



2024 - 2025



BIENNIAL BUDGET

Cuyahoga County Executive
Chris Ronayne

County Council President
Pernel Jones Jr.

Fiscal Officer
Michael Chambers, CPA

Office of Budget and Management Director
Walter Parfejewiec

TABLE OF CONTENTS

ACKNOWLEDGEMENTS	6
EXECUTIVE LETTER	9
COUNCIL LETTER	10
CUYAHOGA COUNTY COUNCIL	10
COUNTY HIGHLIGHTS	11
CUYAHOGA COUNTY ORGANIZATIONAL CHART	12
INTRODUCTION AND STRATEGIC PRIORITIES	13
INTRODUCTION	14
STRATEGIC PLAN	14
STRATEGIC OBJECTIVES.....	15
CUYAHOGA AT-A-GLANCE	23
LOCATION AND HISTORY	24
GOVERNMENT	24
POPULATION	24
ARTS AND CULTURE	25
SPORTS AND RECREATION	27
TRANSPORTATION.....	27
ECONOMY.....	28
BUDGET IN BRIEF	30
BIENNIAL BUDGET DEVELOPMENT	31
EXECUTIVE’S RECOMMENDATION	32
ADOPTED 2024-2025 BIENNIAL BUDGET.....	34
COUNTY POLICIES	39
CUYAHOGA COUNTY CONTRACTS AND PURCHASING PROCEDURES	40
<i>Purpose</i>	40
<i>Required Approvals- 501.04</i>	40
<i>Approval Procedures</i>	40
<i>Application for and Acceptance of Grants- 501.09</i>	41
<i>Competitive Bidding Requirements and Exceptions- 501.12</i>	41
<i>Encouragement of Diversity- 501.13</i>	42
<i>Standards for Awarding Contracts- 501.14</i>	42
<i>Inspector General’s Authority- 501.21</i>	42
CUYAHOGA COUNTY FINANCIAL POLICIES	42
<i>Purpose</i>	42
<i>Two-Year Budget, Capital Improvements and Appropriations Process- 701.01</i>	43
<i>Capital Improvements Policy- 701.02</i>	43
<i>Debt Management Policy- 701.03</i>	43
<i>Requests for New Programs or Services Requiring an Additional Appropriation- 701.04</i>	44
<i>Advance Notice of Proposed Compensation Changes- 701.05</i>	44
<i>Investment Policy- 701.06</i>	44
<i>Financial Reporting- 701.07</i>	45
<i>Financial Management Operations - 701.08</i>	46
<i>Long-Term Planning and Stabilization - 701.09</i>	46
CUYAHOGA COUNTY GENERAL FUND, FUND BALANCE RESERVE POLICY	47
<i>Purpose</i>	47

<i>General Fund Reserve Policy - 706.01</i>	47
<i>Permitted Uses - 706.02</i>	47
<i>Reduction in General Fund Reserve Balance - 706.03</i>	47
CUYAHOGA COUNTY HEALTH AND HUMAN SERVICES LEVY FUND, FUND BALANCE RESERVE POLICY	47
<i>Purpose</i>	47
<i>Health and Human Services Levy Reserve Policy- 707.01</i>	47
<i>Permitted Uses - 707.02</i>	48
<i>Reduction in Reserve Balance- 707.03</i>	48
CUYAHOGA COUNTY GRANTS ADMINISTRATION PROCESS	48
FUND BUDGETS	53
FUNDS AND FUND DESCRIPTIONS	54
FUND CHART	55
SPECIAL REVENUE FUND	56
GENERAL FUND.....	62
INTERNAL SERVICE FUNDS	63
DEBT SERVICE FUND	64
ENTERPRISE FUNDS.....	65
CAPITAL FUNDS.....	65
DEPARTMENT FUND RELATIONSHIP.....	66
REVENUE ANALYSIS	68
ALL FUNDS.....	69
GENERAL FUND.....	71
SPECIAL REVENUE FUNDS.....	74
INTERNAL SERVICE FUNDS	78
SCHEDULES.....	79
ALL FUNDS SUMMARY	80
ALL FUNDS BY DEPARTMENT.....	81
GENERAL FUND SUMMARY.....	82
GENERAL FUND BY DEPARTMENT	83
GENERAL FUND SUBSIDIES	84
SPECIAL REVENUE FUND: HEALTH & HUMAN SERVICES LEVY ZONE SUMMARY.....	85
SPECIAL REVENUE FUND: HEALTH & HUMAN SERVICES LEVY ZONE SUBSIDIES	86
EXPENDITURES BY FUND	87
CASH ACTIVITY.....	91
STAFF SUMMARY (FTE REPORT)	92
DEPARTMENTAL BUDGETS.....	93
ALCOHOL, DRUG ADDICTION AND MENTAL HEALTH SERVICES BOARD (ADAMHS)	94
BOARD OF DEVELOPMENTAL DISABILITIES	96
BOARD OF ELECTIONS.....	98
CLERK OF COURTS.....	100
COMMON PLEAS COURT	102
COMMUNICATIONS DEPARTMENT.....	104
COMMUNITY BASED CORRECTIONAL FACILITY	106
COUNTY COUNCIL.....	108
COUNTY EXECUTIVE	110
DEPARTMENT OF DEVELOPMENT	112
DOMESTIC RELATIONS	114
EIGHTH DISTRICT COURT OF APPEALS.....	116
FISCAL DEPARTMENT.....	118
HEALTH & HUMAN SERVICES – ADMINISTRATION.....	120

HEALTH & HUMAN SERVICES – DIVISION OF CHILDREN AND FAMILY SERVICES	122
HEALTH & HUMAN SERVICES – DIVISION OF JOB AND FAMILY SERVICES.....	124
HEALTH & HUMAN SERVICES – DIVISION OF SENIOR AND ADULT SERVICES.....	126
HEALTH & HUMAN SERVICES – FAMILY AND CHILDREN FIRST COUNCIL.....	128
HEALTH AND HUMAN SERVICES – FATHERHOOD INITIATIVES.....	130
HEALTH & HUMAN SERVICES – INVEST IN CHILDREN	132
HEALTH & HUMAN SERVICES – OFFICE OF CHILD SUPPORT SERVICES	134
HEALTH & HUMAN SERVICES – OFFICE OF HOMELESS SERVICES	136
HEALTH & HUMAN SERVICES – OFFICE OF RE-ENTRY	138
HOUSING AND COMMUNITY DEVELOPMENT	140
HUMAN RESOURCES	142
INFORMATION TECHNOLOGY	144
INNOVATION AND PERFORMANCE.....	146
INSPECTOR GENERAL.....	148
INTERNAL AUDIT	150
JUVENILE COURT	152
LAW DEPARTMENT	154
LAW LIBRARY RESOURCES BOARD.....	156
MEDICAL EXAMINER	158
METROHEALTH SYSTEM	160
OHIO STATE UNIVERSITY EXTENSION	162
PERSONNEL REVIEW COMMISSION.....	164
PLANNING COMMISSION.....	166
PROBATE COURT	168
PROSECUTOR OFFICE.....	170
PUBLIC DEFENDER	172
PUBLIC SAFETY AND JUSTICE SERVICES	174
PUBLIC WORKS – COUNTY AIRPORT.....	176
PUBLIC WORKS – DOG KENNEL.....	178
PUBLIC WORKS – FACILITIES	180
PUBLIC WORKS – ROAD & BRIDGE	182
PUBLIC WORKS – SANITARY ENGINEER	184
REGIONAL COLLABORATION.....	186
SHERIFF	188
SOIL AND WATER CONSERVATION DISTRICT	190
SOLDIERS AND SAILORS MONUMENT.....	192
SOLID WASTE MANAGEMENT DISTRICT	194
SUSTAINABILITY.....	196
VETERANS SERVICE COMMISSION	198
WORKFORCE DEVELOPMENT (OHIO MEANS JOBS CLEVELAND/CUYAHOGA)	200
CAPITAL.....	202
2024-2028 CAPITAL IMPROVEMENTS PLAN OVERVIEW	203
<i>Capital Projects Zone.....</i>	<i>204</i>
<i>Capital Improvement Plan Development Process</i>	<i>207</i>
CAPITAL PROJECTS.....	209
DEBT	272
DEBT POLICY	273
DEBT ADMINISTRATION AND MANAGEMENT	274
OUTSTANDING DEBT.....	275
GENERAL OBLIGATION DEBT.....	276
SALES TAX REVENUE DEBT	277
NON-TAX REVENUE DEBT	279

CERTIFICATES OF PARTICIPATION	282
POST ISSUE COMPLIANCE POLICY.....	284
CREDIT RATINGS.....	287
DEBT SCHEDULES	295
GLOSSARY	301
EXTERNAL SOURCES	306
APPENDIX A: PERFORMANCE MEASURES.....	308
ALCOHOL, DRUG ADDICTION AND MENTAL HEALTH SERVICES BOARD (ADAMHS)	310
BOARD OF DEVELOPMENTAL DISABILITIES	311
BOARD OF ELECTIONS.....	312
CLERK OF COURTS.....	313
COMMON PLEAS COURT	314
COMMUNICATIONS.....	315
COUNTY COUNCIL.....	316
DEPARTMENT OF DEVELOPMENT	317
DOMESTIC RELATIONS COURT.....	318
EIGHTH DISTRICT COURT OF APPEALS	319
FISCAL DEPARTMENT.....	320
HEALTH & HUMAN SERVICES – ADMINISTRATION.....	322
HEALTH & HUMAN SERVICES – DIVISION OF CHILDREN AND FAMILY SERVICES	323
HEALTH & HUMAN SERVICES – DIVISION OF JOB AND FAMILY SERVICES.....	324
HEALTH & HUMAN SERVICES – DIVISION OF SENIOR AND ADULT SERVICES.....	326
HEALTH & HUMAN SERVICES – FATHERHOOD INITIATIVE	328
HEALTH & HUMAN SERVICES – INVEST IN CHILDREN	330
HEALTH & HUMAN SERVICES – OFFICE OF CHILD SUPPORT SERVICES	331
HEALTH & HUMAN SERVICES – OFFICE OF HOMELESS SERVICES	332
HEALTH & HUMAN SERVICES – OFFICE OF RE-ENTRY	334
HUMAN RESOURCES	335
INNOVATION AND PERFORMANCE	336
JUVENILE COURT	337
LAW LIBRARY.....	338
MEDICAL EXAMINER	339
METROHEALTH SYSTEM	340
OHIO STATE UNIVERSITY EXTENSION	341
PERSONNEL REVIEW COMMISSION.....	342
PLANNING COMMISSION.....	343
PROBATE COURT	344
PROSECUTOR.....	345
PUBLIC DEFENDER	346
PUBLIC SAFETY AND JUSTICE SERVICES	348
PUBLIC WORKS	350
SHERIFF	352
SOIL AND WATER CONSERVATION	354
SOLDIERS AND SAILORS MONUMENT.....	356
SOLID WASTE MANAGEMENT DISTRICT	357
SUSTAINABILITY.....	358
VETERAN'S SERVICE COMMISSION	359
WORKFORCE DEVELOPMENT (OHIO MEANS JOBS CLEVELAND/CUYAHOGA).....	360
PERFORMANCE MEASURES – MASTER LIST.....	361
APPENDIX B: DECISION PACKAGES.....	369



ACKNOWLEDGEMENTS

The development of the 2024-2025 Biennial Budget was a collaborative effort throughout the County under the thoughtful guidance of the **County Executive**, Chris Ronayne, and the **County Council**, led by Council President Pernel Jones Jr.

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 2024-2025 Biennial Budget and this subsequent budget document.

Cuyahoga County Office of Budget and Management

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Special thanks to Cleveland Foundation Fellowship participant, LaShawn Huey



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**Cuyahoga County
Ohio**

For the Biennium Beginning

January 01, 2022

Christopher P. Morrill

Executive Director



**The Government Finance Officers Association
of the United States and Canada**

presents this

CERTIFICATE OF RECOGNITION FOR BUDGET PREPARATION

to

**Finance Department
Cuyahoga County, Ohio**



The Certificate of Recognition for Budget Preparation is presented by the Government Finance Officers Association to those individuals who have been instrumental in their government unit achieving a Distinguished Budget Presentation Award. The Distinguished Budget Presentation Award, which is the highest award in governmental budgeting, is presented to those government units whose budgets are judged to adhere to program standards

Executive Director

Christopher P. Morill

Date: **June 14, 2022**



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 2024-2025 Executive's Recommended Budget is the first biennial budget developed by County Executive Chris Ronayne and reflects his continued commitment to building a Healthy Cuyahoga County.

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 also represents the County's values and commitments to serve the citizens of this county and impart to the public our vision of what a Healthy Cuyahoga County means: healthy communities that are safe, fiscally strong, and prepared for growth, a healthy economy that is diverse, prepares workers for the jobs of today and tomorrow, and can uplift our entire region, and a healthy government that is trusted, transparent, effective, and efficient. This vision for our county has been informed by mayors, non-profit leaders, small business owners and residents from youth to seniors throughout Cuyahoga County.

This budget seeks to grow our county and improve core services by:

- Maintaining critical programs and services to protect the County's most vulnerable populations despite federal, state, and local revenue losses in the post-pandemic environment,
- Supporting economic development, job creation, and workforce development initiatives to grow our economy,
- Improving government services to better serve our partners and constituents,
- Investing in critical infrastructure projects, and
- Engaging residents in County government and increasing equity and access for all of our residents.

It is impossible to create a budget that anticipates the future without first having an understanding of where Cuyahoga County is now and our obligations to the people of this county. County revenues remain strong but with several large projects ahead including a new Cuyahoga County Central Services campus and renovation or construction of court facilities, we must remain mindful of budgetary constraints. Funds received through the American Rescue Fund Act have largely been depleted while wage costs continue to increase.

Our budget acknowledges those realities while proposing a robust plan for the future of the County. Within that plan, we are proposing several key initiatives to move our county forward:

- Children's Wellness Campus to serve children in our community with unmet residential placement needs. We must protect the children in our care and the workers we rely on most.
- Cuyahoga Central Services Campus located in Garfield Heights to serve as the location for the Cuyahoga County Detention Center and Sheriff's Offices along with other ancillary services.
- Fresh Water Institute to capitalize on our location next to one of the world's most valuable resources, the Great Lakes water basin, that holds 20% of the world's fresh water supply and 90% of the domestic supply.
- Welcoming community initiatives to support refugees and immigrants from around the world that make Cuyahoga County home to support their relocation efforts and better connect them to the resources we have available.
- A Housing Department that focuses on developing affordable housing and provides support and programs for unhoused individuals, as well as county residents trying to buy or maintain homes.

In addition to the initiatives above, the County will soon embark on a strategic planning process to formalize our strategic goals, align our team and partners, and prepare for our future.

On behalf of County Executive Chris Ronayne, the Office of Budget and Management is pleased to present to County Council and the public the Executive's Recommended 2024-2025 Biennial Budget.



CUYAHOGA COUNTY COUNCIL

MEMBERS

- Patrick Kelly**
District 1
- Dale Miller**
District 2
- Martin J. Sweeney**
District 3
- Michael P. Byrne**
District 4
- Michael Gallagher**
District 5
- Jack H. Schron, Jr.**
District 6
- Yvonne M. Conwell**
District 7
- Pernel Jones, Jr.**
District 8, President
- Meredith M. Turner**
District 9
- Cheryl L. Stephens**
District 10, Vice President
- Sunny M. Simon**
District 11

Dear Residents of Cuyahoga County,

We are pleased to present to you Cuyahoga County’s 2024-2025 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 10, 2023, and the Council subsequently conducted nearly two months of thorough and public budget committee hearings. This resulted in the approval of approximately \$1.6 billion in expenditures per fiscal year for 2024 and 2025 on December 5, 2023. We believe this biennial budget represents our commitment to serving the needs of our community and ensuring a prosperous future for all residents.

We would like to first thank the voters of Cuyahoga County for their continued support and passage of the Health and Human Services levies. Without the generosity of the community, we could not effectively support the services provided by the Alcohol Drug Addiction and Mental Health Services Board, the Department of Health & Human Services, Juvenile Court, and MetroHealth Hospital.

The 2024-2025 biennial budget focuses on key priorities such as education, healthcare for all, infrastructure improvements, public safety, and economic development. We have appropriated resources to support our schools, improve access to healthcare, maintain and enhance our roads and bridges, strengthen law enforcement and public safety services, and promote job growth and economic development in our County. Through careful planning and strategic investments, we aim to create a more inclusive and vibrant County where every resident has the opportunity to thrive.

In summary, the budget provides approximately \$1.6 billion per year for all of the County’s agencies, departments, and programs. About \$600 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 \$281 million annually, while the remainder of the budget is funded primarily from state and federal resources.

We invite you to review Cuyahoga County’s 2024-2025 Biennial Operating Budget and Capital Improvements Program. Thank you for your ongoing support and involvement in our community. We hope this biennial budget meets your expectations and we will continue to work together in making the future bright for Cuyahoga County and providing a better quality of life for all

Sincerely,

Pernel Jones, Jr.
President
District 8

Cheryl L. Stephens
Vice- President
District 10

Dale Miller
Chair of the Finance & Budgeting Committee
District 2

Patrick Kelly
District 1

Martin J. Sweeney
District 3

Michael P. Byrne
District 4

Michael J. Gallagher
District 5

Jack Schron
District 6

Yvonne M. Conwell
District 7

Meredith M. Turner
District 9

Sunny M. Simon
District 11



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 vitalization of Northeast Ohio.

In 2022 and 2023, Cuyahoga County government:

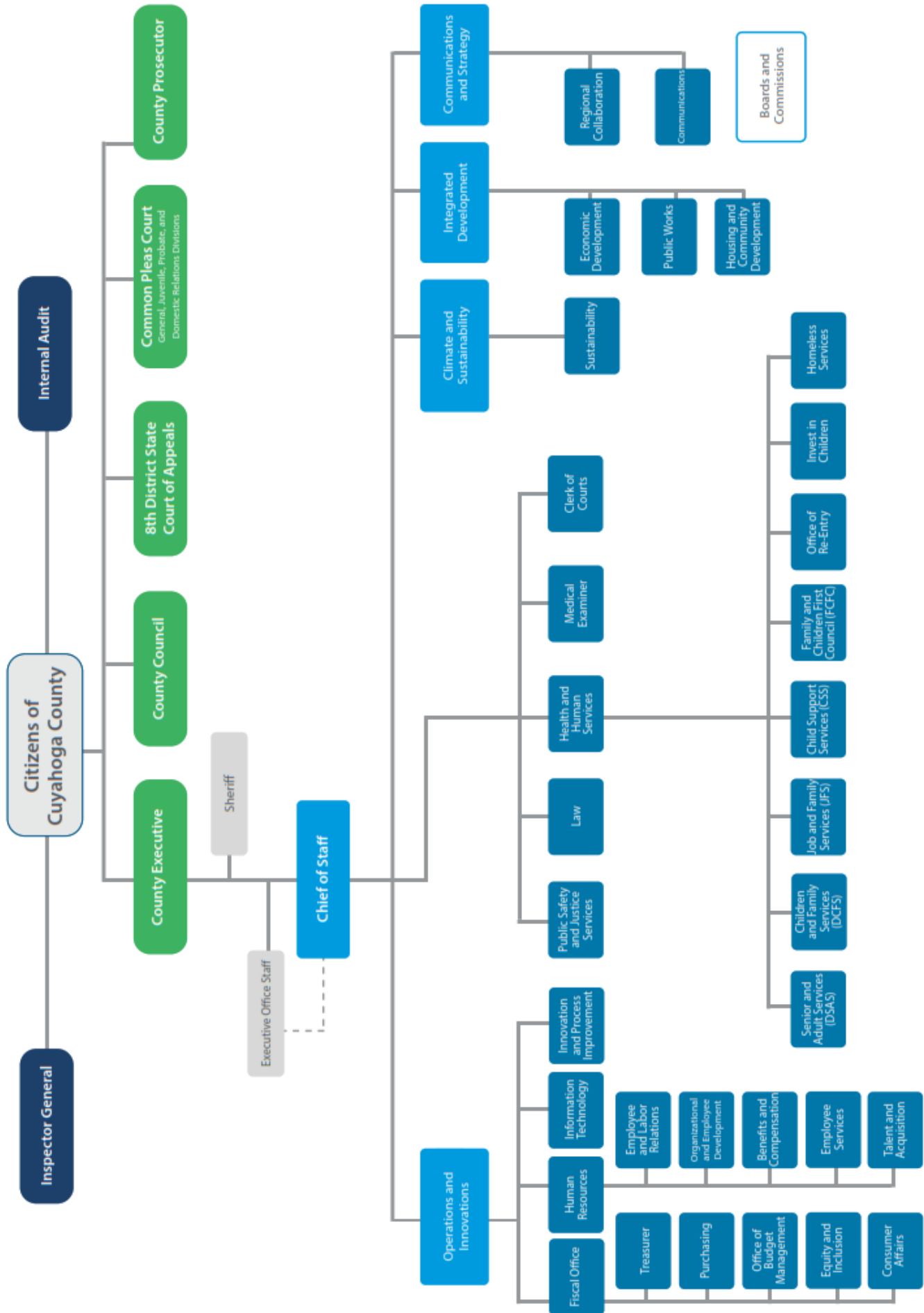
2022

- Sold \$190,090,000 of Sales Tax Revenue Bonds to investors (split between \$122,590,000 tax-exempt bonds and \$67,500,000 taxable bonds) for Progressive Field Improvements
- Approved \$13.1 million in unspent 2021 Opioid Mitigation fund appropriations
- Approved \$11.1 million in 2022 appropriations of Opioid Mitigation funds for contracts with local opioid and substance abuse providers
- Approved a one-time subsidy of \$4 million for costs related to the development and construction of a new Corrections Center
- Spent the remainder of the \$216 million in federal CARES Act funding received in 2020
- Approved appropriations totaling \$119,949,128.50 in American Rescue Plan Act (ARPA) funding
- Transferred \$98,820,108.59 from the American Rescue Plan Act (ARPA) fund to the General Fund for eligible expenditures
- Transfer of \$1 million to Veterans Services Commission for purchase of new building
- Approved appropriations of \$2,759,430 for Community Development Supplemental Grant program
- Approved an additional 1% cost of living increase for County Executive employees
- Approved the Alternative Tax Budget for 2023
- Approved \$1.25 million for the Challenge Loan Program and loan loss reserve agreement with Key Bank
- Received second tranche \$119,949,128.50 in American Rescue Plan Act (ARPA) funding
- Received credit rating confirmations from both S&P Global and Moody's Investor Services of AA and Aa2, respectively, both with contained stable outlooks
- Sold \$30.6 million in Economic Development Revenue Bonds, Series 2022A for renovations at the Convention Center
- Received \$9.7 million from Ohio Department of Development, Office of BroadbandOhio to bring high speed internet access to residents of Cuyahoga County
- Approved the Fiscal Officer's Estimate of Tax Rates to be levied for 2023
- Approved ordinance modifying Non-Bargaining Salary Schedule A (market wage adjustments)
- Approved the 2022/2023 Biennial Operating Budget and Capital Improvements Program Annual Update for 2023
- Approved the write-off of prior year's book/bank cash reconciliation
- Authorized the reduction of excess appropriation for fiscal year 2022

2023

- Transferred \$53,609,757 into the Justice Center Capital Projects Fund
- Received Certificate of Estimated Resources for 2023
- Transferred \$311,692 in 2022 surplus budget appropriations to the Veterans Services Fund
- Approved \$5.3 million in Opioid Mitigation fund appropriations for contracts with Alcohol, Drug Addiction and Mental Health Services (ADAMHS) and the Cleveland Hitchcock Center
- Approved Casino Tax appropriations of \$3,797,000
- Approved \$1.5 million in appropriations for Say Yes to Education
- Received \$25 million in Emergency Rental Assistance 2 grant funds from the U.S. Treasury
- Received \$9,879,339 in HOME ARPA grant funds from the U.S. Department of Housing and Urban Development
- Adopted the annual Alternative Tax Budget for 2024
- Approved appropriations of \$1.65 million for Information Technology capital projects
- Approved appropriations for \$2.4 million for the Child Wellness Campus
- Received \$4.3 million in excess pledge funds on the Gateway bonds (Economic Development Series 1992)
- Approved 2024 Annual Tax Rates (as confirmed by the Budget Commission)
- Approved appropriations of \$3 million for the Veterans Services Commission headquarters buildout
- Approved County Sales Tax Levy of .25% for an additional 40 years
- Approved purchase of property in Garfield Heights for Central Services Campus
- Adopted 2024-2025 Biennial Budget and Capital Improvements Program
- Approved appropriations of \$3 million for the 911 Consolidation Shared Service Fund
- Reduced excess appropriations totaling more than \$265 million

Cuyahoga County Organizational Chart



Introduction and Strategic Priorities





Introduction

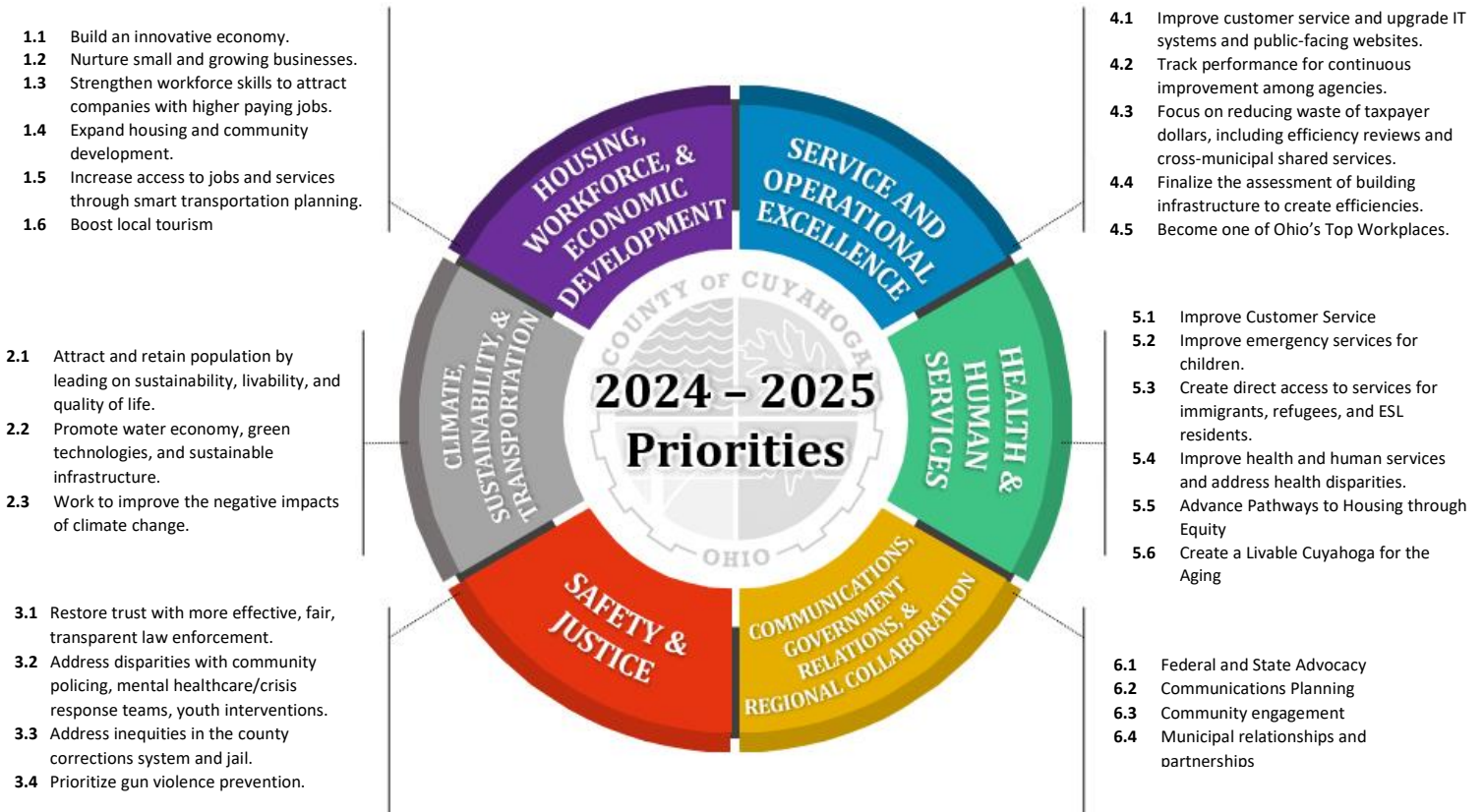
The biennial budget represents months of deliberation and is the County’s plan for accomplishing its goals and objectives for the next two years. The budget is the means by which the County satisfies its legal and moral mandates on behalf of the citizens of Cuyahoga County. More importantly, the budget 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 Cuyahoga County 2024-2025 Adopted Biennial Budget.

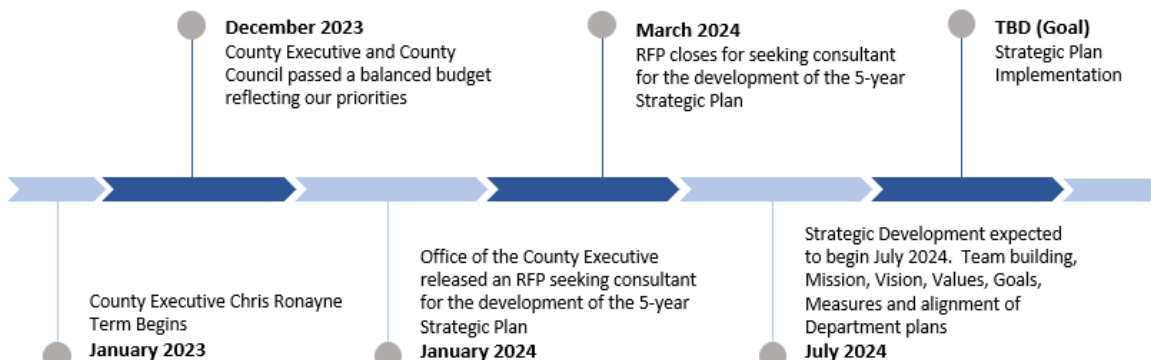
Strategic Plan

The County Executive is currently in the development phase of the County’s next 5-year Strategic Plan, the plan is expected to be completed by September 2024. The previous plan expired December 2022.

To begin this phase, The County Executive has developed six strategic priorities.



With the assistance of our stakeholders, including, but not limited to, County Council, County leadership, business leaders, education leaders, residents, and taxpayers, the Cuyahoga County Strategic Plan will be developed and implemented in 2024.



Strategic Objectives

The 2024-2025 Adopted Budget is the first biennial budget developed by County Executive Chris Ronayne and reflects his commitment to the overarching priorities for 2024/2025.

Housing, Workforce and Economic Development	
<p>Priority 1.1: Build an innovative economy.</p>	<ul style="list-style-type: none"> ▪ Support for innovation is a key part of the County’s 5-year Economic Development Plan. The existing plan is being updated for the years 2024 through 2028. This updated plan will be in alignment with other regional economic and workforce development strategies including Cleveland Innovation Project; Greater Cleveland Partnership “All In” Plan; Team NEO’s Strategic Plan; Cleveland’s Talent Alliance Strategy; and Northeast Ohio Workforce Development Plan. ▪ Cuyahoga Green Energy goals include leading innovation and commercial development of new technologies including microgrids, to mitigate the impacts of climate change, reduce harmful emissions, and preserve our precious fresh water. ▪ The Department of Development’s strategic work to advance innovation include: <ul style="list-style-type: none"> ○ Working with partners like MAGNET and Think Box, the County’s economic development dollars are used to accelerate advanced manufacturing through technologies including Manufacturing 4.0, 3D printing and digital manufacturing. ○ Helping to promote key regional assets like NASA Glenn Research Center, the Aerozone District, JumpStart, Ohio Third Frontier, Ohio Fund, and local hospital systems to drive innovation and development. ○ Working to increase the skilled talent supply by attracting skilled residents, retaining college graduates, and increase labor force participation. ○ Supporting the Port Authority’s “Cleveland to Europe Express” which offers manufacturers reliable and local means to export products to international markets, and to development a more holistic strategy including goods, service, and tourism.
<p>Priority 1.2: Nurture small and growing businesses.</p>	<ul style="list-style-type: none"> • The Development Department’s Office of Small Business is supporting entrepreneurs as they start new businesses while also supporting the growth of more small businesses. • The Treasurer’s Department in conjunction with the Departments of Housing and Development is expanding the County’s linked bank deposit program to help support small businesses with lower dollar loans and access to more loan options. • Partnering with Cuyahoga County communities, Team NEO, County Planning Commission, and County Landbank, the Department of Development is helping to assemble land for the creation of new jobs in traded sector activities, including supply chain opportunities for electric vehicle and computer chip manufacturing.
<p>Priority 1.3: Strengthen workforce skills to attract companies with higher paying jobs.</p>	<ul style="list-style-type: none"> • The Development Department, Workforce Development Board, and Job and Family Services have partnered with educational stakeholders to increase educational attainment and competitive positions with support to PRECLE, K-12 providers, Say Yes, Cuyahoga Community College, and College Now. Early career awareness is expanding beyond Cleveland municipal schools to 10 suburban public-school districts by 2025. • The Department of Innovation and Performance continues to use the remaining ARPA dollars to invest in Broadband extending affordable access, so every resident has a path to digital technology literacy and innovation. • The County continues to engage employers to upskill their existing workforce, now using the Workforce Development Board’s incumbent worker training funding and employer services provider. • The County provides funding through the Workforce Funders Group and Workforce Development Board, supporting ongoing sector partnerships that focus on recruitment and upskilling of talent needed in manufacturing, healthcare, information technology and hospitality.
<p>Priority 1.4: Expand housing and community development.</p>	<ul style="list-style-type: none"> • A new Housing and Community Development Department was created in 2023. In 2024, the Department of Housing has secured a contract with Cleveland State University to help Create a Countywide Housing Plan which will incorporate the need for additional affordable housing and special populations. The plan will also provide insight into the housing needs for our middle market communities. • The Treasurer’s Department in conjunction with the Departments of Housing and Development is expanding the County’s linked bank deposit program to help residents secure home repair loans at affordable interest rates and expanding ways to broaden home ownership. • The County continues to partner with the Cuyahoga County Land Reutilization Corporation with investment of nearly \$30 million over several years until 2025 to support home repair programs, low dollar mortgages, and other activities to increase property value. In addition, the updated linked bank deposit program helps close the gaps for low-income and middle market in home repairs and banking lending.

	<ul style="list-style-type: none"> • The County is in the process of updating its banking agreements and negotiating Community Reinvestment Agreement opportunities in our communities. • Using casino revenue, ARPA dollars, and delinquent tax revenue, the County supports the Cuyahoga County Landbank’s work on brownfield remediation and demolition of nuisance homes and buildings to try to maximize the influx of state dollars. • The County supports countywide investment in parks, recreation, community infrastructures and by utilizing approximately \$1.5 million per year in casino money in the Community Development Supplemental Grant program. • The County has established an Office of International Services staffed by employees in Job and Family Services and aligning with regional partners like Global Cleveland to help support newcomers as they take their place in the local economy as workers and business owners, including culturally competent workforce development and services, increasing the county’s population and supply needed talent for industries. • The County is embracing equity as a driver of countywide economic growth with work done by the County’s Equity Commission, Department of Equity and Citizen Advisory Council. Work and investment include programs like Cleveland Builds, promoting access to tech-based businesses, increasing access for small minority owned businesses, procurement goals, and the concentration on monetary support in the County’s Equity Zones. • Veteran Service Commission is helping veterans with emergency shelter if needed and helping veterans secure low interest loans. • The Office of Homeless Services released a Strategic Action Plan to End Homelessness through Housing in 2023 and began implementing a HUD demonstration grant to End Youth in 2024. Both plans involve addressing equity, the needs of special populations, and the lack of quality affordable housing for the homeless. These plans will be implemented over the coming 3-5 years.
<p>Priority 1.5: Increase access to jobs and services through smart transportation planning</p>	<ul style="list-style-type: none"> • The County’s new Transportation Senior Advisor is working to help close the gaps and advance the opportunities for Transit Oriented Development, creating more opportunities for Cuyahogans to live and work in connected places with robust transportation options. • Promote “first mile” and “last mile” connections from housing and jobs to the public transportation system through shared mobility programming and other creative solutions. • As a Fund for Economic Future member, Cuyahoga County supports its Job Hubs initiative to encourage job creating economic development in areas that are accessible by transit for entry level workers, such as the Opportunity Corridor. • The Department of Development supports municipalities to position their currently vacant land for productive, job-creating, re-uses, including technical assistance, advocacy, and funding towards site assembly and environmental remediation costs. • Placemaking has been a priority throughout various departments from vibrant waterfront locations to other significant centers of entertainment, recreation, and social interaction, creating places that will attract talented new residents and energize local economic activity, with sustainable living opportunities all our residents can afford. Work on this can be in conjunction with work done in Vibrant NEO 2040’s plan. • Cuyahoga Job and Family Services recently joined a State of Ohio pilot to address the benefits cliff through a “Benefits Bridge” program that will provide public assistance recipients with funding to cover the costs of lost benefits. This program will also recruit employers to hire recipients, and the employers will also receive an incentive.
<p>Priority 1.6: Boost local tourism.</p>	<ul style="list-style-type: none"> • Investing in capital at the County’s Hilton Hotel which has seen continued economic growth out of the post-COVID years. • 6.5% of the County’s lodging tax goes primarily to Destination Cleveland followed by the Huntington Convention Center, Rock and Roll Hall of Fame and Gateway teams. All of these are major drivers in regional tourism. • The Climate Registry selected Cuyahoga County to host the 2024 Climate Leadership Conference. The annual event will bring experts from around the world to discuss innovative solutions for the climate crisis and award leaders in the field of the climate action plan. • Cuyahoga County participates in the Cleveland Talent Alliance which executes a strategy to attract and retain skilled professional talent, as well as new businesses, by leveraging the combined resources of Destination Cleveland, the Greater Cleveland Partnership, Team NEO, and other regional partners.

<p>Climate, Sustainability and Transportation</p>	
<p>Priority 2.1: Attract and retain population by leading</p>	<ul style="list-style-type: none"> • The Administration hired a Senior Advisor on Transportation to focus on the importance of transportation. Cuyahoga Connects is the County’s vision to create a safe and convenient multi-modal system accessible to everyone, whether walking, biking, driving or by bus or train.

<p>on sustainability, livability, and quality of life.</p>	<ul style="list-style-type: none"> • The “Rediscover Veterans Memorial Bridge” initiative, supported by a \$7M U.S. DOT Neighborhood Access & Equity grant, advances the reactivation of the historic streetcar level of the Veterans Memorial Bridge for public access. This includes the feasibility study, public events, stakeholder engagement, agency coordination, and ongoing public information. • Begin building two of four priority lakefront trails identified in Cuyahoga County’s Lakefront Access Plan that will improve public access to Lake Erie, provide erosion control, enhance local ecology, and improve multi-modal connectivity in the regional trail network. These initiatives will be funded with ARPA dollars, General Fund, Federal and State grant dollars, foundation donations. • Through its membership in the Fund for our Economic Future, Cuyahoga County supports the development of Team NEO’s “Where Matters” location scorecard and outreach campaign to attract new business to redevelopment sites that are readily accessible to a diverse workforce.
<p>Priority 2.2: Promote water economy, green technologies, and sustainable infrastructure.</p>	<ul style="list-style-type: none"> • The Soil & Water Conservation District subsidy was increased to allow the agency to expand services helping municipalities implement their stormwater management plans and post-construction stormwater operation and maintenance inspection as required by the Ohio EPA. • Solid Waste has seen an increase in funding to help support their updated 5-year plan. • Federal money is helping to launch the Freshwater Institute which is a program to fully developing and utilizing our abundant freshwater resources, including riverfront and lakefront activation, as well as our plentiful supply of fresh water, to attract new residents and businesses. The creation of a Fresh Water Capital Institute is a priority in the coming years to embrace our largest asset in this region, water. Lake Erie and the Cuyahoga River are economic engines if the County focuses on restoring and preserving this water source and developing new industries who are heavily reliant on fresh water sources to sustain and expand their operations. • The County funds Team NEO to attract new, ecologically responsible, water using businesses.
<p>Priority 2.3: Work to improve the negative impacts of climate change.</p>	<ul style="list-style-type: none"> • The County is in the process of creating a Climate Action Plan to help support 100% renewable energy by 2050, produce cleaner transportation with the purchase of cleaner fuel vehicles and promoting alternative transportation; teaching about ecosystem, the future and protecting our assets, and help to develop land more wisely. • The Cuyahoga Green Energy Program is leading innovation and commercial development of new technologies including microgrids, to mitigate the impacts of climate change, reduce harmful emissions, and preserve our precious fresh water. Cuyahoga County launched the first microgrid electrical in the United States. Compass Energy Platform will serve as the utility operation for the County run utility. • In 2023, the County Executive and regional leaders attended COP28, the United Nations climate change conference held in Dubai, to discuss climate issues. Cuyahoga County has a history of leadership on environmental issues. Attending CO28 is just one step in putting Cuyahoga County on the map as a region with solutions. • The Department of Sustainability and Consumer Affairs is working to distribute 31 Sustainable Store grants totaling \$131,000 to small businesses in 17 municipalities to create more compliance with the County’s disposable bag ban. • The county has one more year of total \$5 million investment to grow the regional urban canopy. • Cuyahoga County is on the CDP’s A-List. The climate nonprofit recognizes communities for their efforts to lower greenhouse gas footprint and address climate hazards. Of 900 local governments worldwide that received scores, Cuyahoga County ranks in the top 13%. • Development is in the process of organizing and funding a Green Bank to lend money and invest in clean energy produce such as commercial and residential solar panels. • The County plans to help build more pedestrian bike paths and connect the existing networks by working with partners such as NOACA, other communities and ODOT. • Provide incentives such as below market-rate financing to companies moving to or expanding walking distance of transit routes or withing transit connect hubs.

<p>Safety and Justice</p>	
<p>Priority 3.1: Restore trust with more effective, fair, transparent law enforcement.</p>	<ul style="list-style-type: none"> • The Sheriff’s Downtown Safety Patrol Unit is a concentrated effort of presence in downtown Cleveland to help ensure residents, workers, employers, and visitors feel safe while at work, enjoying attractions, or coming to see a game. • The Sheriff and Medical Examiner’s Office investment in AFIS equipment to help easily identify criminals or solve crimes. • The County is in the process of investing millions of dollars of ARPA and federal grant money into NextGen 911. This internet based new technology will help enhance location accuracy and real time exchange of data between agencies. • \$3 million added to the 911 Consolidated Shared Services fund

<p>Priority 3.2: Address disparities with community policing, mental healthcare/crisis response teams, youth interventions.</p>	<ul style="list-style-type: none"> Public Safety and Justice Services is partnering with the Cleveland Foundation and the Heights communities is piloting a co-response program. Meanwhile, Public Safety and Justice is also monitoring the ADAMHS’s Board care-response. Both projects will hopefully help address the mental health needs in our community and serve as a piolet example of what can work countywide. The Office of Re-entry released a Housing Justice Plain in 2023 to create more housing opportunities for formerly incarcerated residents. Nearly 78% of those convicted of minor offenses had a long-term ban on rental options. The Housing plan will continue to try to expand successful piolet programs, develop new housing units, help prevent evictions, pass fair chance housing legislation, secure housing counselors for those impacted by incarceration. \$3.6 million received by HHS from ADAMHS and BODD for the Child Wellness Campus
<p>Priority 3.3: Address inequities in the county corrections system and jail.</p>	<ul style="list-style-type: none"> Preparations are underway to build a new Cuyahoga County Central Campus in Garfield Heights. The campus will improve the services and conditions for those in our custody. The planned facility will house the Sheriff’s Department, diversion center, and re-entry services. The Sheriff’s department has invested significantly more money to address jail food and medical services in the jail. Significant investments for assigned counsel to represent juveniles in the justice system. The County continues to invest in a Diversion Center and ways to expand use of this facility. A new Jail Management System will help set better data benchmarks to monitor and work towards policies to allow for jail population reduction. The County is investing in a Justice and Health Expediter. The County will continue to work towards a better central booking and added bail reform initiatives in late 2024. Investment in more Detention Officers and Correction Officers to ensure necessary services are provided in our facilities.
<p>Priority 3.4: Prioritize gun violence prevention</p>	<ul style="list-style-type: none"> The Sheriff’s downtown safety patrol unit has been successful in removing dozens of guns off the streets. The administration is declaring gun violence a public health crisis. A Gun Violence Reduction Summit will convene in the coming year. Gun Violence Awareness Day and Gun Violence Survivors Week. Continued investments in Children Who Witness Violence, Defending Childhood and Camp Hope, which are programs at PSJS that identify and treat trauma symptoms in children exposed to violence, helping to end the cycle of violence and prevent future violent crime.

<p>Service and Operational Excellence</p>	
<p>Priority 4.1: Improve customer service and upgrade IT systems and public-facing websites.</p>	<ul style="list-style-type: none"> The Department of Information Technology continues to upgrade ERP modules to create more efficiencies and help service customers. The Department of Informational Technology in conjunction with the Communication Department is working to upgrade the look of the County’s website to be more customers friendly highlighting content that is used more widely by those accessing the site. In addition, the IT Department will be rolling out new features this year including ADA upgrades, language translation, security features and a Chatbot assist. The Information Technology Department has migrated the Cuyahoga County website from a .us domain to a .gov domain to ensure County residents receive accurate and trustworthy information about their government. This domain type is only available to government organizations. The Fiscal Office continued to place large emphasis on expanding access to internal in the neighborhoods. Events such as Great Estates, Re-Appraisal meetings, Self-Service Kiosks, tax collection in auto title bureaus and Key Bank branch all help the County to be more accessible to the residents we serve. The Fiscal Office is working on transferring vendors to ACH payments to help decrease the time to pay vendors. Information Tehcnology’s GIS teams continue to use this resource to help educate residents but also make it easier for residents to find information. These projects include the Northcoast GID; Citizen Service First Suburbs Data Services; CuyahogaGIS Hub and works toward NextGen 911 with Public Safety. Created a 5-year countywide IT capital plan for the first time
<p>Priority 4.2: Track performance for continuous</p>	<ul style="list-style-type: none"> The County Executive’s Office is in the process of updating the countywide Strategic Plan. The Department of Innovation and Performance has started collecting performance metrics from various departments with the intent to refine these metrics at the close of the Strategic Plan update.

<p>improvement among agencies</p>	<ul style="list-style-type: none"> • The Department of Information Technology has created a GIS launch site for municipalities to provide information on county programs, allocations, and stats. • The Planning Commission released their 2023 Data Book which focused on comparing Cuyahoga County to several peer counties throughout the Midwest and Great Lakes evaluating populations, labor, education, household income, housing stock, and transportation. • Investment in a new Jail Management system will help track stats to improve our jail numbers, monitoring, and outcomes. • The County is exploring the use of artificial intelligence to help track processes, improve customer support, and create efficiencies where possible
<p>Priority 4.3: Focus on reducing waste of taxpayer dollars, including efficiency reviews and cross-municipal shared services.</p>	<ul style="list-style-type: none"> • The Fiscal Office has worked to update the County’s code and purchasing threshold, master contracts and RFP process to make it easier to do business with the County and for the county to have more vendors to secure competitive pricing. • The Executive introduced a balanced budget to council for the 2024-2025 biennium. • The County has reconciled all banks accounts timely and completed the external audit on time for the first time in over a decade. • An analysis with Ernst Young in 2023 identified some priority areas in personnel data clean-up, grant alignment, and the possible decentralization of fiscal and human resource staff to create efficiencies. • Cuyahoga County Innovation has trained 361 employees in yellow belt, 131 in green belt, and 21 in black belt with projects saving the County over \$1.4 million dollars in operational improvements. • Investment in cybersecurity operations and hardware will help avoid combat the ever-growing threats to government entities. • Investments in real property processes and IT infrastructure will help serve local municipalities and residents as property tax collection is one the County’s core services while also making it easier for businesses to invest here in the County. • The Department of Law has secured an outside vendor to create an Enterprise Risk Management to help reduce or eliminate hazards countywide that incur legal and liability costs.
<p>Priority 4.4: Address physical space consolidation and efficiency.</p>	<ul style="list-style-type: none"> • The Department of Public Works has been working on space re-allocation plans and building re-uses impacting Health and Human Services, Board of Elections, Veteran Services and County headquarters. This consolidation of buildings will provide to save money long term on spacing and/or future capital needs. • The Cuyahoga County Animal Shelter broke ground a 2,300 square foot expansion project in 2023, This explanation will provide the shelter with more space for training and recreational space for dogs. • County is in the middle of an RFP process to find a County Courthouse redevelopment option. • Increased the capital expenditures for county building updates and critical infrastructure from \$6 million per year to \$10 million per year.
<p>Priority 4.5 Become one of Ohio’s Top Workplaces</p>	<ul style="list-style-type: none"> • Department of Human Resources expanded the Parental Leave Policy to 12 weeks paying for three-quarters of the cost, minimizing the time necessary to qualify for this benefit and expanding the donation leave policy. • Advertising tuition reimbursement programing and providing options to employees like participation in Cleveland State University Leadership Academy. • Expanded the Retire and Rehire policy as the organization is approaching the silver tsunami while the County focuses on cross-training and succession planning as necessity to capture the organization’s institutional knowledge. • Human Resources continues to work on improving policies and practices in Performance Management, Consistent Discipline, Training, and Ethics. • Working to improve the multimodal friendliness of Cuyahoga County as a workplace. This includes our focus on improving transportation information during employee onboarding, ongoing promotion of the transit pass discount, Bike Cleveland building assessments + improvements, and giving wellness points to employees who walk, bike and ride transit. • The county is in the process of creating a Remote Work Policy. • Human Resources is in the process of completing a pay equity study with Archer and securing a Compensation Specialist to update the County’s policy moving into the future. • Human Resources updated the Countywide wellness plan making it easier for employees to participate while also investing money in workout spaces. • The County’s Equity Commission continues to convene internal departments to review County policies and practices with the goals of increasing community access to services and addressing internal barriers to minority community accessing County resources.

Health and Human Services	
Priority 5.1: Improve service to those seeking benefits.	<ul style="list-style-type: none"> The Administration launched Neighborhood Service Centers with Greater Cleveland Food Bank, Friendly Inn Settlement and Cuyahoga County Public Libraries. Residents are now able to apply or renew their benefits with Jobs and Family Services right at these neighborhood locations. Hiring additional caseworkers to improve services for those in need.
Priority 5.2: Improve emergency services for children.	<ul style="list-style-type: none"> In partnership with the Center, the County is developing a Child Wellness Campus to provide shelter and treatment for youth who need intense care for medical, mental health, behavioral health, and trauma related issues. DCFS is planning on launching a strategic plan in 2024 seeking input from staff and the community. Hiring additional social workers to improve services provided to children in County custody.
Priority 5.3: Create direct access to services for immigrants, refugees, and ESL residents.	<ul style="list-style-type: none"> The Administration launched a new Welcoming Center in Old Brooklyn. Cuyahoga County is home to more than 120 nationalities and this location helps support immigrants, refugees and newcomers to the region while also providing resources for housing, workforce training, educational services, legal support, benefit access and language services. The Welcoming Center is a major step toward becoming a Certified Welcoming community through Welcome America.
Priority 5.4: Address health disparities.	<ul style="list-style-type: none"> The MetroHealth Subsidy was expanded from \$32,472,000 to \$35,000,000 to address some critical gaps in medical services. This difference was a reduction to ADAMHS Board subsidy who has been carrying a large reserve for the last several years. In 2024, the Executive and County Council created an Advisory Council for Women's Health to layout some foundational goals to advance women's health in this region including reproductive and maternal healthcare. Internally, the introduction of this Advisory Council was paired with expanding the County's Parental Leave Policy to 12 weeks. These objectives will continue to be expanded. Office of Early Childhood released an RFP to update their Strategic Plan in 2023, selected a vendor, and will finalize this Strategic Plan in 2024. Department of Health and Human Services in the process of updating their Strategic Plan in 2024.
Priority 5.5: Advancing access to Housing through Equity	<ul style="list-style-type: none"> The Department of Homeless Services released its 5-year Strategic Plan 2023. Nationwide, homelessness has increased and are region has seen these impacts. Goals include improving engagement, improving the experience of residents in crisis housing, connecting clients to income and benefits, and building system capacity. Investments in renovations and expansion of homeless shelters in 2024 and 2025 including a \$5 million investment in the Emergency Men's Shelter. This investment began implementation of efforts to de-concentrate the shelter, which will increase utilization by the unsheltered and support housing placement. The remainder of the men's shelter as well as the women's shelter are being renovated to expand these de-concentration efforts.
Priority 5.6: Create Livable Cuyahoga for the Aging	<ul style="list-style-type: none"> The Department of Senior and Adult Services is in Step 3 of a 5-step plan to make Cuyahoga more livable for seniors. With nearly 1 and 5 people being over 65 years of age by 2030, the County is preparing to invest by becoming an AARP "Livable Community," by providing for safe, walkable street; age-friendly housing and transportation; access to needed services; and opportunities for all residents to participate in community life.

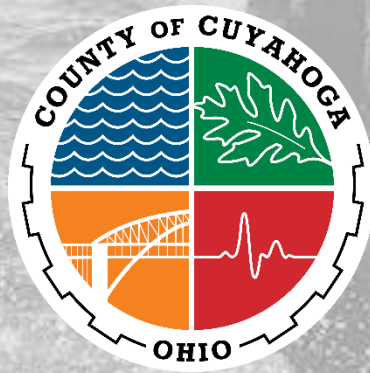
Comms, Gov't Relations, and Regional Collab	
Priority 6.1: Federal and State Advocacy	<ul style="list-style-type: none"> Helped secure over \$30 million in support through the State Strategic Fund including for Irishtown Bend Park, Hospice of the Western Reserve, Birthing Beautiful Communities, and Ohio Aerospace Institute to name a few. State lobbying in the state has helped with keeping the reimbursement competitive for Public Defense to minimize the impact to the General Fund; support for Next Generation 9-1-1 funding which will help all County communities with safety; jail construction and renovation funding; removing SNAP language that would have created hardships for families in need; low-income tax credits; increasing funding for brownfield remediation and demolition; and funding to help support the Say Yes program. Federal lobbying has helped financial support Next Generation 9-1-1 (\$2 million) the County's Freshwater Institute (\$500k), and a \$7 million grant for the Veterans Memorial Bridge Project. Created a grants committee to vet projects, share information and best practices while also being more intentional with a coordinated effort and approach.
Priority 6.2: Communications Planning	<ul style="list-style-type: none"> Consolidating the multimedia and communications department will streamline messaging across multiple platforms. Tell the story of Cuyahoga County. Better utilize internal and external tools and digital platforms to communicate with staff and residents. Establish a communications/marketing plan for the Executive's Office and HHS. The Communications Department will continue to build on our proactive messaging plan, which addresses the specific needs of both departments. Creating a recognizable and impactful brand for the County.

	<ul style="list-style-type: none"> The Communications Department meets regularly with departments to ensure countywide initiatives are communicated effectively across all platforms. We aim to build on these efforts to inform municipalities about programs and services that impact their communities.
Priority 6.3: Community relationships and engagement	<ul style="list-style-type: none"> The County Executive is responsible for appointing citizen volunteers to provide program oversight and policy direction for over sixty boards and commissions. Staff in the County Executive’s Office are streamlining the nomination process while devoting more resources to attract and retain leadership that is representative of Cuyahoga County’s diversity. The Department of Regional Collaboration is putting together a menu of resources and programs that are provided by regional partners to assist municipalities and communities across the County. The goal is to give every resident of Cuyahoga County access to a full slate of cross-sector resources and services. Better coordination with the Communications department will ensure County programs and services are publicized and utilized by regional partners and county investments are celebrated.
Priority 6.4: Municipal relationships and partnerships	<ul style="list-style-type: none"> Few municipalities other than the largest Cities in Cuyahoga County are able to fully staff every department needed to provide superior services. Every municipality will be surveyed on an annual basis to identify gaps in their services as well as areas of surplus. With this information, cross-municipal collaborative agreements can be developed. Cuyahoga County departments are continually surveyed to identify services that can be provided to municipalities. In some cases where collaboration between multiple departments are needed to address pervasive community issues, cross-departmental strategies are developed and implemented in collaboration with the communities that are served.

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

Strategic Plan Goal	Program Area	Initiative	Annual Funding Level	Agency/ Department
Priority 1.4	General Government	Creation of the Department of Housing & Community Development to assist in removing the barriers to affordable housing	\$0.7 million	Housing
Priority 4.1	General Government	Additional resources for Information Technology including VOIP, Disaster Recovery and Response, Data Security and Microsoft Licenses	\$2.4 million	Information Technology
Priority 4.3	General Government	Increased funding for insurance premiums	\$1.2 million	Law
Priority 3.3	Public Safety & Justice	Funding to attract and hire 26 additional Detention Officers at the Juvenile Court Detention Center	\$2.1 million	Juvenile Court
Priority 3.3	Public Safety & Justice	Increased funding for Assigned Counsel	\$1.9 million	Juvenile Court
Priority 3.3	Public Safety & Justice	Increased funding for Assigned Counsel	\$2.9 million	Common Pleas
Priority 3.1	Public Safety & Justice	Funding for wage rate adjustment for Prosecutor's Office staff	\$0.7 million	Prosecutor
Priority 3.3	Public Safety & Justice	Additional funding for: <ul style="list-style-type: none"> o 40 additional Corrections Officers 	\$2.5 million	Sheriff
Priority 3.3	Public Safety & Justice	Additional funding for: <ul style="list-style-type: none"> o Collective Bargaining Agreement adjustments o Medical (MetroHealth) o Food (Trinity) 	\$1.0 million \$2.0 million \$3.0 million	Sheriff
Priority 5.1 and 5.4	Human Services	Additional funding for: <ul style="list-style-type: none"> o 40 additional Social Service Workers (DCFS) o 40 additional Caseworkers (CJFS) 	\$3.0 million \$2.2 million	Health & Human Services
Priority 5.2 and 5.4	Human Services	Additional funding for: <ul style="list-style-type: none"> o Foster Care and Kinship Care (DCFS) o SNAP and TANF programs (CJFS) o Cooperative Agreement with Courts (CSEA) o Fatherhood contracts (CSEA) o Service Coordination (FCFC) o Homeless shelter operations o Universal Pre-Kindergarten (UPK) o Re-Entry Services o Community Support Services Program CSSP, Options and Adult Protective Services (APS) (DSAS) 	\$6.0 million \$5.2 million \$1.4 million \$0.1 million \$1.0 million \$2.6 million \$2.1 million \$0.9 million \$1.3 million	Health & Human Services
Priority 4.3	General Government	Funding for Western Reserve Debt Service	\$4.6 million	Development
Priority 4.4	General Government	Increased funding for Capital Improvements	\$3.2 million	Public Works
Priority 1.6	General Government	Increased funding for County Hotel renovations (Guest Rooms).	\$10.0 million (2025 only)	Public Works
Priority 1.1	General Government	Funding for development of County's Public Utility (Microgrid).	\$175,000	Public Works

Cuyahoga At-a-Glance



Cuyahoga County 2024-2025



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 from the Indian word *cuyahoga* for “crooked river.” The area was originally part of the Connecticut Western Reservation; Moses Cleaveland 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, a hotel, utility services 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

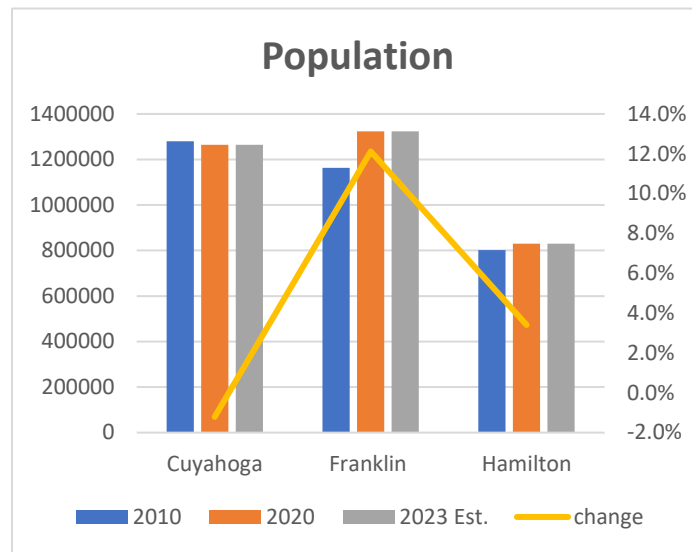


Population

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 migration out and from the loss of jobs in manufacturing and other key sectors.

* Population Data	1970	1980	1990	2000	2010	2020	2023
	1,721,300	1,498,400	1,412,140	1,393,978	1,280,122	1,264,817	1,264,813
		-14.9%	-6.1%	-1.3%	-8.9%	-1.2%	0.0%

* Sources include: United States Census Bureau Quick Facts



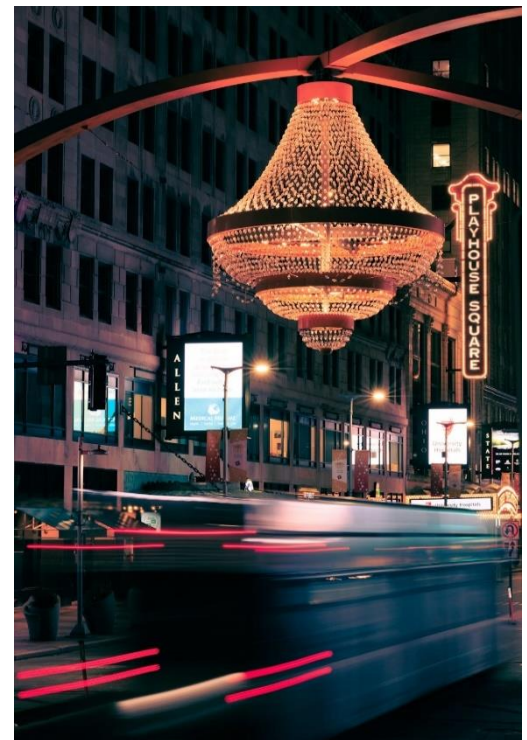
The declining population and changing demographics of Cuyahoga County present challenges to balance revenues with the statutory and moral obligation to provide critical services to the County’s citizens.

The Cuyahoga County population has 17% of its residents living in poverty. To compare with the two other largest counties in Ohio, Franklin County, which recently surpassed Cuyahoga in population, and Hamilton County have 15% and nearly 16% living in poverty, respectively. Race and ethnicity census data show that the County’s population is comprised of 63.1% White, 30.5% Black or African American, 3.5% Asian and 2.6% of other races.

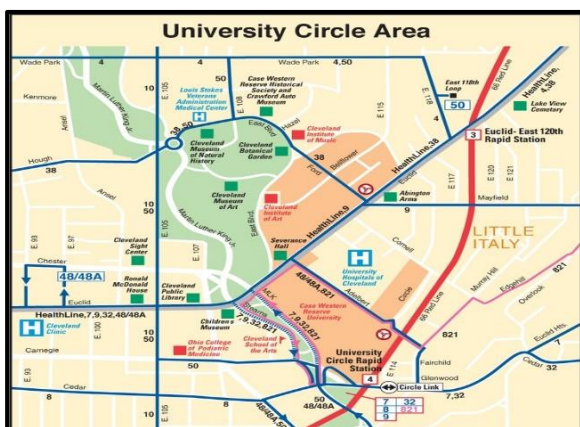
While the population is slowly declining, it is also aging. Based on 2022 U.S. Census Bureau Quick Facts, the proportion of County residents who are aged 65 and over has increased from 15% in 2010 to 19.6% in 2022, versus an estimated 17.3% in the nation and 18.4% in the State of Ohio in 2022.

Arts and Culture

Cuyahoga County boasts a thriving arts and cultural environment. **Playhouse Square Center** is the “world’s largest theater restoration project” and 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 undergone streetscaping, signage, and lighting improvements which included the installation of the world’s largest outdoor chandelier.



Since 1796, **Public Square** has been the heart of Cleveland. It is the home of Cleveland’s most treasured monuments, Soldiers and Sailors Monument, Moses Cleveland statue, and Mayor Tom L. Johnson. It is also Cleveland’s transportation hub, starting with horses and buggies to trolley and trains to the present of public transit, cars, bikes, and pedestrians. Within the last 200 + years, this space has served as a meeting place for the public to share events which date back to the first ever electric streetlight. This is the place where Cleveland comes together, and shares lived experiences.



University Circle came about when two universities in Cleveland, Western Reserve University and Case Institute of Technology, were looking to relocate. They found land four miles east of downtown Cleveland, hoping the space would support future development. The relocation gave establishment to an educational center and a new community while having the circular street intersection and traffic turnaround, named University Circle. It grew into one of the nation’s largest concentrations of cultural attractions, medical facilities, universities, and performing arts venues and home to many world-class treasures such as the Cleveland Museum of Art, the Cleveland Museum of Natural History, the Cleveland Botanical Garden, Severance Hall, University Hospitals, Case Western Reserve University, and many more.

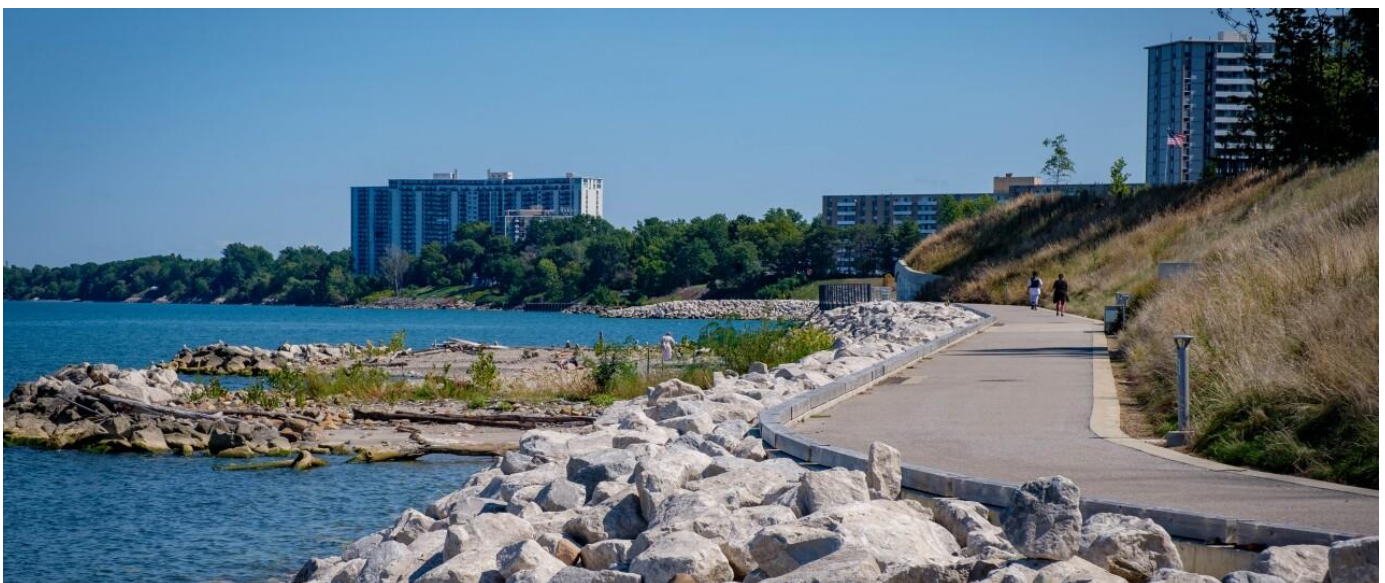
Wade Oval is 7 acres of green space surrounded by University Circle's finest museums and cultural institutions. It is one of northeast Ohio's premier public spaces, home to events like Parade the Circle & Circle Village, year-round events like Wade Oval Wednesdays (free outdoor music concerts), and The Rink at Wade Oval. The land is also available to the public for private use and can accommodate events with 10,000+ attendees to small gatherings of a few dozen. The Kulas Community Stage is a concrete semi-circle surface 100' wide by 20' deep perfect for an intimate tented reception with built in floor to withstand inclement weather. Wade Oval is bordered by the Cleveland History Center, Cleveland Museum of Natural History, Cleveland Botanical Garden, and The Cleveland Museum of Art.



The **Rock and Roll Hall of Fame** is located on the shore of Lake Erie in downtown Cleveland, Ohio, recognizes and archives the history of the best-known and most influential artists, producers, engineers, and other notable figures who have had some major influence on the development of rock and roll. It was 1985, Cleveland threw its name into the competition when the Rock & Roll Hall of Fame Foundation was searching for a location to have their physical museum. Due to \$65 million commitment from city officials and public support, the Foundation chose Cleveland as the winning site, over locations such as Chicago, Memphis, San Francisco, and New York. Since its opening in September of 1995, The Rock and Roll Hall of Fame and Museum is in the heart of the City of Cleveland and the world's largest, out of only two museums dedicated to rock and roll music. Additionally, 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 remodeled Cleveland Clinic DOME Theater is located within the museum, as well as the NASA Glenn visitor center. For 2024, Great Lakes Science Center will be opening a new exhibit dedicated to Cleveland's manufacturing technology. Great Lakes Science Center has been ranked number 7 by USA Today's 10 Best for 10 best science museums in the U.S.

The **Cuyahoga County Lakefront Public Access Plan** is a project which aims to improve public access to Lake Erie. The plan is currently underway and looks to improve access along the entire 30-mile Lake Erie shoreline within Cuyahoga County. Over 90% of the shoreline was previously inaccessible to the public due to much of the property being privately owned. Thanks to the "Euclid Model" in which private owners have entered into an agreement with the City of Euclid to assist in erosion control in exchange for a publicly accessible easement across their property. Public-private partnerships such as these will allow the goals of creating a connected network of access points, positioning the lake as an asset, addressing the erosion and protect private property, and make the lake a healthier, safer place a real possibility





Sports and Recreation

Cuyahoga County has three major league sport franchises in the city of Cleveland which include the **Cleveland Browns** (NFL), the **Cleveland Guardians** FKA Cleveland Indians (MLB), and the **Cleveland Cavaliers** (NBA). Additionally, Cuyahoga County is home to the AHL Lake Erie Monsters, Cleveland Rovers RFC (USA Rugby), Cleveland Fusion (Women's Football Alliance), and the Cleveland Chargers (NBA and NBA G league).

Cleveland's MLB team changed its name from the Cleveland Indians to the Cleveland Guardians in 2021. The Guardians successfully partnered with the City of Cleveland, Cuyahoga County, and the state of Ohio to fund \$435 million worth of renovations to Progressive Field, the stadium and home of the newly named Cleveland Guardians. On April 8, 2024, the Guardians Home Opener will showcase one of the three projects to go live at Progressive Field as part of a Ballpark Improvements Project that has been several years in the making. The team is excited to unveil the fan-facing amenities in the Upper Deck and a new building on E. 9th St. to support our concessionaires' ability to deliver food and beverage throughout the ballpark.

Home to the **NBA Cleveland Cavaliers**, the **AHL Cleveland Monsters**, and the host to many of the best entertainment in the region, Rocket Mortgage FieldHouse welcomes close to over two million guests to the hundreds of events each year. Rocket Mortgage Fieldhouse FKA Quicken Loans Arena secured funding to renovate the Cleveland Cavalier's home arena, which completed renovations in 2019 at a total cost of \$185 million.



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. Also, MetroParks host an annual concert series featuring seven Cleveland MetroParks waterfront destinations including E. 55th Street Marina, Edgewater Beach, the Historic U.S. Coast Guard Station, Euclid Beach, Huntington Beach, Merwin's Wharf, and the Emerald Necklace Marina. The Cleveland Metroparks was named 2021 Best Park in Nation by Commission for Accreditation of Park and Recreation Agencies.

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 projects, 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.



Transportation

Cuyahoga County has a robust transportation system. The **Greater Cleveland Regional Transit Authority** (RTA) provides a vast network of public transportation. The RTA's primary modes of transportation in and around the County are rails, buses, trolleys, paratransit services, and rapid transit vehicles (RTV). The fleet contains approximately 406 buses, 24 RTVs, 40 heavy-rail train cars, 34 light-rail train cars, and 80 paratransit vehicles. The HealthLine is Cleveland's first Bus Rapid Transit (BRT) system and is made up of the 24 RTVs previously mentioned, 21 of which are hybrid electric. This BRT system operates 24/7 and provides services to connect the surrounding areas to the Euclid Corridor, including Downtown, and University Circle with specific routes dedicated to transporting to and from Cleveland State and MetroHealth. Since its introduction in 2008 the HealthLine has served more than 44 million people each year and has delivered a significant economic impact to the Euclid Corridor. Overall, RTA provided 21.9 million rides in 2023. This is a 16.5% increase from 18.8 million rides in 2022. The highest number of rides was in 2019 with 32.1 million, the pre-pandemic era.

The **Amtrak** is an international rail operator which spans across the United States and 3 Canadian provinces. Amtrak has trains which travel up to 150 mph and connect to over 500 destinations. The Amtrak station that is situated near downtown Cleveland allows quick access to all the wonderful waterfront attractions that Cleveland is known for, such as the Cleveland Browns Stadium, the Rock and Roll Hall of Fame and the Great Lakes Science Center. Lakefront Station is the name of the Cleveland Amtrak station, and it is located on the Cleveland Memorial Shoreway.



Greyhound is a bus company that connects thousands of communities across North America with almost 2,300 destinations across the United States, Canada, and Mexico. Greyhound buses routes are typically low-cost alternatives. Each bus includes wheelchair lift, air conditioning, a restroom, reclining seats, free Wi-Fi, and power outlets. On Chester Ave in Cleveland, there is a Greyhound station. This station allows Clevelanders and other surrounding area citizens the opportunity to travel across the country and/or internationally in comfort.

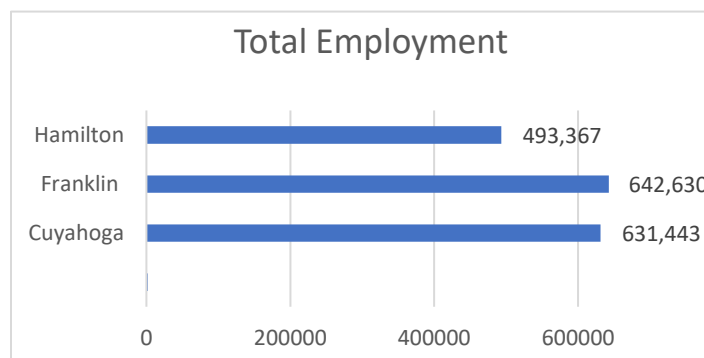
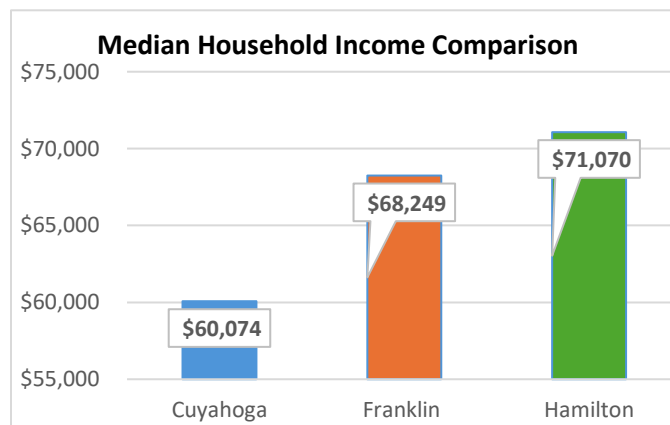


The Cleveland Metroparks is the oldest park district in Ohio and contains much of the existing network of trails in Cuyahoga County. The **Cuyahoga Greenways Plan** aims to expand and build upon these existing regional trails and interconnect a system of greenways and urban trails that tie in with public transportation and parks to offer recreational opportunities and options for getting around the county. If residents of the county can have greater access to parks, open space, schools, and jobs centers, all future growth may become more inclusive, sustainable, and will lead to healthier and more equitable outcomes for larger segments of the community. There have been events such as Bike-with-a-Mayor, which have been a huge success for residents to learn about the network, planned trail and future bikeway projects.

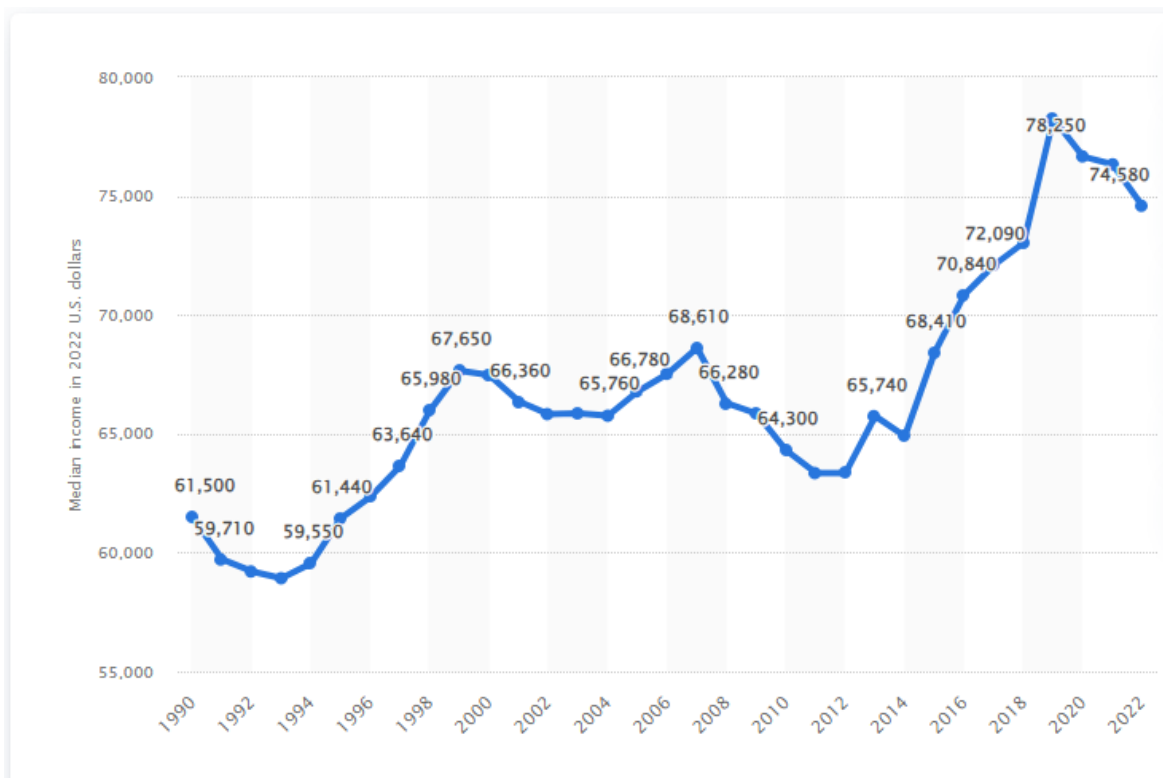
The **Towpath Trail** stretches across Ohio from Lake Erie to New Philadelphia. The 101-mile route crosses over 4 counties. Over 175 years ago, this was the path that mules walked to two canal boats loaded with goods and passengers. From the trail, you can make connections to many natural and historic sites, such as the America’s Byway and Cuyahoga Valley Scenic Railroad. The flat surface of compacted and crushed limestone paving trail is open 24 hours with multiple access points. People can travel by bicycling, running, or strolling on the Towpath Trail, which runs north and south. The northernmost trailhead is Canal Basin Park in downtown Cleveland. The southernmost trailhead is Canal Lands Park in New Philadelphia, Ohio.

Economy

Cuyahoga County residents enjoy an affordable cost of living. While median household income in the County lags that of surroundings Counties, it has grown 21 percent between 2010 and 2022 in the County, a faster growth rate than the 14 percent growth seen nationally. Comparably, while total employment in Cuyahoga County lags that of Franklin County, it is slightly higher in comparison to the total population at 50% versus Franklin County at 49%.



Median household income in the US from 1990 to 2022



The following employers (public and private) had the largest work forces in the County as of June 2023:

Firm / Organization	Number of Employees	Industry / Sector
Cleveland Clinic Health System	45,673	Health care provider
Group Management Services, Inc.	33,972	Staffing and employment services
Minute Men Cos.	26,578	Staffing and employment services
University Hospitals Health System	25,030	Health care provider
Amazon	20,000	Online Retailer
U.S. Federal Government	15,740	Federal Government
Progressive Corporation	13,150	Insurance
Walmart	12,650	Retailer
Giant Eagle, Inc.	9,599	Retailer
State of Ohio	7,605	Municipal government
MetroHealth System	7,491	Health care provider
Cuyahoga County	7,341	County government

Budget in Brief



The 2024-2025 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 continues by shifting focus from agencies to services to be provided to the community. **This budget embodies the County's priorities:**

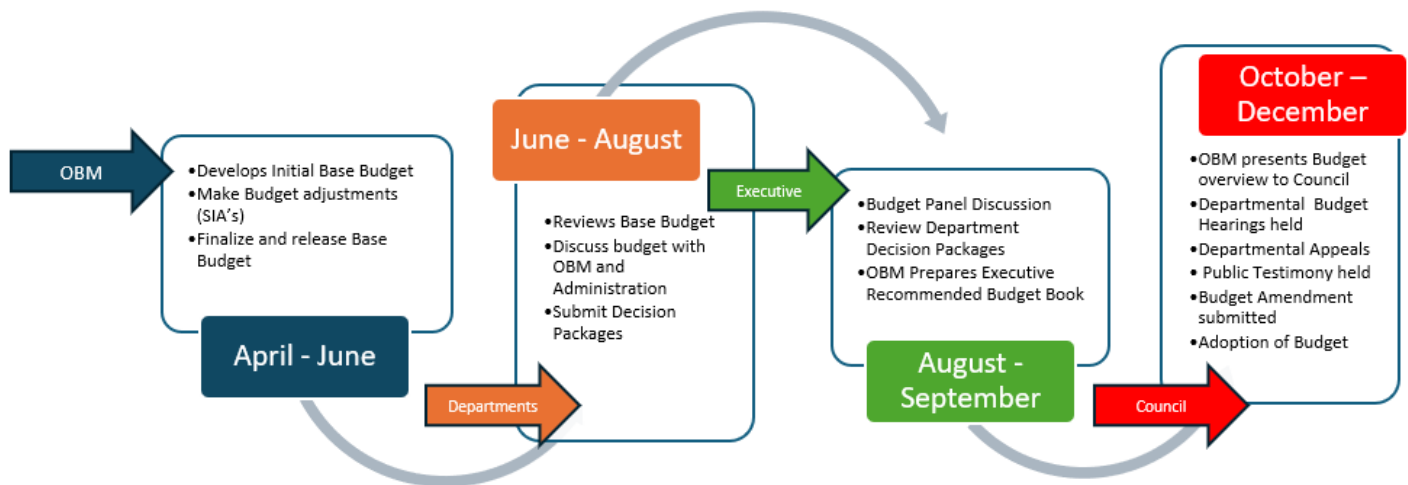


Summary of Fiscal Outlook

Based on the 2022 U. S. Census Bureau Quick Facts, 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 shows that the County has a higher proportion of its people living in poverty at 17% compared to the national average at 11.5%. The adopted budget targets the services required to provide needed support based on the community's needs. Agencies and departments were provided with base budgets provided by the Office of Budget and Management based on 2022 Actuals, taking into consideration trends in revenue, expenditures, and service levels. The final product of the biennial budget process is an operating plan for the 2024-2025 period that preserves programs and is the best use of 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, 2024 through December 31, 2025 with a review process to make updates to the second-year budget in late October (**County Code Section 701.01**). The 2024/2025 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 Development Process Map**Base Budget**

The Base Budget was prepared by OBM in June 2023. The assumptions that went into the initial Base Budget included:

- Salaries were budgeted using Pay Period 12 and increased 2% each year over the previous year for cost of living or other adjustments as negotiated in collective bargaining agreements.
- A 5% increase in cost of the employer's share of employee health coverage
- Overtime was budgeted using Pay Period 12 and increased 2% each year of the previous year for cost of living or other adjustments as negotiated in collective bargaining agreements.
- No changes for attrition
- Other Expenditures were budgeted using 2022 actual (no change budgeted for 2026-2028)

OBM made Base Budget Adjustments to the *Initial Base* to incorporate the most recent operational data available: for example, removal of overtime (*except Sheriff*), additional resources for some staff hired after Pay 12, realignment of various departmental expenses, additional resources for controlled costs (*Indirect, Space Maintenance, Security*) and funding for the tuition reimbursement program.

OBM released the Base Budgets to the agencies and departments in June 2023.

Budget Planning & Budget Adjustments

At the budget meeting in June 2023, just prior to the release of the Base Budgets, the base budgets for 2024 and 2025 were presented: small operating surpluses were reflected in both the General and HHS Levy Funds. OBM met with all departments seeking additional resources in revenue, identify operational efficiencies, eliminate unnecessary spending, complete budget plans and performance measures, describe equity and inclusion progress and ultimately processing a limited number of adjustments to the base budgets.

OBM received approximately 38 Decision Packages (Budget Adjustments) from the departments, totaling \$306 million over the biennium: General Fund \$135 million, HHS Levy Fund \$55 million, Special Revenue Funds \$116 million. OBM reviewed and presented each request to the Executive and Chief of Staff to consider. Ultimately, budget adjustments totaling \$60.8 million were approved for departments funded by General Fund, \$10.3 million for departments funded by HHS Levy fund and \$102.6 million for departments funded with Special Revenue funds.

The Budget Adjustments requests (Decision Packages) are detailed in Appendix B.

Executive's Recommendation

The Executive's Recommended Budget was submitted to County Council on October 10, 2023. The final document is available for review on the Office of Budget and Management website. County Council hosted a series of Committee meetings, during which agencies and departments presented their budgets and discussed significant service/operational changes.

Following the hearings, Council proposed a number of amendments to the budget and adopted the final Biennial Budget on December 5, 2023.

Approved Decision Packages include:**Executive's Recommended Budget**

- \$2.4 million (2024 & 2025) investment in cybersecurity which includes additional resources for VOIP, disaster recovery and response, data security and Microsoft licenses.
- \$10 million (2025 only) Capital investment for guest room renovations at the County Hotel.

