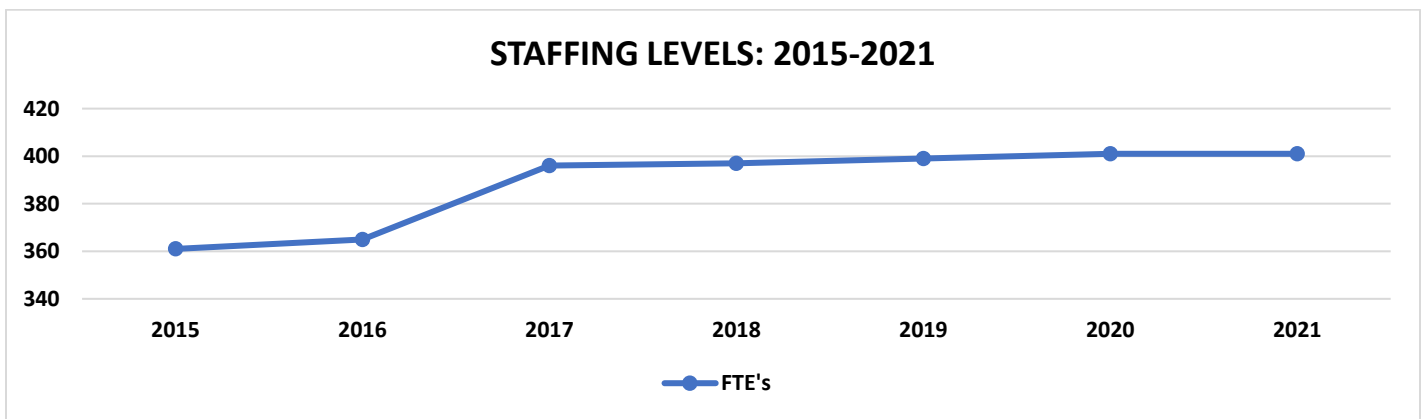
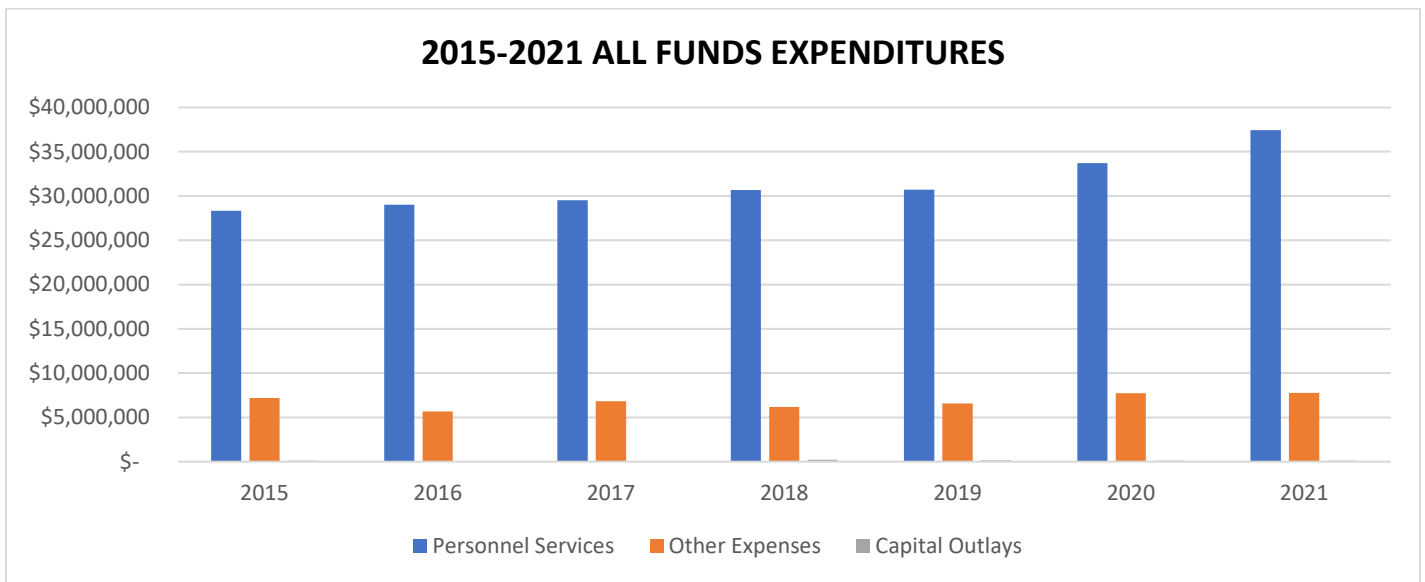
### Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$37,038,163	\$37,408,835	\$370,672	\$41,552,990	\$45,289,174
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$25,198,528	\$26,825,796	\$1,627,268	\$29,834,656	\$34,431,954
Special Revenue Fund	\$12,062,853	\$10,455,804	(\$1,607,049)	\$10,784,795	\$10,784,795

2020-2021 Budget Overview:

- The Cuyahoga County Prosecutor's Office budget covers the expenses for staffing, contracts and services and other administrative costs.
- The Prosecutor's Office resources consist of the General Fund, Title IV-D Reimbursements (66% of the Child Support division's eligible cost) from the Social Security Act and Title IV-E Reimbursements (100% eligible costs) and the Delinquent Tax Collections Fund is \$4M and earns 2.5% of the proceeds as established by the ORC 321.261 for costs of prosecuting alleged violations of criminal and civil law governing real estate transactions, including fraud and abuse. The collections cover 100% of the operating costs.
- The shortage in revenue for 2020 and 2021 for \$933,539 and \$72,425 is due to the budgeted cost for DTAC HHF. For the past few years, the Office of Budget and Management has had to provide a General Fund subsidy for DTAC HHF. Originally, DTAC HHF was to bring in the revenue to cover their expenses but the rate in which the demolition of properties was not taking place as expected. As of 2019, about 49% of the budgeted expense, \$1,989,708 was

expended. For 2020 and 2021, the expenses will continue to decrease because DTAC HHF will be soon coming to an end, per the Prosecutor Office. Based on history, appropriations will be decreased by year-end.



**Analysis of Spending / Expenditures History /FTEs**

The Prosecutor’s Office expenses have increased from 2018 to 2019 due to an increase in personnel expenses.

**2020-2021 Revenue Enhancements/Approved Budget Adjustments /Decision Items**

The Cuyahoga County Prosecutor Office received \$2M in 2020 and \$4M in 2021 for new Assistant Prosecuting Attorney positions to assist in the cases regarding the growing number of children in custody and equity adjustment to salaries.

**Other Considerations for the 2020 – 2021 Budget**

N/A

Link to Department Webpage: <http://prosecutor.cuyahogacounty.us/>

## Public Defender

### Mission Statement

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:

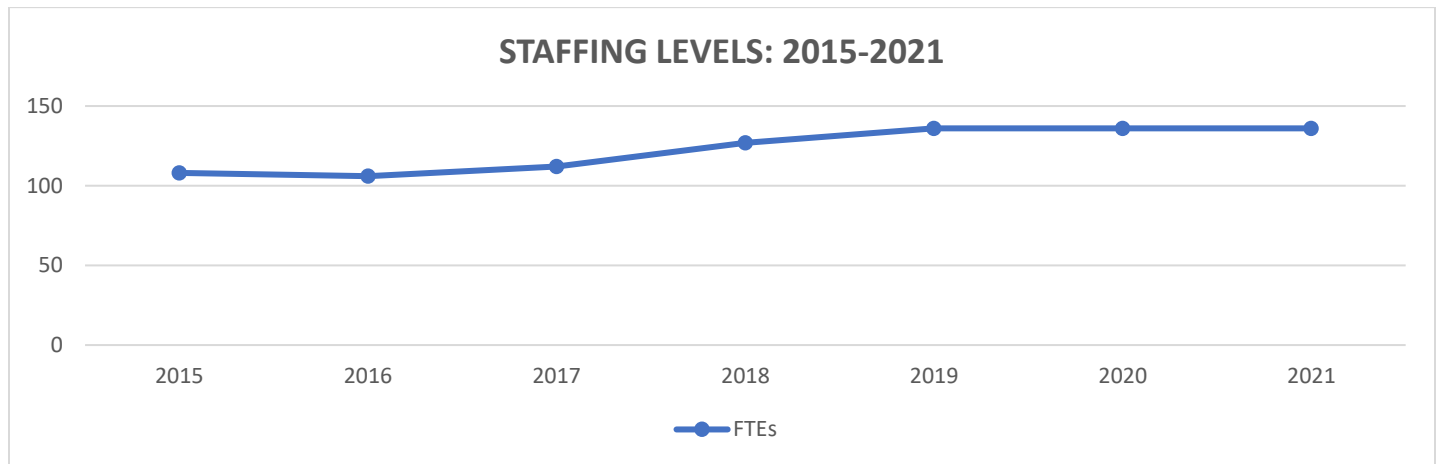
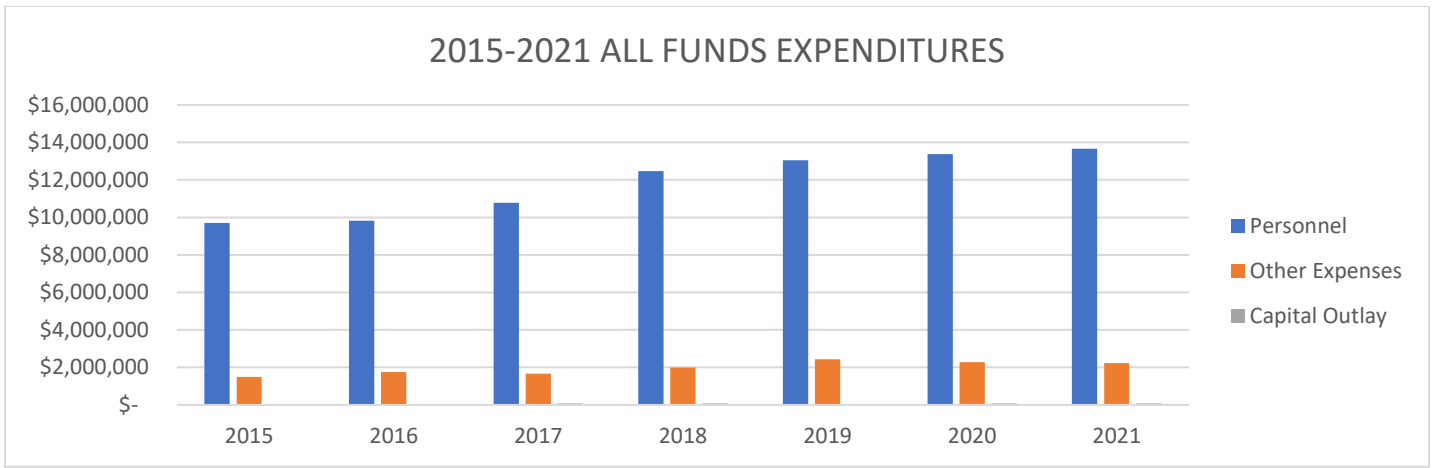
Indicator	2018 Actuals	2019 Actuals	2020 Target	2021 Target
Felony Case Disposal	5,945	6,064	6,185	6,309
Juvenile Case Disposal	7,102	7,244	7,389	7,537
Felony Pre-indictments	3,817	3,893	3,971	4,051
Expungements	1,522	1,552	1,583	1,615

### Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$14,548,485	\$15,317,741	\$769,256	\$15,664,734	\$15,970,432
HHS Levy Fund	186,904	\$0	(\$186,904)	\$0	\$0
General Fund	\$12,216,379	\$13,268,094	\$1,051,715	\$13,517,154	\$13,778,779
Special Revenue Fund	\$2,145,202	\$2,049,647	(\$95,555)	\$2,147,580	\$2,191,653

2020-2021 Budget Overview:

- The Public Defender provides indigent defense funded through the General Fund. The State of Ohio through the Ohio Public Defender reimburses the County for indigent expenses at a variable rate based on the funding available in the State's budget. This rate was approximately 40% during 2018 and most of 2019, and the rate increased to 85% at the start of 2020 and is expected to remain at the elevated rate through the biennium.
- The County Public Defender also provides indigent defense on behalf of the City of Cleveland, for which the City reimburses the County's expenses pursuant to an Agreement between the City and County. The County forwards the City of Cleveland its share of the state reimbursement less a three percent administrative fee.



**Analysis of Spending / Expenditures History / FTEs**

The 2018 – 2019 budget included decision items to increase staff and professional development to improve the effectiveness of indigent representation. The Health and Human Services levy provided a subsidy for some legal representation, however those expenses moved to the General Fund after 2019.

**2020-2021 Revenue Enhancements / Approved Budget Adjustments / Decision Items**

The biennial budget includes funding for decisions items totaling \$340,500 in 2020 to hire an attorney and paralegal for abuse, neglect, and dependency cases, two document retention clerks for the juvenile and felony divisions, and an administrative assistant.

**Other Considerations for the 2020 – 2021 Budget**

The State of Ohio 2020-2021 biennial budget increased the reimbursement rate to counties for indigent defense. The rate has increased since the start of 2019 from 40 percent to 85 percent at the start of 2020, and Ohio Public Defender has stated that the reimbursement rate is expected to stay elevated through the biennium. The State reimburses for all expenses in the Public Defender’s budget as well as assigned counsel and attorneys assigned as Guardians ad Litem expenses which post in the courts’ budgets.

Link to Department Webpage: <http://publicdefender.cuyahogacounty.us/>



## Public Safety and Justice Services

### Mission Statement

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 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:

Indicator	2018 Actuals	2019 Actuals	2020 Target	2021 Target
Communities/Agencies Utilizing Ready Notify	38	51	56	58
Agencies Entering Resources in Database (Fire, Law Enforcement & Public Works/Service Department)	61	115	167	167
Witness Victim Staff Delivering Training and Presentations*	0	3	20	24
Emergency Evacuation Plans Developed for Communities by the Office of Emergency Management**	4	20	17	16

\*Protection order registry not expected to go live until May 2020

\*\*Project launched in 2018 with the development of the county-wide plan and initial pilot with 4 communities

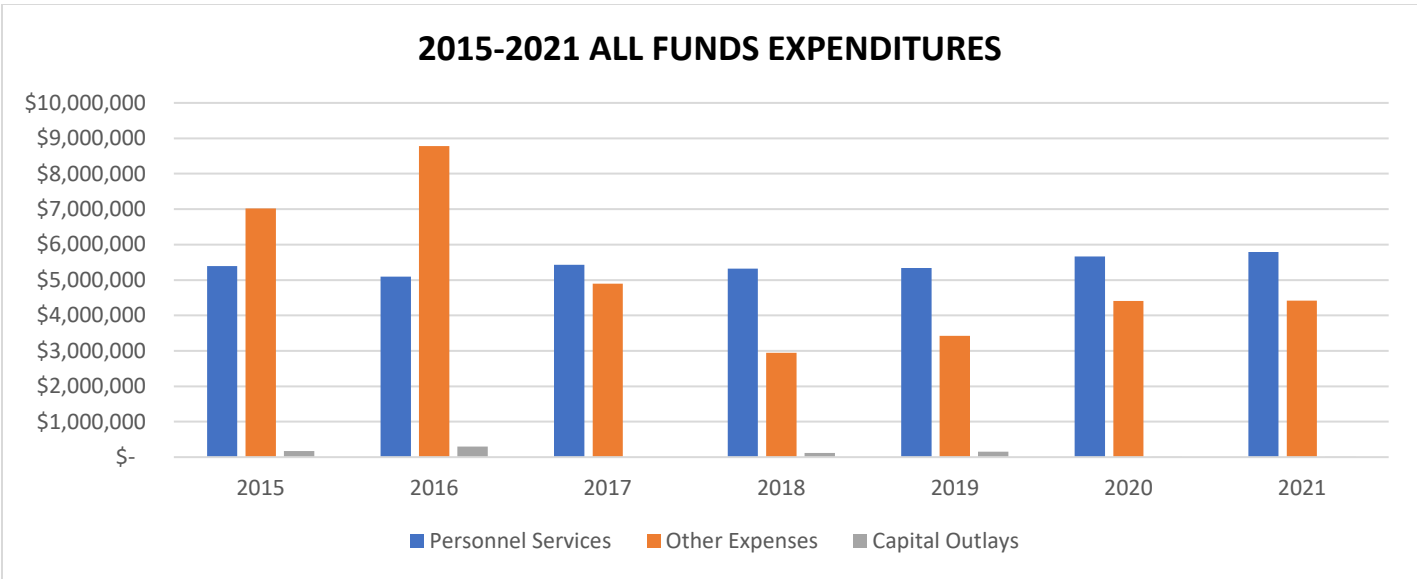
### Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$8,391,969	\$8,916,398	\$524,429	\$10,074,409	\$10,208,413
HHS Levy Fund	\$2,223,338	\$1,918,313	(\$305,025)	\$2,265,311	\$2,300,994
General Fund	\$2,789,265	\$3,257,886	\$468,621	\$3,280,670	\$3,320,300
Special Revenue Fund	\$3,749,079	\$3,471,674	(\$277,405)	\$3,423,859	\$3,430,609

\*Expenditures that are not covered by current year revenues, is projected to be covered through draw downs on existing cash balances within the Special Revenue Funds.

2020-2021 Budget Overview:

- The Department of Public Safety and Justice Services covers expenses for staffing, contracts and services and other administrative costs and direct service costs.
- Public Safety and Justice Services funding resources include General Fund, Health and Human Service Levy Funds and Wireless 9-1-1 Government Assistance Funds which come from the State.
- The 2020 and 2021 budgeted All Funds (Expenditures) is more than the budgeted revenue by about \$1.1M and about \$1.2M. The reason for the shortage in revenue is due to the cash balances at the end of 2019 for the non-General Fund divisions (Family Justice Center, Witness Victim, Emergency Management and Wireless 9-1-1). Majority of this cash balance is largely due to Wireless 9-1-1 (Special Revenue Account) which will continue to carry a large cash balance for an estimated three to four more years. These balances are being utilized to offset expenses for the upcoming budget years.



**Analysis of Spending / Expenditures History /FTEs**

The Department of Public Safety and Justice Services showed a slight increase in Personnel due to attrition and other operating expenses.

**2020-2021 Revenue Enhancements/Approved Budget Adjustments /Decision Items**

N/A

**Other Considerations for the 2020 – 2021 Budget**

N/A

Link to Department Webpage: <https://ja.cuyahogacounty.us/>

## Mission Statement

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**

Key Performance Measures:

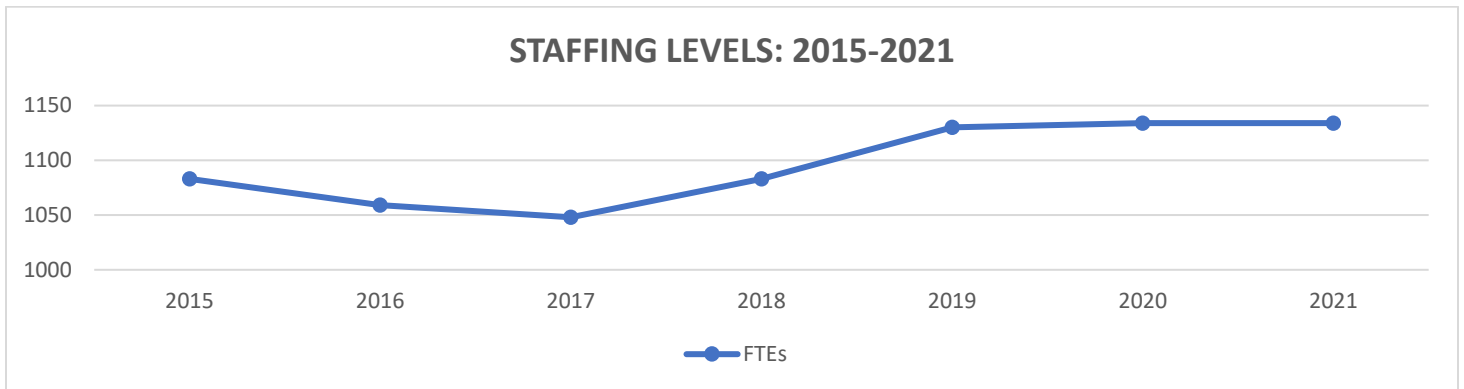
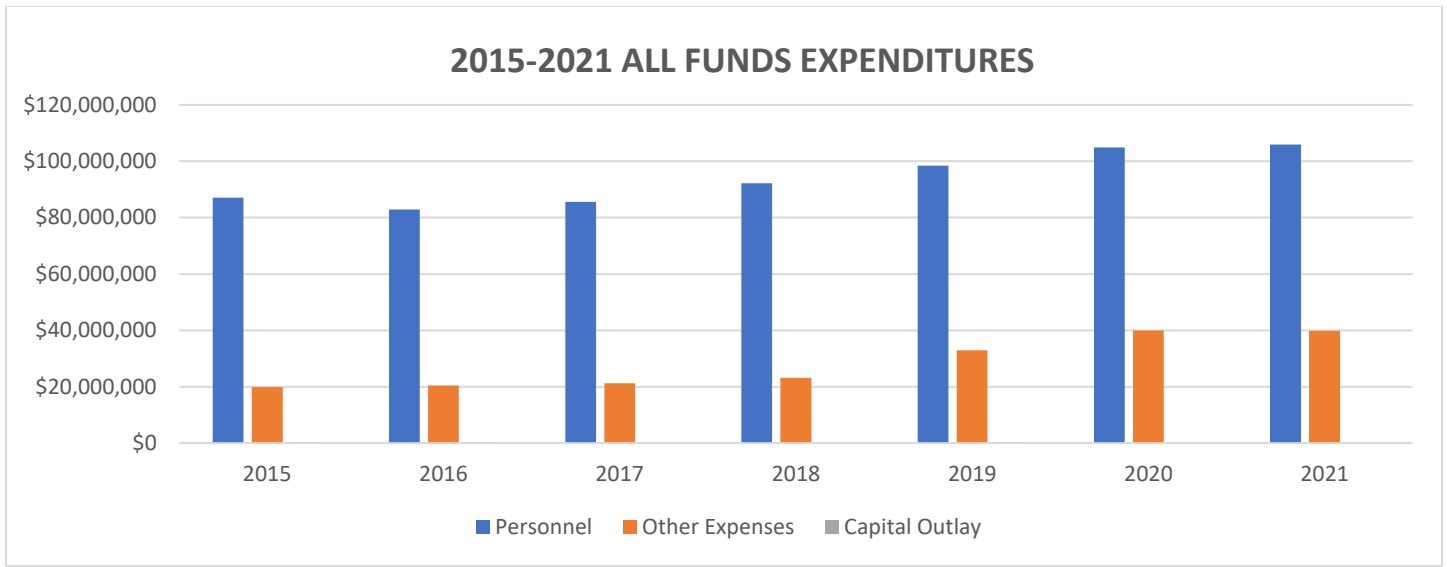
Indicator	2018 Actuals	2019 Target	2020 Target	2021 Target
# inmates in jail (average daily population)	2,423	2,000	2,000	2,000
Sex Offender Registrations	6,945	7,158	7,158	7,158
Capiases and warrants cleared	10,826	11,000	11,000	11,000
Carrying Concealed Weapon (CCW) permit applications	2,357	2,509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

## Source of Funding and How it is Spent

	2018 Actuals	2019 Actuals	2018-2019 Change	2020 Approved Budget	2021 Approved Budget
All Funds (Expenditures)	\$115,312,252	\$131,710,508	\$16,398,255	\$143,433,473	\$146,013,916
HHS Levy Fund	\$1,687,546	\$1,340,490	(\$347,056)	\$0	\$0
General Fund	\$100,882,586	\$117,942,476	\$17,059,890	\$127,846,126	\$130,195,332
Special Revenue Fund	\$12,742,120	\$12,427,541	(\$314,579)	\$17,153,028	\$15,818,584

2020-2021 Budget Overview:

- At the conclusion of 2019, Metro Health took over full operations of the medical operation in all County jails. 2020 will mark the first full year that Metro Health is responsible for all jail medical operations.
- The Sheriff's department is currently seeking a vendor to be responsible for over full operations of food services at all jail facilities.
- The table above reflects the amount of revenues that contribute to the expenditure numbers.



**Analysis of Spending / Expenditures History / FTEs**

Spending specifically in the Corrections and Law Enforcement divisions saw an increase in the 2020-2021 budgets. Additional appropriation was added to both divisions to increase the current staffing levels. Also, all nursing and medical staff were phased out as Metro Health took over full medical operations.

**2020-2021 Revenue Enhancements/Approved Budget Adjustments /Decision Items**

Approved Decision Package	2020 Impact	2021 Impact
Corrections Staffing	\$2,556,706	\$2,556,706
MH Diversion Center	\$2,500,000	\$2,500,000
Deputies	\$1,976,203	\$1,976,203
New Deputy for Trace Evidence	\$100,000	\$100,000
City of Euclid transport Van (Council Amendment)	\$150,000	\$0

**Other Considerations for the 2020 – 2021 Budget**

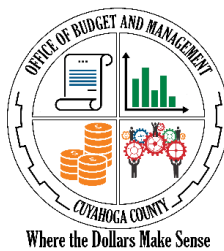
During the first quarter of 2020, the Sheriff’s Department closed their regional operation at the Euclid Jail. All staff and inmates have been moved to the downtown jail location. The department has also been transporting inmates to various other county jails to lower the daily ADP, this cost was not specifically budgeted for 2020-2021.

Link to Department Webpage: <https://sheriff.cuyahogacounty.us/>



**2020 – 2021  
Biennial Budget**

**Financial Policies**



# FINANCIAL POLICIES

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## Summary

The financial policies set forth by the County serve as a guide in the decision-making process in regards to the allocation of County resources. These policies are continuously reviewed to ensure that they adhere to statutory and administrative requirements and that they effectively meet the needs of both the County and its citizens. The County strives to operate within these guidelines. The financial policies for the County are codified in Title 7 in the Cuyahoga County Code.

The main objective of the County is to operate within its means, while maintaining an adequate reserve fund to protect the County against unanticipated decreases in revenue and/or increases in expenditures. Agencies must function within the limit of available resources: specifically budgeted to accomplish specific objectives. The County maintains the accuracy and reliability of its various funds and policies for the delivery of services beyond the current budget cycle. The County's goal is to make sure that the funds provided by the citizens are invested effectively and efficiently into services that are meaningful and effective.

The financial and budgetary policies guide in the decision-making process regarding the allocation of County resources. The County's policies function as the basis for statements on this County's financial and budgetary imperatives.

The County began to codify rules and regulations through Administrative Code in 2013, and formally adopted many of its financial policies in 2015. The County continues to adhere to internal guidelines for financial policies that have not yet been adopted through legislation or administrative code. This discussion includes citations for those policies that have been formally adopted in law; those policies not cited are directed by informal and internal financial policies that have been in practice for a number of years.

## Financial Policies

### Fund Balance Reserves

*General Fund* - The County has a 25% General Fund reserve requirement whereby 25% of annual budgeted operating expenditures of General Funds must remain on balance as a reserve (Ord. O2011-0056(1), County Code §706.01) as allowable by ORC §5705.13(A). This policy to maintain three months of regular expenditures meets GFOA's recommended best practice to maintain at least two months of regular revenues or expenditures on reserve.

*Health and Human Services Levy* - The County has a 10% Health and Human Services Levy (HHS) reserve requirement whereby 10% of annual budgeted operating expenditures of HHS must remain on balance as a reserve (Ord. O2011-0058(1), County Code §707.01).

The County will not rely on reserves to fund on-going programs. The reserve may be used to stabilize revenue, mitigate a projected operating deficit, retire or defease outstanding bonds or notes, fund one-time unanticipated expenditures, and settle legal claims (Ords. O2011-0056(2), O2011-0058(2), County Code §§706.02, 707.02). The County Executive shall, whenever possible, provide Council 120 days-notice of the General Fund reserve declining below 25%, and when Council determines that the use of the General Fund reserve is needed, it shall authorize use of the reserves through resolution

(Ords. O2011-0056(3), O2011-0058(3), County Code §§706.03, 707.03). The County will maintain an encumbrance reserve in the amount equal to the County's unpaid obligations and unfinished projects at year-end.

### **Operating Budget**

The County budgets on a biennial basis in accordance with County Charter Article II §2.03(9) and (10), Council Ordinance Nos. O2011-0036, O2014-0004, and County Administrative Code section 701.01. The Executive submits the proposed budget to Council outlining the proposed financial plan for the County for the biennium (County Charter Article II §2.03(11)).

### **Balanced Budget**

Appropriation levels cannot exceed available resources, which are defined as revenue generated in the current period added to cash balances carried forward from prior years in accordance with ORC §5706.39. It is the County's policy to recommend a balanced operating budget: current revenue greater than or equal to current expenditures. The use of unencumbered prior period cash balances in all funds shall be scrutinized and carefully limited. The 2016 – 2017 adopted budget for the County's General Fund and Health and Human Services Levy Fund meets this definition of a balanced budget and is financially sustainable into the foreseeable future.

### **Budget Process**

All agencies supported by the resources of this County must function within the limits of the financial resources identified or available specifically to accomplish stated programmatic objectives. All financial decisions are made with consideration of the County's priorities for the economy, environment, and social equity.

### **Capital Budgeting and Planning**

In order to protect the County's capital assets and effectively plan for future improvements, the Fiscal Officer shall maintain a master listing of all County capital assets and shall develop and implement written procedures to define the County's universe of capital assets and to ensure that all changes are documented in the master listing within 30 days (County Code §701.02(A)). Capital budgeting will emphasize long-range planning. The effects of planned activities will be integrated into operating budgets. The County will maintain capital funding at sustainable levels, will avoid deferring maintenance to cut costs, and will not neglect the County's capital inventory. The General Fund will annually subsidize a designated portion of general capital improvements, usually limited to smaller projects that do not exceed \$300,000. Capital improvement decisions must consider the impact on operating and maintenance costs.

The Executive must submit to Council a Capital Improvements Plan at the start of each biennium which shall include a list of projects intended to be initiated during the current biennium with funding sources and amounts, prioritization of projects in the event of a disaster, and a list of projects planned for the five years following the current biennium (County Charter Article II §2.03(10)). The Capital Improvements Plan shall be maintained by the Office of Budget and Management and shall recommend a level of capital improvements spending during the period that is consistent with long term cost

effectiveness with priority given to projects that can leverage resources, service charges, or fees (County Code §701.02). For more information on Capital Projects, see the *Capital Projects* section of this report.

### **Debt Management**

The County will carefully utilize the issuance of long-term debt. Bond or note proceeds will not be used for annual operating costs. The Fiscal Officer shall submit an Annual Informational Report to the Auditor of State pursuant to ORC §117.38. The annual statement is required by local rules to disclose current financial, economic, and demographic information to investors, rating agencies, and the public (County Code §701.03(E)). The County will adhere to the direct and indirect debt limitations of the State of Ohio (ORC Chapter 133). Financing decisions must balance pay as you go financing (current resources) versus long term financing (debt). The Capital Improvements Plan shall include a plan for covering the types of debt and timing of issuances intended to be used in financing the improvements proposed in the plan (County Code §701.03(C)). For more information on debt management, please see the *Debt* section of this report.

### **Long-range Planning**

The volatility of the regional, state, and national economy requires that the County plan beyond the current biennium, anticipating variances in revenues and expenditures, periods of sluggish or negative economic growth, and potential disasters. It is important to recognize that emergencies will occur and that the continuation of vital services requires the anticipation of contingencies. To that end, it is the policy of the Office of Budget and Management to estimate revenue and expenditures not only for the budget year, but also for two years into the future in its Quarterly Updates and the Biennial Budget. The budget and quarterly updates also include a five-year budget estimate for General Fund and Debt Service Funds consistent with GFOA's best practice for Long-term Financial Planning.

### **Investment**

The Investment Advisory Committee guides investment decisions and includes the County Executive, County Treasurer, and a representative of County Council pursuant to ORC

§135.341(A). The investment objectives in order of priority are 1) preservation of principal, 2) maintenance of liquidity, and 3) maximization of return. The Investment Advisory Committee reviews the policies every three months at regularly scheduled public hearings. The Statement of Investment Policy is posted on the County Treasurer's website with the requirements codified at County Code 701.06.

The County Treasurer is responsible for the safe investment and reinvestment of County funds. The County Executive is responsible for all transactions. Employees who directly manage investments will attend a minimum of six hours each year of continuing education on public sector investment topics at County cost. Staff shall be bonded in amounts appropriate to levels of responsibility and portfolio characteristics and are prohibited from personal business activity that could create a conflict of interest.

Investment instruments authorized for purchase include those described in ORC §§135.18, 135.181, and 135.35. The Statement of Investment Policy prohibits the County from investing in certain investment practices. Each eligible



investment is limited in the maximum percentage of the total average portfolio permitted so as to diversify investments and reduce risk of loss.

A. Treasury	100% maximum
B. Federal Agency (Fixed Rate)	100% maximum
C. Federal Agency (Callable)	40% maximum
D. Repurchase Agreements	50% maximum
E. Commercial Paper and Bankers' Acceptances combine	25% maximum
F. Certificates of Deposit	20% maximum
G. Bank Deposits (excluding CDs)	60% maximum
H. Municipal Obligations	10% maximum
I. STAR Ohio and Money Market Mutual Funds	60% maximum
J. Corporate Notes	15% maximum
K. Foreign Notes	1% maximum
L. Delinquent Tax Collection Anticipation Notes	15% maximum

The assets of the County shall be segregated into two categories based on expected liquidity needs and purposes – short-term funds and the long-term portfolio. The variability of investment earnings will be considered when budgeting their usage. The County Treasurer shall maintain accurate, complete, and timely records of all investment activities. The County Treasurer shall conduct an ongoing analysis and reports of the performance of the investment portfolio pursuant to County Code section 701.06(B).

### **Accounting and Financial Reporting**

**The County operates on a cash-basis accounting system.** Not later than March 31<sup>st</sup> of each year, the Office of Budget and Management shall prepare, publish, and submit to Council a public presentation on the budget (County Code §701.07(A)). Not later than 45 days after the end of each calendar quarter, the Office of Budget and Management shall prepare, publish, and submit to Council a quarterly financial report (County Code §701.07(B)). The Office of Budget and Management shall prepare, publish, and submit to Council a monthly financial report not later than fifteen (15) days after the end of each month (County Code §701.07(C)). The Office of Budget and Management, in coordination with other county agencies, shall maintain and publish annually by March 31<sup>st</sup> of each year a list of all outstanding loans made by the County (County Code §7.01.7(E)). An external audit of county finances gets completed by September 30<sup>th</sup> following each calendar year (County Code §7.01.7(F)).

*Accountability* - The General Accounting Department, as required by Ohio Revised Code, is responsible for certifying, accounting for and payment of funds. The County prepares a Comprehensive Annual Financial Report (CAFR) each year

which it submits to GFOA and posts on its website. The County Charter established a County Audit Committee with responsibility to provide independent internal auditing to assist the County Executive, Fiscal Officer, Council, and others. The Committee shall consist of the President of Council or a Council member appointed by the Council President and four residents of the County appointed by the Executive and confirmed by Council. The Executive and Fiscal Officer shall serve as non-voting, ex officio members (County Charter Art. XI §11.01). The Department of Internal Auditing performs the internal auditing under the direction of the County Audit Committee (County Charter Article XI).

### **Revenues**

The County's tax base shall be preserved; any effort to selectively narrow or contract that base shall be supported only if its purpose conforms to the County's definition of high priority. The County will continuously seek to increase and diversify its revenues in order to limit the dependence on, and overly burden, one or only a few sources.

The County uses a cost allocation to seek reimbursement from federal and state program allocations and grants for eligible expenses incurred by the County. The cost allocation includes expenses related to information technology, space maintenance, and indirect administrative services.

### **Fees and Charges**

The fees and charges are established based on the cost to provide the service as legally allowable with considerations made for what the public or outside users should pay for each service. For example, court costs do not always cover the entire expense to keep the judicial system available to the public. The County's fees are continually reviewed.

### **Enterprise Funds**

Enterprise funds are expected to derive at least 50% of their revenue from charges and user fees. Enterprises should strive to become self-supporting entities through annual reviews of fee structures, charges for services, and other operating revenues and expenditures. Services should be scaled to the level of support available from these chargebacks. The General Fund may subsidize internal services beyond the rate structure only to the extent of supporting facilities that cannot be charged to agencies whose funding is program-specific. The subsidy shall assure that there is enough working capital to meet current year expenses.

### **Grants**

In an effort to provide the greatest level of services possible to its citizens, the County will pursue federal, state, and private grants and other non-recurring revenues for programs that are consistent with the County's priorities. The County will accept one-time revenues only after a multi-year analysis including matching funds, in-kind contributions, overhead expenses, administrative costs, and reimbursement delays. The County will strictly limit financial support of these programs to avoid commitments which continue beyond the grant's funding availability.