- \$2.9 million (2024 & 2025) in additional funding for Assigned Counsel at Common Pleas Court.
- \$2.1 million (2024 & 2025) in additional funding to attract and hire 26 additional Detention Officers at the Juvenile Court Detention Center.
- \$1.9 million (2024 & 2025) for increased Assigned Counsel costs for Juvenile Court.
- \$665,388 (2024 & 2025) for the creation of the Department of Housing and Community Development. This new department will assist in removing barriers to affordable housing.
- \$2.5 million (2024 & 2025) to attract and hire 40 additional Corrections Officers at the County Jail.
- \$1.0 million (2024 & 2025) for Collective Bargaining Unit adjustment for Corrections Officers.
- \$3.0 million (2024 & 2025) to increase the quality of food in the County Jail.
- \$2.0 million (2024 & 2025) for increased medical services in the County Jail.
- \$700k (2024 & 2025) for wage rate adjustments for Prosecutor's Office staff.
- \$3.2 million (2024 & 2025) additional investment in capital improvements to County facilities.
- \$4.6 million (2024 & 2025) for 50% of Western Reserve Debt service payment.
- \$175k (2024 & 2025) to continue to develop the County's Public Utility (Microgrid).
- \$6.0 million (2024 & 2025) for Foster Care and Kinship Care services for the Division of Children and Family Services.
- \$3.0 million (2024 & 2025) to hire 40 additional Social Service workers for the Division of Children and Family Services.
- \$5.2 million (2024 & 2025) for SNAP (Supplemental Nutrition Assistance Program) and TANF (Temporary Assistance for Needy Families) programs for the Division of Job and Family Services.
- \$2.2 million (2024 & 2025) to hire 40 additional Employment & Family Service Specialists (Caseworkers) for the Division of Job and Family Services.
- \$1.0 million (2024 & 2025) for FCFC (Family and Children First Council) Service Coordination contracts.
- \$2.6 million (2024 & 2025) for Homeless shelter operations.
- \$2.1 million (2024 & 2025) increase for Universal Pre-Kindergarten.
- \$900k (2024 & 2025) million for Re-Entry contracts.
- \$1.3 million (2024 & 2025) million for CSSP (Community Supportive Service Program), Options, and APS (Adult Protective Services) for Senior and Adult Services contracts.
- \$100k million (2024 & 2025) for Fatherhood contracts for the Child Support Enforcement Agency.
- \$1.4 million (2024 & 2025) for Cooperative Agreements contracts with Courts for the Child Support Enforcement Agency.

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

\$599.2 million in 2024 in the **General Fund**, an increase of \$12.6 million (2.1%) over the Initial Base
 \$281.0 million in 2024 in the **HHS Levy Fund**, an increase of \$6.3 million (2.3%) from the Initial Base

Council Amendments

Council held budget hearings in October 2023 and offered amendments to the budget in November, with final passage on December 5th, 2023. Council amendments to the Executive Recommended Budget include the following:

- \$613k/\$635k (2024 & 2025) for equipment - Board of Elections.
- \$2 million (2024 & 2025) for Capital Funding - Dept. of Information Technology.
- \$5k (2024 & 2025) for other expenditures - Dept. of Inspector General.
- \$2.6 million (2024) and \$3.3 million (2025) for overtime, medical contract, Medworks program and assigned counsel - Juvenile Court.
- \$35k (2024) and \$60k (2025) for staffing in Personnel Review Commission.
- \$121k (2024) and \$137k (2025) to maintain current staffing in Planning Commission.
- \$950k (2025) for Tree Canopy program in Planning Commission.
- \$50k (2025) for Tree Canopy program in Soil & Water.
- \$1.2 million (2024 & 2025) for additional staffing in Public Defender.
- -\$650k (2025) for Public Defender to move appropriation back to Juvenile Court.
- \$153k (2024 only) for 4 Vehicles for Sheriffs K9 unit in Public Works – Fleet Dept.
- \$275k for grants in Dept. of Public Safety.
- \$4.7 million (2024) and \$4.4 million (2025) for overtime, additional corrections officers, Chagrin Valley Dispatch and increases to K9 program in Sheriff Dept.
- \$507 (2024 & 2025) for other expenditures in the Soldiers & Sailors Monument.
- -\$2.5 million (2024 & 2025) in subsidy reduction for ADAMHS Board.
- \$2.5 million (2024 & 2025) in subsidy increase for Metro Health.
- \$100k (2024 & 2025) for Literacy Cooperative Dolly Parton Reading Program for FCFC.
- \$25k (2024 & 2025) for increase Annual Food Subsidy for Foodbank/Hunger Network in Job and Family Services.
- \$200k (2024 only) for Strategic Planning in HHS Administration.
- \$500k (2024) and \$1 million (2025) for Norma Herr operating cost in Homeless Services.
- \$500k (2024) and \$611k (2025) for medical contract, Medworks program and Healthcare outside facility in Homeless Services.

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, which measures cash and other financial assets that can be readily converted to cash.

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.

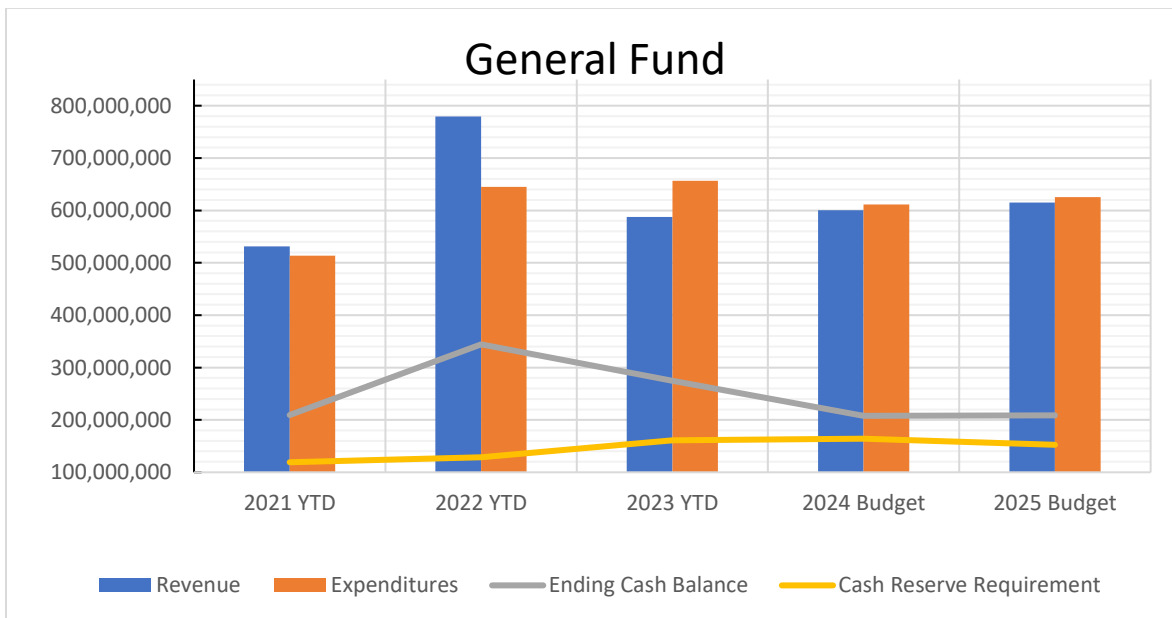
- ✓ **An emphasis on strong financial management** and leveraging of a consolidated Fiscal Office to perform the planning, budgeting and implementation of the required financial duties of the County. There is a primacy of strong planning and financial flexibility in determining how resources will be 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 financial and programmatic review of the various entities 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.

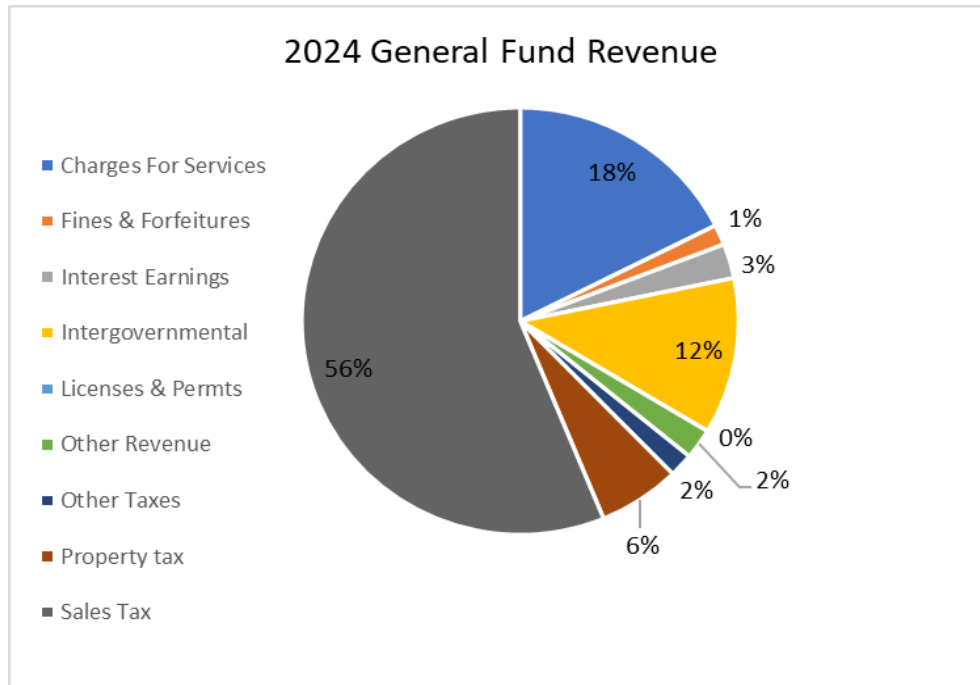
Adopted 2024-2025 Biennial Budget

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 three subfunds in the County’s General Fund: General Fund, General Fund Assigned, and the Sales Tax Fund. The Sales Tax Fund, formerly 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 prior year total expenditures; the Biennial Budget complies with this requirement.



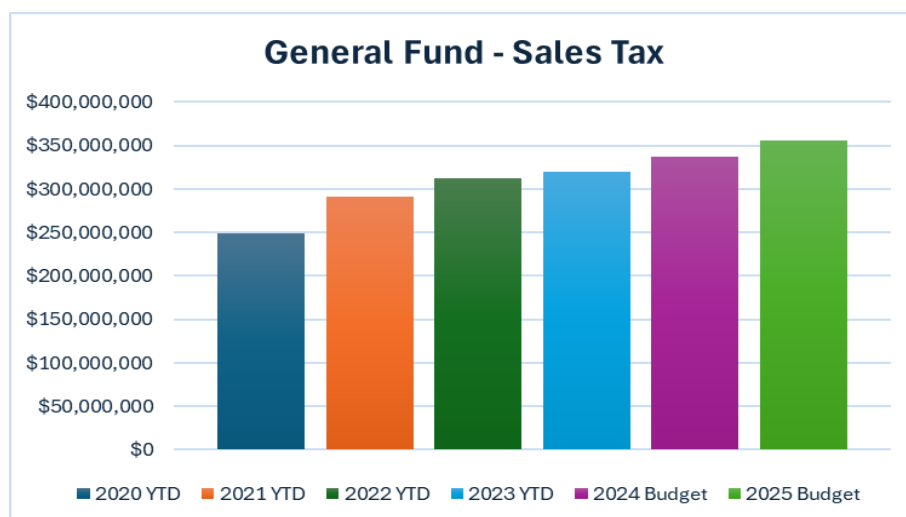
The 2024/2025 General Fund budget has an operating shortfall of approximately \$11 million in 2024 and \$10 million in 2025, meaning that expenditures exceed revenues. There are, however, sufficient reserves in the Fund’s cash balance to cover both years shortfall and still have an ending balance equal to 43% and 33% 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.



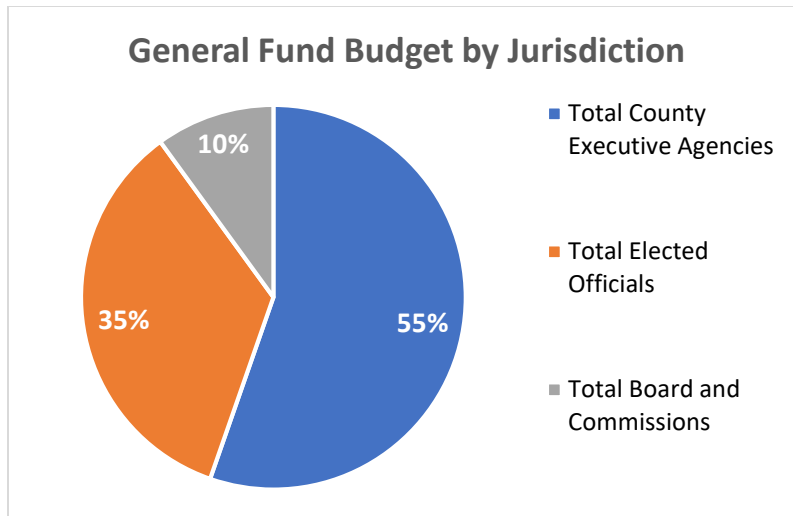
General Fund revenue is expected to total \$600.2 million in 2024 and \$615.2 million in 2025. This represents a 2% and 5% increase from the \$587.4 million collected in 2023, see Revenue Discussion section for details. The main two revenue sources to the County’s General Fund are expected to increase slightly in 2024 and 2025. **Sales & Use Tax** revenue, which makes up \$337 and \$356 million/56% of total revenue in 2024 and 2025 respectively. The budget estimate assumes a 4% increase each year over the previous year (*2.5% increase each year 2026-2028*), offset by increases in debt service withholdings on outstanding debt. **Charges for Services** revenue, which makes up \$106 and \$109 million/18% of total revenue in 2024 and 2025 respectively. The budget estimate assumes a 5% increase each year over the previous year (*2.5% increase each year 2026-2028*).

One-time revenue included in 2024/2025 Budget includes the following Other Revenue:

- 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.
- A \$10 million loan repayment on the Lumen project in 2024.



The General Fund expenditure budget totals \$611.1 million in 2024 and \$626.6 million in 2025, a decrease from the 2023 total of \$656.7 million (*2023 includes \$63.4 million in American Rescue Plan Act spending*). The increase in 2024 can largely be attributed to a cost of living adjustment of 2% on all salaries (*2% increase each year 2025-2028*) and an increase of 5% in the employer-share of employee healthcare expenses (*5% increase each year 2025-2028*). 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.



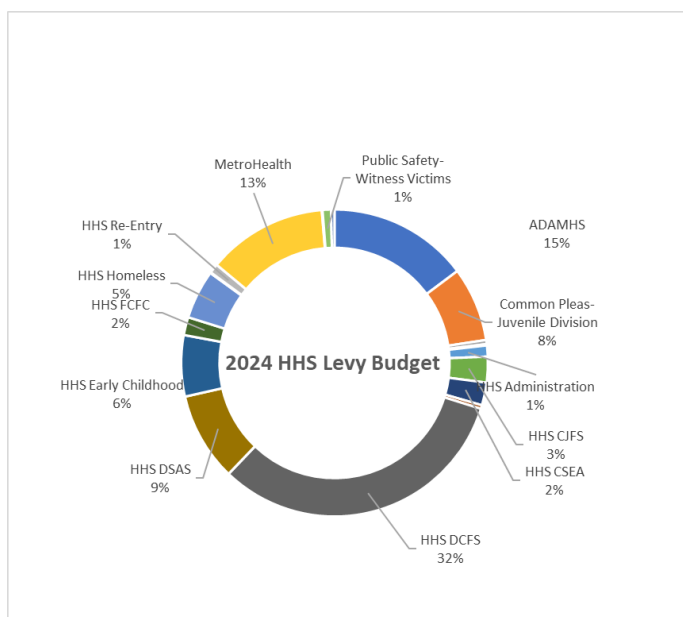
The Sheriff’s Office represents 31%, the largest agency budget in the General Fund, totaling \$166 million in 2024 and \$167.8 million in 2025, and receives more General Fund appropriation than all the courts combined. The County Jail, which in 2023 had an average daily population of 1,658 individuals, makes up approximately 70% of the total cost of the Sheriff’s Office. Approximately 22% of General Fund spending is in the area of Justice and Public Safety; \$135 million is budgeted in 2024. This is a combination of the County’s four courts, the 8th District State Court of Appeals (which has single county jurisdiction), and the County’s contribution to the municipal courts.

The General Operating Fund ending cash balance is projected to be \$207.8 million in 2024 and \$208.3 million in 2025. In each year, the cash balance is well above the GFOA recommendation of 17% and the County’s policy of 25%. It is important to note that this ending cash balance includes \$98.1 million in remaining American Rescue Plan Act funds.

Health and Human Services (HHS) Levy Fund

Cuyahoga County has two voted levies to support health and human services: the 4.8 mills levy which renewed in May 2016 for a period of eight years, therefore expires in 2024 and the smaller levy 4.7 mills levy, was last approved in April 2020 for an eight-year term (R2019-0253) and expires at the end of 2028. The 4.8 mills HHS Levy is expected to generate \$136.6 million, and the 4.7 mills HHS Levy is expected to generate \$144.5 million in 2024 and 2025.

Regardless of the vote outcome, the reappraisal will not impact the revenue generated by either levy in 2024 or 2025. 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 \$281.1 million in 2024 and 2025**, which is less than the \$286.7 million collected in 2023. 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.



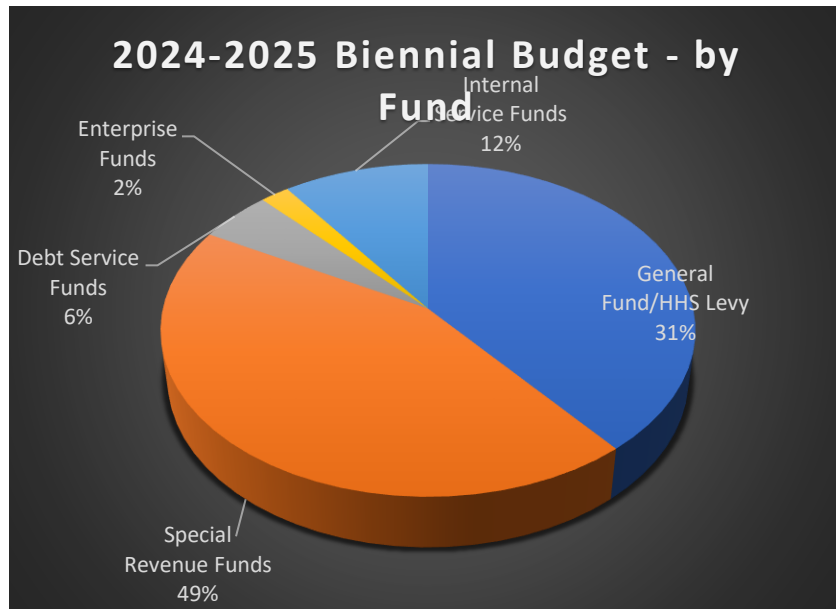
The 2024 approved HHS Levy expenditure budget totals \$282 million. Expenditures from the HHS Levy fund include \$4.2 million in direct operating expenditures and \$278 million per year in subsidies to other County funds to support operating expenditures. This is an almost 3% increase from the \$273.5 million spent in 2023. **The 2025 approved HHS Levy budget totals \$282.5 million**, including \$278.3 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 \$41 million and \$35 million per year respectively.

The Department of Children and Family Services (DCFS) represents 32%, the largest agency HHS subsidy, totaling \$89 million in both 2024 and 2025. DCFS ended 2023 with 2,207 children in custody.

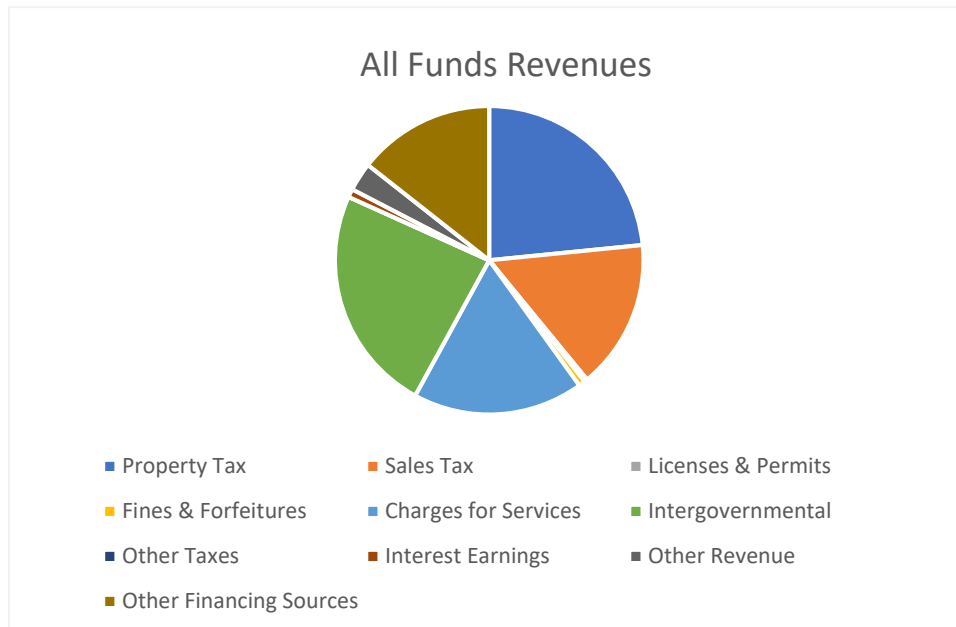
Section 707.01 of the County Code requires a cash balance in the HHS Levy Fund no less than 10% of 2023 total expenditures: in the 2024 and 2025 budgets as passed, the cash balance would be in compliance of the code at 11% and 10% respectively. If the Health and Human Services levy replacement does not 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

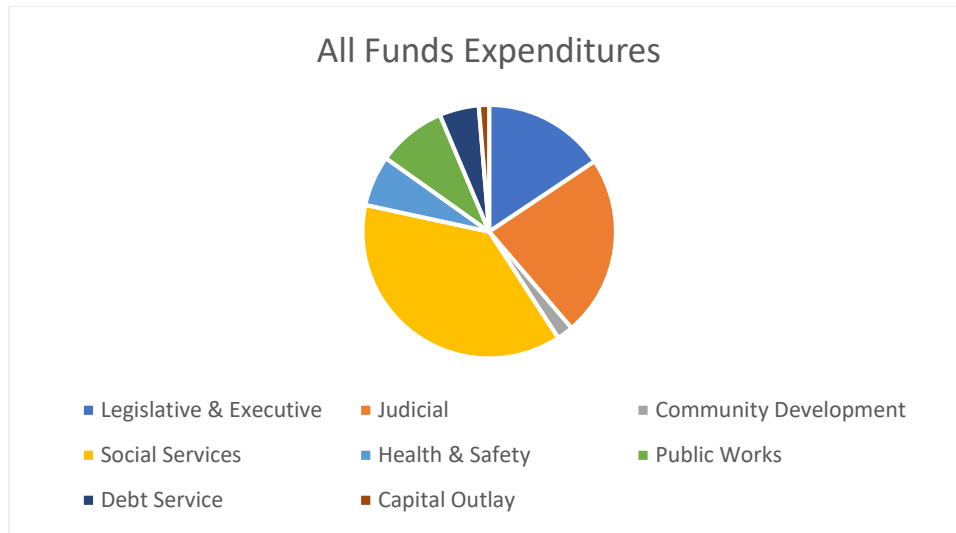
The All Funds budget combines the activity of all of the County’s operating funds, which exclude grants and some capital projects. The major funds included in the All Funds budget are discussed in more detail in the **Fund Budgets** section of the **2024-2024 Biennial Budget Plan**. The All Funds budget encompasses the whole of County operations.



All Funds revenue is projected to total \$1.7 billion in both 2024 and 2025, which is consistent with 2023 revenue levels. 2023 All Funds revenue included a number of one-time inter-fund transfers.



All Funds expenditure budget totals \$1.7 billion in both years. 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 for the majority of departments. Total FTEs include both regular and overtime FTEs. On a County-wide basis, staffing levels for 2024/2025 Adopted Budget include a total of 7,180 FTEs. FTEs are reported in three distinct categories: Executive Agencies, Elected Officials, and Boards and Commissions. Staffing costs represent the largest percentage of total expenditures.

County Policies



Cuyahoga County Contracts and Purchasing Procedures

Purpose

The following are excerpts from the financial policies pertaining to contracts and purchasing which are immediately relevant to the overall fiscal management of Cuyahoga County according to [Title 5: Contracts and Purchasing, Chapter 501](#) of the Cuyahoga County Code. These policies are updated in accordance with Cuyahoga County Code updates enacted by Cuyahoga County Council.

Required Approvals- 501.04

- A. Items Requiring County Council Approval**
 1. All contracts, purchases, sales, grants provided by the county, or loans provided by the county resulting in the County's expenditure of more than \$500,000.00.
 2. All revenue generating agreements with anticipated revenue above \$500,000.00 during the term of the agreement.
 3. Any loan in which the County, or any entity thereof, is the borrower.
 4. All contracts, purchases, loans, leases, or other transactions which create an obligation that would require the appropriation of additional funds not previously authorized.
 5. All purchases or sales of real estate or real estate interests for any purpose other than making or repairing roads, including bridges, for more than \$50,000.00 and all leases of real estate or real estate interests as lessor or lessee in which the value of the purchase, sale, or lease is more than \$50,000.00.
 6. All purchases, sales, or leases of real estate in excess of six months other than at fair market value.
 7. All transfers of cash or appropriation authority between accounts within the County budget and all appropriation changes that result in an increase or decrease in authorized appropriations.
 8. Any change order or amendment to a contract that is submitted to the Board of Control and does not receive an affirmative vote of one County Council member on the Board of Control.
- B. Items requiring Board of Control Approval**
 1. All contracts, purchases, sales, grants provided or by the County, or loans provided by the County resulting in the County's expenditure of more than \$5,000.00 but not more than \$500,000.00.
 2. All revenue generating agreements with anticipated revenue more than \$5,000.00 but not more than \$500,000.00.
 3. All purchases or sales of real estate or real estate interests for more than \$5,000.00 but not more than \$50,000.00 and all leases of real estate or real estate interests as lessor or lessee in which the total value of the transaction is more than \$5,000.00 but not more than \$50,000.00.
 4. Any change order or amendment resulting in the County's expenditure of more than \$5,000.00 that do not otherwise require Council approval using the definition provided in Section 501.02(D) of the County Code for contracts with a value of less than five million dollars.
 5. All purchases, including, the acquisition through settlement of eminent-domain litigation, of any real estate interests for the purpose of making or repairing roads, including bridges, in excess of \$50,000.00.
- C. All contracts, purchases, sales, grants or loans provided by the County, purchases or sales of real estate or real estate interests, leases of real estate or real estate interests as lessor or lessee, in which the total value of the transaction is more than \$1,000.00 but less than \$5,000.00 shall be reported monthly to the Board of Control. Each transaction shall be presented to the Board of Control no later than the 15th day of the following month, and shall include a brief description, the approval or execution date, name of the contractor, and the amount of the transaction.**

(Ordinance Nos. [O2019-0003](#), Enacted 4/9/2019, Effective 4/11/2019; [O2015-0006](#), Enacted 4/28/2015, Effective 4/29/2015; [O2014-0037](#), Enacted 5/26/2015, Effective 5/28/2015; [O2012-0015](#), Enacted 7/24/2012, Effective 7/26/2012; [O2011-0044](#), Enacted 9/13/2011, Effective 9/15/2011; [O2011-0030](#), Enacted 7/26/2011, Effective 7/29/2011; [O2011-0022](#), Enacted 4/5/2011, Effective 4/8/2011; [O2011-0018](#), Enacted 3/8/2011, Effective 3/15/2011; [O2011-0014](#), Enacted 4/26/2011, Effective 5/3/2011; [O2011-0006](#), Enacted 1/11/2011, Effective 1/19/2011; [O2011-0002](#), Enacted 1/3/2011, Effective 1/10/2011)

Approval Procedures

- A. Single Approval Generally Required; Exceptions.**
- B. Thresholds for Exercise of Options.** Exercise of an option on a contract shall require approval of the County Council or the Board of Control if the thresholds provided for in Section 501.04(A) or (B), respectively, for approval of contracts are met.
- C. Contracts with Multiple Vendors.**
- D. Approval Thresholds for Change Orders or Amendments.**
- E. Monthly Reports on Contract Changes.**
- F. Identification of Funding Sources.**

(Ordinance Nos. [O2015-0006](#), Enacted 4/28/2015, Effective 4/29/2015); [O2012-0015](#), Enacted 7/24/2012, Effective 7/26/2012; [O2011-0044](#), Enacted 9/13/2011, Effective 9/15/2011; [O2011-0030](#), Enacted 7/26/2011, Effective 7/29/2011; [O2011-0022](#), Enacted 4/5/2011, Effective 4/8/2011; [O2011-0018](#), Enacted 3/8/2011, Effective 3/15/2011; [O2011-0014](#), Enacted 4/26/2011, Effective 5/3/2011; [O2011-0006](#), Enacted 1/11/2011, Effective 1/19/2011; [O2011-0002](#), Enacted 1/3/2011, Effective 1/10/2011)

Application for and Acceptance of Grants- 501.09

- A. The County Executive may apply for and accept grants on behalf of the County, and execute all agreements and any other documents in connection with same, without specific approval from the Board of Control, or the County Council, provided that any expenditures of grant funds shall be made from funds properly appropriated and any purchases, grants, leases, or loans made using grant funds shall be done in accordance with the provisions of Chapter 501 of the Cuyahoga County Code.
- B. As an exception to Section 501.09(A)(1), specific approval shall be required by the Board of Control for the County's acceptance of grants of more than \$5,000.00 when either of the following applies:
 1. The County has the discretion to select from multiple potential grant sub-recipients, and the County voluntarily designates a specific sub-recipient as part of the application process; or
 2. Acceptance of the grant requires a local match for which a specific appropriation has not been provided in the applicable operating budget.

(Ordinance Nos. [O2019-0003](#), Enacted 4/9/2019, Effective 4/11/2019; [O2015-0006](#), Enacted 4/28/2015, Effective 4/29/2015; [O2012-0015](#), Enacted 7/24/2012, Effective 7/26/2012; [O2011-0044](#), Enacted 9/13/2011, Effective 9/15/2011; [O2011-0030](#), Enacted 7/26/2011, Effective 7/29/2011; [O2011-0022](#), Enacted 4/5/2011, Effective 4/8/2011; [O2011-0018](#), Enacted 3/8/2011, Effective 3/15/2011; [O2011-0014](#), Enacted 4/26/2011, Effective 5/3/2011; [O2011-0006](#), Enacted 1/11/2011, Effective 1/19/2011; [O2011-0002](#), Enacted 1/3/2011, Effective 1/10/2011)

Competitive Bidding Requirements and Exceptions- 501.12

- A. Except as otherwise provided in Chapter 501 of the County Code, including, but not limited to, Sections 501.12, 501.14, and 501.01(D), all contracts, purchases, or leases shall be done in accordance with the competitive bidding procedures provided for in Sections 307.86 through 307.921 of the Ohio Revised Code. If any conflict arises between the procedures, requirements, or any other terms of the Ohio Revised Code, Ohio Administrative Code, or any other law or regulation, and Chapter 501 of the County Code, the procedures, requirements, and terms of this Chapter shall prevail.
- B. Competitive bidding is not required when any of the following apply: 1 through 19 Section 501.12 (B)
- C. Any purchase of professional design services provided by architects, engineers, or surveyors shall be done as provided for in Sections 153.65 through 153.71 of the Ohio Revised Code. The contracting authority, however, may deviate from the requirements of Ohio Revised Code Section 153.691 if the County Executive, with the approval of the Board of Control, determines that doing so would be advantageous to the County
- D. Except in the case of contracts and purchases made under Sections 501.12(B)(8), (15), and (16) of the County Code, unless a request for an exemption is granted by the Board of Control, as presented or with any other changes or additional requirements deemed appropriate by the Board, if the County seeks to make contracts or purchases of \$50,000.00 or more other than by competitive bidding, and the contracting authority is able to identify more than one source through which the purchase could be made, the contracting agency shall
- E. If the County seeks to make contracts or purchases greater than \$1,000, but less than \$50,000, the County shall solicit bids for the contract/purchase for a period of no less than eight hours on the County's web site and through a vendor email notification system that is approved by the Office of Procurement and Diversity and the Law Department. The County shall make best efforts to ensure that the posting hours take place between 5:00 a.m. and 7:00 p.m. EST. If the online process does not result in at least three bids, the County shall exercise best efforts to obtain three bids through additional solicitation efforts.
- F. If the County seeks to make contracts or purchases of \$50,000 or more, and it is unable to identify more than one source and a vendor provides the County with a verified statement, subject to the penalty of perjury, certifying its sole source status, the County shall then solicit the availability of vendors for the contract/purchase. The solicitation shall be for a period of no less than 48 hours on the County's web site and through a vendor email notification system that is approved by the Office of Procurement and Diversity and the Law Department. If the posting fails to identify any additional vendor, the County may then proceed to submit the proposed purchase/contract to the appropriate approval authority as a sole source. If, however, the posting results in the identification of more than one possible vendor, the County shall only proceed with the procurement through the requisite competitive process under Chapter 501 of the Cuyahoga County Code unless the County receives an appropriate exemption in accordance with the requirements of the Code

(Ordinance Nos. [O2019-0003](#), Enacted 4/9/2019, Effective 4/11/2019; [O2015-0006](#), Enacted 4/28/2015, Effective 4/29/2015; [O2012-0015](#), Enacted 7/24/2012, Effective 7/26/2012; [O2011-0044](#), Enacted 9/13/2011, Effective 9/15/2011; [O2011-0030](#), Enacted 7/26/2011, Effective 7/29/2011; [O2011-0022](#), Enacted 4/5/2011, Effective 4/8/2011; [O2011-0018](#), Enacted 3/8/2011, Effective 3/15/2011; [O2011-0014](#), Enacted 4/26/2011, Effective 5/3/2011; [O2011-0006](#), Enacted 1/11/2011, Effective 1/19/2011; [O2011-0002](#), Enacted 1/3/2011, Effective 1/10/2011)

Encouragement of Diversity- 501.13

In designing specifications for bids, requests for proposals, and requests for qualifications, the County shall consider dividing requests into smaller components when doing so would create a larger pool of potential bidders without reducing the cost-effectiveness of the project

(Ordinance Nos. [O2012-0015](#), Enacted 7/24/2012, Effective 7/26/2012; [O2011-0044](#), Enacted 9/13/2011, Effective 9/15/2011; [O2011-0030](#), Enacted 7/26/2011, Effective 7/29/2011; [O2011-0022](#), Enacted 4/5/2011, Effective 4/8/2011; [O2011-0018](#), Enacted 3/8/2011, effective 3/15/2011; [O2011-0014](#), Enacted 4/26/2011, Effective 5/3/2011; [O2011-0006](#), Enacted 1/11/2011, Effective 1/19/2011; [O2011-0002](#), Enacted 1/3/2011, Effective 1/10/2011)

Standards for Awarding Contracts- 501.14

Contracts and purchases which require competitive bidding and are awarded in accordance with Chapter 501 of the County Code shall be awarded to the lowest and best bidder meeting the specifications that are most advantageous to Cuyahoga County. The County reserves the right to consider all elements entering the question of determining the lowest and best bid, including the following: A. through P. Section 501.14

(Ordinance Nos. [O2012-0015](#), Enacted 7/24/2012, Effective 7/26/2012; [O2011-0044](#), Enacted 9/13/2011, Effective 9/15/2011; [O2011-0030](#), Enacted 7/26/2011, Effective 7/29/2011; [O2011-0022](#), Enacted 4/5/2011, Effective 4/8/2011; [O2011-0018](#), Enacted 3/8/2011, effective 3/15/2011; [O2011-0014](#), Enacted 4/26/2011, Effective 5/3/2011; [O2011-0006](#), Enacted 1/11/2011, Effective 1/19/2011; [O2011-0002](#), Enacted 1/3/2011, Effective 1/10/2011)

Inspector General's Authority- 501.21

The Inspector General shall have the power to audit, investigate, inspect and review the operations, activities, and performance of the contracting and procurement processes of Cuyahoga County government in order to detect corruption and fraud and ensure compliance with the County Code and state and county ethics laws relating to contracting and procurement. Areas within the purview of such power shall include the following:

1. the establishment of bid specifications;
2. bid submittals;
3. activities of contractors, including their departments, agents, and employees that specifically relate to performance on a contract with the county; and
4. relevant activities of public officials and employees of the county.

Provided that, in the reasonable judgment of the Inspector General's agency, doing so does not jeopardize any existing or anticipated investigation, the Inspector General's agency shall promptly report any wrongdoing to the County Executive, the County Council, Director of Public Works, the Director of Procurement and Diversity, the Director of Law, the Prosecuting Attorney, and other appropriate officials, as needed, to ensure that proper action is taken in response to its findings.

(Ordinance Nos. [O2012-0015](#), Enacted 7/24/2012, Effective 7/26/2012; [O2011-0044](#), Enacted 9/13/2011, Effective 9/15/2011; [O2011-0030](#), Enacted 7/26/2011, Effective 7/29/2011; [O2011-0022](#), Enacted 4/5/2011, Effective 4/8/2011; [O2011-0018](#), Enacted 3/8/2011, effective 3/15/2011; [O2011-0014](#), Enacted 4/26/2011, Effective 5/3/2011; [O2011-0006](#), Enacted 1/11/2011, Effective 1/19/2011; [O2011-0002](#), Enacted 1/3/2011, Effective 1/10/2011)

Cuyahoga County Financial Policies

Purpose

The following are the financial policies set forth for the overall fiscal management of Cuyahoga County according to [Title 7: Revenue and Finance, Chapter 701](#) of the Cuyahoga County Code. These policies are updated in accordance with Cuyahoga County Code updates enacted by Cuyahoga County Council.

Two-Year Budget, Capital Improvements and Appropriations Process- 701.01

- A. The biennium for Cuyahoga County shall extend from January 1 of each even numbered year through December 31 of the following odd-numbered year.
- B. The County Executive may perform any of the duties required in this section through his/her duly authorized designees.
- C. Not later than at the first County Council meeting in October of each odd-numbered year, the County Executive shall submit to Council a proposed operating budget and capital improvements program for biennium beginning January 1 of the year following submission. The materials submitted shall include all information required by Section 2.03, Subsections 9, 10, and 11 of the Cuyahoga County Charter.
- D. Not later than at the first County Council meeting in November of each even-numbered year, the County Executive shall submit to Council a report, updating the information provided in Subsection (C) above for the biennium. If the report includes changes to the budget or capital improvements program, the County Executive shall submit appropriate legislation along with the report.
- E. The County Council shall review, amend as needed, and adopt the biennial operating budget and capital improvements program and make all necessary appropriations not later than December 15th of each odd-numbered year.
- F. This section shall not alter any obligation placed on any County agency, department, board, or commission by the Ohio Revised Code relative to the submittal of its budget in a manner that differs from the process described in this section.

(Ordinance Nos. [O2014-0004](#), Enacted 4/22/2014, Effective 4/23/2014; [O2011-0036](#), Enacted 9/13/2011, Effective 9/14/2011)

Capital Improvements Policy- 701.02

- A. 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 in County capital assets are documented in the master listing. The initial listing shall be completed no later than December 31, 2014. Any additions to or deletions from the list of capital assets shall be reflected in the listing no later than 30 days after the change occurs. Any descriptive information regarding each of the capital assets shall be updated at least annually.
- B. The Office of Budget and Management in cooperation with the Department of Public Works shall maintain a Capital Improvements Plan, which shall include a list of projects intended to be initiated during the current biennium, along with the estimated cost and intended funding sources for each project, and a list of projects planned to be initiated during each of the next five years following the current biennium. The Plan shall recommend a level of capital improvements spending during the Plan's time frame that is consistent with long term cost-effectiveness.
- C. Priority shall be given to capital improvements that will enhance the County's ability to provide high quality, cost-effective direct services.
- D. The County shall commit to capital improvements that are within its capability to finance through short- and long-term resources. In making financing decisions on a capital project, the County shall consider both the ability to meet debt service obligations and the ability to meet ongoing direct service requirements.
- E. To the extent possible, consistent with the prioritization of capital improvements based on need, the County shall prioritize projects that offer the greatest opportunities to leverage resources through intergovernmental programs, public/private partnerships, and service charges or user fees.

(Ordinance Nos. [O2014-0012](#), Enacted 6/10/2014, Effective 7/16/2014; [O2014-0004](#), Enacted 4/22/2014, Effective 4/23/2014; [O2011-0036](#), Enacted 9/13/2011, Effective 9/14/2011)

Debt Management Policy- 701.03

- A. The County shall adhere to the requirements of general law regarding the types of debt instruments that may be issued, and any debt issued shall be within the direct and indirect debt limitations of the State of Ohio at the time of issuance.
- B. The Fiscal Officer shall actively monitor the potential impact of financial market conditions on the cost effectiveness of the County's debt financing and may consult with the County's Investment Advisory Committee on decisions related to the County's debt portfolio.
- C. The Capital Improvements Plan provided for in Section 701.02 (B) shall include a plan covering the types of debt and timing of issuances intended to be used in financing the improvements proposed in the plan.
- D. To the extent within our it's control, the County shall consistently and on an ongoing basis endeavor to obtain the best possible ratings for its debt instruments.
- E. The Fiscal Officer shall prepare and publish an Annual Information Statement to provide current financial, economic, and demographic information about the County to investors, rating agencies, and the public.

(Ordinance No. [O2014-0012](#), Enacted 6/10/2014, Effective 7/16/2014)

Requests for New Programs or Services Requiring an Additional Appropriation- 701.04

Any requests for new programs or services that require an additional appropriation as a part of the biennial budget process or throughout the fiscal year shall include the following information and sections as part of the request for Council's consideration by the requesting department, board, agency, commission or other authority:

- A. Program or service overview – detailing the request for additional appropriation
- B. Program or service budget – itemize expenses related to personnel, other operating and capital outlays
- C. Program or service Milestones/Timeline – outline the program or service's goals and objectives as well as key performance measures in order to ensure these goals or objectives are met
- D. Program or service Staffing Levels – document the projected staffing levels required for the program or service including titles and salary and benefits

The requirements of this section shall also apply to existing programs or services only if there is a major expansion or shift in policy to existing programs or services but does not apply to additional appropriations that do not expand the goals or objectives of existing programs or services.

(Ordinance No. [O2014-0013](#), Enacted 6/24/2014, Effective 7/28/2014)

Advance Notice of Proposed Compensation Changes- 701.05

- A. In order to provide for a more consistent approach to compensation and benefits for County employees, the County's policy shall be to request any Cuyahoga County department, office, agency, court, board, commission or other authority to which biennial budget appropriations are made provide thirty (30) days prior written notice to the Clerk of Council of any planned pay rate adjustments, cost of living adjustments, and/or merit pay awards applicable to all or a significant part of its non-bargaining employees. This provision shall not apply to any such adjustments and/or awards that have been specifically provided for in the biennial budget then in effect.

(Ordinance No. [O2013-0023](#), Enacted 7/8/2014, Effective 8/13/2014)

Investment Policy- 701.06

- A. The Fiscal Officer shall publish on its website the County's written investment policies, as established, and revised by the Investment Advisory Committee.
- B. The County Treasurer shall conduct an ongoing analysis of the performance of the County's investment portfolio against the County's investment objectives, policies, procedures, and generally recognized performance benchmarks and shall use this analysis to better align the County's investments with the objectives, policies, and procedures and to improve performance against recognized benchmarks, consistent with safety and liquidity. The County Treasurer shall refer any recommendations for investment policy changes resulting from portfolio performance analysis to the Investment Advisory Committee and shall send a copy to County Council.

(Ordinance No. [O2014-0021](#), Enacted 10/14/2014, Effective 11/14/2014)

Financial Reporting- 701.07

- A.** Not later than March 31st of each year of the year, the Office of Budget and Management shall prepare, publish, and submit to Council a public presentation on the budget, which shall include the following:
1. An overview of County operations, programs, and finances reflecting prior year results and projections for the current year and one or more future years;
 2. A presentation of key financial schedules;
 3. A presentation of reserves on General Fund balance, describing each item and the likelihood that funds set aside for each item will need to be expended;
 4. A detailed description of the budget process;
 5. An analysis of County revenues;
 6. A description of the various fund types used in budgeting;
 7. Prior year results and current year goals on departmental performance measurement;
 8. Program budgets for each department, office, or agency; A description of the Capital Improvements Plan;
 9. A list of the County's outstanding debt obligations and discussion of the County's debt management plan;
 10. The list of outstanding loans made by the County, as provided for in Subsection E of this section; and
 11. A brief overview of the most important aspects of the Biennial Operating Budget, presented so as to be easily understood and available as a separate document.

The budget presentation made in the second year of the biennium may be a summary of changes to the information required above, rather than a full report.

- B.** 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, which shall include the following:
1. A presentation of key financial schedules, including reserves on General Fund balance;
 2. A schedule of expenditures to date compared to budget for all departments, agencies, and other accounts within the General Fund and the Health and Human Services Levy Fund;
 3. An update of projected revenues and expenses for the General Fund, the Health and Human Services Levy Fund, and all funds combined;
 4. A list of bonds, notes, or other obligations of the County that expired, are new obligations, or were refinanced or restructured during the quarter; and
 5. A discussion of likely impacts of actual and potential revenue and expenditure variations from the budget plan, including an update of changes, if any, to the presentation of reserves on General Fund balance provided for in Subsection 701.07(A)(3) above.
- C.** 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, which shall be a brief narrative regarding any of the following that may have occurred during the preceding month:
1. Changes to the County's overall revenue and/or expense projections or to any major individual revenue or expense item;
 2. Significant changes to the performance of any department or agency relative to its budget;
 3. Any significant unexpected revenue or expense obligation; and
 4. Changes to the projected performance of the County's General Fund and/or Health and Human Services Levy Fund against its reserve target.
- D.** The Fiscal Officer, County Treasurer, and the Investment Advisory Committee shall provide Council a copy of any investment reports generated through its office or committee.
- E.** The Office of Budget and Management, in coordination with the Department of Development and other County agencies, as needed, shall maintain, and publish annually by March 31st of each year a list of all outstanding loans made by the County, including the amount, interest rate, and term of each loan and the amount of each loan that may be forgivable, if any. The Office of Budget and Management shall determine a written process for determining a reasonable and prudent portion of the total loan amount to hold in reserve against nonpayment of loans or the exercise of forgivable loan provisions. This reserve amount shall be reported as a reserve on balance against the General Fund, and it shall be updated at least quarterly with respect to new loans and at least annually with respect to the status of existing loans.
- F.** The county shall use best efforts to ensure timely completion of its work for the county's external audit to enable the external audit to be completed and filed by the next September 30th following each calendar year.
- G.** The Fiscal Officer shall post all reports required to be published under this section on his/her website. Such posting shall be the primary means of publication, but the Fiscal Officer may provide printed copies as needed. Reports required to be sent to Council may be sent electronically to the Clerk of Council, who shall send them to the members of Council.

(Ordinance No. O2014-0021, Enacted 10/14/2014, Effective 11/14/2014)

Financial Management Operations - 701.08

- A. The General Operating Fund may be used for any County funded activity, including health and human services.
- B. In order to assist County departments and agencies to make effective resource allocation decisions, the Office of Budget and Management shall make recommendations regarding expenditure options. In making such recommendations, OBM shall consider but not be limited to options that meet one or more of the following priority objectives:
 1. Provides services required by law, administrative regulation, court order, or current contractual agreement;
 2. Provides services required to ensure public safety and welfare;
 3. Supports efficient delivery of essential public services at current or expanded levels;
 4. Promotes effective management control of resources;
 5. Required to preserve a facility or protect a county asset;
 6. Results in cost reductions in the current and/or future years or reduces the need for other costly County services; and
 7. Leverages significant funding from sources other than local County funds.
- C. Departments and agencies are expected to submit requests for additional personnel as part of the biennial budget process or the budget review prior to the second year of the biennium, in order not to create obligations prior to budget review. Personnel levels authorized in the budget for departments and agencies with more than fifty (50) full-time equivalent staff shall be considered an average for the year, provided that the staffing level is not managed so as to carry staffing above the authorized level into a subsequent year.
- D. OBM shall monitor the County budget on an ongoing basis and submit legislation to Council to authorize any increases or decreases in appropriations, transfers between budget accounts, and cash transfers, except that OBM may, without legislation, make budget transfers that are within both the same index code and object code. OBM shall submit to Council any budget adjustments needed to ensure that all County funds meet requirements set forth in general law regarding positive fund balances, sufficiency of resources, and appropriation authority for expenditures.
- E. OBM may decertify funds remaining in any encumbrance that has been inactive for over one year and is more than one year past the expiration of any contract related to that encumbrance, and OBM may submit budget amendments to Council to reduce appropriations by the amounts decertified.
- F. Any increase or decrease in appropriation, transfer between budget accounts, and/or cash transfer initiated by Council outside of the biennial budget or second year budget update process shall be submitted to OBM by the Clerk of Council prior to introduction.
- G. The Fiscal Officer shall certify that sufficient funds are available for all expenditures as provided in general law. Such certification shall be made prior to expenditure of funds, except that in exceptional circumstances, certification may be made through the "then and now" process authorized in general law.

(Ordinance No. [O2014-0033](#), Enacted 12/9/2014, Effective 1/14/2015)

Long-Term Planning and Stabilization - 701.09

- A. OBM shall proactively monitor projected revenues and expenses, using a forecasting horizon of five (5) years or longer, and shall promptly report to the County Executive and Council any conditions or trends that threaten the County's ability to maintain General Fund and Health and Human Services Levy Fund reserves at or above the thresholds provided in Chapters 706 and 707. Except during a sudden financial emergency, such reports may be made as part of the regular financial reporting provided for in Section 701.07.
- B. The County Executive and Council shall conduct a Reserve Stabilization Planning Process whenever any of the following occur:
 1. The reserve percentage reaches twenty-six percent (26%) or less in the General Fund or eleven (11%) or less in the Health and Human Services Levy Fund; or
 2. The Executive, OBM, or Council identifies trends reasonably expected to bring the General Fund and/or the Health and Human Services Levy Fund reserves below its reserve threshold with one year; or
 3. There is an excess of operating expenses over revenues, net of one-time expenditures, in the General Fund or the Health and Human Services Levy fund of more than three percent (3%) in any fiscal year; or
 4. The Executive and Council for any other reason agree to do so.
- C. When conducting a Reserve Stabilization Planning Process, the County Executive and Council shall, within four (4) months after Subsection (B) of this section is triggered:
 1. Prepare a plan for the affected fund(s) to ensure long term structural balance and maintain or restore the reserve percentage at or above its reserve threshold; and
 2. Include in the plan a process for ongoing monitoring and revision of the plan, as needed.

(Ordinance No. [O2014-0033](#), Enacted 12/9/2014, Effective 1/14/2015)

Cuyahoga County General Fund, Fund Balance Reserve Policy

Purpose

The following policy, [Title 7: Revenue and Finance, Chapter 706](#), of the Cuyahoga County Code was set forth for the establishment of the General Fund Reserve which requires such reserve to be twenty-five percent (25%) of the current fiscal year's General Fund ongoing budgeted operating expenses. The policy is updated in accordance with Cuyahoga County Code; enacted by Cuyahoga County Council.

General Fund Reserve Policy - 706.01

Cuyahoga County shall maintain a General Fund Reserve Balance of at least twenty-five percent (25%) of the prior year's actual General Fund expenditures. Capital expenditures paid for from the General Fund shall be included as expenditures only to the extent of \$10 million. Expenditures, normally paid for from the General fund, that are instead paid for from a special one-time revenue source, to the extent that they exceed \$10 million, shall be included as General Fund expenditures. The Fiscal Officer shall calculate the General Fund Reserve requirement and publish it annually as part of the Results of Operations Report. Designation of a possible future expenditure as a "reserve on balance" shall not be considered an obligation which must be subtracted from the cash balance to determine available reserves.

(Ordinance Nos. [O2021-0010](#), Enacted 7/6/2021, Effective 7/8/2021; [O2011-0056](#), Enacted 5/8/2012, Effective 5/11/2012)

Permitted Uses - 706.02

The General Fund Reserve may only be used to stabilize revenues, mitigate a projected deficit in the current operating period, retire or defease outstanding bonds or notes of the County, fund one-time or unanticipated expenditures, and pay judgments or otherwise settle legal disputes and claims.

(Ordinance No. [O2011-0056](#), Enacted 5/8/2012, Effective 5/11/2012)

Reduction in General Fund Reserve Balance - 706.03

- A. Any legislative action that results in reducing General Fund reserves below the twenty-five percent (25%) threshold shall contain a provision authorizing the use of reserves.
- B. The County Executive shall inform the Council, with at least one hundred twenty (120) days' notice whenever possible, whenever the County has obligations that would reasonably be expected to result in the General Fund reserve declining below the twenty-five percent (25%) threshold.
- C. At any other time that the Council determines that the use of General Fund reserves within the twenty-five percent (25%) threshold is needed for one or more of the reasons provided for in Section 706.02 of the Cuyahoga County Code, the Council shall by resolution, authorize the use of such reserves.

(Ordinance No. [O2011-0056](#), Enacted 5/8/2012, Effective 5/11/2012)

Cuyahoga County Health and Human Services Levy Fund, Fund Balance Reserve Policy

Purpose

The following policy, [Title 7: Revenue and Finance, Chapter 707](#), of the Cuyahoga County Code was set forth for the establishment of the Health and Human Services Levy Fund Reserve which sets forth such reserve to be ten percent (10%) of the current fiscal year's Health and Human Services Levy Fund ongoing budgeted operating expenditures. The policy is updated in accordance with Cuyahoga County Code; enacted by Cuyahoga County Council.

Health and Human Services Levy Reserve Policy- 707.01

Cuyahoga County shall maintain a Health and Human Services Levy Fund Reserve of at least ten percent (10%) of the prior year's actual Health and Human Services Levy Fund expenditures. Any expenditures, normally paid for by the Health and Human Services Levy Fund, that are instead paid for by a special one-time revenue source, to the extent that they exceed \$10 million, shall be included as Health and Human Services Levy Fund expenditures. The Fiscal Officer shall calculate the Health and Human Services Reserve requirement and publish it annually as part of the

Results of Operations Report. Designation of a possible future expenditure as a “reserve on balance” shall not be considered an obligation which must be subtracted from the cash balance to determine available reserves.

(Ordinance Nos. [O2021-0010](#), Enacted 7/6/2021, Effective 7/8/2021; [O2011-0058](#), Enacted 5/8/2012, Effective 5/11/2012)

Permitted Uses - 707.02

The reserve may only be used to stabilize revenues, mitigate a projected deficit in the current operating period, retire or defease outstanding bonds or notes of the County, fund one-time or unanticipated expenditures, and pay judgments or otherwise settle legal disputes and claims.

(Ordinance No. [O2011-0058](#), Enacted 5/8/2012, Effective 5/11/2012)

Reduction in Reserve Balance- 707.03

- A. Any legislative action that results in reducing Health and Human Services Levy Fund reserves below the reserve balance target set in Section 707.01 shall contain a provision authorizing the use of reserves.
- B. The County Executive shall inform the Council, with at least one hundred twenty (120) days' notice whenever possible, whenever the County has obligations that would reasonably be expected to result in the Health and Human Services Levy Fund reserve declining below the reserve balance target set in Section 707.01.
- C. At any other time that the Council determines that the use of Health and Human Services Levy Fund reserves within the reserve balance target set in Section 707.01 are needed for one or more of the reasons provided for in Section 707.02, the Council shall, by resolution, authorize the use of such reserves.

(Ordinance No. [O2011-0058](#), Enacted 5/8/2012, Effective 5/11/2012)

Cuyahoga County Grants Administration Process

Purpose

A grant is an award of financial assistance in the form of money or property. The purpose of this policy is to ensure proper oversight of all funds appropriated to the County. Also, to minimize the County's risk of non-compliance with grant requirements. Finally, to ensure proper administration and accounting of all grants. Grants administration processes are applicable to all Cuyahoga County programs, funds, agencies, boards, and commissions that are not legally separate and/or for which the County of Cuyahoga (the primary government and reporting entity) is financially accountable. Acceptance of a grant by the County signifies the County's willingness to assume responsibility for the administration of the funds in accordance with the terms specified by the awarding agency in the grant agreement.

Terms

Definitions

Application	A request for funds; may imply the use of a special form supplied by the funding source (see proposal).
Audit	Review of financial transactions, documentation, accounting procedures and systems by external or internal auditors. The most common external audit is the Single Audit that is required by law and by OMB Circular A-133, which is conducted annually.
Award Letter	Written notification from the funding agency indicating that a project has been funded, for how long, and in what amount.
Awards	The document, which may be a letter, a special form, or a contract, prescribing the amount of funds and restrictions imposed; an agreement between two parties.
Budget	The financial plan for conducting a project submitted and/or approved by the funding source should include whole dollar amounts only. It is the estimated cost of performance of the project as set forth in a proposal or in the notification of grant award or contract. After the award, the approved budget becomes a spending guide for the project.
Assistance Listing Number (ALN) – formerly known as Catalog of Federal Domestic Assistance (CFDA)	Publication and database produced by the General Services Administration that lists the domestic assistance programs of all federal agencies and gives information about a program's authorization, fiscal details, accomplishments, regulations, guidelines, eligibility requirements, information contacts, and application and award process.

Department	Refers to the department, agency, board, and/or commission under budgetary responsibility of the Cuyahoga County Council which has direct oversight responsibility for the program(s) funded partially or totally with the grant funds.
Expenditures	GASB Codification Chapter 1600.116 defines expenditures as decreases in net financial resources. Similar to expenses which are defined as an item requiring an outflow of money, to a person, group, or business as payment for an item, service, or other category of costs.
Financial Reporting	Refers to a department within the Fiscal Department in which report to the Fiscal Officer. This department ensures the handling of the County's financial operations according to state laws and policies as well as the County code. It administers the County's accounting system, manages financial transactions, and reviews and coordinates the financial policies and activities.
Fund Balance Report	A report created from the County's financial systems detailing a fund's (inception to date) financial activity for each individual grant.
Grant managers (GM)	Refers to an individual employed by Cuyahoga County to lead programs funded by the federal, state, or private organizations. They are responsible for overseeing planning and implementation from their application to approval and use. Manage overall grant efforts, document revenues and expenditures, and oversee fundraising. Review the grant administration process and recommend modifications. Prepare progress and financial reports, review grant proposals, and manage grant databases. Additionally, ensure adherence to grant regulations.
Grantee	Any legal entity that assumes financial responsibility, accountability for managing awarded funds, supervision of grant supported activities and submission of final reports.
Grantor	Funding source which has agreed to provide financial support in the form of a grant.
In-Kind	A service or item donated in lieu of dollars to the operation of a funded project; usually given by a third party, e.g., donated equipment, percentage of an administrator's time, or guest speaker's time.
Matching Funds	Cash or "in-kind" support contributed by the County to fulfill objectives of a project. Amount of needed matching funds varies with the program.
Office of Budget and Management (OBM)	Refers to a department within the Fiscal Department in which report to the Fiscal Officer. This department oversees the performance of all County agencies and administers the entire County's budget.
Schedule of Expenditures of Federal Awards (SEFA)	The Schedule of Expenditures of Federal Awards (SEFA) is a financial statement schedule prepared by management that lists an organization's expenditures of federal assistance for the fiscal year by federal agency, grant number and amount.

Process	Guidelines
Central Responsibility	<p>The Fiscal Office is responsible for creating policies and procedures that minimize the County's risk for non-compliance with grant requirements and for providing accounting and grants management support to requesting departments.</p> <p>Each department should have grant manager(s) (GM) and other appropriate personnel who are adequately trained and have sufficient knowledge to perform all functions required for applying for, accepting, and reporting on grants. GMs are responsible for the development of guidelines and goals for grant funded programs, attaining approval/legislation to apply, accept, and expend grant funds, developing and distributing program announcements, providing guidance to review committees, establishing and maintaining the budget and financial plans to reflect the program needs and grant requirements, conducting and documenting program compliances according to grantors requests as well as in accordance with the Federal Office of Management and Budget (OMB) and any other federal or state requirements, conducting and documenting program close-out activities, performing audits of sub-grantees, and complying with post-program audits.</p> <p>Since audits with questioned cost findings may result in cost disallowance and require the County to make repayments, GMs must understand all compliance rules and regulations. Any department receiving grants are responsible for assuring compliance and best efforts to minimize adverse audit results.</p>

Application and Award Procedures

First, the department’s GM should complete the desired grant application and the appropriate Director will sign approval acknowledging that the Director or their designee believe the funds will positively affect their financial and programmatic position.

Next, any grant application should be submitted for approval to apply with the Board of Control (BOC) for approval prior to submitting the application to the grantor in accordance with the guidelines of County Code Section 501.09. Any application for grant funds which require a match (like-kind or cash) should be submitted to the Fiscal Office for pre-approval prior to submitting for Board of Control approval. Upon receipt of County approval, the grant application can be submitted.

Then, when the department is notified of the grant award, they will return to BOC to seek approval to accept the grant. After receipt of approval to accept the grant from BOC, the recipient of the grant should complete the required forms of the Fiscal Office and OBM to establish the grant in the financial system (INFOR/LAWSON) and seek appropriation from County Council. Appropriations should be in the financial system prior to any expenditures occurring.

Any changes in the grant award should seek approval from BOC, and subsequently seek an appropriation adjustment with OBM and update the Fiscal Office.

Monitoring and Reporting

Departments are responsible for continuous monitoring and essential reporting of the financial and programmatic status of grants received including but not limited to providing financial reports to grantors, the Fiscal Office, and OBM in a timely fashion. Each grant should be monitored and tracked separately in the financial system (INFOR/LAWSON) to ensure accuracy of reporting.

GMs are responsible for monitoring the timeliness of grant reimbursements. Grants should not be utilized for programs or activities which are already appropriated, but instead should be used for new programs or to supplement existing activities.

Grant recipients are responsible for monitoring grants for compliance with all applicable federal, state, and local regulations. Federal grants must meet requirements set out in OMB Circulars A-87, A-102, and A-133 or the Uniform Guidance Policy.

Audit

Timely action on audit findings, including follow up and documenting corrective action, is the responsibility of GMs. GMs are also responsible for ensuring that appropriate audit reports are received from subgrantees, if applicable by the grant agreement.

It is required that any Federal grants have fund balance reports and supporting documentation to comply with requirements imposed by the Fiscal Office for the Schedule of Expenditures of Federal Awards (SEFA) upon request.

Closeout

All expenditures applicable to awards must be incurred prior to the grant end date. The GM must complete a reconciliation to ensure that all charges, revenues, and/or the cash match, were properly recorded in the financial system (INFOR/LAWSON) and comply with the grant award.

If an extension is needed for any reason, it is the GMs responsibility to submit the request to the grantor in a timely fashion, which should be prior to the expiration of the grant. Upon expiration of the grant and completion of the final reconciliation, the GM must submit the final report to the grantor by the required date. The GM must also contact OBM and the Fiscal Office to reduce any budgets as necessary, and request for the grant to be marked as inactive in the financial system (INFOR/LAWSON).

Award Types

Cuyahoga County receives grants from **Federal, State, Local, and private agencies**. Grants can be classified based on type of activities supported (research, training, service, etc.), degree of discretion allowed by the awarding office (mandatory or discretionary), reimbursement basis or up-front basis, and/or the method of determining amounts of award (negotiated basis or formula). The following is a list o some of the awards that the County receives regularly.

Program Awards	Description	Department
Community Development Block Grant (CDBG)	The United States Department of Housing and Urban Development (HUD) grant is used to provide decent housing and a suitable living environment, and to expand economic opportunities. No less than 70% of CDBG funds must be used for activities that benefit low to moderate income persons. In addition, each activity must meet one of the following national objectives for the program: prevention or elimination of slums or blight, address community development needs when existing conditions pose a serious and immediate threat to the health or welfare of the community.	Department of Housing

Emergency Shelter Grant (ESG)	The HUD grant that provides funds to (1) meet the costs of operating emergency shelters, (2) provide essential services to homeless individuals, (3) avert the increase of homelessness through homeless prevention activities and, (4) rehabilitate homeless facilities.	Department of Housing
Home Investment Partnerships Program (HOME)	The HOME Investment Partnerships Program (HOME) provides formula grants to fund a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income people. HOME is the largest Federal block grant to state and local governments designed exclusively to create affordable housing for low-income households.	Department of Housing
Housing Opportunities for Persons with AIDS (HOPWA)	The HUD grant provides any type of housing assistance and supportive services necessary for low-income persons with HIV/AIDS and their families to prevent homelessness. HOPWA funds may be used to assist in the creation, operation, and utilization of all forms of housing, including emergency housing, shared housing arrangements, apartments, and single room occupancy dwellings and community residences. Additionally, short-term assistance can be provided to enable a person to stay in his or her own home.	Homeless Services
Economic Development Initiative (EDI)	The HUD grant can be used to enhance both the security of loans guaranteed through the EDI Fund and the feasibility of the large economic development and revitalization projects they finance. An EDI grant may be used to provide additional security for development loans and to make the project more feasible.	Department of Housing
Empowerment Zones (EZ)	A competitively awarded HUD designation that uses tax incentives and flexible grants to strengthen community-based partnerships, create economic opportunities and sustain community development in designated EZ/EC areas.	Department of Housing
Edward Byrne Memorial Justice Assistance Grant (JAG)	The Byrne Memorial Criminal Justice Block Grant program, funded through the Bureau of Justice Assistance, assists in reducing the incidence of crime and increases the effectiveness, fairness and coordination of law enforcement and criminal justice activities at all levels of government.	Sheriff
Juvenile Justice and Delinquency Prevention	The Juvenile Justice and Delinquency Program administers Federal grants to state and local agencies that have programs to address five major juvenile issues: the removal of status offenders (school truants and run-away youth) from detention centers; the removal of juveniles from adult jails and lockups; juvenile delinquency; runaway and homeless youth and the disproportionate confinement of minority youth.	Department of Public Safety
Violence Against Women Program (VAWA)	The VAWA program aids in combating violent crimes against women through more effective law enforcement, prosecution, and services to victims. The program provides funding to support efforts to improve the criminal justice system's response to violence against women.	Department of Public Safety
Urban Area Security Initiative (UASI)	The UASI program is funded by the Department of Homeland Security's Federal Emergency Management Agency (FEMA) is intended to provide financial assistance to address the unique multi-discipline planning, organization, equipment, training and exercise needs of high-threat, high density urban areas, and to assist these areas in building and sustaining capabilities to prevent, protect against, mitigate, respond to, and recover from threats or acts of terrorism.	Department of Public Safety
State Homeland Security Program (SHSP)	The SHSP program is funded by the Department of Homeland Security's FEMA to assist state, tribal and local preparedness activities that address high-priority preparedness gaps across all core capabilities and mission areas where a nexus to terrorism exists.	Department of Public Safety
WIOA (Workforce Innovation and Opportunity Act)	The WIOA provides a framework to ensure coordination of workforce development activities, fewer than five separate titles: Job Training/Adult Education/Wagner-Peyser/Vocational Rehab/General Provisions. The act also maintains separate funding streams for Adults, Dislocated Workers, and Youths.	Workforce Development
Reasoned and Equitable Community and Local Alternatives to the Incarceration of Minors (RECLAIM)	RECLAIM Ohio is a funding initiative which encourages juvenile courts to develop or purchase a range of community-based options to meet the needs of each juvenile offender or youth at risk of offending. By diverting youth from Ohio Department of Youth Services (DYS) institutions, courts can increase the funds available locally through RECLAIM.	Juvenile Court

**Ohio's Community-
Based Correctional
Facility (CBCF)**

The CBCF program was established in 1978 to provide state funding to assist local criminal justice systems in reducing prison commitments. The program is a unique partnership between the state of Ohio and local governments. CBCFs have been a successful state and county partnership allowing local criminal justice officials to utilize cost effective residential options for managing offender populations. The state benefits by having local community corrections options in the counties thus, saving costly prison bed space for those offenders who need a higher level of intervention. The county benefits by having a locally controlled sentencing option.

[Common Pleas/](#)
Corrections Planning
Board

*Official Grants Policy is pending final review and approval at the Cuyahoga County Rules and Regulations Board.

Fund Budgets



Funds and Fund Descriptions

Cuyahoga County maintains a fund accounting system. This section of the 2024-2025 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 Funds

General Fund

The General Fund is the primary operating fund of the County. Resources of the General Fund cover a wide range of services both under the authority of the County Executive and those provided by other elected officials, boards, and commission. The General Fund is the only discretionary fund included in the County's All Funds budget. The majority of expenses in the General Fund are for mandated programs and services, such as adjudication and law enforcement.

Special Revenue Funds

Special Revenue Funds are established and maintained to account for resources designated for specific purposes. This fund type includes grants, State and Federal allocations, and tax collections supporting 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 distinct fund in the County's accounting system that carries its own name, number, separate accounting entries, and relevant financial reports. The major special revenue funds include the Board of Developmental Disabilities, Human Services, and Motor Vehicle Gas Tax.

Also included is the Health and Human Services Levy, the HHS Levy Fund supports a myriad of programs and services that seek to ensure the physical, mental, and emotional health of the County.

Internal Service Funds

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 funds include Health Insurance, Centralized Custodial space maintenance and security services, Workers' Compensation, Postage, Print Services, and Fleet Services.

Non - Major Funds

Debt Services

The Debt Services Fund is used to budget payments of principal and interest on all notes and bonds issued by the County. Property Tax revenues for debt service are derived from voted and un-voted property taxes. Other Intergovernmental Revenues reflect State reimbursements for property tax collections and commercial activity tax reimbursement. In addition to the reimbursements, intergovernmental revenues are derived from special assessments and tax-increment financing revenue.

Major Capital Projects

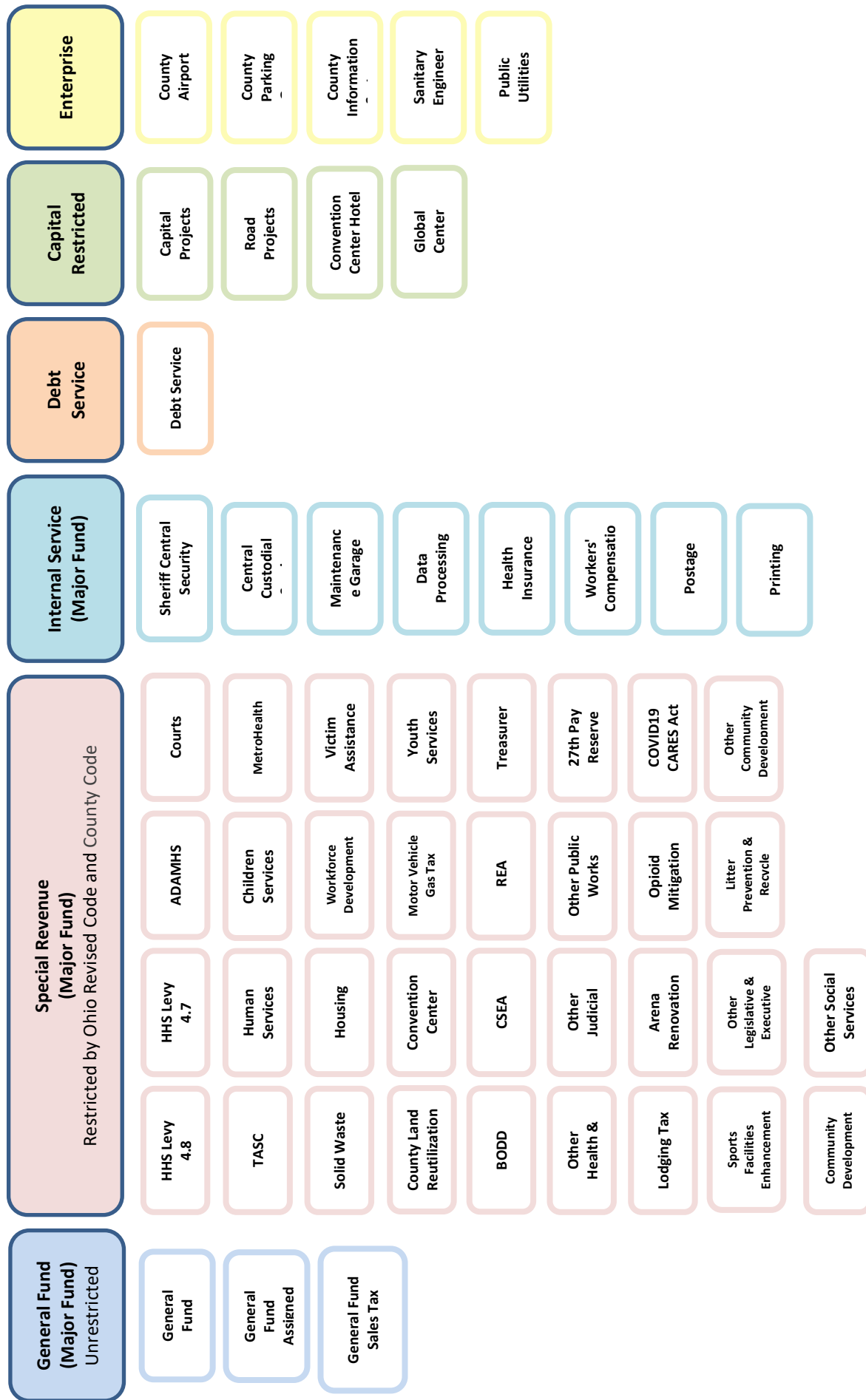
The construction, maintenance and repair of roads and bridges, wastewater treatment facilities and lines, public buildings and investments in information technology are important for the provision of effective and efficient services. To assure that this infrastructure is well maintained, the County prepares a five-year capital plan for each major infrastructure area. Facilities acquisitions and other large facility capital improvements are typically debt financed with debt service payments coming from the General Fund. Road and Bridge improvements projects are paid for by license tax fees and Federal Highway Transportation pass through funds.

Enterprise Funds

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. Funds include Sanitary Sewer, Airport, and Parking Garage.

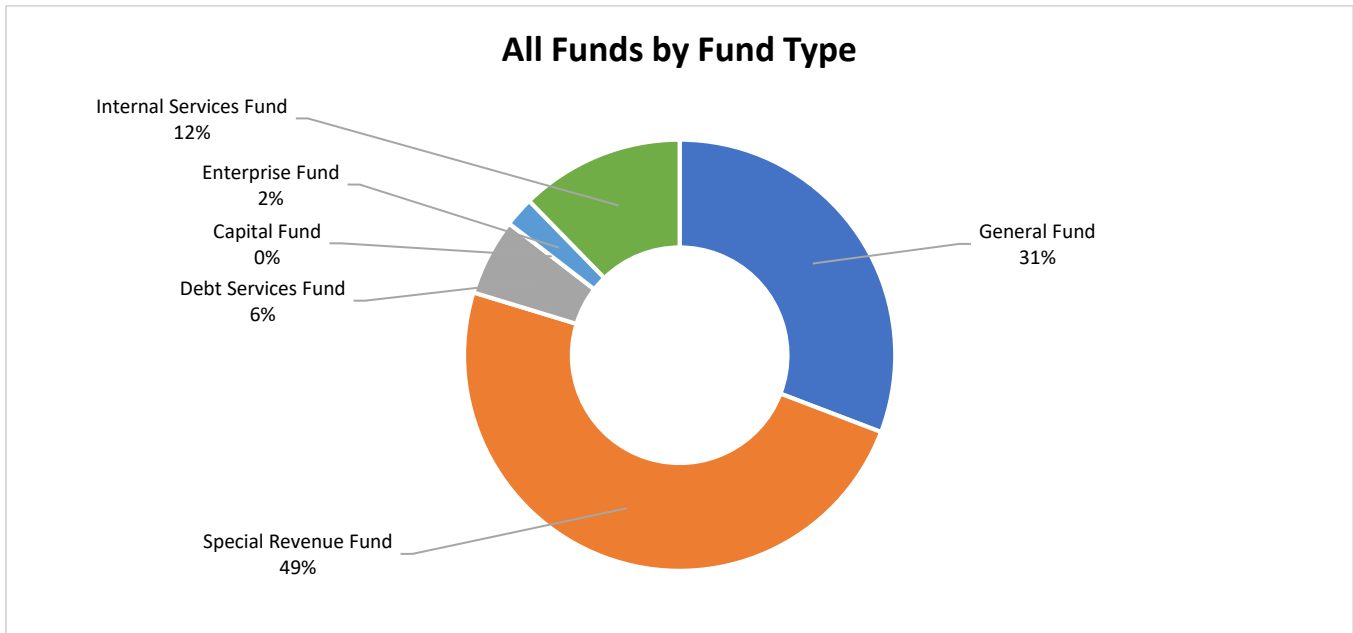
The County budgets by accounting unit, which is the lowest level of reporting and reports financial activity by funds that are broken down into individual zones. Each accounting unit belongs to one zone, but there can be many accounting units within a zone. **There are six types of funds included in the County's All Funds Budget:** General, Special Revenue, Internal Service, Debt Service, Enterprise, and Capital. **The major fund types include Special Revenue Fund, General Fund, and Internal Service Fund.** Each of these funds are discussed in this section.

Fund Chart



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 \$1.8 billion expenditure level authorized for both 2024 and 2025 captures the broad range of governmental activity under the budgetary authority of the County Council.

On an All Funds level in both 2024 and 2025, the largest portion (49%) of budgeted expenditures are appropriated in Special Revenue Funds, which include the County’s two voted levies for Health and Human Services, which have restrictions on the sources and uses of funds. General Fund expenditures represent the second largest portion (31%) of the total budget.



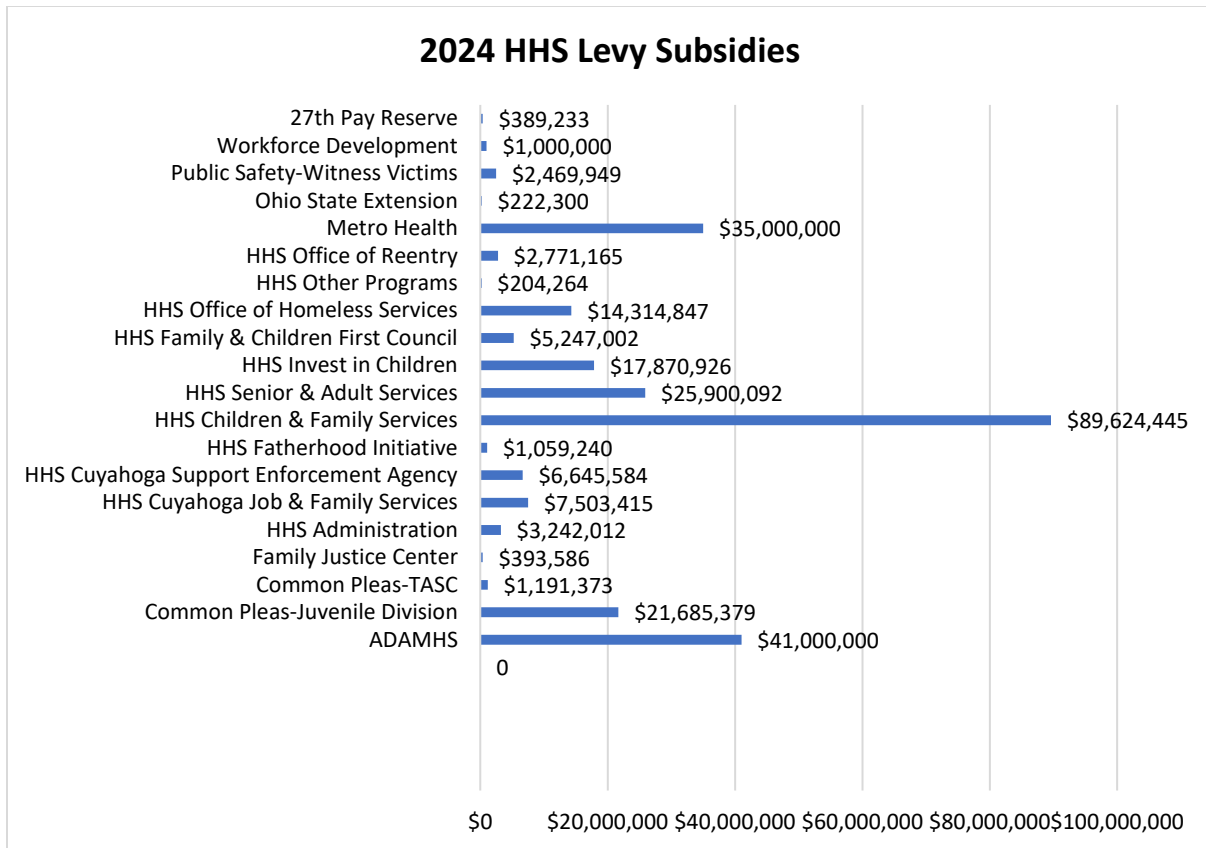
Special Revenue Fund

49% of the 2024-2025 All Funds Budget

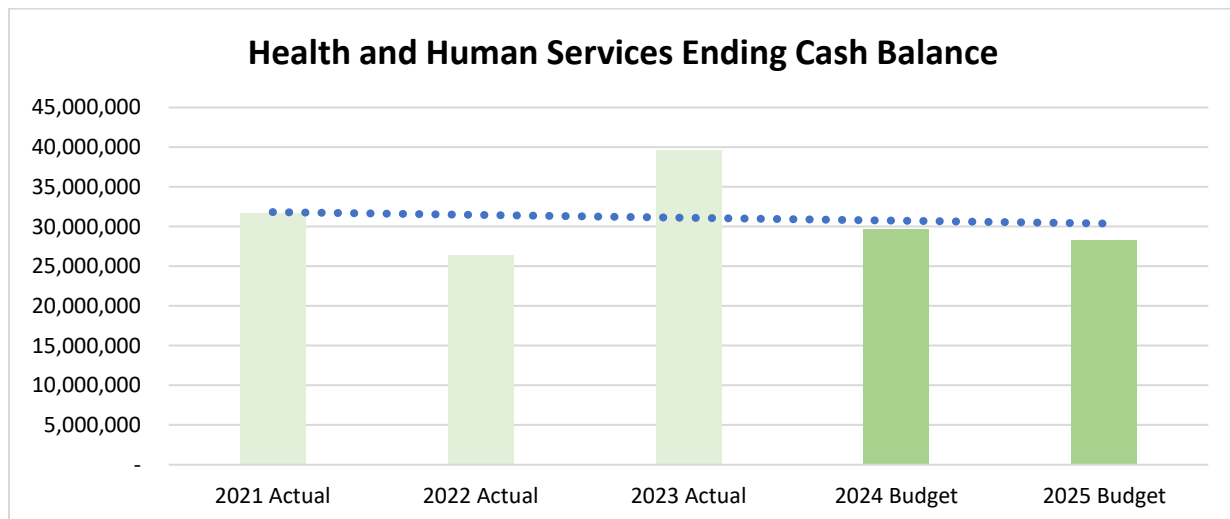
Special Revenue Funds (SRF) are established and maintained to account for resources designated for specific purposes (ORC §5705.09). This fund type includes grants, State and Federal allocations, as well as taxes and fees collected for a designated activity. The County’s financial policies dictate that 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 zone in the County’s accounting system that carries its own name, number, separate accounting entries, and relevant financial reports. The larger of the Special Revenue Funds include:

Health and Human Service (HHS) Levy Zone

Approximately 41% of the total SRF revenue comes from the two Health and Human Services levies approved by the voters of Cuyahoga County. The estimated operating revenues for the levy fund are \$281 million in 2024 and 2025. See revenue section for details. Expenses in 2024 are budgeted at \$282 million, which is (3%) higher than the 2023 actuals of \$273.5 million. Levy expenditures are reflected by subsidies to other funds. These subsidies include the County’s support of the MetroHealth System (the County’s public hospital) and the Alcohol, Drug Addiction, and Mental Health Services Board; totaling approximately \$76 million in both years of the biennium to support program activity.

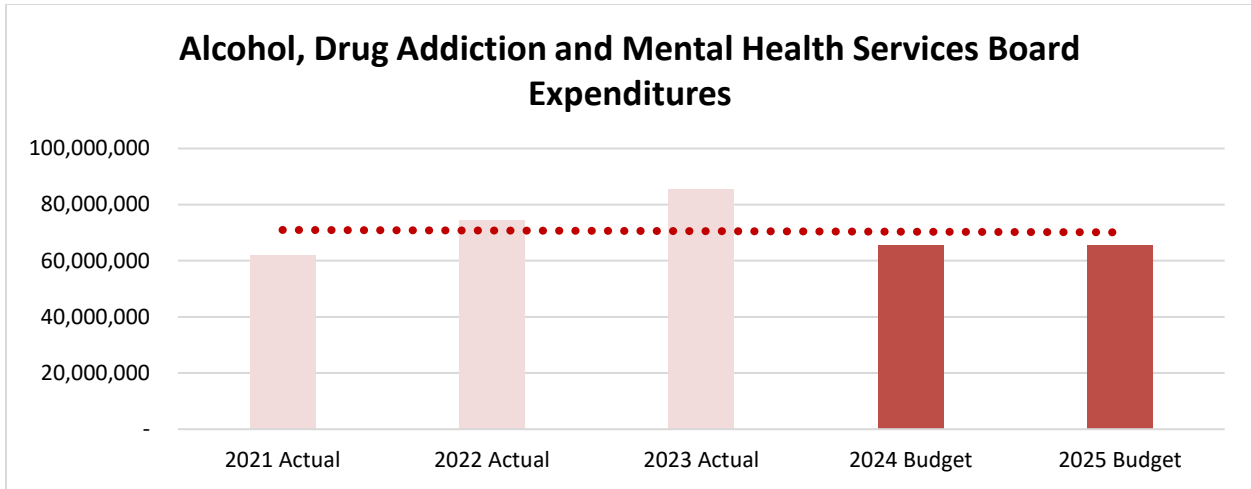


The ending cash balance in the HHS Levy Zone is anticipated to total \$29.6 million in 2024 and \$28.2 million in 2025, representing 11% and 10% of total expenditures, respectively. This is in accordance with Section 701.01 the County’s codified requirement of a 10% cash balance.



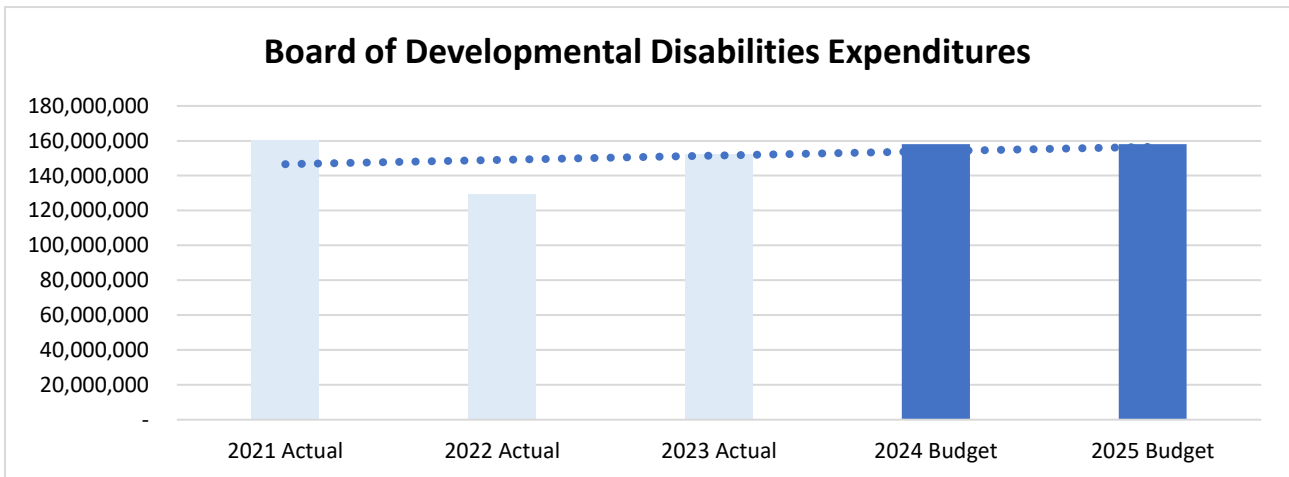
Alcohol, Drug Addiction and Mental Health Services (ADAMHS) Board Zone

Expenses in 2024 are budgeted at \$65 million and revenues of \$63.2 million are anticipated. Expenditures of \$5 million, or 8%, are associated with personnel costs with the remaining \$60 million, or 82%, being used for all other expenses which includes contractual services for substance abuse disorders and mental health services. The ADAMHS Board revenue sources consist of \$41 million from the Health and Human Services Levy Subsidy, \$21.2 million from intergovernmental sources and \$1 million from refunds and reimbursements.



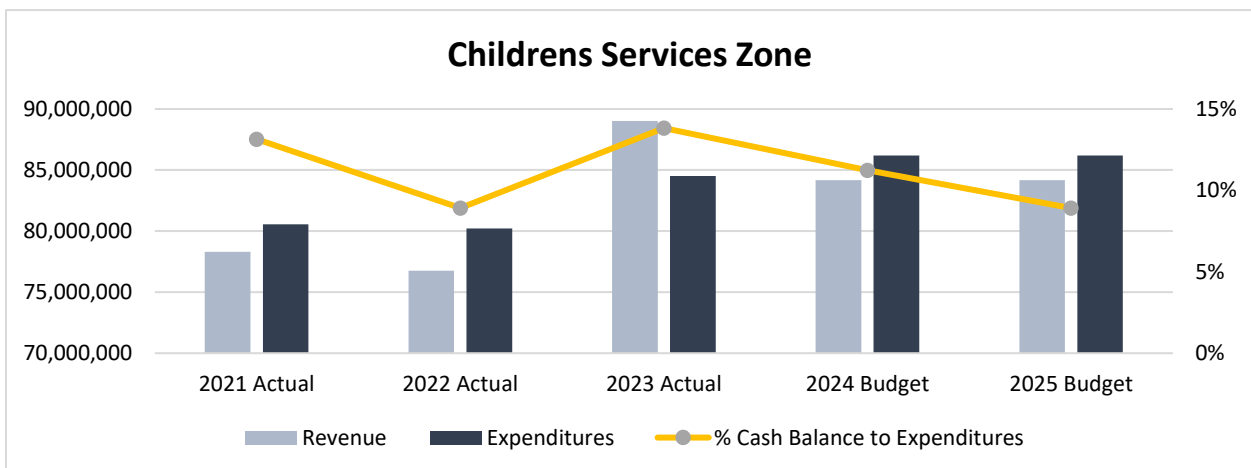
Board of Development Disabilities (BODD) Zone

Expenses in 2024 are budgeted at \$158 million and revenues of \$142 million are anticipated. The BODD budget consists of approximately 62% of revenue that can be attributed to a continuous 3.9 mill property tax levy which is expected to generate \$88 million annually 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. Other revenue anticipated is \$48.8 million from intergovernmental sources, \$2.8 million from charges for services, \$2.5 million from sale of capital assets, and \$480,000 from refunds and reimbursements.



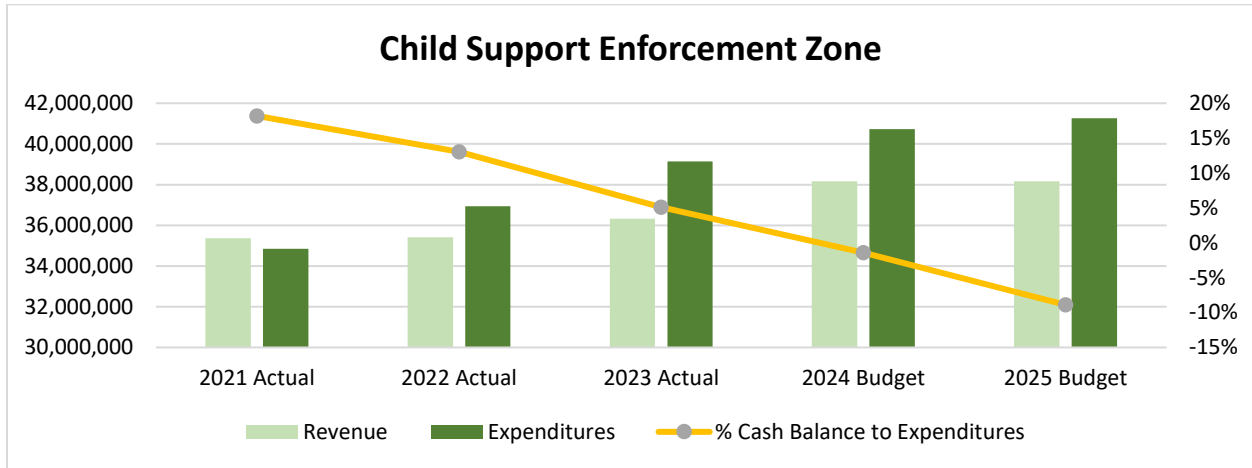
HHS Children’s Services Zone

Expenses in 2024/2025 are budgeted at \$86 million and revenues of \$84 million are anticipated. This zone 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 ending cash balance in the zone is anticipated to total \$9.6 million in 2024.



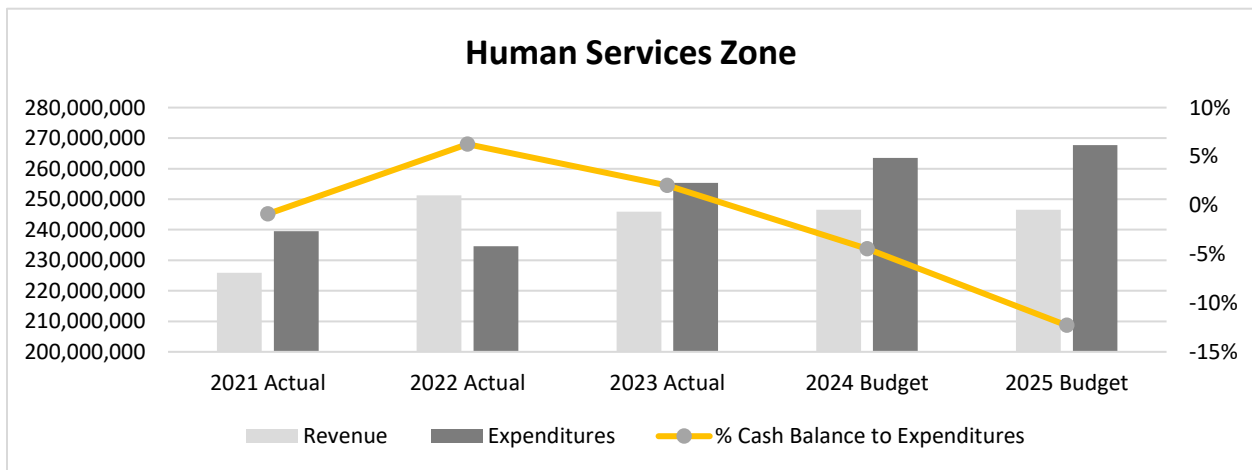
HHS Child Support Services Zone

Expenses in 2024/2025 are budgeted at \$41 million and revenues of \$38 million are anticipated. This zone reflects the revenue and expenses that supports child support-related expenses. The majority of the revenue comes from Title IV-D of the Social Security Act. 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 party owed. 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.



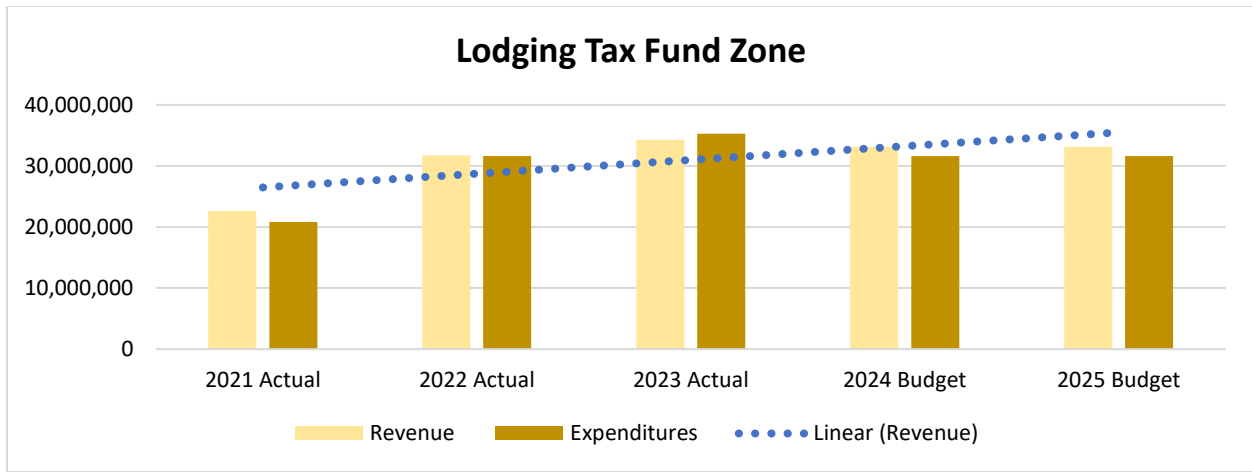
Human Services Zone

Expenses in 2024/2025 are budgeted at \$264 million and revenues of \$246.5 million are anticipated. This zone 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 67% 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.



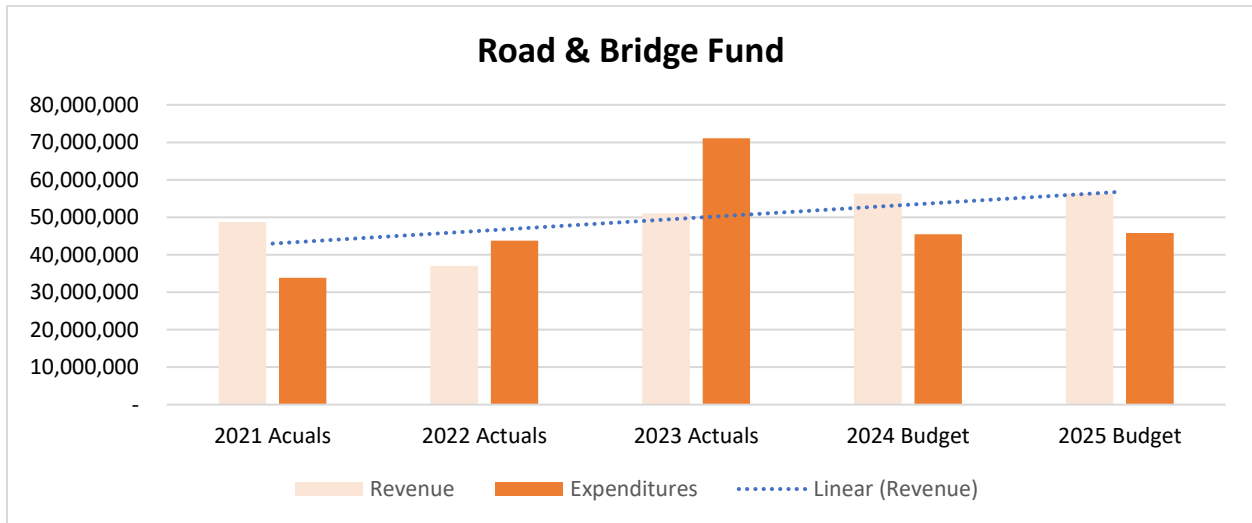
Lodging Tax Fund Zone

Expenses in 2024/2025 are budgeted at \$31.6 million and revenues of \$33 million are anticipated. This zone is used to track the collection and disbursement of lodging taxes received from the various establishments (hotel, motel, bed and breakfast, Airbnb rental, house rental, room rental, etc.) in Cuyahoga County. In addition to the 6.5% Bed Tax rate, findings from audits conducted on lodging establishments are also part of the collections. The ending cash balance in the zone is anticipated to total \$3.2 million in 2024. Collections and disbursements are in accordance with Sections 717 and 724 of the Cuyahoga County Code.



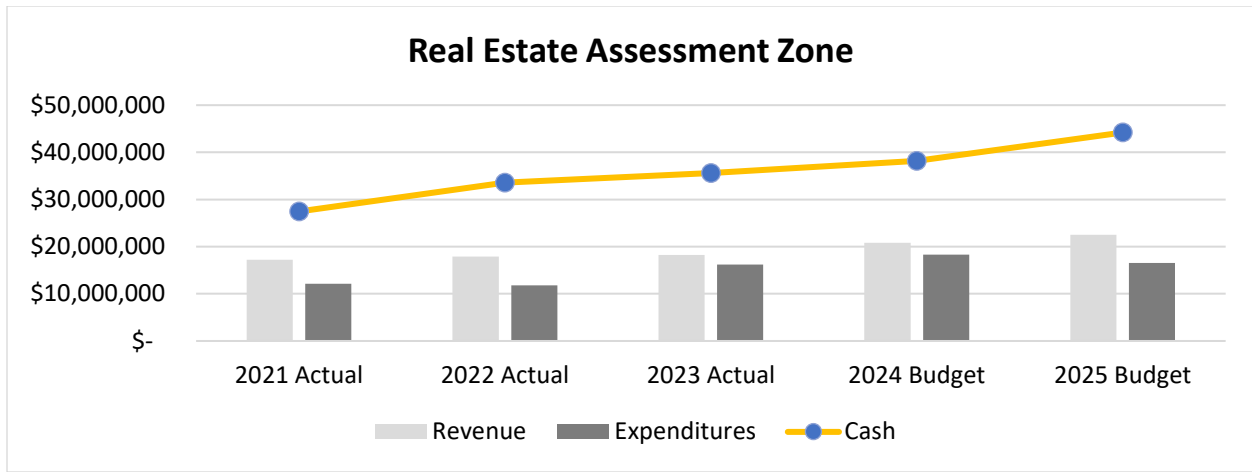
Road & Bridge (Motor Vehicle Gas Tax) Zone

Expenses in 2024/2025 are budgeted at \$45 million and revenues of \$56 million are anticipated. This zone is part of the Road & Bridge fund. Revenue is generated from motor vehicle tax includes \$5 and \$7.50 fees and effective January 2019, also includes an additional \$5 fee authorized by H. B. 26 and County Ordinance O2017-0003. Public Works use these funds along with Ohio Department of Transportation, Ohio Public Works Commission and local municipal matches to fund road capital improvements and maintenance projects. 2023 ended with a cash balance of \$40.5 million. The ending cash balance in the zone is anticipated to total \$51.2 million in 2024.



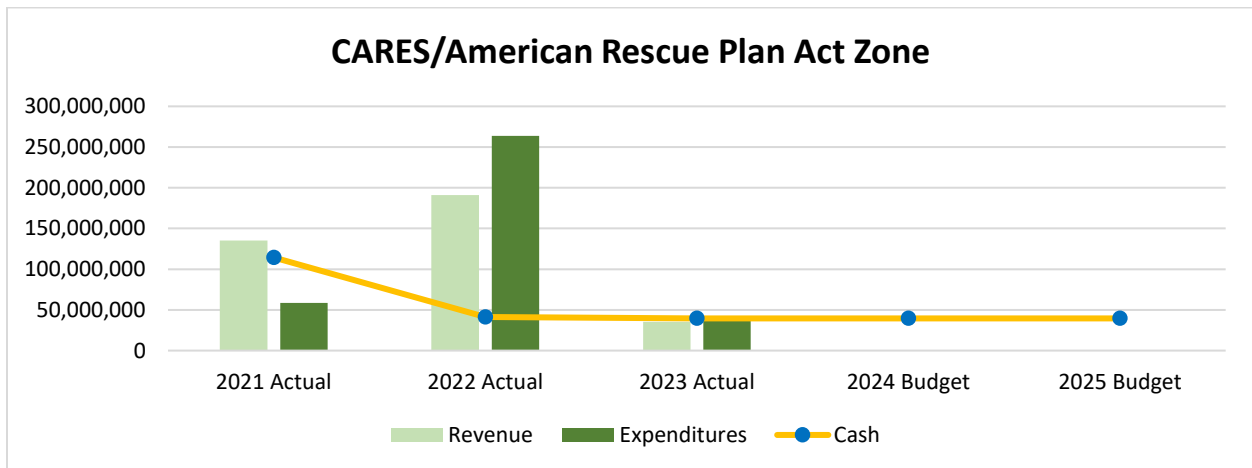
Real Estate Assessment

Expenses in 2024 and 2025 are budgeted at \$18 million and \$16 million, respectively. Revenues in 2024 and 2025 of \$20.8 million and \$22.5 million, respectively, are anticipated the Real Estate Assessment Fund generates revenue from a fee applied on property tax bills as authorized by the Ohio Revised Code to be used for assessing real property. Total revenues and expenses for 2023 totaled \$18.3 million and \$16.2 million respectively. At the end of 2023, the cash balance in the Real Estate Assessment fund was \$35.6 million. The ending cash balance in the zone is anticipated to total \$38 million in 2024.



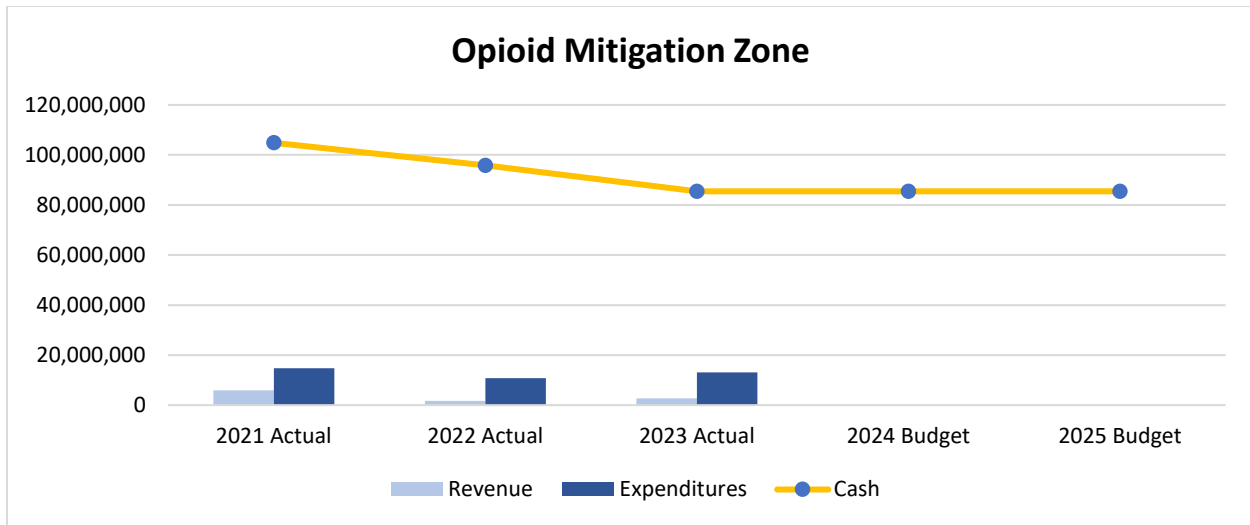
COVID-19 CARES Act/American Rescue Plan Zone

This zone is appropriated throughout the year based on approved expenditures. Since 2020, other funds in this zone included \$239.9 million in American Rescue Act (ARPA) funding, of which the County has transferred 100% of the funds to the General Fund to offset revenue losses; \$215.5 million in Coronavirus Aid, Relief and Economic Security Act (CARES) funding, of which the County has spent 100% of the funds on eligible expenditures; and \$36.6 million in Consolidated Appropriations Act (special emergency rental assistance program), of which the County has spent 100% of the funds on qualifying expenditures. The remaining funds are used to provide emergency rental assistance to individuals and businesses. Of the \$85 million in Emergency Rental Assistance funding received, \$45.5 million has been spent, leaving an available cash balance of \$39.5 million.



Opioid Mitigation Fund (2345)

The Opioid Mitigation fund captures the activity associated with the opioid litigation settlements dollars that Cuyahoga County received from 2019 to 2022. The County received \$22.1 million in 2019, \$95.5 million in 2020, \$5.9 million in 2021 and \$0.8 million in 2022. Expenditures totaled \$4.8 million in 2020, \$14.7 million in 2021, \$10.8 million in 2022 and \$13.1 million in 2023. At the end of 2023, the ending cash balance in the fund was \$85.5 million.



General Fund

31% of the 2024-2025 All Funds Budget

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% of total expenditures, respectively.

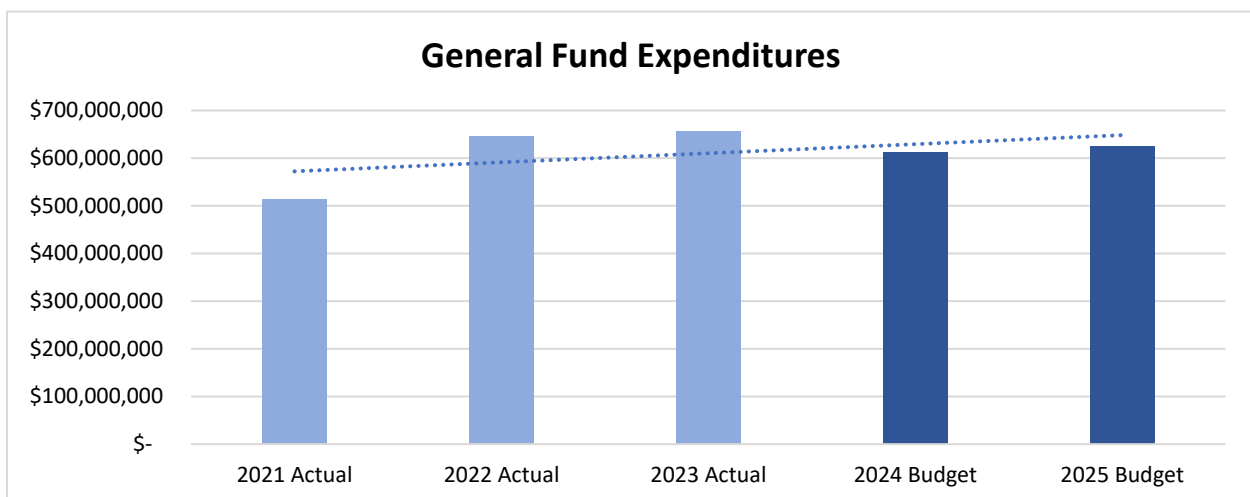
General Fund

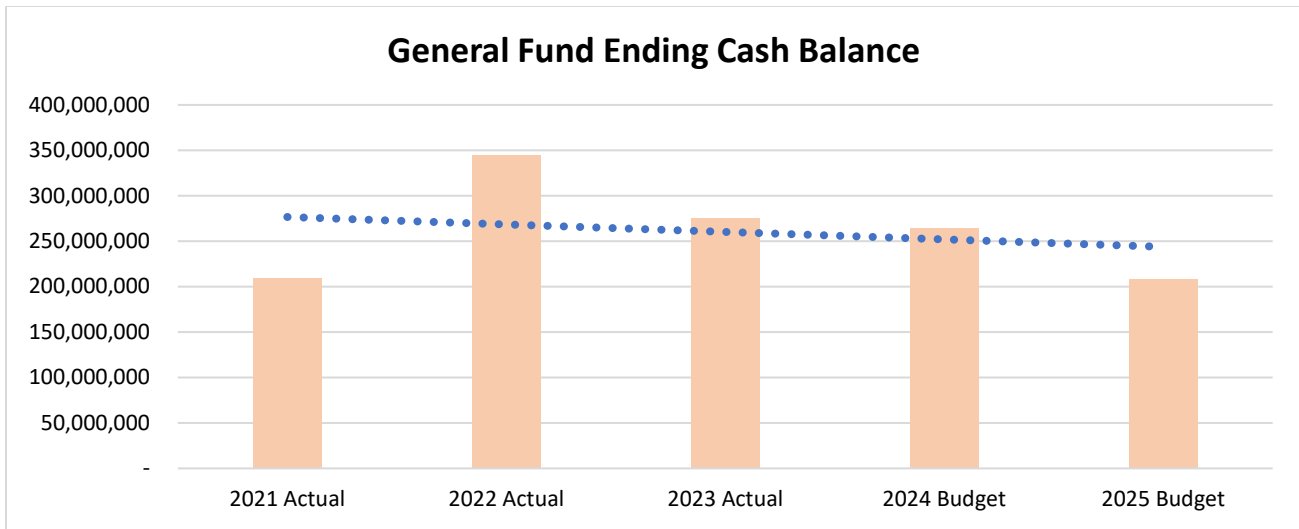
The County’s General Fund is made up of three sub funds referred to as zones: the General Operating Fund, General Fund Assigned and the General Sales Tax Fund and support many different agencies under the authority of the County Executive (e.g., Public Safety and Justice Services, Development, Fiscal 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). The County Sheriff’s department represents the largest single spend in the General Fund, totaling more than \$166 million in 2024. The County Jail makes up 77% of these cost with expenses budgeted at \$127 million.

General Fund revenue totals \$600 million in 2024 and \$615 million in 2025. See Revenue section for details.

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 13% of total General Fund expenditures in the biennium and are reflected as “Other Financing Uses” in the Budget Schedules. In 2024 and 2025, planned General Fund subsidies to special revenue funds total \$69 million and \$68 million, respectively.

The 2024 and 2025 expenditure budgets for the General Fund total \$611 million and \$625 million, respectively. General Fund expenditures are reflected in two ways, direct operating expenses and by subsidies to other funds. Subtracting the subsidies to other funds, the operating budgets are \$542 million in 2024 and \$556 million in 2025; this represents a decrease from the 2023 actuals of \$590 million.



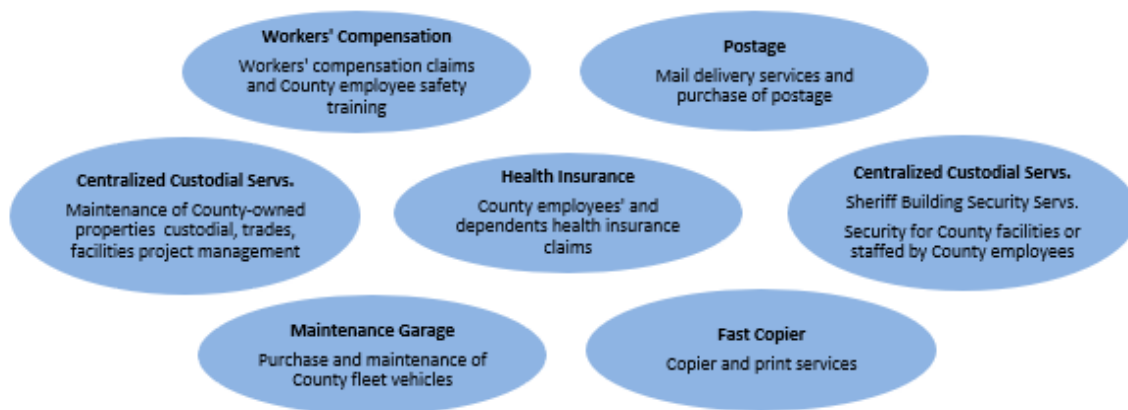


The General Operating Fund ending cash balance is projected to be \$207.8 million in 2024 and \$208.5 million in 2025. In each year, the cash balance is well above the GFOA recommendation of 17% and the County’s policy of 25%, this is in accordance with Section 706.01 the County’s codified requirement.

Internal Service Funds

12% of the 2022-2023 All Funds Budget

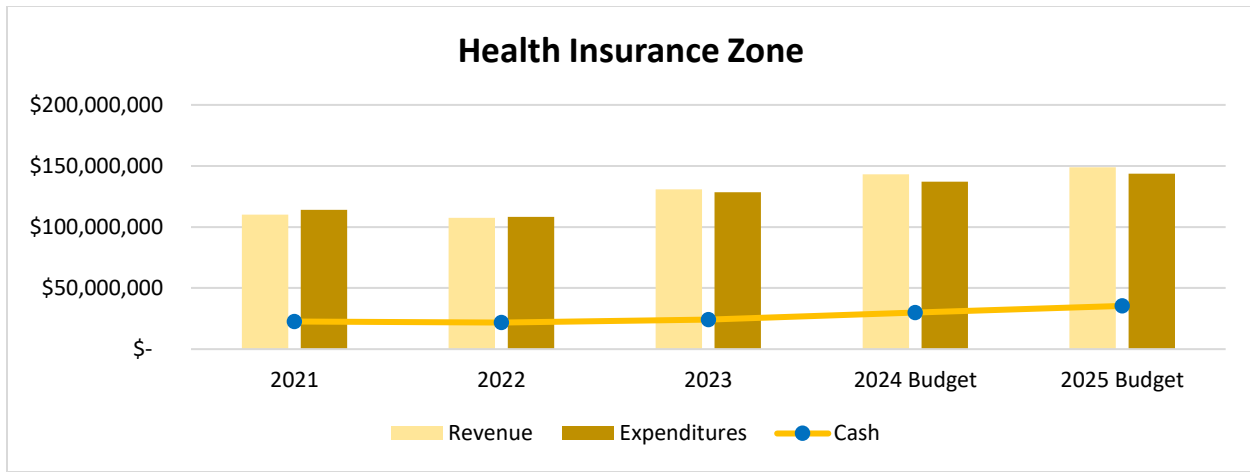
Internal Service Funds capture services provided by one County agency to other County agencies on a reimbursement basis. The 2024 revenues and expenditures for the internal service funds are estimated at \$214.1 million and \$216.5 million, respectively. Revenue is generated through user fees charged 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 2024-2025 Budget includes a General Fund subsidy of \$4.2 million for the Centralized Custodial zone. The County’s financial policies dictate that internal service charge revenues are monitored closely to ensure that actual expenditures are recovered.



Each Internal Service Fund is designated by a zone in the County’s accounting system that carries its own name, number, separate accounting entries, and relevant financial reports. The larger of the Zones include:

Health Insurance Zone

This zone, which captures the activity associated with the County’s health insurance program, is budgeted at \$137 million in 2024/2025 – 63% of the total Internal Service Fund budget – the biennial budgets assume inflationary increases in each year. Total revenue and expenses for 2023 were \$130.9 million and \$128.4 million respectively. In 2023, the year end the cash balance totaled \$24.2 million which is 19% of total expenditures. This cash balance exceeds the required minimum reserve balance that is federally recommended of approximately 15% of expenses. The ending cash balance in the zone is anticipated to total \$30 million in 2024.



Centralized Custodial Zone

This zone is used to pay up front for County- owned space and for the cost of security provided by the Sheriff’s department. Agencies are charged for these expenses by reimbursing the Centralized Custodial Fund. Costs for space that is unoccupied are retained by the Centralized Custodial Fund. The budget for this fund is \$52.7 million, or 24% of the total Internal Service Fund budget, in 2024/2025. The Centralized Custodial Fund includes approximately \$4.2 million in costs for unoccupied space or space that cannot otherwise be charged; therefore, is subsidized by the General fund.

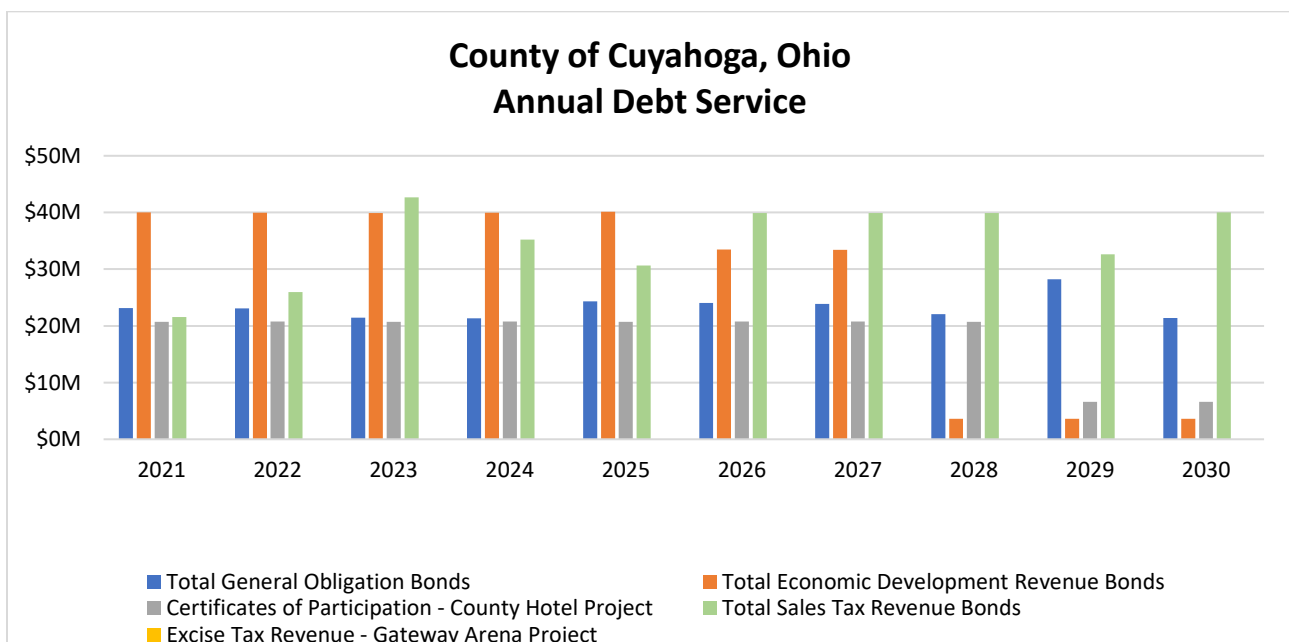
Debt Service Fund

6% of the 2024-2025 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 and comprises 6% of the all funds budget. The County presently makes service payments on 17 different issues combining for a total principal outstanding of \$1.2 billion, including for County capital improvements, economic development, and public community improvements. The County’s debt is discussed in detail in the **Debt Management** section of the Biennial Budget Plan.

The Debt Service Fund is comprised of revenues and expenditures to satisfy annual obligations to outstanding County issued debt. Revenues are a combination of multiple sources including inside millage property taxes, property tax special assessments, sales taxes, hotel and lodging taxes, cigarette and alcohol excise taxes, United States Treasury interest subsidies, municipal payments, and General Fund subsidies. Revenues for 2024-2025 are \$90 million and \$87 million respectively. Expenditures in addition to debt service payments include bank trustee fees and County Auditor fees. Expenditures for 2024-2025 total \$101 million and \$99 million respectively. Differences in revenue generation and debt service expenditures are compensated by non-county sources paid separately. Most of the outstanding debt matures after 2030.

During 2023, bonds issued in 1992 for the Gateway Sports Facilities matured providing substantial savings to the General Fund previously averaging \$5 million annually the prior 5 years. The County is currently utilizing 20% of its bonding capacity under statutory direct debt limits and 48% of non-exempt limitation and maintains sufficient revenue and taxing authority for flexibility on possible future issuances.



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

2% of the 2024-2025 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).

When user charges are not sufficient to cover operating expenses, the General Fund may subsidize the shortfall. The County’s financial policies stipulate that enterprise funds 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. There are four enterprise funds under the authority of the County Executive with the two largest being:

Parking Garage Zone

This zone records the activity of the County-owned garages and parking lots. The County Parking Garage Fund has operated in a surplus for the last several years and had a cash balance totaling \$4.9 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 County Parking Garage. Annual debt service is supported by the General Fund, but the General Fund is reimbursed by cash transfers from the County Parking Garage Fund to the General Fund. In 2024 and 2025, debt service on the Series 2016 Bonds totals \$1.5 million each year.

The Sanitary Engineer Zone

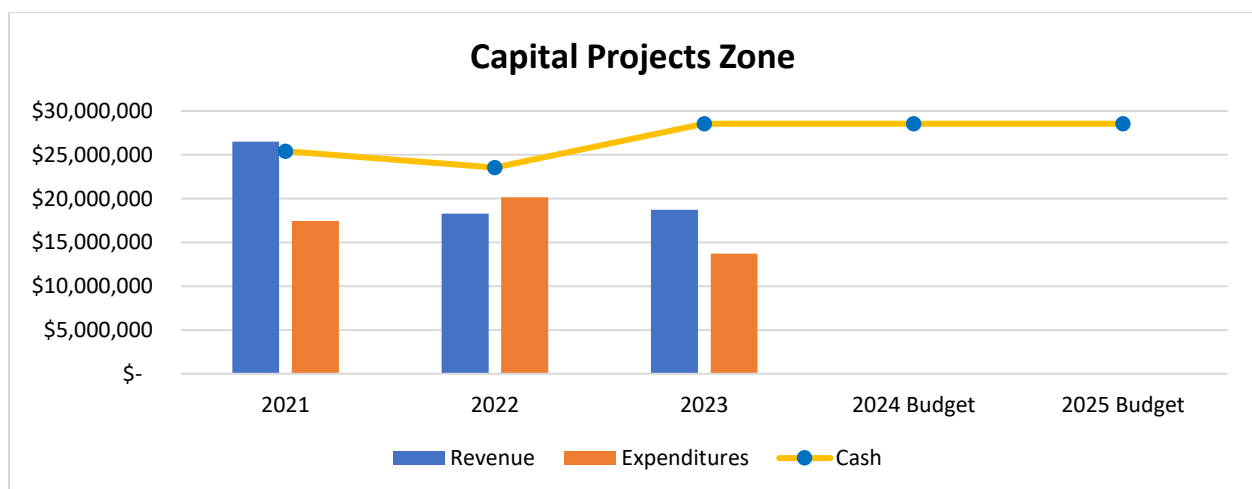
Expenses in 2024/2025 are budgeted at \$35 million. Revenues for this zone are flat relative to 2023. The Department of Public Works maintains a cash balance of about 100% of expenditures in the fund; this cushion allows for emergency repairs and for capital planning that will directly benefit the sewer 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.

Capital Funds

0% of the 2024-2025 All Funds Budget

Capital Projects Zone

This zone is appropriated per approved project, throughout the calendar year. 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. The 2024/2025 budget includes a general fund subsidy of \$10 million. In 2023, the County maintained capital projects for the Department of IT, Juvenile Court, and Public Works. The overall majority of the projects were with Public Works (six new projects added in 2023, thirty-five active projects at the end of 2023). Total revenue (including a \$6.8M subsidy from the General Fund) totaled \$18.7 million while corresponding expenditures totaled \$13.7 million leaving an **ending cash balance in the Capital Projects Fund of \$28.5 million**.



Department Fund Relationship

2022-2023 Biennial Budget Function and Department	Major Funds			Non-Major Funds		
	General Fund	Special Revenue Funds	Internal Service Funds	Debt Service Fund	Enterprise Funds	Capital Fund
1000-Legislative and Executive	x	x	x			
Board of Elections	x					
Board of Revision		x				
Communications Department	x					
County Council	x					
County Executive	x					
County Headquarters	x					
County Hotel	x					
Debarment Review Board						
Department of Human Resources	x		x			
Department of Information Technology	x	x				
Executive Transition	x					
Fiscal	x	x				
Innovation and Performance	x					
Inspector General	x					
Internal Audit	x					
Law Department	x					
Miscellaneous Obligations	x					
Personnel Review Commission	x					
Public Works - Facilities	x		x			
2000-Judicial	x	x				
Community Based Correctional Facility		x				
Court of Appeals	x	x				
Court of Common Pleas	x	x				
Domestic Relations Court	x	x				
Inspector General		x				
Juvenile Court	x	x				
Municipal Courts	x					
Probate Court	x	x				
2500-Legal/Public Safety	x	x	x		x	
Clerk of Courts	x					
HHS Child Support Services		x				
Law Library Resource Board		x				
Office of the Medical Examiner	x					
Office of the Prosecutor	x	x				
Office of the Public Defender	x	x				
Public Safety and Justice Services	x					
Sheriff's Department	x	x	x		x	
3000-Development	x	x				
County Hotel						
Department of Development	x	x				
Fiscal		x				
3002-Community Development	x	x				
Department of Development	x					
Department of Housing	x					
Department of Regional Collaboration	x					
Department of Sustainability	x	x				
Fiscal		x				
Planning Commission	x					
Soldiers' and Sailors' Monument	x	x				

Department Fund Relationship (continued)

2022-2023 Biennial Budget	Major Funds			Non-Major Funds		
Function and Department	General Fund	Special Revenue Funds	Internal Service Funds	Debt Service Fund	Enterprise Funds	Capital Fund
4000-Social Services	x	x				
Alcohol, Drug Addiction and Mental Health Services Board		x				
Board of Developmental Disabilities		x				
Department of Human Resources		x				
Department of Information Technology		x				
Fiscal		x				
HHS Administration		x				
HHS Children and Family Services		x				
HHS Early Childhood		x				
HHS Family and Children First Council		x				
HHS Fatherhood Initiative		x				
HHS Homeless Services		x				
HHS Job and Family Services		x				
HHS Office of Reentry		x				
HHS Other Programs		x				
HHS Senior and Adult Services		x				
Ohio Means Jobs - Cleveland/Cuyahoga		x				
Probate Court		x				
Public Safety and Justice Services		x				
Veterans Services Commission	x					
5000-Health and Safety	x	x				
Court of Common Pleas		x				
HHS Fatherhood Initiative		x				
Public Safety and Justice Services	x	x				
Public Works - County Kennel		x				
6000-Public Works		x			x	
Public Utility - Microgrid					x	
Public Works - County Airport					x	
Public Works - Facilities					x	
Public Works - Road and Bridge		x				
Public Works - Sanitary Sewer					x	
Solid Waste Management District		x				
7000-Debt Service				x		
Debt Service				x		
% by Funds	31%	49%	12%	6%	2%	

Revenue Analysis

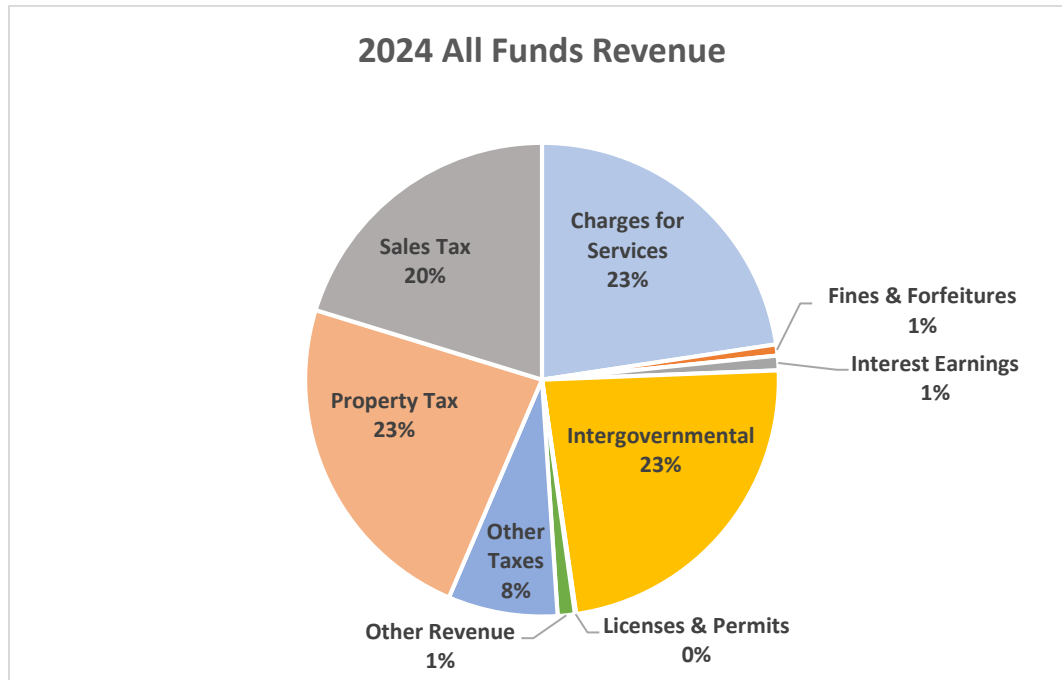


REVENUE DISCUSSION

The **Revenue Analysis** section of the **2024-2025 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

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 further in this section. This section describes the County’s major sources of revenue and major funds. Additionally, this section also explains the assumptions behind the estimates included in the 2024-2025 budget.



ALL FUNDS	2023 Actual	2024 Adopted Budget	2025 Adopted Budget
Operating Revenue	\$1,797,667,371	\$1,719,133,572	\$1,749,471,148
Operating Expenditures	\$1,880,952,217	\$1,761,915,079	\$1,791,050,990

All Funds revenue in the Adopted Budget is assumed to total \$1.7 billion in both 2024 and 2025. The largest three sources of All Funds revenue are Charges for Services, Intergovernmental and Property Taxes (**combined equals 69% of total revenue**). **This section describes the County’s major sources of revenue.**

Intergovernmental (23% of total revenue)

Intergovernmental revenue largely represents funding that flows to the County from Federal and State agencies and departments. With few exceptions (e.g. Local Government, Casino Tax, Motor Vehicle Gas 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.

Intergovernmental revenue (excluding Local Government Fund), budgeted at \$374.4 million in 2024 and \$373.9 million in 2025, is funding that flows into the County budget from other government sources. The General Fund receives \$31.6 million, and this largely comprises the reimbursement to counties from the State Public Defender for indigent defense expenses incurred in the County Public Defender’s Office, the Court of Common Pleas, and Juvenile Court. The majority of Intergovernmental revenue supports the health and human services activities, including behavioral health, child welfare, public assistance, senior services, developmental disabilities, and juvenile justice. Of the total allocated to social services and health and safety in the County’s 2024 and 2025 biennial budgets, less than half is supported by the two voted levies; the balance comes from Intergovernmental revenue sources. Some of the larger sources of intergovernmental revenue include the Public Defender reimbursement (about 80% of indigent defense expenses), Title IV-D reimbursement (66%), Title IV-E reimbursement (35%), Supplemental Nutrition Assistance Program (SNAP), Medicaid and Temporary Assistance to Needy Families. Also included are General Gas and License Fees from State and local motor vehicle license and gasoline taxes. The 2024 and 2025 budgets anticipated \$28.6 million in license and gas tax revenue, deposited into the Road and Bridge

Fund. County Council approved an additional \$5 increase to the motor vehicle tax via Section 720 of the County Code; this newer revenue stream brings in approximately \$5 million annually.

Local Government Fund (1% of total revenue)

The State's Local Government Fund is supported by 1.7% of general tax revenue collected. **Revenue is projected to be \$26.6 million, which is a 6% increase from 2023 and 11% increase from 2022 revenues.**

Property Taxes (23% 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 2021. A complete reappraisal of every parcel of property must be completed every six years. **Property Tax is budgeted at \$400.8 million in 2024 and \$403.8 million in 2025.**

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 \$3 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:

- Health and Human Services – 4.8 mills – this levy was approved by the voters in May 2016 for a period of eight years. In 2024 this levy is expected to generate \$136.6 million
- Health and Human Services – 4.7 mills – this levy was approved in April 2020 for a period of eight years. In 2024 this levy is expected to generate \$144.5 million.
- Developmental Disabilities – 3.9 mills – this levy was approved by the voters in 2005 and is continuous.

See Health and Human Services fund section, for more details 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 BODD; a restricted fund), property assessment and valuation, delinquent tax collection, foreclosure prevention, debt service, and general operating expenditures.

Charges for Services (23% of total revenue)

County services are supported, in part, by fees assessed for certain transactions and charges for select services. The Biennial Budget anticipates **\$388.8 million in 2024 and \$412.8 million in 2025 from charges for services**. Fees earned by the County are deposited into several different funds, 26% of fees are revenue to the General Operating Fund. Just over 50% of these revenues are for charges to agencies for internal services. Notable sources of revenue in this category include, but are not limited to:

- Health Insurance - \$137.3 million in 2024 – This source makes up 71% of all internal service fund charges for services. Health insurance includes both the employer and employee share of hospitalization expenses for both County employees and the Board of Developmental Disabilities. Employee and employer contributions increased by approximately five percent over the 2023 actuals based on projected expenses for the biennium.
- Facilities Internal Services - \$58.4 million in 2024 – charges assigned to County agencies for general services, including space maintenance, fleet maintenance, and mailroom.
- Indirect costs - \$27.2 million in 2024- overhead expenses incurred by General Fund divisions, including fiscal, information technology, and legal services, that are charged to special revenue funds.
- Conveyance Fees - \$24.1 million in 2024 – fees assessed by the Fiscal Office for property sale transactions.
- Title Fees - \$6.9 million in 2024 – fees charged by the Fiscal Office to obtain vehicle and boat titles. These fees fully cover the cost of the Title Division.
- Support Enforcement 10.7 million in 2024 – a 2% fee assessed on support orders to offset the cost of establishment and enforcement. In the cases where obligors are in arrears, the entire payment is transferred to the obligee: the County only collects its fee when payments are current.
- County Parking Garage - \$5.1 million in 2024 – Fees collected from both employees and the public for parking at County owned garages and lots. The County's Parking Garage Fund is fully self-supported and is also used to fund debt service on parking garage projects.

Sales and Use Tax (20% of total revenue)

Cuyahoga County’s Sales Tax rate is 8%, which is the highest in the State. One percent (1%) of which is used to support operations, including County administration, the court system, and economic development. The State receives 5.75% of sales tax collections and another 1% is allocated to the Greater Cleveland Regional Transit Authority – this region’s public transportation system. The remaining 0.25%, increased by a vote of the Board of County Commissioners in 2007 for a period of 20 years and again by Cuyahoga County Council for an additional period of 40 years. The additional 0.25% tax sunsets in 2067.

Sales Tax is budgeted at \$348.2 million in 2024 and \$361.3 million in 2025. While Sales Tax represents only 18% of the All funds revenue, it makes up nearly 60% of General Fund revenue. The County is heavily reliant on Sales Tax to achieve its legal and moral mandates. The 2024 and 2025 budgets assume a 4% rate of growth for Sales Tax.

Other Taxes (8% of total revenue)

Revenue generated from other taxes is budgeted at **\$128.7 million in 2024 and \$128.6 million in 2025.** This revenue category includes Lodging taxes, Excise taxes and Special assessment. This budget anticipates Lodging taxes of \$46.6 million in each year, Excise tax revenues of \$28.5 million in each year and Special Assessments of \$26.2 million in each year.

Other Revenue (1% of total 2024 revenue)

Revenue that cannot otherwise be classified is recorded as Miscellaneous revenue. **Revenue generated from Other Revenue is budgeted at \$20.1 million in 2024 and \$10.4 million in 2025.** This revenue includes certain reimbursement and refunds, as well as cash transfers from other County funds. For 2024, revenues assume \$10 million loan repayment on the Lumen project.

Fines and Forfeitures (1% of total revenue)

The primary source of this revenue category derives from fines and costs assessed by the four County courts and the Eighth District Court of Appeals. **Revenue generated from Fines and Forfeitures is budgeted at \$13 million in 2024 and \$13.1 million in 2025.** Only five percent of Fines and Forfeiture revenue is generated outside of the court and that is found in Public Works – Road and Bridge Administration. Of the \$12 million budgeted, 71% is revenue to the General Fund and 17% is deposited into various special revenue funds for specific purposes designated by Ohio Revised Code. Three percent of fines and forfeiture revenue supports the operations of the Cuyahoga County Law Library Resource Board, and one percent is designated by Ohio Revised Code to support victims of domestic violence.

Interest Earnings (1% of total revenue)

Revenue generated from Interest Earnings is budgeted at \$17.6 million in 2024 and \$17.6 million in 2025. Presently, the value of the County’s investment portfolio totals approximately \$934.1 million.

Licenses & Permits (0% of total revenue)

Revenue generated from License & Permits is budgeted at \$1.5 million in 2024 and 2025. The overall majority of this revenue is derived from dog licenses, vendor licenses and permits.

This section describes the County’s major revenue by major funds and explains the assumptions behind the estimates included in the 2024-2025 budget.

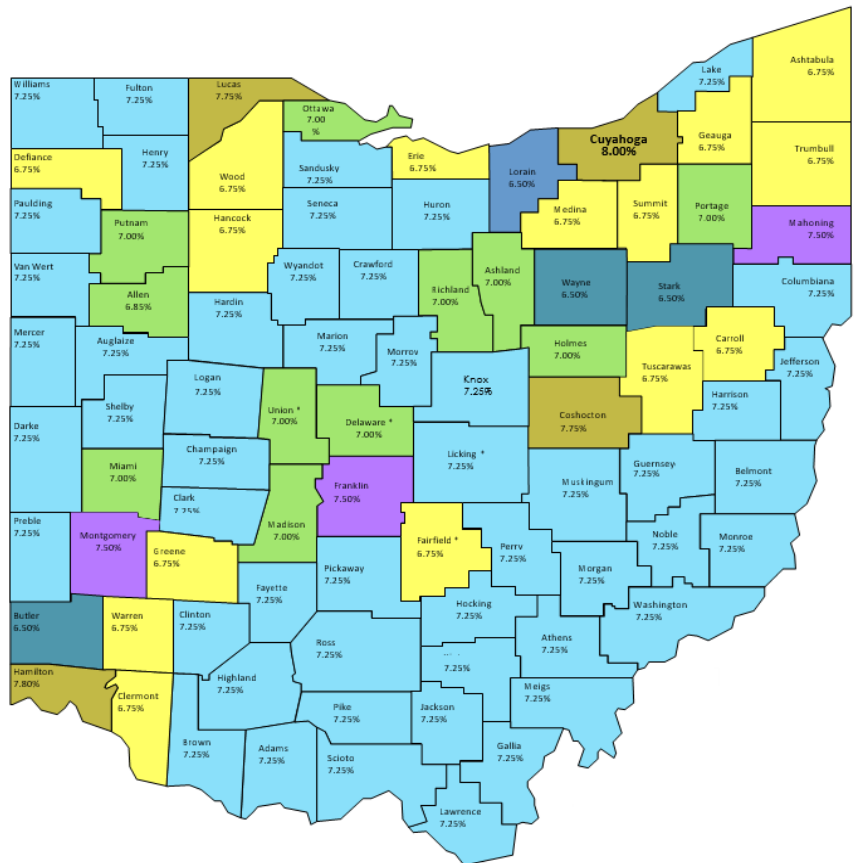
General Fund

The budget assumes General Fund revenue will total **\$600.2 million and \$615.2 million in 2024 and 2025, respectively.**

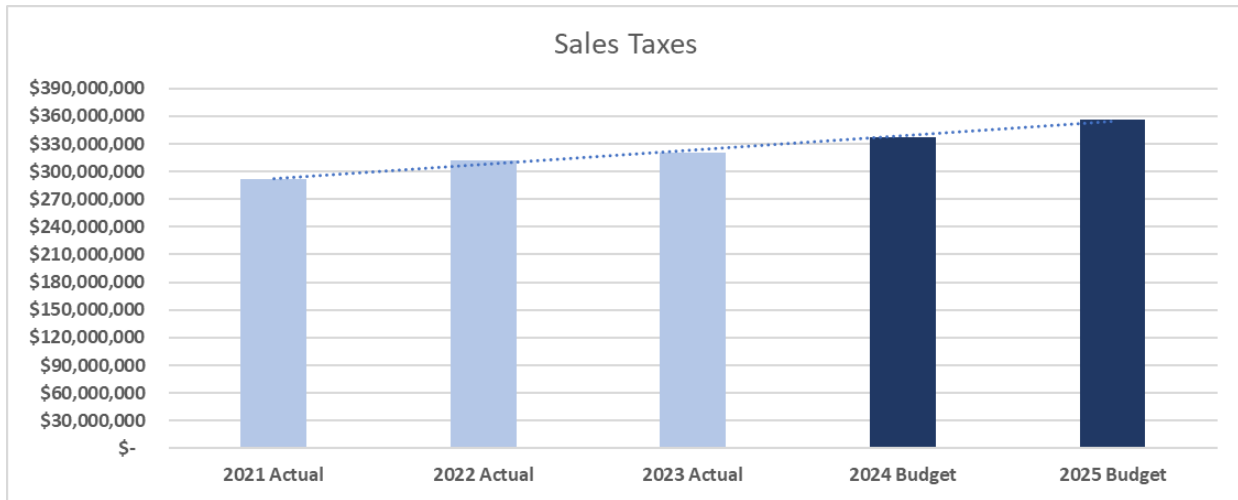
Sales and Use Tax (56% of General Fund revenue)

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 RTA. It is important to note that the County’s additional 0.25%, levied by the Board of Commissioners in 2007, sunsets in 2027.

**Total State and Local Sales Tax Rates
by County, Effective
October 2023**



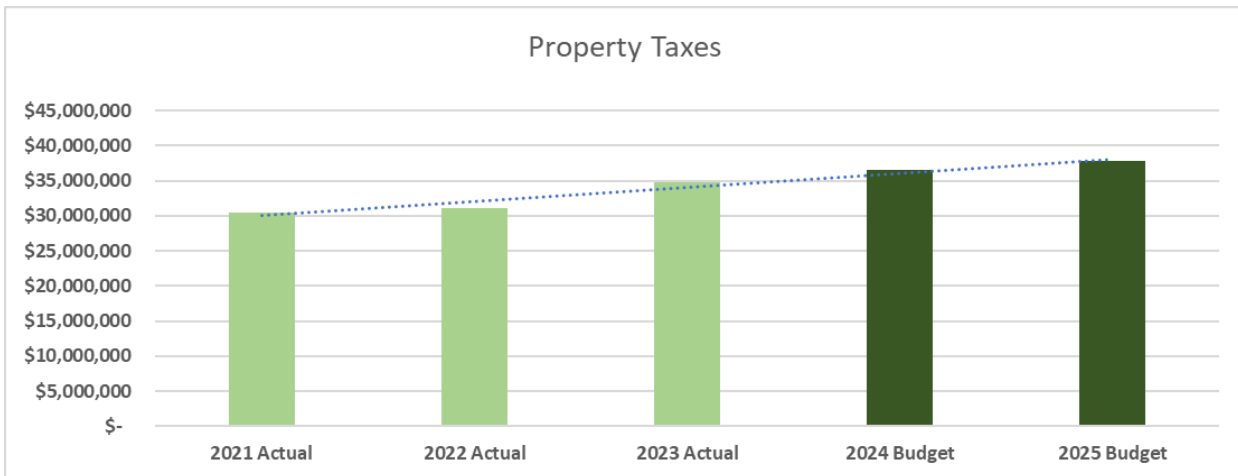
The County's share of sales tax receipts is split between the General Fund and debt service on the 2014, 2015, 2016, and 2017 Sales Tax Revenue Bonds. **The portion of Sales Tax revenue that is allocated to the General Fund is assumed to total \$337.5 million in 2024 and \$356.2 in 2025: 56% of total General Fund and 19% of total All Funds revenue.** The budget estimate assumes a 4% increase each year over the previous year, offset by increases in debt service withholdings on outstanding debt.



Property Tax (6% of General Fund revenue)

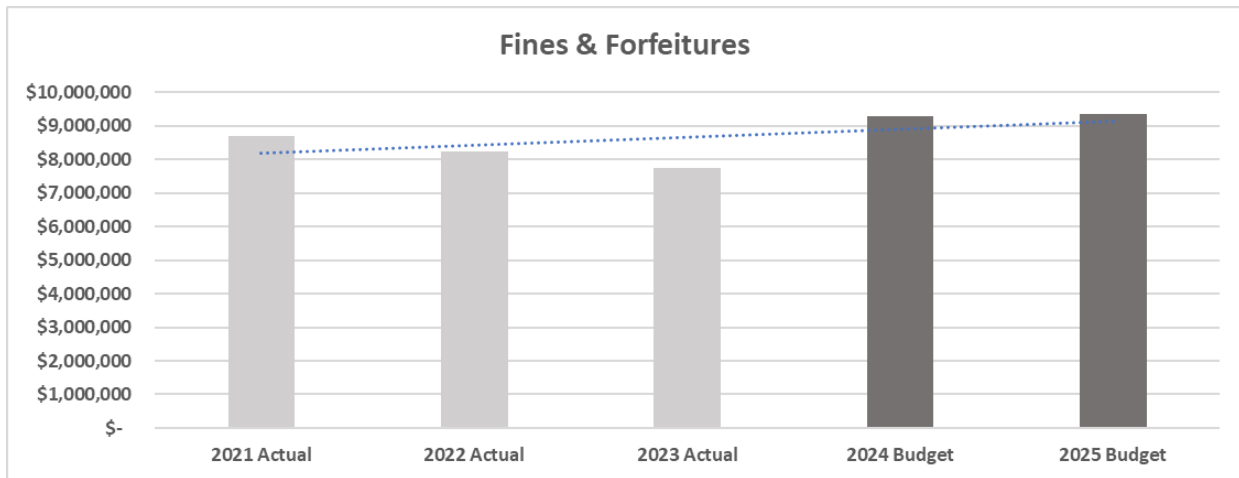
The County's Fiscal Office, through the County Treasurer, collects approximately \$3 billion annually in property taxes, the majority of which are distributed to school districts, libraries, and municipalities - about 18% is retained by the County. Of the total taxes collected and retained by the County, only 9% are revenue to the General Fund.

The Biennial Budget assumes Property Tax revenue will total \$36.5 million in 2024 and \$37.8 million in 2025. The 2024 Tax Budget (R2023-0116) maintained the current allocation of the County's 1.45 inside millage: 1.1 mills to General Fund and 0.35 mills to the General Obligation Retirement Fund.



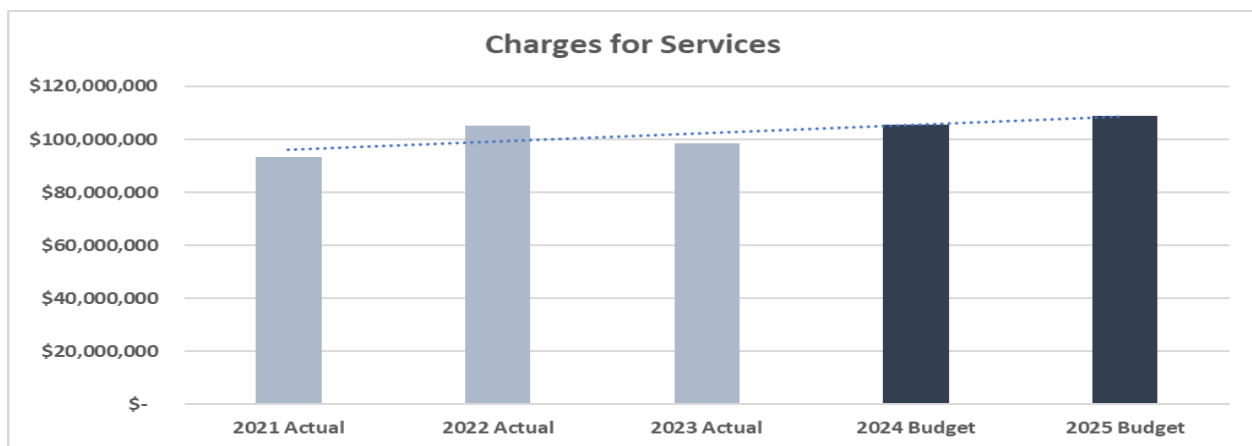
Fines and Forfeitures (2% of General Fund revenue)

Fines and Forfeiture revenue is assumed to total \$9.2 million in 2024 and \$9.3 million in 2025. This revenue is generated from the County's four courts and the 8th District State Court of Appeals, for which the County's Clerk of Courts serves as the clerk. The budget estimate assumes a 5% increase each year over the previous year.



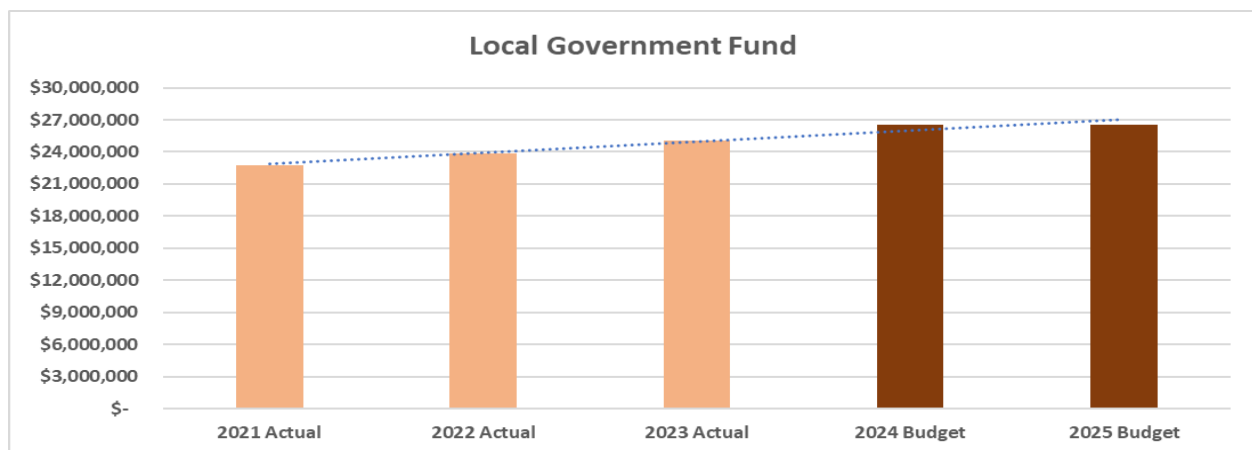
Charges for Services (18% of General Fund revenue)

Charges for Services revenue is assumed to total \$105.6 million in both 2024 and \$109 million in 2025. This revenue includes fees collected by Auditor, Treasurer, Recorder, Auto Title, Board of Elections, Medical Examiner, Sheriff/Jail and from county chargebacks. The budget estimate assumes a 5% increase each year over the previous year.



Local Government Fund (4% of General Fund revenue)

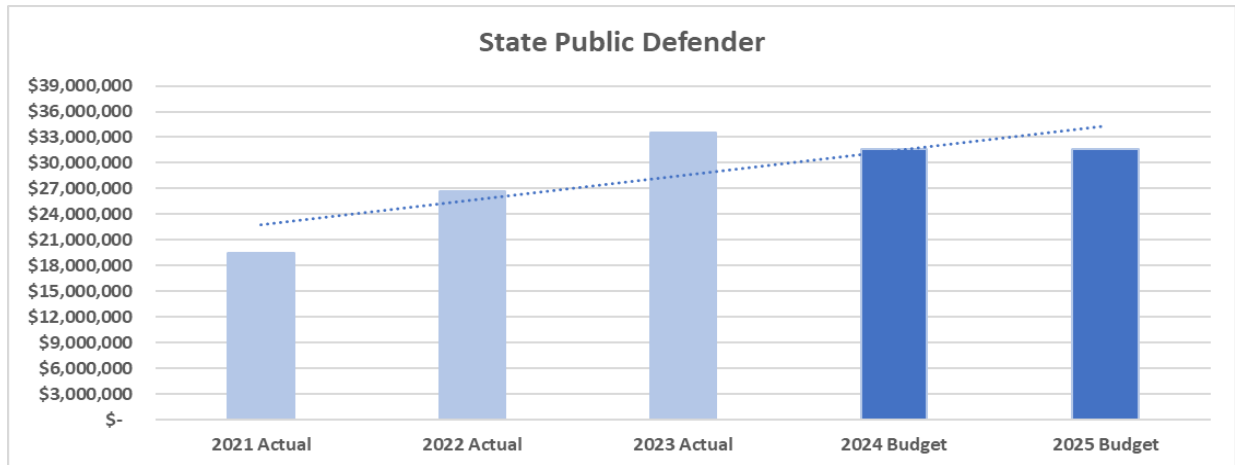
Revenue derived from the Local Government Fund (LGF) is assumed to total \$26.6 million in both 2024 and 2025. This is largely based on the Ohio Department of Taxation’s certified estimate required by Ohio Revised Code 5747.51(A). The LGF derives revenue from a percent of all the State’s tax revenue, currently 1.7%.



Other Intergovernmental (7% of General Fund revenue)

Other Intergovernmental revenue is assumed \$44.6 million in 2024 and \$44.8 million in 2025. 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 FY22 Biennial Budget, effective July 2023, provided enough funding to reimburse counties for indigent defense expenses at a rate of 90%. The budget for Intergovernmental revenue is based on 85% reimbursement in both 2024 and 2025.

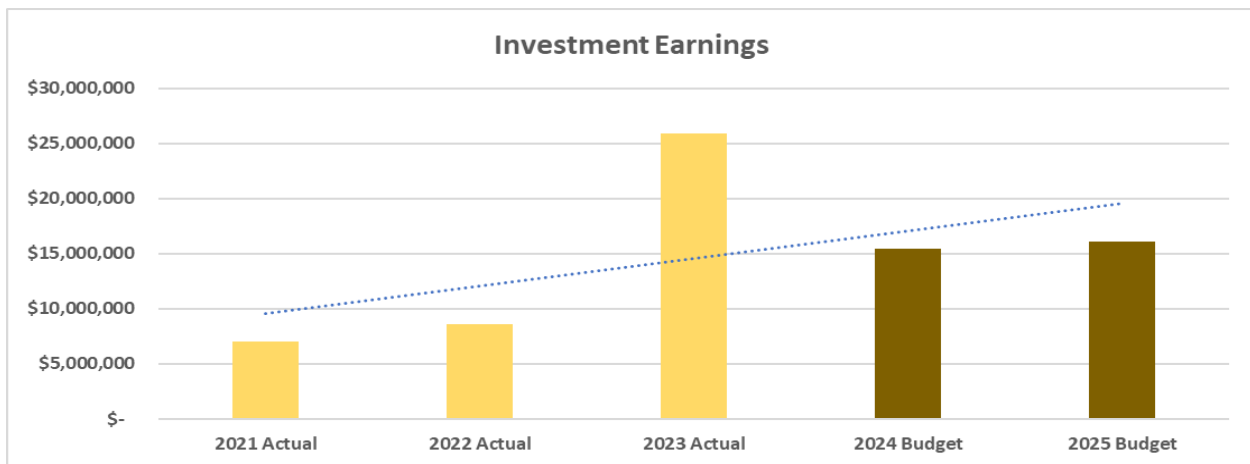


Other Taxes (2% of General Fund revenue)

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 of 5.5% in bed taxes. General Fund revenue derived from the **bed tax is assumed to total \$10.7 million in both 2024 and 2025.**

Investment Earnings (3% of General Fund revenue)

Investment Earnings are assumed to total \$15.6 million in both 2024 and \$16.1 million in 2025. This reflects a improving rate environment: StarOhio rates have increased every month from the previous month since January 2022. Presently, the value of the County’s investment portfolio totals approximately \$934.1 million.



Other Revenue (2% of General Fund revenue)

Other Revenue is assumed to total \$13.8 million in 2024 and \$4.4 million in 2025. Assumptions in the adopted Budget include:

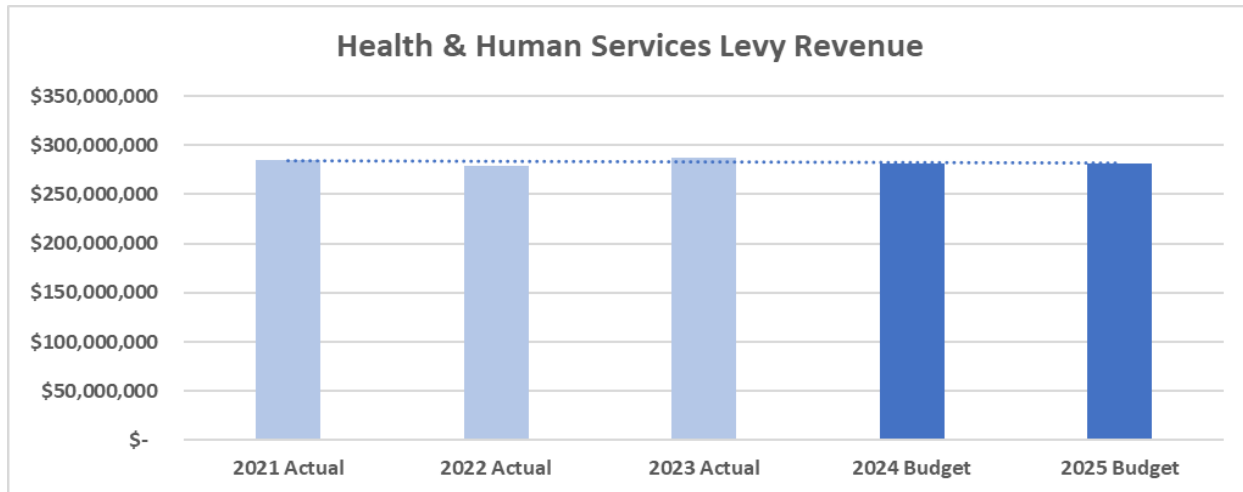
- A \$1.7 million combined cash transfer from the Road & Bridge and Sanitary Sewer Funds in both years to repay the advance made from the General Fund for the purchase and renovation of the Harvard Road Garage.
- A \$1.5 million transfer from the Garage Fund in both years to repay the General Fund for debt service payments on the 2016 Sales Tax Revenue Bonds issued for renovations at the Huntington Park Garage.
- A \$10 million loan repayment on the Lumen project.

Special Revenue Funds

Health and Human Services Levy Zones

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, **4.7 mills**, was last approved in April 2020 for eight years.

Revenue generated by the County’s two levies is assumed to total \$281.1 million in both 2024 and 2025. It is important to note that the 2021 Triennial Appraisal does not impact the revenue generated by either levy in 2022 or 2023. **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 changes based on new value and delinquencies.



Property Tax (94% of Health and Human Services Levy zone revenue)

Property Tax revenue is assumed \$265 million in both 2024 and 2025. Included in the Property Tax estimate is revenue generated via outside millage. The 2024-2025 Budget assumes revenue generated by the County’s two Health and Human Services levies will total \$265 million in 2024 and \$265 million in 2025. Of the total taxes collected and retained by the County, only 65% are revenue to the Health and Human Services Fund.

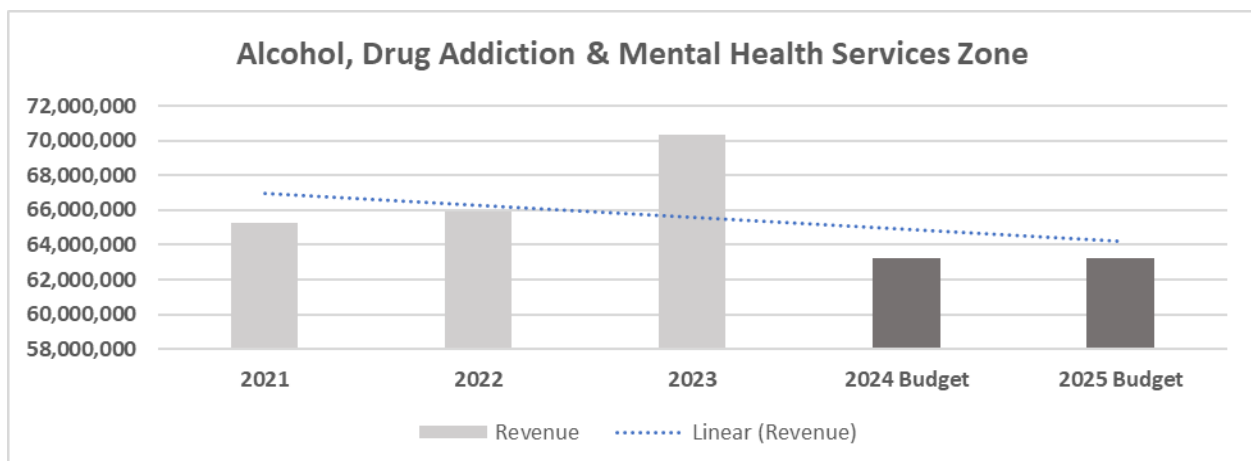
- Health and Human Services – 4.8 mills – this levy was approved by the voters in May 2016 for the period of eight years (expires December 2024).
- Health and Human Services – 4.7 mills – this levy was last approved in April 2020 for the period of eight years (expires December 2028).

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

Other Intergovernmental revenue is assumed to be \$16.1 million in both 2024 and in 2025. 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.

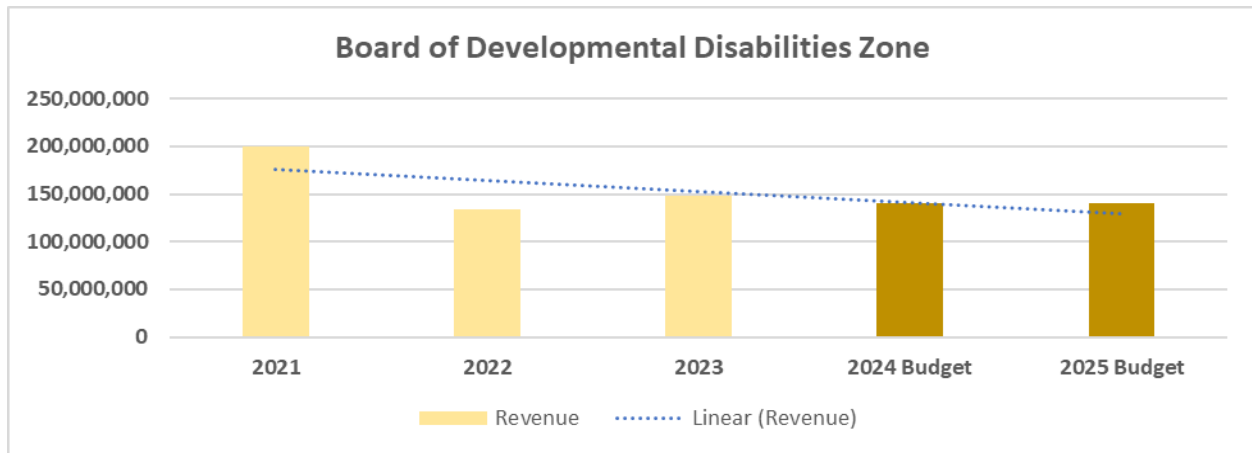
Alcohol, Drug Addiction and Mental Health Services (ADAMHS) Zone

The Alcohol, Drug Addiction and Mental Health Services (ADAMHS) board is responsible for public mental health, alcohol, and other drug addiction services delivered to residents of Cuyahoga County. The majority of the board’s funding comes from an annual subsidy from the Health and Human Services Levy fund. Revenue from this subsidy is assumed to total \$41 million in both 2024 and 2025. The remainder of the boards’ annual revenue comes from federal and state grants. Intergovernmental revenue is assumed to total \$22 million in both 2024 and 2025.



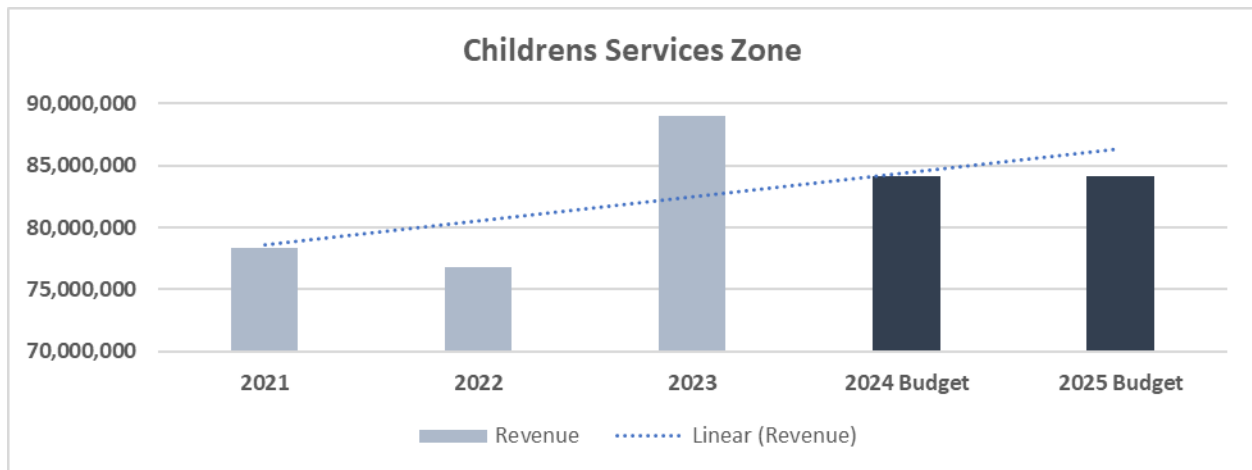
Board of Developmental Disabilities Zone

Cuyahoga County residents have generously approved a levy to support individuals and families affected by developmental disabilities. This is a 3.9 mills continuous levy which was passed in 2005. Property Tax revenue generated by the continuous levy is assumed to total \$88 million in 2024 and 2025. **Charges for Services are assumed to total \$3 million in 2024 and 2025.** These charges are primarily departmental fees. **Other Intergovernmental revenue is assumed to total \$48.8 million in both 2024 and 2025.** This revenue includes both the homestead exemption and federal reimbursement from Medicaid.



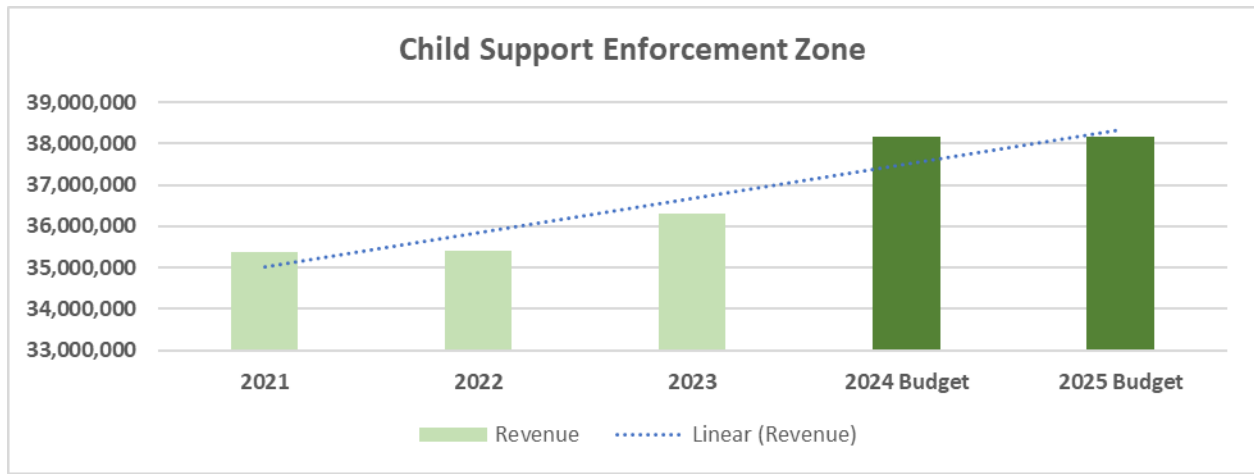
Children and Family Services Zone

The Public Children Service Agency (PCSA) fund is state supervised/county administered and includes revenues received from the Ohio Department of Job & Family Services and Health and Human Service Levy to cover the costs of children in County custody. **Intergovernmental revenue from the federal Title IV-E program is assumed to total \$38.8 million in both 2024 and 2025.** Revenue from the Health and Human Services Levy is assumed to total \$45.4 million each year.



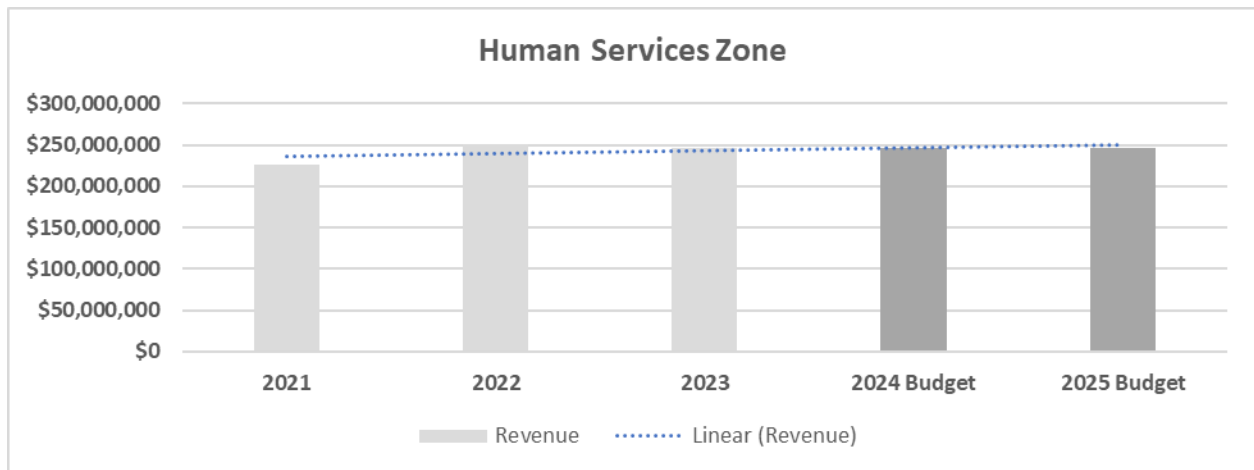
Child Support Enforcement Zone

The Child Support Enforcement Agency (CSEA) fund is state supervised/county administered and includes revenues received from the Ohio Department of Job & Family Services and Health and Human Service Levy to cover the administration of the child support program in Cuyahoga County. **Intergovernmental revenue from the federal Title IV-D program is assumed to total \$31.5 million in both 2024 and 2025.** Revenue from the Health and Human Services Levy is assumed to total \$6.6 million each year.