## **Expenditures**

Appropriation on an All Funds basis is limited to the sum of available (unencumbered) cash balances and revenues estimated to be received in the current budget period (calendar year). The County prioritizes expenditures to stay within its means:

High Priority	Medium Priority	Low Priority
Required by law, administrative regulation, court order or current contractual agreement	Supports efficient delivery of essential public services at current or expanded levels	Supports delivery of nonessential public services
Promotes effective management control of resources	Required to preserve a facility or protect a county asset	Defers maintenance and operating costs
Required to ensure public safety and welfare	Enjoys high public support or benefits large population	Supports delivery of service for which there is a declining or limited demand
Reduces cost in the same fiscal year	Reduces cost in future years	Generates no cost savings
Generates nearly all funding by external source	Generates significant and material funding by external source	General minimal funding by external source

All efforts should be made to control personnel costs. A policy of fair compensation for services rendered will be maintained, however, every effort should be made to reduce the amount of absenteeism, paid overtime, and when possible, the number of employees while continuing to increase both the efficiency and effectiveness of service delivery through technology and streamlined operations. When funding new projects or programs, the County will look first to reallocating existing appropriation.

*Special Revenue Funds* - Special revenue funds are supported by special levies, fees, grants, or intergovernmental revenues. Expenditures in these funds are strictly limited to the mandates of the funding source and the resources available. Special revenue funds will be subsidized by General Fund revenues (including the Health and Human Services Levy Fund) only to the extent necessary to draw down these funds, or to support non-mandated services that the County Executive and County Council authorize.

## **Purchasing**

Purchases and contracts valued at \$500,000 or more require Council approval, and purchases and contracts between \$500 and \$500,000 require approval of the Board of Control (County Code §501.04). All information technology purchases require the approval of the County's Chief Information Officer (County Code §501.11). The Office of Procurement and Diversity implements contracting policies and procedures pursuant to County Code §501.22.

## **Risk Management**

Risk Management was consolidated into the Department of Law in 2014 to provide more deliberate and comprehensive countywide planning of risk management and insurance coverage. In the event of an emergency, departments will utilize their Continuity of Operations (COOP) Plans to respond to an emergency and continue essential operations.

The County offers employees a choice of hospitalization plans. Most employees receive coverage through plans that the County provides through self-insurance. The County keeps a reserve of two months of expenditures from the preceding year in a reserve balance account as allowable in ORC §5705.13(A)(3).

## **Economic Development**

The decisions on how to invest economic development funds are made in coordination with the Capital Improvements Plan after performing an evaluation of the data, assumption, and methodology used in the project proposal.

Cuyahoga County has a Casino Revenue Fund to collect revenues for economic development as authorized in Ordinance No. O2012-0011 and County Code §709. The revenues shall be used to promote economic development in the Cleveland Downtown District through June 30, 2016. Beginning July 1, 2016, the revenues may be used for economic development projects anywhere in Cuyahoga County and for educational initiatives (County Code §§709.03 and 709.04).

Additionally, the County maintains the Economic Development Fund, which Council established in 2011 (O2011-0049) to provide gap funding for job creation and economic growth under a Five-Year Economic Development Plan. The Western Reserve Fund was established to invest in specific programs for Workforce Development, Property Reutilization, Small Business Growth, and Large-Scale Business Growth and Attraction to be administered by the County Executive through the Department of Development. The 2020 adopted budget has \$4.1 million appropriated through funds from casino tax revenues.

Cuyahoga County residents pay 8% sales tax, which gets distributed 5.75% to the State of Ohio, 1.25% to Cuyahoga County, and 1.00% to the Greater Cleveland Regional Transit Authority (RTA). It is important to note that the County's additional 0.25%, levied by the Board of Commissioners in 2007, sunsets in 2027. By administrative practice, the County's 1.25% gets distributed between a) 1.0% - County operations and b) 0.25% - economic development earmarked for the Global Center for Health Innovation/Cleveland Convention Center and the Hilton Hotel. The 0.25% for economic development gets deposited in the General Fund and is segregated in financial reports.

*Social Impact Financing* - The County established the Cuyahoga County Social Impact Financing Fund as a form of investment that can leverage private investment in Cuyahoga County's social service system (Ord. No. O2014-0018, County Code §715). The Fund is subsidized by the County's Health and Human Services Levy Fund. The Fund may be used to match non-County funds as follows: a) private investment funds will be used to fund social services that are expected to prevent clients' ongoing need for services, lead to County budget savings, and improved outcomes; and b) success payments are made from the Social Impact Financing Fund to service providers or convening entities to repay the private investment based on meeting pre-defined performance targets. The payments are based on the cashable savings to the County and/or targeted outcomes achieved from the service delivery. The Fiscal Officer administers the Fund and provides an annual status report to County Council. The Fund shall not exceed \$5 million (County Code §715.04).

## **Succession Planning**

The Department of Human Resources, the Personnel Review Commission, and agencies all contribute to succession planning. The Personnel Review Commission, an independent commission established by County Charter, ensures training management in personnel practices, training of employees in job functions, and coordination of recruitment among executive agencies (County Charter Art. IX, §9.02(3)). The County established the Cuyahoga County Code in 2013 (Ord. O2013-0001) to codify administrative procedures that provide formal written policies to, among other things, guide knowledge transfer to successive agency administrators.

### References:

<http://codes.ohio.gov/orc/>

<http://council.cuyahogacounty.us/en-US/Charter-CuyahogaCounty.aspx>

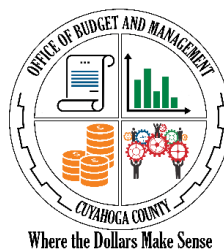
<http://code.cuyahogacounty.us/>

<https://treasurer.cuyahogacounty.us/en-US/investment-policy.aspx>



**2020 – 2021  
Biennial Budget**

**All Funds Revenue Analysis**

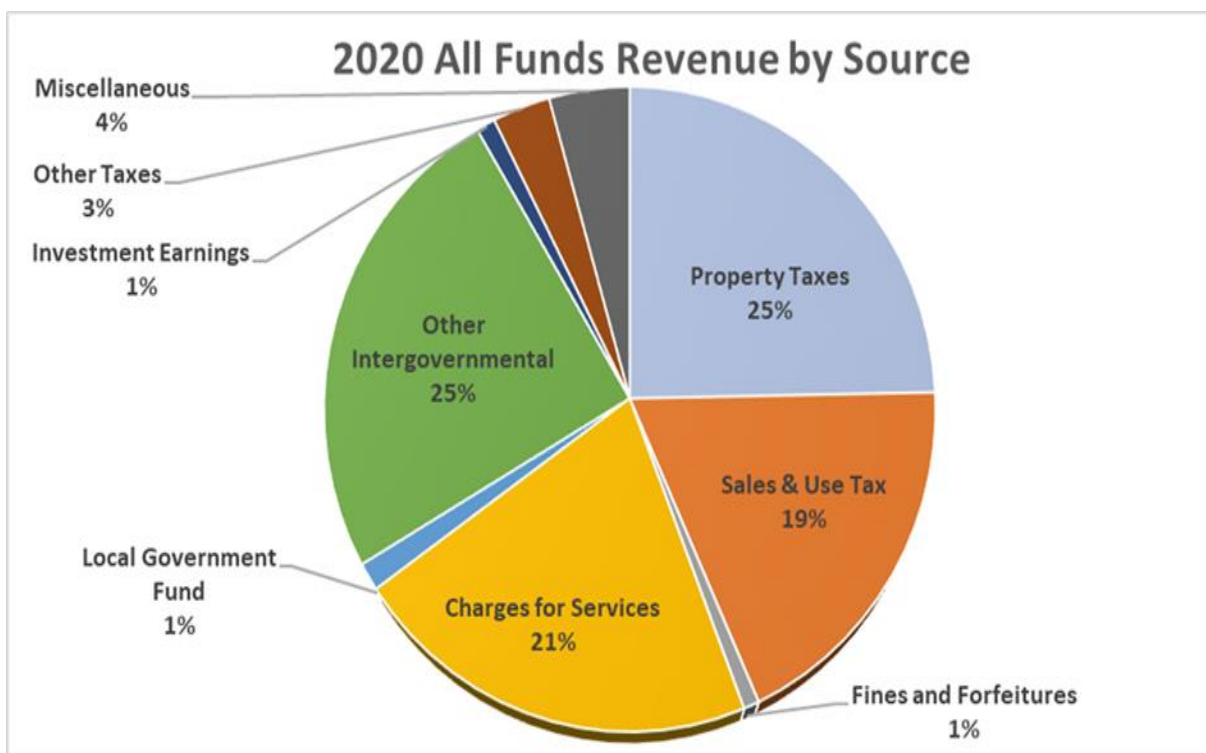


## Revenue Discussion

The **All Funds Revenue Analysis** section of the **2020-2021 Budget Plan** includes detailed information on the various sources of revenue included in Cuyahoga County's All Funds budget. This analysis is critical to gaining an understanding of County operations and the need for strong financial management. Revenue drives the decision-making process. Not only because elected leaders and policy makers can only work with the resources available to them, but also because many revenue sources – particularly those that flow from other government sources – have coinciding mandates that dictate to the County what must be done (i.e. program or service delivery) with that funding. The County's elected leaders have discretion over only a portion of total revenue, which presents a challenge when trying to implement new programs or ideas to respond to Cuyahoga County's specific needs.

## All Funds

As can be seen in the chart below, the County's revenue is very diverse: no one source represents more than a quarter of the total. While diversity is generally an indicator of financial health, much of the revenue that flows into the budget is restricted, leaving the County vulnerable to fluctuations in its unrestricted revenue sources, such as Sales Tax and the Local Government Fund. Restricted revenue is segregated into special revenue funds, discussed in the **Fund Budgets section** of this Plan. This section describes the County's major sources of revenue and explains the assumptions behind the estimates included in the 2020-2021 budget.



**All Funds revenue in the Adopted Budget is assumed to total \$1.5 billion in both 2020 and 2021.** The largest two sources of All Funds revenue are Other Governmental and Property Taxes (**combined equals 50% of total revenue**).

**Other Intergovernmental (25% of total revenue)**, 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 Taxes (25% of total revenue)**, revenue generated through property taxes represents just less than a quarter of total revenue. The County is required to update taxable property values every three years to reflect current market values: this was last completed in 2018. A complete reappraisal of every parcel of property must be completed every six years.

Local property tax rates are computed in **mills**. One mill is the equivalent of \$1 of tax for each \$1,000 in assessed value. The assessed value is calculated by multiplying the estimated market value of the property by 35%.

For example: a home with an estimated market value of \$100,000 has an assessed value of \$35,000 ( $\$100,000 \times 0.35$ ). Based on this assessed value, one mill would generate \$35 in tax ( $\$35,000 \times .001$ ).

The County collects approximately \$2.2 billion in property tax revenue on an annual basis: approximately 20% of that is County revenue. Most property tax revenue supports local school districts and libraries. The property tax revenue retained by the County is used to support three revenue-generating levies that have been approved by the voters: two for health and human services (see Health and Human Services fund section) and one earmarked for services designed to the developmentally disabled (of the total taxes collected and retained by the County, 28% is revenue to the Board of Developmental Disabilities (BODD); a restricted fund), property assessment and valuation, delinquent tax collection, foreclosure prevention, debt service, and general operating expenditures.

## General Fund

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

### ***Sales and Use Tax (54% of General Fund revenue)***

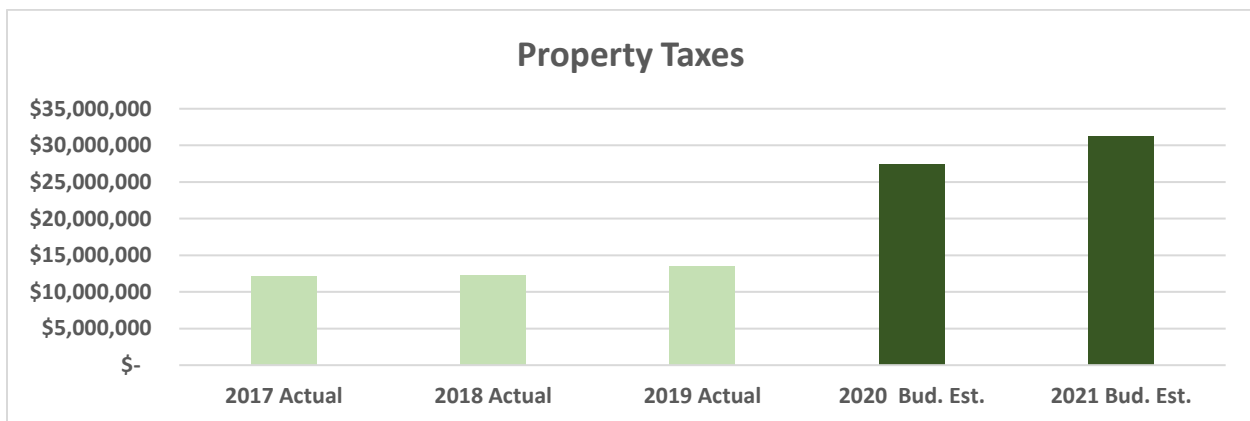
The sales tax assessed in Cuyahoga County is 8%, which gets distributed 5.75% to the State of Ohio, 1.25% to Cuyahoga County, and 1.00% to the Greater Cleveland Regional Transit Authority (RTA). It is important to note that the County's additional 0.25%, levied by the Board of Commissioners in 2007,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

The County's share of sales tax receipts is split between the General Fund and debt service on the 2014, 2015, 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: 54% of total General Fund and 19% of total All Funds revenue.** The budget estimate assumes 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 (6% of General Fund revenue)***

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 8% 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.



### ***Fines and Forfeitures (2% of General Fund revenue)***



**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 8<sup>th</sup> 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 (19% of General Fund revenue)***

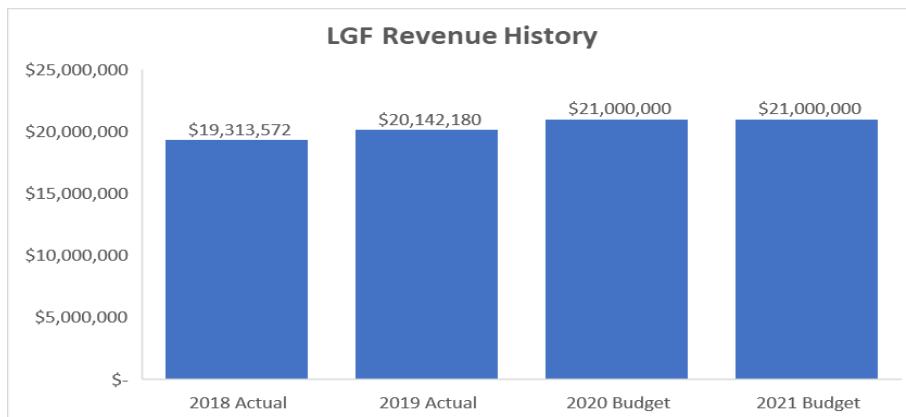
**Charges for Services revenue is assumed to total \$90 million in both 2020 and 2021.** The budget assumes \$1 million in new revenue resulting from the enforcement of a fine to be assessed by the Fiscal Office for failure to comply with the County’s Rental Registry authorized by Ohio Revised Code §5323.02 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 (4% of General Fund revenue)***

**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 funds 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.

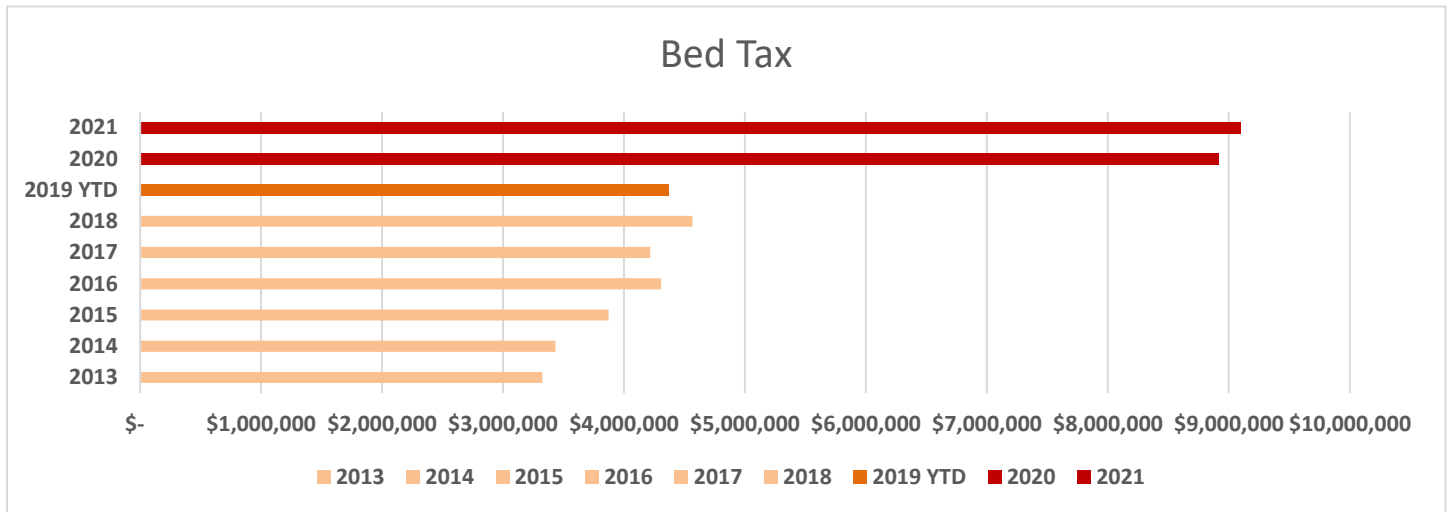
***Other Intergovernmental (6% of General Fund revenue)***

**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. The budget for Intergovernmental revenue is based on 70% reimbursement in 2020 and 90% reimbursement in 2021.

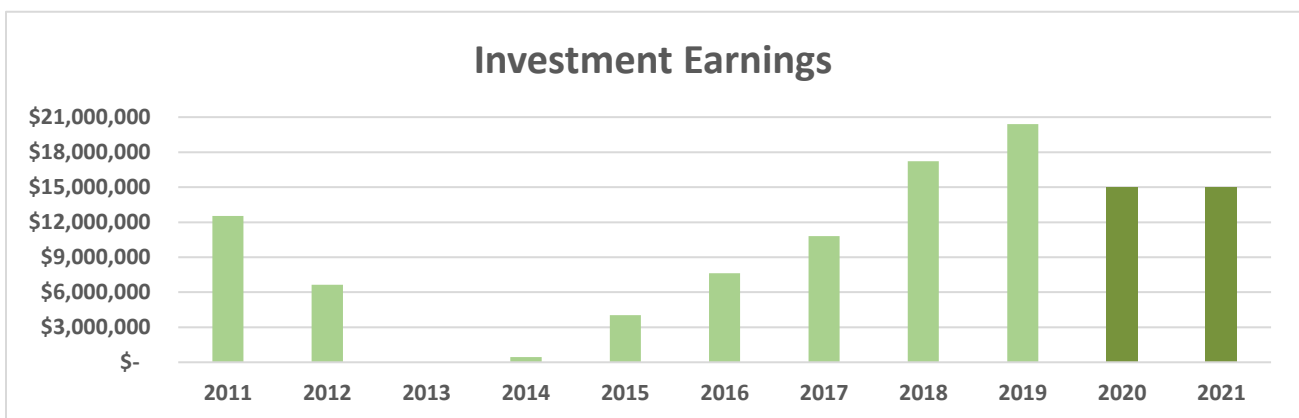
**Other Taxes (2% of General Fund revenue)**

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 (3% of General Fund revenue)**

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 (8% of General Fund 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 Medicaid (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.

### **Health and Human Services Levy Fund**

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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.**

### ***Property Tax (91% of Health and Human Services Levy Fund revenue)***

**Property Tax revenue is assumed \$223 million in 2020 and in 2021.**

#### Special Levies

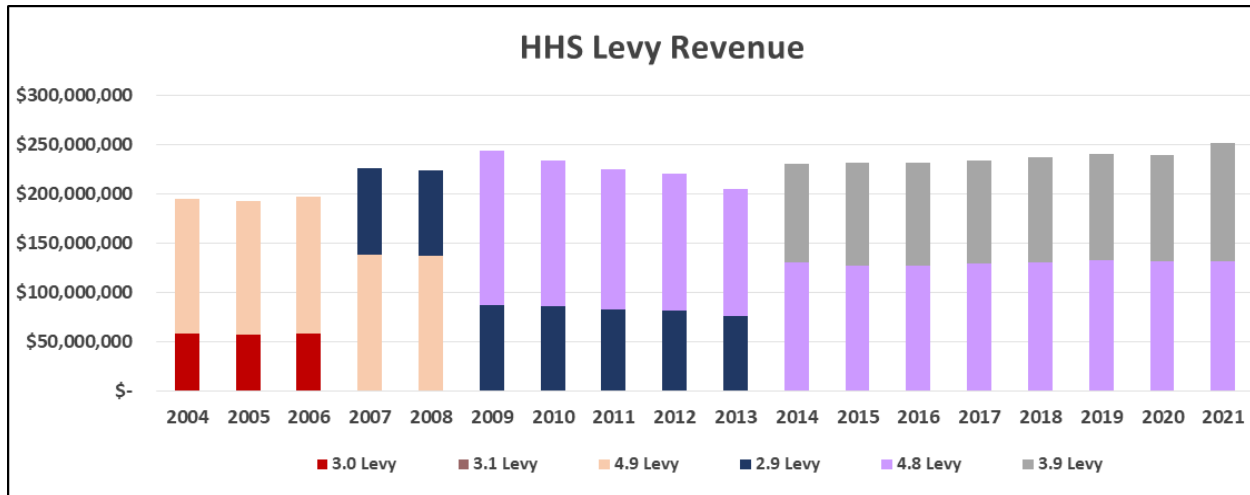
Included in the Property Tax estimate is revenue generated via outside millage. The 2020-2021 Budget assumes revenue generated by the County's two Health and Human Services levies will total \$244 million in 2020 and \$252 million in 2021. Of the total taxes collected and retained by the County, only 65% are revenue to the Health and Human Services Fund.

- Health and Human Services – 4.8 mills – this levy was approved by the voters in May 2016 for the period of eight years (expires December 2024).
- Health and Human Services – 3.9 mills – this levy was last approved in May 2018 for the period of two years (expires December 2020). It is anticipated that the County will place a levy on the March 17, 2020 ballot requesting replacement and increase of the 3.9 mills to 4.7 mills.

**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.



***Other Intergovernmental (6% of Health and Human Services Fund revenue)***

**Other Intergovernmental revenue is assumed \$16 million in 2020 and in 2021.** This is revenue received from the State Homestead credit. The homestead exemption allows low-income senior citizens and permanently and totally disabled Ohioans, to reduce their property tax bills, by shielding some of the market value of their homes from taxation. The exemption, which takes the form of a credit on property tax bills, allows qualifying homeowners to exempt up to \$25,000 of the market value of their homes from all local property taxes. The state of Ohio reimburses school districts and local governments for the amount of revenue taxpayers save through the homestead exemption.

***Miscellaneous (2% of Health and Human Services Fund revenue)***

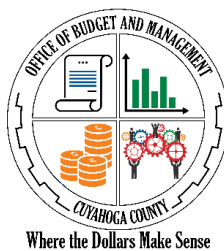
**Miscellaneous revenue is assumed \$5 million in 2020.**

The major contributor (93%) of the estimated Miscellaneous Revenue is a subsidy of \$4.9 million from the General Fund revenue to cover budgeted expenditures in 2020.



**2020 – 2021  
Biennial Budget**

**Fund Budgets**



Where the Dollars Make Sense

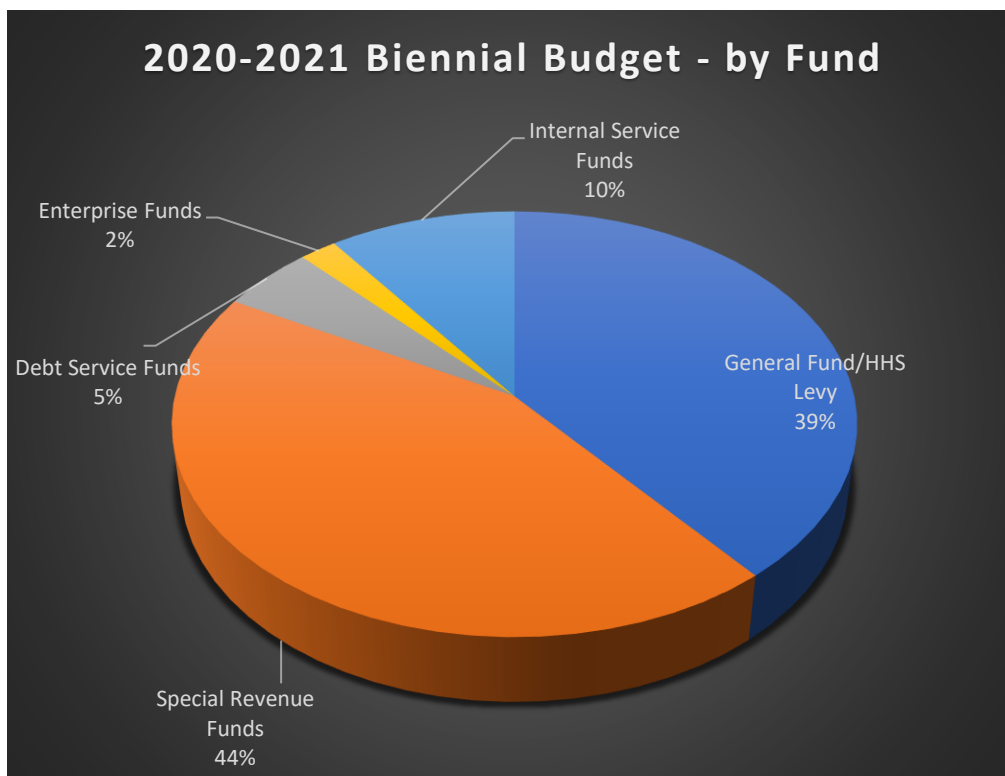
## FUND BUDGETS

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Cuyahoga County maintains a fund accounting system. This section of the 2020-2021 Budget Plan addresses the various funds included in the County's biennial budget, revenue and expenditure trends, and ending balances within these accounting entities. Fund types used by the County are done so in accordance with governmental accounting standards, all applicable laws and regulations, and the County's Financial Policies. **Major fund types include General, Special Revenue, Debt Service, Enterprise, and Internal Service.** Each of the funds is discussed in this section.

### All Funds

The All Funds Analysis examines the combined activity of all fund types budgeted and appropriated by the County Council in the Biennial Operating Budget. The \$1.5 billion expenditure level authorized for both 2020 and 2021 captures the broad range of governmental activity under the budgetary authority of the County Council.



On an All Funds level in both 2020 and 2021, half of budgeted expenditures are appropriated in Special Revenue Funds, which have restrictions on the sources and uses of funds. General Fund expenditures, which include the County's two voted levies for Health and Human Services, represent a third of the total budget.

### **General Fund (39% of the 2020-2021 All Funds Budget)**

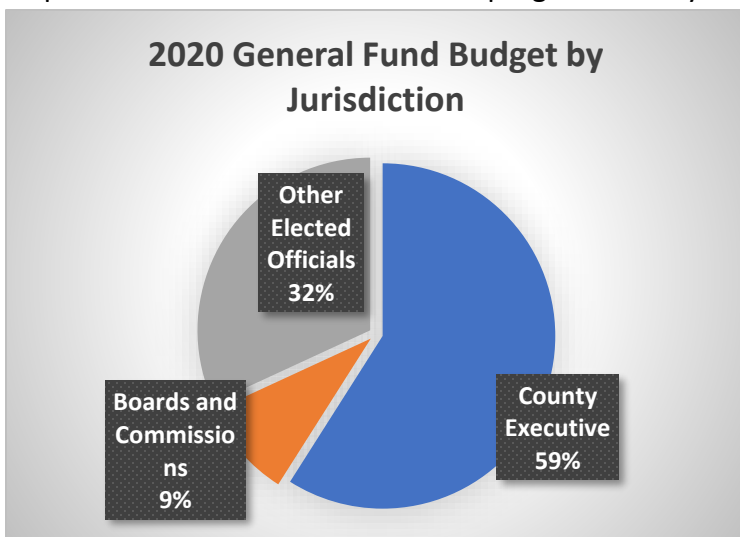
The General Fund is the primary operating fund of the County. This fund group comprises three separate subfunds: General Operating, 4.8 Health and Human Services (HHS) Levy, and 3.9 Health and Human Services Levy. Resources of the General Fund cover a wide range of services under the authority of both the County Executive and those provided by other elected officials, boards, and commissions. The General Fund is the only discretionary fund included in the County's All Funds budget.

The condition of the General Fund is a primary indicator of the County's overall financial health. Therefore, the County has structured its financial policies to preserve the strength of the General Fund. The General Fund Operating reserve policy has been codified in Title Seven of the Cuyahoga County Code. The County is required to maintain reserves equal to 25% and 10% of total expenditures in the General and HHS Levy Funds, respectively.

### **General Fund**

The County's General Fund, including the General Operating Fund and the 0.25% Sales Tax Fund, support many different agencies under the authority of the County Executive (e.g., Public Safety and Justice Services, Development, Fiscal Office, Sheriff, Information Technology, and debt service), as well as the other elected officials (e.g., County Council, courts, and Prosecutor), and independent boards and commissions (e.g. Public Defender, Veterans Services). More than 70% of General Fund operations is allocated to Justice and Public Safety programming, which includes the four County Courts, the 8th District State Court of Appeals, and the Sheriff's Office. The County Jail represents the largest single spend in the General Fund, totaling more than \$80 million in 2019. That year's Jail expenses increased by 14% over 2018's level due to the hire of additional corrections officers and the enhancement of medical services, not administered by Metrohealth.

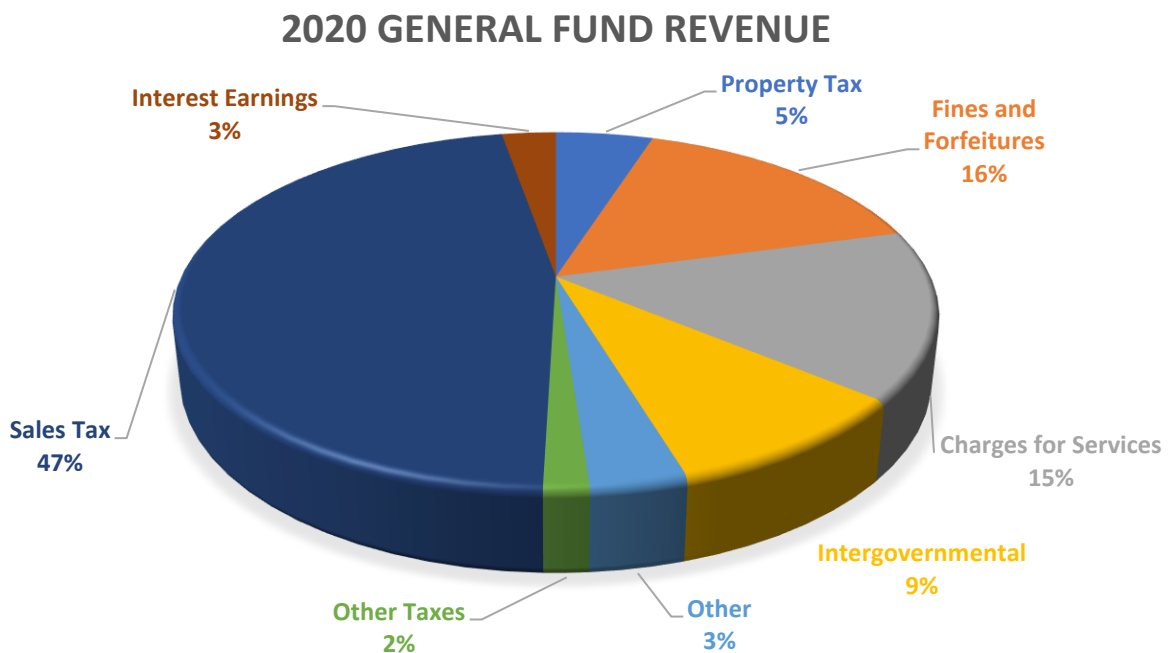
In addition to the agency and department expenses captured in the General Fund, cash transfers are made from the General Fund to various special revenue funds to subsidize program activity in those specific funds. These



subsidies make up about 13% of total General Fund expenditures in the biennium and are reflected as “Other Financing Uses” in the Budget Schedules. In 2020 and 2021, planned General Fund subsidies to other funds total \$64 million and \$57 million, respectively.

The 2020 General Fund budget was approved with an operating shortfall – defined as expenditures exceeding revenue – of \$6.5 million in 2020 and \$1.1 million in 2021. In both years there are sufficient resources in the cash balance and still end the year with 25% balance to expenditures. The budget includes \$8.5 million from the estimated final distribution from the State to compensate for the repeal of the Medicaid Managed Care Sales Tax.

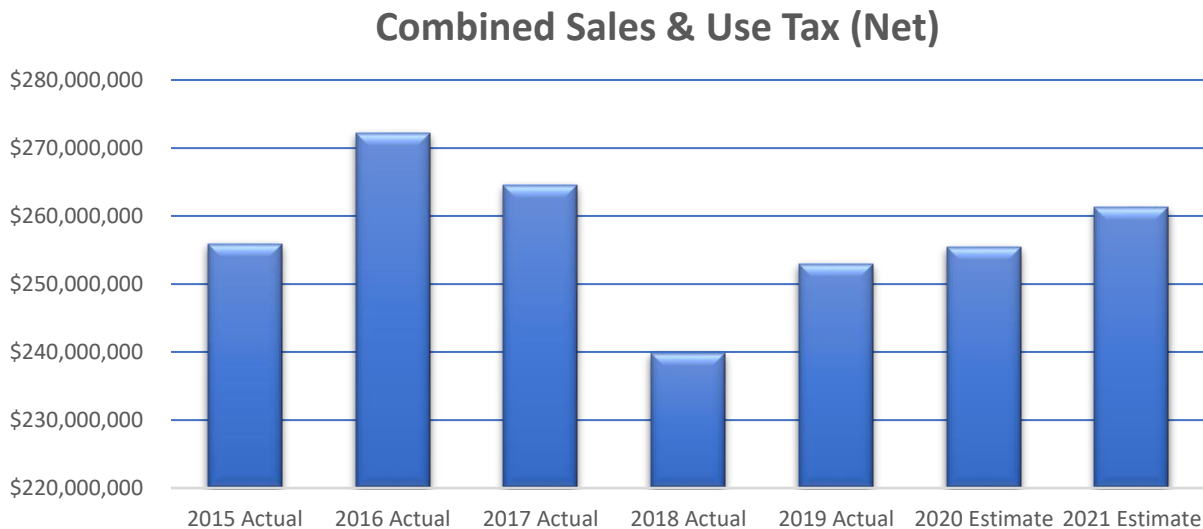
General Fund revenue totals \$474.4 million in 2020 and \$486.3 million in 2021. This represents an increase of \$25 million over the 2019 levels of \$449.5 million. The Biennial Budget assumes Property Tax revenue will total \$27 million in 2020 and \$31 million in 2021. The 2020 Tax Budget increased 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.



As a result, the Property Taxes increase by double over the 2019 actuals of \$13.5 million. Other Intergovernmental revenue reflects the increase in the State Public Defender’s Office reimbursements for indigent defense, which grows from \$45 million in 2019 to \$51 million in 2020 and \$57.5 million in 2021; the budget assumes a reimbursement rate of 70% in 2020 and 90% in 2021.

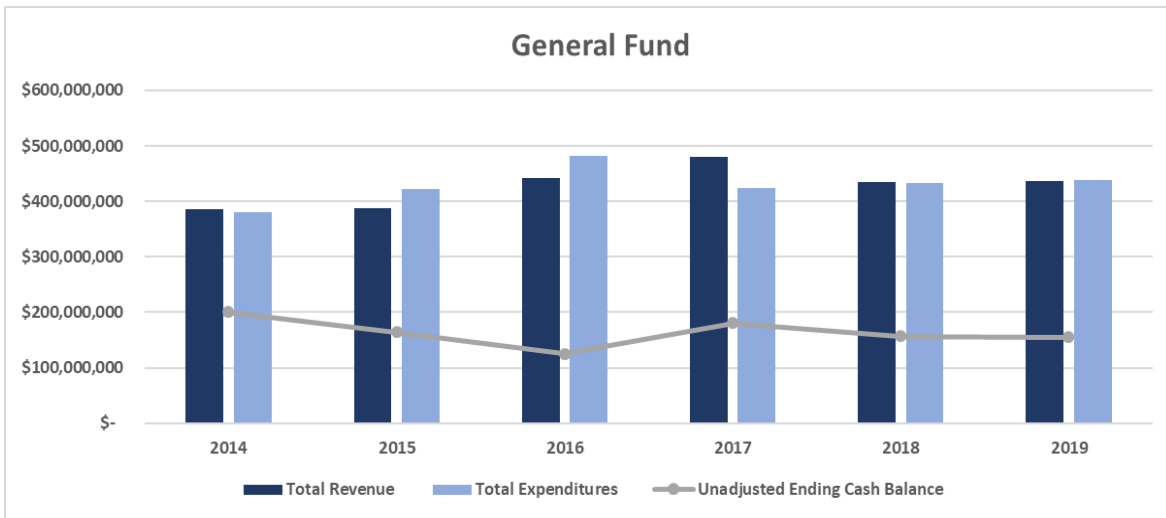


In the Other Taxes category an increase of \$4.3 million over 2019 levels include the increase in the bed tax from 1% to 2%. The County uses bed tax revenues to support debt service on the Global Center for Health Innovation and Huntington Convention Center. Other major changes to the revenue are due to the shift of the Fiscal Title Office from a special revenue fund to the General Fund in the County’s redesign of the chart of accounts. Title fees increases Charges for Services revenue by \$6 million a year.



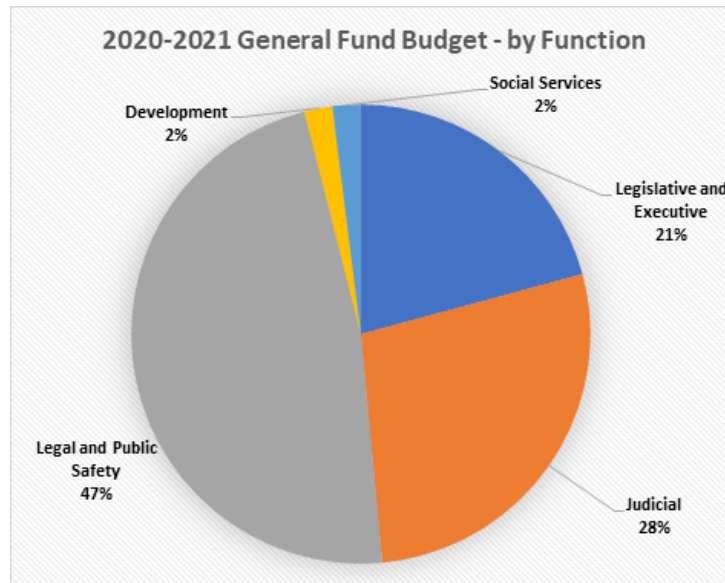
**The 2020 and 2021 expenditure budgets for the General Fund total \$481 million and \$487.5 million, respectively.** This represents a decrease of 2% from the 2019 actuals of \$491 million; subtracting the subsidies to other funds the operating budgets are \$426.2 million in 2020 and \$434.1 million in 2021. Personnel costs, which represents 68% of operating spending increases by 7.1% over 2019 largely because of increased staffing in the County jail and an assumed 2% increase on salaries and payroll taxes.

General Fund expenditures are increasing in 2020 in large part due to the hire of additional corrections officers in the jail and expanded programming for the Court of Common Pleas. The 2020-2021 budgets also reflect the transfer of the Casino Tax revenue fund, Auto Title Fee Fund, and Medical Examiner’s special revenue fund to the General Fund, which represent about \$13 million in expenditures. General Fund subsidies to other funds decreased by \$45 million from 2019 actuals as last year saw a large transfer for capital projects and to the Health and Human Services Levy fund. The General Fund’s unadjusted cash balance was 19.9% in 2019 and is projected to increase to 21.1% in 2020 and 20.2% in 2021.



**Health and Human Service (HHS) Levy Fund**

There are two Health and Human Services levies approved by the voters of Cuyahoga County. The March 2020 primary ballot offers the replacement of the 3.9 mill levy, which would allow for the tax on the increase in values that was realized with the 2018 sexennial appraisal; the value of one mill increased by approximately \$3 million post appraisal, but the effective rate decreases by the amount necessary to maintain existing revenue generation. The approval of the 3.9 mill levy together with the 4.8 mill levy will generate approximately \$223.1 million in 2020 and \$235.01.9 million in 2021. The HHS Levy Fund supports a myriad of programs and services that seek to ensure the physical, mental, emotional, and financial health of the County.



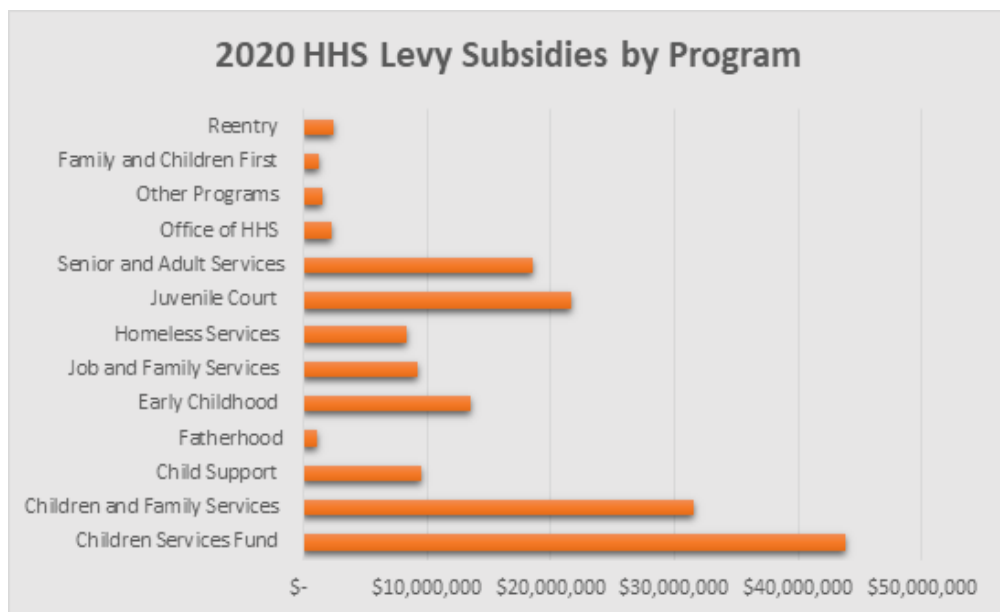
The estimated operating revenues for the levy fund are \$239.8 million in 2020 and \$252.5 million in 2021. The 2020 estimate is in line with the 2019 actuals, but the 2021 estimate reflects the passage of the 3.9 mill

**replacement levy. Expenses in 2020 are budgeted at \$246.2 million**, which is significantly lower than the 2019 actuals of \$262.4 million; last year’s actuals covered operating expenses plus encumbrances. For 2021 the budget is \$249.3 million. Expenses increase by about \$5.0 to cover higher expenditures by the Department of Children and Family Services that results from the continued increase in children in custody and to help to support a mental health diversion center. Levy expenditures are reflected in two ways: operating expenses and subsidies to other funds. Operating expenses include the County’s support of the MetroHealth System (the County’s public hospital) and the Alcohol, Drug Addiction, and Mental Health Services Board. Subsidies totaling approximately \$160 million in both years of the biennium are transferred to special revenue funds (discussed below) to support program activity.

The ending cash balance in the HHS Levy Fund is anticipated to total \$8.9 million in 2020 and \$11.8 million in 2019, representing 4% and 5% of total expenditures, respectively. This is below the County’s codified requirement of a 10% cash balance.

**Special Revenue Funds**

Special Revenue Funds (SRF) are established and maintained to account for resources designated for specific purposes (ORC §5705.09). This fund type includes grants, state and federal allocations, as well as tax and fees collected for a designated activity. The County’s financial policies dictate that expenditures from these funds are limited to the mandates or direction of the funding source, and cannot be used to subsidize other funds, except as required or permitted by program regulations or legal directive. Each Special Revenue Fund is designated by a subfund in the County’s accounting system that carries its own name, number, separate accounting entries, and relevant financial reports.



Both the General and HHS Levy Funds subsidize many of the Special Revenue Funds. **Schedule VII** includes a listing of the subsidies to various Special Revenue Funds. Subsidies are provided when a match of county dollars is required to draw down the revenue or when the County Council determines that additional funding is needed to provide effective programs and services.

### Revenues

Estimated revenue in the combined Special Revenue Funds (SRF) totals \$755.6 million in 2020 and increases to \$760.6 million in 2021. Subsidies from either the General Fund or the HHS Levy Fund total approximately \$178.1 million in 2020 and \$183.0 million in 2021 and make up 24% of total Special Revenue Fund in both years of the Biennium. Revenues in 2020 include:

- Developmental Disabilities - \$184.2 million – 24% of total SRF revenue – Approximately 60% of total revenue can be attributed to a continuous 3.9 mill property tax levy, expected to generate \$94 million in both years of the biennium. This levy does not need to go back on the ballot unless the Board decides to change the millage. The balance of the revenue flows to the Board from the State and from charges for services. The Board’s non-local revenue has decreased as the Board transitions from direct services.



- Human Services Fund - \$241.3 million – 32% of total SRF revenue – This fund created in the new chart of accounts combines the former Jobs and Family Services, Children and Family Services, Early Childhood, Family and Children First, and Office of Health and Human Services. About 32% of revenue comes from the HHS Levy, which includes the County’s mandated share to draw down the Public Assistance allocations of Temporary Assistance to Needy Families (TANF), Supplemental Food Assistance, and Medicaid. About one-third of all HHS levy distribution goes to programs in this fund.

- HHS Children’s Services Fund - \$76.3 million – 10% of total SRF revenue – This Fund reflects the cost of foster care and adoption services: the largest expense being board and care for children placed in out-of-home care. More than half of the revenue in this Fund comes from the HHS Levy Fund. The balance largely derives from Federal Title IV-E (of the Social Security Act). With a steadily growing number of children in the County’s custody, the expenditures, and thus the revenues, have increased over the past few years. The 2020 budget shows steady expenditures from 2019, but a drop-in revenues; last year’s revenues were higher to cover encumbrances.
  
- Road & Bridge - \$39.8 million – 5% of total SRF revenue – The County receives automobile and gasoline tax revenue to provide for maintenance, rehabilitation, and construction of County highways and bridges. Last year saw an increase in revenues due to the 2018-2019 biennial State transportation bill, which authorized counties to levy an additional \$5 Motor Vehicle Registration and County Council approved the increase. Revenues climbed from \$33 million in 2018 to \$45 million in 2019. In 2019 one-time intrafund transfers increased other revenues by \$6 million, accounting for one-half of the change to the 2020 estimate.
  
- HHS Child Support Services - \$41.8 million – 6% of total SRF revenue – The majority of revenue in this Fund comes from Title IV-D of the Social Security Act, which reimburses eligible child support-related expenses at the rate of 66%. Additional revenue comes from the State’s Child Support Allocation and an administrative fee of 2% on all child support orders. The County only collects this fee on current support payments: if payments are in arrears, all the payment goes to the obligee. The balance of revenue comes from the HHS Levy, which started subsidizing the program when the Federal government enacted a change that required agencies to deduct program income from eligible expenses before the 66% is calculated.

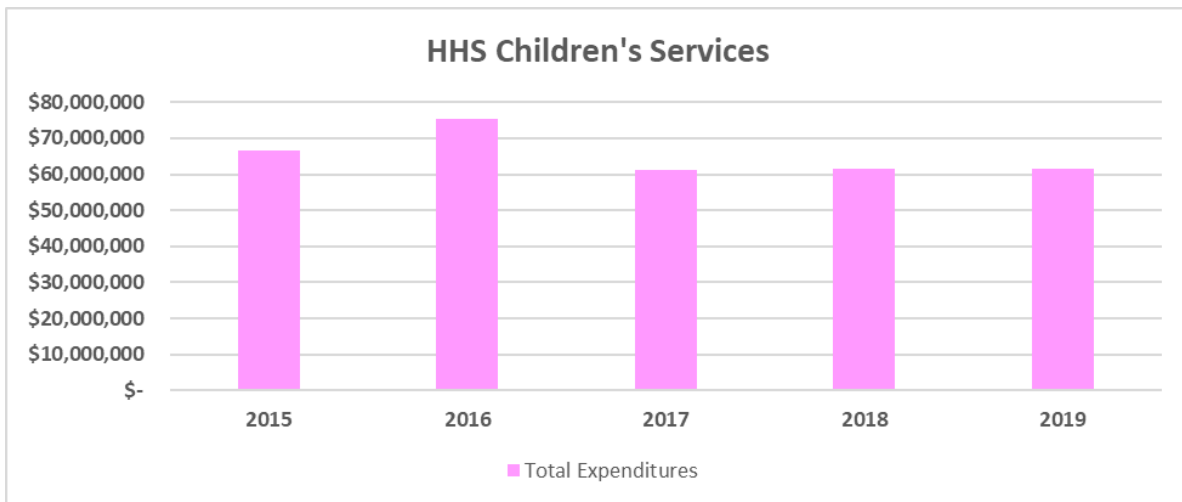
**Expenditures**

The 2020 and 2021 expenditure budgets for the combined Special Revenue Funds total \$744.1 million and \$738.6 million, respectively. The 2020 budget reflects a \$21 million (3%) increase over the 2019 total of approximately \$230 million.

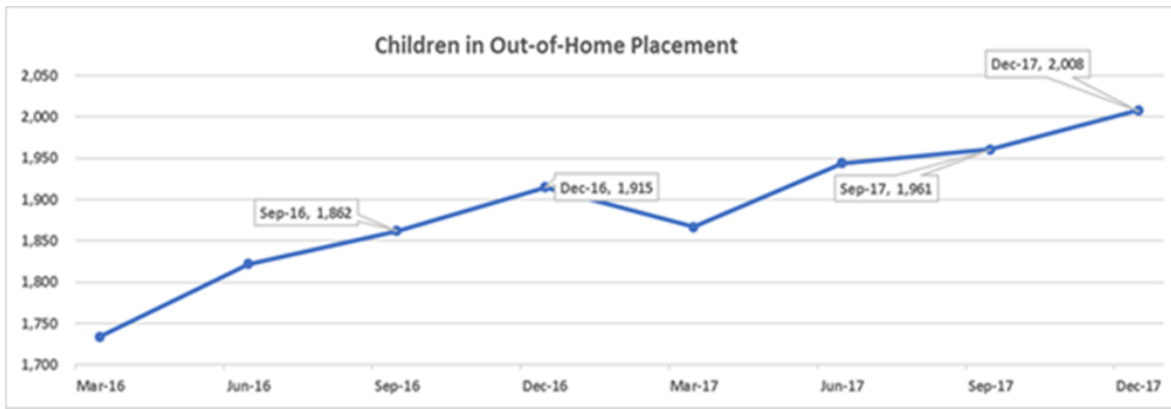
The larger of the Special Revenue Funds include:

- Board of Developmental Disabilities - \$187.2 million in 2020 –25% of the total SRF budget – captures the activity of the Board of Developmental Disabilities. The Board has been transitioning from providing direct services to contracting for services, which has decreased expenditures and staffing levels over the last several years.

- Benefits Program – \$111.1 million in 2020 – 12% of the total SRF budget – the 2020 and 2021 budgets assume inflationary increases in each year. The one remaining regional partner for the County is the Board of Developmental Disabilities as the County transitioned away from the regional program as of 2018.
- Human Services – \$246.7 million in 2020 – 20% of the total SRF budget – Professional services have increased for the departments. Over the last few years personnel costs have increased for both Children and Family Services and Job and Family Services. Workforce Investment makes up \$12 million of the SRF budget. The Workforce Investment Board is a joint County-City initiative to connect jobseekers to jobs. Workforce engages in many activities including job training, education, and job placement. The Board is funded exclusively through the Federal Workforce Investment and Opportunities Act.
- HHS Children’s Services - \$78.7 million in 2020 – 8% of the total SRF budget – Expenses in 2020 and 2021 are budgeted to stay at the higher level that the County experienced in 2019.



The consistency in expenditures is noteworthy due to the fact that the number of children in out-of-home placement, the costs of which are captured in this Fund, has continued to increase over the last several years. The 2020 budget includes additional funds for kinship care, for kinship care, which keeps families united in addition to potentially saving money. The majority of kinship providers are not licensed foster care homes and, as such, do not receive the same level of financial support as licensed foster care homes. Data suggest that kinship care reduces the length of time in care, disruptions, and system re-entry.

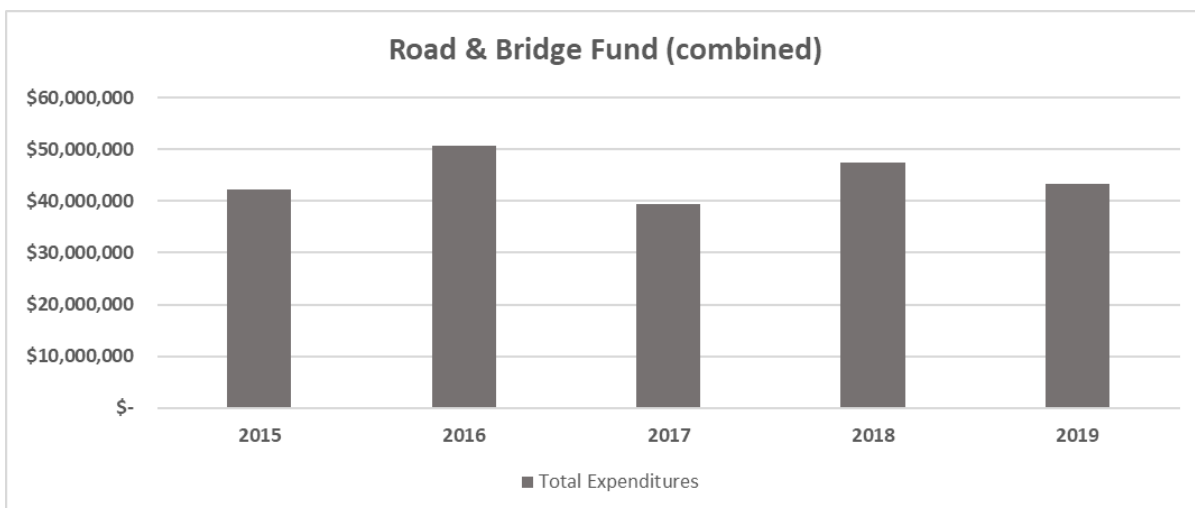


- Road and Bridge - \$25.0 million in 2020 – 6% of the total SRF budget – Expenditures in this Fund fluctuate year over year based on the projects on each year’s Capital Improvement Plan (CIP) and the timing of payments. Some projects can be completed in one year, while others take several years to complete.

**Debt Service Fund (5% of the 2020-2021 All Funds Budget)**

The **Debt Service Fund** is used to budget payments of principal and interest on all notes and bonds issued by the County. The County’s debt is discussed in detail in the **Debt Management** section of the Biennial Budget Plan.

Revenue **totals \$92.5 million in both years**. Revenue is slightly less than budgeted expenditures due to the ability to draw down available cash balance in the Rock and Roll Hall of Fame and Museum Debt Service Fund. Revenue derives from the property taxes (General Obligation bonds), Tax Increment Financing, and the County’s General Fund. Starting in 2018, the County’s Economic Development Fund, which is supported by a combination of General Fund dollars and loan repayments, has supported debt service on the bonds issued to seed the Economic Development Fund. More than 50% of total revenue is made up of subsidies from the County’s General and Economic Development Funds.



**Expenditures are budgeted at \$97.5 million in both years.** Debt service increases by \$11 million over the 2019 actual of \$89.4. 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 Budget assumes refunding that will decrease the County's annual debt service payments.

A complete debt retirement schedule is maintained by the Office of Budget and Management to account for current and future debt service requirements.

### **Enterprise Funds (3% of the 2020-2021 All Funds Budget)**

Enterprise Funds are established to finance and account for the acquisition, operation, and maintenance of county facilities and services that are supported by user charges. These funds operate in a manner similar to the private sector in that they are financed primarily by charges to consumers, established with the approval of the County Council. Certain types of enterprises are frequently subject to regulations set by agencies at higher levels of government that affect their basic operations, financing, and accounting. The County Airport at Robert D. Shea Field, for example, is subject to regulation by the Federal Aviation Administration (FAA). There are four enterprise funds under the authority of the County Executive:

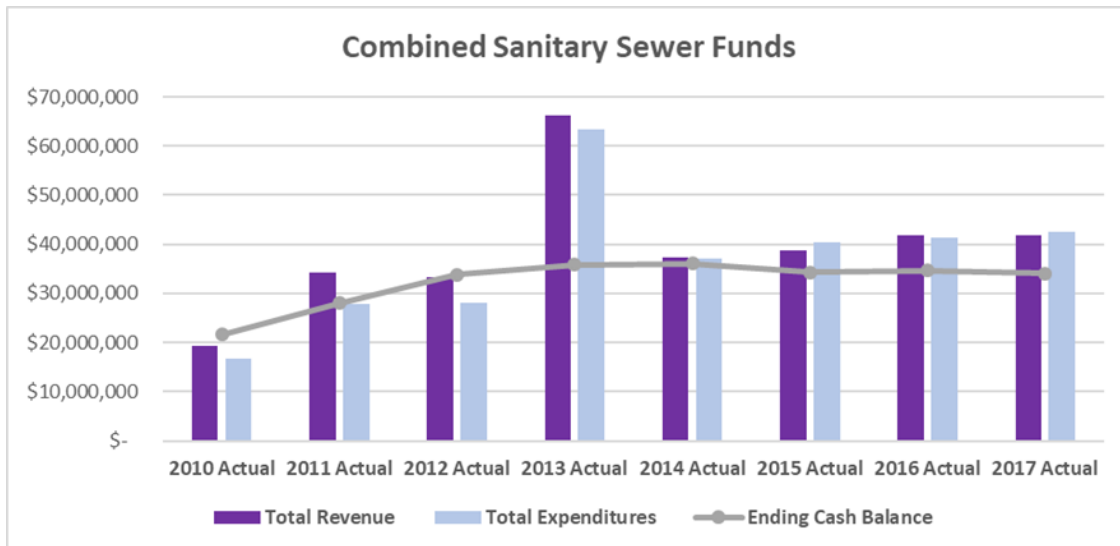
When user charges are not sufficient to cover operating expenses, the General Fund may subsidize the shortfall. **The County's financial policies stipulate that enterprises should generate revenue equal to at least 50% of their total operations and work toward becoming fully self-supporting.** The service charges for these funds, as well as the costs of operation, should be reviewed on an annual basis to minimize the need for General Fund support.

The revenue for the Criminal Justice Information System (CJIS) fund is not sufficient to cover its operating expenses in 2020 and 2021, so General Fund subsidies totaling \$221,000 and \$225,000 are budgeted in each respective year.

The Parking Garage Fund records the activity of the County-owned garages and parking lots. The Garage Fund has operated in a surplus for the last several years and had a cash balance totaling \$5.6 million, which is higher than total expenditures. The County issued \$20 million in Sales Tax Revenue Bonds at the end of 2015 to finance repairs at the Parking Garage. Annual debt service is supported by the General Fund, but the General Fund is reimbursed by cash transfers from the Garage Fund to the General Fund. In 2020 and 2021, debt service on the Series 2015 Bonds totals \$1.5 million each year.



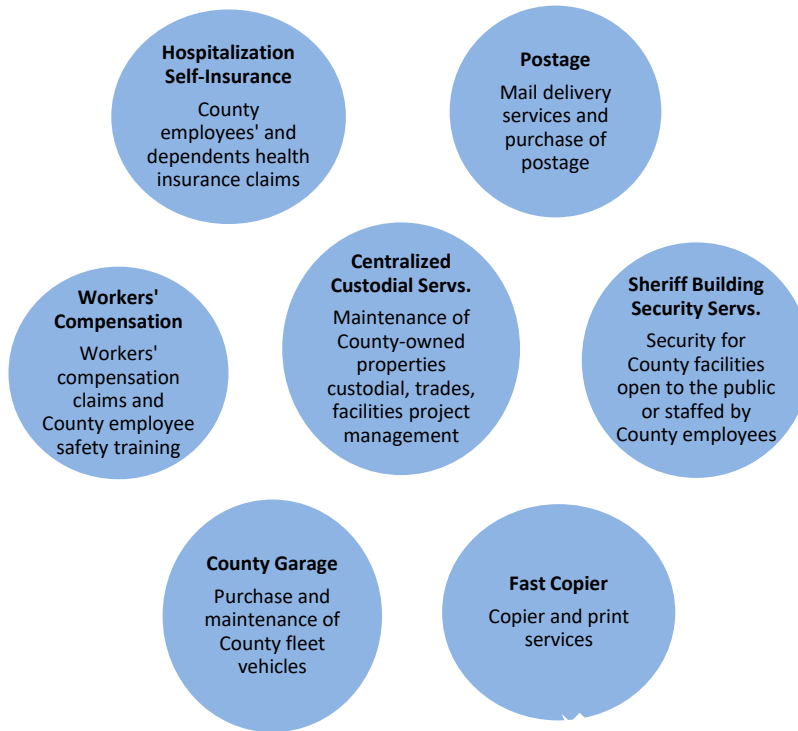
The Sanitary Engineer’s revenues are flat relative to 2019. The Department of Public Works maintains a cash balance of about 100% of expenditures in the fund; this cushion allows for emergency repairs and for capital planning that will directly benefit the sewer districts. Capital outlays include repair and replacement of broken or damaged lines, pump station maintenance, wastewater treatment facility renovations or expansions, construction of new infrastructure, and equipment purchases.



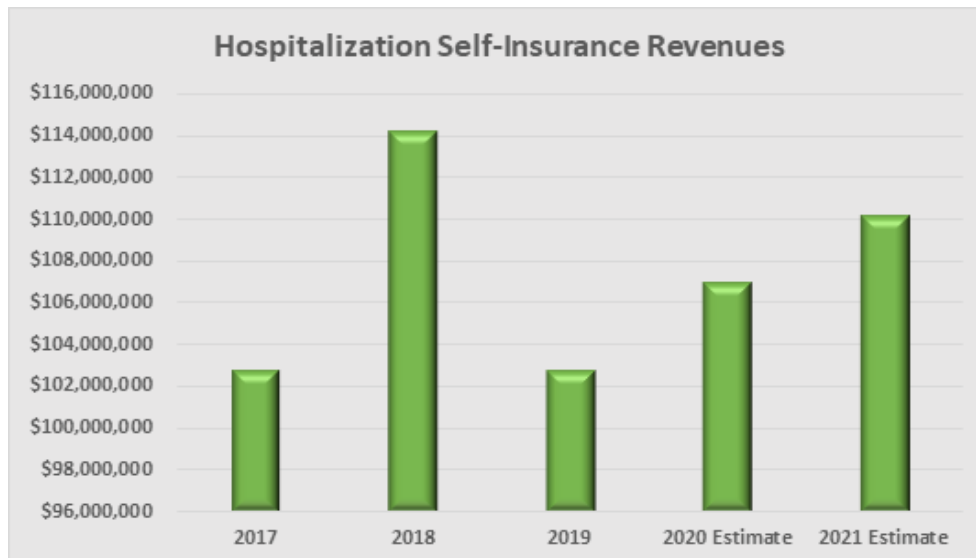
**Internal Service Funds (10% of the 2020-2021 All Funds Budget)**

Internal Service Funds capture services provided by one County agency to other County agencies on a reimbursement basis. Revenue is generated through user fees charged to the recipient agency to cover these costs. These charges may change during the year based on services rendered and periodic reconciliations. The County’s financial policies state that charges and rate schedules shall be sufficient to cover the operations of the fund. The General Fund has subsidized select Internal Service Funds when the costs were not recoverable; the 2020-2021 Budget includes a General Fund subsidy of \$2.8 million in 2020 and \$4.2 million in 2021 for the Centralized Custodial Fund to pay for County-owned space that is unoccupied or otherwise cannot be charged to an agency or outside entity. The County’s financial policies dictate that internal service charge revenues are monitored closely to ensure that actual expenditures are recovered.

Revenues for the internal service funds are estimated at \$179.2 million for 2020 and \$181.3 million for 2021. In 2019 the Department of Public Works processed credits for space maintenance services, so in comparison the 2020 is almost \$12 million higher. The Hospitalization Self Insurance also shows an inflationary increase.

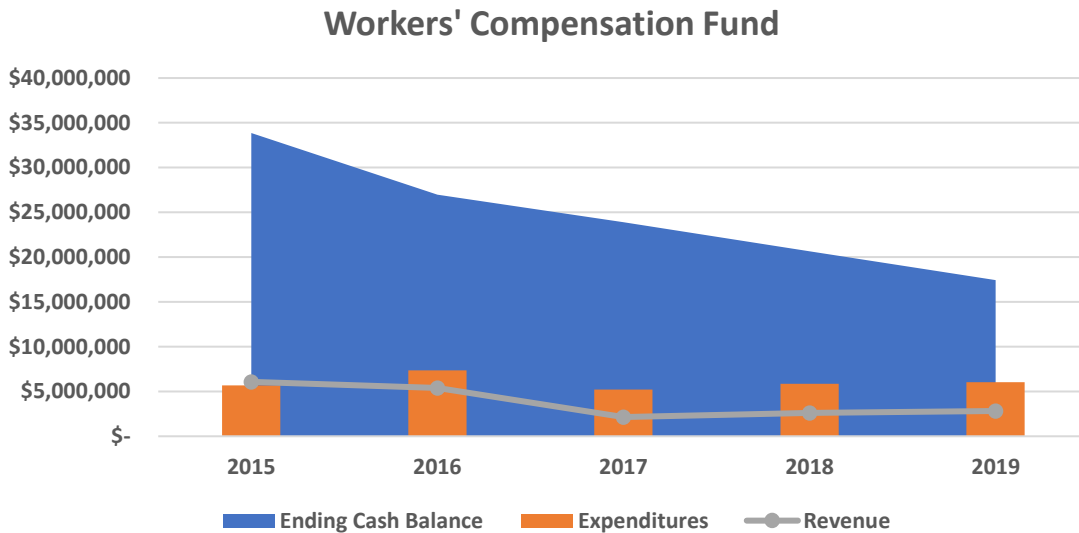


The Hospitalization Self-Insurance Fund is budgeted at \$146 million for revenues. This Fund generates revenue from the County employees' and County agencies' contributions for health insurance. In 2018 the County charged agencies a lump sum amount to balance the fund and still retain Federally recommended reserves of approximately 15% of expenses. The 2020 budget includes a further reconciliation as the fund now has reserves in excess of the Federal recommendation.



**The 2020 approved expenditure budget of \$177.0 million represents flat funding from 2019.**

Due to the high cash balance in the Workers' Compensation Fund – which totaled \$24 million at the end of 2017, chargebacks to agencies were suspended from 2017 to 2020. The Workers Compensation Fund should have a cash balance of no less than \$12 million to fund a 10-year lookback for workers compensation expenses.



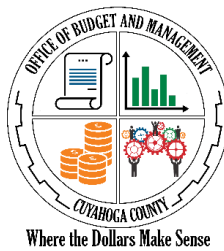
**Categorical Grants**

The County receives – via many of its departments and agencies - a number of grants from the Federal and State governments, as well as from private foundations and corporations. These grants, called categorical grants, are used to finance specific, time-limited projects and are not included in the All Funds operating budget. General Fund support is included in grant funds only when a “cash match” is required as a condition of the award. The County Executive and County Council maintains a policy of accepting only those grants that will not require General Fund support beyond the expiration of the grant period.

The 2018-2019 budget will be augmented by more than \$40 million in categorical grants managed by 23 different agencies. This means that the grants either end or begin between January 2018 and December 2019. These figures exclude any grants awarded to the MetroHealth System and the Alcohol, Drug Addiction, and Mental Health Services Board, whose operating budgets are not under the authority of the County Council. Detailed grant information can be accessed by contacting the individual agencies or the Office of Budget and Management.



**2020 – 2021  
Biennial Budget  
Capital**



## Capital

Capital expenditures are reflected in both the County’s operating and capital budgets. Recurring capital costs, which include both equipment and furniture with a use life of three years or greater, are captured in agency operating budgets in the capital outlays line.

On an All Funds basis, capital outlays total \$24.9 million and \$24.8 million in 2020 and 2021, respectively. This is slightly less than the \$25.4 million spent in 2019. The General Fund budget includes just under \$2 million for capital outlays spending in each year, making up 8% of the total budget.

Nonrecurring capital costs are captured in the Capital Improvement Plan (CIP). Nonrecurring capital costs include investments in the County’s roads and bridges, investments in wastewater treatment facilities and lines, reconstruction and rehabilitation of the County Airport’s runways and maintenance and rehabilitation of County facilities. The County prepares and adopts a five-year CIP that is monitored on a consistent basis and updated as appropriate.

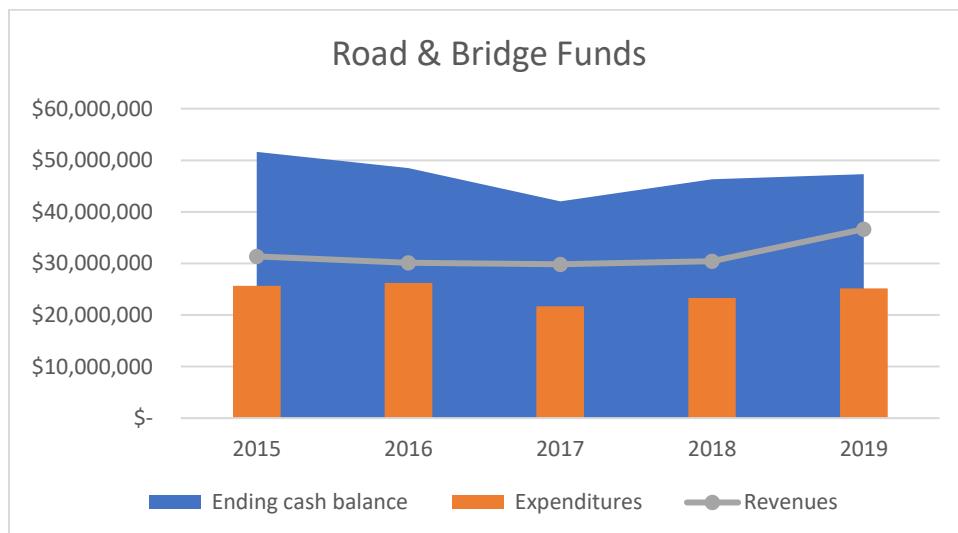
### **Capital Improvement Plan Overview**

The 2020-2024 Capital Improvement Plan, adopted by County Council, includes funding for four broad project groups:

- Roads and Bridges – managed by the Department of Public Works, County Engineer Division
- County Buildings – managed by the Department of Public Works, Facilities Division
- The County Airport – managed by the Department of Public Works, Airport Division
- Wastewater Treatment Facilities and Lines – managed by the Department of Public Works, Sanitary Engineer Division

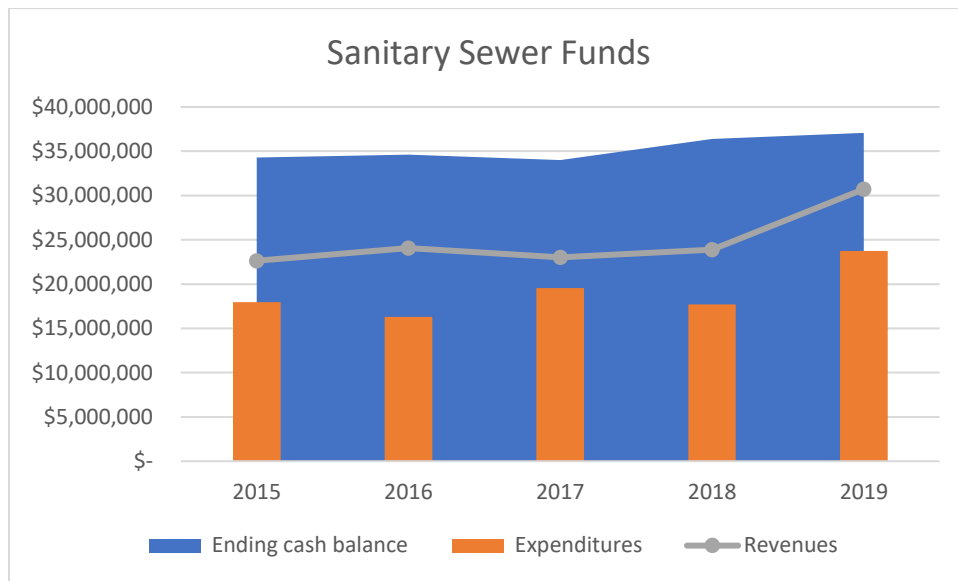
### **Road and Bridge**

The Road and Bridge CIP totals \$110.7 million and anticipates \$33.5 million in Federal and State funding and \$15.4 million in local funding, which comes from the County’s combined Road and Bridge Fund. At the end of 2019, the cash balance in the combined Road and Bridge Fund totaled \$47 million.