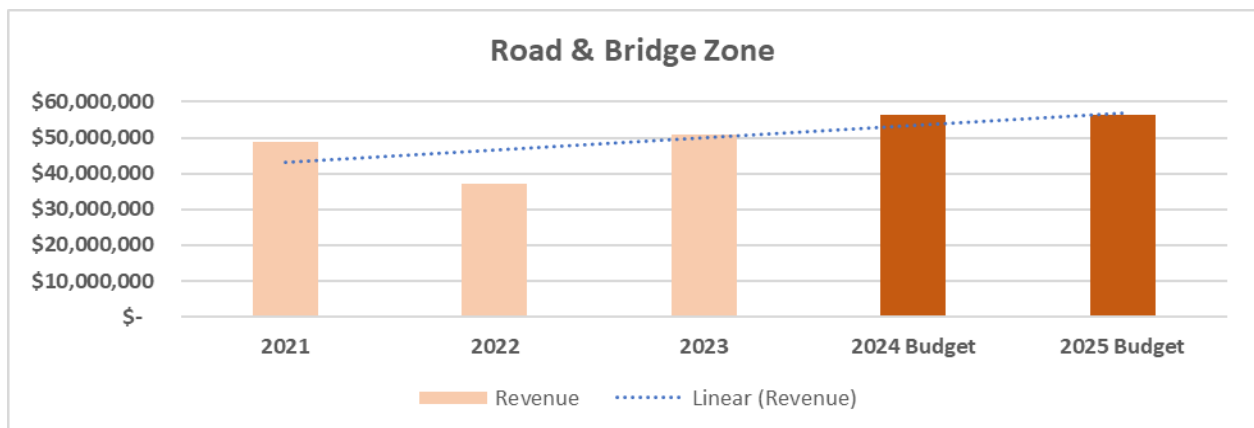
Human Services Zone

The Public Assistance (PA) fund is state supervised/county administered and includes revenues received from the Ohio Department of Job & Family Services and Health and Human Service Levy to cover the administration and services of Income Maintenance programs in Cuyahoga County. The Income Maintenance programs include Child Care, Medicaid, Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), etc. **Intergovernmental revenue is assumed to total \$125.2 million in both 2024 and 2025. Revenue from the Health and Human Services Levy is assumed to total \$121.3 million each year.**



Motor Vehicle Gas Tax Zone

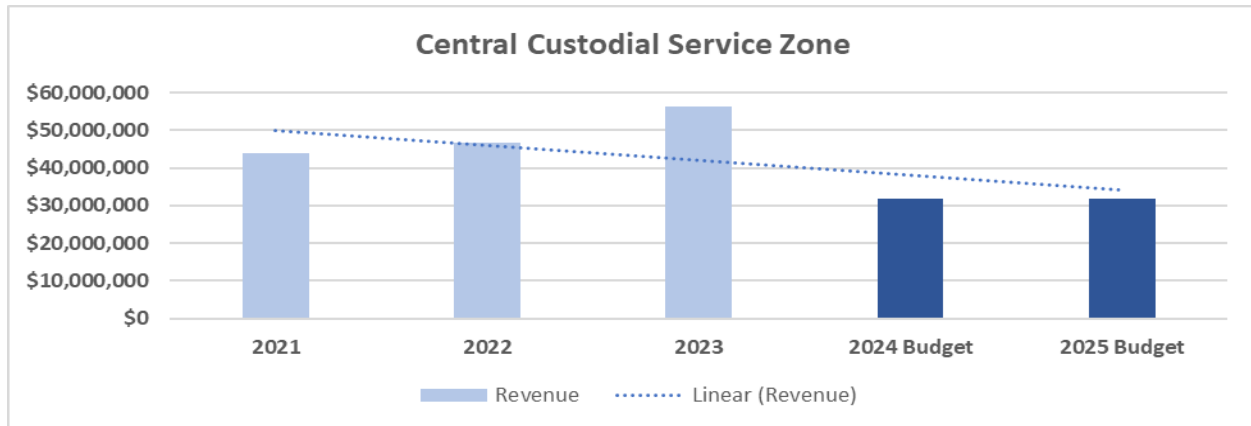
The Road & Bridge fund includes revenue generated from motor vehicle registration taxes and gasoline tax. The motor vehicle tax includes \$5 and \$7.50 fees and effective January 2019, also includes an additional \$5 fee authorized **by H.B. 26 and County Ordinance O2017-0003**. Public Works uses these funds along with Ohio Department of Transportation, Ohio Public Works Commission and local municipal contributions to fund projects. **Revenue from Motor Vehicle taxes is assumed to total \$28.6 million in both 2024 and 2025. Intergovernmental revenue from motor vehicle gasoline taxes is assumed to total \$27.7 million in both 2024 and 2025.**



Internal Service Funds

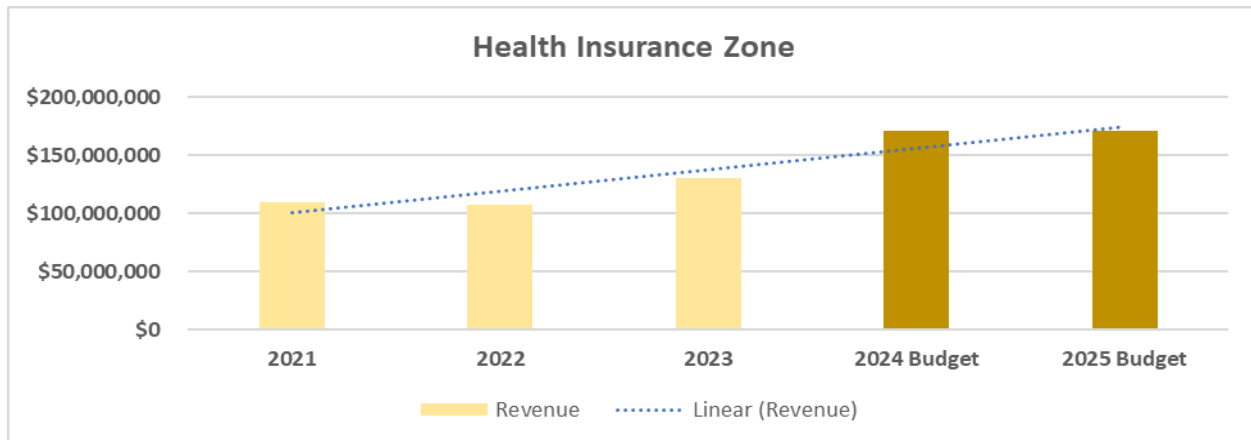
Central Custodial Services Zone

This zone includes building maintenance (including work performed by custodial and building trades). These charges are ultimately charged back to the user department through security or space maintenance. **Revenue from Charges for Services is assumed to total \$31.8 million in both 2024 and 2025.**



Health Insurance Zone

This zone captures the activity associated with the County's health insurance program. This includes employer and employee contributions for premiums, HR Deferrals, the Board of Developmental Disabilities Self Insurance and Regional Self Insurance. **Revenue from Charges for Services is assumed to total \$170.9 million in both 2024 and 2025.**



Schedules



All Funds Summary

All Funds	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget	2026 Projection	2027 Projection	2028 Projection
Beginning Balance	1,151,262,002	1,067,977,156	1,067,977,156	1,127,773,264	1,025,195,649	983,615,807	986,375,196	1,011,174,467
Operating Revenue								
Charges for Services	357,050,045	389,420,839	388,772,772	405,812,081	412,763,921	423,083,019	433,660,095	444,501,597
Fines & Forfeitures	11,781,062	13,049,712	13,049,712	13,117,568	13,117,568	13,445,507	13,781,645	14,126,186
Interest Earnings	41,238,692	17,145,140	17,145,140	17,617,377	17,617,377	18,498,246	19,423,158	20,394,316
Intergovernmental	512,349,358	388,477,039	400,915,485	388,007,304	400,450,516	400,450,516	400,450,516	400,450,516
Licenses & Permits	2,764,170	1,466,611	1,466,611	1,479,382	1,479,382	1,516,367	1,554,276	1,593,133
Other Revenue	38,738,654	20,185,277	20,089,029	10,433,082	10,359,678	10,618,670	10,884,137	11,156,240
Other Taxes	87,634,392	102,485,480	128,676,658	103,284,418	128,590,722	131,805,490	135,100,627	138,478,143
Property Tax	414,521,229	411,789,166	400,849,091	414,765,941	403,825,866	413,921,513	424,269,550	434,876,289
Sales Tax	331,589,769	348,169,074	348,169,074	361,266,118	361,266,118	370,297,771	379,555,215	389,044,096
Total Operating Revenue	1,797,667,371	1,692,188,338	1,719,133,572	1,715,783,271	1,749,471,148	1,783,637,098	1,818,679,219	1,854,620,515
Operating Expenditures								
Personal Services	687,936,241	695,516,356	704,639,313	710,769,480	717,704,541	707,531,259	720,533,498	733,788,397
Other Expenditures	1,193,015,976	936,875,874	1,057,275,766	939,977,056	1,073,346,449	1,073,346,450	1,073,346,450	1,073,346,450
Total Operating Expenditures	1,880,952,217	1,632,392,230	1,761,915,079	1,650,746,536	1,791,050,990	1,780,877,709	1,793,879,948	1,807,134,847
Total Cash Obligations	1,880,952,217	1,632,392,230	1,761,915,079	1,650,746,536	1,791,050,990	1,780,877,709	1,793,879,948	1,807,134,847
Ending Cash Balance	1,067,977,156	1,127,773,264	1,025,195,649	1,192,809,999	983,615,807	986,375,196	1,011,174,467	1,058,660,135
Reserves on Cash Balance								
County Hotel	0	7,000,000	7,000,000	0	0	0	0	0
Computer Refresh	0	750,000	750,000	750,000	750,000	750,000	750,000	750,000
Total Reserves on Balance	0	7,750,000	7,750,000	750,000	750,000	750,000	750,000	750,000

All Funds by Department

All Funds	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget	2026 Projection	2027 Projection	2028 Projection
County Executive Agencies								
Executive	16,120,973	4,221,532	4,221,532	4,067,285	4,067,285	3,924,022	4,002,792	4,083,099
Clerk of Courts	7,988,874	8,175,042	8,175,042	8,328,078	8,328,078	8,583,499	8,690,724	8,799,996
Development	57,596,440	15,768,021	11,698,541	15,646,639	15,646,639	15,195,353	15,248,729	15,303,150
Fiscal	293,490,554	193,701,189	261,341,979	189,580,556	257,536,444	258,039,886	258,568,358	259,107,002
Health and Human Services	384,667,744	390,643,727	391,468,727	395,274,641	396,399,641	399,412,168	402,291,691	405,226,475
Housing	227,612	665,388	665,388	682,219	682,219	1,198,722	1,247,963	1,247,677
Human Resources	140,722,264	121,127,153	149,118,000	120,947,181	155,653,061	170,311,753	170,457,787	170,606,670
Information Technology	27,701,296	29,706,759	31,706,759	30,008,002	32,008,002	32,214,080	32,522,113	32,836,168
Innovation	748,627	668,397	889,936	681,911	681,911	755,988	771,116	786,541
Law Department	7,520,974	5,107,164	5,107,164	5,306,923	5,306,923	5,600,889	5,659,419	5,719,096
Medical Examiner	18,390,778	18,517,445	18,517,445	18,854,420	18,854,420	18,602,787	18,864,648	19,131,597
Public Safety & Justice Serv.	11,119,697	10,522,497	10,797,497	10,381,077	10,656,077	10,481,959	10,638,045	10,797,159
Public Works	184,624,907	155,371,712	155,524,762	167,263,825	167,263,825	136,956,582	137,551,464	138,157,823
Sheriff	192,069,686	178,425,003	183,089,901	181,393,802	185,792,900	192,583,465	194,462,434	196,377,340
Total County Executive Agencies	1,342,990,428	1,132,621,030	1,232,322,674	1,148,416,559	1,258,877,425	1,253,861,153	1,260,952,283	1,268,179,793
Elected Officials								
Common Pleas Court	77,966,084	72,577,557	72,577,557	73,681,787	73,681,787	74,289,266	75,203,264	76,134,945
Community Based Correction Bd	4,961,721	5,140,216	5,140,216	5,140,216	5,140,216	5,140,216	5,140,216	5,140,216
County Council	2,550,974	2,700,987	2,700,987	2,751,787	2,751,787	2,119,232	2,164,381	2,210,413
Court of Appeals	1,184,010	801,077	801,077	801,077	801,077	801,077	801,077	801,077
Domestic Relations Court	11,264,607	11,239,434	11,239,434	11,462,894	11,462,894	10,720,414	10,931,970	11,147,649
Juvenile Court	71,973,995	65,703,295	68,289,544	66,175,400	69,522,649	68,704,127	69,875,706	71,070,103
Probate Court	9,029,278	8,953,220	8,953,220	9,119,311	9,119,311	8,898,306	9,060,662	9,226,175
Prosecutor	51,508,925	54,189,393	54,189,393	55,299,576	55,299,576	55,157,854	56,269,694	57,403,245
Total Elected Officials	230,439,592	221,305,179	223,891,428	224,432,048	227,779,297	225,830,492	229,446,970	233,133,823
Boards and Commissions								
ADAMHS Board	79,693,716	65,345,446	65,345,446	65,475,701	65,475,701	65,609,047	65,745,727	65,885,824
Board of Develop. Disabilities	152,158,534	131,592,034	158,118,806	132,981,682	158,118,806	153,625,760	154,673,363	155,741,749
Board of Elections	19,506,801	18,979,908	19,593,000	16,017,000	16,652,047	17,878,074	18,163,245	18,453,990
Board of Revision	2,811,961	2,921,491	2,613,963	3,077,580	3,077,580	2,707,891	2,750,906	2,794,758
Inspector General	1,160,250	1,196,575	1,201,575	1,223,738	1,228,738	1,390,954	1,419,667	1,448,944
Internal Audit	804,810	789,117	789,117	806,922	806,922	824,013	842,479	861,305
Law Library	403,436	486,476	486,476	494,077	494,077	486,680	494,581	502,636
OSU Extension	222,300	222,300	222,300	222,300	222,300	222,300	222,300	222,300
Personnel Review Commission	2,370,620	2,481,318	2,516,318	2,534,020	2,594,020	2,481,686	2,532,440	2,584,184
Planning Commission	2,733,368	2,926,819	3,047,819	2,022,191	3,109,191	3,074,203	3,121,883	3,170,501
Public Defender	20,364,746	21,698,083	21,589,196	22,786,366	22,033,027	21,352,289	21,788,581	22,233,397
Soil & Water Conservation	0	1,823,807	1,823,807	1,863,077	1,863,077	2,398,005	2,416,787	2,435,934
Soldiers and Sailors Monument	274,038	215,434	215,941	219,896	220,403	239,591	243,746	247,984
Solid Waste Management Dist.	2,140,974	2,146,327	2,496,327	2,056,167	2,381,167	3,379,864	3,451,683	3,524,901
Veterans Service Commission	5,965,566	8,763,403	8,763,403	8,763,403	8,763,403	8,139,722	8,206,651	8,274,898
Workforce Development	16,911,076	16,877,484	16,877,484	17,353,809	17,353,809	17,375,985	17,406,656	17,437,926
Total Board and Commissions	307,522,197	278,466,022	305,700,978	277,897,928	304,394,267	301,186,064	303,480,695	305,821,231
Total All Funds	1,880,952,217	1,632,392,230	1,761,915,079	1,650,746,536	1,791,050,990	1,780,877,709	1,793,879,948	1,807,134,847

General Fund Summary

General Fund	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget	2026 Projection	2027 Projection	2028 Projection
Beginning Balance	344,246,539	274,936,186	274,936,186	274,941,322	264,006,100	252,559,110	254,758,743	259,737,781
Operating Revenue								
Charges for Services	98,390,740	105,650,856	105,650,856	108,969,352	108,969,352	112,335,518	111,796,679	112,365,000
Fines & Forfeitures	7,739,096	9,273,342	9,273,342	9,341,198	9,341,198	8,628,675	9,180,359	9,318,000
Interest Earnings	25,849,412	15,646,730	15,646,730	16,052,967	16,052,967	16,534,556	17,030,593	17,371,000
Intergovernmental	74,200,527	70,120,201	71,132,647	70,333,601	71,350,813	76,287,670	77,648,285	78,813,000
Licenses & Permits	83,069	120,720	120,720	120,720	120,720	89,456	91,693	93,985
Other Revenue	13,955,420	13,760,854	13,760,854	4,431,554	4,431,554	3,521,859	3,521,859	3,521,859
Other Taxes	12,220,174	10,663,212	10,663,212	10,888,421	10,888,421	12,263,513	12,631,418	12,884,000
Property Tax	34,708,716	36,489,554	36,489,554	37,764,032	37,764,032	37,764,032	37,064,032	37,064,032
Sales Tax	320,235,856	337,510,723	337,510,723	356,235,506	356,235,506	363,218,816	374,419,842	386,081,000
Total Operating Revenue	587,383,010	599,236,192	600,248,638	614,137,351	615,154,563	630,644,095	643,384,760	657,511,876
Operating Expenditures								
Personal Services	336,986,231	346,256,662	353,360,314	352,593,052	359,528,113	366,979,444	374,123,724	381,406,539
Other Expenditures	253,523,723	184,581,398	188,715,828	193,449,096	197,333,280	197,333,281	197,333,281	197,333,281
Total Operating Expenditures	590,509,954	530,838,059	542,076,141	546,042,148	556,861,393	564,312,725	571,457,005	578,739,820
Other Financing Uses	66,183,409	68,392,997	69,102,583	68,085,584	69,740,160	64,131,737	66,948,717	35,622,564
Total Cash Obligations	656,693,363	599,231,056	611,178,724	614,127,732	626,601,553	628,444,462	638,405,722	614,362,384
Ending Cash Balance	274,936,186	274,941,322	264,006,100	274,950,941	252,559,110	254,758,743	259,737,781	302,887,273
<i>Cash Reserve Requirement</i>	<i>137,318,778</i>	<i>147,204,425</i>	<i>147,204,425</i>					
Reserves on Cash Balance	0	7,000,000	7,000,000	0	0	0	0	0
County Hotel								
Total Reserves on Balance	0	7,000,000	7,000,000	0	0	0	0	0

General Fund by Department

General Fund	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget	2026 Projection	2027 Projection	2028 Projection
County Executive Agencies								
Clerk of Courts	7,988,874	8,175,042	8,175,042	8,328,078	8,328,078	8,583,499	8,690,724	8,799,996
County Executive	2,902,978	3,965,859	3,965,859	3,811,612	3,811,612	3,668,349	3,747,119	3,827,426
Economic Development	4,644,364	7,125,281	7,125,281	7,185,017	7,185,017	6,849,384	6,902,552	6,956,762
Fiscal	104,555,347	41,216,015	41,216,015	41,821,287	41,821,287	42,441,582	42,768,001	43,100,713
Housing	227,612	665,388	665,388	682,219	682,219	1,198,722	1,222,963	1,247,677
Human Resources	5,604,912	4,804,031	5,004,031	4,894,634	5,094,634	5,890,707	6,001,909	6,115,278
Information Technology	27,261,255	28,794,038	30,794,038	29,078,746	31,078,746	31,382,619	31,676,321	31,975,767
Innovation and Performance	748,627	668,397	889,936	681,911	681,911	755,988	771,116	786,541
Law Department	7,520,974	5,107,164	5,107,164	5,306,923	5,306,923	5,600,889	5,659,419	5,719,096
Medical Examiner	17,356,811	18,517,445	18,517,445	18,854,420	18,854,420	18,602,787	18,864,648	19,131,597
Public Safety & Justice Services	2,379,048	2,435,493	2,710,493	2,487,709	2,762,709	2,506,375	2,557,980	2,610,591
Public Works	10,604,011	10,237,447	10,237,447	20,259,426	20,259,426	20,289,235	20,311,958	20,335,130
Sheriff	173,805,027	161,710,903	166,200,485	164,329,274	168,553,055	176,404,383	178,103,695	179,835,523
Total County Executive Agencies	365,599,840	293,422,503	300,608,624	307,721,256	314,420,037	324,174,519	327,278,405	330,442,097
Elected Officials								
Common Pleas	62,938,285	67,951,939	67,951,939	69,016,239	69,016,239	68,439,170	69,282,300	70,141,733
County Council	2,550,974	2,700,987	2,700,987	2,751,787	2,751,787	2,119,232	2,164,381	2,210,413
Court of Appeals	1,177,762	801,077	801,077	801,077	801,077	801,077	801,077	801,077
Domestic Relations	11,020,228	11,234,259	11,234,259	11,457,719	11,457,719	10,715,239	10,926,795	11,142,474
Juvenile Court	45,683,774	43,849,714	45,935,963	43,984,606	46,720,855	46,423,491	47,262,747	48,118,366
Probate Court	7,964,934	8,172,580	8,172,580	8,338,671	8,338,671	8,117,666	8,280,022	8,445,535
Prosecutor	44,073,115	50,464,127	50,464,127	51,513,551	51,513,551	51,656,610	52,708,155	53,780,239
Total Elected Officials	175,409,071	185,174,683	187,260,932	187,863,650	190,599,899	188,272,485	191,425,477	194,639,837
Boards and Commissions								
Board of Elections	19,499,557	18,979,908	19,593,000	16,017,000	16,652,047	17,878,074	18,163,245	18,453,990
Inspector General	1,106,530	1,175,261	1,180,261	1,201,799	1,206,799	1,369,015	1,397,728	1,427,005
Internal Audit	804,810	789,117	789,117	806,922	806,922	824,013	842,479	861,305
Personnel Review Commission	2,370,620	2,481,318	2,516,318	2,534,020	2,594,020	2,481,686	2,532,440	2,584,184
Planning Commission	2,120,717	1,976,819	2,097,819	2,022,191	2,159,191	2,124,203	2,171,883	2,220,501
Public Defender	17,650,267	17,862,414	19,053,527	18,894,811	19,441,472	18,812,217	19,197,751	19,590,819
Soldiers and Sailors Monument	252,936	212,634	213,141	217,096	217,603	236,791	240,946	245,184
Veterans Service Commission	5,695,606	8,763,403	8,763,403	8,763,403	8,763,403	8,139,722	8,206,651	8,274,898
Total Board and Commissions	49,501,042	52,240,874	54,206,586	50,457,242	51,841,457	51,865,721	52,753,123	53,657,886
Total General Fund	590,509,954	530,838,059	542,076,141	546,042,148	556,861,393	564,312,725	571,457,005	578,739,820

General Fund Subsidies

Subsidy	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget	2026 Projection	2027 Projection	2028 Projection
Gateway Arena	2,681,868	0	0	0	0	0	0	0
Brownfield Debt Service	1,081,766	1,100,965	1,100,965	1,124,146	1,124,146	1,171,550	1,166,725	1,160,000
Shaker Square Series 2000A	125,258	133,479	133,479	134,668	134,668	0	0	0
Community Redevelopment Debt Service	276,196	268,610	268,610	273,594	273,594	270,275	269,335	273,000
Medical Mart 2010	26,291,650	26,263,023	26,263,023	26,279,550	26,279,550	26,274,250	9,108,750	0
County Hotel Debt	3,786,875	10,140,538	10,140,538	10,062,822	10,062,822	9,957,090	9,908,450	10,092,000
Western Reserve	0	4,609,740	4,609,740	4,663,115	4,663,115	0	0	0
Medical Mart Refunding	681,100	679,000	679,000	681,900	681,900	679,650	20,682,400	0
Convention Center 2022A	0	1,702,319	1,702,319	1,554,419	1,554,419	1,224,619	1,219,519	963,894
2017 Sales Tax Bonds	0	0	0	1,000,000	1,000,000	1,500,000	1,500,000	0
Progressive Field Lease Agreement	2,550,000	2,557,500	2,557,500	2,557,500	2,557,500	2,557,500	2,557,500	2,557,500
Centralized Custodial	4,200,000	4,200,000	4,200,000	4,200,000	4,200,000	4,200,000	4,200,000	4,200,000
RTA Bus Subsidy	0	200,000	0	200,000	0	0	0	0
Emergency Management	811,774	0	859,586	0	879,576	901,565	924,104	947,207
Cuyahoga Reg Info System	225,465	225,465	225,465	225,465	225,465	225,465	225,465	225,465
Capital Improvements-Facilities	6,800,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
Dog & Kennel	199,400	210,000	210,000	210,000	210,000	210,000	210,000	210,000
Soil & Water Conservation	125,000	125,000	175,000	125,000	150,000	150,000	150,000	150,000
Public Utility (Microgrid)	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000
Challenge Loan Program	1,250,000	250,000	250,000	0	0	0	0	0
27th Pay Reserve	786,625	802,358	802,358	818,405	818,405	834,773	851,469	868,498
911 Consolidation Shared Service Fund	3,000,000	0	0	0	0	0	0	0
Cash Transfers:								
Healthy Urban Tree Canopy	1,383,568	950,000	950,000	0	950,000	0	0	0
Maintenance Garage	635,000	0	0	0	0	0	0	0
Veterans Service Fund	1,011,716	0	0	0	0	0	0	0
Veterans Services Building	3,000,000	0	0	0	0	0	0	0
Economic Development	5,000,000	3,800,000	3,800,000	3,800,000	3,800,000	3,800,000	3,800,000	3,800,000
Sustainability Projects Fund	100,000	0	0	0	0	0	0	0
VAWA Grant	5,149	0	0	0	0	0	0	0
Total General Fund Subsidies	66,183,410	68,392,997	69,102,583	68,085,584	69,740,160	64,131,737	66,948,717	35,622,564

Special Revenue Fund: Health & Human Services Levy Zone Summary

HHS Levy Funds	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget	2026 Projection	2027 Projection	2028 Projection
Beginning Balance	26,405,596	39,594,966	39,594,966	39,661,113	38,771,773	37,389,010	34,017,624	27,470,338
Operating Revenue								
Intergovernmental	15,909,112	16,065,670	16,065,670	16,065,670	16,065,670	16,065,670	16,065,670	16,065,670
Property Tax	270,744,625	265,010,954	265,010,954	265,010,954	265,010,954	265,010,954	265,010,954	265,010,954
Total Operating Revenue	286,653,737	281,076,624	281,076,624	281,076,624	281,076,624	281,076,624	281,076,624	281,076,624
Operating Expenditures								
Personal Services	0	0	0	0	0	0	0	0
Other Expenditures	4,560,359	4,165,004	4,165,004	4,165,004	4,165,004	4,165,004	4,165,004	4,165,004
Total Operating Expenditures	4,560,359	4,165,004	4,165,004	4,165,004	4,165,004	4,165,004	4,165,004	4,165,004
Other Financing Uses								
	268,904,008	276,845,473	277,734,813	277,105,043	278,294,383	280,283,006	283,458,906	286,689,708
Total Cash Obligations	273,464,367	281,010,477	281,899,817	281,270,047	282,459,387	284,448,010	287,623,910	290,854,712
Ending Cash Balance	39,594,966	39,661,113	38,771,773	39,467,690	37,389,010	34,017,624	27,470,338	17,692,250
<i>Cash Reserve Requirement</i>	<i>28,442,494</i>	<i>27,346,437</i>	<i>27,346,437</i>					

Special Revenue Fund: Health & Human Services Levy Zone Subsidies

	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget	2026 Projection	2027 Projection	2028 Projection
HHS Levy Subsidy								
HHS Levy Revenue								
HHS 4.8 Mill Levy	140,150,884	136,565,493	136,565,493	136,565,493	136,565,493	136,565,493	136,565,493	136,565,493
HHS 4.7 Mill Levy	146,502,853	144,511,131	144,511,131	144,511,131	144,511,131	144,511,131	144,511,131	144,511,131
Total HHS Levy Revenue	286,653,737	281,076,625	281,076,625	281,076,625	281,076,625	281,076,624	281,076,624	281,076,624
HHS Levy Subsidies								
ADAMHS	43,463,660	43,463,660	41,000,000	43,463,660	41,000,000	41,000,000	41,000,000	41,000,000
Common Pleas-Juvenile Division	19,766,533	21,685,379	21,685,379	21,997,807	21,997,807	22,437,763	22,886,518	23,344,248
Common Pleas-TASC	1,427,410	1,191,373	1,191,373	1,220,659	1,220,659	1,245,072	1,269,974	1,295,375
Family Justice Center	159,882	393,586	393,586	398,408	398,408	406,376	414,504	422,795
HHS Administration	2,872,324	3,017,012	3,242,012	3,188,914	3,213,914	3,252,692	3,317,746	3,384,101
HHS CJFS	12,942,011	7,503,415	7,503,415	7,617,452	7,617,452	7,769,801	7,925,197	8,083,701
HHS CSEA	3,920,732	6,645,584	6,645,584	6,827,604	6,827,604	6,976,699	7,133,590	7,294,009
HHS Fatherhood	1,168,912	1,059,240	1,059,240	1,064,560	1,064,560	1,073,308	1,077,417	1,081,542
HHS DCFS	89,415,966	89,624,445	89,624,445	88,531,638	88,531,638	89,416,954	90,319,977	91,232,120
HHS DSAS	24,057,194	25,900,092	25,900,092	26,301,601	26,301,601	26,827,633	27,364,186	27,911,470
HHS Early Childhood	16,311,277	17,870,926	17,870,926	17,893,482	17,893,482	18,251,352	18,616,379	18,988,707
HHS FCFC	4,706,379	5,147,002	5,247,002	5,172,701	5,272,701	5,276,155	5,381,678	5,489,311
HHS Homeless	9,498,428	13,814,847	14,314,847	13,831,968	14,831,968	14,108,607	14,390,780	14,678,596
HHS Other Programs	338,060	204,264	204,264	204,264	204,264	208,349	212,516	216,766
HHS Re-Entry	2,541,205	2,771,165	2,771,165	2,785,596	2,785,596	2,841,308	2,898,134	2,956,097
MetroHealth	32,472,000	32,472,000	35,000,000	32,472,000	35,000,000	35,000,000	35,000,000	35,000,000
Ohio State Extension	222,300	222,300	222,300	222,300	222,300	222,300	222,300	222,300
Public Safety-Witness Victims	2,238,138	2,469,949	2,469,949	2,513,411	2,513,411	2,563,679	2,614,953	2,667,252
Workforce Development	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
27th Pay Reserve	381,601	389,233	389,233	397,018	397,018	404,958	413,057	421,318
Total HHS Levy Subsidies	268,904,008	276,845,473	277,734,813	277,105,043	278,294,383	280,283,006	283,458,906	286,689,708
Operating Surplus/Deficit	17,749,729	4,231,152	3,341,812	3,971,582	2,782,242	793,618	(2,382,282)	(5,613,084)

Expenditures by Fund

FUND	Description	2023 Total Expenditures	2024 Adopted Budget	2025 Adopted Budget	2026 Projection	2027 Projection	2028 Projection
GENERAL FUND							
1100-GENERAL FUND	The General Fund is the primary operating fund of the County. Resources of the General Fund cover a wide range of services both under the authority of the County Executive and those provided by other elected officials, boards, and commission. The General Fund is the only discretionary fund included in the County's All Funds budget.	576,285,158	527,874,806	542,620,453	550,071,248	557,215,515	564,498,318
1105-GENERAL FUND ASSIGNED		2,839,863	3,267,995	3,267,995	3,267,995	3,267,995	3,267,995
1110-GENERAL FUND SALES TAX		11,384,932	10,933,339	10,972,945	10,973,482	10,973,495	10,973,507
TOTAL GENERAL FUND		590,509,954	542,076,140	556,861,393	564,312,725	571,457,005	578,739,820
SPECIAL REVENUE FUNDS							
2200-ADAMHS	The Alcohol, Drug Addiction and Mental Health Services (ADAMHS) board is responsible for public mental health, alcohol, and other drug addiction services delivered to residents of Cuyahoga County.	74,185,872	65,345,446	65,475,701	65,609,047	65,745,727	65,885,824
2205-ADAMHS GRANTS	The grant fund of the ADAMHS Board includes federally awarded grants. The source of funds varies based on approved active grant programs awarded to the ADAMHS Board to cover specified mental health and substance abuse initiatives.	5,507,844	0	0	0	0	0
2210-BODD	The BODD budget consists of approximately 67% of revenue that can be attributed to a continuous 3.9 mill property tax levy. This levy does not need to go back on the ballot unless the Board decides to change the millage.	152,158,534	158,118,806	158,118,806	153,625,760	154,673,363	155,741,749
2215-CHILDREN SERVICES	The Public Children Service Agency (PCSA) fund is state supervised/county administered and includes revenues received from the Ohio Department of Job & Family Services and Health and Human Service Levy to cover the costs of children in County custody	84,501,433	86,183,399	86,183,399	86,183,399	86,183,399	86,183,399
2220-COMMUNITY DEVELOPMENT	This is a special revenue fund that is used to make Economic Development loans for brownfield remediation and other development projects to retain and grow the business community within the County.	19,073,035	4,573,260	8,461,622	8,345,969	8,346,177	8,346,388
2223-HOUSING	This fund is comprised of formula and discretionary grants used for programs and loans focusing on developing affordable housing within the community, providing support and programs for county residents trying to buy or maintain a home.	0	0	0	0	0	0
2225-CONVENTION CENTER	This fund is the Naming Rights Fund for the Convention Center. Cuyahoga County sells the naming rights (which is the revenue source) to the fund and then pays the City of Cleveland a portion of the revenue according to an agreement. With the 2022 Convention Center bonds the fund also no supports debt service that average about \$215,000 per year, its on a set schedule and the bonds go through 2042.	145,486	491,178	503,949	503,949	503,949	503,949
2230-CONVENTION CENTER HOTEL	This was a fund set up but never used. All the Hotel expenditures come from the General Fund including debt service subsidy.	0	0	0	0	0	0
2235-COUNTY LAND REUTILIZATION	This fund is for the annual collection and distribution of property tax, specifically fees on delinquent taxes to the Cuyahoga Land Bank.	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000
2240-COURT	The Court uses the discretionary funds, which are generated from filing fees collected on estate, guardianship and adversarial cases that are filed with the Clerk of Courts. The Court uses funds for allowable expenses under R.C. 2303.201.	1,111,258	1,374,310	1,384,954	1,311,350	1,320,185	1,329,191
2245-CUYAHOGA SUPPORT ENFORCEMENT	The Child Support Enforcement Agency (CSEA) fund is state supervised/county administered and includes revenues received from the Ohio Department of Job & Family Services and Health and Human Service Levy to cover the administration of the child support program in Cuyahoga County.	39,144,786	40,722,307	41,257,659	39,127,285	39,417,771	39,713,788
2250-DELINQ REAL ESTATE ASSESS	This fund was created per ORC 321.261. The County deposits a total of 5.0% of all delinquent taxes collected and split equally between the funds 2250 and 2251 (2.5% and 2.5%). The funds are used by both the Prosecutor and the Treasurer for collecting delinquent real property (and personal when that used to be taxed), including foreclosure proceedings and a significant part of the Treasurer's staff.	3,648,974	3,725,266	3,786,025	3,776,244	3,836,539	3,898,006
2251-TREASURER DRETAC	This fund was created per ORC 321.261. The County deposits a total of 5.0% of all delinquent taxes collected and split equally between the funds 2250 and 2251 (2.5% and 2.5%). The funds are used by both the Prosecutor and the Treasurer for collecting delinquent real property (and personal when that used to be taxed), including foreclosure proceedings and a significant part of the Treasurer's staff.	1,762,214	2,139,756	2,204,294	2,296,619	2,326,705	2,357,363

FUND	Description	2023 Total Expenditures	2024 Adopted Budget	2025 Adopted Budget	2026 Projection	2027 Projection	2028 Projection
2255-HEALTH/HUMAN SVC LEVY 4.8	This zone is used for revenue and expenditures for the Health and Human Services levy approved by the voters of Cuyahoga County.	2,213,444	2,015,862	2,015,862	2,015,862	2,015,862	2,015,862
2256-METROHEALTH SUBSIDY	Funded by the Health and Human Services Levy, this zone was established to record transactions to support the MetroHealth System subsidy (the County's public hospital).	32,472,000	35,000,000	32,472,000	32,472,000	32,472,000	32,472,000
2257-HHS LEVY 4.7	This zone is used for revenue and expenditures for the Health and Human Services levy approved by the voters of Cuyahoga County.	2,346,916	2,149,142	2,149,142	2,149,142	2,149,142	2,149,142
2260-HUMAN SERVICES	The Public Assistance (PA) fund is state supervised/county administered and includes revenues received from the Ohio Department of Job & Family Services and Health and Human Service Levy to cover the administration and services of Income Maintenance programs in Cuyahoga County. Income Maintenance programs include Child Care, Medicaid, Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), etc.	253,213,336	263,521,817	267,912,059	272,969,688	275,552,425	278,184,774
2265-LITTER PREVENT & RECYCLE	This was a fund set up but never used.	0	0	0	0	0	0
2270-MOTOR VEHICLE GAS TAX	The motor vehicle tax includes \$5 and \$7.50 fees and effective January 2019, also includes an additional \$5 fee authorized by H.B. 26 and County Ordinance O2017-0003. Public Works uses these funds along with Ohio Department of Transportation, Ohio Public Works Commission and local municipal contributions to fund projects.	30,369,387	45,493,831	45,808,909	45,774,205	46,064,647	46,360,718
2275-OTHER COMMUNITY DEVELOP	This zone captures activity by Sustainability, Development, Information Technology and The Planning Commission.	707,969	1,205,673	1,205,673	1,205,673	1,205,673	1,205,673
2280-OTHER HEALTH AND SAFETY	This zone captures activity for Common Pleas, Fatherhood Initiative, Juvenile Court, the Public Defender's Office, Public Safety and Justice Services, Public Works - Dog Kennel, and The Sheriff's Department.	28,197,951	33,655,853	33,909,115	33,661,334	34,095,883	34,538,861
2285-OTHER JUDICIAL	This zone captures special revenue funded activity for various Judicial Departments. Funding sources include grants and fees.	30,636,839	11,216,719	11,337,883	10,810,644	10,870,388	10,931,296
2290-OTHER LEGISLATIVE & EXEC	This zone captures activity for Consumer Affairs, the Fiscal Office and Soldiers and Sailors Special Projects.	367,888	573,353	586,843	293,278	296,575	299,933
2295-OTHER PUBLIC WORKS	While not currently used, this zone was created to capture other grants for the Department of Public Works.	727,180	0	0	0	0	0
2300-OTHER SOCIAL SERVICES	This zone captures activity for various Departments for services related to Health and Human Services. The funding source includes outside grants.	3,646,291	219,382	219,382	219,382	219,382	219,382
2305-REAL ESTATE ASSESSMENT	This is the Real Estate Assessment Fund created by ORC 325.31. It is used for assessing real property, the graphical information system, the Recorder's map room and other functions related to the taxing of real property. Revenues are deposited from property tax collections based on a formula which differs between counties depending on their tax base, prescribed in ORC 319.54.	16,229,757	18,277,008	16,515,598	16,132,501	16,358,517	16,588,894
2310-SOLID WASTE	The Cuyahoga County Solid Waste District is in the leading resource in Cuyahoga County for information, expertise and programs that support sustainable materials management and reduce the environmental impact of waste. The District is funded by a "generation fee". This fee of \$2.00 is levied on each ton of waste produced in Cuyahoga County and landfilled in Ohio. The generation fee is approved by communities each time it ratifies the plan. Cuyahoga County's current fee of \$2.00 per ton is one of the lowest in Ohio. For comparison, the average fee statewide is \$4.50 per ton.	2,140,974	2,496,327	2,381,167	2,398,005	2,416,787	2,435,934
2315-SPORTS FACILITIES ENHANCE	This zone includes funding for capital improvements for various sports facilities.	9,698,707	21,688,634	21,688,634	21,688,634	21,688,634	21,688,634
2320-TREAT ALT FOR SAFER COMM	TASC Medicaid reimbursements can only be used in TASC for the training and education of staff, equipment, client services, case management services and staff in this department. The Court plans to use the appropriated funds for these purposes.	2,165,605	1,395,418	1,424,704	2,682,856	2,744,889	2,808,131
2325-VICTIM ASSISTANCE	This zone tracks activity for the Witness Victim Service Center which helps victims of crime receive advocacy, information, and access to community services. Ohio law provides victims with specific rights.	3,165,019	2,469,951	2,513,411	2,525,387	2,570,099	2,615,682
2330-YOUTH SERVICES	This zone captures the programs, activities and services provided for school-aged children to prevent and reduce delinquency and address juvenile crime.	5,633,618	0	0	0	0	0
2335-LODGING TAX FUND	This zone records the collection and disbursements of the 6.5% bed tax. Activity is conducted by the Lodging Tax Agency which assists in administering and enforcing the collection of the excise tax by verifying the integrity of the bed tax forms and the amount of the collections; and, conducting competent four-year objective examinations of financial room revenue documents while protecting the lodging establishments values (Code of Regulations).	35,310,695	31,623,009	31,623,009	31,623,009	31,623,009	31,623,009
2340-ARENA RENOVATION FUND	While not used, it was originally set up to record the bond proceeds from the Arena Bonds.	0	0	0	0	0	0

FUND	Description	2023 Total Expenditures	2024 Adopted Budget	2025 Adopted Budget	2026 Projection	2027 Projection	2028 Projection
2345-OPIOID MITIGATION FUND	This zone captures the activity associated with the opioid litigation settlements dollars that Cuyahoga County received from 2019 to 2022. The Fund is designated to investing settlement money into programs that work directly toward prevention, treatment and recovery related to the epidemic.	13,122,678	0	0	0	0	0
2350-COVID-19 CARES ACT FUND	The 2020 CARES Act provided funds to local governments as a form of stimulus. Funds are used to provide emergency rental assistance to individuals and businesses.	37,181,117	0	0	0	0	0
2360-27TH PAY RESERVE	Subsidized from the General Fund and HHS Levy Funds, this was established to account for the 27th pay period that occurs once every 11 years.	0	1,191,591	1,215,423	1,215,423	1,215,423	1,215,423
2365-WORKFORCE DEVELOPMENT	This zone records the activity of the Department of Workforce Development. Per the Federal Workforce Innovation and Opportunity Act (WIOA), this Department is tasked with helping job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. Funding is primarily made up of Federal WIOA funds passed through the Ohio Department of Job and Family Services and Cuyahoga County Health and Human Services Levies.	16,911,076	16,877,484	17,353,809	17,375,985	17,406,656	17,437,926
TOTAL SPECIAL REVENUE FUNDS		914,697,882	860,744,782	866,709,031	864,992,630	870,319,806	875,750,931
DEBT SERVICE FUNDS							
3500-DEBT SERVICE	The Debt Services Fund is used to budget payments of principal and interest on all notes and bonds issued by the County. Property Tax revenues for debt service are derived from voted and unvoted property taxes. Other Intergovernmental Revenues reflect State reimbursements for property tax collections and commercial activity tax reimbursement. In addition to the reimbursements, intergovernmental revenues are derived from special assessments and tax-increment financing revenue.	84,672,768	101,505,915	101,750,039	101,750,039	101,750,039	101,750,039
TOTAL DEBT SERVICE FUNDS		84,672,768	101,505,915	101,750,039	101,750,039	101,750,039	101,750,039
CAPITAL FUNDS							
4600-CAPITAL PROJECTS	This zone is appropriated per approved project, throughout the calendar year. 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.	13,503,377	0	0	0	0	0
4605-ROAD CAPITAL PROJECTS	This zone captures the costs of repairs to designated roads and bridges within the county's municipalities..	34,514,121	0	0	0	0	0
TOTAL CAPITAL FUNDS		48,017,497	0	0	0	0	0
ENTERPRISE FUNDS							
5700-COUNTY AIRPORT	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	1,858,718	1,513,501	1,649,984	1,381,430	1,392,342	1,403,463
5705-COUNTY PARKING GARAGE	The County Airport at Robert D. Shea Field is subject to regulation by the Federal Aviation Administration (FAA). The Airport is funded by special revenue funds received from hanger rental fees and lease agreements.	1,408,857	2,039,474	2,049,302	2,290,248	2,303,984	2,317,986
5710-CC INFORMATION SYSTEMS	This zone records the activity of the County-owned garages and parking lots.	560,283	681,791	681,791	778,637	781,112	783,634
5715-SANITARY ENGINEER	The Sanitary Sewer Fund provides funding for sanitary sewer maintenance as well as capital repairs to approximately 40 communities in Cuyahoga County. Funding for maintenance and repairs is provided through either a direct bill to the community or for most of the communities' sewer maintenance fees paid by the residents through the tax duplicate.	34,379,152	34,794,879	35,141,091	33,536,040	33,733,917	33,935,575
5720-PUBLIC UTILITIES	The zone captures the costs associated with the County's public utility.	481,978	269,030	378,743	0	0	0
TOTAL ENTERPRISE FUNDS		38,688,988	39,298,675	39,900,911	37,986,355	38,211,355	38,440,658

FUND	Description	2023 Total Expenditures	2024 Adopted Budget	2025 Adopted Budget	2026 Projection	2027 Projection	2028 Projection
INTERNAL SERVICE FUNDS	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 funds include Health Insurance, Centralized Custodial space maintenance and security services, Workers' Compensation, Postage, Print Services, and Fleet Services.						
6745-SHERIFF CENTRAL SECURITY	This zone captures the activity associated with security services for County facilities. It includes staff as well as electronic surveillance and metal detecting equipment.	13,346,430	13,975,667	14,269,043	13,579,793	13,755,890	13,935,341
6750-CENTRAL CUSTODIAL SVCS	This zone is used to pay up front for County-owned space including property maintenance such as custodial, trades and facilities project management. Agencies are charged for these expenses reimbursing the Centralized Custodial Fund. Costs for space that is unoccupied is retained by the Centralized Custodial Fund.	49,006,504	52,734,024	53,610,974	25,081,838	25,081,838	25,081,838
6755-MAINTENANCE GARAGE	This zone captures the activity associated with the purchase and maintenance of the County fleet of vehicles.	3,075,680	2,145,434	1,998,714	1,871,090	1,873,344	1,875,638
6760-DATA PROCESSING		0	0	0	0	0	0
6765-HEALTH INSURANCE	This zone captures the activity associated with the County's health insurance program. This includes employer and employee contributions for premiums, HR Deferrals, the Board of Developmental Disabilities Self Insurance and Regional Self Insurance.	128,399,119	137,261,569	143,701,447	157,233,085	157,255,566	157,278,488
6770-WORKERS' COMPENSATION	This zone captures the activity associated with workers compensation claims and County employee safety training.	6,718,233	6,852,401	6,856,980	7,187,961	7,200,312	7,212,904
6775-POSTAGE	This zone captures the activity associated with mail delivery services and the purchase of postage.	1,512,431	1,594,576	1,615,646	1,616,606	1,630,087	1,643,825
6780-PRINTING	This zone captures the activity associated with County printing services as well as expenses associated with copiers and printers found County wide.	2,306,732	1,902,090	1,913,735	1,885,724	1,893,024	1,900,465
TOTAL INTERNAL SERVICES FUNDS		204,365,127	216,465,761	223,966,539	208,456,097	208,690,061	208,928,499
TOTAL CUYAHOGA COUNTY		1,880,952,217	1,760,091,273	1,789,187,913	1,777,497,845	1,790,428,265	1,803,609,946

Cash Activity

Zone	Zone Description	Beginning Cash Balance	Estimated Revenue	Total Available Resources	Budgeted Expenditures	Subsidy Transfers	Ending Cash Balance
1100	General Fund	242,173,967	581,152,412	823,326,379	527,874,806	(69,102,580)	226,348,993
1105	General Fund Assigned	13,955,044	8,433,014	22,388,058	3,267,995	0	19,120,063
1110	General Fund Sales Tax	18,807,176	10,663,212	29,470,388	10,933,339	0	18,537,049
	TOTAL GENERAL FUND	274,936,187	600,248,638	875,184,825	542,076,140	(69,102,580)	264,006,105
2200	ADAMHS	39,129,374	22,229,833	61,359,207	65,345,446	41,000,000	37,013,761
2205	ADAMHS Grants	243,974	0	243,974	0	0	243,974
2210	Board of Develop. Disabilities	205,165,101	140,187,923	345,353,024	158,118,806	0	189,809,218
2215	Children Services	11,682,377	38,782,530	50,464,907	86,183,399	45,400,869	9,682,377
2220	Community Development	27,411,299	6,131,481	33,542,780	4,573,260	(809,740)	28,969,520
2225	Convention Center	0	491,178	491,178	491,178	0	0
2230	Convention Center Hotel	637,188	0	637,188	0	0	637,188
2235	County Reutilization	0	7,000,000	7,000,000	7,000,000	0	0
2240	Court	10,272,880	1,920,888	12,193,768	1,374,310	0	10,819,458
2245	Cuyahoga Support Enforcement	1,993,280	31,514,017	33,507,297	40,722,307	6,645,584	(569,426)
2250	Delinquent Real Estate Assess.	7,928,096	10,994,621	18,922,717	3,725,266	0	15,197,451
2251	Treasurer DRETAC	10,935,236	4,693,508	15,628,744	2,139,756	0	13,488,988
2255	Health & Human Services Levy 4.8	14,485,478	136,565,493	151,050,971	2,015,862	(138,867,408)	10,580,201
2256	MetroHealth Subsidy	0	0	0	35,000,000	35,000,000	0
2257	Health & Human Services Levy 4.7	25,109,488	144,511,131	169,620,619	2,149,142	(138,867,406)	29,016,571
2260	Human Services	5,214,206	125,249,385	130,463,591	263,521,817	121,895,335	(10,937,891)
2265	Litter Prevention & Recycling	0	0	0	0	0	0
2270	Motor Vehicle Gas Tax	40,452,972	56,309,090	96,762,062	45,493,831	0	51,268,231
2275	Other Community Development	1,506,998	51,761	1,558,759	1,205,673	950,000	1,303,086
2280	Other Health & Safety	20,171,927	5,067,930	25,239,857	33,655,853	24,412,055	15,786,059
2285	Other Judicial	18,374,774	4,382,710	22,757,484	11,216,719	0	11,540,765
2290	Other Legislative & Exec.	11,971,431	791,148	12,762,579	573,353	0	12,189,226
2295	Other Public Works	279,777	10,267	290,044	0	0	290,044
2300	Other Social Services	9,169,245	214,282	9,383,527	219,382	0	9,164,145
2305	Real Estate Assessment	35,619,419	20,851,238	56,470,657	18,277,008	0	38,193,649
2310	Solid Waste	4,249,415	1,002,988	5,252,403	2,496,327	0	2,756,076
2315	Sports Facilities Enhancement	1,696,798	21,688,933	23,385,731	21,688,634	0	1,697,097
2320	Treat Alt for Safer Comm	5,268,366	222,809	5,491,175	1,395,418	1,191,373	5,287,130
2325	Victim Assistance	188,537	8,992	197,529	2,469,951	2,469,949	197,527
2330	Youth Services	9,210,950	0	9,210,950	0	0	9,210,950
2335	Lodging Tax Fund	1,706,925	33,150,000	34,856,925	31,623,009	0	3,233,916
2340	Arena Renovation Fund	0	0	0	0	0	0
2345	Opioid Mitigation Fund	85,452,772	0	85,452,772	0	0	85,452,772
2350	COVID - 19 Care Act Fund	39,522,155	0	39,522,155	0	0	39,522,155
2360	27th Pay Reserve	8,179,100	0	8,179,100	1,191,591	1,191,591	8,179,100
2365	Workforce Development	1,375,070	15,877,484	17,252,554	16,877,484	1,000,000	1,375,070
	TOTAL SPECIAL REVENUE FUNDS	654,604,607	829,901,620	1,484,506,227	860,744,782	2,612,202	630,598,387
3500	Debt Service	6,764,053	36,004,442	42,768,495	101,505,915	52,064,914	(11,282,246)
	TOTAL DEBT SERVICE FUNDS	6,764,053	36,004,442	42,768,495	101,505,915	52,064,914	(11,282,246)
4600	Capital Projects	28,544,034	486,520	29,030,554	0	10,000,000	39,240,554
4605	Road Capital Projects	18,170,994	0	18,170,994	0	0	18,170,994
4610	Convention Center Hotel Construction	20,135	0	20,135	0	0	20,135
4615	Global Center Health Innovation	0	0	0	0	0	0
	TOTAL CAPITAL FUNDS	46,735,162	486,520	47,221,682	0	10,000,000	57,431,682
5700	County Airport	1,043,710	1,590,389	2,634,099	1,513,501	0	1,120,598
5705	County Parking Garage	4,992,599	5,228,953	10,221,552	2,039,474	0	8,182,078
5710	CC Information System	2,404,103	488,549	2,892,652	681,791	225,465	2,436,326
5715	Sanitary Engineer	35,389,853	28,650,693	64,040,546	34,794,879	0	29,245,667
5720	Public Utilities	84,122	0	84,122	269,030	175,000	(9,908)
	TOTAL ENTERPRISE FUNDS	43,914,388	35,958,584	79,872,972	39,298,675	400,465	40,974,762
6745	Sheriff Central Security	449,633	11,894,373	12,344,006	13,975,667	0	(1,631,661)
6750	Central Custodial Services	6,515,888	27,623,644	34,139,532	52,734,024	4,200,000	(14,394,492)
6755	Maintenance Garage	1,716,967	1,350,488	3,067,455	2,145,434	0	922,021
6760	Data Processing	0	0	0	0	0	0
6765	Health Insurance	24,221,475	170,901,966	195,123,441	137,261,569	0	57,861,872
6770	Workers' Compensation	7,028,225	6,639	7,034,864	6,852,401	0	182,463
6775	Postage	1,468,914	1,198,813	2,667,727	1,594,576	0	1,073,151
6780	Printing	126,077	1,165,038	1,291,115	1,902,090	0	(610,975)
	TOTAL INTERNAL SERVICE FUNDS	41,527,178	214,140,961	255,668,139	216,465,761	4,200,000	43,402,378
	TOTAL CUYAHOGA COUNTY	1,068,481,576	1,716,740,765	2,785,222,341	1,760,091,273	175,000	1,025,131,069

Staff Summary (FTE Report)

Department	2022 Actual	2023 Actual	2022-2023 Change	2024 Adopted Budget	2025 Adopted Budget	2026 Projection	2027 Projection	2028 Projection
County Executive Agencies								
Clerk of Courts	79	82	3	79	79	79	79	79
Communications	4	6	2	11	11	11	11	11
County Executive	4	15	11	10	10	10	10	10
Development	26	28	2	27	27	27	27	27
Fiscal Office	223	230	7	230	230	230	230	230
HHS Administration	50	59	9	61	61	61	61	61
HHS Children & Family Services	633	691	58	728	728	728	728	728
HHS Cuyahoga Job & Family Services	700	762	62	810	810	810	810	810
HHS Cuyahoga Support Enforcement Agency	252	251	-1	258	258	258	258	258
HHS Family & Children First Council	7	9	2	10	10	10	10	10
HHS Invest in Children	8	11	3	9	9	9	9	9
HHS Office of Homeless Services	5	5	0	6	6	6	6	6
HHS Office of Reentry	5	4	-1	5	5	5	5	5
HHS Senior & Adult Services	154	162	8	168	168	168	168	168
Human Resources	54	54	0	44	44	44	44	44
Information Technology	102	106	4	103	103	103	103	103
Innovation and Performance	4	4	0	4	4	4	4	4
Law Department	20	18	-2	17	17	17	17	17
Medical Examiner	107	105	-2	110	110	110	110	110
Public Safety & Justice Services	68	78	10	76	76	76	76	76
Public Works - County Airport	6	8	2	10	10	10	10	10
Public Works - Dog Kennel	17	16	-1	17	17	17	17	17
Public Works- Facilities	327	330	3	329	329	329	329	329
Public Works- Road and Bridge	116	118	116	116	116	116	116	116
Public Works- County Airport	6	7	10	10	10	10	10	10
Public Works- Sanitary Engineer	110	122	133	133	133	133	133	133
Regional Collaboration	2	2	0	2	2	2	2	2
Sheriff	1,077	1,162	85	1139	1139	1139	1139	1139
Sustainability	3	5	2	4	4	4	4	4
Treasury	36	43	7	37	37	37	37	37
Total County Executive Agencies	4,205	4,493	288	4,563	4,563	4,563	4,563	4,563
Elected Officials								
County Council	22	22	0	22	22	22	22	22
County Prosecutor	421	415	-6	430	430	430	430	430
Court of Common Pleas	486	480	-6	493	493	493	493	493
Domestic Relations Court	85	86	1	89	89	89	89	89
Juvenile Court	475	481	6	521	521	521	521	521
Probate Court	76	74	-2	76	76	76	76	76
Total Elected Officials	1,565	1,558	-7	1,631	1,631	1,631	1,631	1,631
Boards and Commissions								
Board of Developmental Disabilities	570	587	17	575	575	575	575	575
Board of Elections	89	99	10	96	96	96	96	96
Board of Revision	23	19	-4	22	22	22	22	22
County Law Library Resource Board	3	3	0	3	3	3	3	3
County Planning Commission	18	18	0	19	19	19	19	19
Department of Internal Audit	6	6	0	6	6	6	6	6
Inspector General	9	9	0	9	9	9	9	9
Personnel Review Commission	21	20	-1	19	19	19	19	19
Public Defender	151	154	3	161	161	161	161	161
Soil & Water Conservation	15	18	3	17	17	17	17	17
Soldiers' and Sailors' Monument	3	5	2	6	6	6	6	6
Solid Waste Management District	7	7	0	7	7	7	7	7
Veterans Service Commission	34	34	0	35	35	35	35	35
Workforce Development	10	11	1	11	11	11	11	11
Total Boards and Commissions	959	990	31	986	986	986	986	986
Total	6,729	7,041	312	7,180	7,180	7,180	7,180	7,180

Departmental Budgets



Alcohol, Drug Addiction and Mental Health Services Board (ADAMHS)

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 oversees 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.

2022 – 2023 DEPARTMENT HIGHLIGHTS

- The ADAMHS Board continues to be a leader in the state of Ohio in developing a full crisis continuum for individuals in need. Many areas of the state are struggling to implement the national 988 hotline system and mobile crisis teams, but our Board had the vision to bring mobile response and the national lifeline to Cuyahoga County two decades ago.
- Established facilities where individuals in mental health and addiction crisis can stabilize and recover and are expanding these options.
- Our public awareness campaigns provide visibility for mental health and addiction resources for our local community, and some have been replicated in other areas of the state.
- ADAMHS has increased their advertising campaigns to address behavioral health needs in the community including:
 - Fentanyl awareness campaign during historically high incidence overdose time periods
 - Crisis services awareness campaign promoting 988 and other crisis resources
 - Problem gambling campaign
 - Continued a suicide prevention campaign designed to reach Black and African American county residents.

2023 BUDGET PERFORMANCE

The ADAMHS Board utilized \$79,693,716 of a budgeted \$92,797,101 creating a 14% surplus of \$13,103,385 in 2023. Staff vacancies and expense adjustments to grants aided in this with a \$637,647 surplus in personal services. This contributed to ADAMHS being able to save an additional \$111,063 through lower-than-expected employee services needed and lower supplies needed, while also implementing cost-saving purchases through supply orders. The vacancies in the Diversion Call Center contract and timing of the Diversion Center expenses produced a \$597,228 surplus in professional services. Pending initiatives that did not start as anticipated during 2023 due to unforeseen project delays contributed an additional \$618,457. Client services contributed the largest portion, \$11,458,103 surplus, due to a variety of reasons, including:

- Pooled funding for treatment services was underutilized by our providers
- Residential Assistance Program (RAP) is a temporary program until clients receive SSI; there was less utilization of the program funds.
- The allocation for MetroHealth's Psychiatric Emergency Department (PED) was not utilized as the PED has not opened

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- Workforce issues continue to impact the public behavioral health system. The ADAMHS Board worked with a consultant to conduct a Workforce Data Survey, published at the end of 2023. Among the findings, the report shows:
 - The provider network's turnover rate is significantly higher (15%) than the Northeast labor market (9%). At the same time, workforce challenges are making it difficult for individual agencies to remain fully staffed.
 - Of the provider agencies that responded to the workforce survey 81% indicated that they have job openings, in either clinical or professional roles.

2024 – 2025 BUDGET OVERVIEW

The Alcohol, Drug Addiction and Mental Health Services (ADAMHS) Board is given a Health and Human Service Levy Subsidy annually 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. A total of 8% of ADAMHS's expenditures are associated with personnel costs, with the remaining 92% being used for all other expenses.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost-of-living adjustment.
- Base budget adjustment to increase 5% for employer's share of health coverage costs.
- Adopted budget decrease of \$2,463,660 in HHS Levy Funds.

Alcohol, Drug Addiction and Mental Health Services Board (ADAMHS)

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$76,217,428	\$75,891,361	\$65,345,446	\$63,251,087	\$65,475,701	\$63,251,087
HHS Levy Fund	\$43,523,850	\$43,463,660	\$43,463,660	\$41,000,000	\$43,463,660	\$41,000,000
General Fund	\$0	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$32,693,578	\$32,427,701	\$21,881,786	\$22,251,087	\$22,012,041	\$22,251,087

*2023 Actuals variance between revenue and expenditures is due to spending down prior years cash balance.

**2024 and 2025 variance between revenue and expenditures will be made up by spending down of the agency cash balance.

Special Revenue Fund Summary

SOURCE	2023 Actual	2024 Budget	2025 Budget
Charges for Services	\$20,056	\$0	\$0
Intergovernmental	\$31,887,973	\$21,251,087	\$21,251,087
Refunds and Reimbursements	\$519,672	\$1,000,000	\$1,000,000
Total	\$32,427,701	\$22,251,087	\$22,251,087

*Grants are appropriated in the year received. Expenditures chart includes grant spending from previous year(s) appropriations.

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$4,960,441	\$5,345,922	\$5,203,597	\$5,203,597	\$5,333,852	\$5,333,852
Other Expenses	\$69,611,207	\$74,347,794	\$60,141,849	\$60,141,849	\$60,141,849	\$60,141,849
Total	\$74,571,648	\$79,693,716	\$65,345,446	\$65,345,446	\$65,475,701	\$65,475,701

*Board approves budget annually.

Expenditure Summary

The ADAMHS Board 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for staffing of 50 personnel for ADAMHS.
- Funding for Administrative Services, Supplies, Lease/Rental costs, and Advertising.
- Funding for Controlled Costs (Indirect and Printing Chargebacks).
- Funding for Utilities and Maintenance.
- Funding for Capital Equipment Purchases.
- Funding for Substance Use Disorders:
 - Medical treatment, Detoxification, Outpatient Treatment
 - Coordination/Evaluation Services, Crisis Care/Intervention Services, Justice-Related Services
 - Residential Treatment/Housing, Peer Support
 - Recovery Supports, Recovery/Sober Beds
 - Prevention
- Funding for Mental Health:
 - Coordination/Evaluation Services, Adult & Family Care Services, Employment Services, Justice-Related Services
 - Residential/Housing and Peer Support
 - Treatment, Psychiatric Services, Crisis Services
 - Prevention



Board of Developmental Disabilities

MISSION STATEMENT

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

2022 – 2023 DEPARTMENT HIGHLIGHTS

- Cuyahoga Board of Developmental Disabilities (CCBoDD) played an active role in a coordinated, statewide advocacy campaign to increase wages for Direct Support Professionals through a major investment in the Developmental Disabilities system in the State’s biennium budget.
 - Cuyahoga CCBoDD worked with the county board system, the provider system, and people we serve to educate elected officials about the DD system’s critical needs through legislative breakfasts, individual meetings with local lawmakers, and storytelling.
 - This advocacy work resulted in a \$1.5 billion investment in the DD system over the biennium that began in July 2023.
- Supporting youth with complex needs was a focal point.
 - In July 2023, we opened our youth Intermediate Care Facility (ICF), which supports youth ages 8-17 who are a significant risk to themselves and/or others and are unable to be managed with alternative community support or in available child placement settings.
 - This is an important housing option because there are few residential options for children with developmental disabilities with significant behavior needs.
- BoDD worked in the communities to make programs and physical spaces accessible to people of all abilities.
 - Awarded \$339,000 in grants to Cuyahoga County libraries, arts and culture, and recreation and leisure organizations to support their inclusion and accessibility efforts.
 - Partnered with Cuyahoga County institutions like the Cleveland Orchestra and Playhouse Square on sensory-friendly programs.
 - Consulted with other Cuyahoga County attractions like the Cleveland Metroparks Zoo and the Great Lakes Science Center on ways that their physical spaces could better accommodate people with disabilities.

2023 BUDGET PERFORMANCE

The Cuyahoga County Board of Developmental Disabilities experienced more staff vacancies than planned, which led to salaries and health care line expenditures being underbudget and a total surplus of \$477,000 in Personnel Services. The remaining surplus is attributed to underspending in a variety of areas, including:

- Residential services – under budget due to various delays in opening a new residential home for multi-system youth.
- Intensive Support Teams – under budget due to 4 teams being planned, but only 2 were initiated during the calendar year.
- Short-term Admissions to State DC’s – under budget due to finding other alternatives to provide necessary services to individuals.
- Home Modifications for individuals – under budget due to less demand than anticipated when the 2023 budget was prepared.
- Local funding of services for individuals not on Medicaid – under budget due to less demand than anticipated when the 2023 budget was prepared.

The CCBoDD will continue efforts to right-size its budget for locally funded contracts and services following the pandemic as service needs change for people with developmental disabilities. Each year Cuyahoga DD evaluates utilization and actual spending on locally funded contracts and services and continues to adjust the budget to reflect this transition.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- Costs were higher than anticipated in several areas of the budget.
- Local waiver match obligation increased from 2022 by \$13M (29%) due to a change in Federal Participation rate.
- Increases in billing rates to increase the hourly rate of Direct Support Professionals.
- Additional payments made to retain/recruit needed staff to provide services.
- An additional challenge was the change in Statewide IT systems that impact the local planning for individuals served through the DD-system (the Ohio ISP). This resulted in additional training needs and re-tooling of processes, among other administrative needs.

2024 – 2025 BUDGET OVERVIEW

A continuous levy, passed in 2005, supports the Cuyahoga County Board of Developmental Disabilities operations. The levy brings in about 62% of revenue per year. In 2024, we have an increased focus on integration into existing community programs, community engagement, and workforce development. Additionally, we are working to reach traditionally underserved groups. Approximately a total of 42% of BoDD’s expenditures are associated with personnel costs, with the remaining being used for all other expenses.

Board of Developmental Disabilities

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost-of-living adjustment.
- Base budget adjustment to increase 5% for employer's share of health coverage costs.

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$134,547,799	\$147,642,553	\$131,592,034	\$142,789,923	\$132,981,682	\$142,789,923
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0	\$0
General Fund	\$0	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$134,547,799	\$147,642,553	\$131,592,034	\$142,789,923	\$132,981,682	\$142,789,923

*2023 Actuals variance between revenue and expenditures is due to spending down prior years cash balance.

**2024 and 2025 variance between revenue and expenditures will be made up by spending down of the agency cash balance.

Special Revenue Fund Summary

SOURCE	2023 Actual	2024 Budget	2025 Budget
Taxes	\$100,734,056	\$88,000,000	\$88,000,000
Charges for Services	\$2,670,287	\$2,869,123	\$2,869,123
Intergovernmental	\$42,797,296	\$48,863,000	\$48,863,000
Contributions and Donations	\$460,387	\$0	\$0
Refunds and Reimbursements	\$876,317	\$482,800	\$482,800
Sale of Capital Assets	\$104,210	\$2,575,000	\$2,575,000
Total	\$147,642,553	\$142,789,923	\$142,789,923

*Grants are appropriated in the year received. Expenditures chart includes grant spending from previous year(s) appropriations.

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$52,314,708	\$54,558,572	\$54,542,983	\$56,854,816	\$55,932,631	\$56,969,816
Other Expenses	\$77,049,048	\$97,599,962	\$77,049,051	\$101,263,990	\$77,049,051	\$101,148,990
Total	\$129,363,756	\$152,158,534	\$131,592,034	\$158,118,806	\$132,981,682	\$158,118,806
Staff Count	570	587	575	575	575	575

*Board approves budget annually.

Expenditure Summary

The BoDD 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for staffing of 575 for BoDD.
- Funding for Administrative services, Supplies, Training Services.
- Funding for Advertising, Postage and Mail services.
- Funding for Capital expenses, Building Improvements and Equipment Purchases.
- Funding for Assistive Technology (AT):
 - Custom Living Environment (CLE) Showcasing AT technology for homes
 - Assistive Technology Vehicle (ATV) mobile version of the CLE
 - Mobile Sensory Space
 - Lending Libraries
 - Funding for Employment Support including inclusive Job Opportunities and local Hiring Events
- Funding for Family Support Programs:
 - Recreation and camps
 - Equipment for therapists (occupational, speech, physical), caregivers, physicians
- Funding for Housing Opportunities.
- Funding for Legal Help.



Board of Elections

MISSION STATEMENT

The Board of Elections (BOE) conducts all elections held within the County as prescribed by law and ensures the accuracy and integrity of the election process in one of the largest election jurisdictions 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.

2022 – 2023 DEPARTMENT HIGHLIGHTS

The Cuyahoga County Board of Elections is responsible for conducting all official elections within the County and maintaining voter registration records and campaign financing reports. Cuyahoga County is in one of the largest election jurisdictions within Ohio with nearly 900,000 registered voters and 967 precincts.

- The BOE purchased and implemented new Election equipment during the August 2023 Election.
- The BOE successfully conducted four (4) elections in 2022 and five (5) elections in 2023, including 3 special elections.
- The BOE implemented for the first time the various versions of the Ohio House and Senate legislative district boundaries required under a constitutional amendment approved by votes in 2015.
- The BOE reconfigured voter precinct boundaries in 14 municipalities as the result of these municipalities adjusting ward boundaries via legislative ordinances.
- The BOE took advantage of Ohio Legislative Funding to replace the dated Electronic Poll Books utilized on Election Day.

2023 BUDGET PERFORMANCE

The Board of Elections ended 2023 with a \$1.6 million surplus with total expenditures 7.5% under total budget of \$21 million. The timing and impact of a Special Election reallocated cost centers for temporary staff in addition to limiting the time available for capital building upgrades and maintenance caused a \$432,000 surplus within BOE Administration. The Primary and General Elections ended with a combined \$695,000 surplus, due to lower voter turnout in the Primary and General Elections. Election Equipment expenditures ended with a surplus of \$450,000 as the addition of the August Special Election and December Recall Election limited the implementation time of ancillary equipment upgrades related to the new voting equipment.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- The BOE faced certain challenges with parking and building space during the 2022 Gubernatorial Election. From these issues the CCBOE promptly reached out to the County for assistance with a solution for process improvement for to the 2024 Presidential Elections. The CCBOE is still currently working with the County to resolve these issues.
- Challenges attracting seasonal temporary employees have been persistent as the Board competes against rising wages in the private job market.
- The BOE implemented numerous mandate changes to election law with passage of Ohio H.B. 458. This unfunded mandate required the prompt printing of various /new updated documents and a large-scale voter education plan primarily focusing on photo identification requirements.

2024 – 2025 BUDGET OVERVIEW

The Board of Elections is funded 100% through the County General Fund. A total of 63% of the adopted budget is comprised of personnel with the remaining 37% in other expenditures. The budget is split between administration, primary and general elections, and election equipment.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost-of-living adjustment.
- Base budget adjustment to increase 5% for employer's share of health coverage costs.
- Adopted budget increase for election costs for the Presidential Primary and General Elections in 2024 and municipal elections in 2025.
- Adopted budget increase for election budgets by \$263,092 in 2024 and \$635,047 in 2025.
- Adopted budget increase of \$350,000 for the purchase of a new mail sorting machine used for vote-by-mail ballots.

Board of Elections

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$17,482,529	\$19,509,650	\$18,979,908	\$19,593,000	\$16,017,000	\$16,652,047
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0	\$0
General Fund	\$17,472,481	\$19,499,557	\$18,979,908	\$19,593,000	\$16,017,000	\$16,652,047
Special Revenue Fund	\$10,048	\$10,093	\$0	\$0	\$0	\$0

*2022 and 2023 Actuals variance between revenue and expenditures will remain in the cash balance.

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$12,296,041	\$12,533,917	\$12,328,986	\$12,328,986	\$10,915,055	\$10,915,055
Other Expenses	\$5,176,440	\$6,972,884	\$6,650,922	\$7,264,014	\$5,101,945	\$5,736,992
Total	\$17,472,481	\$19,506,801	\$18,979,908	\$19,593,000	\$16,017,000	\$16,652,047
Staff Count	89	99	96	96	96	96

Expenditure Summary

The Board of Elections 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for 96 administrative staff including executive staff, board members, election officials, and technical election systems support.
- Funding for the Board of Elections administrative offices and on and off-site storage.
- Funding for the countywide 2024 March Primary Election with 967 precincts and 2025 municipal primary elections in May and September with 300 and 500 precincts.
- Funding for the countywide 2024 Presidential Election and 2025 General Election.
- Funding for election equipment maintenance, licenses, and durable equipment purchases.
- Funding for purchase of one additional mail sorting equipment to enhance efficiency and redundancy.



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.

2022 – 2023 DEPARTMENT HIGHLIGHTS

- E-Filing is now available in Domestic Relations Court.
- The Clerk of Courts is now accepting online payments.
- Bond Payments can be made online.
- All Clerk of Courts records are public records unless exempt from disclosure under State law.

2023 BUDGET PERFORMANCE

The Clerk of Courts had an operating surplus of \$540,587 or 6% of the total budget of \$8,529,461. The surplus was due to underspending in personnel due to vacancies and high turnover, as well as underspending in contractual services for 2023.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- Difficulty hiring and retaining highly qualified personnel.
- Fees collected are defined and limited by statute which means any needed increases must be made by the legislature.
- There is limited parking for staff and the public at the facility.

2024 – 2025 BUDGET OVERVIEW

The Clerk of Court's budget is funded 100% by the General Fund. Personnel cost is obligated to 72% of the budget, the remaining 28% is used to support the Clerk's statutory obligations 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.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost of living adjustment.
- Base budget adjustment to increase 5% for employer's share of health coverage costs.



Clerk of Courts

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$7,791,850	\$8,004,037	\$8,175,042	\$8,175,042	\$8,328,078	\$8,328,078
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0	\$0
General Fund	\$7,796,850	\$7,988,874	\$8,175,042	\$8,175,042	\$8,328,078	\$8,328,078
Special Revenue Fund	-\$5,000	\$15,163	\$0	\$0	\$0	\$0

*2022 Actuals variance between revenue and expenditures is due to spending down prior year(s) cash balance.

**2023 Actuals variance between revenue and expenditures will remain in the agency cash balance.

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$5,500,562	\$5,762,962	\$5,878,754	\$5,878,754	\$6,031,790	\$6,031,790
Other Expenses	\$2,296,288	\$2,225,912	\$2,296,288	\$2,296,288	\$2,296,288	\$2,296,288
Total	\$7,796,850	\$7,988,874	\$8,175,042	\$8,175,042	\$8,328,078	\$8,328,078
Staff Count	79	82	79	79	79	79

Expenditure Summary

The Clerk of Courts 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for 79 administrative personnel including:
 - Administrative Assistant
 - Clerk (5)
 - Clerk of Court
 - Division Supervisor (12)
 - Executive Assistant
 - Legal Account Clerk (11)
 - Legal Account Clerk 2 (8)
 - Legal Account Clerk 3 (33)
 - Legal Clerk 3 (2)
 - Civil Division Manager
 - Criminal Division Manager
 - Finance Manager
 - Special Assistant (2)
- Funding for Council approved \$100,000 for Crimestoppers.
- Funding for travel and fees for the Ohio Clerk of Courts Association monthly meetings and conferences.
- Funding for memberships and licenses.
- Funding for United States Postal Service and Midwest Direct postage services.

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.

2022 – 2023 DEPARTMENT HIGHLIGHTS

The Court was able to accomplish multiple projects during 2022-2023. These projects include, but are not limited to the list below:

- Implemented Problem Gambling Addiction Program.
- Various technology improvements and audio-visual upgrades to courtrooms and other courthouse facilities.
- Reduced time jurors serve by upgrading technology and improving processes.
- Justice Center improvements (new gallery/public seating in courtrooms).
- Improved signage and historical information (Administrative Judges History Wall).
- Purchased Automatic External Defibrillator (AED) units for use throughout the Justice Center and other courthouse facilities.
- Improved security throughout court facilities.

2023 BUDGET PERFORMANCE

The Court of Common Pleas ended 2023 with a surplus of \$13,004,936 or 14% of the total budget of \$90,971,020. Most of the surplus is related to the Community Corrections Grant, which was appropriated in the full amount of \$17.2 million, but due to it being a 2-year grant in which most of the expenditures did not post in 2023, this created a surplus of \$16 million in 2023. This was offset by a deficit in other grants that were appropriated in years prior to 2023, but expenses posted in 2023.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- The Court, along with other Courts and County agencies, continues to work through the change to the new ERP system and higher than normal staff vacancy rates.
- Taking on new responsibilities due to the implementation of the new ERP system.
- Difficulty processing contracts.
- Difficulty hiring qualified staff.
- Operational changes implemented according to the new administration and policy updates in 2023.
- Security staffing levels are inadequate for the needs of the Court.

2024 – 2025 BUDGET OVERVIEW

The Court of Common Pleas is primarily funded through the General fund. The Court also receives and manages revenues from various grants, and special revenue. The Court's budget is obligated to 61% personnel services, and 39% to support the Court's statutory obligations and operations.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost-of-living adjustment.
- Base budget adjustment to increase 5% for employer's share of health coverage costs.
- Adopted budget increase to support additional assigned counsel costs.
- Adopted budget increase to support pay rate increases within special revenue, contract increases, and to support upcoming projects.
- Adopted budget increase to support internal charges such as space maintenance, security, and indirect costs.



Common Pleas Court

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$69,634,212	\$79,127,618	\$71,689,547	\$71,689,547	\$72,783,143	\$72,783,143
HHS Levy Fund	\$1,436,353	\$1,427,410	\$1,191,373	\$1,191,373	\$1,220,669	\$1,220,669
General Fund	\$54,450,275	\$62,938,285	\$67,951,939	\$67,951,939	\$69,016,239	\$69,016,239
Special Revenue Fund	\$13,747,584	\$14,761,923	\$2,546,235	\$2,546,235	\$2,546,235	\$2,546,235

*2022 Actuals variance between revenue and expenditures is due to spending down prior year(s) cash balance.

**2023 Actuals variance between revenue and expenditures will remain in the agency cash balance.

***2024 and 2025 variance between revenue and expenditures will be made up by spending down prior year(s) cash balance.

Special Revenue Fund Summary

SOURCE	2023 Actual	2024 Budget	2025 Budget
Court Fee Revenue	\$1,758,503	\$1,719,321	\$1,719,321
Departmental Fee Revenue	\$10,407	\$0	\$0
Federal Grant Revenue	\$1,499,761	\$0	\$0
Interest Revenue	\$68,642	\$0	\$0
Lab Fee Revenue	\$137,540	\$167,000	\$167,000
Local Non-Grant Revenue	\$650,793	\$184,617	\$184,617
Probation Fees	\$406,710	\$433,405	\$433,405
Refunds	\$4,840	\$0	\$0
State Grant Revenue	\$10,221,163	\$38,192	\$38,192
Indigent Driver Revenue	\$3,565	\$3,700	\$3,700
Total	\$14,761,923	\$2,546,235	\$2,546,235

*Grants are appropriated in the year received. Expenditures chart includes grant spending from previous year(s) appropriations.

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$39,613,198	\$42,904,922	\$43,764,946	\$43,764,946	\$44,847,873	\$44,847,873
Other Expenses	\$30,225,131	\$35,061,162	\$28,812,611	\$28,812,611	\$28,833,914	\$28,833,914
Total	\$69,838,329	\$77,966,084	\$72,577,557	\$72,577,557	\$73,681,787	\$73,681,787
Staff Count	486	480	493	493	493	493

Expenditure Summary

The Common Pleas Court 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for 493 FTEs (Clerks, Fiscal staff, Administration, IT, Human Resources, Magistrates, Bailiffs, Social Workers, and Judges)
- Funding for the case management software contract with Proware.
- Funding for Omnilert contract which is used for the emergency notification system.
- Funding for jury fees and assigned counsel fees.
- Funding for travel, training, and conferences for the development of staff.
- Funding for indigent transcription costs.
- Funding for the operations of the Court.

Communications Department

MISSION STATEMENT

The County Executive Communications Department 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 business. As well as to help create a culture of employee ownership and investment in our organization.

2022 – 2023 DEPARTMENT HIGHLIGHTS

- The Ronayne Administration hosted its first State of the County.
- Increased focus on promoting key initiatives of the County Executive. More than 100 media releases were sent during 2022-2023.
- Cuyahoga County's website URL changed to .gov domain.
- Major media announcements included Advisory Council on Women's Health, Child Wellness Campus, Opening of the Veteran's Memorial Bridge, County Animal Shelter Expansion, launch of Cuyahoga Green Energy microgrid.

2023 BUDGET PERFORMANCE

The Executive Communications Department ended 2023 with a surplus of \$16,446 or 2% of the \$828,000 expenditure budget. The surplus was primarily within contractual services as the department did not contract with any media enhancement or support services following the transition between Administrations. The Communications Department budget was increased by 25% providing appropriation for the addition of a Deputy Chief of Communications, a position that had been vacant since 2021 but now filled.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- Aligning messaging during an administration transition.
- Key vacancies in the communications department.
- Coordination between communications and multimedia departments.

2024 – 2025 BUDGET OVERVIEW

The Department of Communications budget is 100% funded by the County General Fund. A total of 99% of the Department's budget is associated with personnel services with the remaining 1% in other expenses. The Department of Communications represents the County in all external communications including promotion, events, and community awareness.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost of living adjustment.
- Base budget adjustment to increase 5% for employer's share of health coverage costs.
- Adopted budget increase for adding a Chief of Communications and a press secretary.
- Adopted budget increase for three employees transitioning from the Department of Information Technology to the Department of Communications, and the addition of three part-time intern positions.



Communications Department

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$522,056	\$810,403	\$1,377,898	\$1,377,898	\$1,258,316	\$1,258,316
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0	\$0
General Fund	\$522,056	\$810,403	\$1,377,898	\$1,377,898	\$1,258,316	\$1,258,316
Special Revenue Fund	\$0	\$0	\$0	\$0	\$0	\$0

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$513,283	\$792,332	\$1,366,565	\$1,366,565	\$1,246,983	\$1,246,983
Other Expenses	\$8,773	\$18,071	\$11,333	\$11,333	\$11,333	\$11,333
Total	\$522,056	\$810,403	\$1,377,898	\$1,377,898	\$1,258,316	\$1,258,316
Staff Count	4	6	11	11	11	11

Expenditure Summary

The County Executive Communications Department 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for 10 FTEs including a Deputy Chief of Communications, two Directors of Communications, a Graphic Design Specialist, Press Secretary, and 5 Communication Specialists.
- Funding for general operations including printing and postage for countywide communications.

Community Based Correctional Facility

MISSION STATEMENT

The purpose of the Cuyahoga County Community-Based Correctional Facility (CBCF) is to provide a local alternative to a prison sentence for offenders who have the potential to be rehabilitated through local punishment, work, and education. While protecting society through incarceration, the facility shall also rehabilitate offenders by providing local community work service and programs instilling self-discipline, solid work habits and self-respect. Concurrently, the CBCF will provide education with respect to drugs, alcohol and mental health as needed to improve the prisoners' chances for a successful and law-abiding reentry into the community.

2022 – 2023 DEPARTMENT HIGHLIGHTS

- The Facility Governing Board supported the establishment of Court-funded Psychiatric Services to prioritize keeping mental health defendants in the community and offer quality, supportive resources.
- The Facility Governing Board voted to continue the contract with Oriana House, Inc. to continue to operate the facility.
- Received renewed grant funding within the State Biennial budget passage.
- The Facility Governing Board researched and presented the concept of sex offender treatment for low-level and misdemeanor sex offenses.

2023 BUDGET PERFORMANCE

In 2023, the CBCF utilized \$4,961,721 or 89% of the allotted \$5,552,456 budget.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- The Facility Governing Board voted that there should be changes to the medical provider to provide the best care available at the most appropriate cost.
- Controlling contraband coming into the facility. Quick and effective efforts were made to immediately address all concerns brought to the facilities' attention.

2024 – 2025 BUDGET OVERVIEW

Budget was set based on Ohio Department of Rehabilitation and Correction grant funding.



Community Based Correctional Facility

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$5,338,984	\$4,961,721	\$5,140,216	\$5,140,216	\$5,140,216	\$5,140,216
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0	\$0
General Fund	\$0	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$5,338,984	\$4,961,721	\$5,140,216	\$5,140,216	\$5,140,216	\$5,140,216

Special Revenue Fund Summary

SOURCE	2023 Actual	2024 Budget	2025 Budget
State of Ohio Grant Revenue	\$4,961,721	\$5,140,216	\$5,140,216
Total	\$4,961,721	\$5,140,216	\$5,140,216

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$0	\$0	\$0	\$0	\$0	\$0
Other Expenses	\$5,338,984	\$4,961,721	\$5,140,216	\$5,140,216	\$5,140,216	\$5,140,216
Total	\$5,338,984	\$4,961,721	\$5,140,216	\$5,140,216	\$5,140,216	\$5,140,216
Staff Count	0	0	0	0	0	0

Expenditure Summary

The CBCF 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for contract with Oriana House, Inc. to run the facility.

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.

2022 – 2023 DEPARTMENT HIGHLIGHTS

- Cuyahoga County Council held over 24 Council meetings each year.
- Cuyahoga County Council held hundreds of Committee meetings each year.
- Cuyahoga County Council approved over 800 resolutions and ordinances over the biennial budget.
- Cuyahoga County Council’s website had over 30,000 visitors in 2023.

2023 BUDGET PERFORMANCE

County Council ended 2023 with a \$94,780 surplus, which is 3.6% of the approved budget. The 2023 approved budget was \$2,645,754. The 2023 actual expenditures were \$2,550,974, with 94% being personnel costs. Other Expenditures that were underspent include memberships and licenses for \$1,068, contractual services for \$64,480, and controlled services for \$44,639.97.

2023 DEPARTMENT ISSUES/CHALLENGES

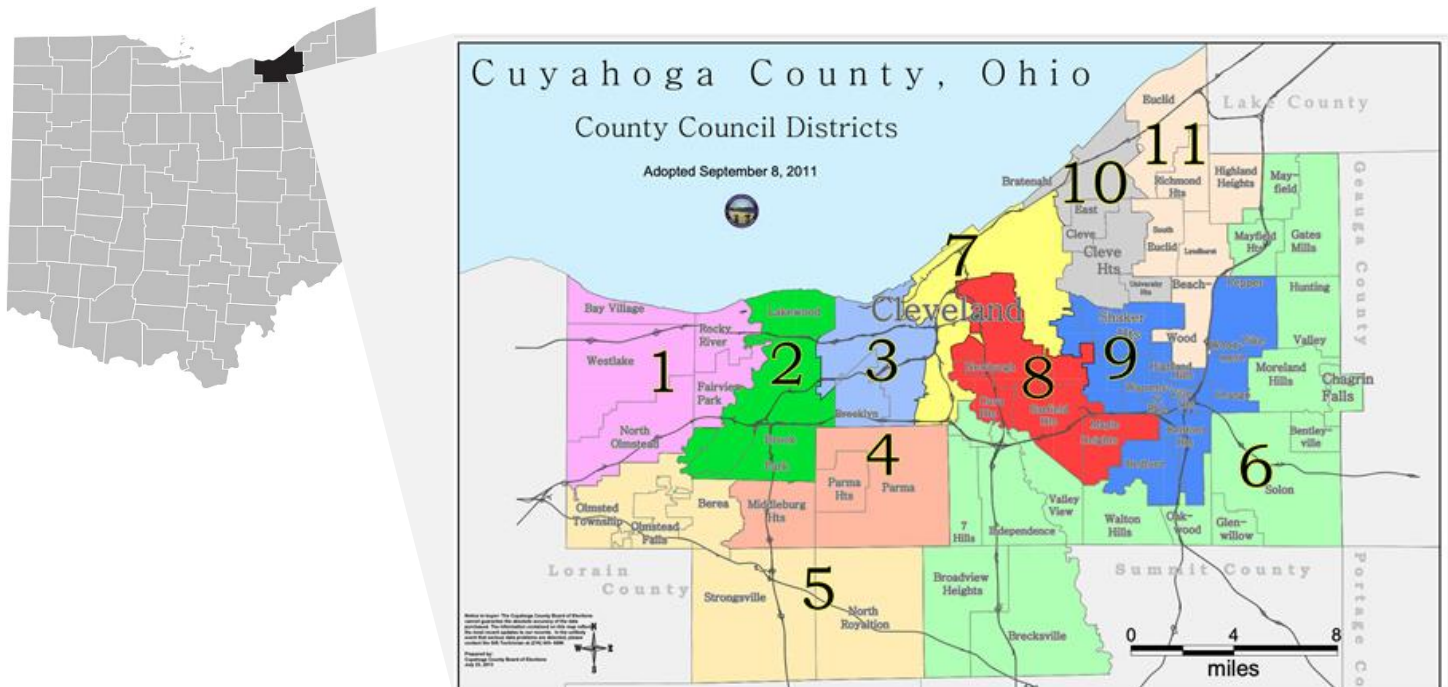
- Cuyahoga County Council continues to work on informing its residents about the County and the role of the Council.