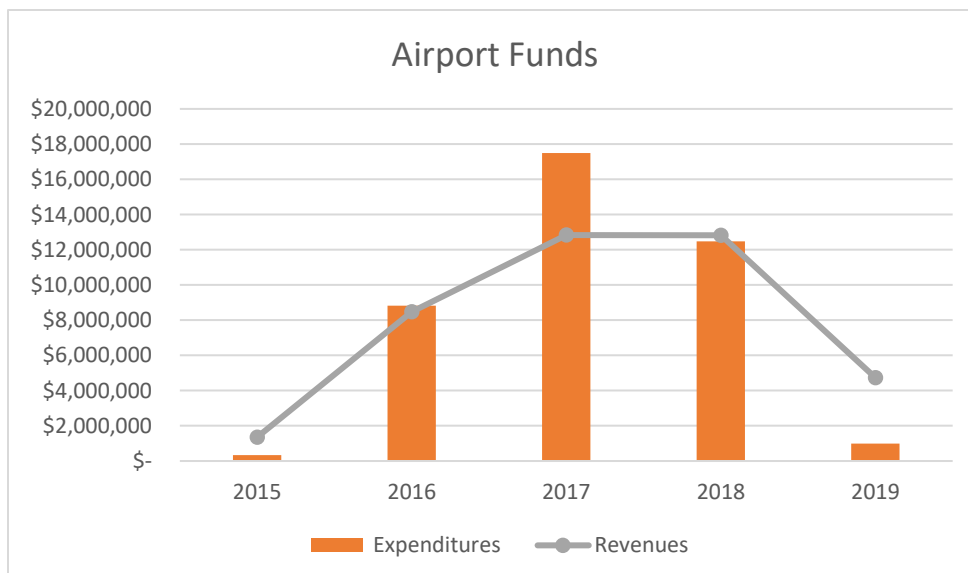
## Sanitary

The Sanitary CIP totals \$6.5 million and is solely supported by fees paid by the municipalities and townships. 2019 revenue and expenditures in the Sanitary Fund totaled \$30.7 million and \$23.7 million, respectively and the year-end cash balance in the Fund totaled \$37 million.



## Airport

Cuyahoga County is dedicated to the continuing development of the County Airport's Office and Industrial Park. Planning standards, building codes and relevant criteria are firmly established. The Airport CIP totals \$6.6 million and is supported by a combination of funding from the Federal Aviation Administration and the County's General Fund, the latter of which represents the required 10% local match. Airport projects in 2020 and 2021, includes the reconstruction of the eastern half of Taxiway Bravo and the ramp areas used by corporate tenants and transient and itinerant aircraft. This project will replace approximately 45,000 square yards of concrete and is made possible by a 90% grant from the FAA's Airport Improvement Program (AIP).



With the completion of its Runway Safety Area Improvement Project in mid-2019, there has been a significant decrease in revenues and expenses from 2018 to 2019. This was a multi-year project where 90% of the funding came from the Federal Aviation Administration.

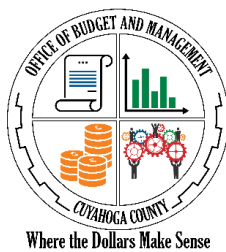
### **Facilities**

The Facilities Division anticipates spending \$18.7 million in capital improvements over the biennium. Of this, \$6.8 million will be funded each year by the General Fund. In budget years 2020-2021 the facilities Capital Improvement Plan focuses on critical sustainment projects to (1) repair/replace building systems needed for County operations & (2) Code compliance repairs & improvements. The proposed projects include replacements of end of life building systems such as building boilers & chillers replacements at the Board of Elections, Courthouse Square, Juvenile Detention, and Animal Shelter; emergency power generation projects that can sustain operations in an emergency at the Medical Examiner's building and Board of Elections; replacing the roof on the Harvard Garage which will allow solar panels, Elevator & vertical transportation modernization projects to Virgil Brown, Jail 2, and the Justice Center to meet current code and elevator safety requirements; continued evaluation of building facades per the 2014 City Ordinance; ongoing Fire damper repairs, inspection, and replacements per County Ordinance; building accessibility improvements at the Medical Examiner's building, Courthouse, and Jane Edna Hunter in consultation with the County Advisory Board on Persons with Disabilities; and numerous condition based repair projects to various Justice Center systems.

### **Monitoring and Reporting**

The Office of Budget and Management continuously monitors spending on capital projects and reports to both the County Executive and County Council. Agencies are held accountable for expenditures listed on the CIP.

# Department of Public Works Capital Improvement Plans





## Capital Improvement Plan – Airport

	A	B	C	D	F	G	H	I	P
1	<b>Department of Public Works - Airport Capital Improvement Plan</b>						Updated: 3/8/2019		
2	<b>2019</b>								
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				<b>TOTAL COST 2019</b>	<b>\$ 47,975,129.40</b>		<b>\$ 50,650,845.05</b>	<b>\$ 747,000.00</b>	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	<b>2020</b>									
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	<b>2021</b>									
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	<b>2022</b>									
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	<b>2023</b>									
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	<b>2024</b>									
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				<b>TOTAL COST 2024</b>	<b>\$ 2,650,000.00</b>		<b>\$ 2,650,000.00</b>	<b>\$ 715,000.00</b>		
54										
55										
56										

# Capital Improvement Plan – Road and Bridge

Program	State 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	2019.2	0933	Sprague Road - Part 2	W. 130th to York		OPWC - 50%	Middletown Heights, Strongsville, Parma, North Rockland	726,761										
	1/28/2019	1231	Warrensville Center D592 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	Hiland Road 08.57	Over the Rocky River					2,700,000			999,000						
	2019.4	1273	W 130th Bridge 02.26						500,000				500,000					
	2019	1272	Shaker Bridge 01.02 to W 130th Bridge 01.04	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	
<b>Total Engineering Costs</b>								<b>11,037,640</b>	<b>-</b>	<b>-</b>	<b>999,000</b>	<b>-</b>	<b>500,000</b>	<b>9,538,640</b>	<b>10,038,640</b>	<b>10,038,640</b>	<b>-</b>	
FEDERAL AID	11/2/2018	1171	Cedar Road	IR-271 to Green Road		Federal (80/20) TAM	Beachwood, Lindhurst, South Euclid & University Hts.	4,499,104	3,599,283		854,830		44,991				44,991	
	1/7/2019	1169	Warrensville Center Road	North of Rockside to I-480 S. Ramp		Federal (80/10/10) TAM	Maple Heights/Bedford	3,068,000	2,224,800		398,840		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	
	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								
	<b>Total Federal Aid Projects</b>								<b>21,073,139</b>	<b>16,472,423</b>	<b>1,945,610</b>	<b>1,253,670</b>	<b>-</b>	<b>945,394</b>	<b>-</b>	<b>945,394</b>	<b>945,394</b>	<b>456,042</b>
COUNTY ADMINISTERED PROJECTS	2018		Culvert Group			County/Local (80/20)	Various											
	11/27/2018	1185	Bradley Road Culvert C-00.67	Over Franch Creek		County/Local (80/20)	North Olmsted	320,564					256,451				256,451	
	3/15/2019	1188	Kidde & Westwood Culvert	Over a creek to West Branch of Rocky River		100% County	Olmsted Township	874,400					874,400				874,400	
	5/21/2019	1260	Crack Sealing Program	Countywide PM Program		County	Various	241,889				241,889					241,889	
	7/18/2019	1145	Lewis Road Culvert no. 13	Reinforcing Erosion Control		100% County	Olmsted Township	417,948					417,948				417,948	
	2018		Priority Resurfacing Program			100% County	Various											
	5/31/2019	1236	Cleveland Operations	Stow, W. Old Avenue to City Streets, 54th, 61st to Arlington		County/Local (80/20)	Cleveland	933,462						746,769				186,692
	3/4/2019	1234	Cedar Road	SOM Center Road to Wood stock Road		County/Local (80/20)	Gates Mills, Hunting Valley	1,782,779						1,426,223				356,556
	6/12/2019	1239	Mastok Road	Western Corporation Line to Eaton Road		County/Local (80/20)	Fairview Park	1,127,097			371,942			604,124				151,031
	5/1/2019	0933	Sprague Road - Part 1	Webster to W.130th		OPWC - 50%	Middleburg Heights, Strongsville, Parma, No	7,347,867			3,673,933			1,836,967				1,836,967
	7/12/2019	1206	Spartan Rd	Barrett to ECL		100% County	Olmsted Twp.	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	Mastok Rd Bridge 03.13			OPWC & County	Fairview Park	5,016,000			1,655,280			3,360,720				3,360,720	
<b>Total Local Projects County Administered</b>								<b>20,858,524</b>	<b>-</b>	<b>-</b>	<b>5,701,155</b>	<b>241,889</b>	<b>3,360,720</b>	<b>9,059,402</b>	<b>12,662,010</b>	<b>12,662,010</b>	<b>2,585,359</b>	

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 \$5.00 BUDGET	\$5.00 BUDGET	\$7.50 BUDGET	Road and Bridge	County Funding	Muni / Other Const		
LOCAL PROJECTS/MUNI ADM	ROAD	2017	Local Resurfacing Program	60/60 Program															
		2017	Chagn River Road	South Corp Line to Holbrook Road	County/Local (50/50)	BerkeleyVle	275,000							104,750	104,750	104,750	170,250		
		2017	2018 Operations	Cedar Rd, Green Parkway, Wickmanville Yoceter Rd	County/Local (50/50)	Cleveland Heights & Shaker Heights	591,000							250,000	250,000	250,000	331,000		
		2017	Hanvard 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	60/60 Program															
		1/18/2019	1215	E. 55th Street	Hanvard to North Corp Line	County/Local (50/50)	Newburgh Heights	161,000						78,030	78,030	78,030	82,970		
		2018	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	Famill Road	Coventry Road to West Corp Line	County/Local (50/50)	Shaker Heights	338,217						169,108	169,108	169,108	169,108		
		2017	1168	Canal Road Ramos 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	Orsted Falls	350,000						350,000	350,000	350,000			
		2017	1162	Water Street Resurfacing	Columbia Road to Lewis Road	100% County	Orsted Falls	340,000			170,000			170,000	170,000	170,000			
		2017	1101	Columbia - Cook Rd - Phase V	Sanitary Sewer Main & Pump Station		Orsted Falls/North Orsted	7,004,100			2,083,379			2,083,379	2,083,379	2,083,379	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		
		6/10/2019	1227	Bagley Road Culvert C-07.26	Over Lake Abrams Ditch	County/Local (50/50)	Middleburg Heights	324,911						162,455	162,455	162,455	162,455		
		2019	1238	Hiland Boulevard	River Oaks Drive to Lakeview Avenue	County/Local (80/20)	Roddy River	1,744,000						1,424,000	1,424,000	1,424,000	320,000		
		2019	Local Resurfacing Program	60/60 Program															
			1212	Clark Avenue	West 41st Street to Quigley 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		
			1216	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			
		6/5/2019	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	Durham Road	South Corp Line to Turley Road	County/Local (50/50)	Maple Heights	245,510						123,255	123,255	123,255			
			1224	Gheislon Road	Eastlans 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			
			1256	Forbes Road	Northfield Road to Broadway Avenue	County/Local (50/50)	Bedford	388,000						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			
	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								28,860,757	-	-	2,253,379	-	-	7,285,623	7,285,623	7,285,623	15,721,221		

2019

Program	Year	PROJECT	Termini	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
County ID #	County ID #	County ID #	County ID #	County ID #	County ID #	County ID #	County ID #	County ID #	County ID #	County ID #	County ID #	County ID #	County ID #	County ID #	County ID #
	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	12,960.15	
	2018	Pavement Management Program		100% County	Various										
	2018	Berea	Preventative Maintenance	100% County	Berea	12,657.00						12,657.00	12,657.00	12,657.00	
	2018	Cleveland	Preventative Maintenance	100% County	Cleveland	33,338.00						33,338.00	33,338.00	33,338.00	
	2018	Maple Heights	Preventative Maintenance	100% County	Maple Heights	12,264.70						12,264.70	12,264.70	12,264.70	
	2018	Oakwood Village	Preventative Maintenance	100% County	Oakwood Village	67,500.00						67,500.00	67,500.00	67,500.00	
	2018	Shaker Heights	Preventative Maintenance	100% County	Shaker Heights	7,485.84						7,485.84	7,485.84	7,485.84	
	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 Branard 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	Branard, 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	43,633						43,633	43,633	43,633	
	06/10/19	City of Lakewood	Buntz, Franklin, Hilliard, Madison, Warren	100% County	City of Lakewood	10,000						10,000	10,000	10,000	
	06/10/19	City of Lyndhurst	Anderson, Branard, Cedar, Ridgebury	100% County	Lyndhurst	8,810						8,810	8,810	8,810	
	06/10/19	Brooklyn Heights	Schaaf, Turesto, Van Epps	100% County	Brooklyn Heights	25,220						25,220	25,220	25,220	
	06/10/19	Brookside	Columbus, Rockside	100% County	Brookside	25,000						25,000	25,000	25,000	
	06/10/19	City of Garfield Heights	Canal Rd, Garfield Rd, Henry Rd, Osborn Rd	100% County	City of Garfield Heights	15,508						15,508	15,508	15,508	
	06/10/19	Orange Village	Branard Rd, Catch, Emery Rd, Miles	100% County	Orange Village	33,354						33,354	33,354	33,354	
	06/10/19	North Olmsted	Cedar, Lewis, Stearns	100% County	North Olmsted	42,000						42,000	42,000	42,000	
	06/18/19	Brookview Heights	West Waldrup, East Mills	100% County	Brookview 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	26,801						26,801	26,801	26,801	
	06/18/19	University Heights	Glory Rd.	100% County	University Heights	36,000						36,000	36,000	36,000	
	06/18/19	Highland Heights	Branard, 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	Bathes, 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	5,095						5,095	5,095	5,095	
	06/18/19	Village of Glenwillow	Pettibone Rd, Richmond Rd	100% County	Village of Glenwillow	61,466						61,466	61,466	61,466	
	06/18/19	Fairview Park	Story Rd, W. 210st, W. 220 St.	100% County	Fairview Park	82,687						82,687	82,687	82,687	
	2018	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	Berkeley	Liberty, Franklin, Miles, Hudson, Chagrin River	100% County	Berkeley	41,211						41,211	41,211	41,211	
	2019	Berea	Bagley, Bernat, North Rocky River, Baker, Sheldon	100% County	Berea	13,125						13,125	13,125	13,125	
	2019	Bratenah	Lakeshore, Eddy	100% County	Bratenah	118,510						118,510	118,510	118,510	
	2019	Brecksville	Plazzer Rd	100% County	Brecksville	99,470						99,470	99,470	99,470	
	2019	Brookview Heights	Alma, Boston, Oakley, East Edgerton, West Edgerton	100% County	Brookview 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	Eldouph, Clinton	100% County	Brooklyn	32,905						32,905	32,905	32,905	
	2019	Brooklyn Heights	Turesto, 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	31,531	
	2019	Garfield Heights	Winton	100% County	Garfield Heights	109,250						109,250	109,250	109,250	
	2019	Gates Mills	Wilcox Mills, Brigham, Oak Mill, County Line, Chagrin River	100% County	Gates Mills	80,500						80,500	80,500	80,500	
	2019	Glenwillow	Richmond, Cochran, Richmond, Pettibone	100% County	Glenwillow	75,000						75,000	75,000	75,000	
	2019	Highland Heights	Hiram Hills, Warren, Boney, Hedges, West Highland, Lander	100% County	Highland Heights	102,674						102,674	102,674	102,674	
	2019	Highland Hills	Waresville, Green, Harvard	100% County	Highland Hills	40,550						40,550	40,550	40,550	
	2019	Hunting Valley	Cedar Road	100% County	Hunting Valley	25,825						25,825	25,825	25,825	
	2019	Lakewood	Franklin, Buntz, Hilliard, Warren, W. 117th	100% County	Lakewood	10,500						10,500	10,500	10,500	
	2019	Lyndhurst	Branard, Ridgebury	100% County	Lyndhurst	23,088						23,088	23,088	23,088	
	2019	Maple Heights	Rickaba, Lee, Durbin, Turley, McClain, Schaefer	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	Highway 97 107th St, Rockside, Vesper, Miles, Smith, Sheldon	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	50,674						50,674	50,674	50,674	
	2019	North Randall	Waresville, Emery, Miles	100% County	North Randall	200,000						200,000	200,000	200,000	
	2019	Oakwood	Waresville, Emery, Emery, Top Floor, Top Deck, Top Wall	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	Branard, Lander, Miles, Emery, Jackson	100% County	Orange	114,732						114,732	114,732	114,732	
	2019	Parma	Rickaba, Green, Greenwald, Thurston, Green, Hedges/Emery	100% County	Parma	67,195						67,195	67,195	67,195	
	2019	Pepper Pike	Waresville, Lee, Boney, Newton, East Woodland, Oak, Sheldon	100% County	Pepper Pike	75,000						75,000	75,000	75,000	
	2019	Richmond Heights	Wilson Mills, Harris, Curtis-Virgint	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	Lee, Oakley, Hill, Thurston, Miles, Vesper, 107th St, 108th, Smith	100% County	Strongsville	173,983						173,983	173,983	173,983	
	2019	University Heights	Cedar, Waresville Center	100% County	University Heights	29,000						29,000	29,000	29,000	
	2019	Walton Hills	Sagebrook, Egbert, Walton, Durbin, Thibault, Creek	100% County	Walton Hills	122,500						122,500	122,500	122,500	
	2019	Waresville Heights	Harvard, Waresville Center, Emery	100% County	Waresville Heights	41,250						41,250	41,250	41,250	
	2019	Woodmere	West Branard, East Branard	100% County	Woodmere	6,000						6,000	6,000	6,000	
Total Local Projects Muni Administered						3,702,356	-	-	-	495,017	-	3,207,338	3,702,356	3,702,356	-

LOCAL PROJECTS MUNI ADM

2019

Program	Sale Period	County ID #	PROJECT	Terminal	Federal Aid #	Funding Source	Municipality	Estimated Construction Costs	Federal Participation	ODOT/Cons/Other GRANT	OPWC GRANT	NEW \$5.00 BUDGET	\$5.00 BUDGET	\$7.50 BUDGET	Road and Bridge	County Funding	Muni / Other Const
LAND	2015	958	Towpath Trail - Stage III	Steelyard to Literary	84112	CMAQ / 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								
	2018	1182	Jefferson Bridge 00.57	Over Norfolk Southern		100% County		200,000						200,000	200,000	200,000	751,050
	2018	1188	Adelle & Westwood Culvert	Over a creek to West Branch of Rocky River		100% County	Olmsted Township	6,100						6,100	6,100	6,100	
	2018	0933	Sprague Road	Webster to York		County/Local	Midleburg Hts, Strongsville, Parma, North Royalton	394,511						394,511	394,511	394,511	
	2019		Land			County	Various	76,000					76,000		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	
	2019	1190	Memphis 00.62			County	Brooklyn	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	
	2019	1187	Lindbergh Blvd Culvert C-00.93	Over a creek to West Branch of Rocky River		County/Local (8020)	Olmsted Falls	20,000					20,000		20,000	20,000	
2019	1146	Lewis Road Culvert no. 13	Rehab. Slope Stabilization of Drainage		County	Olmsted Township	20,000					20,000		20,000	20,000		
2019	1248	Shady C 0200			County		2,000					2,000		2,000	2,000		
2019	1246	W. 150th Street Bridge	Railroad		County		100,000					100,000		100,000	100,000		
2019	1244	Green Road			County		25,000					25,000		25,000	25,000		
2019	1232	Bishop Rd Bridge			County		20,000					20,000		20,000	20,000		
4/09/2019		PLATINUM PLAZA CONDOMINIUM	Roylton Road		County		32,762.00					32,762		32,762	32,762.00		
4/1/2019	936	Steam Road - Grade Separation	Over NS RR		80729	SAFETA/ALU Earmark/Local	Olmsted Township	637,000				637,000		637,000	637,000		
<b>Total Land Purchases</b>								<b>3,817,623</b>	<b>1,384,200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100,000</b>	<b>1,582,373</b>	<b>1,682,373</b>	<b>1,682,373</b>	<b>751,050</b>
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	D1.05 Bearings Over NS & Train Ave.		County/OPWC	Cleveland	168,032					168,032	168,032	168,032		
	1/8/2019		Northeast Ohio Marketing	General Engineering Legal Notice			508						508	508	508		
	1/8/2019		Cuyahoga Soil & Water	Cuyahoga Soil & Water			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		
	2/7/2019		State of Ohio	EPA			340						340	340	340		
	4/23/2019		RGT SERVICE LLC	LIGHTING VETO MEMORIAL BRIDGE			60,000						60,000	60,000	60,000		
	4/09/2019		Norfolk Southern	Flagging Service			1,955						1,955	1,955	1,955		
2019		NOACA				221,242						221,242	221,242	221,242			
10/30/2019		Crocker Stearns Loan	Loan Payment			357,266.99						357,266	357,266	357,266			
10/30/2019		Crocker Stearns Loan	Loan Payment			14,616.06						14,616	14,616	14,616			
10/30/2019		Schaaf Issue II Loan	Loan Payment			62,563.00						62,563	62,563	62,563			
10/30/2019		Bagley/Pleasant Valley Loan	Loan Payment			17,723.79						17,724	17,724	17,724			
10/30/2019		Bagley/Pleasant Valley Loan	Loan Payment			472.76						473	473	473			
<b>Total Capital Projects - 2019</b>								<b>7,592,274</b>	<b>1,320,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>942,274</b>	<b>942,274</b>	<b>942,274</b>	<b>330,000</b>	
<b>2019 CIP TOTALS</b>								<b>93,042,313</b>	<b>19,175,623</b>	<b>1,345,610</b>	<b>10,207,204</b>	<b>740,906</b>	<b>4,506,114</b>	<b>31,615,649</b>	<b>37,262,669</b>	<b>37,262,669</b>	<b>23,855,672</b>

Program	Year	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	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	Warrens ville Center 0592 Part 2	East & West		County	Shaker Heights	500,000						500,000	500,000	500,000	500,000
	2020	1271	Denison Harvard Bridge	Inspection/Evaluation		County		500,000						500,000	500,000	500,000	500,000
<b>Total Engineering Costs</b>								<b>3,450,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,200,000</b>	<b>2,250,000</b>	<b>3,450,000</b>	<b>3,450,000</b>	<b>-</b>	
FEDERAL AID	2020		Federal Aid			Federal (80/10/10)	Various	600,000				600,000			500,000	500,000	
	2020.2	1203	Brinard Rd	Cedar Rd to Wilson Mills Rd	105715	Federal (80/10/10)	Highland Hills/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 C&T Railroad	104509	LBR (80/20)	Brooklyn	5,269,000	2,885,440	1,053,800			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	
	2020.4	1152	Cedar Point Bridge 00.45	Over the Rocky River	102735	LBR Federal (80/20)	North Olmsted	3,173,520	2,872,786				300,834		300,834	300,834	
	<b>Total Federal Aid Projects</b>								<b>20,847,620</b>	<b>14,038,226</b>	<b>-</b>	<b>2,553,800</b>	<b>500,000</b>	<b>3,165,094</b>	<b>-</b>	<b>3,665,094</b>	<b>3,665,094</b>
COUNTY ADMINISTERED PROJECTS	2020		Crack Sealing Program			County	Various	250,000				260,000.00			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	600,000					600,000		600,000	600,000	
	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	1236	East 131st Street	Miles Road to Forestside 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	Parna Heights, Parma	4,250,000		2,125,000			1,700,000		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	600,000						600,000	500,000	600,000	
	2020		Bridge Program Emergency Repairs			100% County	Various	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	
	2020.1	1246	W 150th Street Bridge 01.94	Pier Repair		100% County	Various	1,250,000						1,250,000	1,250,000	1,250,000	
	2020.3	1182	Jefferson Bridge 00.57	Over Norfolk Southern		100% County	Various	3,155,000						3,155,000	3,155,000	3,155,000	
	2020.4	1244	Green Rd Bridge 07.47	Monticello to Mayfield		100% County	South Euclid	5,262,000			1,000,000			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)	Olmsted Falls	620,000						496,000	496,000	496,000	124,000
	2020	1248	Dhady C-0200			County	Olmsted Township	600,000						600,000	600,000	600,000	
<b>Total Local Projects County Administered</b>								<b>24,787,000</b>	<b>-</b>	<b>-</b>	<b>5,690,500</b>	<b>950,000</b>	<b>2,579,750</b>	<b>13,723,000</b>	<b>17,252,750</b>	<b>17,252,750</b>	<b>1,843,750</b>

2020



Program	Sale Period	County ID #	PROJECT	Termini	Funding Source	Federal Aid #	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 MAINT/ADM	ROAD	2020	Local Resurfacing Program	60/60 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 180th Street	Naumann Avenue to the End	County/Local (50/50)		Euclyd	506,563							250,000	250,000	250,000	356,563		
			1264 Lee Boulevard	Euclid Avenue to Brewster Road	County/Local (50/50)		East Cleveland	548,640							250,000	250,000	250,000	298,640		
			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 Espe Road to Corporation Line	County/Local (50/50)		Brooklyn Heights	1,370,000						250,000.00	250,000	250,000	250,000	1,120,000		
			1267 Webster Road	Fear Road to Sorisque 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	BRIDGE	1275 Hemlock Bridge 00.89	Over Hemlock Creek			Independence	100,000						100,000	100,000	100,000	100,000	
			2020	PAVEMENT	Pavement Management Program		100% County		Various	2,360,000					750,000	1,600,000	2,250,000	2,250,000		
			<b>Total Local Projects Muni Administered</b>								<b>5,392,321</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,750,000</b>	<b>-</b>	<b>2,850,000</b>	<b>4,600,000</b>	<b>4,600,000</b>	<b>5,392,321</b>
			LAND	2020		Land		County		Various	60,000					60,000	50,000	50,000		
						1181 St. Clair Bridge 04.44		County			25,000						25,000	25,000	25,000	
1231 Warrensville Center Bridges 0992	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			
<b>Total Land Purchases</b>								<b>130,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>130,000</b>	<b>130,000</b>	<b>130,000</b>	<b>-</b>				
MISC	2020		Memphis	RR				300,000						300,000	300,000	300,000				
			Misc. Franchises/Construction Capital Expenditures		County		Various	868,808							868,808	850,000	850,000			
			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			
			Schaaf 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						
<b>Total Capital Projects - 2020</b>								<b>3,253,100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,253,100</b>	<b>3,253,100</b>	<b>3,253,100</b>	<b>-</b>				
<b>2020 CIP TOTALS</b>								<b>62,450,041</b>	<b>14,038,225</b>	<b>-</b>	<b>8,244,300</b>	<b>3,200,000</b>	<b>6,944,844</b>	<b>22,205,100</b>	<b>32,350,344</b>	<b>32,350,344</b>	<b>7,825,371</b>			

Program	Year	County ID #	PROJECT	Termini	Funding Source	Federal Aid #	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	2021		General Engineering Contract					400,000							400,000	400,000	400,000
	2021		General Engineering Contract					400,000							400,000	400,000	400,000
	2021		Misc. Anticipated Eng Contracts	Federal Aid Projects	County		Various	1,600,000					1,600,000		1,500,000	1,500,000	1,500,000
	2021		Construction Management		County		Various	300,000						300,000	300,000	300,000	300,000
	2021		Construction Material Testing		County		Various	150,000						150,000	150,000	150,000	150,000
<b>Total Engineering Costs</b>								<b>2,750,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,500,000</b>	<b>1,250,000</b>	<b>2,750,000</b>	<b>2,750,000</b>	<b>-</b>
FEDERAL AID	2021		Federal Aid			Federal (80/10/10)	Various	-	2,400,000			300,000					300,000
	2021		Ridge Rd			Federal (80/10/10)		3,000,000							300,000	300,000	300,000
	2021		Federal Aid			Federal (80/20)	Various	486,000					486,000		486,000	486,000	486,000
	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	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	3,375,000
<b>Total Federal Aid Projects</b>								<b>12,015,000</b>	<b>7,040,000</b>	<b>-</b>	<b>-</b>	<b>300,000</b>	<b>4,375,000</b>	<b>-</b>	<b>4,675,000</b>	<b>4,675,000</b>	<b>300,000</b>
COUNTY ADMINISTERED PROJECTS	2021		Priority Resurfacing Program		100% County		Various	1,000,000					1,000,000		1,000,000	1,000,000	
	2021		Crack Sealing Program		County		Various	250,000			260,000.00				250,000	250,000	
	2021		County Administered Projects		County/Muni (80/20)		Various	3,760,000					2,000,000		3,000,000	3,000,000	760,000
	2021		R&B Repair Contract		100% County		Various	600,000					600,000		600,000	600,000	
	2021	0933	Sprague Road - Part 2	W. 130th to York		OPWC - 50%	Middleburg Heights, Strongsville, Parma, North Royalton	11,800,000			4,250,000			3,775,000	3,775,000	3,775,000	3,775,000
	2021		Bridge Maintenance Repairs		100% County		Various	600,000					600,000		500,000	500,000	
	2021		Bridge Program Emergency Repairs		County/Muni (80/20)		Various	1,000,000					1,000,000		1,000,000	1,000,000	
	2021		Culvert Group		County/Muni (80/20)		Various	260,000					200,000		200,000	200,000	60,000
	2021	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	
	2021	1233	Eastwood C-90.08 A 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	
2021	1197	Warner Road Culvert C-00.20			County/Local (80/20)	Valley View	1,000,000						800,000	800,000	800,000	200,000	
<b>Total Local Projects County Administered</b>								<b>25,234,000</b>	<b>-</b>	<b>-</b>	<b>4,250,000</b>	<b>1,250,000</b>	<b>3,184,000</b>	<b>9,775,000</b>	<b>14,205,000</b>	<b>14,205,000</b>	<b>4,775,000</b>

Program	County ID #	PROJECT	Termini	Funding Source	Municipality	Estimated Construction Costs	Federal Participation	ODOT/Cons/ 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	2021	Local Resurfacing Program	60/60 Program	County/Local (50/50)	Various	6,000,000				1,000,000		1,600,000	2,500,000	2,500,000	2,600,000
		Pavement Management Program		100% County	Various	2,260,000				750,000		1,600,000	2,250,000	2,250,000	
<b>Total Local Projects Muni Administered</b>						<b>7,250,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,750,000</b>	<b>-</b>	<b>3,000,000</b>	<b>4,750,000</b>	<b>4,750,000</b>	<b>2,500,000</b>
LAND	2021	Land		County	Various										
	2021	1150 Pleasant Valley 09.68				25,000						26,000	25,000	25,000	
	2021	1148-49 Pleasant Valley 09.03 & 09.35				50,000						60,000	50,000	50,000	
	2021	1103 Hillard Bridge 08.57				50,000						60,000	50,000	50,000	
<b>Total Land Purchases</b>						<b>125,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>-</b>
MISC.	2021	Misc. Projects/Non-Construction Capital Repairs/Other		County	Various	860,000						860,000	650,000	650,000	
	2021	NOACA				225,000						225,000	225,000	225,000	
	2021	Schaaf 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	
<b>Total Capital Projects - 2021</b>						<b>2,945,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,945,000</b>	<b>2,945,000</b>	<b>2,945,000</b>	<b>-</b>
<b>2021 CIP TOTALS</b>						<b>48,315,000</b>	<b>7,040,000</b>	<b>-</b>	<b>4,250,000</b>	<b>3,300,000</b>	<b>3,055,000</b>	<b>17,055,000</b>	<b>25,454,000</b>	<b>25,454,000</b>	<b>7,575,000</b>

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	\$6.00 BUDGET	\$7.50 BUDGET	Road and Bridge	County Funding	Muni / Other Const	
PROFESSIONAL SERVICES	2022		General Engineering Contract			County	Various	1,500,000						1,500,000	1,500,000	1,500,000		
								Total Engineering Costs								1,500,000		
FEDERAL AID	2022		Federal Aid			Federal (80/10/10)	Various	3,000,000				1,000,000	2,000,000		3,000,000	3,000,000		
								14,000,000	8,951,120	2,000,000		3,048,880	3,048,880	3,048,880				
								4,000,000				4,000,000	4,000,000	4,000,000				
								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	38,251,120	8,250,000	1,000,000	15,498,880		16,498,880	16,498,880			
COUNTY ADMINISTERED PROJECTS	2022		Priority Resurfacing Program R&B Repair Contract County Administered Projects			100% County 100% County County/Muni (80/20)	Various Various Various	1,000,000						1,000,000	1,000,000	1,000,000		
								500,000				500,000	500,000	500,000				
								3,750,000		1,000,000		2,000,000	3,000,000	3,000,000				
	2022	1231	Warrensville Center Bridges 0592 Bridge Maintenance Repairs Bridge Program Emergency Repairs Culvert Group	East & West		100% County 100% County 100% County County/Muni (80/20)	Various Various Various Various	3,907,000 500,000 1,000,000 1,250,000		2,000,000			1,907,000	500,000 1,000,000 1,000,000	1,907,000 500,000 1,000,000 1,000,000	1,907,000 500,000 1,000,000 1,000,000		
	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

Program	County ID #	PROJECT	Termini	Funding Source	Municipality	Estimated Construction Costs	Federal Participation	ODOT/Cons/Other GRANT	OPWC GRANT	NEW \$5.00 BUDGET	\$5.00 BUDGET	\$7.50 BUDGET	Road and Bridge	County Funding	Muni / Other Const	
LOCAL PROJECTS MAINT/ADM	ROAD	2022	Local Recurfalcing Program	60/60 Program	County/Local (50/50)	Various	6,000,000				1,000,000	1,600,000	2,500,000	2,500,000	2,600,000	
		2022	Crack Sealing Program		County	Various	250,000				260,000.00			250,000	250,000	
		2022	Pavement Management Program		County	Various	2,260,000			750,000		1,600,000	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		
		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	-
MISC		2022	Misc. Production Investment/Other Capital Expenditures		County	Various	960,000					960,000	650,000	650,000		
		2022	NDACA				225,000						225,000	225,000		
		2022	Schaaf Issue II Loan	Loan Payment			70,000.00						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	35,251,120	-	10,250,000	4,000,000	17,405,880	11,585,000	33,000,880	33,000,880	3,500,000	

Program	Sale Period	County ID #	PROJECT	Termini	Federal Aid #	Funding Source	Municipality	Estimated Construction Costs	Federal Participation	ODOT/Cons/ Other GRANT	OPWC GRANT	NEW \$5.00 BUDGET	\$5.00 BUDGET	\$7.50 BUDGET	Road and Bridge	County Funding	Muni / Other Const	
PROFESSIONAL SERVICES	2023		General Engineering Contract		County	Various		1,600,000						1,600,000	1,500,000	1,500,000		
								Total Engineering Costs								1,500,000	-	-
FEDERAL AID	2023		Federal Aid		Federal (80/10/10)	Various		3,000,000				1,000,000	2,000,000		3,000,000	3,000,000		
								Total Federal Aid Projects								4,000,000	-	-
COUNTY ADMINISTERED PROJECTS	2023		Priority Resurfacing Program R&B Repair Contract County Administered Projects		100% County 100% County County/Muni (80/20)	Various Various Various		1,000,000						1,000,000	1,000,000	1,000,000	1,000,000	
								600,000						600,000	600,000	600,000		
								3,760,000			1,000,000	2,000,000	3,000,000	3,000,000	760,000			
	Total Local Projects County Administered								6,000,000	-	-	-	1,000,000	-	6,000,000	7,000,000	7,000,000	1,000,000
	2023			Bridge Program Emergency Repairs Bridge Maintenance Repairs Culvert Group		100% County 100% County County/Muni (80/20)	Various Various Various		1,000,000						1,000,000	1,000,000	1,000,000	1,000,000
600,000													600,000	600,000	600,000			
1,260,000											1,000,000	1,000,000	1,000,000	260,000				

Program	Sale Period	County ID #	PROJECT	Termini	Federal Aid #	Funding Source	Municipality	Estimated Construction Costs	Federal Participation	ODOT/Cons/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			2023	Local Resurfacing Program	60/60 Program	County/Local (50/50)	Various	6,000,000				1,000,000		1,600,000	2,500,000	2,500,000	2,600,000	
			2023	Crack Sealing Program		County	Various	250,000					260,000.00			250,000	250,000	
			2023	Pavement Management Program		County	Various	2,260,000				750,000			1,600,000	2,250,000	2,250,000	
<b>Total Local Projects Muni Administered</b>								<b>7,500,000</b>	-	-	-	<b>2,000,000</b>	-	<b>3,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>2,500,000</b>	
LAND			2023	Land		County	Various	100,000						100,000	100,000	100,000		
			<b>Total Land Purchases</b>								<b>100,000</b>	-	-	-	-	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
MISC.			2023	Wash. Franchise/Investment/Other Capital Expenditures		County	Various	660,000						660,000	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	
<b>Total Capital Projects - 2023</b>								<b>845,000</b>	-	-	-	-	<b>945,000</b>	<b>945,000</b>	<b>945,000</b>	-		
<b>2023 CIP TOTALS</b>								<b>22,045,000</b>	-	-	-	<b>4,000,000</b>	<b>2,000,000</b>	<b>12,545,000</b>	<b>18,545,000</b>	<b>18,545,000</b>	<b>3,500,000</b>	

Program	Sale Period	County ID #	PROJECT	Termini	Federal Aid #	Funding Source	Municipality	Estimated Construction Costs	Federal Participation	ODOT/Cons/ Other GRANT	OPWC GRANT	NEW \$5.00 BUDGET	\$5.00 BUDGET	\$7.50 BUDGET	Road and Bridge	County Funding	Muni / Other Const								
PROFESSIONAL SERVICES	2024		General Engineering Contract			County	Various	1,600,000						1,600,000	1,500,000	1,600,000									
								Total Engineering Costs							1,500,000	-	-	-	-	1,500,000	1,500,000	1,500,000	-		
FEDERAL AID	2024		Federal Aid			Federal (80/10/10)	Various	3,000,000				1,000,000	2,000,000		3,000,000	3,000,000									
								1085	Rockside Rd Bridge No. 03.52 & 03.25	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	2024		Priority Resurfacing Program R&B Repair Contract County Administered Projects			100% County 100% County County/Muni (80/20)	Various Various Various	1,000,000						1,000,000	1,000,000	1,000,000	1,000,000								
								600,000					600,000	600,000	600,000										
								8,760,000				1,000,000	2,000,000	3,000,000	3,000,000	760,000									
	2024		Bridge Program Emergency Repairs Bridge Maintenance Repairs Culvert Group			100% County 100% County County/Muni (80/20)	Various Various Various	1,000,000						1,000,000	1,000,000	1,000,000	1,000,000								
								600,000					600,000	600,000	600,000										
								1,260,000				1,000,000	1,000,000	1,000,000	260,000										
Total Local Projects County Administered							8,000,000	-	-	-	1,000,000	-	6,000,000	7,000,000	7,000,000	1,000,000									



Program	Sale Period	County ID #	PROJECT	Termini	Federal Aid #	Funding Source	Municipality	Estimated Construction Costs	Federal Participation	ODOT/Cons/ 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	2024	Local Recurfacing Program	60/69 Program		County/Local (50/50)	Various	6,000,000				1,000,000		1,600,000	2,500,000	2,500,000	2,600,000
		2024	Crack Sealing Program			County	Various	250,000				260,000.00			250,000	250,000	
	2024	Pavement Management Program			County	Various	2,550,000				750,000		1,600,000	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	
	Total Land Purchases								100,000	-	-	-	-	100,000	100,000	100,000	-
MISC.	2024		Misc. Projects/Non-Construction Capital Expenditures		County	Various	860,000							860,000	650,000	860,000	
	2024		NOACA				225,000							225,000	225,000	225,000	
	2024		Schaaf Issue II Loan	Loan Payment			70,000.00							70,000	70,000	70,000	
Total Capital Projects - 2024								845,000	-	-	-	-	845,000	845,000	845,000	-	
2024 CIP TOTALS								35,045,000	12,000,000	-	1,500,000	4,000,000	3,500,000	11,545,000	15,045,000	15,045,000	3,500,000

## Capital Improvement Plan – Facilities

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

	A	B	C	D	E	F	G	H	I	J	M	P
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/CFE/TRAFFIC	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												

	A	B	C	D	E	F	G	H	I	J	M	P
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/	STATUS	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/	STATUS	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												

	A	B	C	D	E	F	G	H	I	J	M	P
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/	STATUS	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/	STATUS	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	Interior 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												

	A	B	C	D	E	F	G	H	I	J	M	P
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/	STATUS	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/	STATUS	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												

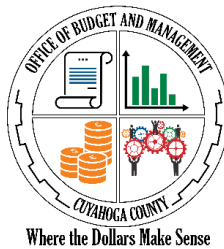
### Capital Improvement Plan – Sanitary Engineer

	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				



**2020 – 2021  
Biennial Budget**

**Debt**





## Debt Management

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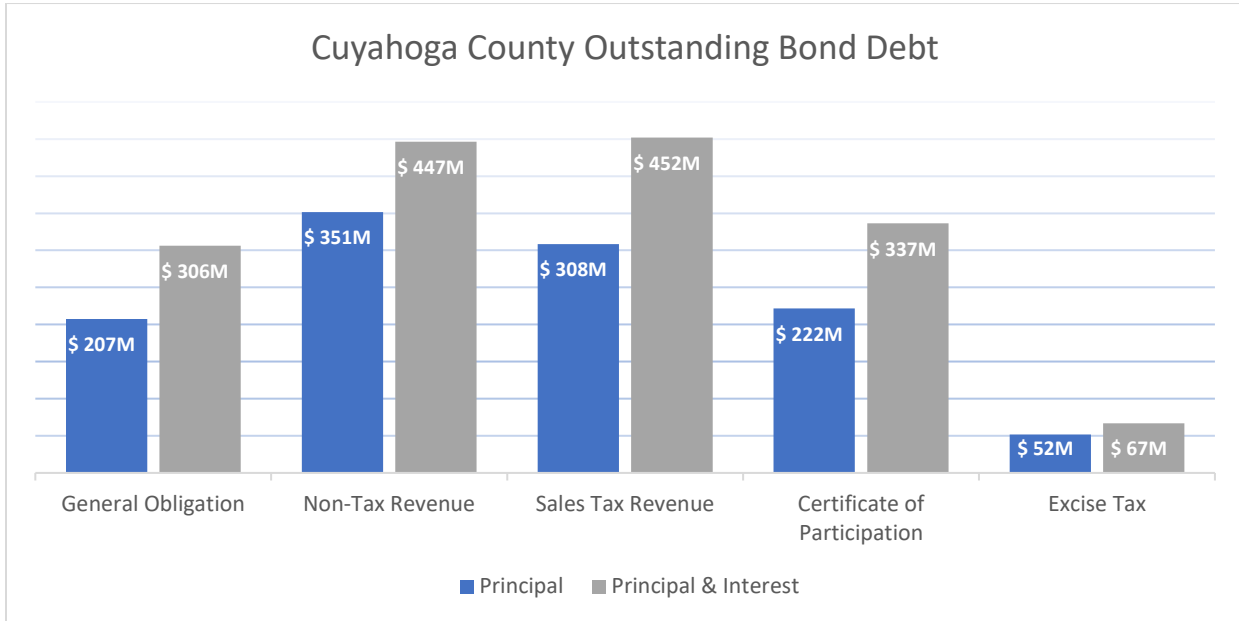
The Debt Management section lists the County's debt policies, discusses the types of debt the County issues and the amounts outstanding, explains the voted and unvoted debt limitations, and comments on the County's credit rating history.

### Debt Policies

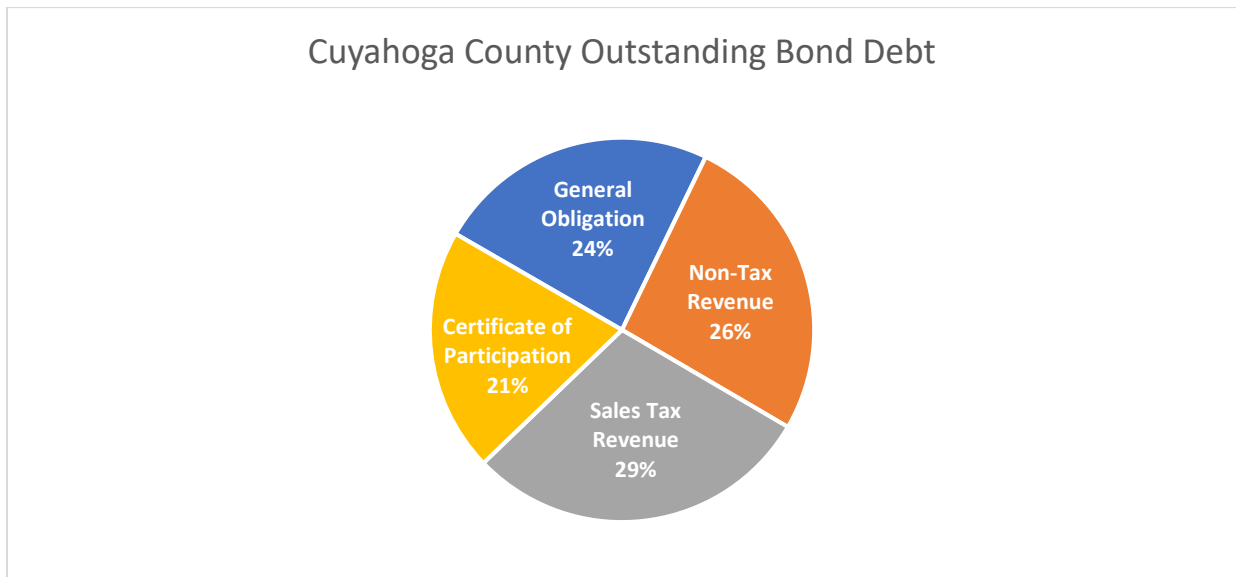
- The County will adhere to the direct and indirect debt limitations of the State of Ohio.
- The County will analyze capital funding alternatives before a decision to issue debt is made.
- The County will sell notes instead of bonds only when market conditions dictate or as part of a multi-step construction program.
- The County will maintain a segregated Debt Service Fund to account for principal and interest payments and sources of repayment.
- An Annual Information Statement will be prepared so that current financial, economic, and demographic information will be readily available to the public, investors, and rating agencies.
- Bonds will be rated when sold to secure the most favorable market interest rate. Notes will be rated when it is determined to be financially advantageous.
- Proceeds from the sale of bonds and notes will not be used for operations, other than tax anticipation or current revenue notes which mature during the same year of issue.
- Revenue generated from bond sale premiums will be used to offset debt service.
- Debt will not be sold without integrating the costs of debt service with current resources for the budgeted fiscal period.
- The County will stay within reasonable debt medians for comparably rated counties.
- The County does not utilize derivative products such as interest rate swaps in conjunction with outstanding or newly issued debt. A change in this policy will require the County to draft a detailed swap policy as well as retain a swap advisor for any such transaction.
- The County will actively direct the investment of its debt portfolio to ensure the maximum rate of return

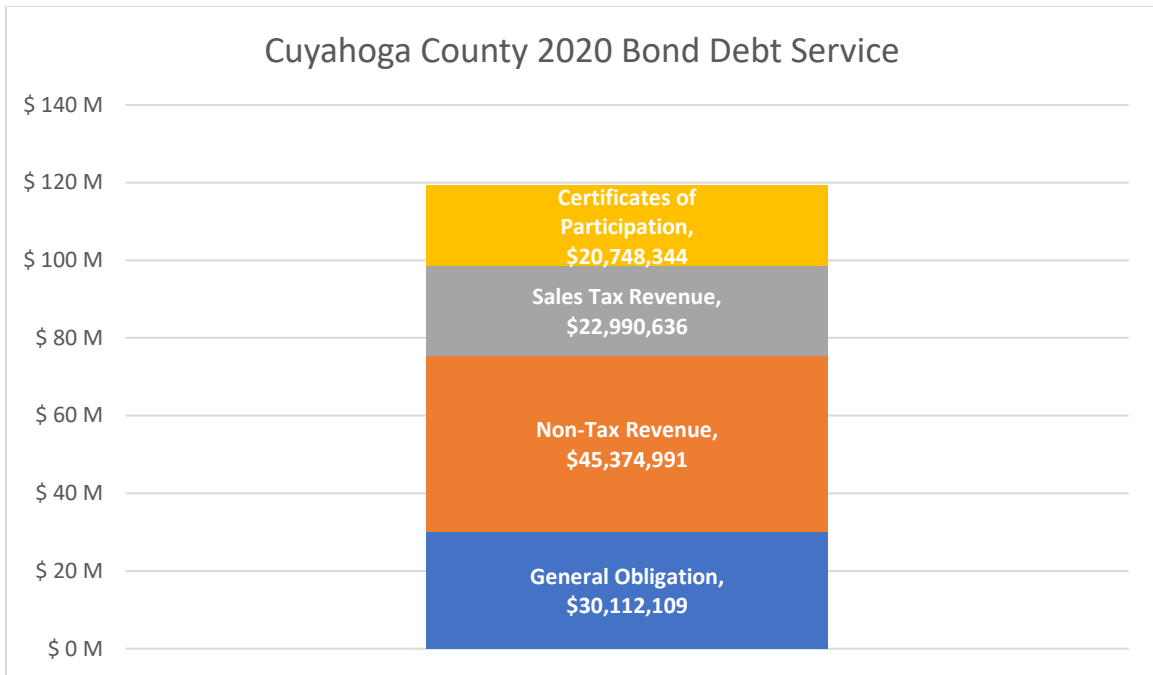
**Outstanding Debt**

As of January 1, 2020, the County had 24 issues with the amount outstanding – including principal and interest – totaling \$1.4 billion.



The County has **four types** of debt outstanding: Non-Voted General Obligation (GO) Bonds, Non-Tax Revenue Bonds, Sales Tax Revenue Bonds, and Certificates of Participation. Note that while the Certificates of Participation are not legally recognized as debt, they are recognized as such in this document and by County leadership when making decisions relative to the management of County debt.

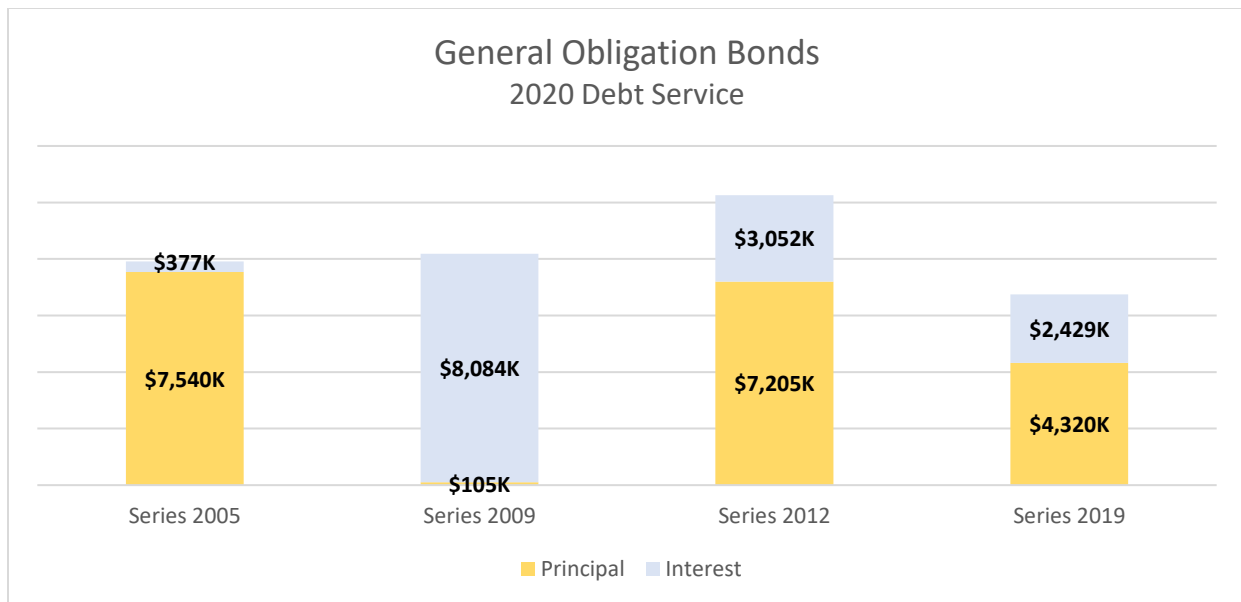




**General Obligation Bonds**

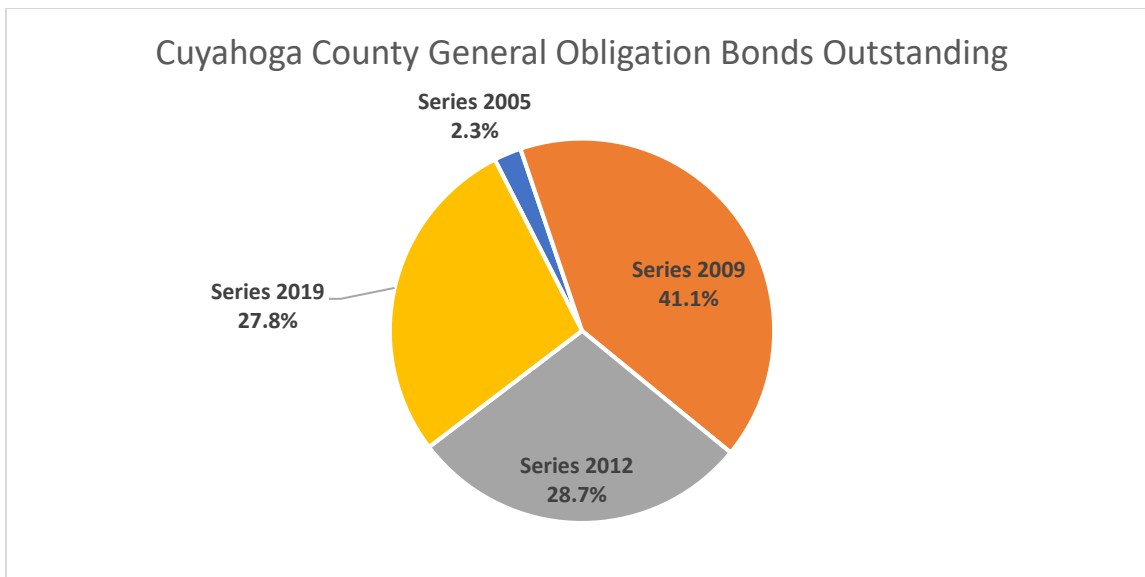
A General Obligation bond is debt issued that is secured by Property Tax revenue. All of the County’s outstanding General Obligation debt is **unvoted** (discussed later in this section).

General obligation bonds are backed by the “full faith and credit” of the County. This means the debt is backed by the County’s ability to levy taxes to support the debt. In the case of unvoted debt, the revenue to pay this debt comes from general property tax collections which would otherwise go to the County’s General Fund for day-to-day operating costs. General property taxes are an important source of revenue for the General Fund, so an appropriate balance between financing debt and current operations is vital. The unvoted property tax millage that may be levied by the County may not exceed 1.45 per \$1,000 of assessed valuation, or 1.45 mills. **The 2020 budget assumes 0.55 mills – estimated to total \$19 million – would be allocated to debt service and 0.90 mills – estimated to total \$27 million – would be allocated to the General Operating Fund.**



**As of January 1, 2020, the County has a total of \$343 million in outstanding unvoted General Obligation bonds (See Debt Schedule I).** The County has four General Obligation debt issuances outstanding:

- **General Obligation Refunding Bonds, Series 2005** - A total of \$73.8 million was issued in 2005 to fund capital improvements at the County. These bonds are not callable and mature in 2020. Total debt service for 2020 is \$7.9 million and is repaid with Property Tax revenue.
- **Capital Improvement Bonds, Series 2009B** – A total of \$163.8 million was issued in 2009 to fund capital improvements at the County. These bonds are currently callable and mature in 2034. Total debt service for 2020 is \$5.188 million and is repaid with Property Tax revenue.
- **New Money and Refunding Bonds Series 2012A and 2012B** – A total of \$111.3 million was issued in 2012 to refund bonds issued in 2004 and to fund capital improvements at the County. These bonds are callable in 2021 and mature in 2037. Total debt service in 2020 is \$10.3 million, but payments from the Village of Highland Hills totaling \$186 thousand, and sewer property tax special assessments \$212 thousand, reduce the County’s burden to \$9.8 million. The County’s share of debt service is repaid with Property Tax revenue.
- **Capital Improvement and Refunding Bonds Series 2019A and 2019B** – A total of \$76.6 million was issued in 2019 to refund excise tax bonds issued in 2015 and to fund capital improvements at the Rocket Mortgage Fieldhouse. These bonds are callable in 2028 and mature in 2035. Total debt service in 2020 is \$6.8 million. Excise tax revenue offset bond debt service, although bonds are ultimately backed by property tax revenue.



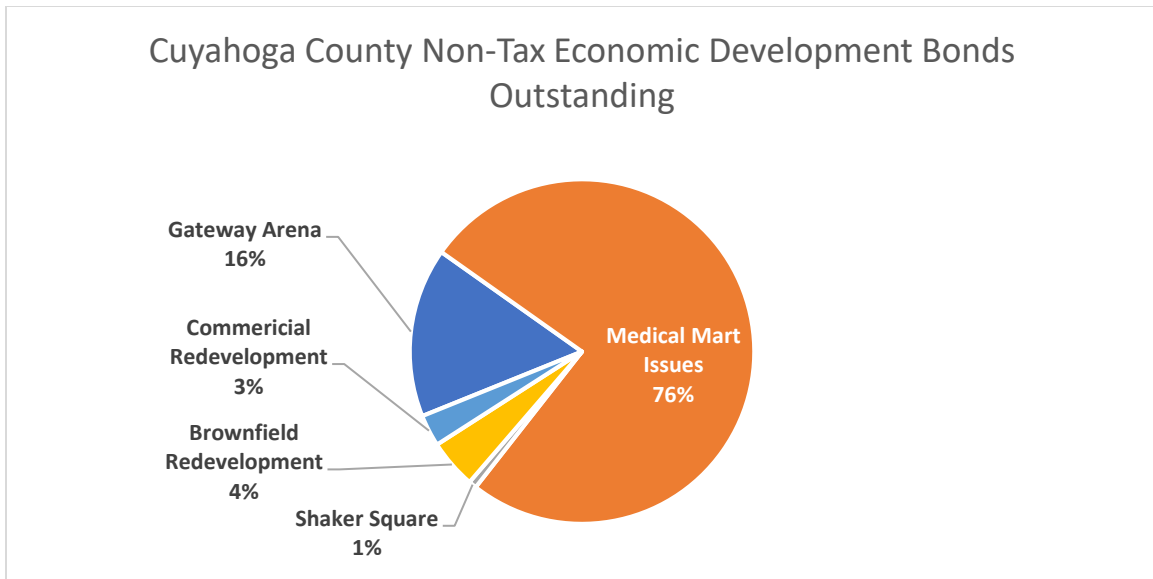
The County is over its **10-mill debt limitation** (discussed later in this section) for general obligation debt and is therefore **constrained from issuing any new general obligation debt**.

#### ***Non-Tax Economic Development Revenue Bonds***

The County can use revenue bonds to provide capital for a variety of local economic development projects. The authority to issue this type of debt is provided in **Chapter 165 of the Ohio Revised Code**. This provision of Ohio law allows local governments to issue bonds for the purposes of economic development that serve a public purpose. **This type of debt is exempt from the direct and 10 mill limitations described in the section below.** Unlike general obligation bonds, revenue bonds cannot be secured with a pledge of tax dollars. The Ohio Constitution prohibits monies raised by taxation from being obligated or pledged for the payment of bonds issued for economic development purposes, so these bonds are secured by a pledge of the County's nontax revenues.

In most cases revenue bonds issued by the County are taxable – meaning interest paid to bond holders will be subject to federal income taxes. The sources of repayment on revenue bonds are normally specific project revenues such as loan repayments, admissions taxes, payments in lieu of taxes, or General Fund contributions to annual debt service.

Revenue bonds often have a more complex structure and legal requirements than the typical general obligation bonds. The bond issuance, use of proceeds, and repayment are guided by strict covenants contained in a trust indenture that is developed to define the financing arrangement and legal responsibilities of the County as issuer. The limitation of issuance is capped by the amount of total non-tax revenues available or coverage. The County has a 1.5 times coverage ratio outlined in all of its trust indentures for outstanding revenue bonds. Bond proceeds and annual debt repayment are usually overseen by a trustee who serves as a fiscal agent for the bonds. Revenue bonds of the County are generally rated one notch below the general obligation debt of the County because the revenue streams are not as secure as tax revenue.



Non-Tax Economic Development Revenue Debt is the largest debt category at the County. **As of January 1, 2020, the County had \$378 million in non-tax economic development revenue debt outstanding.** What follows is description of the issuances that fall under this category:

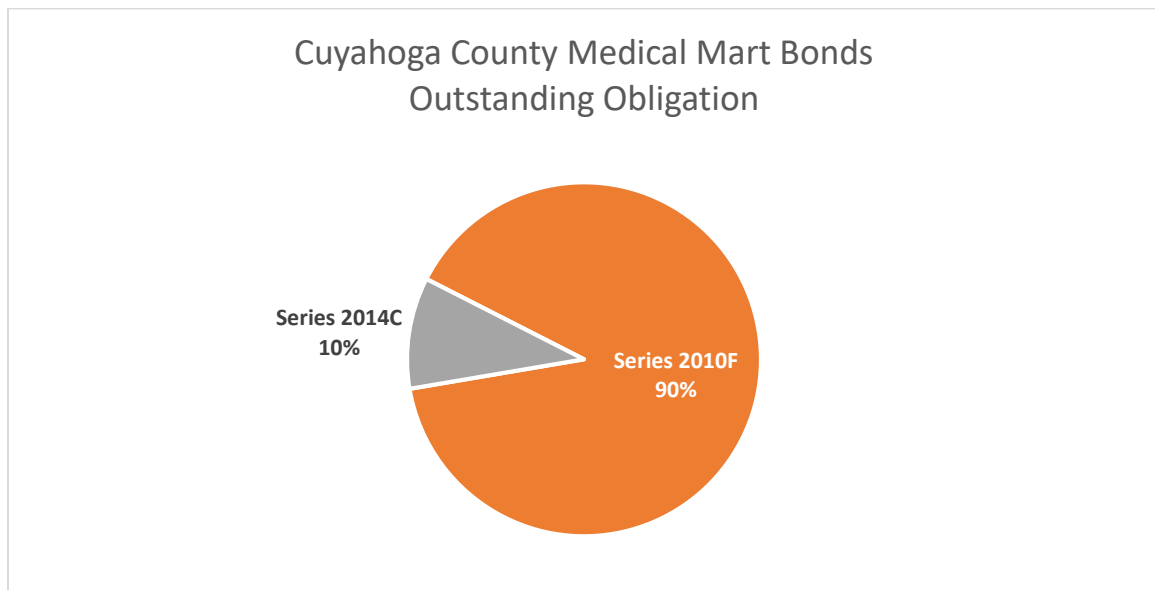
- **Gateway Arena Debt:** This includes two separate issuances: the Series 1992A bonds and the Series 2010C Refunding bonds. A total of \$35 million was issued in 1992 (Series 1992A) to support the Gateway District, which includes the baseball stadium and the basketball arena. The 1992A bonds are not callable and mature in 2022. Debt service in 2020 totals \$4.3 million and is supported by a combination of admissions taxes collected from sport and entertainment events at both the stadium and the arena (with the exception of playoff game admissions taxes collected at the arena) and the County’s General Fund.

A total of \$42.1 million was issued in 2010 (Series 2010C) to refund a portion of the 1992 Gateway issue. The Series 2010C bonds are callable in 2020 and mature in 2023. Total debt service on these bonds in 2020 is \$4.4 million and is supported in the same way as the 1992A bonds. Debt service on the two bonds combined in 2020 totals \$8.7 million.

- **Brownfield Redevelopment Bonds, Series 2010A:** These bonds were issued to fund the clean-up and restoration of Brownfield sites throughout the County to increase economic activity and community safety. A total of \$17.2 million was issued in 2010 (Series 2010C) to issue loans issued by the County’s Department of Development for remediation, demolition, and renovation of brownfields. These bonds are callable in 2020 and mature in 2030. Total debt service in 2020 is \$1.4 million. These bonds are partially self-supportive as the debt service is paid from loan repayments made from the brownfield projects; the difference between the total amount due and loan repayments is supported by the County’s General Fund.
- **Community Redevelopment Bonds, Series 2010B:** Bonds totaling \$11.1 million were issued in 2020 (Series 2010B) to fund the development of commercial sites and buildings throughout Cuyahoga County. These bonds are callable in 2020 and mature in 2030. Total debt service in 2020 is \$891 thousand. Like the Brownfield bonds, loan payments made from borrowers of these bond proceeds are supposed to

pay debt service on the bonds. Loan redemptions during 2019 will provide debt service coverage through 2023 requiring no General Fund contributions in those years.

- **Shaker Square Refunding, Series 2010D:** A total of \$2.9 million was issued in 2010 (Series 2010D) to refund bonds that were used to redevelop and revitalize Shaker Square in the City of Cleveland. These bonds are callable in 2020 and mature in 2030. Total debt service in 2020 is \$290 thousand. These bonds are partially supported by a TIF on the property and the balance is supported by the County's General Fund. In 2020, the County anticipates a contribution of \$135 thousand toward debt service.
- **Medical Mart/Convention Center Bonds:** There are three series of outstanding bonds that were used to finance or refinance the construction of the Global Center for Health Innovation (formerly the Medical Mart) and the Huntington Convention Center. There were two issues in 2010 (Series F and Series G) in the amounts of \$123.1 million and \$200.3 million, respectively. Series 2010G matured in 2019. The County issued an additional \$20.9 million in 2014C to refund a portion of the 2010 Medical Mart bonds (Series E).

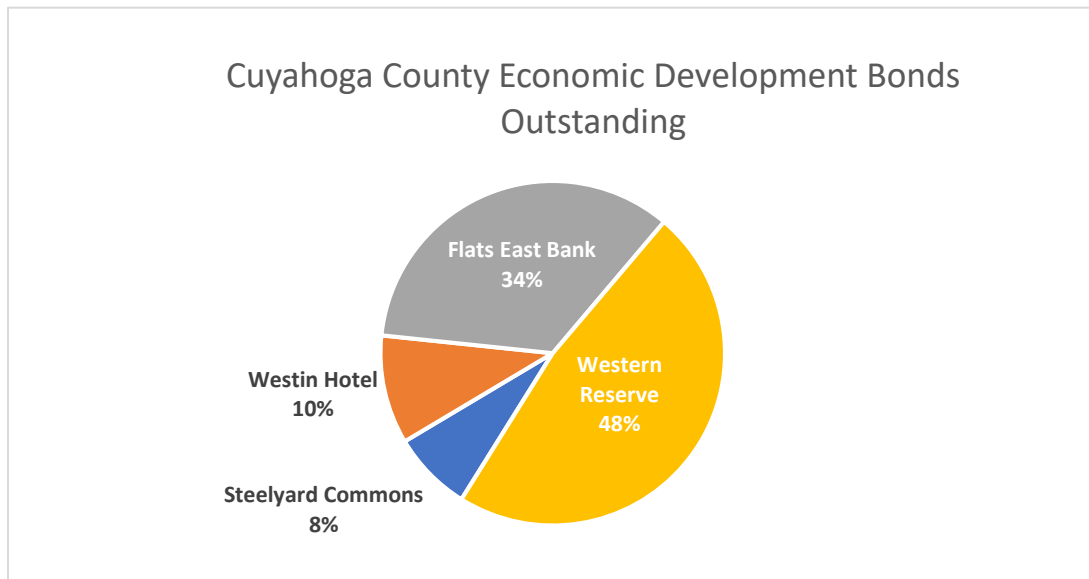


The 2014C bonds are tax exempt and were issued to refinance the costs of constructing the public park space (Mall B and Mall C) that sit above the roof of the convention center. The 2010F bonds are recovery zone facility bonds ("RZFBs") and benefited from the special provisions in the American Recovery and Reinvestment Act that allowed RZFBs to be issued on a tax-exempt basis.

The 2010F bonds are callable in 2020 and mature in 2027. Debt service in 2020 totals \$30.6 million and is supported by the County's General Fund. The Series 2014C bonds are callable in 2024 and mature in 2027. Debt service in 2020 totals \$682 thousand and is supported by the County's General Fund.

Total debt service in 2020 on these three bond issuances is \$31.3 million. It is important to note that in 2007, the Cuyahoga County Board of Commissioners voted to increase the County's sales tax by 0.25% to offset the loss of non-tax revenue that would be diverted to pay debt service on the Medical Mart

(now known as the Global Center) and Convention Center projects. This increased the County's share of sales tax to 1.25%. It is anticipated that the revenue will be greater than or equal to the County's obligation toward debt service on these projects. The additional 0.25% tax levied sunsets in 2027 coinciding with bond maturity.



#### ***Taxable Economic Development Revenue Bonds***

There are four different debt obligations under this header. As of January 1, 2020, the County had a total of \$67.5 million outstanding in taxable economic development revenue debt.

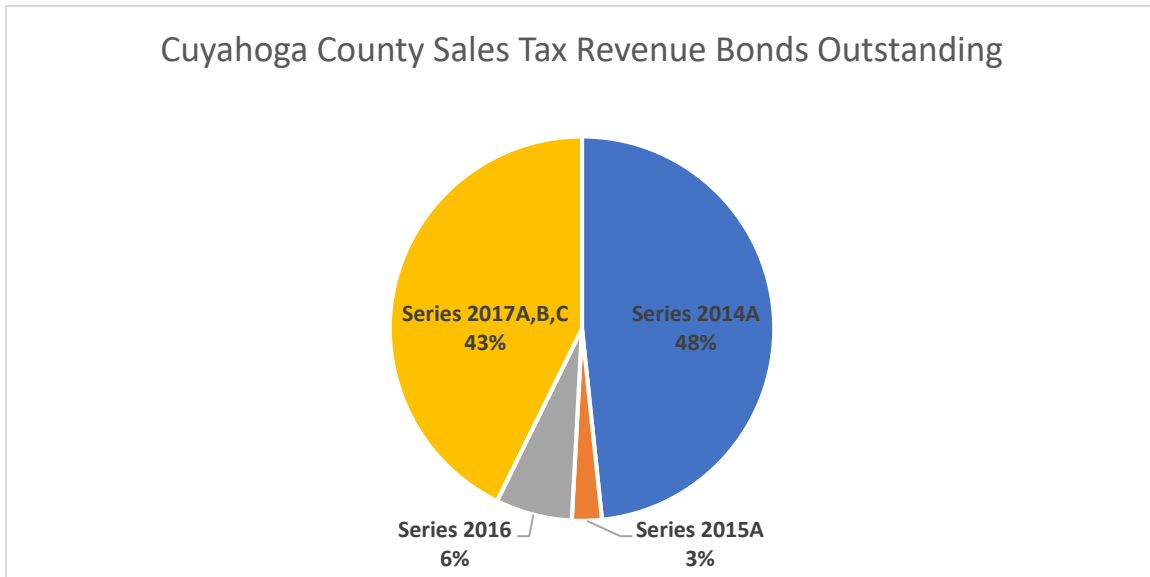
- **Steelyard Commons, Series 2013A** – A total of \$4.2 million was issued in 2013 to expand a large shopping district in a central part of Cleveland (in the Flats). The bonds are callable in 2021 and mature in 2037. Debt service in 2020 totals \$287 thousand and is entirely supported by a TIF on the property. The County does not contribute to debt service on these bonds.
- **Westin Hotel, Series 2013B** – A total of \$5.7 million was issued in 2013 to complete the construction of the Westin Hotel in downtown Cleveland. These bonds are callable in 2021 and mature in 2042. Debt service in 2020 totals \$401 thousand and, like Steelyard Commons, is entirely supported by a TIF on the property. The County does not contribute to debt service on these bonds.
- **Flats East Bank Phase II, Series 2014A** - \$17 million was issued in 2014 to support the redevelopment of the East Bank of the Flats in downtown Cleveland. These bonds are callable in 2023 and mature in 2038. 2020 debt service totals \$1.4 million on these bonds. The County is the last guarantor for the Flats East Bank Phase II bonds. The project developer has a guarantor position in front of the County. The only obligation of the County is to appropriate the debt service each year; this is reflected as a Reserve on Balance in the General Operating Fund in the 2020-2021 Budget Schedules.
- **Western Reserve, Series 2014B** - \$22.2 million was issued in 2014 for the purpose of issuing loans to spur economic development. The loans were issued and managed by the County's Department of Development. These bonds are callable in 2024 and mature in 2026. Total debt service required in 2020



is \$784 thousand. The County's Economic Development Fund pays debt service on the outstanding bonds. The Economic Development Fund is supported by a number of revenue sources, including bond proceeds, loan repayments, Casino Tax revenue, and the County's General Fund.

### **Sales Tax Revenue Debt**

The County has issued six outstanding issues that are to be repaid by the County's Sales Tax revenue. As of January 1, 2020, a total of \$423 million in Sales Tax Revenue debt was outstanding.