2024 – 2025 BUDGET OVERVIEW

Cuyahoga County Council’s budget is 100% funded by the General Fund. 93% of the budget will be spent on Personnel Services and the balance will be used for other expenses.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost-of-living adjustment.
- Base budget adjustment to increase 5% for employer’s share of health coverage costs.
- Adopted budget increase for the addition of an FTE within the communication position.



County Council

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$2,283,433	\$2,550,974	\$2,700,987	\$2,700,987	\$2,751,787	\$2,751,787
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0	\$0
General Fund	\$2,283,433	\$2,550,974	\$2,700,987	\$2,700,987	\$2,751,787	\$2,751,787
Special Revenue Fund	\$0	\$0	\$0	\$0	\$0	\$0

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$2,189,591	\$2,397,323	\$2,521,758	\$2,521,758	\$2,581,422	\$2,581,422
Other Expenses	\$93,842	\$153,651	\$179,229	\$179,229	\$170,365	\$170,365
Total	\$2,283,433	\$2,550,974	\$2,700,987	\$2,700,987	\$2,751,787	\$2,751,787
Staff Count	22	22	22	22	22	22

Expenditure Summary

The County Council 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for County Council staff:
 - Eleven County Council Elected Officials for each District
 - County Council Chief of Staff
 - Clerk of Council
 - Deputy Clerk of Council
 - Assistant Deputy Clerk of Council
 - Legislative Budget Advisor
 - Office Manager
 - Two Research and Policy Analysts
 - Senior HHS Policy Advisor
 - Special Counsel
- Funding for parking charges that allow the public to park for free during Council meetings.
- Funding for outside legal counsel on an as needed basis.
- Funding for contractual services for projects voted on by Council

County Executive

MISSION STATEMENT

The very foundation of the Cuyahoga County charter is the aspiration that our prosperity will be shared. The charter makes it clear that this 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.

2022 – 2023 DEPARTMENT HIGHLIGHTS

- The Ronayne Administration delivered a balanced budget.
- Executive Ronayne delivered his first State of the County address.
- Creation of the Department of Housing and Community Development.
- Commitment to close to Digital Divide with the expansion of the high-speed, low-cost internet service initiative.
- Commitment to multi-modal transportation with the green space trail connectors and the hiring of a Senior Advisor for Transportation.
- Announced major projects and initiatives including Advisory Council on Women’s Health, Child Wellness Campus, Opening of the Veteran’s Memorial Bridge, County Animal Shelter Expansion, Launch of Cuyahoga Green Energy microgrid.

2023 BUDGET PERFORMANCE

The Office of the County Executive ended 2023 with a budget surplus of \$86,426 or 5% of the \$1.6 million expenditure budget. The majority of the surplus was within personnel services as the Deputy Chief of Integrated Development and Senior Transportation Advisor salaries are shared with the Department of Development and Department of Public Works. Within other the expenditures a surplus was driven by lower vehicle and reimbursements for Executive travel. With the transition between Executive administrations, the Office of the County Executive’s personnel budget was increased by \$550,000 for the addition of new staff.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- The transition between Executive administrations, communicating and sharing new initiatives and goals to all County stakeholders.

2024 – 2025 BUDGET OVERVIEW

The Office of the County Executive is budgeted 100% in the County General Fund. A total of 87% of the Executive’s budget is associated with personnel services with the remaining 13% in other expenses. The Executive Office contracts for outside legal consultations and advocacy services.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost of living adjustment.
- Base budget adjustment to increase 5% for employer’s share of health coverage costs.
- Adopted budget increase for staff additions of a Deputy Chief of Staff of Integrated Development, Special Counsel, Transportation Advisor, and administrative assistant.
- Adopted budget increase for professional subscriptions and contracted legal advocacy services.
- Adopted budget decrease to move the Chief of Operations to the Office of Innovation and Performance.



County Executive

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$987,648	\$1,476,562	\$1,733,836	\$1,733,836	\$1,766,055	\$1,766,055
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0	\$0
General Fund	\$987,648	\$1,476,562	\$1,733,836	\$1,733,836	\$1,766,055	\$1,766,055
Special Revenue Fund	\$0	\$0	\$0	\$0	\$0	\$0

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$799,911	\$1,286,914	\$1,510,551	\$1,510,551	\$1,542,770	\$1,542,770
Other Expenses	\$187,737	\$189,648	\$223,285	\$223,285	\$223,285	\$223,285
Total	\$987,648	\$1,476,562	\$1,733,836	\$1,733,836	\$1,766,055	\$1,766,055
Staff Count	4	15	10	10	10	10

Expenditure Summary

The County Executive's 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for 10 FTEs including the County Executive, Chief of Staff, Deputy Chief of Staff of Integrated Development, Transportation Advisor, Manager of Executive Special Projects, and five Administrative Assistants.
- Funding for two legal service contracts for \$105,000.
- Funding for National Association of Counties and County Commissioners Association of Ohio.
- Funding for executive travel and training.

Department of Development

MISSION STATEMENT

To improve the County's global competitiveness through economic growth and ensure that our region is economically competitive, our businesses are growing and profitable, and our community is vibrant, dynamic, and diverse.

2022 – 2023 DEPARTMENT HIGHLIGHTS

- Invested approximately \$8.5 million in attracting businesses, economy growth, and the retention of businesses across the county. This investment in local businesses was funded 84% from county funds and 15% from partners.
- Capital investment leverage totaled \$251,506 in 2022. In the fourth quarter of 2023, capital investment leverages were \$5,500,000. There was no data provided for the first three quarters of 2023 due to the ClearPoint database restructuring.
- Invested over \$7 million in Economic Development loans.
- The Department of Development supported 660 businesses across Cuyahoga County.

2023 BUDGET PERFORMANCE

The Department of Development ended 2023 with a \$7.9 million surplus, underspending the overall budget by 12%. This surplus is due to appropriation of grant funds received in 2023, but expenses will be incurred in 2024. Development had an adopted budget of \$15.6 million and increased the budget throughout the year by \$49.9 million by requesting Council approval of grant funds. The grant funding received by the County includes Home American Rescue Plan Act, Community Development Block Grant and Community Development Supplemental Grant from the United States Treasury and United States Department of Housing and Development.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- The commercial office environment remained soft throughout the year.
- Small businesses impacted by rising inflation including supply-chain concerns.
- Developers facing increasing construction costs.
- A rising interest rate environment.
- Ongoing workforce challenges impacting all businesses.

2024 – 2025 BUDGET OVERVIEW

The Department of Development (DoD) revenue consists of 42% of General Fund revenue and 58% Special Fund revenue. The DoD Special Revenue is derived from Economic Development loans as well as Casino Tax revenue. A total of 15% of DoD budget is spent on personnel expenses and the remaining 85% is spent on administering various economic development programs such as Economic Development loans.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost-of-living adjustment.
- Base budget adjustment to increase 5% for employer's share of health coverage costs.
- Adopted budget decrease for expenditures in the Department of Housing and Community Development, which split from the Department of Development.
- Adopted budget increase for \$4.6m principal payment for the 2014 Western Reserve Bonds in both 2024/2025.



Department of Development

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$103,149,872	\$58,692,040	\$17,018,021	\$17,306,762	\$16,646,579	\$17,116,498
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0	\$0
General Fund	\$9,841,068	\$4,644,364	\$7,125,281	\$7,125,281	\$7,185,017	\$7,185,017
Special Revenue Fund	\$93,308,804	\$54,047,676	\$9,892,740	\$10,181,481	\$9,461,562	\$9,931,481

*2022 and 2023 Actuals variance between revenue and expenditures will remain in the agency cash balance.

**2024 and 2025 variance between revenue and expenditures will remain in the agency cash balance.

Special Revenue Fund Summary

SOURCE	2023 Actual	2024 Budget	2025 Budget
Community Development Special Revenue Fund	\$18,094,940	\$250,000	\$0
Economic Development Fund	\$8,912,123	\$9,931,481	\$9,931,481
COVID-19 Cares Act Special Revenue Fund	\$27,040,613	\$0	\$0
Total	\$54,047,676	\$10,181,481	\$9,931,481

*Grants are appropriated in the year received. Expenditures chart includes grant spending from previous year(s) appropriations.

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
\$1,555,202	\$1,555,202	\$2,690,098	\$2,645,927	\$2,645,927	\$2,708,671	\$1,708,731
\$21,819,856	\$21,819,856	\$54,906,342	\$14,372,094	\$9,052,614	\$13,937,908	\$13,937,908
\$23,375,058	\$23,375,058	\$57,596,440	\$17,018,021	\$11,698,541	\$16,646,579	\$15,646,639
26	26	28	27	27	27	27

Expenditure Summary

The DoD 2024-2025 Adopted Budget provides appropriation for the following:

- FTE's
 - Director and Deputy Director of Economic Development
 - Business Services Manager
 - Loan Portfolio Manager
 - Executive Assistant
 - Accountant 2 position
 - Five Economic and Community Development Program Specialists
 - Two Fiscal Specialist 2 positions and two Fiscal Specialist 3 positions
 - Contract Analyst
 - Development Administrator position and an Administrative Assistant position
- \$4.6m principal payment for the 2014 Western Reserve Bonds in both 2024/2025.
- Controlled Services costs
- Economic Development loan distributions and contracts with the associated bank for review
- Casino Tax Funds used for County Council projects.

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).

2022 – 2023 DEPARTMENT HIGHLIGHTS

- Diversity, Equity, Inclusion and Civil Treatment training is an initiative that will continue to be provided by Cuyahoga County and the Supreme Court of Ohio for all Domestic Relation Employees.
- Virtual Help Center allows persons to submit forms virtually regarding their cases and provide real time assistance.
- Text Messaging Notifications are used to alert persons when hearings or appointments are set, and any changes to their case.
- Paperless routing and electronic filing with the Clerk of Courts has improved processes and increased efficiency between agency partners.

2023 BUDGET PERFORMANCE

Domestic Relations ended 2023 with a surplus of \$624,154 or 5% of the total budgeted of \$11,888,761. The variance, yet minimal, is a result of actuals posted less than anticipated in personnel services, controlled services, and professional services. Half of the variance is a result of personnel vacancies that were not filled in 2023.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- Safety and Security challenges
 - There are not currently separate entrances or elevators for Judge to enter and move through the building safely and securely.
 - There is a need for an increased number of deputies to meet the needs of the Court and its patrons.
- The court does not have sufficient available office and meeting space to properly serve the public

2024 – 2025 BUDGET OVERVIEW

The Domestic Relations Court is primarily funded by the General Fund and also receives revenue from Title IV-D Reimbursements (66% of eligible expenses for the Bureau of Support Children and Family Services division) from the Social Security Act. Of the Court's budget 81% is expected to be utilized for personnel costs. The remaining 19% would be utilized for contracts, services (Annulments, Legal Separations, Divorces, Child Support, Temporary Restraining Order, Protection Order, Mediation and Allocation and Modification of Parental Rights) and other administrative costs.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost-of-living adjustment.
- Base budget adjustment to increase 5% for employer's share of health coverage costs.
- Adopted budget adjustment to support a reduction of 1 FTE to support increasing contract costs.



Domestic Relations

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$9,959,094	\$11,231,552	\$11,252,136	\$11,252,136	\$11,475,596	\$11,475,596
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0	\$0
General Fund	\$9,755,172	\$11,020,228	\$11,234,259	\$11,234,259	\$11,457,719	\$11,457,719
Special Revenue Fund	\$203,922	\$211,324	\$17,877	\$17,877	\$17,877	\$17,877

*2022 Actuals variance between revenue and expenditures will remain in the agency cash balance.

**2023 Actuals variance between revenue and expenditures is due to spending down prior year(s) cash balance.

***2024 and 2025 variance between revenue and expenditures will remain in the agency cash balance.

Special Revenue Fund Summary

SOURCE	2023 Actual	2024 Budget	2025 Budget
State Grant Revenue	\$193,310	\$0	\$0
Court Fee Revenue	\$18,015	\$17,877	\$17,877
Total	\$211,324	\$17,877	\$17,877

*Grants are appropriated in the year received. Expenditures chart includes grant spending from previous year(s) appropriations.

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$7,649,476	\$8,291,036	\$9,071,560	\$9,071,560	\$9,295,020	\$9,295,020
Other Expenses	\$2,206,434	\$2,973,571	\$2,167,874	\$2,167,874	\$2,167,874	\$2,167,874
Total	\$9,855,910	\$11,264,607	\$11,239,434	\$11,239,434	\$11,462,894	\$11,462,894
Staff Count	85	86	89	89	89	89

Expenditure Summary

The Domestic Relations Court 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for 89 FTEs (Clerks, Court reporters, Magistrates & IT, Judges, Administrative Staff, Attorneys, etc.)
- Funding for the case management software contract with Proware.
- Funding for Cleveland Hearing and Interpreting Services.
- Funding for the Virtual Help Center Software.
- Funding for professional memberships/ licenses/ training/ conferences for staff development.

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.

2022 – 2023 DEPARTMENT HIGHLIGHTS

- Consistent and timely adherence to statewide statistical reporting requirements.
- Commitment to increased accessibility through courtroom and website upgrades, accommodate virtual proceedings, and the development of online annotated and fillable forms.
- Audio recording of all oral arguments.
- Dedicated personal service with telephone and onsite assistance for procedural matters and public inquiries.
- Community engagement and education through the Courtroom to Classroom program, offsite hearings, and Court sponsored annual Continuing Legal Education (CLE) event.
- Investment in staff training and professional development, including diversity and civility training; court security awareness; and national certifications in court administration.

2023 BUDGET PERFORMANCE

The Eighth District Court of Appeals had a surplus of \$96,252 or 8% of the total budget of \$1,280,262. The surplus was due to underspending in supplies (\$8,263), contract services (\$42,993), and equipment (\$48,408). The Court continues to seek available funding from local, state, or federal grants.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- Courthouse security, cybersecurity, and parking.
- Increased costs of service contracts needed to keep court systems aligned with changing technologies.
- Increased costs to maintain necessary IT equipment and network security.

2024 – 2025 BUDGET OVERVIEW

The Eighth District Court of Appeals is primarily funded with the General Fund and has a small special revenue fund from the receipt of court fees which generates approximately \$15,000 per year. The State of Ohio pays 100% of the personnel expenses for the Court directly.



Eighth District Court of Appeals

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$813,463	\$1,191,454	\$812,665	\$812,665	\$812,665	\$812,665
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0	\$0
General Fund	\$801,078	\$1,177,762	\$801,077	\$801,077	\$801,077	\$801,077
Special Revenue Fund	\$12,385	\$13,692	\$11,588	\$11,588	\$11,588	\$11,588

*2022 and 2023 Actuals variance between revenue and expenditures will remain in the agency cash balance.

**2024 and 2025 variance between revenue and expenditures will remain in the agency cash balance.

Special Revenue Fund Summary

SOURCE	2023 Actual	2024 Budget	2025 Budget
Court Fee Revenue	\$13,692	\$11,588	\$11,588
Total	\$13,692	\$11,588	\$11,588

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$0	\$0	\$0	\$0	\$0	\$0
Other Expenses	\$801,078	\$1,184,010	\$801,077	\$801,077	\$801,077	\$801,077
Total	\$801,078	\$1,184,010	\$801,077	\$801,077	\$801,077	\$801,077
Staff Count	0	0	0	0	0	0

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

Expenditure Summary

The Eighth District Court of Appeals 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for licensing, subscriptions, and Cloud Security.
- Funding for maintenance of audio recording equipment and courtroom technology supports.
- Funding for network infrastructure and software.
- Funding for the case management system contract which is for maintenance, upgrades, programming, and support.
- Funding for printing and mailroom costs.
- Funding for administrative and mediation training and conferences.
- Funding for the judge's travel and for professional development.
- Funding for reimbursement of the Bar Associations fees and liability insurance fees.
- Funding for the Law 360 subscription for legal new, and the contract with LEXIS Publications which is used for law books.

Fiscal Department

MISSION STATEMENT

The Fiscal Officer represents the best interest of the County taxpayers through performing diverse financial functions, including reporting financial activity and budget, assessment, and levy of taxes, providing consumer services, and overseeing County procurement. The Fiscal Officer is committed to operating conservatively and providing superior service to taxpayers, County agency and departments, and the public.

2022 – 2023 DEPARTMENT HIGHLIGHTS

- The Fiscal Department kicked off the Great Estates program with probate court to help educated residents with the information and tools needed to stay out of probate court and avoid unnecessary costs and delays in settling an estate.
- The Recorder migrated from a cash deposit to online escrow providing faster and easier recording and conveyance services.
- Began the sexennial reappraisal with completion in 2024-2025.
- Passed a balanced biennial budget for 2024-2025.

2023 BUDGET PERFORMANCE

The Fiscal Department ended 2023 with an all funds surplus of \$180 million or 42% of the \$428 million total expenditure budget. \$131 million of the surplus was primarily from the ARPA Community Grant Fund and the Justice Center Capital Project Funds combining for \$131 million. The remainder of the General Fund surplus is primarily the required fully appropriation of County Downtown Hotel and the Flats East Bank bonds subsidies, and Convention Center operating funds which were not fully exhausted. Also, there were surpluses in tax distribution funds including \$13 million in excise tax, \$10 million in County Downtown Hotel debt service, and \$1 million in lodging tax fund.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- The Fiscal Department experienced delays with the production and mailing of tax bills and had to extend the property tax deadlines.
- Title Bureau locations require upgrades to security surveillance to maintain compliance with County systems and ensure safety of workers and customers.
- Hotel and Lodging Division had two retirements out of three staff members.
- Transition to new County Treasurer prompting a review of existing policies to assist taxpayers most effectively.
- Consumer Affairs combating new attempts at defrauding residents including usage of artificial intelligence and language learning technology creating entirely new threats.

2024 – 2025 BUDGET OVERVIEW

The Fiscal Department is funded 21% by the General Fund, and 29% in special revenue funds, and collects HHS Levy revenue and provides subsidies to the Health and Human Services Departments comprising the other 50% of the Fiscal Department budget. A total of 5% of the Department's budget is associated with personnel with the remaining 95% in other expenses. The General Fund budget includes subsidies to other funds including \$48 million to debt retirement funds and \$10 million to the Facilities Department.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost of living adjustment.
- Base budget adjustment to increase 5% for employer's share of health coverage costs.
- Adopted budget increase for a Dog Warden and 7 inquiry assistant staff in the Delinquent Tax Assessment.
- Adopted budget increase for the sexennial reappraisal.
- Adopted budget increase for economic development loan repayment to the General Fund of \$10 million in 2024.
- Adopted budget increase to provide a General Fund subsidy to offset the Western Reserve Bond debt repayment.

Fiscal Department

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$578,154,091	\$613,378,889	\$575,491,853	\$569,322,070	\$565,029,015	\$559,875,530
HHS Levy Fund	\$279,177,352	\$286,653,737	\$281,076,624	\$281,076,624	\$281,076,624	\$281,076,624
General Fund	\$127,831,489	\$170,738,757	\$116,488,381	\$110,318,598	\$115,764,932	\$110,611,447
Special Revenue Fund	\$171,145,250	\$155,986,395	\$177,926,848	\$177,926,848	\$168,187,459	\$168,187,459

*2022 and 2023 Actuals variance between revenue and expenditures will remain in the cash balance.

**2024 and 2025 variance between revenue and expenditures will be made up by spending down of the agency cash balance.

Special Revenue Fund Summary

SOURCE	2023 Actual	2024 Budget	2025 Budget
Convention Center	\$969,909	\$491,178	\$503,949
County Lank Bank	\$7,000,000	\$7,000,000	\$7,000,000
Delinquent Tax Assessment	\$3,444,006	\$4,693,508	\$4,936,642
Treasurer Tax Prepay	\$848,409	\$772,828	\$838,828
Treasurer Tax Certificate	\$6,994	\$18,320	\$19,100
Real Estate Assessment	\$18,258,195	\$20,851,134	\$22,519,153
Excise Tax	\$7,420,529	\$21,688,933	\$21,688,933
Lodging Tax	\$34,312,678	\$33,150,000	\$33,751,500
Debt Retirement	\$82,557,449	\$88,069,356	\$75,713,934
Miscellaneous	\$1,168,226	\$1,191,591	\$1,215,420
Total	\$155,986,395	\$177,926,848	\$168,187,459

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$20,976,471	\$26,572,459	\$25,894,259	\$28,397,617	\$26,566,565	\$29,107,557
Other Expenses	\$533,575,656	\$569,533,512	\$540,879,201	\$545,004,058	\$534,719,672	\$540,512,430
Total	\$554,552,127	\$596,105,971	\$566,773,460	\$573,401,675	\$561,286,243	\$569,619,987
Staff Count	223	249	252	252	252	252

Expenditure Summary

The Fiscal Department 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for 267 FTEs across 14 divisions, including 46 in the Title Bureau, 37 in the Treasurer's Office, 17 in Financial Reporting, 16 in the Purchasing Department, 13 in the Microfilm Department, 11 in General Services, 11 in the Office of Budget and Management, 10 in Consumer Affairs, 7 in Diversity and Inclusion, 3 in Hotel and Lodging, and 96 in the Real Estate Assessment Fund comprised of Appraisal and the Recorder.
- Funding for subsidies from the General Fund totaling \$69 million.
- Funding for subsidies from the Health and Human Service Funds totaling \$278 million.
- Funding for tax revenue distribution including \$21.7 million in excise taxes, and \$31.6 million in hotel and lodging taxes.
- Funding for debt service including \$47.5 million in contributions from the General Fund.
- Funding for the sexennial reappraisal.



Health & Human Services – Administration

MISSION STATEMENT

The mission of the Department of Health and Human Services (HHS) Administration is transforming lives at every age and stage through collaboration, innovation, and services; connecting people with the opportunity to live their best lives.

2022 – 2023 DEPARTMENT HIGHLIGHTS

- Piloted a new pre-approval process to allow timely processing of master contracts and reduce delays caused by document collection.
- Developed a new web portal for communicating with Health and Human Services (HHS) vendors, including features to collect and track invoices before payment. In January 2024, the agency began piloting these invoicing features for over 30 contracts.

2023 BUDGET PERFORMANCE

HHS Administration year-end expenditures were \$19.2 million or 13% under the 2023 budget of \$22 million. The variance in budget versus actual expenditures is due to underspending in contractual services for the following programs: Skill-Up, Adoption Network, Rape Crisis, Tuberculosis, Equity Commission, and Lead programs. There was also underspending in various HHS Information Technology contracts due to staffing issues and underutilization in staff tuition reimbursement in HHS -Human Resources.

Funding sources for HHS Administration included 84.5% State and Federal grant revenue, with the remaining 15.5% subsidized by the HHS 4.7 and 4.8 Levy Subsidies and a small amount in Refunds and Reimbursements from employee jury duty and payroll repayment.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- Completing the procurement/renewal of some large multi-vendor contracts timely due to the lengthy approval process.
- Coordinating document collection.

2024 – 2025 BUDGET OVERVIEW

The Department of Health and Human Services Administration HHS Levy subsidy covers expenses for HHS Administration, HHS Information Technology, and HHS Human Resources. The department is funded primarily by the County's Public Assistance federal allocations. This funding includes Public Assistance (Medicaid, the Supplemental Nutrition Assistance Program, and Temporary Aid to Needy Families), Children's Services (Title IV-E), and Child Support (Title IV-D) allocations. A total of 37% of the HHS Administration's expenditures are associated with personnel, with the remaining being used for other expenditures.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost of living adjustment.
- Base budget adjustment to increase 5% for employer's share of health coverage costs.
- Adopted budget increase in other expenses for controlled costs (HHS-Admin).
- Adopted budget increase in other expenses for staff tuition reimbursement (HHS-HR).
- Adopted budget increase in other expenses for Smartsheet, WorkWave, and PeerPlace (HHS-IT).
- Adopted budget increase in the amount of \$200,000 (2024 only) for DHHS strategic planning.



Health & Human Services – Administration

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$20,944,510	\$18,494,001	\$19,407,376	\$19,607,376	\$19,579,278	\$19,579,278
HHS Levy Fund	\$4,532,251	\$2,872,324	\$3,017,012	\$3,217,012	\$3,188,914	\$3,188,914
General Fund	\$0	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$16,412,259	\$15,621,677	\$16,390,364	\$16,390,364	\$16,390,364	\$16,390,364

*2022 Actuals variance between revenue and expenditures will remain in the cash balance.

*2023 Actuals variance between revenue and expenditures is due to spending down prior years cash balance.

Special Revenue Fund Summary

SOURCE	2023 Actual	2024 Budget	2025 Budget
Intergovernmental	\$15,620,215	\$16,390,364	\$16,390,364
Refunds & Reimbursements	\$1,462	\$0	\$0
Total	\$15,621,677	\$16,390,364	\$16,390,364

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$5,759,662	\$6,738,150	\$7,118,604	\$7,118,604	\$7,289,492	\$7,289,492
Other Expenses	\$11,411,462	\$12,656,403	\$12,288,772	\$12,488,772	\$12,289,786	\$12,289,786
Total	\$17,171,124	\$19,394,553	\$19,407,376	\$19,607,376	\$19,579,278	\$19,579,278
Staff Count	50	59	61	61	61	61

Expenditure Summary

The HHS Administration 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for staffing of 61 personnel in DHHS Administration (14), DHHS Human Resources (11), and DHHS Information Technology (36).
- Funding for controlled services, including, County indirect costs and space maintenance, security, garage, mailroom, and printing chargebacks.
- Funding for administrative costs.
- Funding for contracted fiscal agents for First Year Cleveland and the AIDS Funding Collaborative.
- Funding for contracted service to provide accessible medical services for insured, uninsured, low-income, and Medicare/Medicaid-enrolled residents.
- Funding for employment, education and training services for youth/young adults.
- Funding for education and community engagement to reduce infant mortality.
- Funding for information and referral services for residents.
- Funding for hearing and Speech services.
- Funding for provide programming to achieve socioeconomic success in the Hispanic community of Cuyahoga County.
- Funding for HHS staff tuition reimbursement.
- Funding for various contracts to support HHS Information Technology application and infrastructure.
- Funding for HHS Strategic Planning (2024 only).

Health & Human Services – Division of Children and Family Services

MISSION STATEMENT

The Division of Children and Family Services (DCFS) works to assure that children at risk of abuse and neglect are protected and nurtured within a family and with the support of the community as we strive to end the over-representation of people of color in the child welfare system.

2022 – 2023 DEPARTMENT HIGHLIGHTS

- Cuyahoga County has also joined a screening pilot called Taking Early Action Matters (TEAM) Ohio to receive non-emergent child protection reports with increased detail and system coordination in partnership with MetroHealth Hospital.
- Adopted new screening guidelines for Child Welfare from the State of Ohio in January 2023.
- Implemented two strategies to address disparities in the screen-in process: group screening decision-making and a review of the emergency screening criteria. These interventions led to a more than 10% reduction in screened in referrals and screen-ins designated as emergencies.
- Short Term Services has also increased the rate of investigations initiated on time by over 10%.

2023 BUDGET PERFORMANCE

The DCFS year-end expenditures were \$169 million or 8% under the 2023 budget of \$182.9 million. The division experienced underspending and delayed invoices for year-end in client services and contractual services, and underspending in personal services and controlled costs. In contractual and client services, some contract payments will be made in 2024 due to late invoicing. The remaining surplus is attributed to a combination of adoption numbers being lower than anticipated and underutilization of the Foster Care payroll budget. In personal services, the division ended 2023 with 47 social service worker vacancies. Controlled Services was underspent in indirect costs and security chargebacks; both were lower than the budgeted amount which assisted in covering other controlled costs, but controlled costs, as a whole, remained under budget.

Primary funding sources for DCFS included Title IV-E, Temporary Assistance to Needy Families (TANF) program, State child welfare allocations, and other Federal and State grant and non-grant sources; the HHS 4.7 and 4.8 Levy Subsidies contributed to 52% of funding, with additional revenue received from employee jury duty, child support payments, Say Yes to Education reimbursements, and other fees or overpayment refunds.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- DCFS saw its highest youth re-entry rate in 2022 at 15.7% and made strides in 2023 to reduce the number of youths coming back into agency custody and placement. More than half of the children who re-enter care are 12 and over; with 15+ being the largest group re-entering. There are continuous efforts being made to address these multi-system youths' needs.
- Inaccurate data entry on repeat maltreatment referrals has been identified an issue. Staff training and data correction continues to address the problem.
- Ensuring overdue investigations are being closed, timely documentation and hiring more staff to reduce caseloads to manageable levels.

2024 – 2025 BUDGET OVERVIEW

The DCFS budget is funded by the Health and Human Services Levy subsidy, additionally, approximately 34% of expenditures are reimbursed through federal and State sources, most notably Title IV-E of the Social Security Act. Approximately 40% of the CFS expenditures are associated with personnel, with the remaining being used for all other expenditures.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost of living adjustment.
- Base budget adjustment to increase 5% for employer's share of health coverage costs.
- Adopted budget increase in personnel services for 40 Social Service Work 3 positions.
- Adopted budget increase in other expenses for Foster Care and Kinship Care services.



Health & Human Services – Division of Children and Family Services

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$165,527,977	\$170,679,303	\$171,502,489	\$166,800,908	\$173,316,244	\$166,524,290
HHS Levy Fund	\$97,212,255	\$89,415,966	\$89,624,445	\$89,624,445	\$88,531,638	\$88,531,638
General Fund	\$0	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$68,315,722	\$81,263,337	\$81,878,044	\$77,176,463	\$84,784,606	\$77,992,652

*2022 and 2023 Actuals variance between revenue and expenditures will remain in the cash balance.

**2024 and 2025 variance between revenue and expenditures will be made up by spending down of the agency cash balance.

Special Revenue Fund Summary

SOURCE	2023 Actual	2024 Budget	2025 Budget
Charges for Services	\$491,124	\$129,339	\$129,339
Fines and Forfeitures	\$2,358	\$1,492	\$1,492
Intergovernmental	\$72,277,990	\$73,804,190	\$74,620,379
Refunds & Reimbursements	\$7,053,466	\$3,241,442	\$3,241,442
Private Sector Grant	\$1,161	\$0	\$0
PCSA of Ohio Grant	\$1,437,238	\$0	\$0
Total	\$81,263,337	\$77,176,463	\$77,992,652

*Grants are appropriated in the year received. Expenditures chart includes grant spending from previous year(s) appropriations.

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$60,236,273	\$66,320,825	\$67,389,397	\$67,389,397	\$69,203,152	\$69,203,152
Other Expenses	\$97,953,438	\$104,085,175	\$104,113,092	\$104,038,092	\$104,113,092	\$104,038,092
Total	\$158,189,711	\$170,406,000	\$171,502,489	\$171,427,489	\$173,316,244	\$173,240,244
Staff Count	633	691	728	728	728	728

Expenditure Summary

The DCFS 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for staffing of 728 personnel in DCFS:
 - Office of the Director – 78
 - Training – 12
 - Information Services – 7
 - Direct and Supportive Services – 522
 - Forster and Adoptive Parents – 2
 - Visitation – 12
 - Contracted Placements – 21
 - DCFS Foster Home – 38
 - Permanent Custody Adoptions – 34
 - Tapestry System of Care – 2
- Funding for controlled services, including, County indirect costs and space maintenance, security, garage, mailroom, and printing chargebacks.
- Funding for administrative costs including supplies, employee mileage and parking, lease/rent fees, postage/mail services, and advertising.
- Funding for Training, meetings, and conferences.
- Funding for client services in housing, board and care essentials (i.e. household items, food, clothing), education, medical, transportation, child care, and other client purchased services.
- Funding for Emergency Placement, adoption, and family services.
- Funding for foster care payroll and supportive services.
- Funding for contractual services in Out-of-Home-Care and Family Centered Support Services.
- Funding for behavioral health services.
- Funding for legal services for DCFS and for youth.

Health & Human Services – Division of Job and Family Services

MISSION STATEMENT

Cuyahoga Job and Family Services (JFS) promotes economic self-sufficiency and personal responsibility for families and individuals by timely and accurately determining eligibility for a range of quality services that include Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP), Medicaid, Prevention, Retention, and Contingency (PRC), Childcare Assistance, and Work Programs, in accordance with Federal, State, and County regulations. This is accomplished by dedicated staff with a strong focus on customer service, and through the cultivation and strengthening of community partnerships.

2022 – 2023 DEPARTMENT HIGHLIGHTS

- Ensured an average of 194,000 SNAP recipients in Cuyahoga County each month had access to and received SNAP benefits.
- Ensured an average of 9,600 TANF recipients in Cuyahoga County had access to and received Ohio Works First (OWF) benefits.
- Ensured an average of 445,000 Medicaid recipients in Cuyahoga County had access to Medicaid.
- The work participation rate (the percentage of the work eligible TANF recipients who are engaged in work activities as defined by federal law) improved to 45% from 43%.

2023 BUDGET PERFORMANCE

The JFS spent \$85,853,314 of their budgeted \$90,749,574 to end 2023 with a 5.4% surplus of \$4,896,260. DJFS ended 2023 with twenty-one (21) vacancies. Of those, sixteen (16) were Employment and Family Service Specialists. These 21 vacancies resulted in a \$590,000 surplus in Personal Services at year end. Late invoicing from contract providers resulted in an underspending of \$2.5M in professional services. The contracts that were underspent included TANF contracts, which provide services to clients who receive cash benefits, and transportation services, and a contract with Americab which provides transportation for non-emergency medical appointments. DJFS anticipates receiving outstanding invoices, and making all payments, within the first quarter of 2024. Another \$1.2M of the surplus is attributed to underutilization of relief payments and emergency services. Finally, \$600,000 of the surplus is due to services not used by clients. TANF reimbursements, Federal Medicaid, Federal SNAP reimbursements, Title XX, and income maintenance control, contributed 84% of revenue. An additional 1% of revenue was through refunds and reimbursements from childcare fingerprinting and administrative expenses, restitution, and the tuberculosis (TB) program through Metro Health. The remaining 15% of revenue was from the Health and Human Services Levy Fund.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- Staffing is a main concern, losing candidates after job offers and before/during initial training.
- Increased caseworker workload –
 - The Ohio Department of Medicaid resumed normal operations that included discontinuances that had been suspended during the Covid-19 Public Health Emergency. In the 3 years prior, Medicaid recipients were not subject to discontinuance based on changes in economic status.
 - August severe storms caused major power outages creating over 6,000 requests for food replacement which is equivalent to 1 month of new SNAP applications.
- Changes to the call-back system in the contact center, which no longer factored in agent availability when placing client requested call backs.

2024 – 2025 BUDGET OVERVIEW

The Department of Job and Family Services (JFS) budget included staffing, contracts and services (Job Training and Education, Health Benefits, Emergency Services, Cash and Food Assistance, Childcare Assistance and Non-Emergency Transportation) and other administrative costs. A total of 67% of JFS's expenditures are associated with personnel costs, with the remaining 33% being used for all other expenses. The JFS funding source consists primarily of Public Assistance Funds which includes Temporary Aid to Needy Families (TANF), Income Maintenance and Federal Medicaid reimbursed by the State and a Mandated Share (amount determined every year based previous years expenses) which is funded by the Health and Human Services Levy Fund.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost-of-living adjustment.
- Base budget adjustment to increase 5% for employer's share of health coverage costs.
- Adopted budget increase for 40 additional caseworkers.
- Adopted budget increase for contractual services to the SNAP and TANF programs.



Health & Human Services – Division of Job and Family Services

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$77,266,582	\$86,354,247	\$90,357,991	\$79,370,583	\$91,981,260	\$79,484,620
HHS Levy Fund	\$8,890,461	\$12,942,011	\$7,503,415	\$11,055,684	\$7,617,452	\$11,169,721
General Fund	\$0	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$68,376,121	\$73,412,236	\$82,854,576	\$68,314,899	\$84,363,808	\$68,314,899

*2023 Actuals variance between revenue and expenditures will remain in the cash balance.

**2024 and 2025 variance between revenue and expenditures will be made up by spending down of the agency cash balance.

Special Revenue Fund Summary

SOURCE	2023 Actual	2024 Budget	2025 Budget
Intergovernmental	\$72,438,725	\$67,587,379	\$67,587,379
Restitution Proceeds	\$148,246	\$175,042	\$175,042
Refunds and Reimbursements	\$556,272	\$552,478	\$552,478
TB-Prog – Metro Health	\$268,993	\$0	\$0
Total	\$73,412,236	\$68,314,899	\$68,314,899

*Grants are appropriated in the year received. Expenditures chart includes grant spending from previous year(s) appropriations.

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$53,707,510	\$58,408,027	\$60,561,363	\$60,561,363	\$62,177,522	\$62,177,522
Other Expenses	\$24,579,502	\$27,635,287	\$29,796,628	\$29,821,628	\$29,803,738	\$29,828,738
Total	\$78,287,012	\$86,043,314	\$90,357,991	\$90,382,991	\$91,981,260	\$92,006,260
Staff Count	700	762	810	810	810	810

Expenditure Summary

The JFS 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for staffing of 810 personnel in DJFS:
 - Administration Services – 20
 - Information Services – 12
 - Work First Services – 27
 - Southgate NFSC – 60
 - Ohio City NFSC – 51
 - Quincy Place NFSC – 88
 - VEB Building NFSC – 463
 - Client Supportive Services – 89
- Funding for supplies, contracts and services, and other administrative costs.
- Funding for controlled costs; indirect costs and space maintenance, security, mailroom, printing, and garage chargebacks.
- Funding for cashier services.
- Funding for childcare assistance program and childcare licensing.
- Funding for comprehensive case management and employment program.
- Funding for emergency food and utility assistance.
- Funding for financial management services (Advice, Personal finance resources, Guidance in forming and executing financial plans).
- Funding for Medicaid and Medicaid long-term care.
- Funding for Ohio Works First.
- Funding for Prevention, Retention, and Contingency (PRC) program.
- Funding for Ohio Direction Card and Supplemental Nutrition Assistance Program (SNAP).
- Funding for voter registration services.
- Funding for work experience program.
- Funding for library navigators.

Health & Human Services – Division of Senior and Adult Services

MISSION STATEMENT

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

2022 – 2023 DEPARTMENT HIGHLIGHTS

- In 2023, the DSAS Connection Center handled 24,760 calls (the most in any one year).
- DSAS Adult Protective Services served 2,506 clients, the most in over a decade.
- DSAS provided 650,000 meals coordinated through Options for Independent Living, DSAS-contracted community centers (CSSP), benefits assistance programs set up by Information Services, DSAS food pantries, and special meal-delivery events.
- DSAS Information Services Unit (ADRC) connected clients directly to more than \$1 million in benefits such as SNAP and HEAP.
- Continued the expansion of the Behavioral Health Unit to provide mental health and cognitive assessments to all of DSAS clients.

2023 BUDGET PERFORMANCE

The Division of Senior and Adult Services (DSAS) spent \$26,116,265 of their budgeted \$26,764,825, creating a 2.4% surplus of \$648,560. To address increased staffing levels, DSAS completed several adjustments for personnel in 2023 which resulted in a slight surplus in Personal Services of \$81,000. Additional underspending on supplies and mileage/parking contributed \$111,000 to the year-end surplus. The \$409,000 surplus in Professional and Client Services is mainly attributed to year end invoices for CSSP and Options Programs which will be paid in the first quarter of 2024 as well as the underutilization of the bedbug contract. The balance of the surplus comes from controlled costs coming in slightly under budget. Title XX for services provided to seniors and adults, including day care services, education and training, protection services, and transportation services; provided 9.8% of the revenue in 2023.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- Staffing challenges, especially with the retention of Home Health Aides.
- Continuing to meet the higher volume of calls and clients contacting the DSAS Connection Center, which have increased by more than 30% in the last two years.
- Modifying contracts to develop more robust performance measures and implement software changes to improve automation and efficiency.

2024 – 2025 BUDGET OVERVIEW

DSAS is the mandated provider of Adult Protective Services (APS) in Cuyahoga County, and provides home-based care services, benefits assistance, outreach, and senior center programming, while advocating for the needs of the County's older adults. Approximately 58% of DSAS's expenditures are associated with personnel costs, with the remaining being used for all other expenses.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost-of-living adjustment.
- Base budget adjustment to increase 5% for employer's share of health coverage costs.
- Adopted budget increase for Community Support Services Program (CSSP), Home Health Aide (HHA) master contract, client services, and HHS master contracts.
- Adopted budget increase for internal charges such as space maintenance, security, and indirect costs.

Health & Human Services – Division of Senior and Adult Services

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$21,926,569	\$27,098,287	\$27,227,327	\$27,227,327	\$27,628,836	\$27,628,836
HHS Levy Fund	\$20,835,421	\$24,057,194	\$25,900,092	\$25,900,092	\$26,301,601	\$26,301,601
General Fund	\$0	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$1,091,148	\$3,041,093	\$1,327,235	\$1,327,235	\$1,327,235	1,327,235

*2023 Actuals variance between revenue and expenditures will remain in the cash balance.

Special Revenue Fund Summary

SOURCE	2023 Actual	2024 Budget	2025 Budget
Charges for Services	\$150,882	\$171,448	\$171,448
Intergovernmental	\$2,651,763	\$1,112,479	\$1,112,479
Contributions and Donations	\$170,606	\$0	\$0
Refunds and Reimbursements	\$67,842	\$43,308	\$43,308
Total	\$3,041,093	\$1,327,235	\$1,327,235

*Grants are appropriated in the year received. Expenditures chart includes grant spending from previous year(s) appropriations.

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$12,278,407	\$14,731,462	\$15,569,682	\$15,569,682	\$15,966,356	\$15,966,356
Other Expenses	\$10,489,970	\$11,384,803	\$11,657,645	\$11,657,645	\$11,662,480	\$11,662,480
Total	\$22,768,377	\$26,116,265	\$27,227,327	\$27,227,327	\$27,628,836	\$27,628,836
Staff Count	154	162	168	168	168	168

Expenditure Summary

The DSAS 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for staffing of 168 personnel in DSAS:
 - Office of the Director – 11
 - Management Services – 12
 - Home Support – 54
 - Protective Services – 40
 - DSAS Information Services – 25
 - Options Program – 26
- Funding for administrative costs, supplies, and office related expenses.
- Funding for controlled costs; indirect costs and space maintenance, security, mailroom, printing, and garage chargebacks.
- Funding for bed bug remediation.
- Funding for adult protective services (APS).
- Funding for Benefits Check Up for Seniors.
- Funding for Emergency Food Assistance.
- Funding for clinical in-home Services.
- Funding for home energy assistance program (HEAP).
- Funding for options for independent living.
- Funding for home-delivered meals.
- Funding for skilled care services.
- Funding for Ryan White Program.
- Funding for educational services.

Health & Human Services – Family and Children First Council

MISSION STATEMENT

The Family & Children First Council (FCFC) 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.

2022 – 2023 DEPARTMENT HIGHLIGHTS

- Since 2020 the Out-of-School Time program is steadily recovering from the pandemic. Youth being served has increased to pre-pandemic numbers.
- Launched a new initiative to assist with assessments for the Division of Children and Family Services (DCFS). Qualified Residential Treatment Programs/Child and Adolescent Needs and Strengths (QRTP/CANS) assessments is a revenue generating process to help DCFS. The QRTP/CANS initiative generates Title IV-E funding to help offset costs of placements at group homes and residential facilities.

2023 BUDGET PERFORMANCE

FCFC's year-end expenditures were \$4.9 million or 12% under the 2023 approved budget of \$5.6 million. This variance is a result of actual expenditures in personal services, controlled services, and contractual services. In personal services, although the agency ended 2023 fully staffed, two positions were not filled until mid-year resulting in a small surplus in personal services. The controlled services budget was underspent, specifically, in Space Maintenance and Security Chargebacks, which caused a small portion of the surplus. Contractual services were underspent due to contracts in the Closing the Achievement Gap (CTAG) program being underutilized due to school staffing issues; Starting Point program underutilization was due to continued efforts to recover from COVID-19 pandemic and staffing issues; and various contracts for Teen Pregnancy and Crisis Beds that did not occur due to negotiations with agencies.

Funding sources for FCFC included funding from Temporary Assistance to Needy Families (TANF) program, the Multi-System Youth grant, and the Family Centered Services and Support grants, with the remaining 86.3% subsidized by the HHS 4.7 and 4.8 Levy Subsidies.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- Barriers to service access has created lower caseloads because it limits the ability to serve Medicaid clients.

2024 – 2025 BUDGET OVERVIEW

FCFC spending specifically targets youths through service coordination. State mandates requires FCFC be the service coordinator for youths in need of a variety of services. FCFC provides services targeted toward at-risk youth through the Out of School Time program, internship and mentor programs. The FCFC operating budget is funded by Health and Human Services Levy, Multi-System Youth (MSY) Administrative grant (which funds a portion of personnel expenses), and an allocation for Temporary Assistance for Needy Families (TANF) program funding. A total of 19% of FCFC's expenditures are associated with personnel, with the remaining 81% being used for all other expenditures.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost of living adjustment.
- Base budget adjustment to increase 5% for employer's share of health coverage costs.
- Adopted budget increase in other expenses for Service Coordination.
- Adopted budget increase of \$100,000 (2024 and 2025) for the Dolly Parton Imagination Library – Literacy Cooperative.



Health & Human Services – Family and Children First Council

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$6,522,434	\$5,906,676	\$5,519,544	\$5,619,544	\$5,545,243	\$5,645,243
HHS Levy Fund	\$5,553,881	\$4,706,379	\$5,147,002	\$5,247,002	\$5,172,701	\$5,272,701
General Fund	\$0	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$968,553	\$1,200,297	\$372,542	\$372,542	\$372,542	\$372,542

*2022 and 2023 Actuals variance between revenue and expenditures will remain in the cash balance.

Special Revenue Fund Summary

SOURCE	2023 Actual	2024 Budget	2025 Budget
Intergovernmental	\$487,355	\$372,542	\$372,542
Refunds & Reimbursements	\$300	\$0	\$0
FCFC Social Service Grants	\$712,642	\$0	\$0
Total	\$1,200,297	\$372,542	\$372,542

*Grants are appropriated in the year received. Expenditures chart includes grant spending from previous year(s) appropriations.

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$782,977	\$808,627	\$1,039,361	\$1,039,361	\$1,065,060	\$1,065,060
Other Expenses	\$4,021,942	\$4,554,982	\$4,480,183	\$4,580,183	\$4,480,183	\$4,580,183
Total	\$4,804,919	\$5,363,609	\$5,519,544	\$5,619,544	\$5,545,243	\$5,645,243
Staff Count	7	9	10	10	10	10

Expenditure Summary

The Family & Children First Council 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for staffing of 10 FTEs:
 - Executive Officer
 - Executive Secretary
 - Service Coordinators (3)
 - Youth Development Program Coordinators (3)
 - Social Program Administrator 4
- Funding for controlled services including indirect costs, security, mailroom, and printing chargebacks.
- Funding for administrative costs including supplies and meetings.
- Funding for teen pregnancy education and prevention.
- Funding for suicide prevention services.
- Funding for literacy and educational services.
- Funding for academic, social and emotional needs of students.
- Funding for afterschool or prevention programs for kids, jobs or leadership for teens, advice or assistance.
- Funding for Service Coordination.
- Funding for youth summer programs.
- Funding for leadership and service learning programs.
- Funding for crisis bed services.
- Funding for various community assistance initiatives.

Health and Human Services – Fatherhood Initiatives

MISSION STATEMENT

The Cuyahoga County Fatherhood Initiative (CCFI) seeks to strengthen families in our community by encouraging fathers to play a more active role in nurturing and raising their children. The goals are (1) promote the importance of fathers being involved in their children's lives (2) fund programs that assist fathers in meeting the financial and emotional needs of their children (3) improve the county's service delivery to fathers and (4) hold an annual Fatherhood Conference to celebrate healthy-child relationships.

2022 – 2023 DEPARTMENT HIGHLIGHTS

- Annual events, the Fatherhood Conference, the Fathers Walk to School Event and others went extremely well.
- Added a new successful faith-based men's conference with New Community Baptist Church,
- A partnership with Metro Cleveland Alliance of Black School Educators (CABSE) on the national "Right to Read" Film Screening and Discussion event.
- A Fathers and Family Arts and Gardening Event with the Green Movement of Glenville and Sankofa Fine Arts.
- A very successful Toy Give Away Program for Fathers and Families in collaboration with the Omega Psi Phi Fraternity.
- Began providing free bus tickets and pack n plays to new and expectant parents to reduce Infant Mortality through partnerships with RTA and First Year Cleveland.
- Our mission and presence in the community continued to expand effectively.

2023 BUDGET PERFORMANCE

The Fatherhood Initiative spent \$1,168,911 of their budgeted \$1,200,462 in 2023 resulting in a 2.6% surplus of \$31,550. This surplus had \$25,077 in personal services due to a vacancy not being filled until December 2023. The remaining surplus is attributed to underspending on contractual services, some of which is due to invoices received late in the year which will be paid in the first quarter of 2024. The revenue received from contributions and donations of \$14,000 were to provide the annual Fatherhood Conference.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

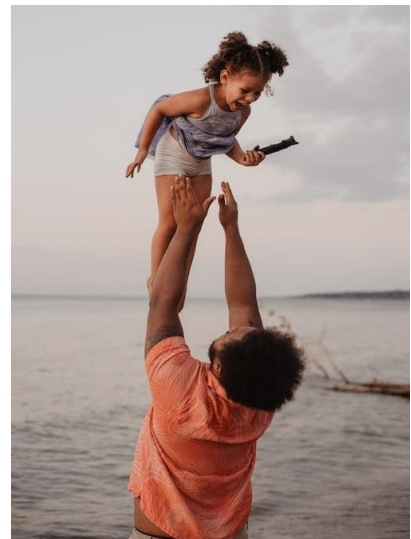
- The primary challenge faced was the conversion back to in person contact with clients and in some cases a new hybrid blend of virtual/ in person service models. However, the programs made the transition smoothly.

2024 – 2025 BUDGET OVERVIEW

The CCFI budget is funded by the Health & Human Services Levy, which enables staffing, contracts, services, and other administrative costs. Approximately a total of 19% of CCFI's expenditures are associated with personnel costs, with the remaining being used for all other expenses. A portion of the CCFI budget is used to host an annual Fatherhood Initiative Conference that promotes a healthy father-child relationship for thousands of fathers. Although operating in conjunction with the Office of Child Support Services (OCSS aka CSEA), the CCFI budget is separate from OCSS due to the autonomous activities conducted by CCFI.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost-of-living adjustment.
- Base budget adjustment to increase 5% for employer's share of health coverage costs.
- Adopted budget increase for Fatherhood contracts.
- Adopted budget increase for controlled costs.



Health and Human Services – Fatherhood Initiatives

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$818,729	\$1,060,361	\$1,059,240	\$1,059,240	\$1,064,560	\$1,064,560
HHS Levy Fund	\$818,729	\$1,046,361	\$1,059,240	\$1,059,240	\$1,064,560	\$1,064,560
General Fund	\$0	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$0	\$14,000	\$0	\$0	\$0	\$0

*2023 Actuals variance between revenue and expenditures is due to spending down prior years cash balance.

Special Revenue Fund Summary

SOURCE	2023 Actual	2024 Budget	2025 Budget
Contributions and Donations	\$14,000	\$0	\$0
Total	\$14,000	\$0	\$0

*2023 Contributions and Donations are for the annual Fatherhood Conference

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$178,677	\$209,015	\$197,698	\$197,698	\$202,743	\$202,743
Other Expenses	\$744,378	\$959,896	\$861,542	\$861,542	\$861,817	\$861,817
Total	\$923,055	\$1,168,911	\$1,059,240	\$1,059,240	\$1,064,560	\$1,064,560
Staff Count	2	2	2	2	2	2

Expenditure Summary

The CCFI 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for staffing of 2 administrative personnel in CCFI.
- Funding for administrative costs, supplies.
- Funding for controlled costs; mailroom and printing chargebacks.
- Funding for programs for dads:
 - Boot Camps for New Dads
 - Dads Count
 - Healthy Fathers
 - Strong Fathers Murtis Taylor Fatherhood Initiative
 - Rising Above
 - Jobs for Dads
 - Towards Employment's Networks 4 Success Fatherhood
- Funding for "Safe & Sound" Supervised Visitation.
- Funding for Fathers and Families Together.
- Funding for the Public Awareness Campaign.
- Funding for the Preventing Premature Fatherhood program.

Health & Human Services – Invest in Children

MISSION STATEMENT

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

2022 – 2023 DEPARTMENT HIGHLIGHTS

- Filled two program manager vacancies. One program manager started in February 2023, and we hired the second in December 2023.
- Completed expansion of Newborn Home Visiting program to 2 additional birthing hospitals, enabling us to reach up to 600 additional families with this important service.
- Collaboration with partners to identify strategies to strengthen both the childcare and Early Childhood Mental Health workforces.

2023 BUDGET PERFORMANCE

Invest in Children year-end operating expenditures were \$17.1 million or 12% under the 2023 budgeted level of \$19.4 million. This variance was majority the result of underutilized budget in contractual services in the Universal Pre-Kindergarten Program (UPK) and Quality Childcare programs. Underspending in UPK and Quality Childcare was attributed to mix of late invoicing from providers and provider workforce challenges. There were 20% fewer classrooms open in 2023 than we anticipated at the start of the contract in 2021. In both areas, contracted vendors were understaffed which lead to an inability to serve a larger number of clients and ultimately a decrease in provided services. In addition, Invest in Children experienced underspending in controlled services, specifically, Space Maintenance and Security Chargebacks.

In 2023, funding sources for Invest in Children included two new grants. A \$5,000 award from the Bruening Foundation for a Strong Start grant to host a retreat for system actors in the early childhood ecosystem in Cuyahoga County. Also, a \$91,029 award from the Cleveland Foundation for Language ENvironment Analysis programming (LENA) geared toward early talk technology and data-driven programs. The agency's operation budget was 100% funded by the HHS 4.7 and 4.8 Levy Subsidies. The agency also received a refund for overpayment in Refunds and Reimbursements.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- Continued workforce shortage in the childcare sector. The impact is that providers are not able to open all their classrooms without the teachers needed to properly staff each classroom; this in turn creates a lack of availability for childcare. This plays out in UPK, where there were 20% fewer classrooms open in 2023 than we anticipated at the start of the contract in 2021, which in turn results in underspending.
- Additionally, there are workforce challenges in the ECMH system, with not enough therapists/behavioral health professionals to serve all children needing services. The impact, as for UPK, is lower than anticipated spending on the contract with ADAMHS (ECMH lead agency) and inability to serve all children who need services.

2024 – 2025 BUDGET OVERVIEW

In 2024-2025, Invest in Children's operating budget will be 100% HHS Levy funded. A total of 5% of the agency's expenditures are associated with personnel, with the remaining being used for all other expenditures. Most of the funding provides for the Universal Pre-Kindergarten (UPK) program.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost of living adjustment.
- Base budget adjustment to increase 5% for employer's share of health coverage costs.
- Adopted budget increase in other expenses for Universal Pre-Kindergarten and other contractual services.



Health & Human Services – Invest in Children

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$22,210,559	\$16,433,987	\$17,870,926	\$17,870,926	\$17,893,482	\$17,893,482
HHS Levy Fund	\$19,366,219	\$16,311,277	\$17,870,926	\$17,870,926	\$17,893,482	\$17,893,482
General Fund	\$0	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$2,844,340	\$122,710	\$0	\$0	\$0	\$0

*2023 Actuals variance between revenue and expenditures is due to spending down prior years cash balance.

Special Revenue Fund Summary

SOURCE	2023 Actual	2024 Budget	2025 Budget
Refunds & Reimbursements	\$26,681	\$0	\$0
Bruening Foundation	\$5,000	\$0	\$0
Cleveland Foundation	\$91,029	\$0	\$0
Total	\$122,710	\$0	\$0

*Grants are appropriated in the year received. Expenditures chart includes grant spending from previous year(s) appropriations.

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$849,105	\$965,333	\$934,924	\$934,924	\$957,480	\$957,480
Other Expenses	\$15,055,558	\$17,454,649	\$16,936,002	\$16,936,002	\$16,936,002	\$16,936,002
Total	\$15,904,663	\$18,419,982	\$17,870,926	\$17,870,926	\$17,893,482	\$17,893,482
Staff Count	8	11	9	9	9	9

Expenditure Summary

The Invest in Children 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for staffing of 9 personnel:
 - Social Program Administrator 2 (2)
 - Social Program Administrator 3
 - Social Program Administrator 4
 - Early Childhood Mental Health System Coordinator
 - Program Officer 3
 - Program Officer 4 (2)
 - Administrative Assistant
- Funding for controlled services including indirect costs, security, mailroom, and printing chargebacks.
- Funding for administrative costs including supplies, training/conferences, and meetings.
- Funding for Universal Pre-Kindergarten Program and Quality Childcare.
- Funding for child fatality reviews.
- Funding for early childhood mental health services.
- Funding for pregnancy support and newborn home visiting.
- Funding for Invest in Children program evaluation.
- Funding for early childhood literacy and education.
- Funding for parenting and child development services.
- Funding for FamilySpace, community hubs for programming, information sharing, and community building for families.
- Funding for Invest in Children annual meeting and strategic planning (2024 only).

Health & Human Services – Office of Child Support Services

MISSION STATEMENT

The Office of Child Support Services (OCSS) helps families by establishing, maintaining, and modifying child support orders. The office also assists with establishing paternity, locating parents, and assisting with enforcement for health insurance coverage. OCSS works to engage with non-custodial parents in effective co-parenting opportunities and enhance their capacity to provide financial and emotional support for their children. OCSS works to engage with parents, guardians, and employers by offering more flexibility and greater access to services, linking with community partners to enhance their capacity to provide financial and emotional support for their children, and seeks innovative methods to strengthen services through grants and workshops.

2022 – 2023 DEPARTMENT HIGHLIGHTS

- Cuyahoga Office of Child Support Services was recognized for the third consecutive year by the Ohio Office of Child Support as the best performing metropolitan county in the Support Establishment category.
- Developed and implemented multiple systems and workflows to enhance customer service, increase accuracy, and streamline tasks for improved efficiency.
- Administrative hearings continued virtually with an attendance rate approaching 60%, which is nearly double the attendance rate when only in-person hearings were scheduled. This process also resulted in parents providing more documentation prior to hearings so that more appropriate support orders can be issued.
- Continued outreach and engagement with partners, including regular attendance in Pro Bono Collaborative sessions and In the Neighborhood events, membership in multiple State and partner workgroups, and training provided to the Cleveland Bar Association.

2023 BUDGET PERFORMANCE

The Office of Child Support Services spent \$39,118,912 of their budgeted \$41,609,768 in 2023 resulting in a 6% surplus of \$2,490,856. Personal Services ended the year with a \$345,000 surplus due to twelve (12) vacancies: 2 Administrative Assistants, 3 Principal Support Officers, 3 Support Officers, and 4 Information Processors. The \$774,000 surplus for Professional Services is mainly attributed to underspending on three main contractual services with Domestic Relations Court, Juvenile Court, and the Prosecutor's Office. \$1.4M of the surplus is due to reimbursements which were not realized. These reimbursements include shared costs which are dictated by staffing levels, which when lower means expenses in these categories will be lower. Finally, \$92,000 in grant funding will be spent in future years as the grant did not end in 2023. Charges for administrative service fees for child support cases attributed 9.5% of revenue. Another 79.3% of the revenue comes from the state and federal governments for medical incentives, IRS recollections, and expense reimbursements associated with child support cases.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- Hiring/Recruitment & Retention: Budget restrictions have reduced staffing levels imperative to getting necessary daily work completed. Coordination between OCSS, County, Personnel Review Commission, and Training departments creates delays due to alignment of activities. Attracting talent and the time from posting of a vacant position through the candidates' first day of work can result in loss of quality candidates as they may receive other offers during our hiring process.
- Systems/Technology: Re-platforming of a state-wide computer system has required redevelopment of existing or development of new tools has directly impacted other agency priorities due to allocation of OCSS resources to work with IT. Failure to update these tools would result in a loss of efficiencies and agency performance. OCSS employees are responsible for discovery of existing functionality, evaluating impact, documenting requirements for updates or new solution, working with IT during development, testing, and implementation of the new solutions.

2024 – 2025 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. Approximately 49% of OCSS's expenditures are associated with personnel costs, with the remaining being used for all other expenses. The Office of Child Support is 82.5% funded by State Title IV-D Reimbursements from the Social Security Act, state incentives and match program. The remaining 17.5% is funded by the Health and Human Services Levy Fund.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost-of-living adjustment.
- Base budget adjustment to increase 5% for employer's share of health coverage costs.
- Base budget adjustment to increase for cooperative agreement with the Courts.
- Base budget adjustment to increase for controlled costs.

Health & Human Services – Office of Child Support Services

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$35,418,508	\$36,319,941	\$40,722,307	\$38,159,601	\$41,257,659	\$36,549,568
HHS Levy Fund	\$4,468,802	\$4,043,283	\$6,645,584	\$6,645,584	\$6,827,604	\$6,827,604
General Fund	\$0	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$30,949,706	\$32,276,658	\$34,076,723	\$31,514,017	\$34,430,055	\$29,721,964

*2023 Actuals variance between revenue and expenditures is due to spending down prior years cash balance.

**2024 and 2025 variance between revenue and expenditures will be made up by spend-down of the agency cash balance.

Special Revenue Fund Summary

SOURCE	2023 Actual	2024 Budget	2025 Budget
Charges for Services	\$3,453,579	\$4,402,172	\$4,402,172
Intergovernmental	\$28,811,925	\$27,111,845	\$25,319,792
Refunds and Reimbursements	\$11,154	\$0	\$0
Total	\$32,276,658	\$31,514,017	\$29,721,964

*Grants are appropriated in the year received. Expenditures chart includes grant spending from previous year(s) appropriations.

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$17,482,205	\$18,905,684	\$20,065,190	\$20,065,190	\$20,589,090	\$20,589,090
Other Expenses	\$19,257,536	\$20,239,103	\$20,657,117	\$20,657,117	\$20,668,569	\$20,668,569
Total	\$36,739,741	\$39,144,787	\$40,722,307	\$40,722,307	\$41,257,659	\$41,257,659
Staff Count	250	251	258	258	258	258

Expenditure Summary

The OCSS 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for staffing of 256 personnel in OCSS:
 - Administrative – 27
 - Information Processor – 18
 - Program Officer – 10
 - Supervisor – 22
 - Support Officer – 162
 - Support Specialist - 17
- Funding for administrative costs, supplies, equipment purchases.
- Funding for controlled costs; printing and garage chargebacks.
- Funding for domestic violence and confidentiality safety concerns.
- Funding for telephone hearings.
- Funding for administrative hearings.
- Funding for child support enforcement.
- Funding for court cases relating to child support:
 - Juvenile Court
 - Domestic Relations Court
- Funding for child custody assistance.
- Funding for paternity and support establishment.
- Funding for parenting time opportunities for children.



Health & Human Services – Office of Homeless Services

MISSION STATEMENT

Office of Homeless Services (OHS) serves as the lead agency for the Homeless Continuum of Care and the Homeless Management Information System. As the CoC lead agency, OHS is responsible for the coordination, convening, and planning for the homeless system. As the HMIS lead, we are also responsible for providing the HMIS System Administrator for the system, which serves as the technical point of contact for training, support, and reporting. OHS serves as the backbone of the CoC, which includes over 40 agencies and over 200 programs.

2022 – 2023 DEPARTMENT HIGHLIGHTS

- The OHS received a \$3.9M Youth Homeless Demonstration Program (YHDP) grant from the Department of Housing and Urban Development (HUD). As a result, the Cuyahoga Continuum of Care developed a robust, youth-led plan which was built upon the foundation of youth leadership, partnership, and a focus on equity.
- In partnership with the Cuyahoga Continuum of Care, the OHS completed the first “Cuyahoga Strategic Action Plan, Advancing pathways to housing through equity.”
- In partnership with the Cuyahoga Continuum of Care, the OHS completed Reaching for New Heights, coordinated community plan to end youth homelessness.
- In partnership with the Cuyahoga Continuum of Care, the OHS completed an Unsheltered Strategic Action Plan.

2023 BUDGET PERFORMANCE

The Office of Homeless Services spent \$12,876,748 of their budgeted \$13,323,997 ending 2023 with a 3.3% surplus of \$447,249. Of the surplus, \$360,000 is attributed to underspending on contractual services. This is partially due to a late start on some contracts and provider underspending. Some supportive services were not completed, including \$45,000 for Veteran’s services, also contributed to the surplus. The 2021 and 2022 Space Maintenance Reconciliation was less than expected contributing to controlled costs coming in under budget for the year. There was a \$4.5M surplus in HUD grant funding. These funds will be spent in future years as the grants did not close in 2023. Federal grant revenue for food assistance, income maintenance, and Medicaid contributed 1.6% of the revenue. An additional 29.4% of the revenue comes from HUD grants, which include grants for housing, re-entry, continuum of care, and other supportive services.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- Office Homeless Services continues to work with the Cuyahoga Continuum of Care continues to secure resources to support maintain the level of program services and activities provided during the pandemic.

2024 – 2025 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. A total of 5% of OHS’s expenditures are associated with personnel costs, with the remaining 95% being used for all other expenses.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost-of-living adjustment.
- Base budget adjustment to increase 5% for employer’s share of health coverage costs.
- Adopted budget increase for homeless shelter operations, Lutheran Metropolitan Ministry, Mary’s Home, and Family Overflow.
- Adopted budget increase for internal charges such as space maintenance, security, and indirect costs.

#HOUSINGfirst

Health & Human Services – Office of Homeless Services

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$15,933,180	\$13,769,656	\$14,001,098	\$14,546,098	\$14,018,219	\$15,063,219
HHS Levy Fund	\$12,930,514	\$9,498,428	\$13,814,847	\$14,359,847	\$13,831,968	\$14,876,968
General Fund	\$0	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$3,002,666	\$4,271,228	\$186,251	\$186,251	\$186,251	\$186,251

*2023 Actuals variance between revenue and expenditures is due to spending down prior years cash balance.

Special Revenue Fund Summary

SOURCE	2023 Actual	2024 Budget	2025 Budget
Intergovernmental	\$226,343	\$186,251	\$186,251
HUD Grants	\$4,044,885	\$0	\$0
Total	\$4,271,228	\$186,251	\$186,251

*Grants are appropriated in the year received. Expenditures chart includes grant spending from previous year(s) appropriations.

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$523,023	\$656,125	\$684,435	\$684,435	\$700,872	\$700,872
Other Expenses	\$13,898,583	\$15,522,699	\$13,316,663	\$13,816,663	\$13,317,347	\$14,317,347
Total	\$14,421,606	\$16,178,824	\$14,001,098	\$14,501,098	\$14,018,219	\$15,018,219
Staff Count	5	5	6	6	6	6

Expenditure Summary

The Homeless Services 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for staffing of 6 personnel in OHS:
 - Social Administrator – 3
 - Business Administrator – 2
 - HMIS Administrator – 1
- Funding for supplies and other administrative costs.
- Funding for controlled costs; printing chargeback.
- Funding for housing:
 - Permanent Supportive Housing (PSH)
 - Rapid Re-Housing
 - Shelters
- Funding for facility management.
- Funding for Continuum of Care.

Health & Human Services – Office of Re-Entry

MISSION STATEMENT

The mission of the Cuyahoga County Office of Reentry (OOR) is to strengthen a network of community partners by coordinating innovation services and programs that assure quality opportunities needed for a successful reintegration. Reentry services include increased access to employment, education, housing, transportation, and healthcare. Removing the barriers to these basic necessities for returning citizens will increase public safety, strengthen the economy, and reduce recidivism.

2022 – 2023 DEPARTMENT HIGHLIGHTS

- Successfully released a Housing Justice Plan for Cuyahoga County which takes a detailed look at the need for safe and stable housing for justice involved individuals. It is an eight-point plan that was developed and guided with the understanding of equality and equity, housing as a human right and, housing as a foundation for opportunity and resiliency.
- Coordinated a successful 2023 Reentry Week event raising the awareness of the challenges and barriers returning citizens experience while also highlighting the accomplishments of those who have successfully reintegrated back into society.
- Successfully produced a printed reentry resource guide for Cuyahoga County allowing for returning citizens to easily access the various services available to them along their journey.

2023 BUDGET PERFORMANCE

The Office of Re-Entry, which is funded 100% by the HHS 4.7 and 4.8 Levy Subsidies, year-end expenditures were \$2.4 million or 14% under the 2023 approved budget of \$2.9 million. The office experienced underspending in controlled and contractual services. Controlled Services was underspent by \$77k, 63% of this amount was budgeted for Space Maintenance Chargeback, which the agency was not charged for; the agency was also budgeted for Security Chargebacks and ended the year with a credit for Security Chargebacks. Contractual Services also saw underspending in various reentry service provider contracts.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- Lack of access in the County jail to provide reentry services and programs.
- The acute need to measure recidivism among participants of our programs because the recidivism data helps us to measure our effectiveness and it informs future programs and services.
- Addressing juvenile justice and the need to expand services to the complexities of that system.

2024 – 2025 BUDGET OVERVIEW

Office of Re-Entry expenditures remain overall flat and is 100% funded by the HHS Levy. Approximately 21% of OOR's expenditures are associated with personnel, with the remaining 79% being used for all other expenditures.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost of living adjustment.
- Base budget adjustment to increase 5% for employer's share of health coverage costs.
- Adopted budget increase in other expenses for controlled costs (Indirect Costs, Security, and Mailroom).
- Adopted budget increase in other expenses for Re-Entry contractual services.



Health & Human Services – Office of Re-Entry

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$2,791,848	\$2,541,205	\$2,771,165	\$2,771,165	\$2,785,596	\$2,785,596
HHS Levy Fund	\$2,791,848	\$2,541,205	\$2,771,165	\$2,771,165	\$2,785,596	\$2,785,596
General Fund	\$0	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$0	\$0	\$0	\$0	\$0	\$0

*2023 Actuals variance between revenue and expenditures will remain in the cash balance.

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$459,540	\$567,786	\$578,925	\$578,925	\$593,233	\$593,233
Other Expenses	\$1,593,805	\$1,863,714	\$2,192,240	\$2,192,240	\$2,192,363	\$2,192,363
Total	\$2,053,345	\$2,431,500	\$2,771,165	\$2,771,165	\$2,785,596	\$2,785,596
Staff Count	5	4	5	5	5	5

Expenditure Summary

The Office of Re-Entry 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for staffing of 5 personnel:
 - Social Program Administrator 5 (2)
 - Program Officer 4 (2)
 - Fiscal Specialist
- Funding for controlled services including security, mailroom, and printing chargebacks.
- Funding for administrative costs including supplies, meetings, and the annual Re-Entry Week program.
- Funding for services and providers to assist with the reintegration process both pre-release and continuing post-release.
- Funding for service coordination for rental assistance, housing, trauma-informed care, and education.
- Funding for transitional services for employment, housing, life-skills, and legal assistance.
- Funding for to provide financial assistance for various needs among those leaving prisons around the state and returning to Cuyahoga County.
- Funding for a designated resource center to provide opportunities for formerly incarcerated individuals and their families.
- Funding for legal clinics.
- Funding for strategic planning.

Housing and Community Development

MISSION STATEMENT

The Cuyahoga County Department of Housing and Community Development's mission is to develop and implement new strategies with creative and innovative solutions to increase affordable housing, enhance middle market neighborhoods, and create a stronger, vibrant quality of life for residents in all Cuyahoga County communities.

2022 – 2023 DEPARTMENT HIGHLIGHTS

- The Department of Housing and Community Development was established in May of 2023 and began seeking partnerships and funding sources to provide housing to program participants.
- In its 8 months of existence, the department continued to carry out the programs and services required by its annual allocation of funds from the U.S. Department of Housing and Urban Development as well as one-time funding of Emergency Rental Assistance funds from the U. S. Department of Treasury.
- Applied and received approval for the Lead Safe Ohio grant which provides safe housing that will decrease code violations.
- The Department of Housing and Community Development continues to inform residents about the available housing programs and requirements.

2023 BUDGET PERFORMANCE

In 2023, the Department of Housing and Community Development had a total budget of \$235,669, that resulted in a surplus of \$8,057 or 3.4% of the total budget. Personnel expenses of \$227,612 were the only expense throughout the year. This department was not established until May 2023 but plans to implement initiatives in 2024.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

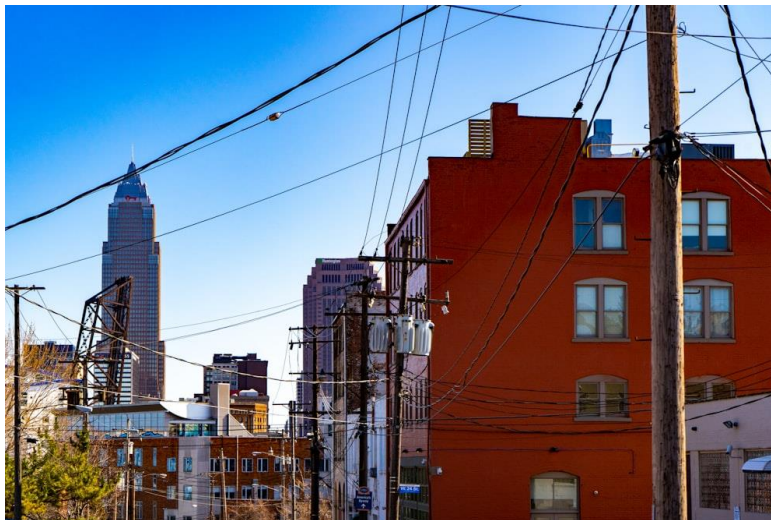
- The Department of Housing and Community Development has faced several challenges in the creation of the department due to the need to separate federal funds from the Department of Development and assign them to the new department. The creation of a separate identity is an ongoing effort both internally and externally.

2024 – 2025 BUDGET OVERVIEW

The Department of Housing and Community Development was created in 2023. The department's main source of revenue will be grants from funding agencies such as U.S. Department of Housing and Urban Development as well as local funds.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost-of-living adjustment.
- Base budget adjustment to increase 5% for employer's share of health coverage costs.



Housing and Community Development

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	N/A	\$227,612	\$665,388	\$665,388	\$682,219	\$682,219
HHS Levy Fund	N/A	\$0	\$0	\$0	\$0	\$0
General Fund	N/A	\$227,612	\$665,388	\$665,388	\$682,219	\$682,219
Special Revenue Fund	N/A	\$0	\$0	\$0	\$0	\$0

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	N/A	\$227,612	\$470,688	\$470,688	\$483,625	\$483,625
Other Expenses	N/A	\$0	\$194,700	\$194,700	\$198,594	\$198,594
Total	N/A	\$227,612	\$665,388	\$665,388	\$682,219	\$682,219
Staff Count	N/A	11	11	11	11	11

Expenditure Summary

The Department of Housing and Community Development 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for staffing:
 - Housing and Community Development Director
 - Building Rehabilitation Specialist Supervisor
 - Two Building Rehabilitation Specialist positions
 - Two Senior Development Housing Specialists
 - Four Development Housing Specialist positions
- Funding for meetings for Community Development Supplemental Grant program.
- Funding for grant programs
 - Community Development Block Grant
 - Project Plan
 - Administrative Costs
 - Community Development Supplemental Grant
 - Housing and Urban Development 108 Loan Bank
 - Housing and Urban Development Emergency Solutions Grant
 - Housing and Urban Development HOME Investment Partnerships
 - Housing Enhancement Loan Program (HELP)
 - Demolition Program
 - Lead Safe Ohio Program
- Funding for purchasing card for course registration.
- Funding for controlled services to charge to general fund then be expensed to grant accounting unit.
- Funding for 75% of Personnel costs will be allocated to grant accounting units.

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.

2022 – 2023 DEPARTMENT HIGHLIGHTS

- HR Leadership: Facilitated an assessment of County Executive agencies and County Council conducted by Ernst and Young, which resulted in strategic recommendations concerning critical vacant roles, spans and layers, and associated high-level organizational improvements.
- Compensation: Conducted a market salary study for non-bargaining employees and adjusted salaries to a more competitive level.
- Diversity, Equity and Inclusion (DEI): Created a departmental DEI committee which hosted three "Can We Talk: Conversations that Matter" panel discussion events, participates in community outreach and professional development activities, and publishes a bimonthly newsletter to educate employees on the importance of DEI.
- Employee Benefits: Increased the default term life insurance coverage offered to all employees from \$10,000 to \$30,000.
- Employee Handbook: Updated language to create an employee Tuition Assistance Program to promote employee educational opportunities, enhance job related skills, and promote career development.
- Employee Leaves: Created an employee self-service paid leave and Family Medical Leave application process; automating many of the steps, approvals, and notifications; allowing for better tracking, metrics and communication.
- Employment and Labor Relations: Created a methodology and enabled automation for EEO-4 reporting, updated the County's Equal Employment Opportunity Plan, and developed and delivered training on discipline and collective bargaining agreement administration.
- Talent Acquisition: Filled over 1000 jobs, maintained a 99.7% compliance with the Personnel Review Commission in 2022, and lowered time to fill for classified jobs by streamlining the application, testing, interview, and background check processes using hiring events.
- Time and Attendance: Introduced the Workforce Management (MyTime) Time and Attendance module to 5,300 employees.

2023 BUDGET PERFORMANCE

Human Resources ended 2023 with a \$6.4 million surplus, which was 4.4% of the total budget. The surplus was due to underspending within variable expenses including medical and prescription claims and workers' compensation claims. The adopted budget was \$136.5 million but was increased by \$10.7 million through Council approved additional appropriation requests for the self-insurance fund. The 2023 year to date actual expenses totaled \$140.7 million. General Fund expenditures totaled \$5,604,912. Expenses relating to Hospitalization Self-Insurance and employee Wellness benefits were \$128,399,119, or 91% of total Human Resources expenses. Expenses within Workers' Compensation totaled \$6,718,233 for the year ended 2023.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- Employee Benefits: Negotiate with vendors and use innovative approaches to minimize escalating medical and prescription drug costs.
- Employee Engagement: Address COVID-driven malaise and discover ways to improve culture, retain good people, prepare the next generation of leaders and excellent performers, and be regarded as an employer of choice.
- Leadership: Develop programs to address the needs of County leaders at all stages of their development.
- Performance Management: Provide a collaborative, evidence-based performance evaluation process.
- Recruitment: Continue to recruit qualified candidates in an extremely competitive job market.
- Technology: Continue to review additional Human Resources modules of the Enterprise Resource Planning system.

2024 – 2025 BUDGET OVERVIEW

Human Resources collects 95% of its Special Revenue funds from withholding employees' salaries to pay for benefits such as medical expenses. The Special Revenue expenses constitute almost 97% of the overall budget. The General Fund dollars are 3.4% of the adopted budget and will cover HR employee's salary and benefits as well as programs that support Cuyahoga County employee's overall wellbeing. The total budget is made up of 4.4% personnel costs and 96% other expenditures.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost-of-living adjustment.
- Base budget adjustment to increase 5% for employer's share of health coverage costs.
- Adopted budget increase for Public Sector HR Association (PSHRA) memberships and HR consultants.
- Adopted budget increase for tuition reimbursement to employees.
- Adopted budget increase for the Regional Transit Authority bus passes subsidy.
- Adopted budget increase for employee and employer portions of Self Insurance-Hospitalization.

Human Resources

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$113,199,737	\$139,194,342	\$121,127,153	\$148,121,788	\$120,947,181	\$154,130,590
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0	\$0
General Fund	\$4,340,341	\$5,604,912	\$4,804,031	\$5,004,031	\$4,894,634	\$5,094,634
Special Revenue Fund	\$108,859,396	\$133,589,430	\$116,323,122	\$143,117,757	\$116,052,547	\$149,035,956

*2022 and 2023 Actuals variance between revenue and expenditures is due to spending down prior year(s) cash balance.

**2024 and 2025 variance between revenue and expenditures will be made up by spending down of the agency cash balance.

Special Revenue Fund Summary

SOURCE	2023 Actual	2024 Budget	2025 Budget
Health Insurance Internal Service Fund	\$130,858,570	\$143,111,118	\$149,029,317
Workers' Compensation Internal Service Fund	\$4,410	\$6,639	\$6,639
Flexible Spending Account Payroll Fund	\$2,726,450	\$0	\$0
Total	\$133,589,430	\$143,117,757	\$149,035,956

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$4,929,429	\$5,864,663	\$5,342,751	\$5,342,751	\$5,471,379	\$5,471,379
Other Expenses	\$117,070,120	\$137,532,475	\$115,784,402	\$143,775,249	\$115,475,802	\$150,181,682
Total	\$121,999,549	\$143,397,139	\$121,127,153	\$149,118,000	\$120,947,181	\$155,653,061
Staff Count	54	54	44	44	44	44

Expenditure Summary

The Human Resources 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for staffing:
 - Chief Human Resources Officer
 - Total Rewards Director of Human Resources
 - HR Employee and Labor Relations Director
 - HR Employee Services Director and one specialist position
 - Organizational and Employee Development Director
 - Two Payroll Officer positions and three Benefits Analysts
 - Three Human Resources Managers, Training Manager, Environmental Health Manager and Wellness Coordinator
 - Five Human Resources Associate positions and five Human Resources Generalist positions
 - One Talent Acquisition and Employment Manager and three Specialist positions
- Funding for Group Healthcare and Prescription Benefits
- Funding for Wellness Consultant and Wellness Platform vendor and partnership with Public Works to plan a Fitness Center (including bike/scooter storage and charging stations) in the basement of the County Administrative Headquarters.
- Funding for Dental and Vision Insurance Benefits and Flu Shot Clinics
- Funding for Life Insurance, Flexible Spending Accounts, and Benefits Consulting Services
- Funding for Pre-Employment Background Screening and Drug Screening
- Funding for Workers' Compensation Claims Management
- Funding for Regional Transit Authority bus passes at a discounted rate for employees



Information Technology

MISSION STATEMENT

At Cuyahoga County Department of Information Technology (DoIT), our mission is to empower and protect our community through innovative and secure technology solutions. We are committed to delivering reliable, efficient, and user-centric IT services that enhance government operations, foster digital inclusion, and improve the lives of our citizens. By modernizing our technology ecosystem and leveraging emerging technologies including cloud, safeguarding data integrity, and promoting transparency, we strive to be at the forefront of digital transformation, driving progress and excellence for the betterment of our society.

2022 – 2023 DEPARTMENT HIGHLIGHTS

- The Department of Information Technology enhanced countywide storage infrastructure through a comprehensive upgrade, integrating cutting-edge Cloud modernization and backup technologies.
- Successfully executed the final implementation of the ERP modules, concurrently modernizing our legacy database to advanced platforms and decommissioning outdated servers.
- Enterprise GIS team achieved national recognition with two prestigious awards for their impactful work spanning all County taxing authorities. Furthermore, they successfully concluded a six-year initiative, digitizing historical land record filing areas dating back to the 1800s.
- Accomplished the seamless deployment of a new Transfer and Recording system and initiated the conversion of the majority of County websites from .us to .gov, with ongoing progress for the remaining sites.
- A significant milestone was the establishment of a Project Management Office, marked by a successful focus on Change Management, ensuring the optimal adoption of new technologies, positioning us for continued innovation and efficiency.

2023 BUDGET PERFORMANCE

The Department of Information Technology ended 2023 with a budget surplus of \$2.5 million or 8% of the \$30 million all funds of which \$338,000 or 1% was within the General Fund, and \$486,000 or 2% within the Real Estate Assessment Fund. The surpluses in the General Fund and Real Estate Assessment Fund are spread across all personnel and operations and no single driver accounts for any significant portion of the surplus. The remaining surplus being within the Capital Fund with \$1.65 million provided for improvements through 2027 and capital projects entering the planning and procurement phases.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- The Department of Information Technology has encountered persistent hurdles in the recruitment and retention of skilled professionals.
- Efforts are ongoing to alleviate the substantial technical debt borne by our business teams, aiming to minimize operational, technical, and fiscal risks.
- A proactive initiative is currently in progress to enhance internal processes, with a specific focus on rectifying delays and inefficiencies in our procurement practices.

2024 – 2025 BUDGET OVERVIEW

The Department of Information Technology is funded 97% by the County General Fund with 3% by a special revenue fund. A total of 40% of the Department's budget is associated with personnel services with the remaining 60% in other expenses including contracts for Infor/Lawson, AT&T, and Microsoft licenses, hardware and security systems, capital improvements, and the County Graphical Information System. The Department of Information Technology was provided \$2 million in each budget year for capital upgrades and improvements.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost of living adjustment.
- Base budget adjustment to increase 5% for employer's share of health coverage costs.
- Adopted budget increase for implementation of disaster recovery and response programs, enhanced data security, and increases to Microsoft and voice over IP service licenses.
- Adopted budget decrease for the transition of communications technical staff to the Executive Department of Communications.
- Adopted budget increase the budget by \$2 million for capital improvements.

Information Technology

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$26,213,611	\$27,261,255	\$28,794,038	\$30,794,038	\$29,078,746	\$31,078,476
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0	\$0
General Fund	\$26,213,611	\$27,261,255	\$28,794,038	\$30,794,038	\$29,078,746	\$31,078,476
Special Revenue Fund	\$0	\$0	\$0	\$0	\$0	\$0

*2022 and 2023 Actuals variance between revenue and expenditures is due to spending down prior year(s) cash balance.