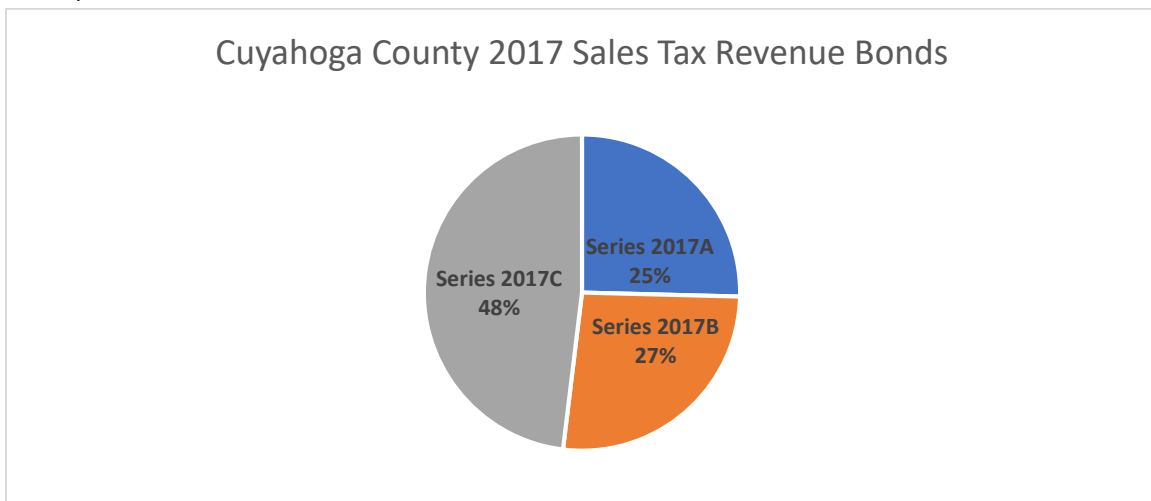


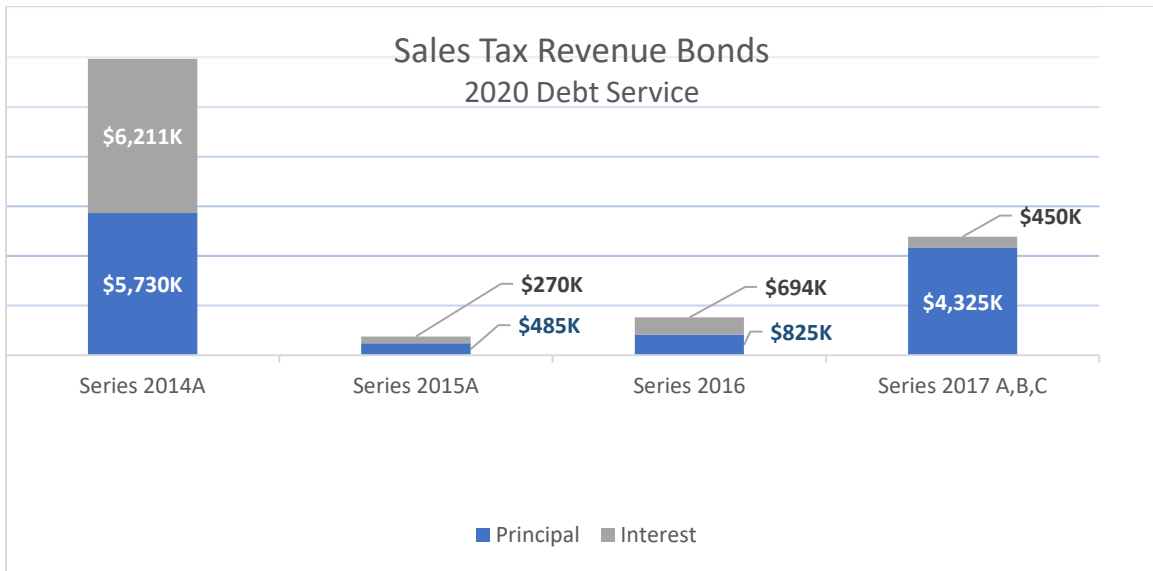
- **Various Purpose Sales Tax Bonds, Series 2014A** - \$137.9 million was issued in 2014 to pay for capital improvements in various County facilities and the development and implementation of an Enterprise Resource Planning system to replace disparate finance, human resources, budget, cash management, and asset management systems. In 2015, the Cuyahoga County Council passed a resolution authorizing the use of bond proceeds to support demolition activity within the County. These bonds are callable in 2026 and mature in 2038. These bonds are paid out of the County's 1.25% permissive sales tax revenue which is General Fund revenue. The payment of the debt service is structured as a lock box at the trustee. The lock box empowers the trustee to deduct debt service from the sales tax before it is distributed from the State to the County. Debt service in 2020 totals \$12 million.
- **Public Square Sales Tax Bonds, Series 2015A** - \$9.2 million was issued in 2015 to pay a portion of the cost of the renovation of Public Square in downtown Cleveland. The bonds are callable in 2023 and mature in 2033. These bonds are secured by a pledge of the County's sales tax revenue, but the debt service is paid entirely from a Tax Incremental Financing (TIF) on the property. The 2020 repayment totals \$755 thousand, but the County is not obligated to contribute.
- **Huntington Park Garage, Series 2016** - \$21 million was issued in 2016 to finance repair work done at the County's parking garage in downtown Cleveland. This garage is used by visitors to the Huntington Convention Center, the Hilton Hotel, and the County court buildings. These bonds are not callable and mature in 2037. The bonds are secured by a pledge of the County's sales tax revenue, but debt service

is entirely paid from the County's Garage Fund, which generates revenue from parking fees. The 2020 debt service payment of \$1.5 million will be withheld from the County's sales tax distribution, but a corresponding transfer of cash from the Garage Fund will restore the General Fund.

- **Rocket Mortgage Fieldhouse Transformation, Series 2017A, Series 2017B, Series 2017C**

The County issued \$141 in Sales Tax Revenue bonds in 2017 to support the transformation of the Rocket Mortgage Fieldhouse, home of the 2016 NBA Champions, the Cleveland Cavaliers and the 2016 AHL Champion Lake Erie Monsters. The fieldhouse is a major driver of economic activity in downtown Cleveland, hosting approximately 100 sporting and entertainment events each year. It is estimated that the fieldhouse generates more than \$250,000 each year in County sales tax revenue. The debt issued in 2017 will support a major renovation that is expected to generate additional economic activity and tax dollars for Cleveland and Cuyahoga County. Bonds mature in 2035 and are callable beginning in 2024 for two of the three issues with the remaining callable in 2027. These bonds will be supported by a number of revenue sources including County Sales Tax, Cleveland Admissions Tax, County Bed Tax, and the Cleveland Cavaliers. 2020 debt service totals \$2.1 million on the Series 2017A bonds, \$1.2 million on the Series 2017B bonds, and \$5.5 million on the Series 2017C bonds. Total debt service toward the 2017 bonds is \$8.8 million in 2020.





**Certificates of Participation**

**Hilton Hotel, Series 2014** – In cooperation with the Port Authority and the City of Cleveland, the County issued \$230,885,000 in certificates of participation (COPs) to fund the construction of the Hilton Hotel in downtown Cleveland. A certificate of participation evidences a pro rata shares in lease payments payable by the County to the Port Authority under the lease for the leased property. The lease payments are paid to the trustee (as assignee of the Port Authority’s rights under the lease) for distribution to the certificate holders. The leased property will become the property of the County and title to the leased property will pass from the Port Authority to the County upon payment in full of all applicable lease payments in accordance with the leases. The COPs are callable in 2024 and mature in 2044. The County will pay \$10 million in debt service on the COPs in 2020.

**Future Financings**

At the time of writing, Cuyahoga County is in preparing to issue bonds in 2020 to refund Economic Development Bonds Series 2010A, 2010B, and 2010C.

**Debt Limitations**

The State of Ohio imposes limitations on the types and amounts of debt that can be issued by the County. **The Ohio Revised Code establishes two types of limitations: direct and indirect debt limitations. Direct debt limitations** consist of two calculations: voted and unvoted. Both take into account the total assessed value of real estate in Cuyahoga County. **The total assessed value of Cuyahoga County in Tax year 2020 is \$30.5 billion.** The calculation of both direct debt limitations is described below.

**Direct Limitation – Voted and Unvoted Debt**

The Ohio Revised Code further provides that the total voted and unvoted debt of the County, less debt exempt from the limitation, may not exceed (1) the sum of three percent of the first one hundred million dollars of the tax list of the County, plus (2) one and one-half percent of the tax list between one hundred and three hundred million dollars, plus (3) two and one-half percent of the tax list in excess of three hundred million dollars. The tax list is the total assessed valuation of the County.

### **Direct Limitation – Unvoted Debt**

**Section 133.07 of the Ohio Revised Code** provides that the net general obligation indebtedness of the County issued without a vote of the electors shall never exceed 1% of the value of all property within the territorial boundaries of the County as listed and assessed for valuation. County debt that is exempt from this direct debt limitation includes Hospital Revenue Bonds, Non-tax revenue bonds, sales tax revenue bonds, and Rock and Roll Hall of Fame and Museum bonds.

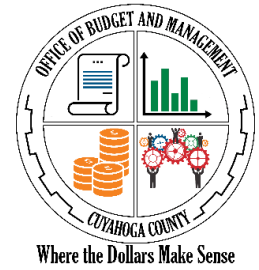
### **Indirect Limitation – Unvoted Debt**

The indirect debt limitation also is calculated based on the assessed value of the County: this limitation is the 10 mill limitation discussed above and below.

Debt that is exempt from other debt limitation computations is not exempt when considering the indirect limitation on unvoted debt. Unvoted general obligation bonds and notes cannot be issued by the County unless the ad valorem property tax that might be required for payment of the debt service is ten mills (one percent) or less per \$1.00 of assess valuation of the combination of overlapping taxing subdivision. **The County is currently over the 10 mill limitation.** This ten-mill limitation therefore is dependent upon what occurs in the other overlapping taxing subdivisions. A relatively small amount of debt issued by another overlapping taxing subdivision with a small assessed valuation can encumber a significant amount of millage, thereby dramatically reducing the amount of unvoted general obligation debt that could be issued by the County.



## 2020 – 2021 Biennial Budget GLOSSARY



**Accrual Basis of Accounting** – Revenues are recognized when earned and expenses when incurred.

**Activity** - The second smallest unit of budgetary accountability and control, which encompasses specific and distinguishable lines of work performed by an organizational unit.

**Ad Valorem Tax** - A tax based on the value (or assessed value) of property.

**Annual Informational Statement** – A report prepared so that current financial, economic, and demographic information is disclosed to investors, rating agencies, and the public.

**Appropriation** - An authorization granted by the County Council to make expenditures and to incur obligations for purposes specified in the Appropriations Resolution.

**Approved Budget** – This is the budget as adopted by the Cuyahoga County Council.

**Arbitrage** - Investment earnings representing the difference between interest paid on the bonds and the interest earned on the investments made utilizing the bond proceeds.

**Assessed Valuation** - The value of property against which an ad valorem tax is levied. Valuations are conducted by the Fiscal Office and reflect a percentage of the true, or market value of the property.

**Balance** (Beginning, Ending) - As used in this document, balances refer to the actual cash in a fund less any encumbrances. The intent is to show free, unrestricted resources available from period to period.

**Balanced Budget** - A budget in which operating expenditures are not in excess of operating revenues.

**Base Budget** - The ongoing expenses for the maintenance of efforts previously authorized by the County Council. Base budgets include all mandated and non-discretionary activities. They can be reduced during annual deliberations because of discontinued services or reductions to the cost of continuing projects or programs.

**Baseline Data**: Initial collection of data to establish a basis for future comparison, evaluation and target setting.

**Basis of Accounting** – This refers to the methodology of recognizing revenues, expenses, assets and liabilities to accounts. Cuyahoga County uses the accrual basis of accounting.

**Basis of Budgeting** – Cuyahoga County adopted budgets use the cash basis where revenues are recorded when received, expenses are recorded when paid, and encumbered funds are treated as expenditures.

**Benchmark**: A standard or point of reference used in measuring and/or judging quality or value.

**Best Practice**: Superior performance with an activity, regardless of industry, leadership, management, or operational approaches; methods that lead to exceptional performance. Synonyms include best-known-methods (BKM) or evidence-based practices.

**Bond** - The written evidence of the debt issued by the County. It bears a stated rate of interest and maturity date on which a fixed sum of money plus interest is payable to the holder. (See GO Bond, Revenue Bond, and Notes.)

**Bond Counsel** - A lawyer or law firm, which delivers an opinion regarding the legality of a debt issuance and other matters.

**Budget** - A financial plan for a fiscal year that includes anticipated revenues and expenditures for a County program or project.

**Budget Commission** - A section of the County's Fiscal Office which receives the annual Tax Budget and issues the Certificate of Resources based on the revenue and spending estimates contained in the Tax Budget; it sets tax rates and distributes the correct amounts or shares to the tax districts.

**Budget Deficit** - Usually, this is a projection of expenditures exceeding appropriations. It is normally determined as a result of a quarterly review. The budget is controlled so that expenditures plus encumbrances cannot actually exceed appropriations.

**Budget Year** - Twelve (12) month period comprising one budget cycle. Cuyahoga County's fiscal year runs from January 1st to December 31st, while the State of Ohio's fiscal year runs from July 1st to June 30th.

**CAFR** - Comprehensive Annual Financial Report, prepared by the Financial Reporting division of the County's Fiscal Office.

**Capital Budget** - The current year estimated resources and costs of construction projects in the Capital Improvements Plan that involve maintenance, rehabilitation, and acquisition of major capital assets.

**Capital Improvements Plan** - A multiyear plan for constructing, acquiring, or maintaining capital assets including roads and bridges, sewers, buildings, and large equipment.

**Capital Outlay** - Expenditure related to the purchase of equipment, furniture or other fixed assets in the operating budget; one of the major expense categories in program budgets.

**Cash Basis** – Revenues are recognized when received and expenses when paid.

**Cash Deficit** - This involves a fund carrying a negative (or credit) cash balance, when expenditures have exceeded total resources. It sometimes occurs when expenditures are made in anticipation of reimbursement.

**Certificate of Resources** - The County's basis for its ability to appropriate funds; based on beginning cash balances and estimated revenues.

**Character** - One of three cost categories at which the County Council controls expenditures. These include Personnel, Other Expenses and Capital Outlay.

**Chargebacks** - Accounting transactions, which recover the expenses of Internal Service funds from the agency that received the service.

**Client Services** - The expenditure object that records payments made directly to, or on behalf of clients. This includes residential placement contracts in the HHS Division of Children and Family Services and medical payments for inmates in the County Jail in the Sheriff's Office.

**Continuous Improvement:** on-going, incremental and measurable steps taken to enhance service delivery by improving efficiency and/or effectiveness.

**Controlled Expenditures** - The expenditure object that records payments to Internal Service funds for data processing, space maintenance, indirect costs and shared charges.

**Corrective Action:** Action taken to rectify conditions adverse to quality and, where necessary, to preclude repetition.

**Cost Ceiling** - A limit on costs which a program allocation will reimburse. This term is used most often in reference to the Income Maintenance program at the Department of Human Services.

**Customer Satisfaction:** Reflects the degree to which a recipient's experience with a desired service meets or exceeds their expectation. For purposes of priority-based budgeting, customer satisfaction measures should be primarily considered quality measures.

**Customer:** The person or group that established the requirements of a process and receives or uses the outputs of that process, or the person or entity directly served by the organization.

**Dashboard:** A tool to provide many pieces of data in a fast, easy to read format. Often used to denote the progress of a project or program's success.

**Data Collection System:** A broadly defined term indicating that a set of equipment, log books, data sheets, and personnel used to record and store the information required to generate the performance measurement of a process.

**Data:** Information or a set of facts presented in descriptive form.

**Debt Limit** - A statutory or constitutional limit on the principal amount of debt that an issuer may incur or have outstanding at one time.

**Debt Service** - Principal and interest paid by the County on bonds and notes.

**Debt Service Fund** – The Debt Service fund is used to account for revenues received and used to pay principal and interest on debt which the County has incurred through the sale of bonds or notes. Revenues are derived primarily from property taxes.

**Department** - A major administrative segment of the County exercising management responsibility for an operation or group of related operations within a functional area.

**Depreciation** - An expense recorded to reduce the value of a long-term tangible asset because of age, wear, or market condition.

**Diversification** – A process of investing assets among a range of security types by sector, maturity, and quality rating.

**Division** - A unit of an organization which reports to a department. Under the FAMIS reporting system, several divisional units report to the County Executive, i.e., Human Resources, the Fiscal Office, Public Works.

**Effective Millage Rate** - The actual tax rate paid, usually on real or personal property. It is calculated by dividing the tax bill by the assessed value of the related property. Typically, the effective rate is less than the legal millage rate (see Revenue Analysis section).

**Encumbrance** - A budgetary technique for recording unperformed contracts for goods or services. Use of encumbrances restricts the balance in each fund so that total commitments (expenditures plus encumbrances) will not exceed appropriations granted by the County Council.

**Enterprise Fund** – This type of fund operates similarly to a private business operation. It is the intent that the cost of providing services will be financed or recovered through user charges.

**Entitlements** - The funding and legal authority provided by the federal government for its programs that the County operates.

**EPA** - Environmental Protection Agency is a cabinet-level department at both the state and federal levels of government.

**Expenditure** - An actual payment of an invoice from the County treasury, which reduces an appropriation.

**Expenditure Categories** - A basis for distinguishing types of expenditures within a budgeted area. The major expenditure categories used by Cuyahoga County are: salaries, fringe benefits, commodities, contracts/services, client services (formally called public assistance), other operating, controlled expenses, and capital outlays.

**Factor:** Also called a causal factor is an important contributor to a result; provides one cause- effect link to a result within a results map.

**FAMIS** (Financial Accounting Management Information System) – The financial accounting software system used to track budget information.

**Fiduciary Fund** –These funds are used to account for assets held by the County as an agent for other governments, other funds, and individuals.

**Fiscal Year** - Twelve (12) month period that comprises one budget cycle. Cuyahoga County’s fiscal year runs from January 1st to December 31st, while the State of Ohio’s fiscal year runs from July 1st to June 30th.

**Frequency:** One of the components of a performance measurement that indicates how often the measurement is made.

**Full-Time Equivalent (FTE) Positions** - The total number of hours worked, converted to the equivalent of full-time staff persons working a 40-hour week. For example: 4 persons each working half time, or 20 hours, equals 80 hours or 2 FTEs. One FTE is equal to 2,080 hours per year.

**Function** - The highest level of budgetary reporting. Related programs are combined into a function. There are eight (9) function areas: General Government, Judicial, Development, Social Services, Health and Safety, Public Works, Debt Service, Miscellaneous and Capital Outlay.

**Fund** - A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

**Fund Balance** – The net of the beginning balance plus revenues minus expenses. Portions of the balance may be reserved for various purposes, such as encumbrances and contingencies that will be carried forward into the next fiscal year.

**Fund Deficit** - An excess of liabilities over assets. This is not an acceptable condition in most funds, and it usually must be addressed by transferring cash to the fund in deficit.

**Fund Type** - In governmental accounting, all funds are classified into eight generic fund types: General, Special Revenue, Debt Service, Capital Projects, Special Assessment, Enterprise, Internal Service, and Trust and Agency.

**GAAP** - Generally Accepted Accounting Principles

**GASB:** Governmental Accounting Standards Board (GASB) establishes and improves standards of state and local governmental accounting and external financial reporting.

**General Fund** – This fund accounts for the general operating revenues and expenditures of the County not recorded elsewhere. The primary revenue sources are sales and use taxes, property taxes, local government fund receipts, investment earnings, and various service fees.

**General Obligation (GO) Bond** - A bond that is secured by the full faith and credit of the County. The County pledges to utilize its taxing power (the ability to levy a tax on property) to pay debt service on the issuance.

**GFOA** - Government Finance Officers Association



**Goal** - Broad statement describing desired outcomes, but more specific than an agency's mission; they support the mission and identify specific strategies or opportunities for an agency to accomplish in order to achieve its mission.

**Governmental Fund** – This is a broad reference to all funds. Funds are established to accumulate revenues and expenses of a specific nature. It refers to the general fund, special revenue fund, debt service fund, enterprise fund et al.

**Grant** - Contribution by governmental or other organization to assist the funding of a project or program.

**Index Code** – An eight-character alphanumeric code used in the County accounting and budget systems to identify a specific department and division within a fund or subfund. Detailed budget allocations are made at the index code level.

**Indicator (measure/ metric):** A quantifiable unit that provides information regarding the volume, financial performance, service quality, or results of a service which allows an observer to know whether performance is in line, ahead of, or behind expectations.

**Initiative** - A specific goal or objective within an agency or department, to be achieved in a given time frame, usually a period of one year.

**Input:** A measure of financial and non-financial (e.g., time, staff, etc.) resources. For the purposes of performance measures, staff and dollars should not be reported as inputs (these are covered elsewhere in the program offer).

**Interest** - The amount paid for the use of money.

**Internal Controls** – An internal control structure designed to ensure that the assets of the entity are protected from loss, theft and misuse.

**Internal Service Funds** – A fund used to account for the finance of goods and services provided by one governmental agency to other governmental agencies, or other government, on a cost reimbursement basis.

**Legal Millage Rate** - The stated rate, in mills, for levying real and personal property taxes.

**Liquidity** – An asset that can be converted easily and quickly to cash.

**Mandate** - A required contribution, usually from the General Fund, to support a required level of program expenditure.

**Market Value** - The County's Fiscal Office estimate of the true or fair value of real or personal property.

**Midyear Review** - The analysis of expenditure and revenue trends performed by the Fiscal Office's Office of Budget and Management at the middle of the County's fiscal year, after the close of the 2<sup>nd</sup> Quarter (June 30<sup>th</sup>) resulting in projections of year-end status.

**Mill** - The equivalent of \$1 of tax for each \$1,000 of assessed value of real or personal property.

**Mission:** A short, comprehensive description of why an organization exists. It succinctly identifies what an organization does (or should do), and for who it does it.

**Modified Accrual Basis** – Revenues are recognized when they become available and measurable. Expenses are recognized when the liability is incurred with the exception of unmatured interest on general long-term debt that is recorded when legally due.

**Notes** - Short-term promises to pay specified amounts of money, secured by specific sources of future revenue.

**Object** - Expenditure classifications according to the types of items purchased or services obtained; for example, "commodities" which includes materials and supplies. The lowest degree of budgetary control is exercised at this level. Revenue classifications are also used, i.e., "general property taxes", or "licenses & permits".

**Objective** - Desired output-oriented accomplishments, which can be measured and achieved within a given time frame. Achievement of the objective advances the activity toward a corresponding goal.

**OBM** – Office of Budget and Management

**Official Statement** - A document prepared by the County when issuing debt that gives financial and statistical information about the County to potential investors and related agencies.

**Operating Budget** - Current year Estimated Revenues and Appropriations that provide for the day-to-day operations of the County.

**Operating Deficit** - An excess of current expenditures over current revenues. A fund can sustain an operating deficit only if there are sufficient fund balances from prior years.

**Other Sources and Uses** - Resources available to a fund, which are not technically revenues (sources) or expenditures (uses). These categories represent transfers between funds and are commonly used to identify subsidies paid from the General Fund to other funds.

**Outcome:** A measure of a desired result. In many cases, outcomes measure the result or impact of an output or set of outputs and can be examined initially after service delivery or at longer intervals.

**Output:** A measure of amount or frequency of products or services delivered.

**Pass-through** - A situation where the County functions as a channel for the expenditure of funds from another source without authority to decide the use of the funds.

**Performance Management:** The use of performance measurement information to help set performance goals; allocate and prioritize resources; inform managers to either confirm or change current policy or program direction to meet those goals; and report on the success of meeting those goals.

**Performance Measurement:** A process of assessing progress towards achieving predetermined goals, including information on the efficiency with which resources are transformed into goods and services (outputs); the quality of those outputs, i.e. how well they are delivered to customers and the extent to which customers are satisfied (service quality); and the qualitative results of a program activity compared to its intended purpose (outcome).

**Principal** - The face amount of a note or bond, which the issuer promises to pay at maturity.

**Process:** Any activity or group of activities that takes an input, adds value to it, and provides an output to a customer. The logical organization of people, resources, and procedures into work activities designed to produce a specified end result (work product).

**Productivity:** A measure of the value added by the outcome/ result divided by the value of the labor and capital consumed.

**Program** - A group of related activities performed by one or more organizational units for the purpose of accomplishing an objective. The Program Titles under the Department of Development are: Development, Economic and Community.

**Project** - A unit of work or activity that has a limited time-span and scope of purpose and is often financed by special funds, such as with categorical grants.

**Proprietary Fund** – This is an account that shows actual financial position and operations, such as actual assets, liabilities, reserves, fund balances, revenues and expenditures, as distinguished from budgetary accounts.

**Prudent Person Rule** – An investment standard outlining the fiduciary responsibility of public funds investors relating to investment practices.

**Quality Assurance:** A process for the systematic monitoring and evaluation of the various aspects of data, measures, or results to ensure that standards are being met.

**Quality:** The degree to which a product or service meets the customer requirements and expectations. Customer satisfaction is a specific measure of quality.

**Quarterly Review** - Analysis of revenue and expenditures as compared to budgeted amounts, resulting in projections of year-end status. (See also “Midyear Review”, which is the major quarterly review conducted during the year.)

**Ratings** - Designations used by rating services to indicate the financial health of the debt issuers. The County enjoys an Aa1 for general obligations and AA3 for other debt with Moody’s and AA for general obligations and AA- for other debt with Standard & Poor’s.

**Repurchase Agreement** - A money market transaction in which one party sells securities to another while agreeing to repurchase those securities at a later date.

**Resolution** - A legal and public declaration by the Cuyahoga County Council of intent, policy, or authorization. A Council resolution is the legislation of County government.

**Resolution Category** - (See also, “Character”) One of three cost categories at which the County Council controls expenditures. These include Personal Services, Other Expenses, and Capital Outlays.

**Resources** - Total amounts available for appropriation, including estimated revenues, fund transfers and beginning fund balances.

**Revenue Bond** - A bond on which the debt service is payable solely from the revenue generated from the operation of the project being financed.

**Safekeeping** – Holding of assets (e.g. securities) by a financial institution.

**Section** - A unit of organization that reports to a departmental division. An example of this is Juvenile Court Administration that has 5 sectional areas: Human Resources, Operations, Community Services, Administrative Services and Court Administrator.

**Service Indicator** - An output measure showing a statistical workload change or the degree to which program objectives are achieved.

**Special Revenue Fund** –Special revenue funds are created to account for revenues from specific taxes or other revenue sources which, by law, are designated to finance particular functions or activities of government, including categorical grants.

**Strategic Planning:** A continuous and systematic process whereby an organization makes decisions about its future, develops the necessary procedures and operations to achieve that future, and determines how success is to be measured.

**Strategy:** A set of actions chosen by an organization to achieve a result. A strategy is based on an understanding of (or assumptions about) the cause – effect connection between specific actions and specific results.

**Sub-activity** - The smallest unit of budgetary accountability and control that further distinguishes the activity performed by the unit.

**Sub-object** - A commodity-based expenditure classification that describes articles purchased or services obtained. It represents the lowest degree of the expenditure summary. (Several sub-objects are contained within each “object”). General Fund budgets are no longer controlled at this level, but expenditures and encumbrances are captured by sub-object.

**Subsidy** - Resources provided by one fund or entity to another. The General Fund makes most subsidies in the budget to other County funds or outside agencies.

**Tax Duplicate** - (Formally called The Tax List and Duplicate); A listing of the value of all taxable property and their corresponding taxes prepared and certified by the Auditor’s Office and then sent to the Treasurer’s Office for collection.

**Tax Levy** - The total amount to be raised by general property taxes for purposes specified in the Tax Budget.

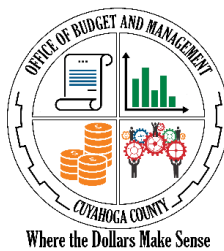
**Tax Rate** - The amount of tax levied for each \$100 of assessed valuation.

**User Charges** - The payment of a fee for direct receipt of a public service by the party benefiting from the service.



**2020 – 2021  
Biennial Budget**

**Schedules**



Where the Dollars Make Sense

**Schedule I: All Funds**

<i>All Funds</i>	2018 Actuals	2019 Actuals	2020 Adopted Budget	PY-CY % Chg	2021 Adopted Budget	CY-BY % Chg	2022 Budget Estimate	2023 Budget Estimate
Available Beginning Balance	709,899,365	701,137,941	725,380,714		735,817,242		838,773,643	876,707,167
<b>REVENUE</b>								
Property Tax	350,770,299	357,601,016	405,860,428	11.9%	405,860,428	(9.1%)	405,860,428	405,860,428
Licenses & Permits	2,016,354	2,080,451	2,054,890	(1.2%)	2,066,714	0.6%	2,066,714	2,066,714
Fines & Forfeitures	13,197,264	12,771,641	11,813,349	(8.1%)	11,813,349	0.0%	11,813,349	11,813,349
Charges for Services	338,415,209	317,520,210	312,245,032	(1.7%)	312,915,704	0.2%	312,915,704	312,915,704
Intergovernmental	466,727,788	472,226,329	423,458,720	(11.5%)	429,410,787	1.4%	429,410,787	429,410,787
Other Revenue	23,768,136	92,334,370	52,226,989	(76.8%)	47,042,183	(11.0%)	47,042,183	47,042,183
Other Taxes	47,405,806	48,045,148	47,500,000	0.0%	43,500,000	100.0%	40,500,000	40,500,000
Sales Tax	255,921,419	266,914,476	274,397,170	2.7%	280,202,590	2.1%	280,202,590	280,202,590
Interest Earnings	18,623,750	22,084,876	15,277,940	(44.6%)	15,277,940	0.0%	15,277,940	15,277,940
<b>TOTAL OPERATING REVENUE</b>	<b>\$1,516,846,026</b>	<b>\$1,591,578,518</b>	<b>\$1,544,834,518</b>	<b>(15.3%)</b>	<b>\$1,548,089,695</b>	<b>3.4%</b>	<b>\$1,545,089,695</b>	<b>\$1,545,089,695</b>
<b>TOTAL AVAILABLE RESOURCES</b>	<b>\$2,226,745,390</b>	<b>\$2,292,716,459</b>	<b>\$2,270,215,232</b>	<b>(10.4%)</b>	<b>\$2,283,906,937</b>	<b>(36.3%)</b>	<b>\$2,383,863,338</b>	<b>\$2,421,796,862</b>
<b>EXPENDITURES</b>								
Personnel Services	594,010,728	594,881,500	593,666,963	(0.2%)	603,067,031	1.6%	575,372,305	585,441,320
Supplies	10,729,293	11,778,389	30,117,450	60.9%	29,991,223	(0.4%)	8,506,616	8,507,616
Utilities	20,096,191	19,640,692	91,500	(21,365.2%)	1,461,750	93.7%	11,540,492	11,540,492
Professional Services	373,276,853	389,726,113	404,395,090	3.6%	379,195,289	(6.6%)	443,899,296	443,899,296
Employee Services	5,079,312	5,482,490	100,000	(5,382.5%)	1,009,460	90.1%	3,428,027	3,448,027
Client Services	175,695,054	175,093,231	61,237,976	(185.9%)	132,259,497	53.7%	109,476,480	109,476,480
Other Expenditures	36,131,777	63,452,686	192,206,126	87.3%	96,305,411	(419.8%)	110,811,413	110,811,413
Operations	110,223,909	92,718,867	74,207,576	(24.9%)	74,540,480	0.4%	71,390,088	71,656,555
Debt Services	100,938,203	89,556,292	99,439,487	9.9%	88,982,150	(11.8%)	155,042,063	155,042,063
Buildings	27,808,846	31,878,225	24,790	(128,491.6%)	0	0.0%	4,485,340	4,485,340
Equipment	6,834,308	5,443,104	53,836,857	89.9%	24,800,148	(117.1%)	2,176,582	2,176,582
Infrastructure	38,686,860	51,023,327	24,958,467	(104.4%)	1,828,400	(1,265.0%)	9,268,034	9,268,034
Land	503,606	1,171,578	115,707	(912.5%)	1,098,480	89.5%	0	0
Tax Distribution	25,592,511	35,489,253	0	0.0%	1,700,000	100.0%	1,759,434	1,759,434
<b>TOTAL OPER. EXPENDITURES</b>	<b>\$1,525,607,449</b>	<b>\$1,567,335,745</b>	<b>\$1,534,397,991</b>	<b>14.9%</b>	<b>\$1,436,239,319</b>	<b>(28.3%)</b>	<b>\$1,507,156,170</b>	<b>\$1,517,512,652</b>

Schedule I: All Funds Continued...

<i>All Funds</i>	2018 Actuals	2019 Actuals	2020 Adopted Budget	PY-CY % Chg	2021 Adopted Budget	CY-BY % Chg	2022 Budget Estimate	2023 Budget Estimate
<b>TOTAL CASH OBLIGATIONS</b>	\$1,525,607,449	\$1,567,335,745	\$1,534,397,991	10.0%	\$1,436,239,319	(30.9%)	\$1,507,156,170	\$1,517,512,652
<b>ENDING ENCUMBRANCES</b>	\$191,343,364	\$300,365,011						
<b>ENDING BALANCE BEFORE ADJUST</b>	\$509,794,577	\$425,015,703	\$735,817,242	(77.6%)	\$847,667,618	(124.5%)	\$876,707,167	\$904,284,210
<b>Reserves on Balance</b>								
Demolition Fund	0	0	0		0		0	0
East Bank Guarantee	0	0	0		0		0	0
Police Headquarters	0	0	0		0		0	0
Harvard Garage Build	0	0	0		0		0	0
Enterprise Resource Planning	0	0	0		0		0	0
Capital Improvements	0	0	0		0		0	0
County Hotel	0	0	0		7,000,000		0	0
Health and Human Services	0	0	0		0		0	0
Contractual Obligations	0	0	0		0		0	0
Computer Replacement	0	0	0		750,000		0	0
Economic Development Bonds	0	0	0		1,143,975		0	0
Economic Development Fund Repayment	0	0	0		0		0	0
HHS 27th Pay	0	0	0		0		0	0
<b>TOTAL RESERVES ON BALANCE</b>	0	0	0		8,893,975		0	0
<b>AVAILABLE ENDING BALANCE</b>	\$509,794,577	\$425,015,703	\$735,817,242		\$838,773,643		\$876,707,167	\$904,284,210
<b>BALANCE TO EXPENDITURES</b>	33.4%	27.1%	48.0%		58.4%		58.2%	59.6%

**Schedule II: All Funds by Department**

<b>All Funds Expenses</b>	<b>2018 Actuals</b>	<b>2019 Actuals</b>	<b>2020 Adopted Budget</b>	<b>PY-CY Change</b>	<b>2021 Adopted Budget</b>
<b>County Executive Agencies</b>					
County Executive	772,820	651,871	884,527	26.3%	899,803
Communications Department	754,154	735,034	845,408	13.1%	863,238
Law Department	7,949,342	4,915,288	3,934,800	-24.9%	3,984,052
Department of Human Resources	117,421,595	122,731,572	121,766,259	-0.8%	125,163,827
Department of Development	36,260,642	38,815,470	15,739,103	-146.6%	9,314,276
Department of Regional Collaboration	134,682	278,442	265,715	-4.8%	271,467
Fiscal	36,462,915	42,700,290	37,440,111	-14.0%	38,475,359
Treasury	11,235,844	10,696,662	11,768,104	9.1%	11,837,764
Department of Information Technology	36,331,912	36,899,374	28,415,486	-29.9%	28,111,340
Public Works - County Kennel	2,051,900	1,969,337	2,082,123	5.4%	2,115,655
Public Works - Facilities	41,014,781	52,072,596	53,678,167	3.0%	54,062,253
County Headquarters	5,243,537	5,875,938	5,515,357	-6.5%	5,642,551
County Hotel	3,089,121	514,264	6,193,835	91.7%	324,000
Public Works - Road and Bridge	28,973,170	44,093,196	41,785,859	-5.5%	42,296,106
Public Works - Sanitary Sewer	24,126,541	32,417,132	34,097,711	4.9%	31,927,986
Public Works - County Airport	1,184,884	1,260,947	1,893,838	33.4%	1,561,184
Sheriff's Department	115,312,252	131,710,508	143,433,473	8.2%	146,013,916
Public Safety and Justice Services	8,391,969	8,916,398	10,074,409	11.5%	10,208,413
Clerk of Courts	9,986,131	8,368,310	8,738,793	4.2%	9,047,488
Official of the Medical Examiner	13,222,464	12,914,732	14,435,457	10.5%	14,278,215
HHS Child Support Services	43,200,676	39,434,892	43,978,391	10.3%	44,457,708
HHS Children and Family Services	150,068,758	160,201,781	163,436,027	2.0%	164,884,755
HHS Senior and Adult Services	19,565,989	19,499,259	22,188,355	12.1%	22,314,427
HHS Job and Family Services	79,892,243	77,051,759	80,055,296	3.8%	81,271,308
HHS Early Childhood	17,149,161	22,479,644	18,408,160	-22.1%	18,424,553
HHS Family and Children First Council	4,921,068	4,664,327	5,702,476	18.2%	5,407,686
HHS Office of Reentry	2,402,861	2,279,245	2,313,122	1.5%	2,326,844
HHS Homeless Services	9,566,063	8,898,791	8,722,109	-2.0%	8,649,528
HHS Other Programs	1,413,840	1,167,723	1,303,234	10.4%	1,275,108
Department of Sustainability	311,646	527,678	291,418	-81.1%	296,540
Debt Service	100,178,537	102,024,357	97,508,244	-4.6%	87,280,942
Social Impact Financing	0	0	0	0.0%	0
Miscellaneous Obligations	1,963,984	2,032,286	2,597,347	21.8%	2,686,695
Innovation and Performance	580,051	663,587	844,574	21.4%	856,330
HS Office of the Director	12,120,758	9,882,538	15,219,704	35.1%	14,765,981
<b>Total County Executive Agencies</b>	<b>\$943,256,292</b>	<b>\$1,009,345,227</b>	<b>\$1,005,556,992</b>	<b>-0.4%</b>	<b>\$991,297,298</b>



**Schedule II: All Funds by Department Continued...**

<b>All Funds Expenses</b>	<b>2018 Actuals</b>	<b>2019 Actuals</b>	<b>2020 Adopted Budget</b>	<b>PY-CY Change</b>	<b>2021 Adopted Budget</b>
<b>Elected Officials</b>					
Community Based Correctional Facility	5,330,020	5,310,000	5,310,000	0.0%	5,310,000
Domestic Violence	472,595	441,867	488,748	9.6%	488,748
Veterans Services Fund	433,430	11,577	547,095	97.9%	0
County Council	1,956,991	2,050,058	2,323,954	11.8%	2,370,313
Office of the Prosecutor	37,038,163	37,408,835	41,552,990	10.0%	45,289,174
Court of Common Pleas	54,434,537	51,972,141	58,417,483	11.0%	59,789,568
Domestic Relations Court	10,057,537	9,683,231	10,424,031	7.1%	10,622,080
Juvenile Court	61,341,032	55,248,261	61,252,565	9.8%	62,286,280
Probate Court	7,410,480	7,319,529	7,507,524	2.5%	7,675,645
Court of Appeals	920,679	782,464	968,094	19.2%	967,462
Municipal Courts	3,563,066	3,572,046	3,688,022	3.1%	3,740,622
<b>Total Elected Officials</b>	<b>\$182,958,531</b>	<b>\$173,800,009</b>	<b>\$192,480,506</b>	<b>9.7%</b>	<b>\$198,539,892</b>
<b>Boards and Commissions</b>					
Ohio Means Jobs - Cleveland/Cuyahoga	11,245,949	13,284,680	15,857,478	16.2%	12,751,558
Inspector General	878,975	985,454	1,027,618	4.1%	1,048,821
Internal Audit	649,211	484,973	792,344	38.8%	812,795
Personnel Review Commission	2,052,824	2,250,532	2,022,230	-11.3%	2,063,095
ADAMHS Board	76,478,875	61,537,182	76,199,910	19.2%	14,765,981
Board of Elections	13,825,127	12,437,725	15,903,344	21.8%	12,825,769
Board of Revision	1,581,932	1,995,063	2,764,280	27.8%	2,617,595
Planning Commission	1,466,793	1,493,757	2,793,667	46.5%	2,829,960
Law Library Resource Board	517,819	444,894	540,000	17.6%	539,999
Board of Developmental Disabilities	168,879,944	161,124,709	133,411,049	-20.8%	134,613,591
Office of the Public Defender	14,549,383	15,494,739	15,664,734	1.1%	15,970,432
Soldiers' and Sailors' Monument	227,187	281,021	254,451	-10.4%	258,597
Solid Waste Management District	1,965,469	3,740,931	2,305,905	-62.2%	2,303,104
Soil and Water Conservation	1,047,650	1,108,279	1,148,692	3.5%	1,170,152
Veterans Services Commission	6,483,057	6,705,933	7,577,683	11.5%	7,577,683
<b>Total Boards and Commissions</b>	<b>\$301,850,195</b>	<b>\$283,369,872</b>	<b>\$278,263,385</b>	<b>-1.8%</b>	<b>\$212,149,132</b>
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$1,428,065,018</b>	<b>\$1,466,515,109</b>	<b>\$1,476,300,883</b>	<b>0.7%</b>	<b>\$1,401,986,322</b>

**Schedule III: General Fund and Health & Human Services Levy Funds**

<b>General Fund &amp; Health &amp; Human Services Levy Funds</b>	<b>2015 Actuals</b>	<b>2016 Actuals</b>	<b>2017 Actuals</b>	<b>2018 Actuals</b>	<b>2019 Actuals</b>	<b>2020 Adopted Budget</b>	<b>2021 Adopted Budget</b>
<b>Available Beginning Balance</b>	<b>\$233,827,913</b>	<b>\$209,431,937</b>	<b>\$163,950,265</b>	<b>\$214,056,213</b>	<b>\$173,363,322</b>	<b>\$124,061,001</b>	<b>\$131,451,049</b>
OTHER FINANCING USES						* \$16,126,104	
<b>OPERATING REVENUE</b>							
Property Taxes	\$226,758,476	\$226,180,789	\$229,141,647	\$232,611,970	\$236,102,667	\$250,489,933	\$0
Sales and Use Tax	\$255,864,786	\$272,209,140	\$264,537,124	\$239,834,024	\$252,856,916	\$255,362,351	\$0
Licenses and Permits	\$74,466	\$79,164	\$76,856	\$78,311	\$75,904	\$72,050	\$0
Fines and Forfeitures	\$8,235,726	\$7,497,908	\$8,933,728	\$8,295,231	\$8,103,654	\$8,647,581	\$0
Charges For Services	\$56,986,430	\$70,325,594	\$69,738,683	\$65,823,549	\$68,659,654	\$89,936,159	\$0
Local Government Fund	\$18,680,600	\$18,241,515	\$18,433,467	\$19,313,572	\$20,142,180	\$21,000,000	\$0
Other Intergovernmental	\$32,607,431	\$33,548,816	\$31,747,478	\$36,631,914	\$42,019,933	\$44,943,212	\$0
Other Taxes	\$13,282,645	\$4,337,101	\$6,346,128	\$4,565,336	\$4,655,631	\$8,918,072	\$0
Investment Earnings	\$4,046,000	\$7,617,289	\$10,806,750	\$17,217,787	\$20,150,857	\$15,000,000	\$0
Other Revenue	\$5,475,822	\$29,335,478	\$73,669,771	\$56,530,278	\$55,238,216	\$24,236,451	\$0
<b>TOTAL OPERATING REVENUE</b>	<b>\$622,012,382</b>	<b>\$669,372,794</b>	<b>\$713,431,632</b>	<b>\$680,901,972</b>	<b>\$708,005,612</b>	<b>\$718,605,809</b>	<b>\$0</b>
<b>OPERATING EXPENDITURES</b>							
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$451,148,232</b>	<b>\$473,657,697</b>	<b>\$398,355,883</b>	<b>\$481,098,834</b>	<b>\$496,300,428</b>	<b>\$499,662,936</b>	<b>\$0</b>
OTHER FINANCING USES	190,770,024	245,816,261	265,007,509	240,499,764	260,472,084	227,678,929	0
<b>TOTAL EXPENDITURES</b>	<b>\$641,918,256</b>	<b>\$719,473,958</b>	<b>\$663,363,392</b>	<b>\$721,598,598</b>	<b>\$756,772,512</b>	<b>\$727,341,865</b>	<b>\$0</b>
<b>Available Ending Balance</b>	<b>\$213,922,039</b>	<b>\$159,330,773</b>	<b>\$214,018,505</b>	<b>\$173,359,587</b>	<b>\$124,596,423</b>	<b>\$131,451,049</b>	<b>\$131,451,049</b>

(Year-end balance includes fund balance adjustments for prior year adjustments and Residual Equity Transfers.)

\* Special Revenue Funds including Casino Tax, Auto Title and Coroners Lab were added to the General Fund in 2020.

**Schedule IV: General Fund**

<b>General Fund</b>	<b>2015 Actuals</b>	<b>2016 Actuals</b>	<b>2017 Actuals</b>	<b>2018 Actuals</b>	<b>2019 Actuals</b>	<b>2020 Adopted Budget</b>	<b>2021 Adopted Budget</b>
<b>Available Beginning Balance</b>	<b>\$200,131,412</b>	<b>\$164,302,345</b>	<b>\$124,817,460</b>	<b>\$180,378,978</b>	<b>\$162,502,291</b>	<b>\$120,561,135</b>	<b>\$130,179,975</b>
OTHER FINANCING USES						* \$16,126,104	
<b>OPERATING REVENUE</b>							
Property Taxes	\$14,075,827	\$11,929,579	\$12,095,350	\$12,263,312	\$13,483,901	\$27,400,000	\$31,425,000
Sales and Use Tax	\$255,864,786	\$272,209,140	\$264,537,124	\$239,834,024	\$252,856,916	\$255,362,351	\$261,228,366
Licenses and Permits	\$74,466	\$79,164	\$76,856	\$78,311	\$75,904	\$72,050	\$72,050
Fines and Forfeitures	\$8,235,726	\$7,497,908	\$8,933,728	\$8,295,231	\$8,103,654	\$8,647,581	\$8,647,581
Charges For Services	\$56,986,430	\$70,325,594	\$69,738,683	\$65,823,549	\$68,659,654	\$89,936,159	\$89,936,159
Local Government Fund	\$18,680,600	\$18,241,515	\$18,433,467	\$19,313,572	\$20,142,180	\$21,000,000	\$21,000,000
Other Intergovernmental	\$14,245,555	\$16,897,616	\$15,304,603	\$20,212,622	\$26,153,482	\$29,118,093	\$35,895,809
Other Taxes	\$13,189,691	\$4,286,816	\$6,295,741	\$4,565,336	\$4,651,781	\$8,918,072	\$9,096,434
Investment Earnings	\$4,046,000	\$7,617,289	\$10,806,750	\$17,217,787	\$20,150,857	\$15,000,000	\$15,000,000
Other Revenue	\$5,475,822	\$29,027,432	\$73,105,564	\$56,206,038	\$35,212,741	\$18,993,319	\$14,033,580
<b>TOTAL OPERATING REVENUE</b>	<b>\$390,874,903</b>	<b>\$438,112,053</b>	<b>\$479,327,866</b>	<b>\$443,809,782</b>	<b>\$449,491,070</b>	<b>\$474,447,625</b>	<b>\$486,334,979</b>
<b>OPERATING EXPENDITURES</b>							
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$368,241,926</b>	<b>\$398,212,389</b>	<b>\$362,414,911</b>	<b>\$401,063,424</b>	<b>\$420,738,422</b>	<b>\$426,222,047</b>	<b>\$434,105,951</b>
OTHER FINANCING USES	53,971,941	84,004,041	61,389,144	60,626,781	70,158,382	\$54,732,842	\$53,356,427
<b>TOTAL EXPENDITURES</b>	<b>\$422,213,867</b>	<b>\$482,216,430</b>	<b>\$423,804,055</b>	<b>\$461,690,205</b>	<b>\$490,896,804</b>	<b>\$480,954,889</b>	<b>\$487,462,378</b>
<b>Available Ending Balance</b>	<b>\$164,302,345</b>	<b>\$124,817,460</b>	<b>\$180,378,978</b>	<b>\$162,502,291</b>	<b>\$120,561,135</b>	<b>\$130,179,975</b>	<b>\$129,052,576</b>

(Year end balance includes fund balance adjustments for prior year adjustments and Residual Equity Transfers.)

\* Special Revenue Funds including Casino Tax, Auto Title and Coroners Lab were added to the General Fund in 2020.

**Schedule V: General Fund by Department**

General Fund Expenses	2018 Actuals	2019 Actuals	2020 Adopted Budget	PY-CY Change	2021 Adopted Budget
<b>County Executive Agencies</b>					
County Executive	772,820	651,871	884,527	26.3%	899,803
Communications Department	754,154	735,034	845,408	13.1%	863,238
Law Department	2,093,022	2,375,968	2,571,758	7.6%	2,621,010
Department of Human Resources	4,084,708	3,799,889	3,830,148	0.8%	3,900,902
Department of Development	9,476,673	20,802,646	7,045,555	-195.3%	7,077,179
Department of Regional Collaboration	134,682	278,442	265,715	-4.8%	271,467
Fiscal *	42,455,222	48,048,046	42,371,845	-13.4%	43,020,329
Department of Information Technology	18,356,102	17,510,810	20,849,382	16.0%	21,086,528
Public Works - Facilities	1,678,878	2,625,315	1,637,185	-60.4%	1,654,772
County Headquarters	5,243,537	5,348,906	5,515,357	3.0%	5,642,551
County Hotel	591,274	398,900	321,000	-24.3%	324,000
Sheriff's Department	100,882,586	117,676,746	127,846,126	8.0%	130,195,332
Public Safety and Justice Services	2,789,625	3,257,886	3,280,669	0.7%	3,320,300
Clerk of Courts	8,983,802	8,159,915	8,738,793	6.6%	8,897,488
Official of the Medical Examiner	7,809,121	7,631,828	7,957,020	4.1%	8,096,758
Department of Sustainability	274,495	300,148	279,280	-7.5%	284,402
Social Impact Financing	0	0	0	0.0%	0
Miscellaneous Obligations	1,963,984	2,032,286	2,597,347	21.8%	2,686,695
Innovation and Performance	580,051	663,587	844,574	21.4%	856,330
<b>Total County Executive Agencies</b>	<b>\$208,924,737</b>	<b>\$242,298,224</b>	<b>\$237,681,689</b>	<b>-1.9%</b>	<b>\$241,699,084</b>
<b>Elected Officials</b>					
County Council	1,956,991	2,050,058	2,323,954	11.8%	2,370,313
Office of the Prosecutor	25,198,528	26,825,796	29,834,656	10.1%	34,431,954
Court of Common Pleas	51,565,125	48,732,625	56,469,950	13.7%	57,327,696
Domestic Relations Court	6,426,778	6,647,174	6,844,620	2.9%	6,972,453
Juvenile Court	38,025,526	34,646,924	37,867,503	8.5%	38,606,647
Probate Court	6,661,220	6,426,047	6,704,097	4.1%	6,843,515
Court of Appeals	920,679	779,961	953,094	18.2%	952,462
Municipal Courts	3,563,066	3,572,046	3,688,022	3.1%	3,740,622
<b>Total Elected Officials</b>	<b>\$134,317,914</b>	<b>\$129,680,631</b>	<b>\$144,685,896</b>	<b>10.4%</b>	<b>\$151,245,662</b>
<b>Boards and Commissions</b>					
Inspector General	860,813	968,107	993,589	2.6%	1,014,527
Internal Audit	649,211	484,973	792,344	38.8%	812,795
Personnel Review Commission	2,052,824	2,250,532	2,022,230	-11.3%	2,063,095
Board of Elections	13,825,127	12,437,725	15,903,344	21.8%	12,825,769
Planning Commission	800,000	2,275,000	2,793,667	18.6%	2,829,960
Office of the Public Defender	12,216,379	13,268,094	13,517,154	1.8%	13,778,779
Soldiers' and Sailors' Monument	227,187	250,521	254,451	1.5%	258,597
Veterans Services Commission	6,483,057	6,705,933	7,577,683	11.5%	7,577,683
<b>Total Boards and Commissions</b>	<b>\$37,114,598</b>	<b>\$38,640,885</b>	<b>\$43,854,462</b>	<b>11.9%</b>	<b>\$41,161,205</b>
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$380,357,248</b>	<b>\$410,619,739</b>	<b>\$426,222,047</b>	<b>3.7%</b>	<b>\$434,105,951</b>

\*Includes Treasury Department

**Schedule VI: Health & Human Services Levy Funds**

<b>Health &amp; Human Services Levy Funds</b>	<b>2015 Actuals</b>	<b>2016 Actuals</b>	<b>2017 Actuals</b>	<b>2018 Actuals</b>	<b>2019 Actuals</b>	<b>2020 Adopted Budget</b>	<b>2021 Adopted Budget</b>
<b>Available Beginning Balance</b>	<b>\$33,696,502</b>	<b>\$45,129,592</b>	<b>\$39,132,805</b>	<b>\$33,677,234</b>	<b>\$10,861,031</b>	<b>\$3,499,865</b>	<b>\$3,277,721</b>
<b>OPERATING REVENUE</b>							
Property Taxes	\$212,682,649	\$214,251,210	\$217,046,297	\$220,348,658	\$222,618,766	\$223,089,933	\$234,899,906
Sales and Use Tax							
Licenses and Permits							
Fines and Forfeitures							
Charges For Services							
Local Government Fund							
Other Intergovernmental	\$18,361,876	\$16,651,200	\$16,442,875	\$16,419,292	\$15,866,451	\$15,825,119	\$16,665,119
Other Taxes	\$92,954	\$50,285	\$50,387		\$3,850		
Investment Earnings							
Other Revenue		\$308,046	\$564,207	\$324,240	\$20,025,475	\$5,243,132	\$325,000
<b>TOTAL OPERATING REVENUE</b>	<b>\$231,137,479</b>	<b>\$231,260,741</b>	<b>\$234,103,766</b>	<b>\$237,092,190</b>	<b>\$258,514,542</b>	<b>\$244,158,184</b>	<b>\$251,890,025</b>
<b>OPERATING EXPENDITURES</b>							
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$82,906,306</b>	<b>\$75,445,308</b>	<b>\$35,940,972</b>	<b>\$80,035,410</b>	<b>\$75,562,006</b>	<b>\$0</b>	<b>\$0</b>
OTHER FINANCING USES	136,798,083	161,812,220	203,618,365	179,872,983	190,313,702	\$244,380,328	\$249,251,777
<b>TOTAL EXPENDITURES</b>	<b>\$219,704,389</b>	<b>\$237,257,528</b>	<b>\$239,559,337</b>	<b>\$259,908,393</b>	<b>\$265,875,708</b>	<b>\$244,380,328</b>	<b>\$249,251,777</b>
<b>Available Ending Balance</b>	<b>\$45,129,592</b>	<b>\$39,132,805</b>	<b>\$33,677,234</b>	<b>\$10,861,031</b>	<b>\$3,499,865</b>	<b>\$3,277,721</b>	<b>\$5,915,969</b>

**Schedule VII: General Fund Subsidies**

General Fund Subsidies	2018 Actuals	2019 Actuals	2020 Adopted Budget	PY-CY Change	2021 Adopted Budget
Gateway Arena	2,310,463	549,659	2,000,458	72.5%	3,795,431
Brownfield Debt Service	750	314,937	1,088,515	71.1%	837,172
Shaker Square Series 2000A	0	50,825	152,313	66.6%	184,625
Community Redev Debt Service	891,455	749	0	0.0%	0
DS - Medical Mart Series 2010	26,739,156	26,396,059	30,604,156	13.8%	27,631,200
Debt Service County Hotel	11,743,344	10,485,601	9,988,015	-5.0%	9,988,015
DS-Western Reserve Series 2014	784,480	784,480	784,480	0.0%	784,480
DS-Med Mart Refunding Series 2	680,700	678,900	682,100	0.5%	680,150
2017 Sales Tax Bonds	2,456,514	1,648,714	1,641,250	-0.5%	1,641,250
Self-Insurance Regionalization	2,319,678	0	0	0.0%	0
Forensic Science Lab	4,441,134	5,234,566	5,000,000	-4.7%	5,550,000
CPC Administration	800,000	2,275,000	0	0.0%	0
Emergency Management	614,332	628,578	776,485	19.0%	776,485
Cuyahoga Reg Info System	288,682	265,730	221,146	0.0%	225,465
Delinquent Tax & Assess-Hardest Hit	291,139	725,414	725,000	0.0%	725,000
Dog & Kennel	656,840	269,556	396,829	32.1%	412,154
Fast Copier	100,000	300,000	0	0.0%	0
Soil & Water Conservation	100,000	125,000	125,000	0.0%	125,000
Veterans Services Fund	340,144	413,095	547,095	24.5%	0
<b>TOTAL GENERAL FUND SUBSIDIES</b>	<b>\$55,558,811</b>	<b>\$51,146,863</b>	<b>\$54,732,842</b>	<b>6.6%</b>	<b>\$53,356,427</b>

Health and Human Services Levy Subsidies	2018 Actuals	2019 Actuals	2020 Adopted Budget	PY-CY Change	2021 Adopted Budget
ADAMHS	39,363,659	39,363,659	40,363,659	2.5%	39,363,659
MetroHealth	32,472,000	32,472,000	32,472,000	0.0%	32,472,000
TASC HHS - Alternatives to Crime	543,461	405,165	543,461	25.4%	543,461
Cuyahoga Support Enforcement	10,126,712	11,103,774	10,634,294	-4.4%	10,634,294
Family Justice Center	61,338	215,775	230,355	6.3%	237,105
PA - Homeless Services	9,059,316	8,100,000	8,258,866	1.9%	8,351,099
Human Services Other Program	1,476,860	1,203,171	1,452,913	17.2%	1,452,913
OFC Of The Director - DHS	1,522,704	451,711	2,316,823	80.5%	2,374,930
Office Of The Director - DCFS	30,660,777	48,203,256	31,483,086	-53.1%	32,683,086
Children Services - DCFS	52,107,920	47,000,000	43,850,000	-7.2%	43,850,000
Admin Svcs - General Manager - DJFS	7,381,289	10,736,818	7,500,000	-43.2%	7,500,000
Children With Medical Handicap	874,007	1,354,095	1,748,013	22.5%	1,748,013
Early Start	10,610,496	15,447,198	13,468,566	-14.7%	13,468,566
OFC Of The Director - Senior & Adult	20,438,142	17,680,085	18,519,333	4.5%	18,519,333
Family & Children First	9,438,877	2,118,188	1,315,021	-61.1%	4,290,582
Program Admin - Early Childhood	269,552	269,552	0	0.0%	0
Reentry	1,843,773	2,759,586	2,437,581	-13.2%	2,462,581
Detention Center - Special Revenue	21,825,432	20,000,000	21,719,101	7.9%	21,719,101
Public Defender HHS	186,904	0	0	0.0%	0
Witness Victim HHS	2,162,000	1,702,538	2,034,956	16.3%	2,063,889
Centralized Custodial Services	0	5,000,000	2,800,000	-78.6%	4,200,000
Workforce Development	0	0	1,000,000	100.0%	1,000,000
OSU Extension	222,300	222,300	222,300	0.0%	222,300
Sheriff - Mental Health Services HHS	1,687,546	1,340,490	0	0.0%	0
<b>TOTAL HEALTH AND HUMAN SERVICES LEVY SUBSIDIES</b>	<b>\$254,335,063</b>	<b>\$267,149,361</b>	<b>\$244,380,328</b>	<b>-9.3%</b>	<b>\$249,251,777</b>

**Schedule VIII: Summary of FTEs**

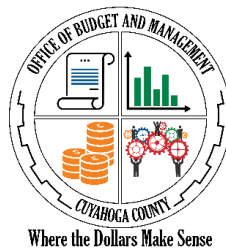
DEPARTMENT	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Current Budget	2020 Current Projection	2021 Current Budget	2022 Estimate
<b>County Executive Agencies</b>									
Office of the County Executive	8	7	5	5	4	5	5	5	5
Department of Communications	7	7	9	7	8	8	8	8	8
County Law Department	23	20	17	16	19	19	19	20	20
Human Resources	60	61	54	53	54	57	57	57	57
Development	10	9	11	13	11	10	10	10	10
Regional Collaboration	2	2	2	1	2	2	2	2	2
County Fiscal Office	268	276	268	263	247	243	243	244	244
Treasury	35	38	40	36	40	38	38	41	41
Information Technology	142	141	104	110	107	143	143	143	143
Dog Kennel	15	16	17	17	17	17	17	17	17
Public Works	539	523	564	575	576	556	556	556	556
County Airport	5	8	9	8	8	9	9	8	8
County Sheriff	1,246	1,215	1,205	1,259	1,330	1,135	1,135	1,135	1,135
Public Safety & Justice Services	80	76	79	73	73	67	67	67	67
Clerk of Courts	106	98	100	104	97	104	104	105	105
County Medical Examiner	85	87	93	97	103	103	103	103	103
Office of Health & Human Services	6	5	13	11	13	11	11	11	11
HHS Children and Family Services	780	797	815	834	842	792	792	792	792
HHS Senior and Adult Services	168	163	167	163	163	157	157	157	157
HHS Cuyahoga Job and Family Services	784	789	777	784	784	770	770	770	770
Cuyahoga Support Enforcement Agency	306	285	286	286	284	285	285	285	285
Early Childhood Invest in Children	6	7	8	10	10	11	11	11	11
Family & Children First Council	9	7	7	8	8	9	9	9	9
HHS Office of Reentry	6	6	5	6	7	5	5	5	5
Office of Homeless Services	5	5	5	5	4	5	5	4	4
Department of Sustainability	1	2	2	3	3	3	3	3	3
Innovation and Performance	0	1	3	4	5	4	4	4	4
<b>Total County Executive Agencies</b>	<b>4,702</b>	<b>4,651</b>	<b>4,666</b>	<b>4,752</b>	<b>4,819</b>	<b>4,568</b>	<b>4,568</b>	<b>4,572</b>	<b>4,572</b>
<b>Elected Officials</b>									
County Council	20	20	20	20	21	21	21	21	21
County Prosecutor	361	365	369	378	382	401	401	401	401
Court of Common Pleas	493	492	492	491	495	516	516	516	516
Domestic Relations Court	85	86	87	89	89	88	88	88	88
Juvenile Court	510	508	548	547	536	519	519	519	519
Probate Court	76	76	78	77	78	78	78	78	78
Municipal Judicial Courts	65	65	65	65	66	65	65	65	65
<b>Total Elected Officials</b>	<b>1,610</b>	<b>1,612</b>	<b>1,660</b>	<b>1,669</b>	<b>1,666</b>	<b>1,688</b>	<b>1,688</b>	<b>1,688</b>	<b>1,688</b>
<b>Board and Commissions</b>									
Inspector General	6	6	7	8	9	9	9	9	9
Department of Internal Audit	5	5	5	6	5	6	6	6	6
Personnel Review Commission	10	14	16	17	17	23	23	23	23
Board of Elections	125	146	106	123	103	146	146	147	147
Board of Revision	24	24	23	21	24	22	22	21	21
Debarment Review Board	0	0	0	0	0	0	0	0	0
County Planning Commission	17	16	17	17	16	16	16	16	16
Workforce Development	11	11	10	11	11	12	12	13	13
County Board of Developmental Disabilities	1,133	1,019	1,114	1,016	1,007	555	555	555	555
County Law Library Resource Board	3	3	3	3	3	3	3	3	3
Public Defender	105	106	112	128	136	136	136	136	136
Soldiers' and Sailors' Monument	3	3	3	3	4	4	4	4	4
Solid Waste Management District	6	6	6	6	6	6	6	6	6
Soil & Water Conservation	9	10	11	12	12	12	12	12	12
Veterans Service Commission	30	29	27	30	30	36	36	36	36
<b>Total Boards and Commissions</b>	<b>1,487</b>	<b>1,398</b>	<b>1,460</b>	<b>1,401</b>	<b>1,384</b>	<b>986</b>	<b>986</b>	<b>987</b>	<b>987</b>
<b>TOTAL STAFFING-FTEs</b>	<b>7,799</b>	<b>7,661</b>	<b>7,785</b>	<b>7,821</b>	<b>7,869</b>	<b>7,242</b>	<b>7,242</b>	<b>7,247</b>	<b>7,247</b>

## Projected Cash Activity

Projected Cash Activity	Beginning Cash Balance	Estimated Revenue	Available Resources	Budgeted Expenditures	Ending Cash Balance	Balance to Expenditures %
<b>General Fund</b>						
1100 - General Fund	98,128,156	466,135,514	564,263,670	466,276,689	97,986,981	21.0%
1105 - General Fund Assigned	9,878,525	8,472,111	18,350,636	4,380,531	13,970,105	318.9%
1110 - General Fund Sales Tax	31,003,742	0	31,003,742	5,721,000	25,282,742	441.9%
<b>Total General Fund</b>	<b>\$139,010,423</b>	<b>\$474,607,625</b>	<b>\$613,618,048</b>	<b>\$476,378,220</b>	<b>\$137,239,828</b>	<b>29%</b>
<b>Health and Human Services Fund</b>						
2255 - Health And Human Services Levy	8,059,498	244,158,184	252,217,682	244,380,328	7,837,354	3.2%
<b>Total General Fund</b>	<b>\$8,059,498</b>	<b>\$244,158,184</b>	<b>\$252,217,682</b>	<b>\$244,380,328</b>	<b>\$7,837,354</b>	<b>3%</b>
<b>Special Revenue Funds</b>						
2200 - ADAMHS	20,101,742	40,363,659	60,465,401	40,363,659	20,101,742	49.8%
2205 - ADAMHS Grants	(229,671)	0	(229,671)	0	(229,671)	#DIV/0!
2210 - Board Of Develop. Disabilities	146,430,440	135,854,000	282,284,440	133,411,049	148,873,391	111.6%
2215 - Children Services	7,156,423	305,098,680	312,255,103	314,686,968	(2,431,865)	(0.8%)
2220 - Community Development	31,691,578	26,238,456	57,930,034	33,777,832	24,152,202	71.5%
2225 - Convention Center	1,012,864	1,819,100	2,831,964	1,045,980	1,785,984	170.7%
2235 - County Land Reutilization	409,387	28,000,000	28,409,387	28,000,000	409,387	1.5%
2240 - Court	7,914,664	9,192,696	17,107,360	4,633,792	12,473,568	269.2%
2245 - Cuyahoga Support Enforcement	6,101,016	43,249,083	49,350,099	42,863,971	6,486,128	15.1%
2250 - Delinquent Real Estate Assess.	9,863,683	16,343,379	26,207,062	12,239,390	13,967,672	114.1%
2260 - Human Services	21,293,555	669,635,667	690,929,222	679,239,809	11,689,413	1.7%
2265 - Litter Prevention & Recycling	(13,547)	0	(13,547)	45,811	(59,358)	(129.6%)
2270 - Motor Vehicle Gas Tax	47,331,195	159,099,888	206,431,083	167,143,436	39,287,647	23.5%
2275 - Other Community Development	510,235	11,552	521,787	48,552	473,235	974.7%
2280 - Other Health And Safety	10,168,287	25,984,265	36,152,552	25,981,290	10,171,262	39.1%
2285 - Other Judicial	19,205,633	43,690,686	62,896,319	40,160,916	22,735,403	56.6%
2290 - Other Legislative And Exec.	25,585,609	840,000	26,425,609	11,341,634	15,083,975	133.0%
2295 - Other Public Works	911,967	0	911,967	0	911,967	#DIV/0!
2300 - Other Social Services	5,924,547	653,452	6,577,999	1,645,886	4,932,113	299.7%
2305 - Real Estate Assessment	16,871,053	16,241,659	33,112,712	18,521,772	14,590,940	78.8%
2310 - Solid Waste	3,257,355	1,833,499	5,090,854	2,333,605	2,757,249	118.2%
2315 - Sports Facilities Enhancement	15,554,548	0	15,554,548	0	15,554,548	#DIV/0!
2320 - Treat Alt For Safer Comm	1,722,134	942,752	2,664,886	2,225,749	439,137	19.7%
2325 - Victim Assistance	43,466	2,034,956	2,078,422	2,026,340	52,082	2.6%
2330 - Youth Services	6,381,524	653,452	7,034,976	1,645,886	5,389,090	327.4%
2335 - Lodging Tax Fund	2,195,092	0	2,195,092	0	2,195,092	#DIV/0!
2345 - Opioid Mitigation Fund	22,103,286	94,627,410	116,730,696	0	116,730,696	#DIV/0!
<b>Total Special Revenue Funds</b>	<b>\$429,498,064</b>	<b>\$1,622,408,291</b>	<b>\$2,051,906,355</b>	<b>\$1,563,383,327</b>	<b>\$488,523,028</b>	<b>31.2%</b>
<b>Debt Service Fund</b>						
3500 - Debt Service	8,991,243	92,450,747	101,441,990	97,508,244	3,933,746	4.0%
<b>Total Debt Service Fund</b>	<b>\$8,991,243</b>	<b>\$92,450,747</b>	<b>\$101,441,990</b>	<b>\$97,508,244</b>	<b>\$3,933,746</b>	<b>4.0%</b>
<b>Enterprise Funds</b>						
5700 - County Airport	1,273,247	1,382,647	2,655,894	1,540,358	1,115,536	72.4%
5705 - County Parking Garage	5,609,144	3,872,886	9,482,030	3,829,140	5,652,890	147.6%
5710 - CC Information Systems	1,845,769	980,399	2,826,168	974,409	1,851,759	190.0%
5715 - Sanitary Engineer	37,407,135	25,675,868	63,083,003	31,674,136	31,408,867	99.2%
<b>Total Enterprise Funds</b>	<b>\$46,135,295</b>	<b>\$31,911,800</b>	<b>\$78,047,095</b>	<b>\$38,018,043</b>	<b>\$40,029,052</b>	<b>105.3%</b>
<b>Internal Service Funds</b>						
6750 - Central Custodial Services	2,441,365	51,649,650	54,091,015	55,134,558	(1,043,543)	(1.9%)
6755 - Maintenance Garage	1,029,430	1,507,460	2,536,890	1,331,376	1,205,514	90.5%
6765 - Health Insurance	47,334,449	122,153,570	169,488,019	111,935,975	57,552,044	51.4%
6770 - Workers' Compensation	17,478,184	218	17,478,402	5,744,951	11,733,451	204.2%
6775 - Postage	583,321	1,363,127	1,946,448	1,411,070	535,378	37.9%
6780 - Printing	671,013	2,537,822	3,208,835	2,280,136	928,699	40.7%
<b>Total Internal Service Funds</b>	<b>\$69,537,763</b>	<b>\$179,211,847</b>	<b>\$248,749,610</b>	<b>\$177,838,066</b>	<b>\$70,911,544</b>	<b>39.9%</b>
<b>Agency Funds</b>						
7950 - Soil & Water Conservation Dist	544,379	1,175,810	1,720,189	1,148,692	571,497	49.8%
<b>Total Agency Funds</b>	<b>\$544,379</b>	<b>\$1,175,810</b>	<b>\$1,720,189</b>	<b>\$1,148,692</b>	<b>\$571,497</b>	<b>49.8%</b>



# Appendix A – County Strategic Plan





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.

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

Yogi Berra

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## 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.

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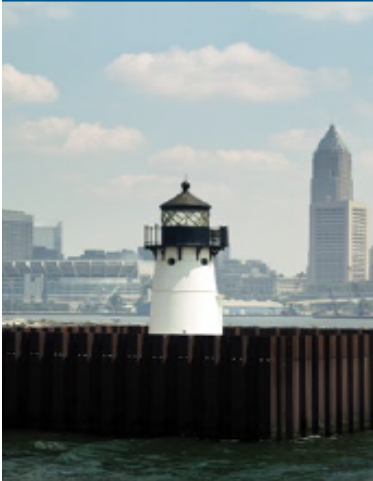
"When we are no longer able to change a situation, we are challenged to change ourselves."