**2024 and 2025 variance between revenue and expenditures will be made up by spending down of the agency cash balance.

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$12,281,548	\$12,517,952	\$12,555,075	\$12,555,075	\$12,856,318	\$12,856,318
Other Expenses	\$15,331,684	\$15,183,344	\$17,151,684	\$19,151,684	\$17,151,684	\$19,151,684
Total	\$27,613,232	\$27,701,296	\$29,706,759	\$31,706,759	\$30,008,002	\$32,008,002
Staff Count	102	106	103	103	103	103

Expenditure Summary

The DoIT 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for 107 full-time employees across 9 divisions including administration, project management, multimedia, security and disaster recovery, engineering, applications, wide area network services, communications, and graphical information system.
- Funding for essential contracts and services to the entire county including telephone and web services, office applications, network and data security, cloud-based systems, data management and storage.
- Funding for technology development and management of the Graphical Information System.
- \$2 million in capital for infrastructure, hardware, and security improvements.



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 monitoring of the Cuyahoga County Strategic Plan’s 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.

2022 – 2023 DEPARTMENT HIGHLIGHTS

- There have been 240 participants in our process improvement training program.
- Completed process improvements have achieved \$1.37 million in annual savings for Cuyahoga County through the reduction of various wastes in County processes.

2023 BUDGET PERFORMANCE

The Office of Innovation and Performance (I&P) ended 2023 with a budget surplus of \$145,000 or 16% of total budget of \$1.2 million. The majority of the surplus or \$102,000 is within contractual services with the broadband awareness campaign ended midyear and was not renewed before the end of 2023. Personnel saw a surplus of \$43,000 with the departure of the previous director midway through the year. The Office of Innovation and Performance budget was increased by \$138,500 to provide appropriation for six fellowships funded by the Cleveland Foundation through a \$360,000 grant which runs through August 2024.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- Demand for innovation and performance services has jumped significantly during the 2022 to 2023 period.
- While we have realigned our office to focus more on supporting process improvement initiatives, our three-person team does not have the capacity to support the needs of Cuyahoga County.
- I&P is also heavily reliant on buy-in from department heads and middle management. While the response and enthusiasm from County employees has been extraordinary, some of our employee’s experience roadblocks in their efforts such as lack of support from middle managers.

2024 – 2025 BUDGET OVERVIEW

The Office of Innovation and Performance is funded 100% by the County General Fund. A total of 90% of the budget is associated with personnel services with the remaining 10% in other expenses including strategic and performance management software and services. The budget also includes contractual services include performance management consulting service and broadband awareness advertisements.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost of living adjustment.
- Base budget adjustment to increase 5% for employer’s share of health coverage costs.
- Adopted budget increase for six fellowships funded by the Cleveland Foundation.
- Adopted budget decrease to match reduced contracted services.



Innovation and Performance

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$708,229	\$748,627	\$668,397	\$889,936	\$681,911	\$681,911
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0	\$0
General Fund	\$708,229	\$748,627	\$668,397	\$889,936	\$681,911	\$681,911
Special Revenue Fund	\$0	\$0	\$0	\$0	\$0	\$0

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$618,308	\$677,658	\$602,419	\$823,958	\$615,933	\$615,933
Other Expenses	\$89,921	\$70,969	\$65,978	\$65,978	\$65,978	\$65,978
Total	\$708,229	\$748,627	\$668,397	\$889,936	\$681,911	\$681,911
Staff Count	4	4	4	4	4	4

Expenditure Summary

The Office of Innovation and Performance 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for four FTEs including Chief of Operations, Director of Process Improvement, and two Performance Consultants.
- Funding for six Cleveland Foundation Public Service Fellows through August 2024.
- Funding for performance management contractual services.

Inspector General

MISSION STATEMENT

The Agency of Inspector General (“AIG”) was established to protect County taxpayers’ interests by promoting honesty and accountability in County government. The Inspector General serves as the County’s Chief Ethics Officer and is charged with upholding and enforcing the County Ethics Code. The AIG conducts proactive ethics education; receives, researches, and responds to ethics inquiries; investigates allegations of ethical misconduct; and receives and reviews required disclosures aimed at preventing impermissible conflicts of interest. The AIG additionally receives whistleblower complaints; investigates allegations of waste, fraud, and abuse; and administers an automated data analytics program designed to detect fraudulent conduct and promote effective and efficient County operations.

2022 – 2023 DEPARTMENT HIGHLIGHTS

- In the previous biennial period, the AIG identified \$2,140,472 in challenged and questionable costs, of which \$543,881 were a direct result of the data analytics program implemented by the Inspector General.
- The AIG received and addressed a total of 282 whistleblower complaints and completed 156 investigations.
- Additionally, the AIG issued 320 ethics opinions to elected officials and employees on whether their intended conduct comports with the County Ethics Code.
- The AIG registered 818 contractors and completed comprehensive background checks on the contractors and their principals. The contractor background checks identified \$5,052,101 in uncollected taxes and tax liens owed by these contractors.

2023 BUDGET PERFORMANCE

The AIG ended 2023 with a budget surplus of \$14,021 or slightly above 1% of the total budget of \$1,174,272. The surplus is attributable to a renewed e-discovery contract being less than anticipated and incurring less other operating expenditures for staff development than expected.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- The AIG underwent a change in leadership in the beginning of 2022 which led to a review and enhancement of operations.
- The average days of completed investigations went from 671 days in the first half of 2022’s mandatory reporting period to 90 days in the second half of 2023’s mandatory reporting period.
- The AIG also invested significant staff time to implement an automated data analytics program, which has identified \$543,881 in waste through the end of 2023.

2024 – 2025 BUDGET OVERVIEW

The AIG is funded 98% by the County General Fund and 2% in the Vendor Fee special revenue fund with revenues comprised of vendor registration fees. Charges to the Vendor Fee Fund are exclusively for the management of the County’s vendor registry as permitted by County Code. A total of 95% of the Agency of the AIG’s budget is associated with personnel services with the remaining 5% in other expenses which includes a case management system, e-discovery and legal research software licenses, and staff professional development.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost of living adjustment.
- Base budget adjustment to increase 5% for employer’s share of health coverage costs.
- Approved budget increase for contractual services in the amounts of \$4,200 in 2024 and \$4,851 in 2025.
- Approved budget decrease for contractual services in the amount of \$7,917 for both 2024 and 2025.



Inspector General

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$998,509	\$1,154,030	\$1,213,161	\$1,218,161	\$1,239,699	\$1,244,699
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0	\$0
General Fund	\$960,709	\$1,106,530	\$1,175,261	\$1,180,261	\$1,201,799	\$1,206,799
Special Revenue Fund	\$37,800	\$47,500	\$37,900	\$37,900	\$37,900	\$37,900

*2023 Actuals variance between revenue and expenditures is due to spending down prior year(s) cash balance.

**2024 and 2025 variance between revenue and expenditures will remain in the agency cash balance.

Special Revenue Fund Summary

SOURCE	2023 Actual	2024 Budget	2025 Budget
IG Vendor Fee Fund	\$47,500	\$37,900	\$37,900
Total	\$47,500	\$37,900	\$37,900

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$937,988	\$1,101,843	\$1,136,282	\$1,136,282	\$1,162,820	\$1,162,820
Other Expenses	\$56,067	\$58,407	\$60,293	\$65,293	\$60,918	\$65,918
Total	\$994,055	\$1,160,250	\$1,196,575	\$1,201,575	\$1,223,738	\$1,228,738
Staff Count	9	9	9	9	9	9

Expenditure Summary

The AIG's 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for 9 FTEs including the following positions:
 - Inspector General
 - First Assistant Deputy Inspector General
 - Data Analytics Program Manager
 - (3) Deputy Inspector General – Counsel
 - (2) Deputy Inspector General
 - Case Research Analyst
- Funding for a case management system, e-discovery and legal research software, general operating expenditures, and personnel training and certification to maintain and retain qualified staff.

Internal Audit

MISSION STATEMENT

The objective of the Department of Internal Audit is to assist members of the County, especially senior management, and the Audit Committee, by furnishing analyses, recommendations, and consultation. The department provides independent objective assurance and consulting activities to improve management practices, identify operation improvements and reduce risk exposure. Internal Audit is charged to examine and evaluate the adequacy and effectiveness of county management of internal controls.

2022 – 2023 DEPARTMENT HIGHLIGHTS

- Risk assessed 102 auditable units, released 19 audit reports, resolved 136 prior audit issues, actively managed 3 major emerging risks, and participated in 1 internal investigation while achieving a satisfaction rating of 4.23 on a 5.0 scale.
- Audit coverage increased to 41% of all areas and 67% of all areas identified as being high risk. This represents a cumulative overall change of over 400% since 2019 and 240% from the prior year.
- Increased professional knowledge and proficiency by attaining 533 Continuing Professional Education credits, approximately 44 CPE per audit team member per year; one team member obtained certification as a Certified Public Accountant.

2023 BUDGET PERFORMANCE

Internal Audit ended 2023 with a surplus of \$147,788, which is 15.5% of the total budget. Personnel costs constituted \$47,076 or 32% of the overall surplus and other expenditures were \$100,711.80 or 68% of the total surplus. Of the total budget, 91.4% was utilized for personnel costs. Other expenditures were primarily in non-capital equipment, contractual services, and controlled services.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- The challenges that arise from the impairment of independence and interpretation differentials of the Cuyahoga County Charter. In 2022 and 2023, the department's work was delayed by challenges to information or access requests and the right to perform audits of certain areas.

2024 – 2025 BUDGET OVERVIEW

The Department of Internal audit is funded 100% by the County General Fund. A total of 96% of the Department's budget is associated with personnel services with the remaining 4% for other expenses including contracts for audit software and professional licensure.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost of living adjustment.
- Base budget adjustment to increase 5% for employer's share of health coverage costs.
- Adopted budget increase for shared position following the split of AIG and DIA
- Adopted budget increase for promotion of Sr. Auditor.
- Adopted budget increase of \$100,000 for IT Audit services in 2025.
- Adopted budget increase for outside services contracts to assist audits or obtain legal advice.



Internal Audit

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$690,774	\$804,810	\$789,117	\$789,117	\$806,922	\$806,922
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0	\$0
General Fund	\$690,774	\$804,810	\$789,117	\$789,117	\$806,922	\$806,922
Special Revenue Fund	\$0	\$0	\$0	\$0	\$0	\$0

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$655,739	\$735,959	\$754,082	754,082	\$771,887	771,887
Other Expenses	\$35,035	\$68,851	\$35,035	35,035	\$35,035	35,035
Total	\$690,774	\$804,810	\$789,117	\$789,117	\$806,922	\$806,922
Staff Count	6	6	6	6	6	6

Expenditure Summary

The Internal Audit 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for staffing:
 - Internal Audit Director
 - Internal Audit Manager
 - Two Senior Staff Auditors
 - Two Staff Auditors
- Funding for Audit Committee Contracts
- Funding for IT Audit Services
- Funding for Audit Software
- Funding for IDEA Contract

Juvenile Court

MISSION STATEMENT

To administer justice, rehabilitate juveniles, support, and strengthen families, and promote public safety.

2022 – 2023 DEPARTMENT HIGHLIGHTS

- The completion of a new security camera system for safety measures.
- Increase in cases that were diverted to Intervention and Diversion Center.
- Implemented trauma-informed alternatives to detention such as the Youth Care Centers, Project CALM, Pre-Trial Monitoring, and the Community-Based Intervention Center.
- The Court is engaged in further strategic planning with community partners through the Youth Justice Convenings.

2023 BUDGET PERFORMANCE

The Juvenile Court had a surplus of \$8.8 million or 11% of the total budget of \$71,973,995. This includes a surplus of \$1.3 million due to overestimating the cost of contractual services, as well as a surplus of \$2.5 million due to overbudgeting the internal chargebacks. Another large portion of the surplus is due to overbudgeting Juvenile Court's special revenue funds. The Juvenile Court's special revenue funds include Residential Title IV-E, Administration Title IV-E, Legal Computerization, Computerization, and Legal Research all of which receive revenues for various reasons and had a combined surplus of \$3.1 million. Finally, the remaining surplus of \$1 million is due to grants which were appropriated in full in the award year 2023 but are not expected to be fully expensed until future years.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- Insufficient Detention Center and Court staffing.
- Replacing outdated Case Management System.
- Improvements to the conditions of confinement in the Detention Center.
- Increased Medical Service Cost.
- Juvenile bind-over cases to adult court.

2024 – 2025 BUDGET OVERVIEW

The Juvenile Court receives funding primarily through General Fund and Health and Human Services levy funds. It also receives revenue through various special revenue funds, such as Title IV-E reimbursements, and grants such as the RECLAIM Ohio grant. A total of 68% of Juvenile Court's budget is committed to personnel costs, and the remaining budget is expected to be used to support the operations of the Juvenile Detention Center, and other statutory obligations within the department.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost of living adjustment.
- Base budget adjustment to increase 5% for employer's share of health coverage costs.
- Adopted budget increase for 26 additional Detention Officers at the Juvenile Court Detention Center.
- Adopted budget adjustment to support contracts and food costs in the Detention Center.



Juvenile Court

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$65,607,097	\$71,451,810	\$66,674,128	\$68,760,377	\$67,121,448	\$69,856,697
HHS Levy Fund	\$19,134,056	\$19,766,533	\$21,685,379	\$21,685,379	\$21,997,807	\$21,997,807
General Fund	\$40,959,063	\$45,683,774	\$43,849,714	\$45,935,963	\$43,984,606	\$46,719,855
Special Revenue Fund	\$5,513,978	\$6,001,503	\$1,139,035	\$1,139,035	\$1,139,035	\$1,139,035

*2022 and 2023 Actuals variance between revenue and expenditures is due to spending down prior year(s) cash balance.

**2024 and 2025 variance between revenue and expenditures will be made up by spending down prior year(s) cash balance.

Special Revenue Fund Summary

SOURCE	2023 Actual	2024 Budget	2025 Budget
Federal Grant Rev	\$395,135	\$744,015	\$744,015
State Grant Rev	\$5,200,413	\$0	\$0
Court Fee Rev	\$89,115	\$84,164	\$84,164
Departmental Fee Rev	\$303,957	\$308,800	\$308,800
State Indigent Driver Rev	\$2,494	\$2,056	\$2,056
Total	\$6,001,503	\$1,139,035	\$1,139,035

*Grants are appropriated in the year received. Expenditures chart includes grant spending from previous year(s) appropriations.

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$42,302,228	\$46,277,897	\$45,084,668	\$47,084,668	\$46,206,773	\$48,206,773
Other Expenses	\$23,114,405	\$25,696,098	\$20,618,627	\$21,204,876	\$19,968,627	\$21,315,876
Total	\$65,416,633	\$71,973,995	\$65,703,295	\$68,289,544	\$66,175,400	\$69,522,649
Staff Count	475	481	521	521	521	521

Expenditure Summary

The Juvenile Court 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for 495 executive and administrative positions including Judges, Court Administrator, Magistrates, Managers, Supervisors, detention officers, case workers, technical, and clerks.
- Funding for the medical and food service contracts for the Juvenile Detention Center.
- Funding for assigned counsel fees.
- Funding for the contract with Chagrin Valley Dispatch to pay for 100 radios to be used at the Juvenile Justice Center.
- Funding for various Court programs such as Community Service and Restitution, Multi-Systemic Therapy (MST), Cognitive Behavioral Therapy (CBT), Drug Court, Mental Health Court, and other programs.

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.

2022 – 2023 DEPARTMENT HIGHLIGHTS

- The Law Department served Cuyahoga County departments by providing legal opinions as needed.
- Provided services which include drafting legal documents such as contracts, ordinances, and resolutions.
- Attended Council Meetings and Committee Meetings to provide legal advice.

2023 BUDGET PERFORMANCE

The Law Department ended the year with a \$453,825 surplus, which was 5.7% of the total budget of \$7,974,799. Contractual services were underspent in the amount of \$471,494. Personnel costs totaled \$2,096,957 for 2023 and Other Expenditures totaled \$5,424,018. Included in the Other Expenditures total are Settlement expenses of \$2.8 million, Risk Management expenses of \$1.6 million, and professional services of \$666,516, and Arbitration expenditures of \$30,023.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- Difficulty attracting and retaining talented employees. The department is hoping to implement a competitive compensation strategy to assist with this issue.

2024 – 2025 BUDGET OVERVIEW

The Law Department's budget is funded 100% through the General Fund. A total of 43% of the appropriations are expected to be used to support personnel costs, the remaining budget will be spent on operations of the department.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost-of-living adjustment.
- Base budget adjustment to increase 5% for employer's share of health coverage costs.
- Adopted budget increase for additional Attorneys (2), Risk Management software, and consultants.

Law Department

SOURCE OF FUNDING AND HOW IT IS SPENT

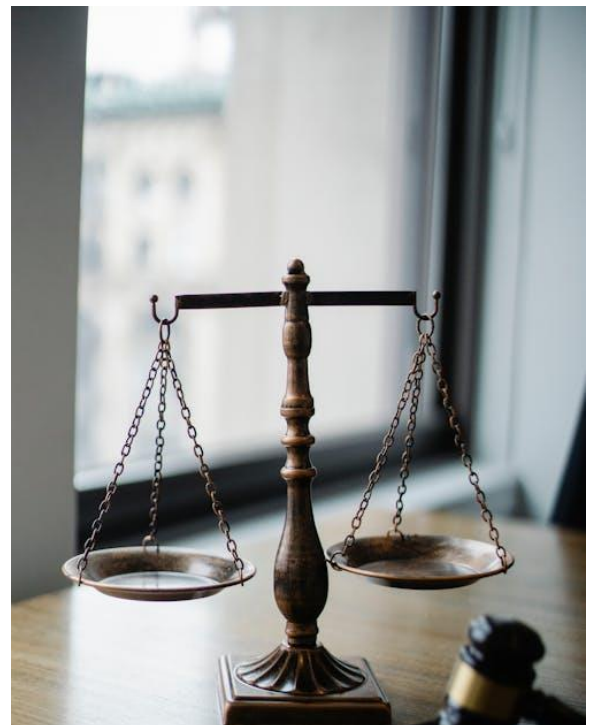
FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$11,663,159	\$7,520,974	\$5,107,164	\$5,107,164	\$5,306,923	\$5,306,923
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0	\$0
General Fund	\$11,663,159	\$7,520,974	\$5,107,164	\$5,107,164	\$5,306,923	\$5,306,923
Special Revenue Fund	\$0	\$0	\$0	\$0	\$0	\$0

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$1,823,433	\$2,096,957	\$2,199,058	\$2,199,058	\$2,244,526	\$2,244,526
Other Expenses	\$9,839,726	\$5,424,018	\$2,908,106	\$2,908,106	\$3,062,397	\$3,062,397
Total	\$11,663,159	\$7,520,974	\$5,107,164	\$5,107,164	\$5,306,923	\$5,306,923
Staff Count	20	18	17	17	17	17

Expenditure Summary

The Law Department 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for staffing:
 - Law Department Chief
 - Law Department Deputy Chief
 - Risk Manager and a Risk Management Senior Adjuster
 - Three Law Assistant Director 1 positions
 - Two Law Assistant Director 2 positions
 - Two Law Assistant Director 3 positions
 - Three Paralegals
 - Two new Attorney positions, one of which will specialize in Public Work's Road and Bridge matters.
 - Administrative Assistant - Unclassified
- Funding for Arbitration and Outside Counsel
- Funding for Risk Management – Payment of Settlements
- Funding for Risk Management Alliant Contract for \$2,189,709 total in 2024
- Funding for Risk Software and Risk Management Consultant
- Funding for Relix Contract for software licensure
- Funding for a contract with Cleveland State University's Cleveland-Marshall Law School



Law Library Resources Board

MISSION STATEMENT

The Cuyahoga County Law Library Resources 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 Resources Board and Cleveland Law Library Association organize and manage jointly the Cleveland/Cuyahoga County Law Library.

2022 – 2023 DEPARTMENT HIGHLIGHTS

- The Law Library recently adopted a new Strategic Plan for 2023-2029. The strategic plan can be viewed on the Board's website at: <https://clevelandlawlibrary.org/Public/misc/planning/Strategic%20Plan.pdf>.
- The Law Library offers a wide range of digital legal research products, including BloombergLaw and Law360, both of which were acquired new in 2023.
- The Law Library offers virtual reference and research services, as well as live and on-demand continuing legal education courses.
- The Law Library partners with various local legal and library organizations for Ohio Mock Trial events, continuing education classes, and book discussions.

2023 BUDGET PERFORMANCE

The Law Library ended 2023 with a surplus of \$153,851 or 28% of the total budget of \$557,287. Most of the surplus was in other expenditures due to contracts budgeted within 2023 but not paid within the year. There was also a minimal surplus of \$22,425 in personnel services.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- Revenue is based on traffic fines and penalties which fluctuate greatly from year to year.
- Fewer people utilize the Law Library or attend events since the pandemic.
- The retirement of the long-time Network Services Librarian will leave a gap in experience and a short-term vacancy.

2024 – 2025 BUDGET OVERVIEW

The Law Library is funded through fees received per ORC code from speeding tickets. A total of 65% of the Library's budget is committed to personnel costs, the remaining budget will be used to support operations and materials of the Library.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost-of-living adjustment.
- Base budget adjustment to increase 5% for employer's share of health coverage costs.



Law Library Resources Board

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$470,106	\$441,909	\$486,476	\$486,476	\$494,077	\$494,077
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0	\$0
General Fund	\$0	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$470,106	\$441,909	\$486,476	\$486,476	\$494,077	\$494,077

*2022 Actual variance between revenue and expenditures is due to spending down prior year(s) cash balance.

**2023 Actual variance between revenue and expenditures will remain in the agency cash balance.

Special Revenue Fund Summary

SOURCE	2023 Actual	2024 Budget	2025 Budget
Court Fee Revenue	\$438,008	\$486,476	\$494,077
State Grant Revenue	\$3,901	\$0	\$0
Total	\$441,909	\$486,476	\$494,077

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$286,609	\$289,725	\$314,308	\$314,308	\$321,909	\$321,909
Other Expenses	\$188,169	\$113,711	\$172,168	\$172,168	\$172,168	\$172,168
Total	\$474,778	\$403,436	\$486,476	\$486,476	\$494,077	\$494,077
Staff Count	3	3	3	3	3	3

Expenditure Summary

The Law Library 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for 3 FTEs (2 Librarians and Chief Administrator).
- Funding for Westlaw contracts for staff and patrons.
- Funding for the purchase of new Thomson/Reuter/Bender books.
- Funding for the annual consortium dues.

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.

2022 – 2023 DEPARTMENT HIGHLIGHTS

- The Medical Examiner's (ME) office and the labs continue to maintain full accreditations.
- Out of County autopsies performed exceed 200 for 12th consecutive year, and over 400 for 7th time in history (2022 – 462; 2023 - 475).
- Sexual assault kit testing is on-going and nearly 5,500 cases have been submitted since its inception in May 2012.
- The Firearms lab has identified 5,000 leads from submissions to National Integrated Ballistic Information Network (NIBIN) in 2022 and 6,000 in 2023.
- More than 1,000 people have been trained by CCMEO, both in-person and remote, on the death investigation training courses.
- Conducted more than 1,200 scene investigations both in 2022 and 2023.

2023 BUDGET PERFORMANCE

The Medical Examiner's Office ended 2023 with a surplus of \$2.9 million or 14% of the total budgeted amount of \$21.2 million. There was a \$2.3 million surplus within professional services and equipment due to delays in delivering equipment and pending contracts. Payment for these items is not expected to occur until 2024. Also, the ME's office utilizes many grants to support their operations. Multi-year grants that were appropriated in 2023 but not fully expensed within the year accounted for the remaining surplus.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- Significant vacancies of 3 forensic pathologists since September of 2022 has been difficult for the ME's office. There is currently a national shortage of trained and certified forensic pathologists in the United States (less than 500 total). However, those positions are expected to be filled by August 2024.

2024 – 2025 BUDGET OVERVIEW

The Medical Examiner's office is primarily funded with General Fund, but also receives revenue for services provided to external agencies, and grants. A total of 76% of the Medical Examiner's budget is expected to be spent on personnel costs, the remaining budget will be used to support operations of the Medical Examiner's office for contracts, training, and equipment.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost of living adjustment.
- Base budget adjustment to increase 5% for employer's share of health coverage costs.
- Base budget adjustment to reduce overtime.
- Adopted budget adjustment for pay increases for Chief Medical Examiner and the Deputy Medical Examiner.



Medical Examiner

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$16,980,034	\$18,126,279	\$18,517,445	\$18,517,445	\$18,854,420	\$18,854,420
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0	\$0
General Fund	\$16,263,735	\$17,356,811	\$18,517,445	\$18,517,445	\$18,854,420	\$18,854,420
Special Revenue Fund	\$716,299	\$769,468	\$0	\$0	\$0	\$0

*2022 and 2023 Actuals variance between revenue and expenditures is due to spending down prior year(s) cash balance.

Special Revenue Fund Summary

SOURCE	2023 Actual	2024 Budget	2025 Budget
Intergovernmental	\$769,468	\$0	\$0
Total	\$769,468	\$0	\$0

*Grants are appropriated in the year received. Expenditures chart includes grant spending from previous year(s) appropriations.

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$12,008,558	\$13,503,346	\$14,134,119	\$14,134,119	\$14,471,094	\$14,471,094
Other Expenses	\$5,010,559	\$4,887,432	\$4,383,326	\$4,383,326	\$4,383,326	\$4,383,326
Total	\$17,019,117	\$18,390,778	\$18,517,445	\$18,517,445	\$18,854,420	\$18,854,420
Staff Count	107	105	110	110	110	110

Expenditure Summary

The Medical Examiner 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for 110 FTEs which includes:
 - Administrative Assistant II (2), AFIS Program Officer, Case Manager (4), Chief Forensic Photographer, Chief Toxicologist, Deputy Chief Medical Examiner, MEO Operations Director, Evidence Technician (3), Forensic Epidemiologist (2), Forensic Pathologist 1, Forensic Pathologist 2 (4), Forensic Photographer (3), Forensic Scientist 1 - DNA (2), Forensic Scientist 1 - Fingerprint, Forensic Scientist 1 - Firearms (6), Forensic Scientist 1 - Toxicology (2), Forensic Scientist 1 - Trace Evidence, Forensic Scientist 1 - Trace Evidence - NB, Forensic Scientist 2 - DNA (8), Forensic Scientist 2 - Drug Chemistry (6), Forensic Scientist 2 - Firearms (2), Forensic Scientist 2 - Toxicology (4), Forensic Scientist 2 - Trace Evidence (2), Forensic Scientist 3 - DNA (2), Forensic Scientist 3 - Drug Chemistry, Forensic Scientist 3 - Fingerprint, Forensic Scientist 3 - Firearms and Toolmark (2), Forensic Scientist 3 - Toxicology (3), Forensic Scientist 3 - Trace Evidence, Histology Technician (2), Laboratory Technician - Toxicology, External Affairs Manager, Morgue Operation Manager, Managing Director of Laboratories & Director of Patronage, Medical Examiner, Medical Examiner Investigator 1 (8), Medical Examiner Investigator 2 (4), Medical Secretary (2), Morgue Technician (3), Pathology Assistant (4), Post Doctoral Fellow - Toxicology, Purchasing Analyst, Senior Records Management Officer, Case Manager Supervisor, Drug Chemistry Laboratory Supervisor, Fingerprints Laboratory Supervisor, Firearms/Toolmark Laboratory Supervisor, Supervisor Forensic DNA Lab/DNA Tech/Training, Morgue Technician Supervisor, Parentage Laboratory Supervisor, Pathology Assistant Supervisor, Toxicology Laboratory Supervisor, Trace Evidence Laboratory Supervisor
- Funding for the case management VertiQ software.
- Funding for laboratory and other operational supplies.
- Funding for hazardous waste disposal.
- Funding for body transportation services.
- Funding for the contract with Justice Trax for laboratory information management.

MetroHealth System

MISSION STATEMENT

MetroHealth, Cuyahoga County's public health care system, is committed to providing outstanding health care for individuals, to eliminating health inequities and to promoting community health. It offers integrated health services at four hospitals, four emergency rooms and more than 20 health centers and 40 additional sites. MetroHealth's more than 8,000 employees strive to root out systematic barriers to good health and improve health outcomes across our community. Since its founding in 1837, MetroHealth has provided care to everyone, regardless of ability to pay.

2022 – 2023 DEPARTMENT HIGHLIGHTS

- MetroHealth provided 147,000 County residents with \$166 million of uncompensated care in 2022.
- We welcomed almost 5,000 men, women, and children at our historic health expos where we offered free health screenings, health education and community resources.
- We have experienced improvements to our quality metrics, including an almost 40% reduction in patient harms compared to 2022, a 9% increase in our patient experience scores and a 50% reduction in patient grievances.
- MetroHealth has expanded access and increased volumes in all care settings – 9% growth in surgical cases, 7% increase in discharges, 6% growth in Emergency Department visits, and a 2% increase in unique patients.
- MetroHealth expanded our workforce of caregivers to allow expanded volume and access: 600 caregivers added to our workforce in 2023, which now stands at more than 8,800 people. We have cut our turnover rate by 21% compared to 2022.

2023 BUDGET PERFORMANCE

MetroHealth has exceeded the System EBIDA target of \$134M in 2023 and achieved strong year-over-year volume growth in all care settings. Revenue growth was facilitated through expanding our caregivers to increase access to care for patients. This work was combined with significant progress in reducing the use of temporary/contract labor and focusing on non-labor expense efficiencies in order to achieve overall System targets.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- Labor inflation is the single most important challenge with physicians and nurses continuing to leave healthcare at an unprecedented rate.
- Below average financial performance will continue through 2024.
- Liquidity declined slightly given markets losses and capital projects financed using operating cash.
- Significant rise in non-traditional providers entering healthcare.

2024 – 2025 BUDGET OVERVIEW

The MetroHealth System is given a Health and Human Services Levy subsidy annually which is used to provide financial support for health and well-being throughout Cuyahoga County. The 2024 budget will reflect management's ongoing commitment to meeting the healthcare needs of its community while maintaining its financial viability. The programs included in the budget are designed to provide low-cost health care for all the citizens of Cuyahoga County, as well as, eliminate barriers to healthcare and address the social drivers of health for our patients. Cuyahoga County's contribution from the HHS Levy subsidy assists in this endeavor by helping defray the costs of, otherwise, uncompensated care for County residents. Significant challenges in labor costs and inflation are stressing our ability to remain a low-cost provider. The nursing labor shortage has driven a permanent increase in the cost of delivering healthcare in the nation and MetroHealth has not been immune to those effects.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Adopted budget increase in Health and Human Services Levy Subsidy by \$2,528,000 (2024 and 2025).



MetroHealth System

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$32,472,000	\$32,472,000	\$32,472,000	\$35,000,000	\$32,472,000	\$35,000,000
HHS Levy Fund	\$32,472,000	\$32,472,000	\$32,472,000	\$35,000,000	\$32,472,000	\$35,000,000
General Fund	\$0	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$0	\$0	\$0	\$0	\$0	\$0

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Other Expenses	\$32,472,000	\$32,472,000	\$32,472,000	\$35,000,000	\$32,472,000	\$35,000,000
Total	\$32,472,000	\$32,472,000	\$32,472,000	\$35,000,000	\$32,472,000	\$35,000,000

Expenditure Summary

The MetroHealth 2024-2025 Adopted Budget provides appropriation for the following:

- Continued access to high quality care for residents of Cuyahoga County including providing uncompensated care to 147,000 County residents.
- Increasing behavioral health services with expanded service availability at our Cleveland Heights Behavioral Health Hospital.
- Expanding access and awareness through our Multicultural Health Expos.
- Expanding out ambulatory neighborhood footprint.
- Collaborating with Cleveland State University and Cuyahoga Community College on workforce development and career-readiness programming.
- Partnering with the Cleveland Metropolitan School District on the Lincoln-West School of Science & Health – the only high school in a hospital in the nation.
- Launching our Greater Cleveland Food Bank Community Resource Center Clinic in Collinwood.
- Developing a Crisis Stabilization Center at St. Vincent Charity campus in Cleveland’s Central neighborhood.

Ohio State University Extension

MISSION STATEMENT

The Ohio State University (OSU) Extension creates opportunities for people to explore how science-based knowledge can improve social, economic and environmental conditions.

2022 – 2023 DEPARTMENT HIGHLIGHTS

- Youth
 - 500 youth received financial literacy training through the Attorney General acknowledged ‘Real Money. Real World.’ Program.
 - Over 17,000 youth participated in educational activities (STEM, workforce development, leadership development, etc.)
- Food Security
 - 9,335 hours of public education on gardening
 - 94% increase in food resource management in nutrition education participants
 - 99% improvement in diet quality in nutrition education participants
 - \$132,882 increased revenue for local farmers and producers
 - \$54,460 total fruit and vegetable coupons distributed
 - \$20,020 WIC Perks coupons distributed
 - 17,630 pounds of food donated by participating gardens

2023 BUDGET PERFORMANCE

The Ohio State University Extension received Health and Human Services levy funds from Cuyahoga County to support having an office and presence in the county. The 2023 appropriation was expended on the office lease (\$79,040), equipment (\$12,000), and approximately 35% of personnel expenses (\$131,260). OSU Extension relies on the County approved subsidy to leverage much of the additional revenue sources.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- Relocating and reducing the size of our office due to funding challenges.
- Reduced staff due to funding challenges.
- OSUE has had the same budget appropriation amount for over a decade. Each year we leverage funds to maintain operating expenses which are in the ORC to be provided by county government.
- Reduced office space has caused staff to work from home more frequently due to the lack of desk/office spaces.

2024 – 2025 BUDGET OVERVIEW

The Ohio State University Extension receives State and Federal Extension-dedicated funding as well as discretionary State and Federal funds, local and national foundation funding and some private donations.



THE OHIO STATE UNIVERSITY

COLLEGE OF FOOD, AGRICULTURAL,
AND ENVIRONMENTAL SCIENCES

Cuyahoga County Extension

Ohio State University Extension

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$222,300	\$222,300	\$222,300	\$222,300	\$222,300	\$222,300
HHS Levy Fund	\$222,300	\$222,300	\$222,300	\$222,300	\$222,300	\$222,300
General Fund	\$0	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$0	\$0	\$0	\$0	\$0	\$0

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Other Expenses	\$222,300	\$222,300	\$222,300	\$222,300	\$222,300	\$222,300
Total	\$222,300	\$222,300	\$222,300	\$222,300	\$222,300	\$222,300

Expenditure Summary

The OSU Extension 2024-2025 Adopted Budget provides appropriations for the following:

- Funding for payroll and miscellaneous operation costs related to having an office and presence in the County

Personnel Review Commission

MISSION STATEMENT

Pursuant to Section 9.01 of the Cuyahoga County Charter, the Personnel Review Commission (PRC) was established. The three-member commission is responsible for administering for and in cooperation with county agencies, boards, and commissions, efficient and economical system for the employment of County employees. The PRC is committed to accountability and operational excellence, with the ultimate goal of a workforce that provides superior service and contributions to the region's economic competitiveness. The PRC hears employment appeals and actions, in addition to administering the employee classification and compensation system and conducting civil service testing. In addition, the PRC is responsible for reviewing, auditing, reporting on and making recommendations regarding the County's compliance with local, state and federal laws regarding personnel matters, as well as compliance with a number of Human Resources programs or procedures.



2022 – 2023 DEPARTMENT HIGHLIGHTS

- In 2022, the PRC initiated multiple efforts to support the County's Diversity, Equity and Inclusion efforts. The agency worked with the County's Human Resources department to include equivalent combinations of education and experience in addition to the minimum education and experience requirements in job postings to encourage more qualified applicants to apply.
- The PRC also conducted a review of drivers' license requirements and began a review of certification requirements to remove potentially unnecessary barriers to employment.
- The PRC's testing team incorporated remote testing and proctoring services in 2022 and shifted to a testing center model for in-person testing. The agency conducted a record number of tests in both 2022 and 2023, largely in response to labor market pressures.
- The Classification & Compensation division coordinated a salary survey with the Archer Company in 2022 which resulted in recommendations to County Council to adjust the salary schedules for the County's classified non-bargaining employees which were ultimately adopted by Council.
- The PRC's compliance auditing division conducted three new audits in 2023 in its continued efforts to fulfill its Charter obligations; these included reviews and recommendations regarding consistent discipline, training of management in personnel practices, and consistent administration of a performance management system.

2023 BUDGET PERFORMANCE

The Personnel Review Commission ended 2023 with a budget surplus of \$195,000 or 8% of total budget expenditures of \$2.6 million. The majority of the surplus stems from a refund of previous years space maintenance internal controlled charges totaling \$153,000. The remaining surplus is split between personnel, other expenditures, and capital. Capital purchase of new computers for staff came in under budget by \$14,000, contract service for remote proctoring came in under budget by \$11,000, as awarded ARPA Community Projects Fund was utilized first. Within personnel a vacancy at the end of the year resulted in a \$17,000 surplus.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- The primary challenge which faced the PRC during 2022 and 2023 was the pressure from an extraordinarily tight labor market. This affected the testing team's operations by driving the need for additional testing during both 2022 and 2023 in an effort to obtain adequate applicant numbers.
- The other significant challenge to the compliance division of the PRC is the lack of dedicated support and professional staff to fulfill the PRC's responsibilities to audit and report on the County's compliance with local, state and federal laws regarding personnel matters within the County Executive's organization.

2024 – 2025 BUDGET OVERVIEW

The Personnel Review Commission is funded 100% by the County General Fund. A total of 87% of the Commission's budget is associated with personnel with the remaining 13% in other expenditures. Other expenditures include professional services for testing and proctoring software, and internal chargebacks for space and security. The Personnel Review Commission will continue the remote testing and proctoring once the procurement process is completed in June 2024.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost of living adjustment.
- Base budget adjustment to increase 5% for employer's share of health coverage costs.
- Adopted budget increase of \$25,000 in 2024 and \$50,000 in 2025 for the remote proctoring program.
- Adopted budget increase of \$10,000 in both budget years for general operations.

Personnel Review Commission

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$2,151,916	\$2,370,620	\$2,481,318	\$2,516,318	\$2,534,020	\$2,594,020
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0	\$0
General Fund	\$2,151,916	\$2,370,620	\$2,481,318	\$2,516,318	\$2,534,020	\$2,594,020
Special Revenue Fund	\$0	\$0	\$0	\$0	\$0	\$0

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$1,868,060	\$2,111,392	\$2,197,462	\$2,197,462	\$2,250,164	\$2,250,164
Other Expenses	\$283,856	\$259,228	\$283,856	\$318,856	\$283,856	\$343,856
Total	\$2,151,916	\$2,370,620	\$2,481,318	\$2,516,318	\$2,534,020	\$2,594,020
Staff Count	21	20	19	19	19	19

Expenditure Summary

The Personnel Review Commission 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for 17 full-time staff and 2 board members, including:
 - Director
 - Manager of Classification and Compensation
 - Manager of Compliance Auditing Attorney
 - Manager of Employment Testing
 - 2 Classification and Compensation Specialists
 - Senior Employment Testing Specialist
 - 2 Employment Testing Specialists
 - 7 Employment Testing Specialist Associates
 - Senior Administrative Assistant
- Funding for the remote testing and proctoring program.
- Funding for the County hiring process, coordinating with departments for the best testing methodology.
- Funding for continuously updating the County Classification Plan.

Planning Commission

MISSION STATEMENT

The Planning Commission's mission is to advance Cuyahoga County's social, economic, and environmental health through equitable community planning. The Planning Commission's core values are inclusion, collaboration, communication, accountability, respect, and excellence.

2022 – 2023 DEPARTMENT HIGHLIGHTS

- The County Planning Commission served the cities, villages, and townships of Cuyahoga County and several departments within County government.
- Provided professional planning and zoning expertise using Geographic Information Systems (GIS)
- Administered grant funds from several programs like the Ohio Public Works Commission's State Capital Improvement and Clean Ohio programs, and Cuyahoga County's Healthy Urban Tree Canopy (HUTC) program.

2023 BUDGET PERFORMANCE

The County Planning Commission had a surplus of \$969,270 for 2023, which is 26% of the approved budget amount of \$3.7 million. The surplus comes from unused funding appropriated in 2023, but will be awarded in 2024, for the Healthy Urban Tree Canopy program. In 2023, the Planning Commission exceeded their budget by \$3,759.12 in Personnel costs due to the hiring of a Cleveland Foundation fellow, that was not included in the budget, which offset the surplus. Also, not in the budget, was a 2.5% pay increase to employees based on a merit scale.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- Limited staff count primarily due to the two vacant positions.
- Demand for services outweighs current staffing capacity, allowing for a collaborative and equitable distribution of duties. within the department.

2024 – 2025 BUDGET OVERVIEW

The Planning Commission is funded 100% by the General Fund. The budget covers expenses of 68% for personnel services and 32% for contracts, program awards, and other expenses. The commission is currently managing and administering the Urban Tree Canopy program.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost-of-living adjustment.
- Base budget adjustment to increase 5% for employer's share of health coverage costs.
- Adopted budget increase for 2024 of \$121,000 and 2025 of \$137,000 to maintain current staffing – 18 FTE's.
- Adopted budget increase for the Healthy Urban Tree Canopy program in 2025.



Planning Commission

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$2,710,688	\$2,733,368	\$2,926,819	\$3,047,819	\$2,022,191	\$3,109,191
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0	\$0
General Fund	\$2,710,688	\$2,733,368	\$2,926,819	\$3,047,819	\$2,022,191	\$3,109,191
Special Revenue Fund	\$0	\$0	\$0	\$0	\$0	\$0

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$1,648,265	\$1,937,002	\$1,936,797	\$2,057,797	\$1,982,169	\$2,119,169
Other Expenses	\$1,062,423	\$796,367	\$990,022	\$990,022	\$40,022	\$990,022
Total	\$2,710,688	\$2,733,368	\$2,926,819	\$3,047,819	\$2,022,191	\$3,109,191
Staff Count	18	18	19	19	19	19

Expenditure Summary

The Planning Commission 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for staffing:
 - County Planning Commission Director
 - Business Services Manager
 - Planning Commission GIS Manager
 - Planning Initiatives CCPC Manager
 - Strategy and Development Planning Manager
 - Design and Implementation Planning Manager
 - Three Senior Planner and four Planner CCPC positions
 - Two CCPC Planning Initiatives Specialist positions.
 - Business Services Assistant – CCPC position
 - Planning Commission GIS Technician
 - Information Network Specialist
 - Temporary Intern
- Funding for Healthy Urban Tree Canopy Program – processing of contracts and reimbursements of up to \$950,000 per program year to communities and non-profits.
- Funding for Benevate Neighborly Software Contract
- Funding for the update and refresh County Planning website
- Funding for Zoho Timekeeping contract

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. The Court has established the Guardian Partners program to conduct wellness checks on all adult wards and the Probate Court Resource Center to assist self-represented individuals. Both programs are funded by its own restricted funds. Further, the Court has partnered with the County to launch the Great Estates program to help residents avoid unnecessary costs and delays in settling estates by providing guidance and documents for non-probate transfers. The Court's mission is to provide excellent service to Cuyahoga County residents.

2022 – 2023 DEPARTMENT HIGHLIGHTS

- Restarted the Guardian Partners program to conduct wellness checks on all adult wards in the county. Guardian Partners have conducted over 3,000 wellness checks and reported back to the Court to ensure the safety of our most vulnerable residents.
- Expanded the Resource Center, staffed by a licensed attorney, to four days per week to assist self-represented individuals in filling out forms and providing legal information.
- The Probate Court has partnered with the County to launch the Great Estates Program to help residents avoid unnecessary costs and delays in settling estates by providing guidance and documents for non-probate transfers. These programs have been incredibly well-attended, and future program dates are being planned.
- Expanded the electronic filing system to facilitate the needs created by the COVID-19 pandemic, and that expansion has continued over the last budget cycle. Most case types are now available for electronic filing. 17,020 individuals are registered e-file users, of which approximately 3,544 are attorneys.
- The Probate Court has participated in Cuyahoga County's DEI All Staff Town Hall Trainings and the follow up "What's Next" webinars which were built upon the "All In" principle of the initial DEI Trainings. We found the programs to be informative and helpful and our staff is looking forward to continued participation in the next scheduled sessions.

2023 BUDGET PERFORMANCE

The Probate Court ended 2023 with a surplus of \$376,671 or 4% of the total budgeted amount of \$9.4 million. Most of the surplus is in other expenses within the Court's special revenue funds.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- Safety and security concerns, specifically the concerns highlighted by the Supreme Court when they conducted our Security Assessment in November of 2023 as highlighted in the assessment they provided to the Courts and the County Executive's Office this year.
- Providing mandated services while operating under budget constraints.
- High volume of filings causing delays in processing.

2024 – 2025 BUDGET OVERVIEW

Probate Court is primarily funded through the General Fund, but also receives revenue into their computerization special revenue fund and other special revenue funds (Court Fee Revenue, Permits and Licenses). A total of 74% of the Court's budget is committed to support personnel services, the remaining budget is expected to be used to support the operations of the Court and their statutory obligations.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost-of-living adjustment.
- Base budget adjustment to increase 5% for employer's share of health coverage costs.
- Adopted budget increase to support internal service charges such as space maintenance, security, and indirect costs.

Probate Court

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$8,277,997	\$8,966,148	\$9,099,574	\$9,099,574	\$9,265,665	\$9,265,665
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0	\$0
General Fund	\$7,195,528	\$7,964,934	\$8,172,580	\$8,172,580	\$8,338,671	\$8,338,671
Special Revenue Fund	\$1,082,469	\$1,001,214	\$926,994	\$926,994	\$926,994	\$926,994

*2022 Actuals variance between revenue and expenditures will remain in the agency cash balance.

**2023 Actuals variance between revenue and expenditures is due to spending down prior year(s) cash balance.

***2024 and 2025 variance between revenue and expenditures will remain in the agency cash balance.

Special Revenue Fund Summary

SOURCE	2023 Actual	2024 Budget	2025 Budget
Court Fee Revenue	\$896,205	\$809,269	\$809,269
Court Fee Revenue	\$896,205	\$809,269	\$809,269
Total	\$1,001,214	\$926,994	\$926,994

*Grants are appropriated in the year received. Expenditures chart (Other Expenses) includes grant spending from previous year(s) appropriations.

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$6,017,886	\$6,337,775	\$6,591,853	\$6,591,853	\$6,757,944	\$6,757,944
Other Expenses	\$2,139,799	\$2,691,503	\$2,361,367	\$2,361,367	\$2,361,367	\$2,361,367
Total	\$8,157,685	\$9,029,278	\$8,953,220	\$8,953,220	\$9,119,311	\$9,119,311
Staff Count	76	74	76	76	76	76

Expenditure Summary

The Probate Court 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for 76 FTEs (Clerks, Law Clerks, IT, Magistrates, Bailiffs, Social Workers, and Judges).
- Funding for Sadler NeCamp Financial contract.
- Funding for supplies (WB Mason, Royal and Acme).
- Funding to support the operations of the Court (Brinks, Zoom licenses, and Statutory Administration fees).
- Funding for outside counsel.
- Funding for training and education of staff.



Prosecutor 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 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.

2022 – 2023 DEPARTMENT HIGHLIGHTS

- The Cuyahoga County Prosecutor's Office Crime Strategies Unit (CSU) has been recognized as the "gold standard" by Kristine Hamann from the Prosecutor's Center for Excellence in Manhattan.
- Fourteen (14) child victims were identified by ICAC Special Investigators employed by the Cuyahoga County Prosecutor's Office because of Cuyahoga County ICAC investigations.
- Task force forensic investigators employed by the Cuyahoga County Prosecutor's Office examined more than 419,000 gigabytes of data from seized electronic evidence, including 523 mobile devices and 319 hard drives.

2023 BUDGET PERFORMANCE

The Prosecutor's Office had a 2023 overall deficit of \$82,988 or less than 1% of the total budgeted amount of \$41,425,937. The primary reason for this deficit was due to spending down grants which were appropriated in prior years.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- Like many government entities across the Country, we are experiencing difficulties attracting/recruiting new Attorneys.
- Due to the ever-changing technology, one of our main obstacles is to find adequate and reliable methods of storing all the data that we not only acquire but generate ourselves.

2024 – 2025 BUDGET OVERVIEW

The Prosecutor Office is primarily funded through the General Fund, but also receives revenue from Title IV-D Reimbursements, Title IV-E Reimbursements, and Delinquent Tax Collections Fund which earns 2.5% of the proceeds as established by the ORC 321.261, as well as grant funding. A total of 84% of the Prosecutor's budget is expected to support personnel costs, the remaining budget will be used to support operations and other statutory obligations.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost of living adjustment.
- Base budget adjustment to increase 5% for employer's share of health coverage costs.
- Adopted budget increase to support wage rate adjustment for Prosecutor's Office staff.
- Adopted budget increase for internal service charges such as space maintenance, security, and indirect costs.



Prosecutor Office

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$49,314,836	\$50,159,216	\$61,458,748	\$61,458,748	\$62,508,172	\$62,508,172
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0	\$0
General Fund	\$41,260,458	\$44,073,115	\$50,464,127	\$50,464,127	\$51,513,551	\$51,513,551
Special Revenue Fund	\$8,054,378	\$6,086,101	\$10,994,621	\$10,994,621	\$10,994,621	\$10,994,621

*2022 Actuals variance between revenue and expenditures will remain in the agency cash balance.

**2023 Actuals variance between revenue and expenditures is due to spending down prior year(s) cash balance.

***2024 and 2025 variance between revenue and expenditures will remain in the agency cash balance.

Special Revenue Fund Summary

SOURCE	2023 Actual	2024 Budget	2025 Budget
Federal Grant Revenue	\$577,788	\$0	\$0
State Grant Revenue	\$619,014	\$0	\$0
Delinquent Tax Revenue	\$3,563,440	\$10,696,164	\$10,696,164
Federal non-Grant Revenue	\$2,798	\$0	\$0
Refunds & Reimbursements	\$789,454	\$143,004	\$143,004
Filing Fee Revenue	\$529,141	\$155,453	\$155,453
Interest Earnings Revenue	\$4,467	\$0	\$0
Total	\$6,086,101	\$10,994,621	\$10,994,621

*Grants are appropriated in the year received. Expenditures chart includes grant spending from previous year(s) appropriations

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$38,552,293	\$43,290,911	\$45,509,514	\$45,509,514	\$46,611,221	\$46,611,221
Other Expenses	\$9,025,226	\$8,218,014	\$8,679,879	\$8,679,879	\$8,688,355	\$8,688,355
Total	\$47,577,519	\$51,508,925	\$54,189,393	\$54,189,393	\$55,299,576	\$55,299,576
Staff Count	421	415	430	430	430	430

Expenditure Summary

The Prosecutor Office 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for 430 executive and administrative personnel including: Administrative Assistant 1, Assistant Investigator Supervisor, Assistant Prosecuting Attorney (198), Assistant Unit Supervisor (2), CCH Leads Operator, Chief Juvenile Division, Civilian Analyst, Clerk, Communications Specialist, County Prosecutor, Crime Analyst 1 (3), Crime Analyst 2 (3), Deputy IS Director, Developer 1, Developer 2, Communications Director, Finance Director, HR and Operations Director, Real Estate Appraisal Director, Diversion Officer, Civil Division Chief, Criminal Division Chief, Executive Assistant, Facilities Manager, First Assistant, Fiscal Officer 2, Fiscal Specialist 2 (2), Grants and Fiscal Coordinator, Help Desk Technician (4), ICAC Investigator (8), ICAC Outreach Coordinator, Intake Officer (22), Temporary Intern (6), Investigator 31, Investigator Supervisor (2), IS Director, IS Help Desk Supervisor, IS Scanning Op Clerk (6), IT Infrastructure Engineer 3 (2), IT Infrastructure Engineer 4, IT Infrastructure Engineer 6, Law Clerk (13), Legal Secretary (7), Legal Secretary - TAX (18), Paralegal (23), Payroll Officer, Professional Staff Coordinator (4), Receptionist (2), Senior Systems Analyst (2), Senior Training Officer, Witness Victim Supervisor, Unit Supervisor (31), Victim Witness Advocate (10)
- Funding for supply contracts with WB Mason, miscellaneous computer supplies, and software.
- Funding for Ohio Prosecutor's Association fees and National District Attorney Association fees.
- Funding for publishing services with vendors such as West Publishing and Daily Legal News.
- Funding for mail services with vendors such as Federal Express Services.
- Funding for outside counsel services.
- Funding for professional witness services.
- Funding for miscellaneous contracts with Dell Computers, Blue Ridge, and Moore Counseling, Transunion, Time Warner, and Concentra, Pitney Bowes, MNJ Technologies, and Northern Flooring.

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.

2022 – 2023 DEPARTMENT HIGHLIGHTS

- Handled nearly 30,000 cases including appeals, felonies, juvenile delinquency charges, allegations of parental abuse, neglect, or dependency, misdemeanors, and contempt charges.
- Established a vertical representation team (attorney, social worker, and investigator) to provide continuous representation for juveniles facing bind-overs and prosecution as adults.
- Continued to grow its FIRST program (a Pre-Petition Program, the result of a 5-year Ohio Supreme Court innovation grant) which provides early representation to parents facing children services' involvement to keep families together.
- Sealed or expunged over 1,000 felony records.
- Began representing individuals facing contempt charges in Cuyahoga County Domestic Relations Court.
- Began representation of individuals charged with misdemeanors and felonies in the Lakewood Municipal Court in which they reimburse County expenditures.
- Participated in multiple community clinics related to record sealing, driver's license, child support and warrant issues.

2023 BUDGET PERFORMANCE

The Public Defender Office had a 2023 year-end surplus of \$505,072 or 2% of the total budget of \$20,869,818. Approximately \$300,000 of the surplus is in the General Fund's personnel (\$163,000) and contractual services (\$195,000) due to receiving additional appropriations of \$1.2 million that were not fully utilized due to overestimating year-end expenditure totals. The remaining \$200,000 surplus was in the special revenue accounts due to underspending in personnel and outside counsel services categories.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- Increased litigation-related expert witness fees associated with capital murder and other serious felony cases.
- Received more mental health and mitigation referrals necessitating an additional social worker.
- Required the need for an additional vertical defender to ensure the office is meeting the national best practice model of vertical representation for juveniles facing the possibility of being prosecuted as adults.
- Growing demand for assistance at community clinics on record sealing, driver's license issues, and warrants and increases in requests for pre-arraignment legal assistance.
- Aging IT equipment

2024 – 2025 BUDGET OVERVIEW

The County Public Defender is primarily funded through the General fund, but also receives revenue from agreements with the City of Cleveland and the City of Lakewood to provide indigent defense, as well as reimbursements from the Ohio Public Defender, and grants. A total of 80% of the Public Defender's budget is committed to support personnel costs, the remaining budget is expected to be used to support operations and statutory obligations of the Public Defender.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost-of-living adjustment.
- Base budget adjustment to increase 5% for employer's share of health coverage costs.
- Adopted budget increase for internal charges such as space maintenance, security, and indirect costs.
- Adopted budget increase for additional staffing and other miscellaneous expenses.

Public Defender

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$17,573,301	\$20,255,892	\$18,387,813	\$19,578,926	\$19,420,210	\$19,966,871
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0	\$0
General Fund	\$15,009,519	\$17,650,267	\$17,862,414	\$19,053,527	\$18,894,811	\$19,441,472
Special Revenue Fund	\$2,563,782	\$2,605,625	\$525,399	\$525,399	\$525,399	\$525,399

*2022 and 2023 Actuals variance between revenue and expenditures is due to spending down prior year(s) cash balance.

**2024 and 2025 variance between revenue and expenditures will be made up by spending down prior year(s) cash balance.

Special Revenue Fund Summary

SOURCE	2023 Actual	2024 Budget	2025 Budget
Local Non-Grant Revenue	\$2,382,065	\$525,339	\$525,339
State Grant Rev	\$148,365	\$0	\$0
Indigent Defense Fee Rev	\$75,195	\$0	\$0
Total	\$2,605,625	\$525,339	\$525,339

*Grants are appropriated in the year received. Expenditures chart (Other Expenses) includes grant spending from previous year(s) appropriations

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$15,273,291	\$17,301,993	\$17,497,733	\$18,688,846	\$17,923,218	\$19,119,879
Other Expenses	\$2,319,105	\$3,062,753	\$4,200,350	\$2,900,350	\$4,863,148	\$2,913,148
Total	\$17,592,396	\$20,364,746	\$21,698,083	\$21,589,196	\$22,786,366	\$22,033,027
Staff Count	151	154	161	161	161	161

Expenditure Summary

The Public Defender 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for 161 executive and administrative personnel including: Public Defender, Assistant Public Defenders, Attorneys, Division Supervisors, Social Workers, Law Clerks, technical and financial support staff.
- Funding to update existing computers and purchase new equipment.
- Funding for the cost of expert witness fees.
- Funding for meetings, training, and conferences for staff.
- Funding for memberships and licenses for staff.
- Funding for miscellaneous supplies.



Public Safety and Justice Services

MISSION STATEMENT

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

2022 – 2023 DEPARTMENT HIGHLIGHTS

- PSJS advanced multiple large-scale efforts through the Opioid Settlement Funds, including the Diversion Center, Crisis Intervention Team, and community-wide campaign about the dangers of Fentanyl.
- PSJS Division of Emergency Management maintained national accreditation.
- Cuyahoga Emergency Communication Services (CECOMS) completed a multi-year transition to a new call handling system, including a full hardware refresh.
- The Division of Witness Victim Services absorbed a significant increase (approximately 13%) in walk-in clients at the Family Justice Center.
- The Fiscal and Grants Division led the department to achieve a grant utilization rate of 93%.

2023 BUDGET PERFORMANCE

Public Safety and Justice Services had a surplus of \$4.2 million or 27% of the total budget of \$15,337,039. The primary reason for the surplus was due to adding \$3 million of appropriations for the consolidation of several dispatch centers, but the expenditures are not expected until 2024 and 2025. The remaining surplus of \$1.2 million is due to grant appropriation for multi-year grants. Specifically, \$700,000 was appropriated for the Local Emergency Planning Committee Grant and the State Homeland Security Grant in 2023, but most of the expenses will not post until future years.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- PSJS experienced challenges in project fulfillment due to global supply chain constraints.
- The Division of Emergency Management in 2022 continued to purchase Personal Protective Equipment (PPE) for county agencies and other local partners.
- PSJS experienced a higher turnover within divisions than in any other recent budget biennium.

2024 – 2025 BUDGET OVERVIEW

Public Safety and Justice Services is primarily funded through revenues received from grants, Wireless 9-1-1 Government Assistance Funds from the State of Ohio. The department is also funded through General Fund and Health and Human Service Levy subsidy. The Department of Public Safety and Justice Services covers expenses for 67% personnel services and 33% for contracts and services and other administrative costs and direct service costs.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost of living adjustment.
- Base budget adjustment to increase 5% for employer's share of health coverage costs.
- Adopted budget increase for a new 9-1-1 system and contracts.
- Adopted budget increase for staff not included in the base budget; Program Officer (1), Part-time Critical Infrastructure Analyst (1).
- Adopted budget increase for internal charges such as space maintenance, security, and indirect costs.



Public Safety and Justice Services

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$12,226,407	\$10,258,372	\$8,884,535	\$8,765,947	\$8,985,033	\$8,861,625
HHS Levy Fund	\$2,209,342	\$2,238,138	\$2,863,537	\$2,469,949	\$2,911,819	\$2,513,411
General Fund	\$2,078,080	\$2,379,048	\$2,435,493	\$2,710,493	\$2,487,709	\$2,762,709
Special Revenue Fund	\$7,938,985	\$5,641,186	\$3,585,505	\$3,585,505	\$3,585,505	\$3,585,505

*2023 Actuals variance between revenue and expenditures is due to spending down prior year(s) cash balance.

**2024 and 2025 variance between revenue and expenditures will be made up by spending down prior year(s) cash balance.

Special Revenue Fund Summary

SOURCE	2023 Actual	2024 Budget	2025 Budget
Federal Grant Revenue	\$2,385,618	\$423,492	\$423,492
State Grant Revenue	\$3,166,012	\$2,912,294	\$2,912,294
Departmental Fee Revenue	\$58,302	\$37,627	\$37,627
Refunds & Reimbursement	\$28,255	\$0	\$0
Miscellaneous Revenue	\$3,000	\$0	\$0
Total	\$5,641,186	\$3,585,505	\$3,585,505

*Grants are appropriated in the year received. Expenditures chart includes grant spending from previous year(s) appropriations

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$5,355,875	\$6,518,306	\$7,077,653	\$7,077,653	\$7,253,584	\$7,253,584
Other Expenses	\$5,419,494	\$4,601,391	\$3,444,844	\$3,719,844	\$3,127,493	\$3,402,493
Total	\$10,775,369	\$11,119,697	\$10,522,497	\$10,797,497	\$10,381,077	\$10,656,077
Staff Count	68	78	76	76	76	76

Expenditure Summary

The Department of Public Safety and Justice Services 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for 74 executive and administrative staffing including:
 - 9-1-1 Coordinator, Administrative Assistant (3), Critical Infrastructure Analyst, Deputy Director, Director, Emergency Call-Taker (21), Emergency Management Specialist (2), Family Justice Center Operations Coordinator, Fiscal Specialist 2, Grants Coordinator, Hazardous Materials (HazMat) Coordinator, Intelligence Analyst, Justice System Advocate (16), Business Services Manager, CECOMS Manager, Emergency Management Manager, Neighborhood Center Manager, Program Officer 1, Program Officer 4, Senior Administrative Assistant, Senior Emergency Management Specialist (2), Senior Grants Coordinator (3), CECOMS Operations Supervisor (3), Emergency Management Supervisor (2), Grants Supervisor, Justice Systems Advocate Supervisor (2), Quality Assurance Supervisor, Witness/Victim Program Specialist (2)
- Funding for contracts with WB Mason, Federal Express Services, Advance Ohio Advertising, VASU Communications Equipment, Industrial Video & Co., and other vendors.
- Funding for memberships and licenses.
- Funding for departmental parking reimbursements.
- Funding for meetings and conferences which staff attend.

Public Works – 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.

2022 – 2023 DEPARTMENT HIGHLIGHTS

- Continues improving Airport infrastructure with the completion of the Airport Apron Rehabilitation Project funded by the Ohio Department of Transportation for Aviation as well as local share funding. The total cost was \$875,969.
- Increased air traffic in and out of the Airport.
- The Flex Jet Corporate Headquarters project was substantially completed at an estimated cost of \$50 million and will generate an additional 200 jobs for the local economy. Additional lease revenue of \$310,000 per year will be generated for Airport operations upon completion.
- The County Airport is continuing good steward effects by expanding the number of Hangar Rentals available to customers as well as system preservation due to its robust capital improvement plan.

2023 BUDGET PERFORMANCE

The County Airport had a \$42,463 surplus at the end of 2023, which is 3% of the department's adopted budget of \$1.5 million. The surplus was due to underspending on contractual services and equipment purchases. Throughout the year, \$400,000 was requested with Council's approval for capital improvement projects and equipment purchases. The improvements included lighting replacement, Hangar repairs, punch lock and buzzer installation, and door repairs. Equipment purchased throughout the year includes a John Deere tractor and a zero-turn tractor as well as a replacement part for the Mobile 20 Broom Truck.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- Obtaining adequate funding from the Federal Aviation Administration as well as the State of Ohio for Airport Capital Improvement Projects.
- Maintain self-sufficiency for Airport operations.
- Continue expanding the corporate tenant customer base with additional hangar construction along with other capital improvements.

2024 – 2025 BUDGET OVERVIEW

The Department of Public Works – County Airport is primarily funded through revenues received from hanger rental fees and related services. The budget covers expenses of 59% for personnel services and 41% for contracts, maintenance cost and services.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost-of-living adjustment.
- Base budget adjustment to increase 5% for employer's share of health coverage costs.
- Adopted budget increase for the addition of (1 FTE) Airport Manager and (2 FTE) Operations Tech.



Public Works – County Airport

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$1,107,155	\$1,800,261	\$1,590,389	\$1,590,389	\$1,590,389	\$1,590,389
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0	\$0
General Fund	\$0	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$1,107,155	\$1,800,261	\$1,590,389	\$1,590,389	\$1,590,389	\$1,590,389

*2022 and 2023 Actuals variance between revenue and expenditures is due to spending down prior year(s) cash balance.

**2024 and 2025 variance between revenue and expenditures will be made up by spending down of the agency cash balance.

Special Revenue Fund Summary

SOURCE	2023 Actual	2024 Budget	2025 Budget
County Airport Enterprise Fund	\$1,800,261	\$1,590,389	\$1,590,389
Total	\$1,858,718	\$1,513,501	\$1,649,984

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$679,280	\$758,103	\$895,428	\$895,428	\$1,031,911	\$1,031,911
Other Expenses	\$1,658,265	\$1,100,615	\$618,073	\$618,073	\$618,073	\$618,073
Total	\$2,337,545	\$1,858,718	\$1,513,501	\$1,513,501	\$1,649,984	\$1,649,984
Staff Count	6	7	10	10	10	10

Expenditure Summary

The Cuyahoga County Airport 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for staffing:
 - Airport Manager
 - Maintenance Superintendent
 - Eight Airport Operations Technician positions
- Funding for expansion of Apron and taxiway B.
- Funding for reconfiguring taxiway A and install pavement and electrical.
- Funding for grounds equipment and necessary repairs.
- Funding for Real Estate Taxes.
- Funding for utility expenses, includes water, electricity, and natural gas.
- Funding for training of employees in case of a fire emergency.
- Funding for maintenance supplies for anticipated liquid de-icer expenses.

Public Works – 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.

2022 – 2023 DEPARTMENT HIGHLIGHTS

- The Animal Shelter began an expansion to the play areas for dogs which are crucial to the health and happiness of dogs in care.
- Expanded space allows for more training and class opportunities and increases volunteer resources.
- The expansion was funded by County ARPA Community Grant Funds will be completed in 2024.
- The Cuyahoga County Animal Shelter remains a national model in animal care.

2023 BUDGET PERFORMANCE

The Dog Kennel ended 2023 with a surplus of \$163,000 or 6% of total budgeted expenditures of \$2.8 million. Surpluses were primarily within Animal Shelter personnel and are a result of vacant Deputy Dog Warden and Veterinarian.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

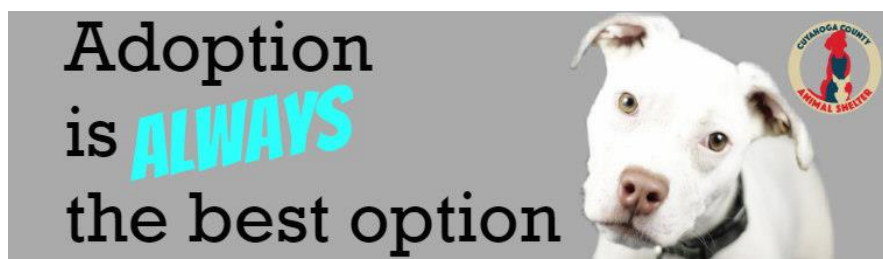
- Over population at the Animal Shelter has increased daily counts and reached capacity causing a reliance on more foster care and limited placement opportunities.
- The Animal Shelter cannot accept overflow from other facilities with dogs staying greater lengths of time.
- The Animal Shelter does not euthanize animals to free up space, so capacity remains the greatest challenge.

2024 – 2025 BUDGET OVERVIEW

The County Kennel is a division of the Department of Public Works and receives 92% of its revenue from dog licenses fees and private donations with an additional 7% from the General Fund subsidy. The budget covers 50% County personnel and the remaining 50% is used to support operations.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost of living adjustment.
- Base budget adjustment to increase 5% for employer's share of health coverage costs.
- Adopted budget increase for a Dog Warden.



Public Works – Dog Kennel

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$2,401,531	\$2,522,988	\$1,207,411	\$1,207,411	\$1,207,411	\$1,207,411
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0	\$0
General Fund	\$120,000	\$199,400	\$210,000	\$210,000	\$210,000	\$210,000
Special Revenue Fund	\$2,281,531	\$2,323,588	\$997,411	\$997,411	\$997,411	\$997,411

*2022 and 2023 Actuals variance between revenue and expenditures will remain in the agency cash balance.

**2024 and 2025 variance between revenue and expenditures will be made up by spending down of the agency cash balance.

Special Revenue Fund Summary

SOURCE	2023 Actual	2024 Budget	2025 Budget
Dog Kennel	\$1,666,800	\$934,651	\$934,651
Dick Goddard Best Friends Fund	\$656,788	\$62,760	\$62,760
Total	\$2,323,588	\$997,411	\$997,411

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$1,085,552	\$1,407,413	\$1,402,063	\$1,402,063	\$1,438,888	\$1,438,888
Other Expenses	\$1,052,969	\$2,026,327	\$1,398,413	\$1,398,413	\$1,398,413	\$1,398,413
Total	\$2,138,521	\$3,433,740	\$2,800,476	\$2,800,476	\$2,837,301	\$2,837,301
Staff Count	17	16	17	17	17	17

Expenditure Summary

The Cuyahoga County Dog Kennel 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for staffing:
 - Chief
 - 8 Deputy Dog Wardens
 - 3 animal shelter supervisor and administrator
 - Behavioral Coordinator
 - Adoptions Coordinator
 - 2 volunteer coordinators
- Funding for the animal shelter and care including food, supplies, medication and equipment.
- Funding to administer the dog license program.

Public Works – Facilities

MISSION STATEMENT

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

2022 – 2023 DEPARTMENT HIGHLIGHTS

- Successful procurement, and installation of a new boiler system at the Juvenile Justice Center.
- Began comprehensive Men’s Shelter renovation and expansion.

2023 BUDGET PERFORMANCE

Public Works Facilities ended 2023 with a budget surplus of \$37 million or 24% of the \$150 million expenditure budget. The surplus is primarily within capital projects as the budget was increased significantly but project expenditures did not materialize as quickly during the year. Facility Design and Maintenance Internal Service budget was underspent in the Other Expenditures category by \$17 million. The Print Shop and parking garage both ended with \$500,000 surpluses with savings in operational supplies and equipment.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- Managing the ever changing procurement environment, specifically the constant fluctuations in commodity prices.
- Managing the balance between reducing expenses while maximizing the utilization of our facilities.

2024 – 2025 BUDGET OVERVIEW

Public Works – Facilities receive revenue from parking garages fees, reimbursements for capital improvements to county owned buildings, and internal services charges which comprise 86% of its Special Revenue funds. The remaining 14% is funded through subsidies from the General Fund. Public Works – Facilities personnel expenses encompass 45% of its budget. The remaining 55% of the budget covers expenses related to providing internal and external services.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost-of-living adjustment.
- Base budget adjustment to increase 5% for employer’s share of health coverage costs.
- Base budget increased to support funding for capital improvements.
- Adopted budget increase for development of the County’s Public Utility (Microgrid) program.
- Adopted budget increase for internal service charges such as space maintenance, security, and indirect costs.



Public Works – Facilities

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$77,547,978	\$84,982,647	\$61,189,429	\$61,189,429	\$77,239,068	\$87,239,068
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0	\$0
General Fund	\$21,327,765	\$10,604,011	\$10,237,447	\$10,237,447	\$10,259,426	\$20,259,426
Special Revenue Fund	\$56,220,213	\$74,378,636	\$50,951,982	\$50,951,982	\$66,979,642	\$66,979,642

*2023 Actuals variance between revenue and expenditures is due to spending down prior year(s) cash balance.

**2024 and 2025 variance between revenue and expenditures will be made up by spending down of the agency cash balance.

Special Revenue Fund Summary

SOURCE	2023 Actual	2024 Budget	2025 Budget
Parking Garage	\$4,524,722	\$5,228,953	\$5,228,953
Public Utility	\$375,000	\$175,000	\$175,000
Facilities	\$56,234,783	\$31,823,644	\$36,709,972
Fleet	\$2,517,857	\$1,360,534	\$2,501,866
Mailroom	\$1,673,859	\$1,198,813	\$1,198,813
Print Shop	\$2,252,415	\$1,165,038	\$11,165,038
Capital Projects	\$6,800,000	\$10,000,000	\$10,000,000
Total	\$74,378,636	\$50,951,982	\$66,979,642

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$29,067,660	\$29,921,489	\$31,182,694	\$31,082,694	\$31,746,166	\$31,646,166
Other Expenses	\$47,641,698	\$85,384,769	\$39,586,331	\$39,839,381	\$40,080,374	\$50,180,374
Total	\$76,709,358	\$115,306,258	\$70,769,025	\$70,922,075	\$71,826,540	\$81,826,540
Staff Count	327	330	329	329	329	329

Expenditure Summary

The Cuyahoga County Facilities Management 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for staffing 329 FTEs across 7 divisions
 - 151 in Custodial Services
 - 86 in Trade Services
 - 21 in Special Trades
 - 24 in Facilities administration and services
 - 47 in County Central Service
- Funding for skilled tradesman.
- Funding for the Public Utility administrative personnel.
- Funding for central services including administration, trades, and custodial.
- Funding for fleet, mailroom, and printshop.
- Funding for \$10 million County Downtown Hotel room refresh in 2025.

Public Works – 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.

2022 – 2023 DEPARTMENT HIGHLIGHTS

2022 Highlights

- Began construction on nine (9) road resurfacing projects from the CIP for \$26.3 Million: Lewis Road, Green Road, Superior Road, Green Road, Ridge Road, Harvard Avenue, South Green Road, West Ridgewood Drive, and Wolf Road.
- Began construction on three (3) bridge rehabilitation projects from the CIP for \$13.7 Million: Old Rockside Road Bridge, Crestwood Lane & Eastwood Lane Culverts, and Jefferson Avenue Bridge Replacement.
- Applied for, obtained, and used federal, state, and local funding from various grant programs including Surface Transportation Block Grants and Ohio Public Works Commission. The County leveraged \$21.3 Million of the Road and Bridge funds to complete \$40.0 Million worth of construction projects.
- Serve as the local public agency to deliver six (6) federally funded projects on behalf of the Ohio Department of Transportation.
- Completed annual Countywide Asphalt Preservation Program on five (5) roadways to extend the service life of recently rehabilitated projects which typically includes joint and crack sealing as well as applications of rejuvenating agents to the pavement surface.

2023 Highlights

- Began construction on six (6) road resurfacing projects from the CIP for \$13.8 Million: Canal Road/Hillside Road Intersection Widening, Wilson Mills Road, Coventry Road, Dunham Road, East 26th Street, and Hilliard Road.
- Began construction on five (5) bridge rehabilitation projects from the CIP for \$38.9 Million: Miles Road Bridge Rehabilitation, Boston Road Bridge Rehabilitation, Warrensville Center Road East & West Bridges Rehabilitation, West 130th Street Bridge Replacement, and Pleasant Valley Road Rehabilitation.
- Applied for, obtained, and used federal, state and local funding from various grant programs including Surface Transportation Block Grants and Ohio Public Works Commission. The County leveraged \$19.8 Million of the Road and Bridge funds to complete \$52.7 Million worth of construction projects.
- Serve as the local public agency to deliver seven (7) federally funded projects on behalf of the Ohio Department of Transportation.
- Completed annual Countywide Asphalt Preservation Program on 16 roadways to extend the service life of recently rehabilitated projects which typically includes joint and crack sealing as well as applications of rejuvenating agents to the pavement surface.

2023 BUDGET PERFORMANCE

Road and Bridge ended 2023 with a \$16 million surplus. The overall surplus is 35% of the total budgeted amount of \$46 million. Road and Bridge had a \$15 million surplus due to the underspending within capital. Majority of the underspending was due to appropriation increases and transfers occurring for projects that were not completed in 2023 and will have expenses posting in 2024 future years instead. Some of the projects that were appropriated, but not completed in 2023 included Sprague Road Reconstruction, Cedar Point Bridge, Green Road Resurfacing, and the Old Rockside Bridge Project. Road and Bridge expensed \$597,708.83 of the \$1,058,189.80 budget within Contractual Services. Total revenue was \$37,495,232.33.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- Rising construction costs cause challenges to fund scheduled CIP projects, forcing the County to pursue additional funding and postpone projects.
- Deteriorating condition of transportation infrastructure and need to provide additional funds for reconstruction, rehabilitation, and repairs.
- The rising prices of materials and issues within the supply chain drive the project costs up and cause delays.

2024 – 2025 BUDGET OVERVIEW

The Public Works Road & Bridge division is funded 100% by Special Revenues from Motor and Licensing taxes. A total of 30% of the department's budget will be spent on Personnel Services and the remaining 70% will be utilized for capital improvement projects and daily operations.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost-of-living adjustment.
- Base budget adjustment to increase 5% for employer's share of health coverage costs.

Public Works – Road & Bridge

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$36,932,213	\$37,495,232	\$56,375,073	\$56,375,073	\$56,375,073	\$56,375,073
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0	\$0
General Fund	\$0	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$36,932,213	\$37,495,232	\$56,375,073	\$56,375,073	\$56,375,073	\$56,375,073

*2022 Actuals variance between revenue and expenditures will remain in the agency cash balance.

**2023 Actuals variance between revenue and expenditures is due to spending down prior year(s) cash balance.

***2024 and 2025 variance between revenue and expenditures will remain in the agency cash balance.

Special Revenue Fund Summary

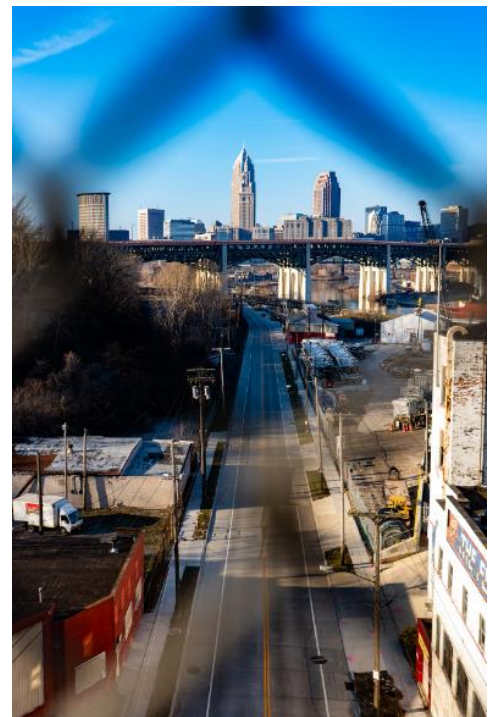
SOURCE	2023 Actual	2024 Budget	2025 Budget
Motor Vehicle Gas Tax Special Revenue Fund	\$37,495,232	\$56,375,073	\$56,375,073
Total	\$30,369,387	\$45,493,831	\$45,808,909

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$9,418,235	\$9,624,620	\$13,367,026	\$13,367,026	\$13,632,082	\$13,632,082
Other Expenses	\$44,825,922	\$20,744,767	\$32,126,805	\$32,126,805	\$32,176,827	\$32,176,827
Total	\$54,244,158	\$30,369,387	\$45,493,831	\$45,493,831	\$45,808,909	\$45,808,909
Staff Count	116	118	116	116	116	116

Expenditure Summary

The Cuyahoga County Road & Bridge 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for staffing:
 - Three Administrative Assistants, three purchasing analysts, a Planning Administrator, an Administrative Associate, and a Business Services Manager
 - Deputy Chief of Engineering, the County Engineer, three Area Construction Engineers, six Engineering Section Chiefs, One Engineer 1, one Engineer 2, two Engineer 3, and nine Engineer 4 positions
 - Ironworkers, Welder Craftsmen, Cement finishers, Painters, Mechanics, and Technicians
 - Six Project Inspection Supervisors and thirteen Project Inspectors
 - Project Managers, Bridge Inspectors, Foremen, Surveyors, Laborers, and Special Equipment Operators
- Funding for County portion of Ohio Department of Transportation and Ohio Public Works Commission projects for 2024 and 2025.
- Funding for prior year encumbrances for eleven capital projects that are still active
- Funding for Ohio Department of Transportation for the North Marginal Road Project.
- Funding for capital project expenditures for Franklin Blvd and Irishtown Bend projects.
- Funding for SIB Loan Payment for Royalton Road and Schaaf Road Projects as well as a cash transfer for the North Marginal Road Project.
- Funding for Olmsted Township Maintenance Agreement.



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.

2022 – 2023 DEPARTMENT HIGHLIGHTS

- Continued to expand our customer base by adding the City of Lakewood and Village of Bratenahl as well as potentially adding the City of Brook Park to our member base as part of our ongoing regionalization efforts.
- Continued to implement fleet modernization by spending over \$4 million on fleet replacement.
- Expended approximately \$10 million on infrastructure improvements within our member communities.

2023 BUDGET PERFORMANCE

The Sanitary Engineer ended the year 2023 with a \$9.2 million surplus, which is 21% of the total budget. Equipment purchases were underspent by \$3,313,321.33 because a jet vacuum machine and five sewer vac trucks were appropriated in 2023, but expenses will post in 2024. Personnel had a surplus of \$990,213.90 due to the vacant Superintendent for Maintenance position and 8 vacant union positions. Municipal cost allocations will be completed in 2024 for 2023, which will decrease the current Contractual Services surplus of \$931,464.04. Revenue totaled \$28,116,901.90 from sources such as direct bill communities and OWDA Loan Reimbursements.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- Continue regionalization efforts by expanding our customer base.
- Continue targeting infrastructure improvements and other investments to spur community development.
- Leverage sewer district cash balances with federal/state funding for capital project financing.

2024 – 2025 BUDGET OVERVIEW

The Sanitary Engineer Department is funded 100% by Special Revenues received from Special Assessments Fees, Sewer Maintenance Fees, and Sewer Inspection Fees. Personnel expenses consist of 40% of the allocated budget. Other expenses equate to 60% of the remaining allocated budget which encompasses expenses such as engineering contracts and debt payments.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost of living adjustment.
- Base budget adjustment to increase 5% for employer's share of health coverage costs.
- Adopted budget increase for vacant Superintendent of Maintenance position to be filled.
- Adopted budget increase for Four vacant Maintenance Mechanics and four vacant Sewer Maintenance positions to be filled.
- Adopted budget increase of \$2,000,000 for vehicle replacement costs.
- Adopted budget increase of \$4,500,000 for necessary repairs, rehab, and CCVT contracts.



Public Works – Sanitary Engineer

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$28,702,292	\$28,116,902	\$28,650,693	\$28,650,693	\$28,078,607	\$28,078,607
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0	\$0
General Fund	\$0	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$28,702,292	\$28,116,902	\$28,650,693	\$28,650,693	\$28,078,607	\$28,078,607

*2022 Actuals variance between revenue and expenditures will remain in the agency cash balance.

**2023 Actuals variance between revenue and expenditures is due to spending down prior year(s) cash balance.

***2024 and 2025 variance between revenue and expenditures will be made up by spending down of the agency cash balance.

Special Revenue Fund Summary

SOURCE	2023 Actual	2024 Budget	2025 Budget
Public Works – Sanitary Engineer Enterprise Fund	\$28,116,902	\$28,650,693	\$28,078,607
Total	\$34,379,152	\$34,794,879	\$35,141,091

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$11,837,052	\$13,088,131	\$13,253,735	\$13,253,735	\$13,599,947	\$13,599,947
Other Expenses	\$15,041,144	\$21,291,021	\$21,541,144	\$21,541,144	\$21,541,144	\$21,541,144
Total	\$26,878,196	\$34,379,152	\$34,794,879	\$34,794,879	\$35,141,091	\$35,141,091
Staff Count	110	122	133	133	133	133

Expenditure Summary

The Cuyahoga County Sanitary Engineering Division 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for staffing:
 - Maintenance Deputy Chief
 - Business Services Manager, Fiscal Specialist, Purchasing Analysts (2), and a Business Administrator
 - Administrative Officer, Administrative Support Supervisors (2), and an Administrative Assistant
 - Engineering Section Chief, Area Construction Engineer, and Engineers (5)
 - Projection Inspection Supervisor, Senior Project Manager, and Project Inspectors (7)
 - Sewer Maintenance Senior Supervisors (2), Sewer Maintenance Supervisors (9), and Sewer Maintenance Workers (39)
 - Heavy Equipment Heavy Machine Operators (3), Back Hoe Operators (6), and Operators (17)
 - Permit Coordinator, Radio Dispatch Coordinator (3), Groundskeepers (6), Leadman (13), Pump Foreman, and Maintenance Mechanics (6)
- Funding for the addition of a pump station in Parma.
- Funding for Jet Vacuum machine.
- Funding for five new Sewer Vac Trucks.
- Funding for maintenance and operation of wastewater treatment plants.
- Funding for performing infrastructure needs assessment for communities.

Regional Collaboration

MISSION STATEMENT

The Department of Regional Collaboration was established to advocate for and promote cooperation and collaboration with and among the State of Ohio and other political subdivisions. This Department advances the mission of Cuyahoga County by mobilizing cross-sector resources between the County's departments and the programs offered by Cuyahoga County's political subdivisions and both non-profit and business entities to provide superior services to the citizens of Cuyahoga County.

2022 – 2023 DEPARTMENT HIGHLIGHTS

- In 2022, Department staff served as the liaison between the County Executive and members of Cuyahoga County Council as well as the 59 municipalities of Cuyahoga County.
- The Department also oversaw the County Executive's appointment of members to boards and commissions.
- In 2023, the Department began work to re-establish procedures for vetting and appointment of members of boards and commissions as well as identification of County services that would be contracted by municipalities.

2023 BUDGET PERFORMANCE

The Department of Regional Collaboration ended 2023 with a budget surplus of \$2,323 or 1.5% of the \$162,000 expenditure budget with the surplus entirely within other expenditures. The Department did not contract for any external services the surplus was comprised of general operations savings in printing, postage, and supplies. The Department added a Director of Regional Collaboration in the third quarter of 2023 which had been vacant over a year, ending 2023 with two full-time employees.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- The Department of Regional Collaboration was without a Director from June 2022 until October 2023.
- Initial work in late 2023 focused on re-establishing policies and procedures to support the work of the Department.

2024 – 2025 BUDGET OVERVIEW

The Department of Regional Collaboration is 100% funded by the County General Fund. A total of 99% of the Department's budget is associated with personnel services with the remaining 1% in other expenses.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost of living adjustment.
- Base budget adjustment to increase 5% for employer's share of health coverage costs.
- Adopted budget increase for a Director of Regional Collaboration.

Regional Collaboration

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$286,273	\$159,181	\$281,738	\$281,738	\$288,394	\$288,394
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0	\$0
General Fund	\$286,273	\$159,181	\$281,738	\$281,738	\$288,394	\$288,394
Special Revenue Fund	\$0	\$0	\$0	\$0	\$0	\$0

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$282,691	\$156,772	\$278,155	\$278,155	\$284,811	\$284,811
Other Expenses	\$3,582	\$2,409	\$3,583	\$3,583	\$3,583	\$3,583
Total	\$286,273	\$159,181	\$281,738	\$281,738	\$288,394	\$288,394
Staff Count	2	2	2	2	2	2

Expenditure Summary

The Regional Collaboration 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for two FTEs including the Director of Regional Collaboration and Supervisor of Grants.
- Funding for general daily operations.



Sheriff

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.

2022 – 2023 DEPARTMENT HIGHLIGHTS

- Sheriff Pretel started implementing standardized policies and procedures when he assumed office in July 2023.
- In 2023, the average duration of stay for inmates was 37 days, and the average daily population was 1,602 inmates.
- The jail underwent significant maintenance renovations, as well as upgrades to safety and security measures.
- The Sheriff's department houses many different units that successfully conducted investigations, apprehended offenders, confiscated narcotics, seized cash and weapons.
 - The Downtown Safety Patrol was reinstated in August 2023 due to a surge in violence in Downtown Cleveland. Between August and December, the DSP confiscated 114 firearms and seized narcotics from 310 individuals. Additionally, \$103,187.00 of drug proceeds were seized.
 - The Human Trafficking Task Force had 31 indictments, 91 arrests, 37 victims recovered/ rescued, firearms and cash seized.
 - The Narcotics Unit was tasked with conducting narcotic investigations related to the Jail. Two Sheriff's Deputies conducted 291 investigations, resulting in 220 criminal indictments. The Narcotics Unit seized heroin, fentanyl, cocaine, methamphetamine, MDMA and prescription pills.
 - The Canine Unit successfully apprehended 14 wanted fugitives. They conducted 170 searches of buildings and/or vehicles using their trained dogs. Additionally, they seized 199 packages from various parcel shipping facilities and conducted 15 controlled deliveries. The Canines successfully seized items that included marijuana, hash, heroin, cocaine, methamphetamine, and mushrooms. In addition, \$213,225.00 of narcotic proceeds were confiscated. A sum of \$23,400.00 has been successfully retrieved and returned to the elderly residents of Cuyahoga County, who were victimized in a series of fraudulent activities.

2023 BUDGET PERFORMANCE

The Sheriff's Department ended 2023 with a surplus of \$5.1 million or 3% of the total budget amount of \$197 million. This includes a surplus of over \$2.9 million in other expenses and over \$800 thousand in controlled expenditures. There was an overestimation of space maintenance charges and payments to vendors. The remaining surplus was due to an increase in the Commissary Fund as well as multi-year grant awards that were not fully expensed within the year.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- Recruitment and retention.
- Quality of service delivery improvement in the correctional facility, court and patrol operations, investigations and professional services.
- Striving to keep expenditures at a minimum, while steadily meeting statutory requirements as a 24/7 operation.

2024 – 2025 BUDGET OVERVIEW

The Sheriff's Department is primarily funded through the General Fund but also receives revenue from grants, and other special revenue funds such as the jail commissary, carry and conceal licenses, and federal forfeitures. Of the Sheriff's budget 68% is committed to supporting personnel costs and the remaining budget is expected to be used to support the County Jail, Sheriff's Deputy operations, and other obligations of the Sheriff's general operations.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost-of-living adjustment.
- Base budget adjustment to increase 5% for employer's share of health coverage costs.
- Adopted budget increase for internal charges such as space maintenance, security, and indirect costs.
- Adopted budget increase for CBA contract and overtime.
- Adopted budget increase for Chagrin Valley Dispatch, Trinity Food and MetroHealth contract.
- Adopted budget increase for K9 Program, Stab Proof vests and Parking reimbursements.
- Adopted budget increase for 40 additional corrections officers.



Sheriff

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$170,843,510	\$194,203,904	\$174,047,775	\$178,537,357	\$176,666,146	\$180,889,926
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0	\$0
General Fund	\$150,311,470	\$173,805,027	\$161,710,903	\$166,200,485	\$164,329,274	\$168,553,054
Special Revenue Fund	\$20,532,040	\$20,398,877	\$12,336,872	\$12,336,872	\$12,336,872	\$12,336,872

*2022 Actuals variance between revenue and expenditures will remain in the agency cash balance.

**2023 Actuals variance between revenue and expenditures is due to spending down prior year(s) cash balance.

***2024 and 2025 variance between revenue and expenditures will be made up by spending down of the agency cash balance.

Special Revenue Fund Summary

SOURCE	2023 Actual	2024 Budget	2025 Budget
Central Security Services	\$14,287,278	\$11,894,373	\$11,894,373
Criminal Justice Info Share (CJIS)	\$516,562	\$0	\$0
Carrying Concealed Weapon	\$70,699	\$98,369	\$98,369
Commissary Fund	\$3,742,552	\$0	\$0
Sheriff Federal Forfeiture	\$582,804	\$285,010	\$285,010
Sexual Offender Registration	\$1,800	\$0	\$0
Home Detention Fees	\$58,659	\$59,120	\$59,120
Intergovernmental	\$1,134,512	\$0	\$0
Refunds and Reimbursements	\$4,011	\$0	\$0
Total	\$20,398,877	\$12,336,872	\$12,336,872

*Grants are appropriated in the year received. Expenditures chart includes grant spending from previous year(s) appropriations.

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$115,082,580	\$130,147,235	\$120,515,620	\$124,085,621	\$123,440,455	\$127,041,856
Other Expenses	\$49,148,248	\$61,922,451	\$57,909,383	\$59,004,283	\$57,953,347	\$58,751,047
Total	\$164,230,828	\$192,069,686	\$178,425,003	\$183,089,904	\$181,393,802	\$185,792,903
Staff Count	1,077	1,062	1,139	1,139	1,139	1,139

Expenditure Summary

The Sheriff 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for 1,084 FTEs including:
 - Administrative Coordinator (3), Corrections Administrator, Social Program Administrator 2, Associate Warden (4), Business Administrator 1, Business Administrator 3, Business Administrator 4 (2), Chaplain (2), Chief Deputy (2), Chief Investigator, Cook (10), Correction Officer (CO) (596), CO Corporal (40), CO Lieutenant (8), CO Sergeant (20), Crime Stoppers Coordinator, Custodial Worker, Data Systems Technician, Deputy Sheriff (165), Deputy Sheriff, Captain (4), Deputy Sheriff, Lieutenant (4), Deputy Sheriff, Sergeant (21), Dockworker (2), Misc. (2), Executive Assistant, Fiscal Specialist 1, Fiscal Specialist 2 (2), Fiscal Specialist 3 (3), Human Resources Associate (2), Human Resources Generalist (3), Intelligence Analyst, Job Coach (4), Legal Clerk 3 (1), Business Services Manager, Motor Pool Attendant (2), Payroll Officer (4), Physical Structure Security Specialist, Program Officer 2, Program Officer 3, Security Lieutenant (2), Security Monitor (6), Security Officer 2 (91), Security Sergeant (14), Senior Administrative Assistant, Senior Business Intelligence Analyst, Sheriffs Clerk (Level 1) (3), Sheriffs Clerk (Level 2) (34), Social Service Worker 2, Corrections Special Assistant, Supervisor, Administrative Support (4), Motor Pool Supervisor, Talent Acquisition, Time and Attendance Administrator, TWL Administrator, Warden
- Funding for contracts to support operations of the Cuyahoga County Sheriff Department.
- Funding for contracts to support the Correctional Facility including medical care, supplies, equipment, etc.
- Funding for training and education of staff.
- Funding for contracts to support the services of the Deputies and Protective Service Officers including firearms, vehicles, supplies, etc.

Soil and Water Conservation District

MISSION STATEMENT

The Soil and Water Conservation District Implement programs and practices that protect and restore healthy soil and water resources. There shall be no discrimination exercised against any person because of race, color, religion, national origin, sex, gender, ancestry, age, disability, sexual orientation, sexual identity, genetic information, political affiliation, or military or veteran status when fulfilling the purpose of this engagement.

2022 – 2023 DEPARTMENT HIGHLIGHTS

- Hired new Education Program Specialist to support CSWCD school programs.
- Renewed grant contract to serve as facilitating organization for Cuyahoga River Area of Concern (AOC).
- Launched First Rings First Fellowship program, funded through NOAA Bay Watershed Education Training (BWET) grant, to engage high school teachers from first ring schools to develop meaningful watershed education projects in their schools/classrooms.
- Hosted Student Conservation Symposium and Career Expo at the Educational Service Center.
- Launched Stormwater Conservation Action Grant program.
- Secured grant funding from the NEGEV foundation to establish 180 trees and evaluate the effectiveness of soil mycorrhizae on tree health.
- Contracted with three (3) new communities to provide stormwater services.
- Hired new Urban Technician to conduct stormwater inspections and other related services.
- Increased stormwater service offerings for post-construction and good housekeeping/maintenance minimum control measures in two (2) communities.
- Hosted 2023 Student Conservation Symposium and Career Expo at the Educational Service Center.
- Secured funding through WRLC to implement Invasive Plant trade-in program in Euclid Creek Watershed.
- Contracted with Biohabitats to lead design-build activities for the Greenbriar 319 Stream Restoration project.
- Coordinated BUI Removal celebration event for Cuyahoga River Area of Concern (AOC).

2023 BUDGET PERFORMANCE

The Cuyahoga Soil and Water Conservation District ended 2023 with a budget surplus of \$308,000 or 15% of the \$2 million expenditure budget. The surplus was evenly split between personnel and other expenditures. The Board of Supervisors approved a budget increase of \$297,500 during the 2023 fiscal year with the majority target towards capital purchases including two vehicles. Capital improvements including upgrades to District's website and branding, computer servers and equipment were not completed before the end of the year. The personnel budget was also increased, and the District added 3 full-time equivalent employees although periods of vacancy and hiring of interns caused the surplus in personnel. The Soil and Water Conservation District generated \$1.5 million in revenues including a \$125,000 subsidy from the County General Fund. Expenditures totaled \$1.9 million resulting in the fund balance being drawn down by \$400,000, with the District's fund balance ending 2023 with \$410,000.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- Increasing construction activity and administrative oversight for stormwater inspections and follow ups.
- Changing weather patterns and unexpected drought impacted survivability of trees planted through the Healthy Urban Tree Canopy program.
- Increasing post-construction sites coming online and requiring annual inspections.
- Staff turnover in summer & fall 2023.

2024 – 2025 BUDGET OVERVIEW

A total of 88% of the Soil and Water Conservation District budget is associated with personnel expenditures with the remaining 12% in other expenditures. The Soil and Water Conservation district is funded 90% in the District's special revenue fund and 10% through a General Fund subsidy. Revenue sources are comprised of charges to municipalities, subsidy from the County General Fund and matching funding provided by Ohio Department of Agriculture. The District subsidy was increased to \$175,000 in both 2024 and 2025.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost of living adjustment.
- Base budget adjustment to increase 5% for employer's share of health coverage costs.
- Adopted budget increase to the General Fund subsidy to the District to \$175,000.

Soil and Water Conservation

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$1,477,137	\$2,062,957	\$1,823,807	\$1,823,807	\$1,863,077	\$1,863,077
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0	\$0
General Fund	\$125,000	\$125,000	\$125,000	\$175,000	\$125,000	\$175,000
Special Revenue Fund	\$1,518,306	\$1,549,029	\$2,392,808	\$2,392,808	\$2,392,808	\$2,392,808

Special Revenue Fund Summary

SOURCE	2023 Actual	2024 Budget	2025 Budget
Soil and Water Conservation District Fund	\$1,399,498	\$2,368,996	\$2,368,996
Soil and Water Conservation Grants	\$149,531	\$23,812	\$23,812
Total	\$1,549,029	\$2,392,808	\$2,392,808

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$1,250,707	\$1,467,793	\$1,555,813	\$1,555,813	\$1,595,083	\$1,595,083
Other Expenses	\$226,430	\$595,164	\$267,994	\$267,994	\$267,994	\$267,994
Total	\$1,477,137	\$2,062,957	\$1,823,807	\$1,823,807	\$1,863,077	\$1,863,077
Staff Count	15	18	17	17	17	17

Expenditure Summary

The Soil and Water Conservation 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for 17 full-time employees including the Director, 2 stormwater specialists, 3 education program coordinators, 3 programs manager and assistants, 7 urban and watershed coordinators, conservationists, and technicians, and 2 part-time interns.
- Funding for education and outreach programs.
- Funding for stormwater and watershed management programs.
- Funding for healthy soils and natural resource programs.
- Funding for the healthy urban tree canopy.
- Funding for capital expenditures including vehicles and equipment.



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, 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.

2022 – 2023 DEPARTMENT HIGHLIGHTS

- In 2022 the Monument, through the exemplary work of the Public Works Department, and their masons in particular, were able to repair and reseal the decking around the exterior of the Monument which helped to mitigate the water infiltration into the basement.
- The long-awaited boiler system was also completed, supplying consistent heat.
- In 2023, our already robust programming was added to with a Veterans Mental Health Fair which brought together many resources for County Veterans in an informal, informational fair.
- In 2023, we were also pleased to be able to fully staff the Monument with quality hires that have elevated the visitor experience.
- The Monument continued to raise our public profile with exemplary events and exhibits. In 2022 we were awarded an outstanding achievement award from the Ohio Local History Alliance for our 9/11 20th Anniversary program from 2021.

2023 BUDGET PERFORMANCE

The Soldiers' and Sailors' Monument ended 2023 with a \$145,691 surplus. Expenses totaled \$274,038, which is 65% of the approved budget. The surplus was 56.4% due to Personnel expenses due to vacancies filled in the fourth quarter. There was a \$63,579 surplus for Other Expenditures, with 86% of this surplus allocated to underspending within controlled services.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- The deck resealing project went far to help with the water infiltration, however, the job is not complete. Tuck-pointing is needed in all the vertical surfaces of the Monument. This project has yet to be rescheduled after being removed from the 2023 schedule.
- The limited budget for training will require the Monument's interpretive presentation training to take several years for all staff to complete.
- Security remains a heightened concern on Public Square. This is being addressed with added Sheriff's Office patrols and will need to be continued and bolstered.
- The use of our flower beds for animal waste has been an issue addressed with the City and Public Square. We are working toward better solutions including the addition of a pet relief area that had been stalled by the previous management of Public Square, with a transition in that management we hope to see movement on that project in the coming months.

2024 – 2025 BUDGET OVERVIEW

Soldiers & Sailors Monument is funded 100% by the General Fund. The monument also receives funds from grants and donations. The department's largest expense is personnel cost, which is 91% of the adopted budget.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost-of-living adjustment.
- Base budget adjustment to increase 5% for employer's share of health coverage costs.
- Adopted budget includes an increase in 2024 and 2025 for training costs.

Soldiers and Sailors Monument

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$191,873	\$252,936	\$212,634	\$213,141	\$217,096	\$217,603
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0	\$0
General Fund	\$191,873	\$252,936	\$212,634	\$213,141	\$217,096	\$217,603
Special Revenue Fund	\$0	\$0	\$0	\$0	\$0	\$0

*2023 Actuals variance between revenue and expenditures will remain in the agency cash balance.

**2024 and 2025 variance between revenue and expenditures will be made up by spending down of the agency cash balance.

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$172,204	\$173,130	\$195,765	\$195,765	\$200,227	\$200,227
Other Expenses	\$19,669	\$100,909	\$19,669	\$20,176	\$19,669	\$20,176
Total	\$191,873	\$274,038	\$215,434	\$215,941	\$219,896	\$220,403
Staff Count	3	5	6	6	6	6

Expenditure Summary

The Soldiers' and Sailors' Monument 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for staffing:
 - Executive Director
 - Senior Caretaker
 - 2 Caretaker positions
 - 2 Seasonal Interns
- Funding for interpretive education for four employees is budgeted for \$1,000 each year.
- Funding for Cintas Uniform Contract
- Funding for annual contract for flowers to be planted around the monument.



Solid Waste Management District

MISSION STATEMENT

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

2022 – 2023 DEPARTMENT HIGHLIGHTS

- Inaugural Reduce, Reuse, Repair Fair: The event showcased individuals and businesses that reuse or repurpose materials to create a new item; repair goods so they can be utilized longer; or offered services that help individuals reduce their consumption of specific products. There were 75 attendees. This event will be expanded next year to allow the sale of upcycled/reused items.
- Environmental Law Enforcement Workshop: The participants received a comprehensive overview of Ohio’s environmental laws through instruction and hands-on training. This two-day training targeted open dumping enforcement and the successful prosecution of environmental crimes at the local level. Each participant received an updated Environmental Investigation Resource Guide, which they utilized to complete an on-site environmental crime investigation and mock trial.
- Pumpkin Composting Collection Pilot Program: A roll-off container was placed at each of the collection sites for the collection of unadorned pumpkins and gourds. 40 cubic yards of organic material was diverted from the landfill (~7.55 tons). The 2024 program will be expanded to include more drop-off locations.

2023 BUDGET PERFORMANCE

The Cuyahoga Solid Waste District ended 2023 with a budget surplus of \$733,000 or 25% of total expenditure budget. The surplus in personnel services was 2% with the remaining 23% in other expenditures. The majority of the surplus was within the three major grant programs, municipal grants, the sustainable stores grant, and the market development grant. Municipal grants and the sustainable stores grants are limited by the grants applied for and draw down of funds. The market development grant is payable on completion of the program by the grantee which did not finish during 2023. The District revenue totaled \$2.6 million with total expenditures drawing down the Solid Waste District special revenue fund by \$200,000, ending 2023 with a fund balance of \$3.2 million.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- The District saw delays in municipalities requesting and drawing down grant funds provided.

2024 – 2025 BUDGET OVERVIEW

The Solid Waste District is funded 100% by special revenue funds with revenue generated from primarily waste generation fees. A total of 30% of the Solid Waste District’s budget is comprised of personnel expenditures with the remaining 70% in other expenditures. Other Expenditures include operations and management of the Solid Waste District Convenience Center and grants provided to county municipalities. The District is required to update the Solid Waste Management Plan which will be completed in 2024. The updated plan must be ratified by municipalities representing at least 60% of the county population.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost of living adjustment.
- Base budget adjustment to increase 5% for employer’s share of health coverage costs.
- Adopted budget increase for the 5-Year Solid Waste Plan Update and increases for grant amounts provided to county municipalities.

Solid Waste Management District

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$2,143,247	\$2,911,012	\$2,569,504	\$2,569,504	\$2,569,504	\$2,569,504
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0	\$0
General Fund	\$0	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$2,143,247	\$2,911,012	\$2,569,504	\$2,569,504	\$2,569,504	\$2,569,504

*2022 Actuals variance between revenue and expenditures is due to spending down prior year(s) cash balance.

**2023 Actuals variance between revenue and expenditures will remain in the agency cash balance.

***2024 and 2025 variance between revenue and expenditures will remain in the agency cash balance.

Special Revenue Fund Summary

SOURCE	2023 Actual	2024 Budget	2025 Budget
Solid Waste District Fund	\$2,911,012	\$2,569,504	\$2,569,504
Total	\$2,911,012	\$2,569,504	\$2,569,504

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$670,449	\$697,683	\$716,149	\$716,149	\$734,288	\$734,288
Other Expenses	\$1,294,987	\$1,443,291	\$1,430,178	\$1,780,178	\$1,321,879	\$1,646,879
Total	\$1,965,436	\$2,140,974	\$2,146,327	\$2,496,327	\$2,056,167	\$2,381,167
Staff Count	7	7	7	7	7	7

Expenditure Summary

The Solid Waste District 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for seven full-time employees including the Executive Director, Assistant Director, Education Specialist, Business Administrator, Business Recycling Specialist, Recycling Programs Coordinator, and Program Officer.
- Funding to operate the Solid Waste Convenience Center.
- Funding for advertising and education.
- Funding for litter collection, scrap tire recycling, and special waste programs.
- Funding for grant programs.
- Funding for the 2024 Solid Waste Plan Update.



Sustainability

MISSION STATEMENT

The Department of Sustainability promotes environmentally sustainable business practices within the County. Through collaboration with businesses, non-profits, and other partners the department develops programs to incorporate sustainable methods, educates the public, and advises policies.

2022 – 2023 DEPARTMENT HIGHLIGHTS

- Sustainability led the creation of the new County Utility - Cuyahoga Green Energy (CGE) and devised the plan for build out and operations of its work. The first sets of projects will be designed in early 2024 and contractors in mid-late 2024.
- Sustainability has worked with County Planning and the Soil and Water Conservation District to run the Healthy Urban Tree Canopy program for the last four years. Annually the program gives out \$1m through a competitive grant program to communities and non-profits for tree planting, maintenance, and planning activities.
- Sustainability has developed a project with five local school districts in Federally designated Justice 40 Communities to put solar systems on High School roof tops.
- Sustainability has partnered with local communities and non-profits on an application to the USEPA for low-income, roof top solar systems in Justice 40 communities.
- Sustainability has partnered with the Department of Development on a 2-year grant to restore vacant lots and create urban gardens for local food production.
- Sustainability has worked with Rid-All Partnerships, a local organization to support creation of a new tree nursery, one of only two now that exist in the County.
- Sustainability assisted Consumer Affairs and the Solid Waste District with the Sustainable Stores grant program, which offered small retailers up to \$5,000 to create programs to help them switch from plastic to reusable bags.
- Sustainability, working with the Department of Public Works, received a grant via NOACA and the Ohio Department of Transportation to build out approximately 100 scooter and e-bike parking locations for the County licensed scooter program.

2023 BUDGET PERFORMANCE

The Department of Sustainability ended 2023 with a budget surplus of \$766 or under 1% within the General Fund budget of \$416,000. The surplus is exclusively with other expenditures and is the result of general operations expenditures slightly under budget in printing postage and supplies. The Director of Sustainability salary is shared between the General Fund and the Public Utility.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- The Department of Sustainability has continued to grow and expand programs with limited staff. The creation and development of the County's new utility has demanded much time and energy. Grant writing and management have also demanded a significant amount of time and energy.

2024 – 2025 BUDGET OVERVIEW

Sustainability is funded 66% from the County General Fund, 34% for Sustainability Projects and revenue sources include bike share licenses and grants. A total of 63% of the budget is associated with personnel expenditures with the remaining 37% in professional services for environmental consulting and studies. The Public Utility is funded with local and national grants and budgeted under the Department of Public Works and managed collaboratively.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost of living adjustment.
- Base budget adjustment to increase 5% for employer's share of health coverage costs.
- Adopted budget decrease for the director and assistant director positions which will be charged to the Public Utility; 75% in 2024 and 100% in 2025.
- Adopted budget increase for an administrator position in the General Fund.

Sustainability

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$428,897	\$550,735	\$624,148	\$624,148	\$550,608	\$550,608
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0	\$0
General Fund	\$322,136	\$415,223	\$572,387	\$572,387	\$498,847	\$498,847
Special Revenue Fund	\$106,761	\$135,512	\$51,761	\$51,761	\$51,761	\$51,761

Special Revenue Fund Summary

SOURCE	2023 Actual	2024 Budget	2025 Budget
Sustainability Projects Fund	\$135,512	\$51,761	\$51,761
Total	\$135,512	\$51,761	\$51,761

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$298,215	\$374,486	\$548,466	\$548,466	\$474,926	\$474,926
Other Expenses	\$279,595	\$251,054	\$279,594	\$279,594	\$279,594	\$279,594
Total	\$577,810	\$625,540	\$828,060	\$828,060	\$754,520	\$754,520
Staff Count	3	5	4	4	4	4

Expenditure Summary

The Department of Sustainability 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for 4 FTEs including 25% of salaries for the Director and Assistant Director, two Program Officers, and one Administrator of Sustainability.
- Funding for sustainability projects including scooter rental management, and subsidy to the Public Utility.

Veterans Service Commission

MISSION STATEMENT

Provide world class advocacy, assistance, and support to Veterans and their families through a variety of programs and services dedicated and specialized to support independent and sustained solutions for the Veterans of Cuyahoga County.

Founded in 1886, The Cuyahoga County Veterans Service Commission is committed to providing world class service to Veterans where and when they need it. We will continue to identify opportunities to improve and eliminate gaps in service when they present themselves. We are more than the services we provide; we are the conduit for expanding services, improving collaboration, improving access to services, and creating solutions to the problems that face our Veteran community. We are highly trained, knowledgeable, compassionate, and dedicated advocates for the Veterans of Cuyahoga County.

2022 – 2023 DEPARTMENT HIGHLIGHTS

- The Cuyahoga County Veterans Service Commission’s biggest highlights in 2023 were our VA claims assistance.
 - The Cuyahoga County Veterans Service Commission generated \$4,370,267 in one-time lump sum payments to Veterans.
 - An additional \$2,157,439.57 in reoccurring monthly payments.
 - There are still 1,165 claims pending decision with the Department of Veterans Affairs.
- Approval of the Veterans’ Service Commission leadership are at all-time highs.

2023 BUDGET PERFORMANCE

The Cuyahoga County Veterans Service Commission spent \$5,695,606 of their budgeted \$6,819,913 leaving a 16.5% surplus of \$1,124,307. The agency relocation due to construction and maintenance issues created much of the surplus. Client services were affected by decreased client engagement due to the temporary location not accepting live clients and required remote applications, resulting in lower client turnout. These issues also affected operations, with lower electrical costs, which were budgeted much higher due to estimation at the time of budget being submitted (2022). With lower client turnout, less staffing was needed than predicted. This along with a favorable CBA negotiation supplied a surplus in personnel. Professional services had a surplus due to reduced training expenses, zero tuition reimbursement submissions, zero arbitration and mediation services needed, and a reduction in advertising. Much of the resulting surpluses were repurposed into the new Cuyahoga County Veterans Service Commission HQ project.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- Community need for traditional programming is significantly less (and has been since COVID-19).
- Temporary relocation for 4 months of 2023 due to construction and boiler malfunction in our current space.
- Family and funeral homes’ lack of awareness of the indigent burial benefit.

2024 – 2025 BUDGET OVERVIEW

The budget for the Veterans Service Commission (VSC) is set by a legislative allocation approved by the Veteran Service Commission Board of Commissioners based off the estimated valuation under the .25 mil criteria in the Ohio Revised Code. A total of 41% of the VSC’s expenditures are associated with personnel costs with the remaining 59% being used for all other expenses.



Veterans Service Commission

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$6,626,731	\$5,696,319	\$8,763,403	\$8,763,403	\$8,763,403	\$8,763,403
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0	\$0
General Fund	\$6,626,731	\$5,695,606	\$8,763,403	\$8,763,403	\$8,763,403	\$8,763,403
Special Revenue Fund	\$0	\$713	\$0	\$0	\$0	\$0

*2023 Actuals variance between revenue and expenditures is due to spending down prior years cash balance.

Special Revenue Fund Summary

SOURCE	2023 Actual	2024 Budget	2025 Budget
Refunds and Reimbursements	\$713	\$0	\$0
Total	\$713	\$0	\$0

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$2,445,367	\$2,958,524	\$3,568,606	\$3,568,606	\$3,568,606	\$3,568,606
Other Expenses	\$5,506,364	\$3,007,043	\$5,194,797	\$5,194,797	\$5,194,797	\$5,194,797
Total	\$7,951,731	\$5,965,566	\$8,763,403	\$8,763,403	\$8,763,403	\$8,763,403
Staff Count	34	34	35	35	35	35

Expenditure Summary

The Veterans Service Commission 2024-2025 Adopted Budget provides the following:

- Funding for staffing of 35 for the Veterans Service Commission:
 - Service Officers – 15
 - Commissioner – 3
 - Administrative – 11
 - Outreach Coordinators – 3
 - Specialists – 3
- Funding for supplies, professional services, client services, and administrative services.
- Funding for controlled costs; space maintenance, security, mailroom, printing, and garage chargebacks.
- Funding for Financial Assistance.
- Funding for Memorial Affairs.
- Funding for Payment Processing.
- Funding for Veterans Service Officers.
- Funding for Building Maintenance.

Workforce Development (Ohio Means Jobs | Cleveland/Cuyahoga)

MISSION STATEMENT

The Cuyahoga County Workforce Development Board (CCWDB) mission is to develop and implement innovative partnerships and services that meet businesses' needs for qualified talent and provide residents access to careers and economic mobility.

2022 – 2023 DEPARTMENT HIGHLIGHTS

- The Cuyahoga County Workforce Development Board fully staffed and all board vacancies have been filled. Seven new board members have been appointed, onboarded and are providing invaluable service.
- Continued focus on legacy sectors: manufacturing, healthcare and information technology.
- CCWDB has played the role of lead convener and organizer of the Built Environment Collaborative – a group of 14 partners, who are funded through this unique program designed to grow the pipeline of Cleveland residents to meet demand across a family of sectors including construction, infrastructure, water, transit, broadband, clean energy and climate action, and lead and brownfield remediation. Emerging initiatives including 5G/Broadband and hospitality.
- Began process of transition of the operating structure to a nonprofit model, which is creating opportunity for a broader vision and bigger impact.

2023 BUDGET PERFORMANCE

Workforce Development year-end expenditures were \$16.9 million or 2% under the 2023 budgeted level of \$17.2 million. The variance was attributed to underspending in contractual services.

The primary funding source for CCWDB operating budget was the Federal Workforce Innovation and Opportunity Act passed through the Ohio Department of Job and Family Services, with 1% revenue from refunds & reimbursements and departmental fees. HHS 4.7 and 4.8 Levy subsidies contributed \$1 million to the Educational Assistance program.

2022 – 2023 DEPARTMENT ISSUES/CHALLENGES

- Worked in partnership with the Economic Development team to transition employers previously using the SkillUp 2.0 Program to the Workforce Development work-based training program offerings available via WIOA funding.

2024 – 2025 BUDGET OVERVIEW

Workforce Development will establish and provide impactful workforce services driving the success of business and economic opportunity, improving racial and economic equity for County residents, work toward making Ohio Means Jobs Cleveland-Cuyahoga County more visible and well recognized as a place for businesses, residents and partners to go for workforce needs and services, support innovation and continuous improvement in public workforce system operations and service delivery, and pursue innovation opportunities within the larger workforce ecosystem.

The Health and Human Services Levy subsidy supports College Now and the Educational Assistance Program, providing up to \$5,000.00 to qualifying residents seeking a post-secondary degree and/or program certification. The remaining funding is received from Federal Workforce Innovation and Opportunity Act (WIOA) passed through the Ohio Department of Job and Family Services (ODJFS) and departmental fees. A total of 7% of Workforce Development's expenditures are associated with personnel, with the remaining being used for all other expenditures.

2024 – 2025 REVENUE ENHANCEMENTS/BUDGET ADJUSTMENTS

- Base budget adjustment to increase 2% for cost of living adjustment.
- Base budget adjustment to increase 5% for employer's share of health coverage costs.
- Adopted budget increase for various contractual services, Individual Training Accounts (Classroom Training), workforce supportive services, and outreach and communication.
- Adopted budget increase for personnel services not included in the base budget (2025 only).



Workforce Development (Ohio Means Jobs - Cleveland/Cuyahoga)

SOURCE OF FUNDING AND HOW IT IS SPENT

FUNDING SOURCE	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
All Funds	\$14,674,641	\$17,624,736	\$16,877,484	\$16,877,484	\$17,353,809	\$17,353,809
HHS Levy Fund	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
General Fund	\$0	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$13,674,641	\$16,624,736	\$15,877,484	\$15,877,484	\$16,353,809	\$16,353,809

*2022 Actuals variance between revenue and expenditures is due to spending down prior years cash balance.

*2023 variance between revenue and expenditures will remain in the cash balance.

Special Revenue Fund Summary

SOURCE	2023 Actual	2024 Budget	2025 Budget
Charges for Services	\$31,424	\$1,648	\$1,648
Intergovernmental	\$16,473,926	\$15,841,246	\$16,317,571
Refunds & Reimbursements	\$119,385	\$34,590	\$34,590
Total	\$16,624,736	\$15,877,484	\$16,353,809

EXPENDITURES	2022 Actual	2023 Actual	2024 Recommended Budget	2024 Adopted Budget	2025 Recommended Budget	2025 Adopted Budget
Personnel Services	\$843,969	\$1,125,860	\$1,180,686	\$1,180,686	\$1,216,107	\$1,216,107
Other Expenses	\$14,166,743	\$15,785,216	\$15,696,798	\$15,696,798	\$16,137,702	\$16,137,702
Total	\$15,010,712	\$16,911,076	\$16,877,484	\$16,877,484	\$17,353,809	\$17,353,809
Staff Count	10	11	11	11	11	11

Expenditure Summary

The Cuyahoga County Workforce Development Board 2024-2025 Adopted Budget provides appropriation for the following:

- Funding for staffing of 11 personnel:
 - Deputy Director, Business Service Manager, Social Program Administrators (2), Program Officers (2), Employment Services Supervisor, Employment Services Coordinator, Business Intelligence Analyst, Accountant 2, and Senior Administrative Assistant.
- Funding for controlled services including security, mailroom, and printing chargebacks.
- Funding for administrative costs including supplies, telephone, meetings, and memberships/licenses.
- Funding for tuition reimbursement and classroom training.
- Funding to support youth occupational training and job search and placement.
- Funding to support adult job seeker services including job preparedness, training and placement & management.
- Funding for operations of the One-stop Job Center.
- Funding for connectivity to jobseekers, hiring events.
- Funding for outreach and communications, IT services; work-based training, and supportive services.
- Funding for College Now of Greater Cleveland to increase postsecondary educational attainment through college and career access advising, financial aid counseling, and scholarship and retention services.

Capital



2024-2028 Capital Improvements Plan Overview

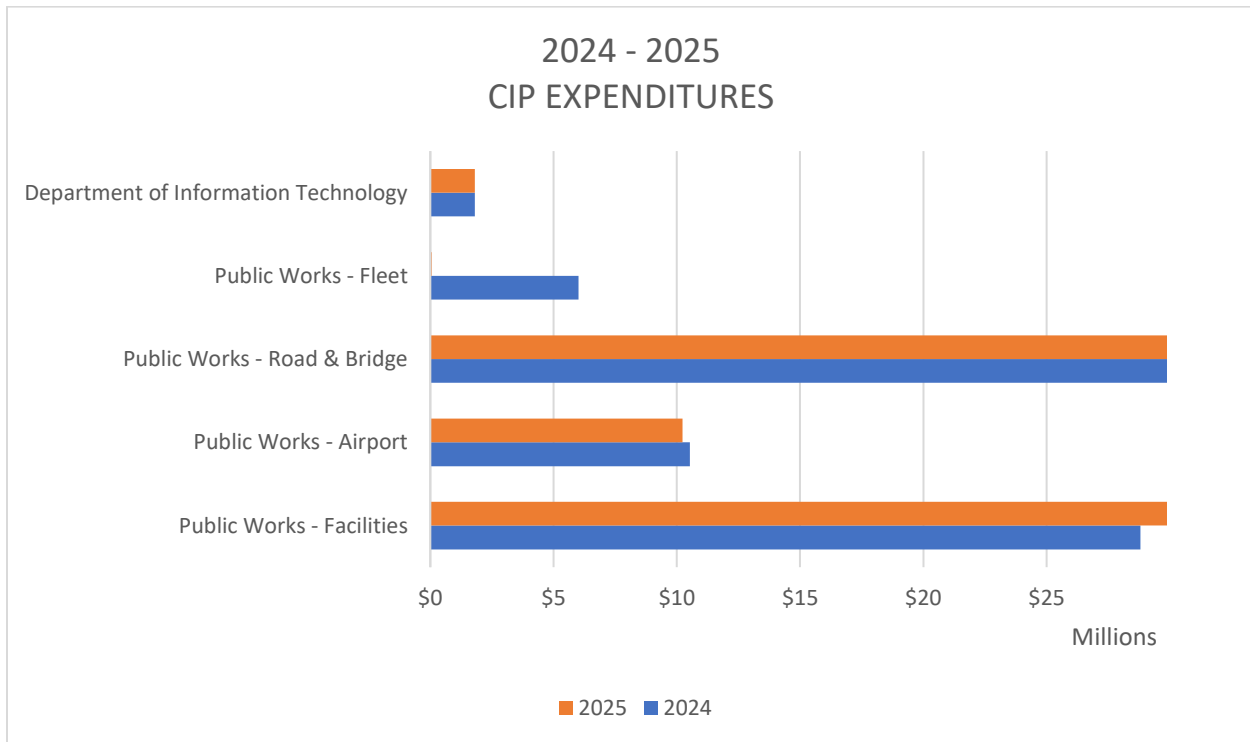
Introduction

A capital improvement is a vital or permanent project which costs more than \$100k and has a useful of five to twenty years. Cuyahoga County’s capital improvement plan (CIP) forecasts its infrastructure, facility, and equipment needs to provide the best services to its citizens. The CIP also develops strategies for funding and implementing these vital projects. The CIP allows Cuyahoga County leadership to understand existing capital needs and guide administrative staff in applying for special revenue sources such as grants to supplement the County’s available financial resources. Cuyahoga County updates its CIP during each biennium budget cycle.

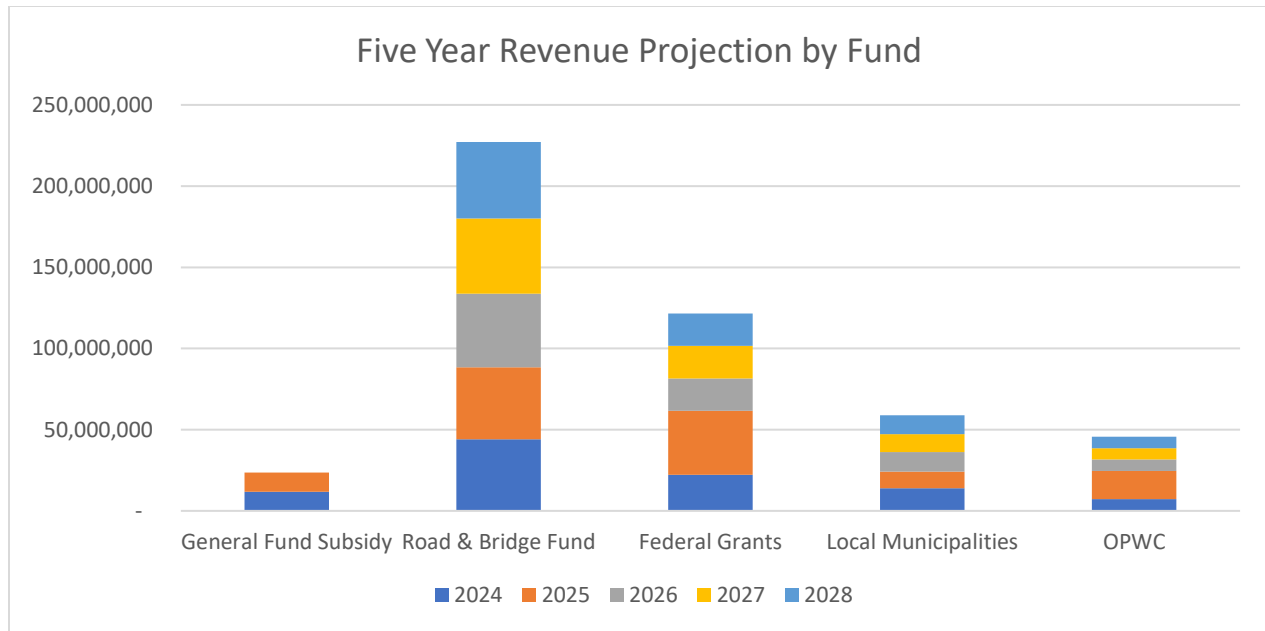
Capital Improvement Plan Overview

The 2024-2028 CIP detailed in the following pages, forecasts the capital needs over a five-year period. It is important to remember that the CIP is a long-term planning document based on the best data available at the time of its creation. The further out the CIP extends from the current budget year, the more flexible the plan becomes in terms of the projects identified and the funding source(s) documented. Emergency capital projects arise each year that may require the CIP to be adjusted.

On an All-Funds basis, capital outlays are expected to total \$99.2 million and \$193.7 million in 2024 and 2025, respectively. The General Fund will expend an estimated \$24 million for capital outlays in both years. The CIP includes capital projects under the purview of two Cuyahoga County agencies, the Department of Public Works, and the Department of Information Technology. Most of the projects, and the associated costs, are managed by the Department of Public Works. This Department is comprised of multiple divisions, each of which oversees a unique set of capital projects: Facilities, Fleet, Road and Bridge, and the County Airport. In addition, the 2024-2028 CIP includes a continuation of the project to upgrade the security at the Juvenile Justice Center, which is managed by the Juvenile Court.

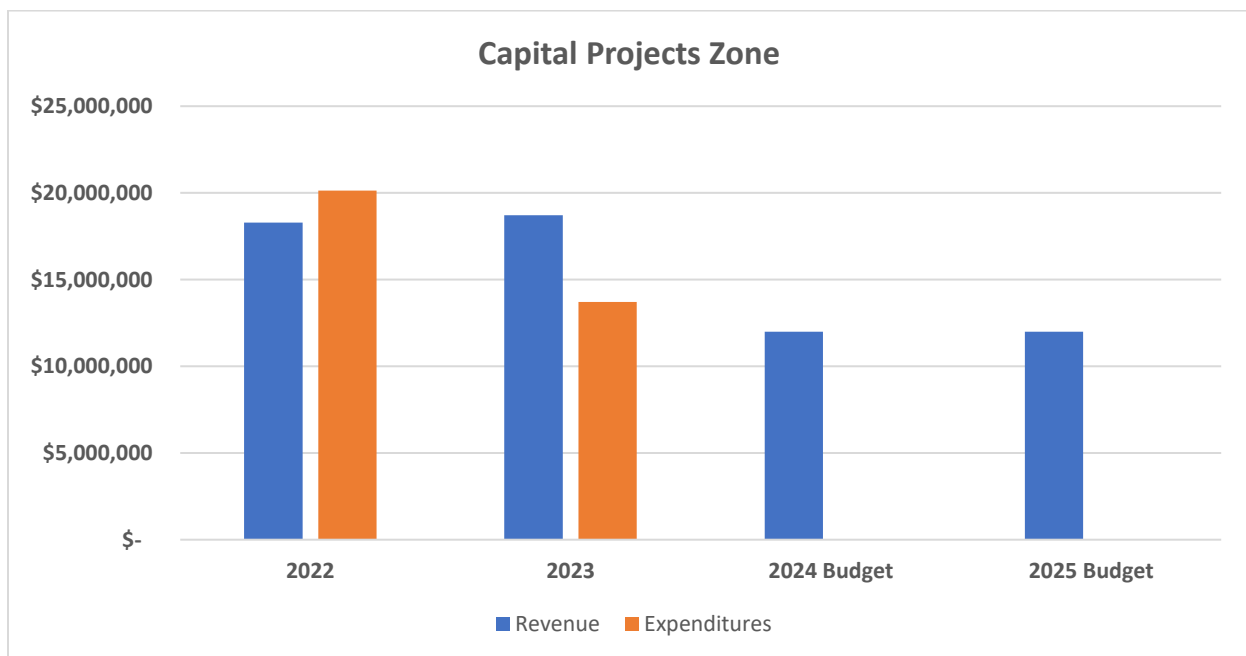


The 2024-2028 CIP revenue sources are projected to total \$375.6 million dollars. The chart below provides a breakdown of allocations by year. Approximately 14% of this revenue is from the General Fund, 56% from Cuyahoga County’s Motor Vehicle Tax revenue, and 31% from other various sources such as Federal and State grants and loans, as well as contributions from local municipalities.



The Department of Information Technology, Juvenile Court, Public Works Facilities, and Public Works Airport are currently in the same zone. During 2023, the capital project zone received \$18.7 million in combined revenue from General Fund Subsidy, Grants (Federal, State, and Private Donation) and reimbursements for completed projects. \$13.7 million was expended leaving a running cash balance of \$28.5 million.

Capital Projects Zone



Public Works – Facilities

The Department of Public Works, Facilities Division, is responsible for the maintenance and operations of 28 major facilities and properties, spanning over 4.6 million square feet in size, and has an estimated Plant Replacement Value (PRV) of \$1.65B (as valued by the 2022 Department of Law appraisal process).

Expenses anticipated during the 2024/2025 biennium include \$82.2 million which is planned for the construction, rehabilitation, maintenance, and repair of County-owned buildings and properties that are managed by the Department of Public Works. An annual subsidy of \$10 million funded by the General Fund will help support the construction appropriation. The remaining \$62.2 million in budget will be dedicated to the renovation of the Justice Center and funded by American Rescue Plan Act (ARPA) funds via Ordinance 2022-007. County facility projects are commonly fully funded by the General Fund, though special revenue may be included in the funding stream on occasion.

Some highlighted project investments for the 2024-2025 budget years include: (1) significant investment into modernizing many of the over 100 elevator systems in the County facility inventory; (2) significant mid-life investment into the Medical Examiner’s building to correct code deficiencies

and replace the roofing system; (3) Operational improvements through alterations to the Juvenile Court facility (detention yard and interior alterations); (4) proposed security measures improvements at the various County justice facilities; (5) extensive investment into the historic Courthouse building envelope and mechanical systems; (6) and various condition-based renovations to the 1642 Lakeside, Metzenbaum, Airport, Animal Shelter, and Administration buildings.

During the 2022/2023 budget cycle, 24 projects were started with a cost of \$19.6 million. Which includes building upgrades at the Medical Examiner office, Metzenbaum – Interim Foster Care Housing, and the Animal Shelter that is scheduled to be completed by 2025.

Public Works – Airport

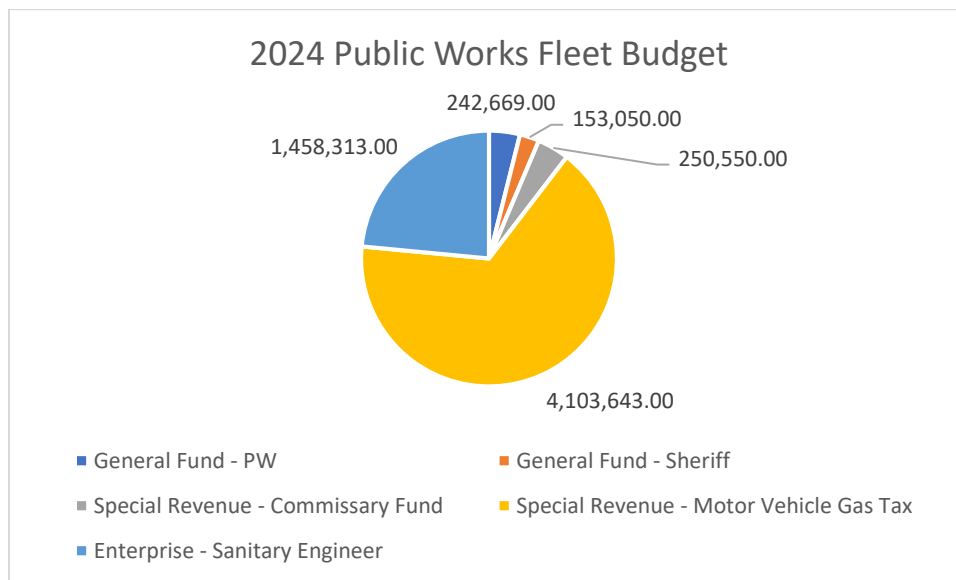
The Airport’s CIP estimated total of \$21.1 million in 2024/2025 and is supported by a combination of funding from the Federal Aviation Administration (FAA), State of Ohio grants, and the County’s General Fund, the latter of which represents the required 10% local match. The local match is budgeted when the project’s major funds have been identified.

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 for these projects. Other Airport projects in 2024 and 2025, which are included in the CIP are Rehabilitate of Aprons D1, D2, & D3 as well as reconfiguring existing taxiway A. Also expected is the purchasing of equipment such as a John Deer and Deck.

Public Works – Fleet & Transportation Services

The Fleet and Transportation division purchases vehicles and heavy-duty equipment for County agencies. The process of purchasing vehicles has been consolidated to the Public Works – Fleet & Transportation division as of January 2024. Currently, Fleet & Transportation manages an estimated 260 vehicles.

In 2024, a total of \$6.2 million is allocated to purchase 56 new vehicles. Fleet & Transportation services had an original budget of \$242,669 but received additional appropriations of \$5.8 million for the consolidation during the biennial hearings. The funding for these appropriations comes from cash transferred from the Motor Vehicle Gas and License fund, the Sanitary Fund, the Sheriff’s Commissary Fund, and the General Fund.



Department of Information Technology

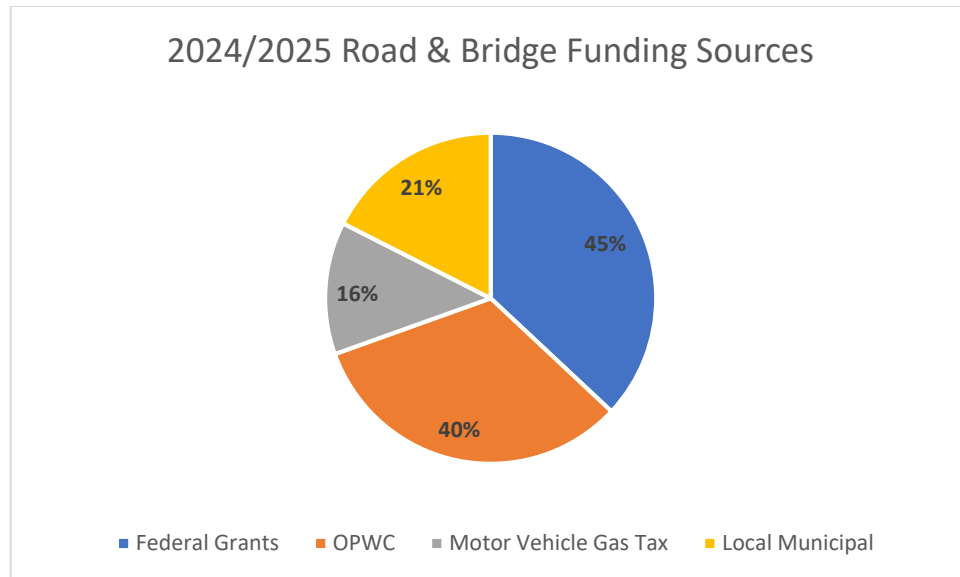
Department of Information Technology was budgeted \$2 million per year for the 2024/2025 biennial budget to purchase upgraded hardware and replace aging computers.

Juvenile Court – Juvenile Justice Center Security System

In 2021, Cuyahoga County Council approved and appropriated \$7.2 million for a new security system at the Juvenile Justice Center via R2021-0111. In 2022/2023, \$3.8 million was spent on the project which leaves a balance of \$3.6 million to be expended during the 2024/2025 biennium budget.

Public Works – Road and Bridge

In 2024 and 2025 \$51.3 million and \$127.8, respectively, has been budgeted for investments in transportation infrastructures such as construction, maintenance, and repair of various roads and bridges within Cuyahoga County. These projects are funded exclusively by non-General Fund sources. Each road and/or bridge project commonly features a diverse funding stream. There are an estimated 27 projects that will start during the 2024/2025 budget period. The division programs are separated into two main program levels known as the Road Programs and Bridge Programs. Road Programs consist of five sub programs that focus on repair and maintenance of County owned roads as well as aid local municipalities with their road maintenance. Bridge Programs consist of three sub programs. Details of these programs is listed below.



Road Programs

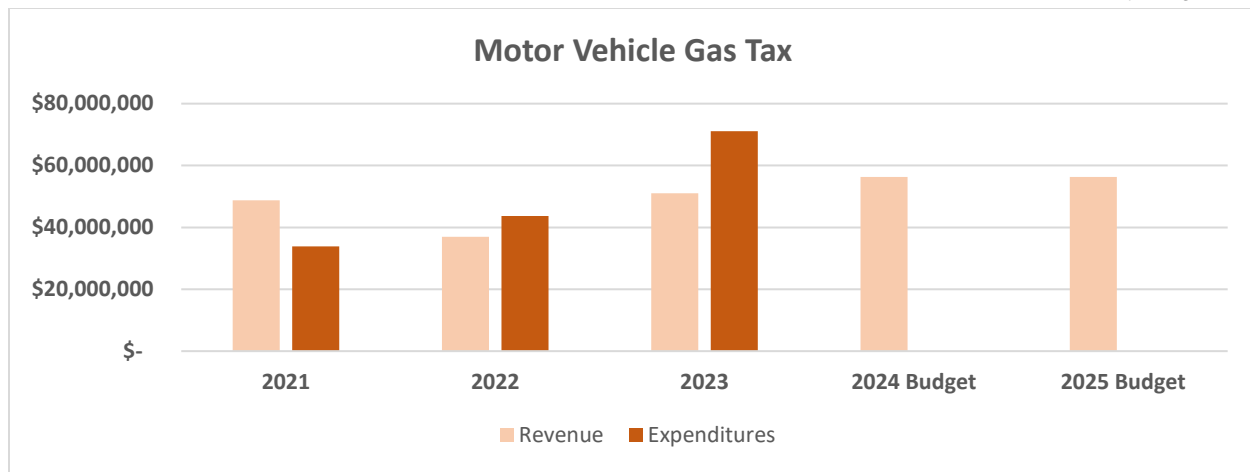
Program	Project Type	Construction Funding Split
Roadway Preventive Maintenance	Crack Seal, minor pavement repair, catch basin repair	County: 100% materials Municipality: 100% labor
Federal Aid Roadway	Major arterials, High, ADT, Multi-city, high cost	Federal: 80% County: 10% Municipality: 10%
Local Operations Resurfacing	Minor arterials, collectors, high-mid ADT	County: 80% Municipality: 20%
Local Resurfacing	Local County Roads, low cost, funding gaps	County: 50%, up to \$250k Municipality: 50%
Local Priority Resurfacing	County roads in Townships, Other by fiscal need	County: 100%

Bridge Programs

Program	Project Type	Construction Funding Split
Federal Aid Bridge	County owned federal aid structures	Federal: 80% County: 20%
Local Bridge/Emergency Repairs	Major repairs, deck resurfacing, sidewalk repair	County: 100%, if County structure Municipality: up to 50% if local structure
Local Culvert Replacement/Rehabilitation	10'-20' span culverts on County Roads	County: 80% Municipality: 20%

In 2022 and 2023, 25 projects were started. This included 20 road rehabilitation and resurfacing projects along with 5 bridge rehabilitation projects. \$92 million was spent on road and bridge projects with an additional \$1 million spent on purchasing equipment during this time.

The Motor Vehicle Gas Tax zone encompasses 69% of the division’s revenue and is made up of motor vehicle tax dollars. Federal grants account for 16% of their revenue and 16% of its revenue derive from State of Ohio grants. During 2023, the fund received \$51 million in revenue and has an ending balance of \$40.5 million as of 12/31/2024.



Capital Improvement Plan Development Process

Capital expenditures are reflected in both the County's operating and capital budgets. Recurring capital costs, which include both equipment and furniture with a cost of \$10,000 or more as well as a use life of five years or greater are captured in departmental operating budgets in the capital outlays line. Nonrecurring capital costs are captured in the Capital Improvement Plan (CIP). Nonrecurring capital costs include investments in the County's roads and bridges, 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. The development of the CIP for the various capital improvements differs depending on the agency and type of project. See below.

Facilities

Capital improvements for County owned properties are added to the CIP based on the following three methods:

- Facility condition assessments and external inspections performed by a consultant.
- Inspections from County trade staff based on State and Local building codes and ordinances.
- Agency/leadership directed facility alterations and/or improvements to meet County mission and operational requirements via a work order.
- The list of potential capital improvement projects is compiled and rated based on criteria utilizing city building codes, safety regulations, usage of the property and available funding.

Airport

Capital improvement projects for the County's airport are added to the CIP based on the following criteria:

- Federal Aviation Administration (FAA) compliance inspection recommendations.
- Ohio Department of Transportation (ODOT) survey of airport property.
- Inspections from trade staff persons based on State and Local building codes and ordinances.
- The list of potential capital improvement projects is compiled and rated based on criteria utilizing city building codes, safety regulations, usage of the property and available funding.

Road & Bridge

Capital improvements for County owned roads and bridges are added to the CIP based on the following methods:

- Road capital improvements projects are selected based on local municipalities annual solicitation.
- Partnering with local partners such as NOACA or ODOT to determine pavement condition (PCR) and Average Daily Traffic (ADT) during the creation of the Transportation Infrastructure Plan (TIP).
- Annual inspections of County owned roads and bridges.
- The list of potential capital improvement projects is compiled and rated based on criteria utilizing safety regulations, traffic patterns/road usage and available funding.

Fleet and Transportation

Capital assets are replaced based on the following:

- Request from an internal department or agency.
- Minimum Vehicle Replacement Standard from the General Services Administration (GSA).

Passenger Vehicles

Gas or AFV	Replace in 5 years or 60,000 miles
Hybrid / Electric	Replace in 5 years and 60,000 miles OR 7 years and any miles OR any years and 85,000 miles

Light Trucks 4x2/4x4

Non-diesel	Replace in 7 years or 65,000 miles
Diesel	Replace in 8 years or 150,000 miles
Hybrid / Electric	Replace in 7 years or 90,000 miles

Medium Trucks 4x2/4x4

Non-diesel	Replace in 10 years or 100,000 miles
Diesel	Replace in 10 years or 150,000 miles

Heavy Trucks (4x2/4x4/6x4/6x6)

Non-diesel	Replace in 12 years or 100,000 miles
Diesel	Replace in 12 years or 250,000 miles

Ambulances

Non-diesel	Replace in 7 years or 70,000 miles
Diesel	Replace in 7 years or 100,000 miles

Buses

Conventional School and Adult Work Buses	Replace in 10 years or 250,000 miles
Light Duty Shuttle	Replace in 7 years or 100,000 miles
Medium Duty	Replace in 8 years or 150,000 miles
Heavy Duty Shuttle	Replace in 20 years or 1,000,000 miles
Intercity Coach	Replace in 15 years or 1,000,000 miles

- The list of new vehicle requests is reviewed and approved based on available funding.

Capital Projects



AIRPORT – CAPITAL IMPROVEMENT PROJECTS**Project Information****Department/Division:** Public Works Airport**Project Title:** Reconfigure Existing Taxiway A and Taxiway A3 (5,400' x 50') (Design)**Project Description:** Shift Taxiway A and reconstruct pavement and lighting infrastructure**Project Goal:** Safety Compliance**Project Estimated Start Date:** 8/1/2024**Project Estimated Completion Date:** 12/31/2025**Fiscal Year Budget:** 2024**Project Estimated Cost:** \$1,000,000**Financial Information****Funding Source:**

	Federal Grant	State Grant	Special Revenue
Name	FAA Discretionary	ODOT Matching Grant	Airport Capital Fund
Funding %	88% Federal Match	5% State Match	None
Funding Amount	\$880,000	\$50,000	\$50,000

Project Information**Department/Division:** Public Works Airport**Project Title:** Extend Taxiway B (Design)**Project Description:** Extend TW B to the north**Project Goal:** Economic Opportunity**Project Estimated Start Date:** 8/1/2024**Project Estimated Completion Date:** 12/31/2025**Fiscal Year Budget:** 2024**Project Estimated Cost:** \$180,000**Financial Information****Funding Source:**

	Federal Grant	State Grant	Special Revenue
Name	FAA Share Other – BIL	N/a	Airport Capital Fund
Funding %	90% Federal Match	0%	10% local match
Funding Amount	\$162,000	\$ 0	\$18,000

AIRPORT – CAPITAL IMPROVEMENT

Project Information

Department/Division: Public Works Airport
Project Title: Rehabilitate Aprons D1, D2, & D3 (Phase 2)
Project Description: Apron pavement isolated repairs
Project Goal: Maintain & Modernize
Project Estimated Start Date: 8/1/2024
Project Estimated Completion Date: 12/31/2025
Fiscal Year Budget: 2024
Project Estimated Cost: \$745,000

Financial Information

Funding Source:

	Federal Grant	State Grant	Special Revenue
Name	N/a	ODOT Direct Grant	Airport Capital Fund
Funding %	0%	67% State Match	5% local match up to \$500k, 100% locally funded after that
Funding Amount	\$ 0	\$500,000	\$245,000

Project Information

Department/Division: Public Works Airport
Project Title: John Deer and Deck
Project Description: New grass mowing equipment
Project Goal: Quality & Efficiency
Project Estimated Start Date: 8/1/2024
Project Estimated Completion Date: 12/31/2025
Fiscal Year Budget: 2024
Project Estimated Cost: \$55,000

Financial Information

Funding Source:

	Federal Grant	State Grant	Special Revenue
Name	N/a	N/a	Airport Capital Fund
Funding %	0%	0%	100% local
Funding Amount	\$ 0	\$ 0	\$55,000

AIRPORT – CAPITAL IMPROVEMENT**Project Information****Department/Division:** Public Works Airport**Project Title:** Drainage Improvement**Project Description:** Address drainage issues causing flood near RW 6 end**Project Goal:** Maintain & Modernize**Project Estimated Start Date:** 8/1/2024**Project Estimated Completion Date:** 12/31/2025**Fiscal Year Budget:** 2024**Project Estimated Cost:** \$50,000**Financial Information****Funding Source:**

	Federal Grant	State Grant	Special Revenue
Name	N/a	N/a	Airport Capital Fund
Funding %	0%	0%	100% local
Funding Amount	\$ 0	\$ 0	\$50,000

Project Information**Department/Division:** Public Works Airport**Project Title:** General Consulting Services**Project Description:** General tasks**Project Goal:** Quality & Efficiency**Project Estimated Start Date:** 1/1/2024**Project Estimated Completion Date:** 12/31/2024**Fiscal Year Budget:** 2024**Project Estimated Cost:** \$75,000**Financial Information****Funding Source:**

	Federal Grant	State Grant	Special Revenue
Name	N/a	N/a	Airport Capital Fund
Funding %	0%	0%	100% local
Funding Amount	\$ 0	\$ 0	\$75,000

AIRPORT – CAPITAL IMPROVEMENT**Project Information****Department/Division:** Public Works Airport**Project Title:** 9600SF SF Hangar (120' x 80')**Project Description:** Hangar development**Project Goal:** Economic Opportunity**Project Estimated Start Date:** 8/1/2024**Project Estimated Completion Date:** 12/31/2024**Fiscal Year Budget:** 2024**Project Estimated Cost:** \$3,000,000**Financial Information****Funding Source:**

	Federal Grant	State Grant	Special Revenue
Name	N/a	N/a	Airport Capital Fund
Funding %	0%	0%	100% local
Funding Amount	\$ 0	\$ 0	\$3,000,000

Project Information**Department/Division:** Public Works Airport**Project Title:** Extend Taxiway B (Construction)**Project Description:** Extend existing Taxiway B**Project Goal:** Economic Opportunity**Project Estimated Start Date:** 8/1/2025**Project Estimated Completion Date:** 12/31/2026**Fiscal Year Budget:** 2025**Project Estimated Cost:** \$2,365,000**Financial Information****Funding Source:**

	Federal Grant	State Grant	Special Revenue
Name	FAA Share Other – BIL	N/a	Airport Capital Fund
Funding %	90% Federal Match	0%	10% local match
Funding Amount	\$2,128,500	\$ 0	\$236,500

AIRPORT – CAPITAL IMPROVEMENT**Project Information****Department/Division:** Public Works Airport**Project Title:** Reconfigure Existing Taxiway A (5,400' x 50'), including the installation of MITL (Construction Phase 1) Pavement and Electrical**Project Description:** Shift Taxiway A and reconstruct pavement and lighting infrastructure**Project Goal:** Safety Compliance**Project Estimated Start Date:** 8/1/2025**Project Estimated Completion Date:** 12/31/2026**Fiscal Year Budget:** 2025**Project Estimated Cost:** \$7,791,000**Financial Information****Funding Source:**

	Federal Grant	State Grant	Special Revenue
Name	FAA Discretionary	ODOT Matching Grant	Airport Capital Fund
Funding %	88% Federal Match	5% State Match	5% local match plus additional funds for non-eligible items
Funding Amount	\$6,886,662	\$374,259	\$530,079

Project Information**Department/Division:** Public Works Airport**Project Title:** Apron Relocation (Design)**Project Description:** Construct apron area for transient aircraft**Project Goal:** Economic Opportunity**Project Estimated Start Date:** 8/1/2025**Project Estimated Completion Date:** 12/31/2026**Fiscal Year Budget:** 2025**Project Estimated Cost:** \$294,000**Financial Information****Funding Source:**

	Federal Grant	State Grant	Special Revenue
Name	FAA Share Other – BIL	N/a	Airport Capital Fund
Funding %	90% Federal Match	0%	10% local match
Funding Amount	\$264,600	\$ 0	\$29,400

AIRPORT – CAPITAL IMPROVEMENT**Project Information****Department/Division:** Public Works Airport**Project Title:** Apron Relocation (Construction)**Project Description:** Construct apron area for transient aircraft**Project Goal:** Economic Opportunity**Project Estimated Start Date:** 8/1/2025**Project Estimated Completion Date:** 12/31/2026**Fiscal Year Budget:** 2025**Project Estimated Cost:** \$3,228,800**Financial Information****Funding Source:**

	Federal Grant	State Grant	Special Revenue
Name	FAA Discretionary	ODOT Matching Grant	Airport Capital Fund
Funding %	90% Federal Match	5% State Match	5% local match
Funding Amount	\$2,905,920	\$161,440	\$161,440

Project Information**Department/Division:** Public Works Airport**Project Title:** Rehabilitate Apron**Project Description:** Apron pavement isolated repairs**Project Goal:** Maintain & Modernize**Project Estimated Start Date:** 8/1/2025**Project Estimated Completion Date:** 12/31/2026**Fiscal Year Budget:** 2025**Project Estimated Cost:** \$525,000**Financial Information****Funding Source:**

	Federal Grant	State Grant	Special Revenue
Name	N/a	ODOT Direct Grand	Airport Capital Fund
Funding %	0%	95% State Match	5% local match up to \$500k, 100% locally funded after that
Funding Amount	\$ 0	\$500,000	\$25,000

AIRPORT – CAPITAL IMPROVEMENT**Project Information****Department/Division:** Public Works Airport**Project Title:** Land Release Support**Project Description:** Assistance for land release**Project Goal:** Quality & Efficiency**Project Estimated Start Date:** 1/1/2025**Project Estimated Completion Date:** 12/31/2025**Fiscal Year Budget:** 2025**Project Estimated Cost:** \$100,000**Financial Information****Funding Source:**

	Federal Grant	State Grant	Special Revenue
Name	N/a	N/a	Airport Capital Fund
Funding %	0%	0%	100% local
Funding Amount	\$ 0	\$ 0	\$100,000

Project Information**Department/Division:** Public Works Airport**Project Title:** John Deer and Deck**Project Description:** New grass mowing equipment**Project Goal:** Quality & Efficiency**Project Estimated Start Date:** 1/1/2025**Project Estimated Completion Date:** 12/31/2025**Fiscal Year Budget:** 2025**Project Estimated Cost:** \$60,000**Financial Information****Funding Source:**

	Federal Grant	State Grant	Special Revenue
Name	N/a	N/a	Airport Capital Fund
Funding %	0%	0%	100% local
Funding Amount	\$ 0	\$ 0	\$60,000

AIRPORT – CAPITAL IMPROVEMENT**Project Information****Department/Division:** Public Works Airport**Project Title:** General Consulting Services**Project Description:** General tasks**Project Goal:** Quality & Efficiency**Project Estimated Start Date:** 1/1/2025**Project Estimated Completion Date:** 12/31/2025**Fiscal Year Budget:** 2025**Project Estimated Cost:** \$75,000**Financial Information****Funding Source:**

	Federal Grant	State Grant	Special Revenue
Name	N/a	N/a	Airport Capital Fund
Funding %	0%	0%	100% local
Funding Amount	\$ 0	\$ 0	\$75,000

Project Information**Department/Division:** Public Works Airport**Project Title:** Reconfigure Existing Taxiway A and Taxiway A3 (5,400' x 50'), including the installation of MITL (Construction Phase 2) Pavement and Electrical**Project Description:** Shift Taxiway A and reconstruct pavement and lighting infrastructure**Project Goal:** Safety Compliance**Project Estimated Start Date:** 8/1/2026**Project Estimated Completion Date:** 12/31/2027**Fiscal Year Budget:** 2026**Project Estimated Cost:** \$9,195,000**Financial Information****Funding Source:**

	Federal Grant	State Grant	Special Revenue
Name	FAA Discretionary	ODOT Matching Grant	Airport Capital Fund
Funding %	90% Federal Match	5% State Match	5% local match plus additional funds for non-eligible items
Funding Amount	\$8,109,990	\$450,555	\$634,455

AIRPORT – CAPITAL IMPROVEMENT**Project Information****Department/Division:** Public Works Airport**Project Title:** Taxilane Development South (Design)**Project Description:** New infrastructure for more tenants**Project Goal:** Economic Opportunity**Project Estimated Start Date:** 8/1/2026**Project Estimated Completion Date:** 12/31/2027**Fiscal Year Budget:** 2026**Project Estimated Cost:** \$178,000**Financial Information****Funding Source:**

	Federal Grant	State Grant	Special Revenue
Name	FAA Discretionary	ODOT Matching Grant	Airport Capital Fund
Funding %	90% Federal Match	5% State Match	5% local match
Funding Amount	\$160,200	\$8,900	\$8,900

Project Information**Department/Division:** Public Works Airport**Project Title:** T-Hangar Development (Design)**Project Description:** New infrastructure for more tenants**Project Goal:** Economic Opportunity**Project Estimated Start Date:** 8/1/2026**Project Estimated Completion Date:** 12/31/2027**Fiscal Year Budget:** 2026**Project Estimated Cost:** \$200,000**Financial Information****Funding Source:**

	Federal Grant	State Grant	Special Revenue
Name	FAA Discretionary	ODOT Matching Grant	Airport Capital Fund
Funding %	90% Federal Match	5% State Match	5% local match
Funding Amount	\$180,000	\$10,000	\$10,000

AIRPORT – CAPITAL IMPROVEMENT**Project Information****Department/Division:** Public Works Airport**Project Title:** Rehabilitate Apron**Project Description:** Apron pavement isolated repairs**Project Goal:** Maintain & Modernize**Project Estimated Start Date:** 8/1/2026**Project Estimated Completion Date:** 12/31/2027**Fiscal Year Budget:** 2026**Project Estimated Cost:** \$525,000**Financial Information****Funding Source:**

	Federal Grant	State Grant	Special Revenue
Name	N/a	ODOT Direct Grant	Airport Capital Fund
Funding %	0%	95% State Match	5% local match
Funding Amount	\$ 0	\$500,000	\$25,000

Project Information**Department/Division:** Public Works Airport**Project Title:** John Deer and Deck**Project Description:** New grass mowing equipment**Project Goal:** Quality & Efficiency**Project Estimated Start Date:** 1/1/2026**Project Estimated Completion Date:** 12/31/2026**Fiscal Year Budget:** 2026**Project Estimated Cost:****Financial Information****Funding Source:**

	Federal Grant	State Grant	Special Revenue
Name	N/a	N/a	Airport Capital Fund
Funding %	0%	0%	100% local
Funding Amount	\$ 0	\$ 0	\$60,000

AIRPORT – CAPITAL IMPROVEMENT**Project Information****Department/Division:** Public Works Airport**Project Title:** General Consulting Services**Project Description:** General tasks**Project Goal:** Quality & Efficiency**Project Estimated Start Date:** 1/1/2026**Project Estimated Completion Date:** 12/31/2026**Fiscal Year Budget:** 2026**Project Estimated Cost:****Financial Information****Funding Source:**

	Federal Grant	State Grant	Special Revenue
Name	N/a	N/a	Airport Capital Fund
Funding %	0%	0%	100% local
Funding Amount	\$ 0	\$ 0	\$75,000

Project Information**Department/Division:** Public Works Airport**Project Title:** Taxilane Development South (Construction)**Project Description:** New infrastructure for more tenants**Project Goal:** Economic Opportunity**Project Estimated Start Date:** 8/1/2027**Project Estimated Completion Date:** 12/31/2028**Fiscal Year Budget:** 2027**Project Estimated Cost:** \$1,950,400**Financial Information****Funding Source:**

	Federal Grant	State Grant	Special Revenue
Name	FAA Discretionary	N/a	Airport Capital Fund
Funding %	90% Federal Match	5% State Match	5% local match
Funding Amount	\$1,755,360	\$97,520	\$97,520

AIRPORT – CAPITAL IMPROVEMENT**Project Information****Department/Division:** Public Works Airport**Project Title:** T–Hangar Development (Construction)**Project Description:** New infrastructure for more tenants**Project Goal:** Economic Opportunity**Project Estimated Start Date:** 8/1/2027**Project Estimated Completion Date:** 12/31/2028**Fiscal Year Budget:** 2027**Project Estimated Cost:** \$3,300,000**Financial Information****Funding Source:**

	Federal Grant	State Grant	Special Revenue
Name	FAA Share Other – BIL	N/a	Airport Capital Fund
Funding %	0%	0%	local cost to make up the remaining amount that BIL won't cover
Funding Amount	\$1,583,900	\$ 0	\$1,716,100

Project Information**Department/Division:** Public Works Airport**Project Title:** General Consulting Services**Project Description:** General tasks**Project Goal:** Quality & Efficiency**Project Estimated Start Date:** 1/1/2027**Project Estimated Completion Date:** 12/31/2027**Fiscal Year Budget:** 2027**Project Estimated Cost:** \$75,000**Financial Information****Funding Source:**

	Federal Grant	State Grant	Special Revenue
Name	N/a	N/a	Airport Capital Fund
Funding %	0%	0%	100% local
Funding Amount	\$ 0	\$ 0	\$75,000

AIRPORT – CAPITAL IMPROVEMENT**Project Information****Department/Division:** Public Works Airport**Project Title:** Ground Runup Enclosure (Design)**Project Description:** Enclosure for sound pollution mitigation**Project Goal:** Maintain & Modernize**Project Estimated Start Date:** 8/1/2028**Project Estimated Completion Date:** 12/31/2029**Fiscal Year Budget:** 2028**Project Estimated Cost:** \$837,000**Financial Information****Funding Source:**

	Federal Grant	State Grant	Special Revenue
Name	FAA Discretionary	ODOT Matching Grant	Airport Capital Fund
Funding %	90% Federal Match	5% State Match	5% local match
Funding Amount	\$753,300	\$41,850	\$41,850

Project Information**Department/Division:** Public Works Airport**Project Title:** General Consulting Services**Project Description:** General tasks**Project Goal:** Quality & Efficiency**Project Estimated Start Date:** 1/1/2028**Project Estimated Completion Date:** 12/31/2028**Fiscal Year Budget:** 2028**Project Estimated Cost:** \$75,000**Financial Information****Funding Source:**

	Federal Grant	State Grant	Special Revenue
Name	N/a	N/a	Airport Capital Fund
Funding %	0%	0%	100% local
Funding Amount	\$ 0	\$ 0	\$75,000

AIRPORT – CAPITAL IMPROVEMENT**Project Information****Department/Division:** Public Works Airport**Project Title:** Wildlife Exclusion Fence Development, Planning and EA (30%)**Project Description:** Fence design and planning**Project Goal:** Safety Compliance**Project Estimated Start Date:** 8/1/2029**Project Estimated Completion Date:** 12/31/2030**Fiscal Year Budget:** 2029**Project Estimated Cost:** \$702,000**Financial Information****Funding Source:**

	Federal Grant	State Grant	Special Revenue
Name	FAA Discretionary	ODOT Matching Grant	Airport Capital Fund
Funding %	90% Federal Match	5% State Match	5% local match
Funding Amount	\$631,800	\$35,100	\$35,100

Project Information**Department/Division:** Public Works Airport**Project Title:** Apron Rehabilitation (355,000 SF) and Taxiway B Rehabilitation (85,000 SF) Design and Construction**Project Description:****Project Goal:** Maintain & Modernize**Project Estimated Start Date:** 8/1/2029**Project Estimated Completion Date:** 12/31/2030**Fiscal Year Budget:** 2029**Project Estimated Cost:** \$5,000,000**Financial Information****Funding Source:**

	Federal Grant	State Grant	Special Revenue
Name	FAA Discretionary	ODOT Matching Grant	Airport Capital Fund
Funding %	90% Federal Match	5% State Match	5% local match
Funding Amount	\$4,500,000	\$250,000	\$250,000

AIRPORT – CAPITAL IMPROVEMENT**Project Information****Department/Division:** Public Works Airport**Project Title:** Ground Runup Enclosure (Construction)**Project Description:** Enclosure for sound pollution mitigation**Project Goal:** Maintain & Modernize**Project Estimated Start Date:** 8/1/2029**Project Estimated Completion Date:** 12/31/2030**Fiscal Year Budget:** 2029**Project Estimated Cost:** \$9,200,300**Financial Information****Funding Source:**

	Federal Grant	State Grant	Special Revenue
Name	FAA Discretionary	ODOT Matching Grant	Airport Capital Fund
Funding %	90% Federal Match	5% State Match	5% local match
Funding Amount	\$8,280,270	\$460,015	\$460,015

Project Information**Department/Division:** Public Works Airport**Project Title:** General Consulting Services**Project Description:** General Task**Project Goal:** Quality & Efficiency**Project Estimated Start Date:** 1/1/2029**Project Estimated Completion Date:** 12/31/2029**Fiscal Year Budget:** 2029**Project Estimated Cost:** \$75,000**Financial Information****Funding Source:**

	Federal Grant	State Grant	Special Revenue
Name	N/a	N/a	Airport Capital Fund
Funding %	0%	0%	100% local
Funding Amount	\$ 0	\$ 0	\$75,000

AIRPORT – CAPITAL IMPROVEMENT**Project Information****Department/Division:** Public Works Airport**Project Title:** Wildlife Exclusion Fence Final Design and Construction**Project Description:** Fence construction**Project Goal:** Safety Compliance**Project Estimated Start Date:** 8/1/2030**Project Estimated Completion Date:** 12/31/2031**Fiscal Year Budget:** 2030**Project Estimated Cost:** \$5,339,000**Financial Information****Funding Source:**

	Federal Grant	State Grant	Special Revenue
Name	FAA Discretionary	ODOT Matching Grant	Airport Capital Fund
Funding %	90% Federal Match	5% State Match	5% local match
Funding Amount	\$4,805,100	\$266,950	\$266,950

Project Information**Department/Division:** Public Works Airport**Project Title:** General Consulting Services**Project Description:** General tasks**Project Goal:****Project Estimated Start Date:** 1/1/2030**Project Estimated Completion Date:** 12/31/2030**Fiscal Year Budget:** 2030**Project Estimated Cost:** \$75,000**Financial Information****Funding Source:**

	Federal Grant	State Grant	Special Revenue
Name		N/a	Airport Capital Fund
Funding %	0%	0%	100% local
Funding Amount	\$ 0	\$ 0	\$75,000

AIRPORT – CAPITAL IMPROVEMENT**Project Information****Department/Division:** Public Works Airport**Project Title:** SRE Equipment Acquisition**Project Description:** Snow removal equipment**Project Goal:** Maintain & Modernize**Project Estimated Start Date:** 8/1/2031**Project Estimated Completion Date:** 12/31/2032**Fiscal Year Budget:** 2031**Project Estimated Cost:** \$200,000**Financial Information****Funding Source:**

	Federal Grant	State Grant	Special Revenue
Name	FAA Discretionary	ODOT Matching Grant	Airport Capital Fund
Funding %	90% Federal Match	5% State Match	5% local match
Funding Amount	\$180,000	\$10,000	\$10,000

Project Information**Department/Division:** Public Works Airport**Project Title:** Land Acquisition (Reimbursement)**Project Description:** Land**Project Goal:** Economic Opportunity**Project Estimated Start Date:** 8/1/2031**Project Estimated Completion Date:** 12/31/2032**Fiscal Year Budget:** 2031**Project Estimated Cost:** \$600,000**Financial Information****Funding Source:**

	Federal Grant	State Grant	Special Revenue
Name	FAA Discretionary	ODOT Matching Grant	Airport Capital Fund
Funding %	90% Federal Match	5% State Match	5% local match
Funding Amount	\$540,000	\$30,000	\$30,000

AIRPORT – CAPITAL IMPROVEMENT**Project Information****Department/Division:** Public Works Airport**Project Title:** General Consulting Services**Project Description:** General tasks**Project Goal:** Quality & Efficiency**Project Estimated Start Date:** 1/1/2031**Project Estimated Completion Date:** 12/31/2031**Fiscal Year Budget:** 2031**Project Estimated Cost:** \$75,000**Financial Information****Funding Source:**

	Federal Grant	State Grant	Special Revenue
Name	N/a	N/a	Airport Capital Fund
Funding %	0%	0%	100% local
Funding Amount	\$ 0	\$ 0	\$75,000

FACILITIES – CAPITAL IMPROVEMENT

Project Information

Department/Division: Public Works Facilities
Project Title: ADA Upgrades
Project Description: Improve Building Accessibility
Project Type: Code Improvements
Project Goal: Maintain & Modernize
Building Location: Medical Examiner
Project Start Date: 2024
Project Estimated Cost: \$1,385,149

Financial Information

Funding Source

General Fund Amount: \$1,385,149
General Fund – ARPA Amount: \$ 0

Capital Project Expenditures

FY 2024	\$1,385,149
FY 2025	

Project Information

Department/Division: Public Works Facilities
Project Title: Roof Replacement
Project Description: Replace aged roof system
Project Type: Condition Based Repairs
Project Goal: Maintain & Modernize
Building Location: Medical Examiner
Project Start Date: 2024
Project Estimated Cost: \$1,200,000

Financial Information

Funding Source

General Fund Amount: \$1,200,000
General Fund – ARPA Amount: \$ 0

Capital Project Expenditures

FY 2024	\$1,200,000
FY 2025	

FACILITIES – CAPITAL IMPROVEMENT

Project Information

Department/Division: Public Works Facilities
Project Title: Body Elevator Modernization Project
Project Description: Modernize critical elevator
Project Type: Code Modernization
Project Goal: Maintain & Modernize
Building Location: Medical Examiner
Project Start Date: 2024
Project Estimated Cost: \$550,000

Financial Information

Funding Source

General Fund Amount: \$550,000
General Fund – ARPA Amount: \$ 0

Capital Project Expenditures

FY 2024	\$550,000
FY 2025	

Project Information

Department/Division: Public Works Facilities
Project Title: 1642 Lakeside HVAC Replacement
Project Description: Replace aged HVAC system
Project Type: Condition Based Repairs
Project Goal: Maintain & Modernize
Building Location: 1642 Lakeside
Project Start Date: 2024
Project Estimated Cost: \$475,000

Financial Information

Funding Source

General Fund Amount: \$475,000
General Fund – ARPA Amount: \$ 0

Capital Project Expenditures

FY 2024	\$475,000
FY 2025	

FACILITIES – CAPITAL IMPROVEMENT

Project Information

Department/Division: Public Works Facilities
Project Title: 9th Floor Probation Consolidation
Project Description: Operationally needed alteration
Project Type: Alteration
Project Goal: Maintain & Modernize
Building Location: Juvenile Justice Center
Project Start Date: 2024
Project Estimated Cost: \$625,000

Financial Information

Funding Source

General Fund Amount: \$625,000
General Fund – ARPA Amount: \$ 0

Capital Project Expenditures

FY 2024	\$625,000
FY 2025	

Project Information

Department/Division: Public Works Facilities
Project Title: Yard Security Fence Additions & Alterations
Project Description: Operationally needed alteration
Project Type: Alteration
Project Goal: Maintain & Modernize
Building Location: Juvenile Justice Center
Project Start Date: 2024
Project Estimated Cost: \$335,533

Financial Information

Funding Source

General Fund Amount: \$335,533
General Fund – ARPA Amount: \$ 0

Capital Project Expenditures

FY 2024	\$335,533
FY 2025	

FACILITIES – CAPITAL IMPROVEMENT

Project Information

Department/Division: Public Works Facilities
Project Title: 2020 VA Wing & 2100 Men's Shelter Renovation
Project Description: Interior renovation of living spaces
Project Type: Condition Based Repairs
Project Goal: Maintain & Modernize
Building Location: 2100 Lakeside
Project Start Date: 2024
Project Estimated Cost: \$4,975,000

Financial Information

Funding Source

General Fund Amount: \$ 0
General Fund – ARPA Amount: \$ 4,975,000

Capital Project Expenditures

FY 2024	\$4,975,000
FY 2025	

Project Information

Department/Division: Public Works Facilities
Project Title: Elevator Modernization
Project Description: Modernize critical elevators
Project Type: Code Modernization
Project Goal: Maintain & Modernize
Building Location: VEB Building
Project Start Date: 2024
Project Estimated Cost: \$1,605,981

Financial Information

Funding Source

General Fund Amount: \$1,605,981
General Fund – ARPA Amount: \$ 0

Capital Project Expenditures

FY 2024	\$1,605,981
FY 2025	

FACILITIES – CAPITAL IMPROVEMENT

Project Information

Department/Division: Public Works Facilities
Project Title: New Elevator – Metzenbaum Center
Project Description: Replace deficient elevator
Project Type: Code Improvements
Project Goal: Maintain & Modernize
Building Location: Metzenbaum
Project Start Date: 2024
Project Estimated Cost: \$1,500,000

Financial Information

Funding Source
General Fund Amount: \$1,500,000
General Fund – ARPA Amount: \$ 0
Capital Project Expenditures

FY 2024	\$1,500,000
FY 2025	

Project Information

Department/Division: Public Works Facilities
Project Title: Additional Façade Ordinance Repairs Appropriations
Project Description: Maintain Compliance with City Ord.
Project Type: Code Repairs
Project Goal: Maintain & Modernize
Building Location: Courthouse Square
Project Start Date: 2024
Project Estimated Cost: \$450,000

Financial Information

Funding Source
General Fund Amount: \$450,000
General Fund – ARPA Amount: \$ 0
Capital Project Expenditures

FY 2024	\$450,000
FY 2025	

FACILITIES – CAPITAL IMPROVEMENT

Project Information

Department/Division: Public Works Facilities
Project Title: Animal Shelter Surgical Wing HVAC
Project Description: Replace aged HVAC system
Project Type: Condition Based Repairs
Project Goal: Maintain & Modernize
Building Location: Animal Shelter
Project Start Date: 2024
Project Estimated Cost: \$450,000

Financial Information

Funding Source

General Fund Amount: \$450,000
General Fund – ARPA Amount: \$ 0

Capital Project Expenditures

FY 2024	\$450,000
FY 2025	

Project Information

Department/Division: Public Works Facilities
Project Title: General Arch/Eng/Env/MEP/Const Services
Project Description: Design CIP program
Project Type: Design Services
Project Goal: Maintain & Modernize
Building Location: Countywide
Project Start Date: 2024
Project Estimated Cost: \$650,000

Financial Information

Funding Source

General Fund Amount: \$650,000
General Fund – ARPA Amount: \$ 0

Capital Project Expenditures

FY 2024	\$650,000
FY 2025	

FACILITIES – CAPITAL IMPROVEMENT

Project Information

Department/Division: Public Works Facilities
Project Title: Interior Finish Services (Paint/Carpet)
Project Description: Replace failed flooring/paint systems
Project Type: Condition Based Repairs
Project Goal: Maintain & Modernize
Building Location: Countywide
Project Start Date: 2024
Project Estimated Cost: \$300,000

Financial Information

Funding Source
General Fund Amount: \$300,000
General Fund – ARPA Amount: \$ 0
Capital Project Expenditures