Viktor Frankl

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## 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

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

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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

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"You don't change the world with the ideas in your mind, but with the conviction in your heart."  
**Bryan Stevenson**

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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







# CUYAHOGA COUNTY 2017-2022 STRATEGIC PRIORITIES

<b>GOAL 1</b> OUR REGION IS ECONOMICALLY COMPETITIVE	<ul style="list-style-type: none"><li>1.1 Maximize our regional strengths and assets to help our local economy grow</li><li>1.2 Lead the Cuyahoga County Economic Development Commission and implement its five-year economic development plan</li><li>1.3 Deploy sustainability practices to support our competitive advantage</li></ul>
<b>GOAL 2</b> OUR BUSINESSES ARE GROWING AND PROFITABLE	<ul style="list-style-type: none"><li>2.1 Support efforts to increase the number of quality jobs , at all skill levels, created in our county</li><li>2.2 Participate in collaborative efforts to attract, retain and grow businesses</li><li>2.3 Promote and invest in entrepreneurship and inclusive innovation</li><li>2.4 Match the skills of our workforce with the current and expected job needs of our businesses</li><li>2.5 Demonstrate equity in county contracting</li></ul>
<b>GOAL 3</b> OUR COMMUNITY IS VIBRANT, DYNAMIC AND DIVERSE	<ul style="list-style-type: none"><li>3.1 Invest in catalytic capital projects</li><li>3.2 Target infrastructure improvements and other investments to spur community development</li><li>3.3 Leverage strategic partners to implement a county-wide housing plan</li></ul>
<b>GOAL 4</b> EVERY CHILD IS READY FOR SCHOOL ON THE FIRST DAY OF KINDERGARTEN	<ul style="list-style-type: none"><li>4.1 Significantly reduce infant mortality</li><li>4.2 Align services to help residents live in healthy, lead-safe homes</li><li>4.3 Expand access to high quality pre-school</li><li>4.4 Co-create a plan to sustain universal access to early childhood education</li></ul>
<b>GOAL 5</b> EVERY STUDENT STAYS IN SCHOOL AND HAS THE SUPPORT NEEDED TO GRADUATE HIGH SCHOOL READY FOR POST- SECONDARY COMPLETION AND CAREER SUCCESS	<ul style="list-style-type: none"><li>5.1 Provide opportunities and needed support to children throughout their academic careers</li><li>5.2 Partner to promote technology education, digital literacy, and vocational education in schools</li><li>5.3 Expand youth internship opportunities as a first step towards careers</li><li>5.4 Promote affordability of post-secondary training and education</li></ul>
<b>GOAL 6</b> EVERY RESIDENT IS ON A PATH TO UPWARD INCOME MOBILITY AND CAREER ADVANCEMENT	<ul style="list-style-type: none"><li>6.1 Co-create a coordinated, effective workforce system</li><li>6.2 Establish employer incentives to train, hire, upskill and promote</li><li>6.3 Implement "stair step" approach to align all tools in our career access tool box</li><li>6.4 Partner to expand internet access throughout the county</li><li>6.5 Remove specific barriers to employment for qualified candidates</li></ul>



## 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

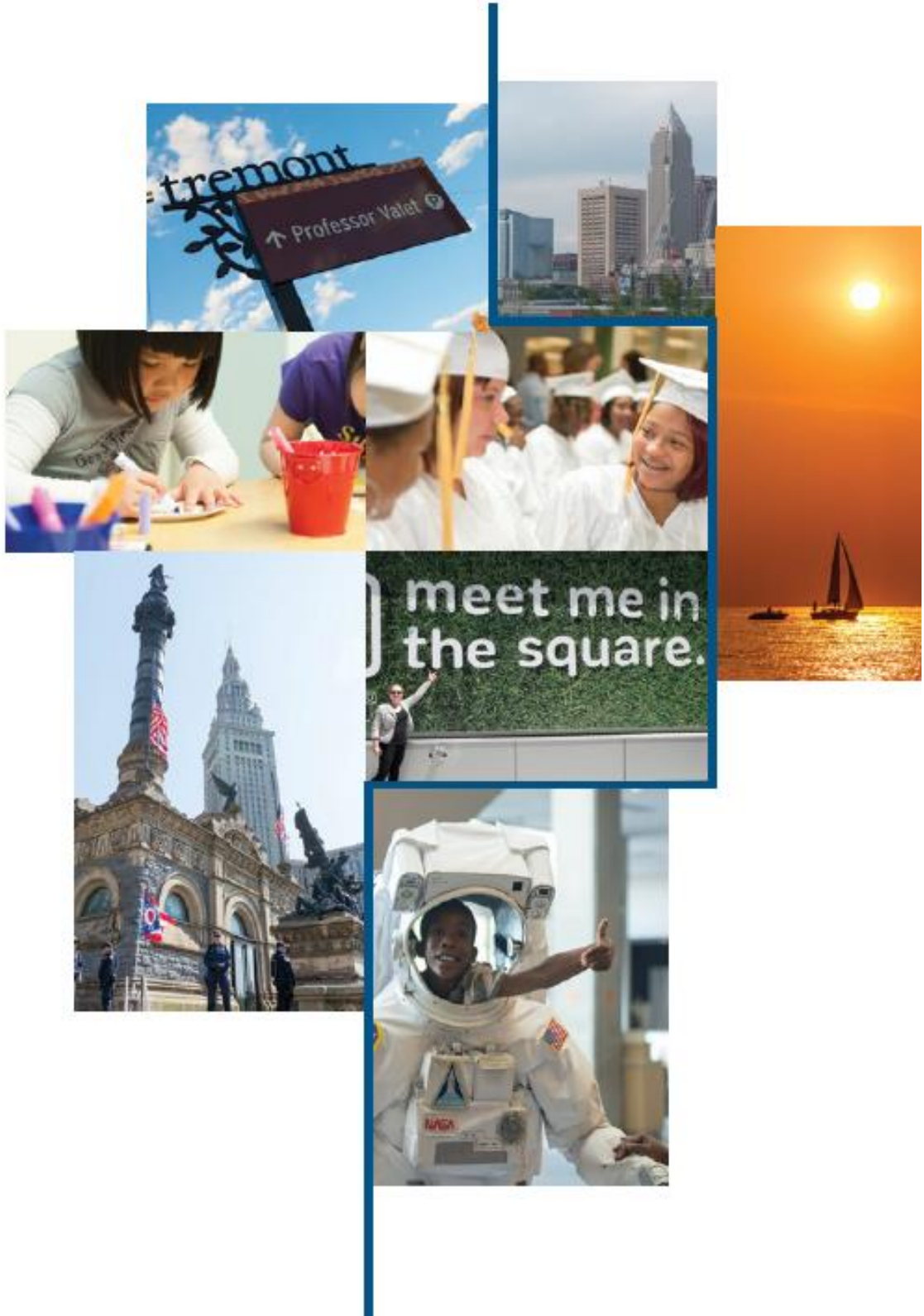
- 13.1 Provide staff the data, tools and training they need to deliver results
- 13.2 Create a balanced budget that reflects our priorities
- 13.3 Increase staff capacity to drive and support innovation and performance improvement efforts
- 13.4 Create efficiencies and savings through continuous improvement
- 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

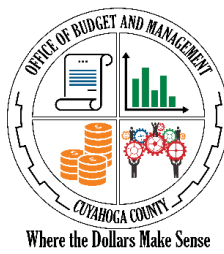
- 14.1 Consistently provide an excellent customer experience
- 14.2 Expand omni-channel access to services through the smart and effective use of technology
- 14.3 Provide easier access to services through targeted neighborhood partnerships and outreach
- 14.4 Establish "any door is the right door" policies 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



## Appendix B – Performance Measures



	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
<b>GOAL 1. Our region is economically competitive</b>					
<b>PRIORITY 1.1 Maximize our regional strengths and assets to help our local economy grow</b>					
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	
<b>PRIORITY 1.3 Deploy sustainability practices to support our competitive advantage</b>					
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%	



	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
<b>GOAL 2. Our businesses are growing and profitable</b>					
<b>PRIORITY 2.1 Support efforts to increase the number of quality jobs , at all skill levels, created in our county</b>					
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	
<b>PRIORITY 2.2 Participate in collaborative efforts to attract, retain and grow businesses</b>					
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	
<b>PRIORITY 2.3 Promote and invest in entrepreneurship and inclusive innovation</b>					
No. of Small Businesses Supported (M00029)	192	200	225	225	

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
<b>GOAL 3. Our community is vibrant, dynamic, and diverse</b>					
<b>PRIORITY 3.1 Invest in catalytic capital projects</b>					
Preparation of Capital Improvements Plan/Update (M00036)	Yes	Yes	Yes	Yes	
<b>PRIORITY 3.2 Target infrastructure improvements and other investments to spur community development</b>					
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	
<b>GOAL 4. Every child is ready for school on the first day of Kindergarten</b>					
<b>PRIORITY 4.1 Significantly reduce infant mortality</b>					
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	
<b>PRIORITY 4.3 Expand access to high quality pre-school</b>					
UPK Enrollment Rate - highest of year (M00186)	9,100%	9,500%	9,500%	9,500%	



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

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
<b>GOAL 7. All residents are safe, supported and able to care for themselves</b>					
<b>PRIORITY 7.1 Provide a safety net for children, families, adults and older persons to meet their immediate, basic needs</b>					
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	
<b>PRIORITY 7.2 End chronic homelessness for veterans, families and youth</b>					
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	

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
<b>GOAL 7. All residents are safe, supported and able to care for themselves</b>					
<b>PRIORITY 7.3 Decrease the number of youth aging out of foster care without a permanent family</b>					
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	
<b>PRIORITY 7.4 Partner with parents to create a family-centered child support program that promotes on-time and consistent support</b>					
Current Support Collected (M00221)	0%	63%	0%	0%	
<b>PRIORITY 7.5 Empower and support older persons to preserve their independence and help them age successfully</b>					
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	
<b>PRIORITY 7.6 Drive collaborative efforts to prevent and treat opioid addiction</b>					
No. of Opioid Deaths (M00014)	440	0	0	0	
<b>PRIORITY 7.8 Partner to build safer communities</b>					
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	

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
<b>GOAL 7. All residents are safe, supported and able to care for themselves</b>					
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	

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
<b>GOAL 8. All people have equal access to justice</b>					
<b>PRIORITY 7.8 Partner to build safer communities</b>					
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%	
<b>PRIORITY 8.1 Advocate to decrease pre-trial detention</b>					
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%	
<b>PRIORITY 8.2 Provide pre-arrest diversion and other alternatives to decrease the number of mentally ill residents in jail</b>					
Juveniles Referred to Alternative Disposition (M00115)	2,101	2,059	2,059	2,059	
<b>PRIORITY 8.3 Provide re-entry and employment services to residents in county jails to reduce recidivism</b>					
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	

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
<b>GOAL 9. All are valued, respected, and heard</b>					
<b>PRIORITY 9.1 Promote awareness of voting rights and registration</b>					
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	
<b>PRIORITY 9.2 Ensure proactive, regular two-way communication with residents, businesses and partners</b>					
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	
<b>GOAL 10. Drive collaboration among regional partners</b>					
<b>PRIORITY 10.1 Expand shared services to build capacity and support effectiveness of regional partners</b>					
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	
<b>PRIORITY 10.3 Strengthen and expand relationships with new and existing community partners</b>					
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	

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
<b>GOAL 11. Co-create systems level solutions</b>					
<b>PRIORITY 11.4 Develop and implement communication strategies to raise awareness about the county's services, benefits provided and access to solutions</b>					
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	
<b>GOAL 13. Maintain financial strength and operational efficiency</b>					
<b>PRIORITY 13.2 Create a balanced budget that reflects our priorities</b>					
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
<b>PRIORITY 13.3 Increase staff capacity to drive and support innovation and performance improvement efforts</b>					
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%	

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
<b>GOAL 13. Maintain financial strength and operational efficiency</b>					
<b>PRIORITY 13.4 Create efficiencies and savings through continuous improvement</b>					
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.
<b>PRIORITY 13.7 Devise and implement a strategic revenue generation plan</b>					
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	
<b>GOAL 14. Provide a superior customer experience</b>					



	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
<b>GOAL 14. Provide a superior customer experience</b>					
<b>PRIORITY 14.1 Consistently provide an excellent customer experience</b>					
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	
<b>PRIORITY 14.6 Build trust in government</b>					
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	

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
<b>GOAL 15. Make Cuyahoga County an Employer of Choice</b>					
<b>PRIORITY 15.1 Become an Employer of Choice</b>					
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	
<b>PRIORITY 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</b>					
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.
<b>PRIORITY 15.3 Develop approaches to address legacy compensation and benefit issues</b>					
Cost per Employee for Healthcare Coverage (M00046)	\$56,545	\$24,422	\$23,323	\$0	

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
<b>ADAMHS (AB200100)</b>					
<b>GOAL 6. Every resident is on a path to upward income mobility and career advancement</b>					
<b>PRIORITY 6.5 Remove specific barriers to employment for qualified candidates</b>					
No. Employed Through Employment & Vocational Services (M00132)	560	565	565	565	
<b>GOAL 7. All residents are safe, supported and able to care for themselves</b>					
<b>PRIORITY 7.1 Provide a safety net for children, families, adults and older persons to meet their immediate, basic needs</b>					
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	
<b>General Election (BE100115)</b>					
<b>GOAL 9. All are valued, respected, and heard</b>					
<b>PRIORITY 9.1 Promote awareness of voting rights and registration</b>					
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	
<b>Board Of Revision Br (BR305100)</b>					
<b>GOAL 14. Provide a superior customer experience</b>					
<b>PRIORITY 14.1 Consistently provide an excellent customer experience</b>					
Complaints Filed (M00117)	15,830	12,000	7,500	15,000	
Homestead Exemption Denials (M00118)	130	130	130	130	
<b>Court Of Appeals (CA100100)</b>					

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
<b>GOAL 7. All residents are safe, supported and able to care for themselves</b>					
<b>PRIORITY 7.8 Partner to build safer communities</b>					
No. of Cases Pending January 1st (M00062)	827	837	840	840	
<b>GOAL 13. Maintain financial strength and operational efficiency</b>					
<b>PRIORITY 13.4 Create efficiencies and savings through continuous improvement</b>					
Electronic Filings (M00063)	8,250	6,678	6,700	6,700	
<b>GOAL 14. Provide a superior customer experience</b>					
<b>PRIORITY 14.1 Consistently provide an excellent customer experience</b>					
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	
<b>Clerk Of Courts (CC100100)</b>					
<b>GOAL 7. All residents are safe, supported and able to care for themselves</b>					
<b>PRIORITY 7.8 Partner to build safer communities</b>					
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	
<b>County Council (CL100100)</b>					

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
<b>GOAL 9. All are valued, respected, and heard</b>					
<b>PRIORITY 9.2 Ensure proactive, regular two-way communication with residents, businesses and partners</b>					
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	
<b>Court Systems (CP100160)</b>					
<b>GOAL 14. Provide a superior customer experience</b>					
<b>PRIORITY 14.6 Build trust in government</b>					
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	
<b>Foreclosure (CP100140)</b>					
<b>GOAL 3. Our community is vibrant, dynamic, and diverse</b>					
<b>PRIORITY 3.2 Target infrastructure improvements and other investments to spur community development</b>					
Dispositions - Foreclosure Cases (M00171)	6,793	6,330	6,330	6,330	
<b>Bd Of Development Disabilities (DD210100)</b>					
<b>GOAL 7. All residents are safe, supported and able to care for themselves</b>					
<b>PRIORITY 7.1 Provide a safety net for children, families, adults and older persons to meet their immediate, basic needs</b>					
Increase Total Individuals Serves (M00121)	No	Yes	Yes	Yes	

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
<b>GOAL 13. Maintain financial strength and operational efficiency</b>					
<b>PRIORITY 13.4 Create efficiencies and savings through continuous improvement</b>					
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	
<b>Domestic Relations (DR100100)</b>					
<b>GOAL 7. All residents are safe, supported and able to care for themselves</b>					
<b>PRIORITY 7.8 Partner to build safer communities</b>					
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	
<b>GOAL 14. Provide a superior customer experience</b>					
<b>PRIORITY 14.1 Consistently provide an excellent customer experience</b>					
No. assisted through Help Center (M00098)	13,225	14,886	16,750	18,854	
<b>Economic Development (DV100100)</b>					

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
<b>GOAL 2. Our businesses are growing and profitable</b>					
<b>PRIORITY 2.1 Support efforts to increase the number of quality jobs , at all skill levels, created in our county</b>					
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	
<b>PRIORITY 2.2 Participate in collaborative efforts to attract, retain and grow businesses</b>					
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	
<b>PRIORITY 2.3 Promote and invest in entrepreneurship and inclusive innovation</b>					
No. of Small Businesses Supported (M00029)	192	200	225	225	

**Communications (EX100105)**

<b>GOAL 11. Co-create systems level solutions</b>					
<b>PRIORITY 11.4 Develop and implement communication strategies to raise awareness about the county's services, benefits provided and access to solutions</b>					
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)**

<b>GOAL 1. Our region is economically competitive</b>					
<b>PRIORITY 1.3 Deploy sustainability practices to support our competitive advantage</b>					
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)**

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
<b>GOAL 13. Maintain financial strength and operational efficiency</b>					
<b>PRIORITY 13.7 Devise and implement a strategic revenue generation plan</b>					
Hotels Audits (M00100)	14	15	15	15	
<b>Office Of Budget &amp; Management (FS100105)</b>					
<b>GOAL 13. Maintain financial strength and operational efficiency</b>					
<b>PRIORITY 13.2 Create a balanced budget that reflects our priorities</b>					
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
<b>PRIORITY 13.4 Create efficiencies and savings through continuous improvement</b>					
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.
<b>Recording/Conveyance (FS100140)</b>					
<b>GOAL 13. Maintain financial strength and operational efficiency</b>					
<b>PRIORITY 13.7 Devise and implement a strategic revenue generation plan</b>					
Conveyance & Recording Fees Collected (M00101)	\$24,003,275	\$24,899,370	\$25,255,227	\$25,616,198	
<b>Title Admin Records &amp; Licenses (FS100150)</b>					



	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
<b>GOAL 14. Provide a superior customer experience</b>					
<b>PRIORITY 14.1 Consistently provide an excellent customer experience</b>					
Auto/Boat Titles Issued (M00012)	469,406	465,000	475,000	475,000	
<b>Treasury Management (FS100130)</b>					
<b>GOAL 13. Maintain financial strength and operational efficiency</b>					
<b>PRIORITY 13.3 Increase staff capacity to drive and support innovation and performance improvement efforts</b>					
Parcels Delinquent (M00136)	9%	9%	9%	9%	
<b>PRIORITY 13.7 Devise and implement a strategic revenue generation plan</b>					
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	
<b>Administration (HR100100)</b>					
<b>GOAL 15. Make Cuyahoga County an Employer of Choice</b>					
<b>PRIORITY 15.1 Become an Employer of Choice</b>					
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%	
<b>PRIORITY 15.3 Develop approaches to address legacy compensation and benefit issues</b>					
Cost per Employee for Healthcare Coverage (M00046)	\$56,545	\$24,422	\$23,323	\$0	
<b>OFC Of The Director (HS260100)</b>					

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
<b>GOAL 4. Every child is ready for school on the first day of Kindergarten</b>					
<b>PRIORITY 4.1 Significantly reduce infant mortality</b>					
Infant Mortality (M00222)	120	118	117	116	
<b>GOAL 5. Every student stays in school and has the support needed to graduate high school ready for post-secondary completion and career success</b>					
<b>PRIORITY 5.3 Expand youth internship opportunities as a first step towards careers</b>					
Internship Opportunities (M00223)	1,255	1,750	1,750	1,750	
<b>CFS Foster Care (HS215105)</b>					
<b>GOAL 7. All residents are safe, supported and able to care for themselves</b>					
<b>PRIORITY 7.1 Provide a safety net for children, families, adults and older persons to meet their immediate, basic needs</b>					
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%
<b>PRIORITY 7.3 Decrease the number of youth aging out of foster care without a permanent family</b>					
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%
<b>PRIORITY 7.4 Partner with parents to create a family-centered child support program that promotes on-time and consistent support</b>					
Current Support Collected (M00221)	0%	63%	0%	0%	
<b>Admin Svcs - Gen'L Manager (HS260185)</b>					

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
<b>GOAL 7. All residents are safe, supported and able to care for themselves</b>					
<b>PRIORITY 7.1 Provide a safety net for children, families, adults and older persons to meet their immediate, basic needs</b>					
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	
<b>GOAL 14. Provide a superior customer experience</b>					
<b>PRIORITY 14.1 Consistently provide an excellent customer experience</b>					
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%	
<b>Universal Pre-K (HS260120)</b>					
<b>GOAL 4. Every child is ready for school on the first day of Kindergarten</b>					
<b>PRIORITY 4.3 Expand access to high quality pre-school</b>					
UPK Enrollment Rate - highest of year (M00186)	9,100%	9,500%	9,500%	9,500%	
<b>Admin Svcs (HS260235)</b>					
<b>GOAL 4. Every child is ready for school on the first day of Kindergarten</b>					
<b>PRIORITY 4.1 Significantly reduce infant mortality</b>					
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	
<b>GOAL 5. Every student stays in school and has the support needed to graduate high school ready for post-secondary completion and career success</b>					
<b>PRIORITY 5.1 Provide opportunities and needed support to children throughout their academic careers</b>					
No. Provided w/ Early Childhood Mental Health Services (M00187)	657	835	600	600	

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
<b>Family &amp; Children First (HS260300)</b>					
<b>GOAL 5. Every student stays in school and has the support needed to graduate high school ready for post-secondary completion and career success</b>					
<b>PRIORITY 5.1 Provide opportunities and needed support to children throughout their academic careers</b>					
High School Graduation Rate (M00167)	86%	88%	89%	90%	
<b>Homeless Services (HS220100)</b>					
<b>GOAL 7. All residents are safe, supported and able to care for themselves</b>					
<b>PRIORITY 7.2 End chronic homelessness for veterans, families and youth</b>					
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	
<b>HHS- Office Of Reentry (HS255100)</b>					
<b>GOAL 8. All people have equal access to justice</b>					
<b>PRIORITY 8.3 Provide re-entry and employment services to residents in county jails to reduce recidivism</b>					
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	
<b>Community Programs (HS260265)</b>					

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

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
<b>Innovation And Performance (IN100100)</b>					
<b>GOAL 6. Every resident is on a path to upward income mobility and career advancement</b>					
<b>PRIORITY 6.4 Partner to expand internet access throughout the county</b>					
Completion of Broadband Access Study (M00053)	No	Yes	No	No	
<b>GOAL 13. Maintain financial strength and operational efficiency</b>					
<b>PRIORITY 13.3 Increase staff capacity to drive and support innovation and performance improvement efforts</b>					
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	
<b>IT Administration (IT100100)</b>					
<b>GOAL 10. Drive collaboration among regional partners</b>					
<b>PRIORITY 10.1 Expand shared services to build capacity and support effectiveness of regional partners</b>					
No. of Shared Services Provided (M00037)	179	0	0	0	
Shared Services Participants (M00105)	74	0	0	0	
<b>Detention Center (JC100115)</b>					
<b>GOAL 7. All residents are safe, supported and able to care for themselves</b>					
<b>PRIORITY 7.8 Partner to build safer communities</b>					
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

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
<b>GOAL 8. All people have equal access to justice</b>					
<b>PRIORITY 7.8 Partner to build safer communities</b>					
Shelter Care ADP (M00007)	22	19	0	0	
<b>Law Library Board (LL285100)</b>					
<b>GOAL 7. All residents are safe, supported and able to care for themselves</b>					
<b>PRIORITY 7.8 Partner to build safer communities</b>					
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	
<b>GOAL 8. All people have equal access to justice</b>					
<b>PRIORITY 7.8 Partner to build safer communities</b>					
Reference & Research Questions (M00008)	5,491	5,500	5,500	5,500	
<b>Medical Examiner-Operations (ME100100)</b>					
<b>GOAL 7. All residents are safe, supported and able to care for themselves</b>					
<b>PRIORITY 7.6 Drive collaborative efforts to prevent and treat opioid addiction</b>					
No. of Opioid Deaths (M00014)	440	0	0	0	
<b>GOAL 8. All people have equal access to justice</b>					
<b>PRIORITY 7.8 Partner to build safer communities</b>					
ME Investigator Attendance at Crime Scene (M00016)	0%	0%	95%	95%	
<b>PRIORITY 8.1 Advocate to decrease pre-trial detention</b>					
Autopsy Reports Completed w/in 90 Days (M00015)	0%	0%	90%	90%	

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
<b>Probate Court (PB100100)</b>					
<b>GOAL 7. All residents are safe, supported and able to care for themselves</b>					
<b>PRIORITY 7.1 Provide a safety net for children, families, adults and older persons to meet their immediate, basic needs</b>					
Guardianships Opened - Incompetent (M00061)	1,490	1,346	1,346	1,346	
Guardianships Opened - Minor (M00068)	711	738	738	738	
<b>PRIORITY 7.3 Decrease the number of youth aging out of foster care without a permanent family</b>					
Adoptions Opened (M00110)	284	292	292	292	
<b>PRIORITY 7.8 Partner to build safer communities</b>					
Estates Opened (M00060)	7,299	7,580	7,580	7,580	
Civil Actions Opened (M00109)	515	444	444	444	
<b>GOAL 14. Provide a superior customer experience</b>					
<b>PRIORITY 14.1 Consistently provide an excellent customer experience</b>					
Marriage Licenses Issued (M00111)	6,657	5,722	5,722	5,722	
<b>CPC Planning (PC100105)</b>					
<b>GOAL 10. Drive collaboration among regional partners</b>					
<b>PRIORITY 10.1 Expand shared services to build capacity and support effectiveness of regional partners</b>					
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	
<b>Public Defender (PD100100)</b>					



	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
<b>GOAL 6. Every resident is on a path to upward income mobility and career advancement</b>					
<b>PRIORITY 6.5 Remove specific barriers to employment for qualified candidates</b>					
Expungements (M00161)	1,522	1,552	1,583	1,615	
<b>GOAL 7. All residents are safe, supported and able to care for themselves</b>					
<b>PRIORITY 7.8 Partner to build safer communities</b>					
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	
<b>Emergency Management (PJ280100)</b>					
<b>GOAL 10. Drive collaboration among regional partners</b>					
<b>PRIORITY 10.3 Strengthen and expand relationships with new and existing community partners</b>					
No. of First Responder Training Courses & Exercises (M00166)	96	98	100	100	
<b>Wireless 9-1-1 Gov. Assist. (PJ280105)</b>					
<b>GOAL 10. Drive collaboration among regional partners</b>					
<b>PRIORITY 10.3 Strengthen and expand relationships with new and existing community partners</b>					
No. of Wireless 911 Calls Received (M00165)	412,266	417,000	412,170	425,382	
<b>Witness Victim HHS (PJ325100)</b>					

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
<b>GOAL 7. All residents are safe, supported and able to care for themselves</b>					
<b>PRIORITY 7.1 Provide a safety net for children, families, adults and older persons to meet their immediate, basic needs</b>					
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	
<b>Personnel Review Commission (PR100100)</b>					
<b>GOAL 15. Make Cuyahoga County an Employer of Choice</b>					
<b>PRIORITY 15.1 Become an Employer of Choice</b>					
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	
<b>PRIORITY 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</b>					
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.
<b>General Office (PS100100)</b>					
<b>GOAL 3. Our community is vibrant, dynamic, and diverse</b>					
<b>PRIORITY 3.2 Target infrastructure improvements and other investments to spur community development</b>					
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	

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
<b>GOAL 7. All residents are safe, supported and able to care for themselves</b>					
<b>PRIORITY 7.8 Partner to build safer communities</b>					
Criminal Cases Opened - Adult (M00114)	10,838	11,155	11,155	11,155	
Investigations Opened - Criminal (M00116)	613	557	557	557	
<b>GOAL 8. All people have equal access to justice</b>					
<b>PRIORITY 8.2 Provide pre-arrest diversion and other alternatives to decrease the number of mentally ill residents in jail</b>					
Juveniles Referred to Alternative Disposition (M00115)	2,101	2,059	2,059	2,059	
<b>Administration (PW270100)</b>					
<b>GOAL 3. Our community is vibrant, dynamic, and diverse</b>					
<b>PRIORITY 3.2 Target infrastructure improvements and other investments to spur community development</b>					
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	
<b>Sanitary Operating (PW715200)</b>					
<b>GOAL 3. Our community is vibrant, dynamic, and diverse</b>					
<b>PRIORITY 3.1 Invest in catalytic capital projects</b>					
Preparation of Capital Improvements Plan/Update (M00036)	Yes	Yes	Yes	Yes	
<b>PRIORITY 3.2 Target infrastructure improvements and other investments to spur community development</b>					
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	

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
<b>GOAL 10. Drive collaboration among regional partners</b>					
<b>PRIORITY 10.1 Expand shared services to build capacity and support effectiveness of regional partners</b>					
Shared Services - No. of Communities Served by Sanitary (M00198)	38	40	42	44	
<b>Dog &amp; Kennel (PW280100)</b>					
<b>GOAL 14. Provide a superior customer experience</b>					
<b>PRIORITY 14.1 Consistently provide an excellent customer experience</b>					
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	
<b>Centralized Custodial Services (PW750100)</b>					
<b>GOAL 1. Our region is economically competitive</b>					
<b>PRIORITY 1. Deploy sustainability practices to support our competitive advantage</b>					
Decrease Electric Consumption (kWH) by 2% from PY (M00203)	No	Yes	Yes	Yes	
<b>County Airport (PW700100)</b>					
<b>GOAL 1. Our region is economically competitive</b>					
<b>PRIORITY 1.1 Maximize our regional strengths and assets to help our local economy grow</b>					
Aircraft Based (M00205)	180	196	201	211	
Total Flight Aircraft Operations (M00206)	21,180	24,000	24,720	25,956	

	2018 Actuals	2019 Estimated Actuals	2020 Target	2021 Target	Justification
<b>GOAL 14. Provide a superior customer experience</b>					
<b>PRIORITY 14.1 Consistently provide an excellent customer experience</b>					
Fuel Pumped (gallons) (M00204)	1,400,308	1,512,332	1,557,702	1,635,587	
<b>Soil &amp; Water Conservation (SC950100)</b>					
<b>GOAL 1. Our region is economically competitive</b>					
<b>PRIORITY 1.3 Deploy sustainability practices to support our competitive advantage</b>					
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%	
<b>GOAL 9. All are valued, respected, and heard</b>					
<b>PRIORITY 9. Ensure proactive, regular two-way communication with residents, businesses and partners</b>					
Public Involvement in Education Programs & Events (M00148)	175	175	175	175	
<b>GOAL 14. Provide a superior customer experience</b>					
<b>PRIORITY 14.1 Consistently provide an excellent customer experience</b>					
Volunteer Hours on Watershed & Stream Protection Projects (M00146)	2,655	2,500	2,500	2,500	
<b>Sheriff (SH240100)</b>					

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

	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)**

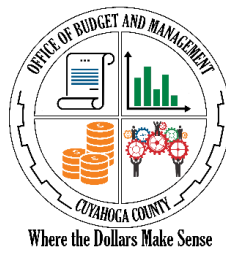
**GOAL 7. All residents are safe, supported and able to care for themselves**

**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 – Decision Packages





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
<b>CA - Court Of Appeals</b>												
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
					<b>CA Net</b>	<b>49,543</b>	<b>38,543</b>	<b>49,543</b>	<b>38,543</b>	<b>0</b>	<b>0</b>	
<b>CC - Clerk Of Courts</b>												
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
					<b>CC Net</b>	<b>305,000</b>	<b>305,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>CL - County Council</b>												
641	Research & Policy Analyst	No	Yes	No	1728	118,637	118,637	118,637	118,637	0	0	G11
					<b>CL Net</b>	<b>118,637</b>	<b>118,637</b>	<b>118,637</b>	<b>118,637</b>	<b>0</b>	<b>0</b>	
<b>CP - Common Pleas Court</b>												
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
					<b>CP Net</b>	<b>3,718,775</b>	<b>3,729,214</b>	<b>3,808,229</b>	<b>3,816,585</b>	<b>0</b>	<b>0</b>	
<b>DV - Development</b>												
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

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
<b>DV - Development</b>												
					DV Net	320,000	320,000	300,000	300,000	0	0	
<b>EX - Executive</b>												
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	
<b>FS - Fiscal</b>												
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

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
<b>FS - Fiscal</b>												
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
<b>FS Net</b>						1,162,140	1,147,140	1,000,000	1,025,000	0	0	
<b>HR - Human Resources</b>												
1007	<del>Paladino</del>	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	
<del>1083</del>	Leave Administration & Drug Testing	No	No	No	1728	110,000	130,000	0	0	0	0	
<b>HR Net</b>						858,440	878,440	0	0	0	0	
<b>HS - Health And Human Services</b>												
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

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
<b>HS - Health And Human Services</b>												
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
<b>HS Net</b>						4,532,919	4,391,293	0	0	0	0	
<b>IA - Internal Audit</b>												
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
<b>IA Net</b>						36,864	31,864	0	0	0	0	
<b>IG - Inspector General</b>												
1072	Software	No	No	No	1728	5,000	5,000	0	0	0	0	G13 G14
<b>IG Net</b>						5,000	5,000	0	0	0	0	
<b>IN - Innovation</b>												
1075	Digital Inclusion	No	No	No	1728	31,471	531,471	0	0	0	0	G06
<b>IN Net</b>						31,471	531,471	0	0	0	0	
<b>IT - Information Technology</b>												

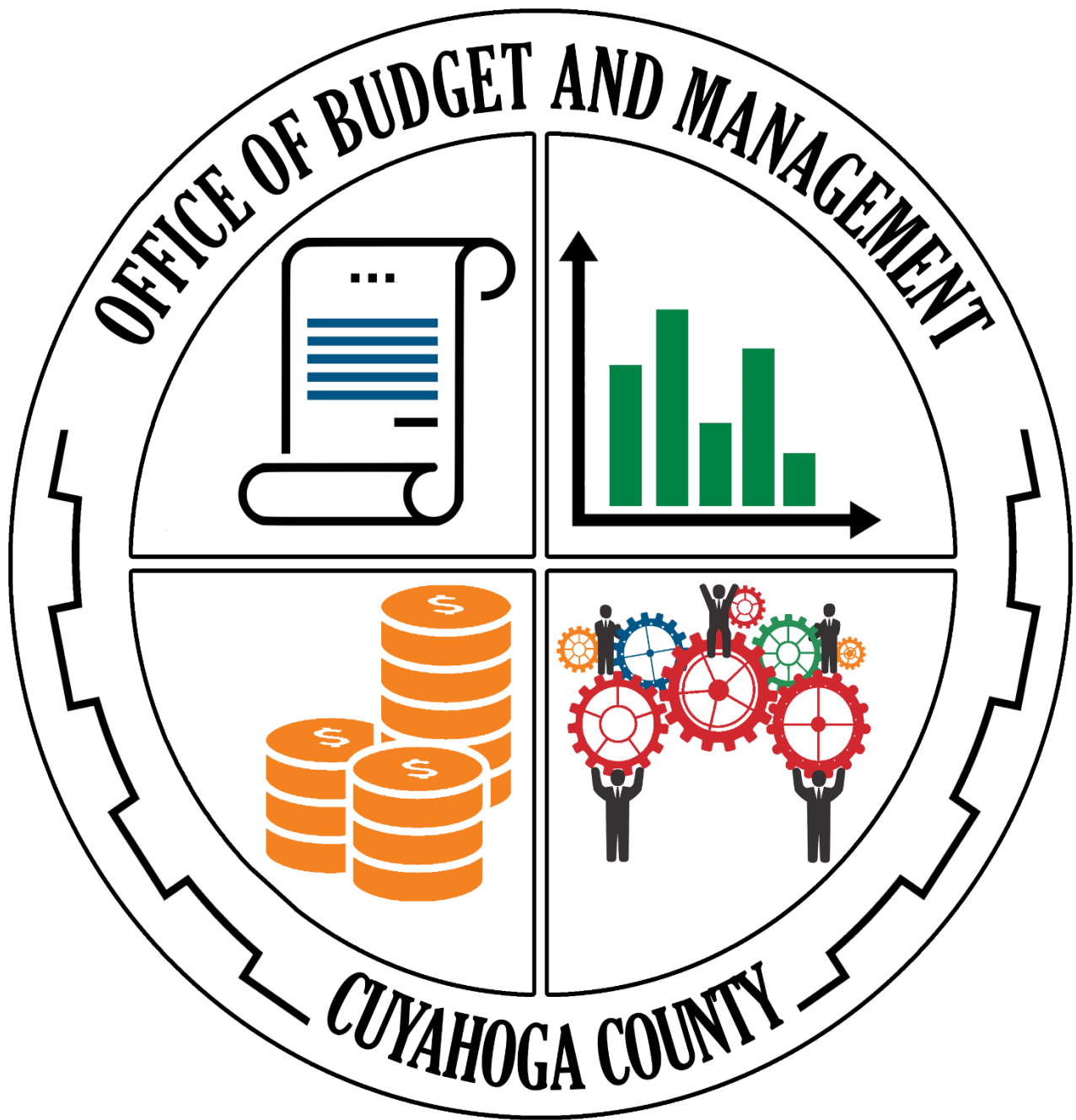
Form	Name	Mandated	Exec Approval	Council Approval	Current Stage	2020 Request	2021 Request	2020 Proposed Budget	2021 Proposed Budget	2020 Adopted Budget	2021 Adopted Budget	County Goals
<b>IT - Information Technology</b>												
1255	Vacancies	No	No	No	1728	805,676	805,676	0	0	0	0	G14
1256	Computer 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
					<b>IT Net</b>	<b>3,427,698</b>	<b>3,427,698</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>JC - Juvenile Court</b>												
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
					<b>JC Net</b>	<b>6,437,739</b>	<b>6,507,171</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>LW - Law Department</b>												
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
					<b>LW Net</b>	<b>353,600</b>	<b>353,600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>ME - Medical Examiner</b>												
1084	Mobile Forensic Unit	Yes	No	No	1728	116,500	116,500	0	0	0	0	G07 G10

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
<b>ME - Medical Examiner</b>												
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
<b>ME Net</b>						586,500	586,500	0	0	0	0	
<b>PD - Public Defender</b>												
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
<b>PD Net</b>						340,706	348,387	340,706	342,008	0	0	
<b>PJ - Public Safety &amp; Justice Serv.</b>												
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
<b>PJ Net</b>						878,625	475,125	0	0	0	0	
<b>PS - Prosecutor</b>												
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
<b>PS Net</b>						1,000,000	3,000,000	2,000,000	4,000,000	0	0	

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
<b>PW - Public Works</b>												
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
<b>PW Net</b>						481,258	1,181,258	58,388	58,388	0	0	
<b>SH - Sheriff</b>												
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
<b>SH Net</b>						9,414,518	9,414,518	7,132,909	7,132,909	0	0	
<b>SS - Soldiers And Sailors Monument</b>												
1214	Part-time Intern	No	Yes	No	1728	4,964	4,964	4,964	4,964	0	0	G01 G03 G14

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
<b>SS - Soldiers And Sailors Monument</b>												
					SS Net	4,964	4,964	4,964	4,964	0	0	
<b>SW - Solid Waste Management Dist.</b>												
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**