FY 2024	\$300,000
FY 2025	

Project Information

Department/Division: Public Works Facilities
Project Title: Emergency Facilities Repairs Funding
Project Description: Unanticipated emergency appropriations
Project Type: Emergency Repairs
Project Goal: Maintain & Modernize
Building Location: Countywide
Project Start Date: 2024
Project Estimated Cost: \$500,000

Financial Information

Funding Source
General Fund Amount: \$500,000
General Fund – ARPA Amount: \$ 0
Capital Project Expenditures

FY 2024	\$500,000
FY 2025	

FACILITIES – CAPITAL IMPROVEMENT

Project Information

Department/Division: Public Works Facilities
Project Title: Additional Façade Ordinance Repairs Appropriations
Project Description: Maintain Compliance with City Ord.
Project Type: Code Repairs
Project Goal: Maintain & Modernize
Building Location: Justice Center
Project Start Date: 2024
Project Estimated Cost: \$375,000

Financial Information

Funding Source
General Fund Amount: \$ 0
General Fund – ARPA Amount: \$ 375,000
Capital Project Expenditures

FY 2024	\$375,000
FY 2025	

Project Information

Department/Division: Public Works Facilities
Project Title: Tunnel Repairs
Project Description: Mitigate water intrusion & slip hazards
Project Type: Condition Based Repairs
Project Goal: Maintain & Modernize
Building Location: Justice Center
Project Start Date: 2024
Project Estimated Cost: \$182,644

Financial Information

Funding Source
General Fund Amount: \$ 0
General Fund – ARPA Amount: \$ 182,644
Capital Project Expenditures

FY 2024	\$182,644
FY 2025	

FACILITIES – CAPITAL IMPROVEMENT

Project Information

Department/Division: Public Works Facilities

Project Title: Atrium Water Intrusion Repairs

Project Description: Mitigate water intrusion into facility

Project Type: Condition Based Repairs

Project Goal: Maintain & Modernize

Building Location: Justice Center

Project Start Date: 2024

Project Estimated Cost: \$288,591

Financial Information

Funding Source

General Fund Amount: \$ 0

General Fund – ARPA Amount: \$ 288,591

Capital Project Expenditures

FY 2024	\$288,591
FY 2025	

Project Information

Department/Division: Public Works Facilities

Project Title: High Voltage Reconfiguration & Upgrades

Project Description: Maintain safe electrical system

Project Type: Condition Based Repairs

Project Goal: Maintain & Modernize

Building Location: Justice Center

Project Start Date: 2024

Project Estimated Cost: \$525,000

Financial Information

Funding Source

General Fund Amount: \$ 0

General Fund – ARPA Amount: \$ 525,000

Capital Project Expenditures

FY 2024	\$525,000
FY 2025	

FACILITIES – CAPITAL IMPROVEMENT

Project Information

Department/Division: Public Works Facilities
Project Title: Maximum Security Shower Alterations
Project Description: Operationally needed alteration
Project Type: Alteration
Project Goal: Maintain & Modernize
Building Location: Justice Center
Project Start Date: 2024
Project Estimated Cost: \$425,000

Financial Information

Funding Source
General Fund Amount: \$ 0
General Fund – ARPA Amount: \$ 425,000
Capital Project Expenditures

FY 2024	\$425,000
FY 2025	

Project Information

Department/Division: Public Works Facilities
Project Title: Phase 1 Critical Locations – Sanitary Sewer Riser & Domestic Replacement – Plumbing Mod.
Project Description: Replace failing sanitary infrastructure
Project Type: Condition Based Repairs
Project Goal: Maintain & Modernize
Building Location: Justice Center
Project Start Date: 2024
Project Estimated Cost: \$600,000

Financial Information

Funding Source
General Fund Amount: \$ 0
General Fund – ARPA Amount: \$ 600,000
Capital Project Expenditures

FY 2024	\$600,000
FY 2025	

FACILITIES – CAPITAL IMPROVEMENT

Project Information

Department/Division: Public Works Facilities

Project Title: Small Roofs on Jail 1/2 Replacement

Project Description: Mitigate water intrusion into facility

Project Type: Condition Based Repairs

Project Goal: Maintain & Modernize

Building Location: Justice Center

Project Start Date: 2024

Project Estimated Cost: \$400,000

Financial Information

Funding Source

General Fund Amount: \$ 0

General Fund – ARPA Amount: \$ 400,000

Capital Project Expenditures

FY 2024	\$400,000
FY 2025	

Project Information

Department/Division: Public Works Facilities

Project Title: Jail 2 ADA Improvements

Project Description: Improve Building Accessibility

Project Type: Code Improvements

Project Goal: Maintain & Modernize

Building Location: Justice Center

Project Start Date: 2024

Project Estimated Cost: \$500,000

Financial Information

Funding Source

General Fund Amount: \$ 0

General Fund – ARPA Amount: \$ 500,000

Capital Project Expenditures

FY 2024	\$500,000
FY 2025	

FACILITIES – CAPITAL IMPROVEMENT

Project Information

Department/Division: Public Works Facilities
Project Title: Atrium Interior Renovation
Project Description: Improve Building Accessibility
Project Type: Alteration
Project Goal: Maintain & Modernize
Building Location: Justice Center
Project Start Date: 2024
Project Estimated Cost: \$1,616,936

Financial Information

Funding Source

General Fund Amount: \$ 0
General Fund – ARPA Amount: \$ 1,616,936

Capital Project Expenditures

FY 2024	\$1,616,936
FY 2025	

Project Information

Department/Division: Public Works Facilities
Project Title: Jail 2 Roof Replacement/Repairs
Project Description: Mitigate water intrusion into facility
Project Type: Condition Based Repairs
Project Goal: Maintain & Modernize
Building Location: Justice Center
Project Start Date: 2024
Project Estimated Cost: \$545,533

Financial Information

Funding Source

General Fund Amount: \$ 0
General Fund – ARPA Amount: \$ 545,533

Capital Project Expenditures

FY 2024	\$545,533
FY 2025	

FACILITIES – CAPITAL IMPROVEMENT

Project Information

Department/Division: Public Works Facilities
Project Title: Tower II Elevator Modernization
Project Description: Modernize critical elevators
Project Type: Code Modernization
Project Goal: Maintain & Modernize
Building Location: Justice Center
Project Start Date: 2024
Project Estimated Cost: \$2,500,000

Financial Information

Funding Source

General Fund Amount: \$ 0
General Fund – ARPA Amount: \$ 2,500,000

Capital Project Expenditures

FY 2024	\$2,500,000
FY 2025	

Project Information

Department/Division: Public Works Facilities
Project Title: CHS Security Hardening
Project Description: Security perimeter alterations
Project Type: Alteration
Project Goal: Maintain & Modernize
Building Location: Courthouse Square
Project Start Date: 2025
Project Estimated Cost: \$436,522

Financial Information

Funding Source

General Fund Amount: \$436,522
General Fund – ARPA Amount: \$ 0

Capital Project Expenditures

FY 2024	
FY 2025	\$436,522

FACILITIES – CAPITAL IMPROVEMENT

Project Information

Department/Division: Public Works Facilities
Project Title: JJC Security Hardening
Project Description: Security perimeter alterations
Project Type: Alteration
Project Goal: Maintain & Modernize
Building Location: Juvenile Justice Center
Project Start Date: 2025
Project Estimated Cost: \$455,926

Financial Information

Funding Source

General Fund Amount: \$455,926
General Fund – ARPA Amount: \$ 0

Capital Project Expenditures

FY 2024	
FY 2025	\$455,926

Project Information

Department/Division: Public Works Facilities
Project Title: OCH Security Hardening
Project Description: Security perimeter alterations
Project Type: Alteration
Project Goal: Maintain & Modernize
Building Location: Courthouse Square
Project Start Date: 2025
Project Estimated Cost: \$313,678

Financial Information

Funding Source

General Fund Amount: \$313,678
General Fund – ARPA Amount: \$ 0

Capital Project Expenditures

FY 2024	
FY 2025	\$313,678

FACILITIES – CAPITAL IMPROVEMENT

Project Information

Department/Division: Public Works Facilities
Project Title: Mechanical Plant Renovation
Project Description: Replace aged HVAC system
Project Type: Code Modernization
Project Goal: Maintain & Modernize
Building Location: Courthouse Square
Project Start Date: 2025
Project Estimated Cost: \$1,701,974

Financial Information

Funding Source

General Fund Amount: \$1,701,974
General Fund – ARPA Amount: \$ 0

Capital Project Expenditures

FY 2024	
FY 2025	\$1,701,974

Project Information

Department/Division: Public Works Facilities
Project Title: Remove/Replace Ornamental Windows
Project Description: Replace aged window systems
Project Type: Condition Based Repairs
Project Goal: Maintain & Modernize
Building Location: Courthouse Square
Project Start Date: 2025
Project Estimated Cost: \$988,225

Financial Information

Funding Source

General Fund Amount: \$988,225
General Fund – ARPA Amount: \$ 0

Capital Project Expenditures

FY 2024	
FY 2025	\$988,225

FACILITIES – CAPITAL IMPROVEMENT

Project Information

Department/Division: Public Works Facilities
Project Title: Interior Courtyard Window Replacement
Project Description: Replace aged window systems
Project Type: Condition Based Repairs
Project Goal: Maintain & Modernize
Building Location: Courthouse Square
Project Start Date: 2025
Project Estimated Cost: \$617,854

Financial Information

Funding Source

General Fund Amount: \$617,854
General Fund – ARPA Amount: \$ 0

Capital Project Expenditures

FY 2024	
FY 2025	\$617,854

Project Information

Department/Division: Public Works Facilities
Project Title: Facade Ordinance Inspection Repairs
Project Description: Maintain Compliance with City Ord.
Project Type: Code Repairs
Project Goal: Maintain & Modernize
Building Location: Courthouse Square
Project Start Date: 2025
Project Estimated Cost: \$725,000

Financial Information

Funding Source

General Fund Amount: \$725,000
General Fund – ARPA Amount: \$ 0

Capital Project Expenditures

FY 2024	
FY 2025	\$725,000

FACILITIES – CAPITAL IMPROVEMENT

Project Information

Department/Division: Public Works Facilities

Project Title: Lakeside Doors Renovation

Project Description: Maintain Compliance with fire code

Project Type: Code Repairs

Project Goal: Maintain & Modernize

Building Location: Courthouse Square

Project Start Date: 2025

Project Estimated Cost: \$225,000

Financial Information

Funding Source

General Fund Amount: \$225,000

General Fund – ARPA Amount: \$ 0

Capital Project Expenditures

FY 2024	
FY 2025	\$225,000

Project Information

Department/Division: Public Works Facilities

Project Title: ADA Upgrades

Project Description: Improve Building Accessibility

Project Type: Code Improvements

Project Goal: Maintain & Modernize

Building Location: JEH Building

Project Start Date: 2025

Project Estimated Cost: \$1,023,661

Financial Information

Funding Source

General Fund Amount: \$1,023,661

General Fund – ARPA Amount: \$ 0

Capital Project Expenditures

FY 2024	
FY 2025	\$1,023,661

FACILITIES – CAPITAL IMPROVEMENT

Project Information

Department/Division: Public Works Facilities

Project Title: Metzenbaum Building Systems Renovation

Project Description: Building renovation

Project Type: Condition Based Repairs

Project Goal: Maintain & Modernize

Building Location: Metzenbaum

Project Start Date: 2025

Project Estimated Cost: \$1,300,000

Financial Information

Funding Source

General Fund Amount: \$1,300,000

General Fund – ARPA Amount: \$ 0

Capital Project Expenditures

FY 2024	
FY 2025	\$1,300,000

Project Information

Department/Division: Public Works Facilities

Project Title: County Airport Electrical Switchgear Replacement

Project Description: Maintain safe electrical system

Project Type: Condition Based Repairs

Project Goal: Maintain & Modernize

Building Location: County Airport

Project Start Date: 2025

Project Estimated Cost: \$275,000

Financial Information

Funding Source

General Fund Amount: \$275,000

General Fund – ARPA Amount: \$ 0

Capital Project Expenditures

FY 2024	
FY 2025	\$275,000

FACILITIES – CAPITAL IMPROVEMENT

Project Information

Department/Division: Public Works Facilities
Project Title: Tenant Improvement Refresh
Project Description: Replaced aged building tenant improvements
Project Type: Condition Based Repairs
Project Goal: Maintain & Modernize
Building Location: County Administration Building
Project Start Date: 2025
Project Estimated Cost: \$500,000

Financial Information

Funding Source
General Fund Amount: \$500,000
General Fund – ARPA Amount: \$ 0
Capital Project Expenditures

FY 2024	
FY 2025	\$500,000

Project Information

Department/Division: Public Works Facilities
Project Title: General Arch/Eng/Env/MEP/Const Services
Project Description: Design CIP program
Project Type: Design Services
Project Goal: Maintain & Modernize
Building Location: Countywide
Project Start Date: 2025
Project Estimated Cost: \$650,000

Financial Information

Funding Source
General Fund Amount: \$650,000
General Fund – ARPA Amount: \$ 0
Capital Project Expenditures

FY 2024	
FY 2025	\$650,000

FACILITIES – CAPITAL IMPROVEMENT

Project Information

Department/Division: Public Works Facilities
Project Title: Interior Finish Services (Paint/Carpet)
Project Description: Replace failed flooring/paint systems
Project Type: Condition Based Repairs
Project Goal: Maintain & Modernize
Building Location: Countywide
Project Start Date: 2025
Project Estimated Cost: \$300,000

Financial Information

Funding Source

General Fund Amount: \$300,000
General Fund – ARPA Amount: \$ 0

Capital Project Expenditures

FY 2024	
FY 2025	\$300,000

Project Information

Department/Division: Public Works Facilities
Project Title: Emergency Facilities Repairs Funding
Project Description: Unanticipated emergency appropriations
Project Type: Emergency Repairs
Project Goal: Maintain & Modernize
Building Location: Countywide
Project Start Date: 2025
Project Estimated Cost: \$500,000

Financial Information

Funding Source

General Fund Amount: \$500,000
General Fund – ARPA Amount: \$ 0

Capital Project Expenditures

FY 2024	
FY 2025	\$500,000

ROAD & BRIDGE – CAPITAL IMPROVEMENT

Project Information

Department/Division: Road & Bridge

Project Title: Monticello Blvd B–03.20

Project Description: Over Euclid Creek

Project Goal: Maintain & Modernize

Cuyahoga County District: District 11

City Location: South Euclid

Project Start Date: 2024

Project Estimated Cost: \$500,000

Financial Information

Funding Source:

	Federal Grant	State Grant	Special Revenue	Local
Name	N/A		R&B Fund	South Euclid
Funding %	0%	0%	100%	0%
Funding Amount	\$ 0	\$ 0	\$500,000	\$ 0

Capital Project Expenditures

FY 2024	\$500,000
FY 2025	\$ 0



ROAD & BRIDGE – CAPITAL IMPROVEMENT

Project Information

Department/Division: Road & Bridge

Project Title: Warner Road C-00.20

Project Description: Over Ohio Canal

Project Goal: Maintain & Modernize

Cuyahoga County District: District 8

City Location: Valley View

Project Start Date: 2024

Project Estimated Cost: \$2,000,000

Financial Information

Funding Source:

	Federal Grant	State Grant	Special Revenue	Local
Name	N/A	OWPC	R&B Fund	Valley View
Funding %	0%	45%	44%	11%
Funding Amount	\$ 0	\$900,000	\$880,000	\$220,000

Capital Project Expenditures

FY 2024	\$2,000,000
FY 2025	\$ 0



ROAD & BRIDGE – CAPITAL IMPROVEMENT

Project Information

Department/Division: Road & Bridge
Project Title: W.150th Street Bridge 01.94
Project Description: Pier Repair
Project Goal: Maintain & Modernize
Cuyahoga County District: District 2
City Location: Cleveland
Project Start Date: 2024
Project Estimated Cost: \$1,700,000

Financial Information

Funding Source:

	Federal Grant	State Grant	Special Revenue	Local
Name	N/A		R&B Fund	Cleveland
Funding %	0%	0%	0%	100%
Funding Amount	\$ 0	\$ 0	\$ 0	\$1,700,000

Capital Project Expenditures

FY 2024	\$1,700,000
FY 2025	\$ 0



ROAD & BRIDGE – CAPITAL IMPROVEMENT

Project Information

Department/Division: Road & Bridge
Project Title: Chagrin River Road Bridge 02.40
Project Description: Over Deer Lick Creek
Project Goal: Maintain & Modernize
Cuyahoga County District: District 6
City Location: Bentleyville
Project Start Date: 2024
Project Estimated Cost: \$1,400,000

Financial Information

Funding Source:

	Federal Grant	State Grant	Special Revenue	Local
Name	N/A	OWPC	R&B Fund	Bentleyville
Funding %	0%	35%	65%	0%
Funding Amount	\$ 0	\$490,000	\$910,000	\$ 0

Capital Project Expenditures

FY 2024	\$1,400,000
FY 2025	\$ 0



ROAD & BRIDGE – CAPITAL IMPROVEMENT

Project Information

Department/Division: Road & Bridge
Project Title: Smith Road Rehabilitation
Project Description: From Sheldon Rd to Pearl Rd
Project Goal: Maintain & Modernize
Cuyahoga County District: District 4
City Location: Middleburgh Heights
Project Start Date: 2024
Project Estimated Cost: \$2,648,843

Financial Information

Funding Source:

	Federal Grant	State Grant	Special Revenue	Local
Name	N/A	OWPC	R&B Fund	Middleburgh Heights
Funding %	0%	17%	60%	23%
Funding Amount	\$ 0	\$440,000	\$1,600,000	\$608,843

Capital Project Expenditures

FY 2024	\$2,648,843
FY 2025	\$ 0



ROAD & BRIDGE – CAPITAL IMPROVEMENT

Project Information

Department/Division: Road & Bridge

Project Title: Garfield Blvd Rehab

Project Description: From Warner Rd to Turney Rd

Project Goal: Maintain & Modernize

Cuyahoga County District: District 8

City Location: Garfield Heights

Project Start Date: 2024

Project Estimated Cost: \$5,412,800

Financial Information

Funding Source:

	Federal Grant	State Grant	Special Revenue	Local
Name	N/A		R&B Fund	Garfield Heights
Funding %	0%	55%	22%	23%
Funding Amount	\$ 0	\$2,952,868	\$1,200,000	\$1,259,932

Capital Project Expenditures

FY 2024	\$5,412,800
FY 2025	\$ 0



ROAD & BRIDGE – CAPITAL IMPROVEMENT

Project Information

Department/Division: Road & Bridge

Project Title: Warrensville Center Resurfacing

Project Description: Fairmount Boulevard to Mayfield Road

Project Goal: Maintain & Modernize

Cuyahoga County District:

City Location: Project in multiple districts

Project Start Date: 2025

Project Estimated Cost: \$7,500,000

Financial Information

Funding Source:

	Federal Grant	State Grant	Special Revenue	Local
Name	N/A	OWPC	R&B Fund	Project in multiple districts
Funding %	0%	30%	21%	49%
Funding Amount	\$ 0	\$2,175,000	\$1,500,000	\$3,575,000

Capital Project Expenditures

FY 2024	\$ 0
FY 2025	\$7,250,000



ROAD & BRIDGE – CAPITAL IMPROVEMENT

Project Information

Department/Division: Road & Bridge
Project Title: Sheldon Road Bridge–01.61
Project Description: Sheldon Road Bridge–01.61
Project Goal: Maintain & Modernize
Cuyahoga County District:
City Location: Project in multiple districts
Project Start Date: 2025
Project Estimated Cost: \$7,250,000

Financial Information

Funding Source:

	Federal Grant	State Grant	Special Revenue	Local
Name	N/A	OWPC	R&B Fund	Project in multiple districts
Funding %	0%	30%	21%	49%
Funding Amount	\$ 0	\$2,175,000	\$1,500,000	\$3,575,000

Capital Project Expenditures

FY 2024	\$ 0
FY 2025	\$7,250,000



ROAD & BRIDGE – CAPITAL IMPROVEMENT

Project Information

Department/Division: Road & Bridge
Project Title: Crack Sealing Program
Project Description: Crack Sealing Annual Program
Project Goal: Maintain & Modernize
Cuyahoga County District:
City Location: Project in multiple districts
Project Start Date: Yearly
Project Estimated Cost: \$800,000

Financial Information

Funding Source:

	Federal Grant	State Grant	Special Revenue	Local
Name	N/A		R&B Fund	Project in multiple districts
Funding %	0%	0%	100%	0%
Funding Amount	\$ 0	\$ 0	\$800,000	\$ 0

Capital Project Expenditures

FY 2024	\$400,000
FY 2025	\$400,000



ROAD & BRIDGE – CAPITAL IMPROVEMENT

Project Information

Department/Division: Road & Bridge

Project Title: Lake Road – Clifton Boulevard Reconstruction

Project Description: Linda Street in Rocky River to Webb Rd in Lakewood

Project Goal: Maintain & Modernize

Cuyahoga County District:

City Location: Project in multiple districts

Project Start Date: 2025

Project Estimated Cost: \$9,500,000

Financial Information

Funding Source:

	Federal Grant	State Grant	Special Revenue	Local
Name	N/A		R&B Fund	Project in multiple districts
Funding %	5%	71%	11%	13%
Funding Amount	\$500,000	\$6,800,000	\$1,000,000	\$1,200,000

Capital Project Expenditures

FY 2024	\$ 0
FY 2025	\$9,500,000



ROAD & BRIDGE – CAPITAL IMPROVEMENT

Project Information

Department/Division: Road & Bridge
Project Title: Clague Road Resurfacing
Project Description: Lorain Road to Marion Road
Project Goal: Maintain & Modernize
Cuyahoga County District: District 1
City Location: North Olmsted
Project Start Date: 2024
Project Estimated Cost: \$2,606,300

Financial Information

Funding Source:

	Federal Grant	State Grant	Special Revenue	Local
Name	N/A	OWPC	R&B Fund	North Olmsted
Funding %	33%	15%	26%	26%
Funding Amount	\$860,988	\$374,350	\$685,481	\$685,481

Capital Project Expenditures

FY 2024	\$2,606,300
FY 2025	\$ 0



ROAD & BRIDGE – CAPITAL IMPROVEMENT

Project Information

Department/Division: Road & Bridge
Project Title: Sheldon Road Resurfacing
Project Description: Engle Road to Smith Road
Project Goal: Maintain & Modernize
Cuyahoga County District:
City Location: Project in multiple districts
Project Start Date: 2024
Project Estimated Cost: \$1,482,600

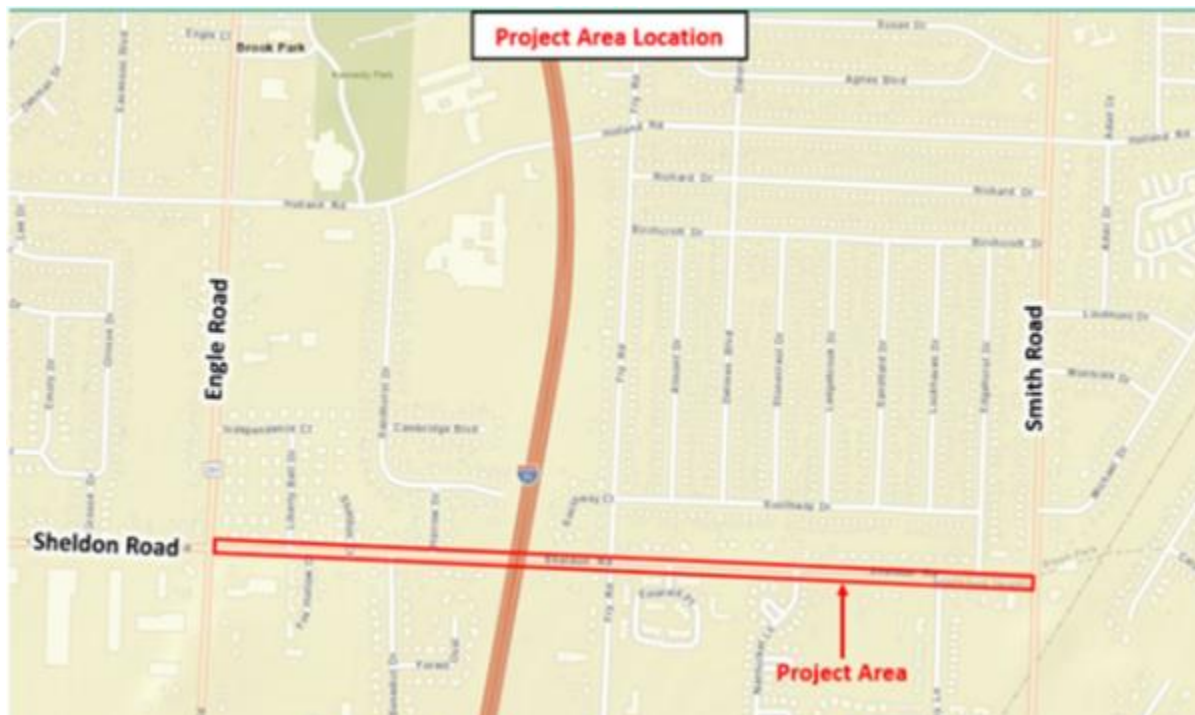
Financial Information

Funding Source:

	Federal Grant	State Grant	Special Revenue	Local
Name	N/A	OWPC	R&B Fund	Project in multiple districts
Funding %	54%	20%	13%	13%
Funding Amount	\$800,000	\$296,520	\$193,040	\$193,040

Capital Project Expenditures

FY 2024	\$1,482,600
FY 2025	\$ 0



ROAD & BRIDGE – CAPITAL IMPROVEMENT

Project Information

Department/Division: Road & Bridge

Project Title: Cleveland Lakefront Connector

Project Description: North Marginal Rd – From E9th to E55th

Project Goal: Maintain & Modernize

Cuyahoga County District: District 2

City Location: Cleveland

Project Start Date: 2024

Project Estimated Cost: \$11,832,326

Financial Information

Funding Source:

	Federal Grant	State Grant	Special Revenue	Local
Name	N/A		R&B Fund	Cleveland
Funding %	55%	0%	1%	44%
Funding Amount	\$6,536,655	\$ 0	\$147,835	\$5,147,836

Capital Project Expenditures

FY 2024	\$11,832,326
FY 2025	\$ 0



ROAD & BRIDGE – CAPITAL IMPROVEMENT

Project Information

Department/Division: Road & Bridge
Project Title: Forbes Road Resurfacing
Project Description: Fair Oaks Rd to Richmond Road
Project Goal: Maintain & Modernize
Cuyahoga County District:
City Location: Project in multiple districts
Project Start Date: 2024
Project Estimated Cost: \$1,998,321

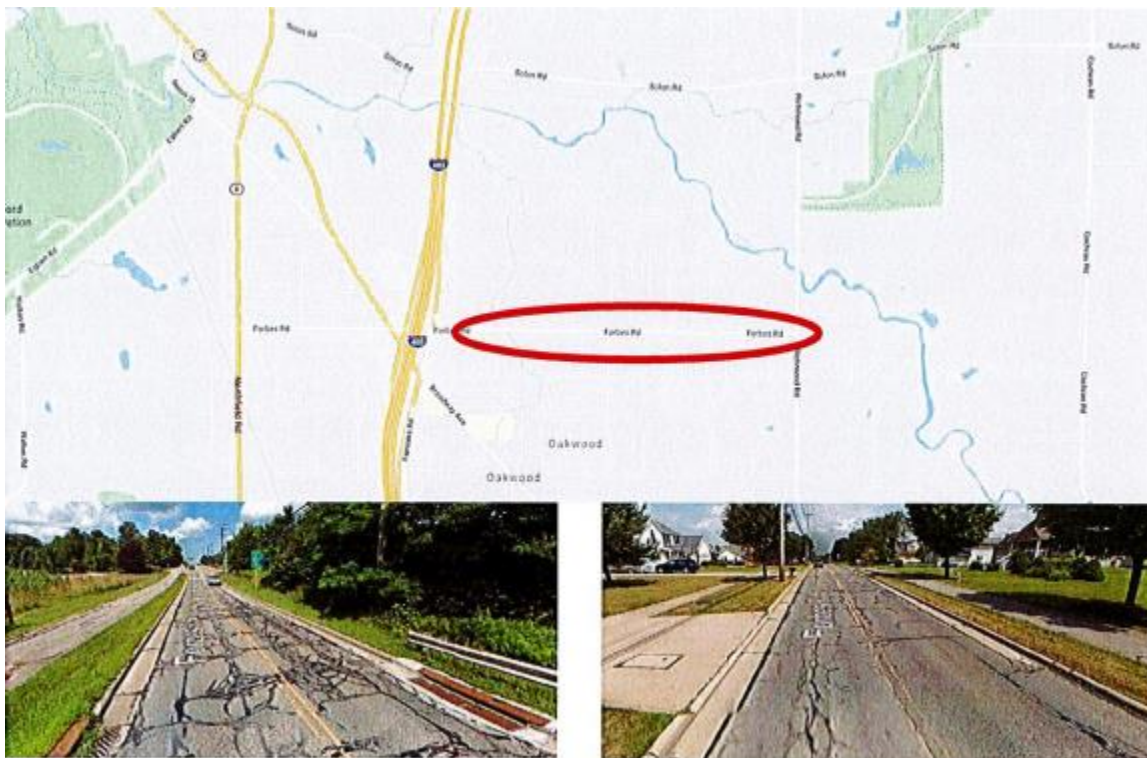
Financial Information

Funding Source:

	Federal Grant	State Grant	Special Revenue	Local
Name	N/A	OWPC	R&B Fund	Project in multiple districts
Funding %	55%	19%	13%	13%
Funding Amount	\$1,107,407	\$379,677	\$255,618	\$255,619

Capital Project Expenditures

FY 2024	\$1,998,321
FY 2025	\$ 0



ROAD & BRIDGE – CAPITAL IMPROVEMENT

Project Information

Department/Division: Road & Bridge
Project Title: Snow Road Resurfacing
Project Description: Ridge Road to State Road
Project Goal: Maintain & Modernize
Cuyahoga County District: District 4
City Location: Parma
Project Start Date: 2025
Project Estimated Cost: \$3,483,394

Financial Information

Funding Source:

	Federal Grant	State Grant	Special Revenue	Local
Name	N/A		R&B Fund	Parma
Funding %	56%	0%	14%	30%
Funding Amount	\$1,943,357	\$ 0	\$494,725	\$1,045,312

Capital Project Expenditures

FY 2024	\$ 0
FY 2025	\$3,483,394



ROAD & BRIDGE – CAPITAL IMPROVEMENT

Project Information

Department/Division: Road & Bridge
Project Title: Schaaf Rd Bridge 02.89
Project Description: Over West Creek
Project Goal: Maintain & Modernize
Cuyahoga County District: District 8
City Location: Independence
Project Start Date: 2025
Project Estimated Cost: \$3,000,000

Financial Information

Funding Source:

	Federal Grant	State Grant	Special Revenue	Local
Name	N/A	OWPC	R&B Fund	Independence
Funding %	59%	20%	21%	0%
Funding Amount	\$1,781,926	\$600,000	\$618,074	\$ 0

Capital Project Expenditures

FY 2024	\$ 0
FY 2025	\$3,000,000



ROAD & BRIDGE – CAPITAL IMPROVEMENT

Project Information

Department/Division: Road & Bridge
Project Title: Broadway Avenue Resurfacing
Project Description: Richmond Road to Macedonia Road
Project Goal: Maintain & Modernize
Cuyahoga County District: District 6
City Location: Oakwood Village
Project Start Date: 2025
Project Estimated Cost: \$2,676,045

Financial Information

Funding Source:

	Federal Grant	State Grant	Special Revenue	Local
Name	N/A	OWPC	R&B Fund	Oakwood Village
Funding %	63%	15%	11%	11%
Funding Amount	\$1,708,000	\$406,000	\$281,022	\$281,023

Capital Project Expenditures

FY 2024	\$ 0
FY 2025	\$2,676,045



ROAD & BRIDGE – CAPITAL IMPROVEMENT

Project Information

Department/Division: Road & Bridge
Project Title: Wilson Mills Road Resurfacing – Richmond Heights
Project Description: Richmond Road to East Corp Line
Project Goal: Maintain & Modernize
Cuyahoga County District: District 11
City Location: Richmond Heights
Project Start Date: 2025
Project Estimated Cost: \$1,344,342

Financial Information

Funding Source:

	Federal Grant	State Grant	Special Revenue	Local
Name	N/A	OWPC	R&B Fund	Richmond Heights
Funding %	66%	16%	9%	9%
Funding Amount	\$880,000	\$220,000	\$122,171	\$122,171

Capital Project Expenditures

FY 2024	\$ 0
FY 2025	\$1,344,342



ROAD & BRIDGE – CAPITAL IMPROVEMENT

Project Information

Department/Division: Road & Bridge
Project Title: Rockside Rd Bridge No. 03.32 & 03.23
Project Description: Over the Cuyahoga River & CSXT Railroad
Project Goal: Maintain & Modernize
Cuyahoga County District: District 8
City Location: Project in multiple districts
Project Start Date: 2025
Project Estimated Cost: \$21,000,000

Financial Information

Funding Source:

	Federal Grant	State Grant	Special Revenue	Local
Name	N/A	OWPC	R&B Fund	Project in multiple districts
Funding %	69%	20%	11%	0%
Funding Amount	\$14,400,000	\$4,200,000	\$2,400,000	\$ 0

Capital Project Expenditures

FY 2024	\$ 0
FY 2025	\$21,000,000



ROAD & BRIDGE – CAPITAL IMPROVEMENT

Project Information

Department/Division: Road & Bridge
Project Title: Grant Avenue Resurfacing
Project Description: East 49th Street to East 71st Street
Project Goal: Maintain & Modernize
Cuyahoga County District: District 8
City Location: Project in multiple districts
Project Start Date: 2024
Project Estimated Cost: \$1,556,610

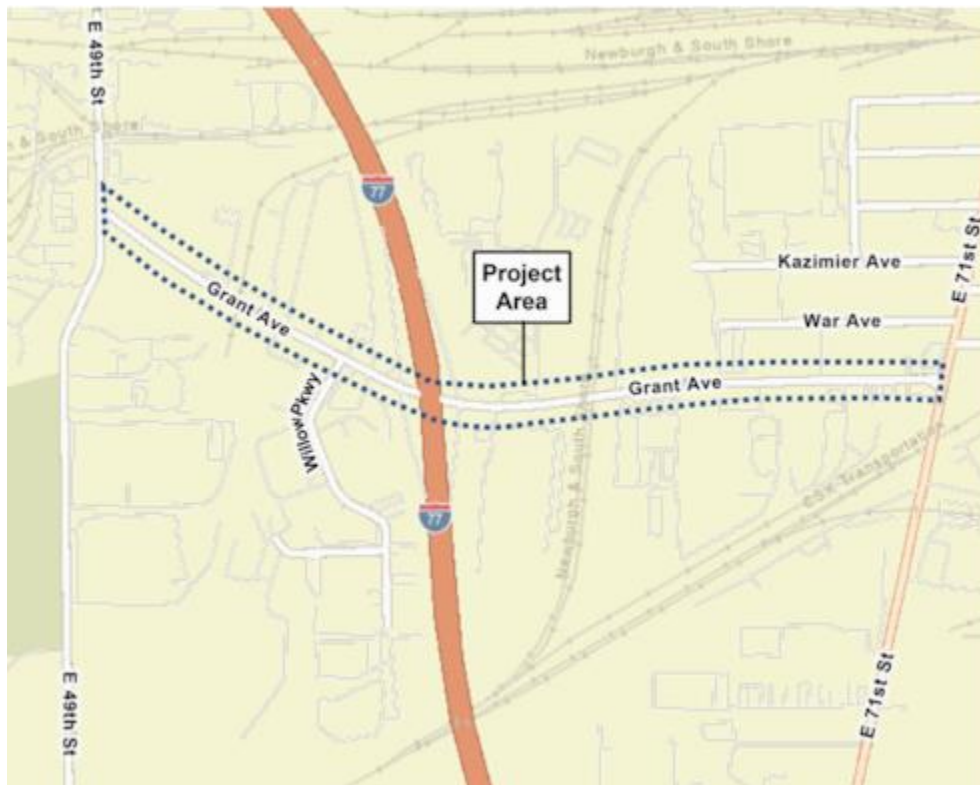
Financial Information

Funding Source:

	Federal Grant	State Grant	Special Revenue	Local
Name	N/A	OWPC	R&B Fund	Project in multiple districts
Funding %	69%	23%	4%	4%
Funding Amount	\$1,080,000	\$351,000	\$62,805	\$62,805

Capital Project Expenditures

FY 2024	\$1,556,610
FY 2025	\$ 0



ROAD & BRIDGE – CAPITAL IMPROVEMENT

Project Information

Department/Division: Road & Bridge
Project Title: Ridgewood Dr. B-03.50
Project Description: Over West Creek
Project Goal: Maintain & Modernize
Cuyahoga County District: District 4
City Location: Parma
Project Start Date: 2025
Project Estimated Cost: \$2,860,000

Financial Information

Funding Source:

	Federal Grant	State Grant	Special Revenue	Local
Name	N/A		R&B Fund	Parma
Funding %	70%	30%	0%	0%
Funding Amount	\$2,000,000	\$858,000	\$ 601	\$1,399

Capital Project Expenditures

FY 2024	\$ 0
FY 2025	\$2,860,000



ROAD & BRIDGE – CAPITAL IMPROVEMENT

Project Information

Department/Division: Road & Bridge
Project Title: Lee Rd Bridge–00.77
Project Description: Over Mill Creek
Project Goal: Maintain & Modernize
Cuyahoga County District: District 8
City Location: Maple Heights
Project Start Date: 2025
Project Estimated Cost: \$4,892,500

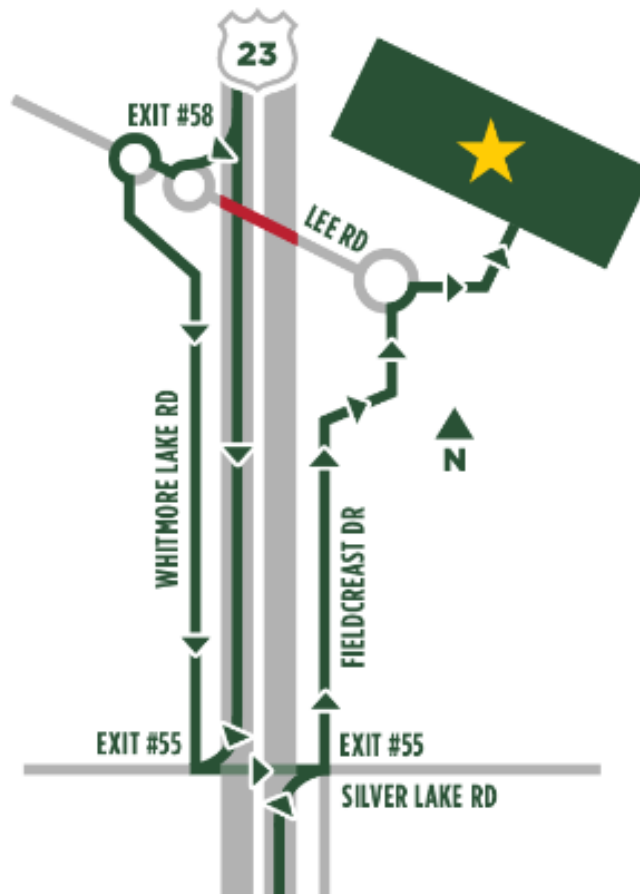
Financial Information

Funding Source:

	Federal Grant	State Grant	Special Revenue	Local
Name	N/A		R&B Fund	Maple Heights
Funding %	80%	0%	20%	0%
Funding Amount	\$3,914,000	\$ 0	\$978,500	\$ 0

Capital Project Expenditures

FY 2024	\$ 0
FY 2025	\$4,892,500



ROAD & BRIDGE – CAPITAL IMPROVEMENT

Project Information

Department/Division: Road & Bridge
Project Title: Rockside Road Resurfacing
Project Description: East 141st Street to Sector Drive
Project Goal: Maintain & Modernize
Cuyahoga County District: District 8
City Location: Maple Heights
Project Start Date: 2025
Project Estimated Cost: \$2,900,000

Financial Information

Funding Source:

	Federal Grant	State Grant	Special Revenue	Local
Name	N/A		R&B Fund	Maple Heights
Funding %	80%	0%	10%	10%
Funding Amount	\$2,320,000	\$ 0	\$290,000	\$290,000

Capital Project Expenditures

FY 2024	\$ 0
FY 2025	\$2,900,000



Debt



Debt Management

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 Policy

Purpose: To support necessary projects or initiatives the County may issue debt when there is a revenue source to support debt service that does not impact the County's ability to adopt a balanced budget or to maintain appropriate reserves in the fund(s) supporting debt service.

Authority: ORC Chapter 133; ORC Chapter 118; ORC Chapter 5705; ORC Chapter 5709; Ohio Constitution Article XVIII, Section 3; County Code §701.03

Policies:

Debt Issuance

The issuance of debt will be overseen by the Office of Budget and Management.

Financing Current Operations

- The County shall not issue debt for current operating expenses in accordance with Ohio Revised Code §133.03(D).

Financing of Capital Improvements

- The County will utilize available cash for short-term capital repairs, maintenance projects, and other capital investments.
- Long-term capital projects may be financed with short or long-term debt when financially advantageous, there is insufficient cash available, or there is a generational equity interest.
- The County will not issue debt, with the exception of bank anticipation notes, that exceeds the useful life of a capital improvement.
- The County will pursue all known funding sources, local, state, or federal grants and loan programs prior to issuance of debt to minimize the borrowing cost.

Anticipation Notes

- The County may issue notes in anticipation of bond issuances to provide short-term or temporary financing. Notes shall be retired with issuance of bonds when financially advantageous and not be renewed beyond the maximum period set by Ohio Revised Code §133.22

Pre-Issuance Requirements

- The Office of Budget and Management shall have the duty to evaluate and monitor all outstanding and potential future debt issues.
- Prior to the issuance of debt, an evaluation checklist shall be completed and included with issuance legislation. Such checklist shall identify and evaluate the following criteria:
 - Sufficient and stable revenue source(s) that ensures debt service obligations will be met and maintained during the lifetime of the debt.
 - Utilization of currently available funds or current revenues as an alternative financing source.
 - The County's current outstanding debt portfolio, ability to meet current and future obligations, and the impact on future need to issue debt.

Service Providers for Debt Issuance

- Debt issuance service providers (underwriters, financial advisors, bond council, bond trustees, bond insurers, escrow agents, etc.) will be selected in accordance with the County's Procurement ordinance(s). Service Providers shall be selected via Request for Qualifications process every three years.

Sale of Bonds and Notes

- The County shall determine on an issue by issue basis the most advantageous method of sale. The County will adhere to the best practice recommendations of the Government Finance Officers' Association whenever possible.

Credit Rating

- The County shall pursue a credit rating for debt issuances to secure the most favorable market rates. The County shall consistently endeavor to achieve the highest possible ratings.

Derivative Securities

- The County will 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.

Debt Limitations

- The County shall fully comply with all statutory debt limitations imposed by the Ohio Revised Code. The County shall monitor overlapping entities.
- 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 comparable counties.

Debt Management

Management of the County's debt portfolio is the responsibility of the Office of Budget and Management.

Debt Payment and Retirement

- The County shall make necessary payment of interest, principal, and other associated costs on or before date due established by debt amortization schedule, trust agreement, or other debt instrument documentation. The County shall also retire all debt on or before the stated maturity date.

Bond Retirement Fund

- The County shall establish and maintain a segregated bond retirement fund for each issue to provide for principal and interest payments on outstanding obligations. The County will maintain an adequate fund balance to meet all current debt service obligations.

Debt Service Reserves

- The County shall ensure the establishment of a bond reserve equal to any *Reserve Requirement* as defined within proceedings for the securities, or equal to the maximum annual debt service obligation.

Continuing Disclosure

- The Office of Budget and Management shall prepare, publish, and file an annual information statement to national information repositories, credit rating agencies, and the general public via posting to the County's website. The Office of Budget and Management shall file all documents necessary to remain in compliance with Securities and Exchange Commission regulations.

Five-Year Financial Stability Forecast

- The Office of Budget and Management shall annually prepare a five-year forecast of revenues and expenditures with inclusion of outstanding debt obligations to provide analysis of necessity and capacity to issue debt.

Refunding Outstanding Debt

- The Office of Budget and Management shall regularly monitor the outstanding debt of the County and report on refunding opportunities when financially advantageous. The County may consider refunding for the following but not limited to: Achieve interest rate savings; Restructure debt service on outstanding issues; Update covenants on outstanding issues; Alter bond characteristics on outstanding debt.

Arbitrage

- The County shall fully comply with all arbitrage rebate requirements within the federal tax code and Internal Revenue Service regulations. The County may perform or designate the responsibility to complete annual arbitrage rebate requirements.

Investment of Bond Proceeds and Trustee Held Funds

- The County shall, as allowable, direct the investment of bond proceeds and other trustee held funds in accordance of County investment policies, proceedings for the securities, federal and state securities laws, and Internal Revenue Service regulations.

Debt Policy Responsibility

- Cuyahoga County debt policies are the responsibility of the Office of Budget and Management. The policies shall be reviewed bi-annually during the biennial operating budget and capital improvement plan process and updated at that time as deemed necessary.

Debt Administration and Management

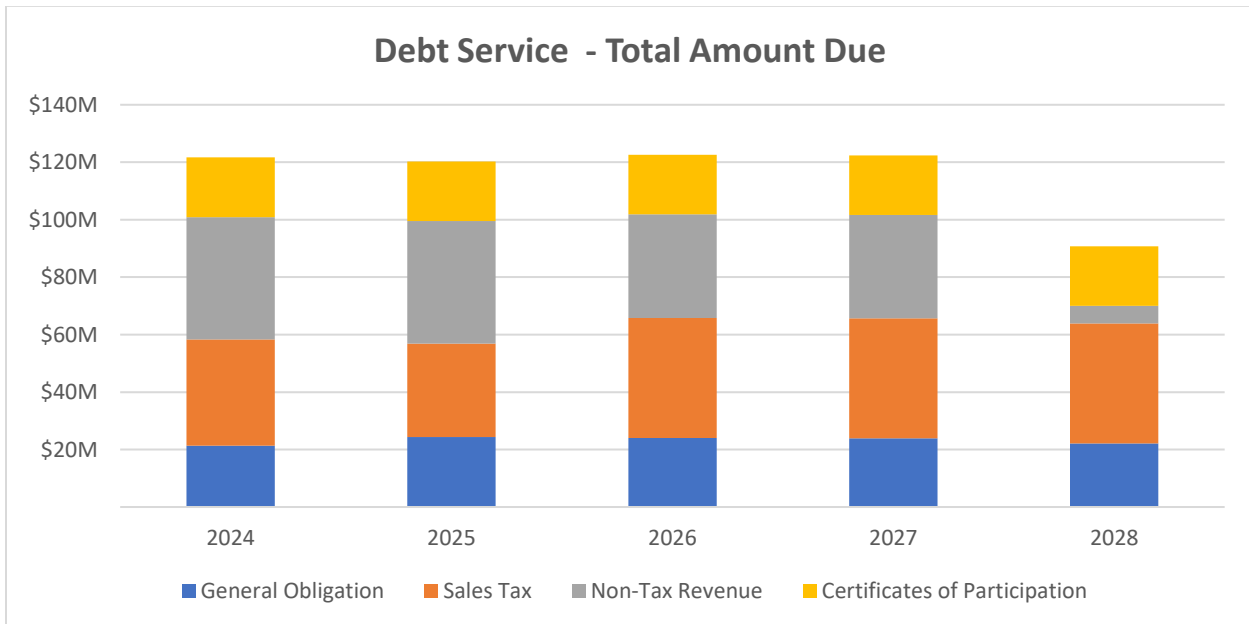
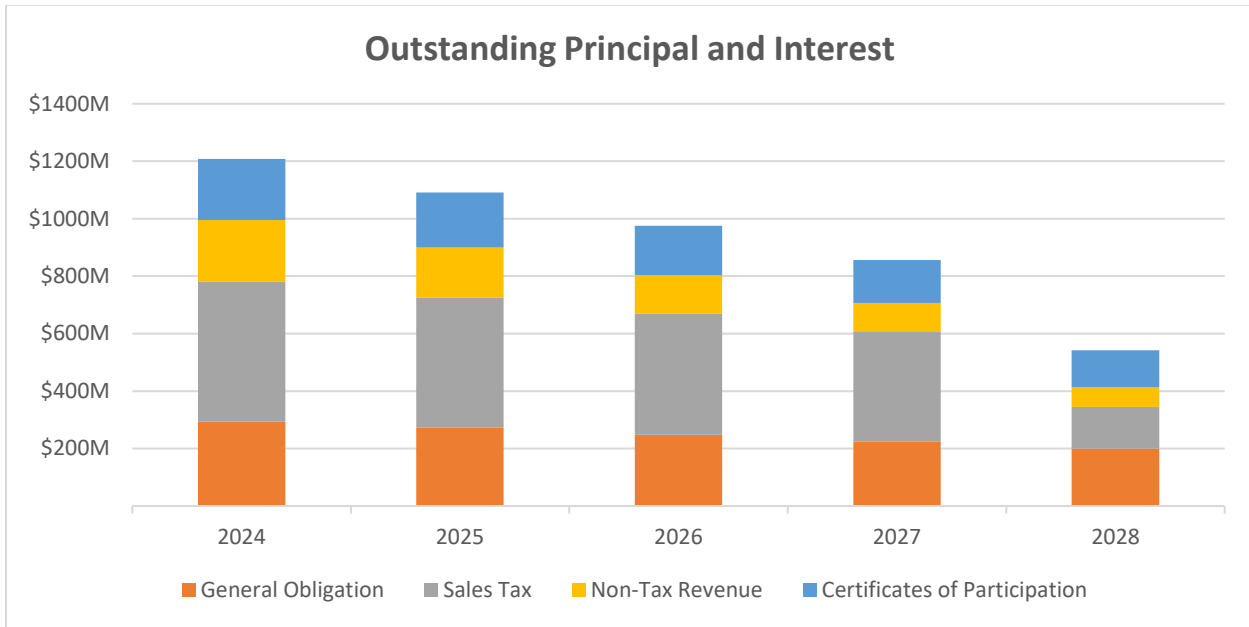
The debt management section lists the County's debt priorities, discusses the types of debt the County issues and amounts outstanding, explains the voted and unvoted debt limitations, and comments on the County's credit rating history.

Debt Management Priorities

- 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.

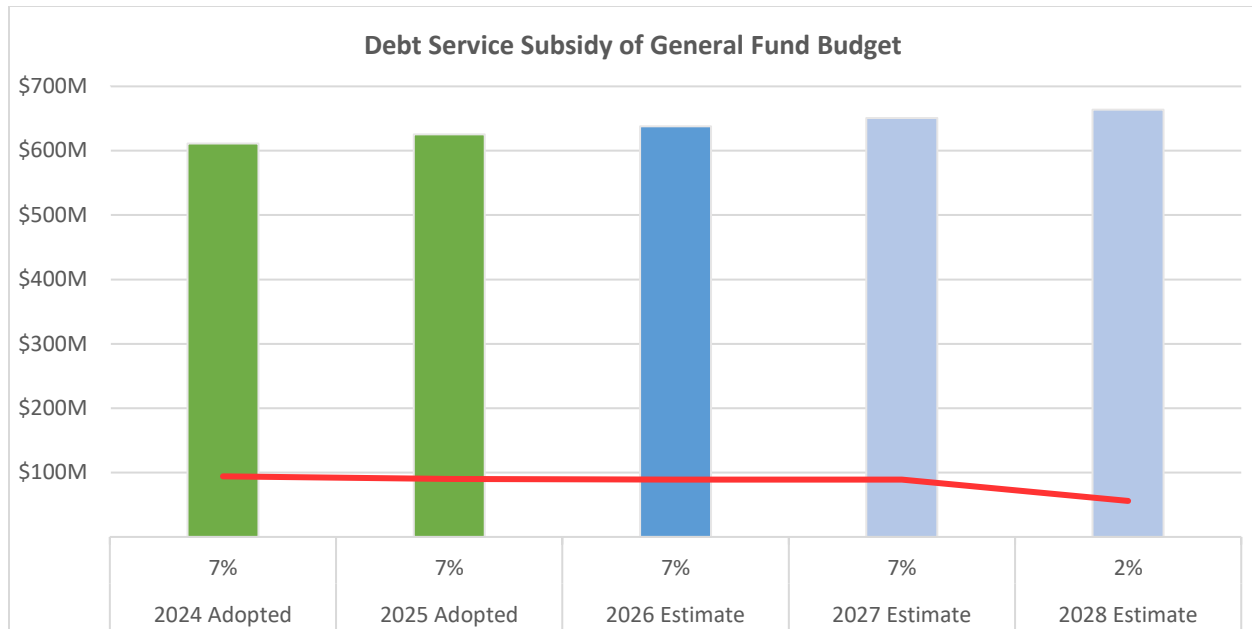
Outstanding Debt

As of January 1, 2024, Cuyahoga County has twenty-four outstanding debt issues comprising \$1.2 billion in principal and interest due over the next twenty-one years. Issued debt is categorized into five areas, General Obligation, Sales Tax Revenue, Non-Tax Revenue, Certificates of Participation, and Excise Tax Revenue.



General Fund Impact

Debt service payments to retire debt annually impact the General Fund through two mechanisms. General Obligation debt requires contribution of the inside property tax millage allotted to the County. The Alternative Tax Budget establishes the split of 1.45 mills between the General Fund and the General Obligation Debt Retirement Fund. In addition to the impact to inside property tax millage, sales tax revenue and non-tax revenue bonds pull from revenues that the General Fund would otherwise receive. The funding for those bond types is provided by the General Fund via subsidies. External contributing revenues reduce the realized General Fund impact by 30%, although revenue is not guaranteed.



General Obligation Debt

The County has outstanding five General Obligation Bond issues with \$293 million in outstanding principal and interest as of January 1, 2024. Bonds were issued for a variety of capital repairs and upgrades at County facilities, and also to refund previous debt for savings and consolidation. General obligation bonds are primarily funded with inside property tax millage, currently set at 0.35 mills.

Various Purpose General Obligation Series Bonds 2009B - \$86,695,000

Outstanding Principal and Interest

2024: \$120,094,392

2025: \$114,915,883

Maturity – December 1, 2034

Annual Debt Service Payment and Sources

2024: \$5,178,509 (\$1,906,521 Federal interest subsidy)

2025: \$12,332,480 (\$1,905,057 Federal interest subsidy)

Bonds were issued for County facilities, including \$29.6 million for improvements to the jail and \$56.4 million to County offices. The 2009B bonds were designated Build America Bonds and Recovery Zone Bonds. With that designation the issued bonds receive interest payment subsidies from the United States Department of the Treasury. The interest subsidy is equal to 35% of interest paid on \$43,970,000 in Build America Bonds, and 45% of the interest paid on \$42,725,000 in Recovery Zone Economic Development Bonds. The interest subsidy is subject to annual sequestration by Congress as part of the Federal Government Budget. PAYGO provisions have the possibility to impact or remove the subsidy payments as part of the Federal budget process and are no longer guaranteed.

General Obligation Capital Improvement Refunding Bonds Series 2019A – \$39,500,000

Outstanding Principal and Interest

2024: \$48,019,950

2025: \$46,266,350

Maturity – December 1, 2027

Annual Debt Service Payment and Sources

2024: \$1,753,600 (Cigarette and alcohol excise tax revenue)

2025: \$1,753,150 (Cigarette and alcohol excise tax revenue)

Bonds were issued to refunding outstanding Cigarette and Alcohol Excise Tax Bonds Series 2015. Bonds are paid with excise tax revenues with the General Fund being a guaranteed reserve. Cigarette and Alcohol excise tax have been in marginal decline but do not impact debt service and are not expected to for the lifetime of the bonds.

General Obligation Capital Improvement and New Money Bonds Series 2019B – \$37,045,000

Outstanding Principal and Interest

2024: \$20,002,979**2025:** \$14,958,918

Maturity – December 1, 2035

Annual Debt Service Payment and Sources

2024: \$5,044,060 (Cigarette and alcohol excise tax revenue)**2025:** \$5,013,318 (Cigarette and alcohol excise tax revenue)

Bonds were issued to provide new capital funds for repairs and upgrades to the Gateway Arena, known as the Rocket Mortgage Fieldhouse. Bonds are paid with excise tax revenues with the General Fund being a guarantee. Cigarette and Alcohol excise tax revenue has been in marginal decline but do not impact debt service and are not expected to for the lifetime of the bonds.

General Obligation Refunding Bonds Series 2020A - \$56,345,000

Outstanding Principal and Interest

2024: \$49,769,150**2025:** \$43,059,550

Maturity – December 1, 2037

Annual Debt Service Payment and Sources

2024: \$6,709,600 (\$222,000 Sewer special assessments and Village of Highland Hills)**2025:** \$3,385,200 (\$78,000 Village of Highland Hills)

Bonds were issued to refund General Obligation Capital Improvement Series 2012A. Refunded bonds were originally issued for new projects and to refund at lower cost outstanding consolidated General Obligation Bonds Series 2004. New projects included renovating and furnishing County facilities, renovating the County Jail, communications equipment for the Sheriff's Department. In addition to those projects, \$880,000 was issued for installing wind turbines at the County Fairgrounds and \$847,000 to resurfacing and improving the County Airport runway and taxiways. Refunded bonds include General Obligation Tax-Exempt Series 2004A originally issued for improvements to County buildings offices, and Series 2004B, renovations at the County Jail, Series 2004D-G originally issued for County sewer and waterline improvements to Orange Village, Olmsted Township, and Chagrin Falls Township. In addition, Highland Hills Community Center Bonds were refunded by the 2012A Series issuance. Sewer property tax special assessments and the Village of Highland Hills pay debt service to compensate their respective refunded bonds. Bonds were refunded in October 2020 with lifetime savings of \$12 million.

General Obligation Refunding Bonds Series 2020B - \$52,720,000

Outstanding Principal and Interest

2024: \$55,520,779**2025:** \$52,888,036

Maturity – December 1, 2035

Annual Debt Service Payment and Sources

2024: \$2,632,743**2025:** \$1,840,216

Bonds were issued to refund General Obligation Bonds Refunding Bonds Series 2012B originally issued for County buildings and facilities. Bonds were refunded in October 2020 with lifetime savings of \$149 thousand. No external revenues apply, and all obligations are funded through millage.

Sales Tax Revenue Debt

The County has six outstanding Sales Tax Revenue Bond issues with \$502 million in outstanding principal and interest as of January 1, 2024. Bonds were issued for various purposes including capital needs at County facilities, Countywide enterprise resource planning system, renovations at the County owned Huntington Garage, and renovation of Gateway Arena and Ballpark sports facilities. In January of 2022 the County issued \$190 million in additional bonds for the improvement and renovation of the Gateway Ballpark facility.

Various Purpose Sales Tax Revenue Bonds Series 2014 – \$137,890,000

Outstanding Principal and Interest

2024: \$109,501,025**2025:** \$97,839,292

Maturity – December 1, 2038

Annual Debt Service Payment and Sources

2024: \$11,661,773**2025:** \$4,757,410

Bonds were issued to reimburse and pay for capital upgrades at County buildings and offices, in addition to refunding outstanding General Obligation bonds. The refunded bonds include \$36.2 million in General Obligation Bonds Series 2009A maturing after 2019, and \$2.7 million for General

Obligation Sewer Bonds Series 2000 and Series 2005. Sewer bonds were issued for improvements in the Village of Orange and Olmsted Township, special assessments levied on the improved parcels pays debt service on the refunded portion. General Obligation bonds issued in 2020 reduced debt service to maturity by \$67.2 million.

Sales Tax Revenue Bonds Series 2015 (Public Square) – \$9,180,000

Outstanding Principal and Interest

2024: \$7,577,300

2025: \$6,821,969

Maturity – December 1, 2033

Annual Debt Service Payment and Sources

2024: \$755,331 (Tax increment financing)

2025: \$759,331 (Tax increment financing)

Bonds were issued for improvements to Public Square in downtown Cleveland and to refund Port Authority Bonds Series 2010A. Debt service is paid by tax increment financing on the Higbee Building which houses the JACK Casino. With the Port Authority Bond refunding, current account balances were transferred to the Public Improvement Fund to finance future capital repairs and upgrades at Public Square at the request of the City of Cleveland.

Sales Tax Revenue Bonds Series 2016 (Downtown Garage) – \$21,030,000

Outstanding Principal and Interest

2024: \$21,178,900

2025: \$19,659,275

Maturity – January 1, 2037

Annual Debt Service Payment and Sources

2024: \$1,519,625 (Garage revenues)

2025: \$1,515,850 (Garage revenues)

Bonds were issued to renovate the County owned and operated Huntington Park Garage. The County Treasurer purchased the bonds and are included in the investment portfolio. Debt service is withheld from sales tax revenues which is reimbursed to the General Fund with garage revenues.

Sales Tax Revenue Bonds Series 2017A (Gateway Arena) – \$35,000,000

Outstanding Principal and Interest

2024: \$36,147,450

2025: \$33,131,750

Maturity – January 1, 2035

Annual Debt Service Payment and Sources

2024: \$3,015,700 (County General Fund, Destination Cleveland)

2025: \$3,002,400 (County General Fund, Destination Cleveland)

Bonds were issued for renovation of the Gateway Arena. The County contributes \$1.4 million annually from the General Fund, and Destination Cleveland will contribute \$44 million over 17 years. These annually fixed payment amounts ensure sufficient reserves for Series 2017B.

Sales Tax Revenue Bonds Series 2017B (Gateway Arena) – \$35,320,000

Outstanding Principal and Interest

2024: \$44,281,027

2025: \$43,075,855

Maturity – January 1, 2035

Annual Debt Service Payment and Sources

2024: \$1,205,172

2025: \$1,205,172

Bonds were issued for renovation of the Gateway Arena. The County contributes incremental sales tax generated above a set \$250,000 baseline annually at the arena. With the maturity of the original Gateway admissions taxes at the Arena are now credited toward the Series 2017B debt service.

Sales Tax Revenue Bonds Series 2017C (Quicken Loans Arena) – \$70,635,000

Outstanding Principal and Interest

2024: \$62,784,972**2025:** \$57,325,593

Maturity – January 1, 2035

Annual Debt Service Payment and Sources

2024: \$5,459,379 (Lease Revenue)**2025:** \$5,459,431 (Lease Revenue)

Bonds were issued for renovation of the Gateway Arena. Sales tax revenues are withheld to fund debt service before the General Fund is reimbursement by the Cleveland Cavaliers. Series 2017C is entirely funded by the Cleveland Cavaliers Operating Company additional rent under terms of the Lease Agreement.

Sales Tax Revenue Bonds Series 2022A (Gateway Ballpark) – \$122,590,000

Outstanding Principal and Interest

2024: \$146,779,000**2025:** \$138,778,200

Maturity – January 1, 2037

Annual Debt Service Payment and Sources

2024: \$8,000,800 (\$5,550,000 General Fund and Lodging Tax Revenue)**2025:** \$10,375,400 (\$5,550,000 General Fund and Lodging Tax Revenue)

Bonds were issued for renovation of the Gateway Ballpark leased by the Cleveland Guardians. Debt service is funded through ballpark admissions taxes, hotel and lodging excise taxes, City of Cleveland contributions, and a fixed annual \$2.55 million General Fund subsidy. The County contributes hotel and lodging excise taxes collected under County Code Section 726 up to \$3 million annually with additional amounts offsetting contributions from the General Fund.

Sales Tax Revenue Bonds Series 2022B (Gateway Ballpark) – \$67,500,000

Outstanding Principal and Interest

2024: \$73,322,305**2025:** \$67,890,045

Maturity – January 1, 2037

Annual Debt Service Payment and Sources

2024: \$5,432,259 (Lease revenue)**2025:** \$5,432,203 (Lease revenue)

Bonds were issued in combination with the 2022A Series for renovation of the Gateway Ballpark leased by the Cleveland Guardians. Debt service is funded through lease payments from the Cleveland Guardians as structured in the lease agreement effective through 2036.

Non-Tax Revenue Debt

The County has ten outstanding non-tax revenue bond issues with \$225 million in outstanding principal and interest as of January 1, 2024. Bonds were issued for purposes including Gateway Sports Facilities, Downtown Convention Center, formally known as the Global Center for Health Innovation and Convention center, and economic development bonds.

Economic Development Revenue Refunding Bonds Series 2020C (Gateway) – \$15,225,000

Outstanding Principal and Interest

2024: \$0

Maturity – June 1, 2023

Annual Debt Service Payment and Sources

2024: \$0

Bonds were issued to refund Economic Development Revenue Refunding Bonds Series 2010C which originally refunded 1994 bonds and 2004B bonds. Refunded bonds provided funding for the construction and capital improvements to both County owned Gateway facilities. The County contributes a subsidy from the General Fund for the difference in admissions tax PILOT and debt service amount due annually. Bonds matured in June 2023 and complete the original Gateway construction bond issuances after 30 years. Admissions PILOT is now credited to the Sales Tax Revenue Bonds Series 2017 for the Gateway Arena.

Development Revenue Refunding Bonds Series 2020A (Brownfield Redevelopment) – \$10,485,000

Outstanding Principal and Interest

2024: \$8,300,095**2025:** \$7,123,695

Maturity – June 1, 2030

Annual Debt Service Payment and Sources

2024: \$1,176,400 (\$1,099,465 General Fund)**2025:** \$1,185,828 (\$1,122,646 General Fund)

Bonds were issued to provide additional funding to the County Brownfield Redevelopment Fund, used to issued loans for property rehabilitation and remediation. This bond issuance followed Series 1998 bonds originally issued to begin the Brownfield Redevelopment Fund and were refunded by Series 2004C bonds. The 2004C bonds were redeemed with General Fund reserves in December 2014. Loan repayments from borrowers are paid to the trustee and reduce the General Fund obligation to debt service. Series 2010A were refunded in May 2020 by Economic Development Bonds Series 2020A. Refunding savings through maturity total \$2 million.

Economic Development Revenue Refunding Bonds Series 2020B (Commercial Redevelopment) – \$2,395,000

Outstanding Principal and Interest

2024: \$1,889,734**2025:** \$1,623,624

Maturity June 1, 2030

Annual Debt Service Payment and Sources

2024: \$266,110**2025:** \$271,094

Bonds were issued to refund Economic Development Revenue Bonds Series 2010B. Series 2010B bonds were issued to provide the initial funding for the County's Commercial Redevelopment Fund. This fund was used to make loans to commercial businesses to spur job creation and economic activity. Loan repayments from borrowers are paid to the trustee and reduce the General Fund obligation to debt service. As of December 2019, all outstanding loans had been redeemed. Debt service is funded by General Fund subsidies. Refunding savings including existing funds from loan redemptions total \$6 million.

Economic Development Revenue Refunding Series 2010D (Shaker Square) – \$2,800,000

Outstanding Principal and Interest

2024: \$1,200,141**2025:** \$879,766

Maturity – December 1, 2030

Annual Debt Service Payment and Sources

2024: \$320,375 (\$131,979 General Fund)**2025:** \$321,500 (\$133,168 General Fund)

Bonds were issued to refund Shaker Square Bonds Series 2000, which were originally issued to finance improvements at the Shaker Square commercial shopping complex. Debt service is funded by tax increment financing and the General Fund pays the shortfalls in tax increment financing revenue generation.

Economic Development Refunding Revenue Bonds Series 2014C (Convention Center) – \$20,890,000

Outstanding Principal and Interest

2024: \$22,722,950**2025:** \$22,043,950

Maturity – December 1, 2027

Annual Debt Service Payment and Sources

2024: \$679,000**2025:** \$681,900

Bonds were issued to refund \$20 million in Medical Mart Bonds Series 2010E. Debt service is funded by the General Fund.

Economic Development Revenue Refunding Bonds Series 2020D (Convention Center) – \$140,765,000

Outstanding Principal and Interest

2024: \$87,937,100**2025:** \$61,659,250

Maturity – December 1, 2027

Annual Debt Service Payment and Sources

2024: \$26,277,850**2025:** \$26,276,250

Bonds were issued to refund Economic Development Revenue Refunding Bonds Series 2020D. Series 2010F bonds were issued to fund the acquisition, construction, and equipping of a medical mart (Global Center for Health Innovation) and convention and exhibit center (Huntington Convention Center), now combined into one Downtown Convention Center complex. Bonds were refunded in September 2020 by Series 2020D with lifetime savings of \$27 million. Debt service is funded through General Fund subsidy.

Economic Development Revenue Refunding Bonds Series 2022A (Convention Center) – \$30,600,000

Outstanding Principal and Interest

2024: \$48,460,725**2025:** \$45,911,706

Maturity – December 1, 2042

Annual Debt Service Payment and Sources

2024: \$2,549,019 (\$1,699,019 General Fund, \$850,000 CCCFDC)**2025:** \$2,551,119 (\$1,551,119 General Fund, \$1,000,000 CCCFDC)

Bonds were issued to provide funds for capital improvements and renovations to the Downtown Convention Center. Upgrades and renovations will combine the build formally known as the Global Center for Health Innovation into additional Convention Center spaces. Funding for debt service is a combinations of lease payments by the Cuyahoga County Convention Facilities Development Corporation, naming rights revenue, and General Fund subsidies. Subsidies from the General Fund begin in 2024.

Economic Development Revenue Series 2013A (Steelyard Commons) – \$4,205,000

Outstanding Principal and Interest

2024: \$4,024,844**2025:** \$3,739,813

Maturity – December 1, 2037

Annual Debt Service Payment and Sources

2024: \$285,031 (Tax increment financing)**2025:** \$289,431 (Tax increment financing)

Bonds were issued for Phase II of the Steelyard Commons shopping center. Phase II consisted of 100,000 square feet of retail space and expanded the project to over 800,000 square feet of retail. Debt service is funded by tax increment financing. The County Office of Budget and Management acts as bond trustee and charges an annual \$10,000 fee.

Economic Development Revenue Series 2013B (Westin Hotel) – \$5,685,000

Outstanding Principal and Interest

2024: \$7,630,001**2025:** \$7,227,924

Maturity – December 1, 2042

Annual Debt Service Payment and Sources

2024: \$402,078 (Tax increment financing, County guarantee)**2025:** \$401,096 (Tax increment financing, County guarantee)

Bonds were issued to provide financing for the Westin Hotel renovation and remodeling project. Debt service is funded by tax increment financing, and the County acts as bond trustee. The County General Fund serves as a guarantee in the case of TIF shortfalls.

Economic Development Revenue Bonds Series 2014A (Flats East Bank Phase II) – \$17,000,000

Outstanding Principal and Interest

2024: \$21,088,238**2025:** \$19,729,675

Maturity – April 15, 2038

Annual Debt Service Payment and Sources

2024: \$1,358,563 (Tax increment financing)**2025:** \$1,360,625 (Tax increment financing)

Bonds were issued for Phase II of the Flats East Bank multi-use project. Phase II included retail and residential space, the project is owned by the Cleveland Cuyahoga County Port Authority and leased to Flats East companies. Debt service is funded by tax increment financing with additional securities including mortgages and personal guarantees. The County appropriates an amount equal to annual debt service serving as a guarantee against any external funding issues.

Economic Development Bonds Series 2014B (Western Reserve) – \$22,185,000

Outstanding Principal and Interest

2024: \$21,436,540**2025:** \$12,217,060

Maturity – December 1, 2026

Annual Debt Service Payment and Sources

2024: \$9,219,480 (Economic Development Fund and General Fund)**2025:** \$9,326,230 (Economic Development Fund and General Fund)

Bonds were issued to provide initial funding for the County's Western Reserve Fund, previously known as the Job Creation Fund. The fund was used to make loans to commercial businesses to spur economic development within the county. Loan repayments are made to the Western Reserve Fund, now known as the Economic Development Fund. This fund subsidizes total debt service, this biennium the General Fund is subsidizing \$5 million in both years.

Certificates of Participation

The County issued debt in the form of Certificates of Participation to finance the construction of the County Downtown Hotel operated by Hilton Management LLC at 100 Lakeside Avenue. Principal and interest outstanding as of January 1, 2024, is \$212 million.

Outstanding Principal and Interest

2024: \$212,186,031**2025:** \$191,435,938

Maturity – December 1, 2044

Annual Debt Service Payment and Sources

2024: \$20,750,094 (\$10,134,788 General Fund)**2025:** \$20,741,344 (\$10,057,072 General Fund)

Bonds were issued to finance construction of a County owned Downtown Hotel on the previous County Administrative Building site. The Hotel which links to the Convention Center and Extension, formally known as the Global Center for Health Innovation, enhances the ability of both facilities to attract and maintain exhibitions and visitors. The Hotel is managed by Hilton Management LLC under the Hilton flagship branding. Debt service is funded by Hotel profits following a set cashflow mechanism with the remainder of debt service contributed by City of Cleveland levied lodging tax, and tax increment financing. The General Fund pays the remaining debt service due after other revenue sources. Debt service requirements decrease significantly beginning in 2029 reducing or removing the need for the General Fund to subsidize debt service.

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 consider the total assessed value of real estate in Cuyahoga County. The total assessed value of Cuyahoga County in Tax year 2022 is \$35.2 billion. The calculation of both direct debt limitations is described below.

Total County Assessed Value	\$35,244,073,198
A. Total Outstanding Debt	795,235,000
B. Exempt Debt	
Non-Tax Rev Bonds	182,310,000
Self-Supporting General Obligation Bonds - Excise Tax	57,060,000
Sales Tax Revenue Bonds	384,185,000
Rock Hall General Obligation Bonds	-
Correctional General Obligation Bonds	-
Hospital Revenue Bonds	-
Total Exempt	\$623,555,000
C. Total Non-Exempt	\$171,680,000
D. 1% Assessed Value	\$352,440,732
E. Total Unvoted Non-Exempt	\$171,680,000
F. Debt Leeway within 1% Unvoted Limitation	\$180,760,732
G. 3% + 1.5% & 2.5% Assessed Value	\$879,601,830
H. Total Non-Exempt	\$171,680,000
I. Debt Leeway within 3%, 1.5%, 2.5%	\$707,921,830

Debt Limitation			
Limitation		Outstanding Debt	Additional Leeway
3% + 1.5% + 2.5%	\$879,601,830	\$171,680,000	\$707,921,830
1%	\$352,440,732	\$171,680,000	\$180,760,732
1/2%	\$176,220,366	\$ -	\$176,220,366

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

Outstanding MetroHealth System Revenue Bonds				
Obligation	Amount Issued	Amount Outstanding	Interest Rate	Maturity
Hospital Facilities Revenue Bonds, Series 2009B	\$75,000,000	\$75,000,000	8.223%	2040
Hospital Improvements and Refunding Revenue Bonds, Series 2017	\$45,660,000	\$45,660,000	4.75 -5.50%	2057

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 lower 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.

Cuyahoga County Overlapping Debt			
Political Subdivision	Outstanding Indebtedness	Percentage Allocable to County	Portion Borne by Parcels within County
Cuyahoga County	\$171,680,000	100%	\$171,680,000
Cuyahoga Community College	\$183,840,000	100%	\$183,840,000
Cities Wholly within County	\$946,550,821	100%	\$946,550,821
Villages Wholly within County	\$37,362,934	100%	\$37,362,934
Townships Wholly within County	\$275,000	100%	\$275,000
School Districts Wholly within County	\$1,317,022,904	100%	\$1,317,022,904
Chagrin Falls School District	\$28,235,847	96.37%	\$27,211,577
Olmsted Falls School District	\$57,500,000	99.49%	\$57,206,830
Strongsville School District	\$29,956,130	58.32%	\$17,471,380

Post Issue Compliance Policy

Objective: Cuyahoga County (the “County”) uses tax-exempt, or tax-advantaged bonds, and long-term obligations to fund certain projects as approved by County Council. When issuing tax-exempt bonds, the County is subject to certain on-going compliance requirements pursuant to federal tax, state, and various securities laws. The objective of this policy to provide a framework to ensure compliance with such requirements, adequate tracking, and able to produce documentation evidencing compliance.

Continuing Disclosure Obligations: When issuing debt and other long-term obligations, the County enters into various agreements to provide on-going information to investors subject to SEC Rule 15c2-12, promulgated under the Securities Exchange Act of 1934, as amended. Unless otherwise directed by industry best practices, all continuing disclosure filings, and postings will be made on the MSRB’s Electronic Municipal Market Access (EMMA) platform.

Annual Filing Requirements: Subject to Section 701.03(E) of the County Code, the Fiscal Officer shall prepare and publish an Annual Information Statement timely and in accordance with all existing continuing disclosure agreements satisfying the County’s on-going reporting requirements. Additionally, the Fiscal Officer is to publish the County’s audited financial statements soon as possible and in accordance with the County’s continuing disclosure obligations.

Event Filing Requirements: Pursuant to the County’s on-going continuing disclosure obligations, the County, through the Fiscal Officer, is tasked with providing notice to the market upon certain events occurring, as outlined in the County’s continuing disclosure agreements.

Financial Obligations & Materiality Determination: The County is a large and multifaceted government with many objectives and operational mandates. The Fiscal Officer reviews all financial obligations via the Board of Control or as approved by County Council. The Fiscal Officer will determine if a financial obligation is material and warrants a filing on EMMA based on the merits, scope of liability to the County, and sources of repayment on a case-by-case basis.

Financial Obligation Annual Reminder To Department Leadership: In January of each year, the Fiscal Officer shall distribute a letter to all department leadership personal and support staff indicating the need to cooperate with the Fiscal Office prior to entering into any financial obligations or planning to enter into a financial obligation, loan, or instrument whereby the County could otherwise borrow funds.

Federal Tax Compliance:

Outside Counsel: There are many and often nuanced federal tax compliance provisions for the County’s various debt and long-term obligations which requires specific expertise and advice. The Fiscal Officer shall seek guidance from the Law Department and/or retained counsel or bond counsel on the particular transaction on how best to address such issues as they arise.

Proper Use of Proceeds: The Fiscal Officer shall ensure that bond proceeds are allocated to expenditures in a manner that is consistent with the purpose for which each bond issue is undertaken, as set forth in any tax compliance certificate, agreement related to each bond issue, and Council authorization. Upon project completion, the Fiscal Officer shall review all project disbursements and account balances and direct any remaining balances to the appropriate location to be used for any lawful purpose.

Investment of Bond Proceeds & Rebate: The Fiscal Officer shall ensure bond proceeds are invested in investments permissible under the terms of the Ohio Revised Code, applicable bond documents, and the County’s investment policy. The Fiscal Officer shall determine the best

course of action to appropriately account for and determine if rebate is due and to be in compliance with all rebate obligations, calculations, filings, and reports.

Use of Bond-Financed Facilities & Private Payment Arrangements: Prior to the sale, lease, or use of any County facility, equipment, or asset, the Fiscal Officer shall review with the Law Director and outside counsel, as appropriate, any direct or indirect federal tax and state law issues with regard to the intended use of the facility, equipment, or asset to determine if any additional steps or remedial actions are necessary.

The Fiscal Officer will review with Law Director and outside legal counsel and other professionals any and all agreements and arrangements providing any private payment of funds, such as naming rights agreements, lease arrangements, or other types of private business arrangements providing for private payments (non-public tax dollars) toward tax-exempt bond debt service.

Arbitrage Rebate Compliance: The Fiscal Officer is responsible for tracking all investment earnings on bond proceeds to ensure compliance with applicable yield restrictions and/or rebate requirements. For as long as tax-exempt bonds are outstanding, the County will contract with a rebate service provider for arbitrage and rebate calculations. Regardless if the County is able to exempt any investment earnings under any applicable exemption pursuant to the IRS rules, the County is still responsible for any and all arbitrage rebate calculations and reporting requirements. If rebate is owed to the Federal Government, the Fiscal Officer will make provision to rebate the necessary amount(s) with 60 days of the end of the fiscal year following the fifth anniversary of the dated date of the particular tax-exempt bond issue.

Record Retention: The Fiscal Officer shall be responsible for maintaining records in an easily accessible electronic location for each tax-exempt bond issue. The Fiscal Officer shall maintain all records for a term of the bond issue plus 5-years. If bonds are refinanced in the future, all original document is to be kept and maintained but separately from the refunding documents for ease of access and locating information quickly and efficiently. The objective of record retention is to ensure proper records are retained for the life of the issue and to comply with federal regulations. All electronic files are to be maintained.

Records to be maintained in the electronic file will include but are not limited to:

- A. Complete bond transcript and basic records of the bond issue, including but not limited to, all Council related actions necessary to issue the bonds and expenditures of funds, leases, cooperative agreements, trust indentures, tax compliance agreement and IRS Forms, proof of filing the 8038 forms, bond counsel opinions, and other key aspects of each tax-exempt financing.
- B. Documentation evidencing the expenditure of bond proceeds, such as construction or contractor invoice and receipts for equipment and furnishings, as well as records of any special allocation made for tax purposes, all copies of approvals for expenditure of funds or disbursement requests or other documents relating to funds being used for the construction of the project.
- C. Any and all construction arrangement contracts, preliminary spenddown schedules, or other documents providing support for the County's representation as to needing funds for the project (i.e. reasonable expectations that at least 85% of bond proceeds will be expended in 3-years or other federal spenddown provisions used).
- D. Documentation evidencing the lease or use of bond-financed property by public and private sources, including, but not limited to, service, vendor, and management contracts, research agreements, licenses to use bond-financed property, or naming rights agreements shall be maintained by the County.
- E. Documentation pertaining to investment of bond proceeds, including the yield calculation for each class of investments, actual investment income received from the investment of proceeds, and rebate calculations and reports.
- F. Satisfactory documentation and record keeping of all preliminary expenditures, reimbursement procedures, official declarations of intent, etc. evidencing legal ability to reimburse prior project expenditures from tax-exempt bond proceeds and evidence of expenditures going out of the County, Council authority for such expenditures, and invoices/back-up information for such expenditures.

Administration and Compliance: The County will make determination of how best to segregate funds on a case-by-case basis dependent upon individual transaction details and financing arrangements. When possible, the County will endeavor to have bond proceeds accounts held in accounts outside of the County's traditional accounting and ledger system to ensure proper segregation of funds for accounting purposes.

- **Trustee Held Accounts:** If bond proceeds are held in trust account, the County will keep records of all disbursement requests, approved by the Fiscal Officer, and will work with the selected trustee (or other outside custodian of funds) to ensure proper reporting and record keeping is maintained.
- **Internal Accounts:** If bond proceeds are held within the County's chart of accounts and general ledger system, steps will be taken to ensure proper safeguards are put in place for account segregation and accounting for disbursement of funds and interest earnings.
- **Annual Meeting:** The Fiscal Officer and designated bond finance team, as determined by the Fiscal Officer, shall meet at least annually before January 31st of each year to review the following:
 - Current bond financed construction projects, document flow and record keeping status for each project, interest earnings on bond proceeds, determine if any remedial steps are necessary or warranted to protect the County, review construction draws and spenddown of bond proceeds ensuring satisfactory compliance with federal tax rules, and review the project budget and future project timelines.
 - Review the County's outstanding bond portfolio and underlying repayment arrangements.
 - Review the County's holistic debt picture and identify necessary action steps for arbitrage compliance.

- **Completed Bond Financed Project:** Upon completion of a bond financed project, the Fiscal Officer and designated bond finance team, as determined by the Fiscal Officer, will audit the electronic file for that specific bond transaction to ensure all proper documents, files, and information are retained ensuring compliance with all applicable federal, state, and securities laws.
- **Arbitrage Calculation & Reporting:** The Fiscal Officer is charged with constructing and maintaining an up-to-date, running catalog of all tax-exempt bond transactions identifying arbitrage yield calculation and reporting dates.

County Serving in Conduit Issuer Capacity Only. From time-to-time, the County will serve as issuer for not-for-profit corporations. In these instances, obligations of the County are limited. Upon completion of such transactions, the County will seek the bond transcript and any other key documents and information the County sees as important and shall retain in the County's electronic filing system for a period of term of the bond plus five years

Credit Ratings

SP Global Ratings: Cuyahoga County, Ohio; Sales Tax

Credit Profile

US\$123.39 mil sales tax rev bnds (tax-exempt) (Ballpark Imp Proj) ser 2022A due 01/01/2037		
<i>Long Term Rating</i>	AAA/Stable	New
US\$67.5 mil sales tax rev bnds (federally taxable) (Ballpk Imp Proj) ser 2022B due 01/01/2037		
<i>Long Term Rating</i>	AAA/Stable	New
US\$35.265 mil sales tax rev bnds (federally taxable) (Quicken Loans Arena Proj) ser 2017B due 01/01/2035		
<i>Long Term Rating</i>	AAA/Stable	New

Rating Action

S&P Global Ratings assigned its 'AAA' long-term rating to Cuyahoga County, Ohio's \$123.4 million series 2022A tax-exempt sales tax revenue bonds and \$67.5 million series 2022B taxable sales tax revenue bonds. At the same time, S&P Global Ratings affirmed its 'AAA' long-term rating on the county's previously issued sales tax revenue bonds. The outlook is stable.

The sales tax ratings reflect our priority-lien tax revenue debt criteria, published Oct. 22, 2018, on Ratings Direct, which factors in both the strength and stability of the pledged revenue as well as the general credit quality of Cuyahoga County (the obligor's creditworthiness). For more information on the county's general creditworthiness, please see our report to be published today. The 'AAA' rating on the sales tax bonds is two notches higher than the obligor's creditworthiness, reflecting our view that the pledged revenue and the flow of funds are sufficiently removed from the county's control so as to substantially mitigate operating risk.

Securing the 2022 bonds are proceeds from a 1.25% tax on all retail sales in the county and on the storage, use, or consumption in the county of tangible personal property, including automobiles. The bonds' lien on the 1.25% sales tax is on parity with the county's other sales-tax-secured bonds. One percent of the county sales tax is continuous, while the remaining 0.25% is in effect until 2027. Neither is subject to repeal. All sales tax revenue is pledged to the bonds and the debt service coverage remains very strong, in our opinion, even assuming the revenue generated from the 0.25% sales tax rate is not renewed after calendar 2027.

Proceeds of the 2022 bonds will be used to fund renovations at Progressive Field, home of the Cleveland Guardians professional baseball team. The Guardians have agreed to extend their lease on the ballpark by 15 years to 2036, corresponding with the final maturity on the bonds. The ballpark is owned by the Gateway Economic Development Corp., a nonprofit corporation overseen by the City of Cleveland and Cuyahoga County. The team will cover any cost overruns on the project.

While the bonds are legally secured only by revenue from the county's sales tax, officials plan to use other sources of revenue to repay the debt service on the bonds. The 2022A bonds are expected to be repaid with parking garage revenue, admission taxes, a general fund contribution from Cleveland, and hotel taxes and a general fund contribution from Cuyahoga County. The 2022B bonds are expected to be repaid mostly with rent payments from the Guardians. Public sources of revenue noted above will cover two-thirds of the interest costs on the 2022B bonds.

The intended sources of repayment are structured to cover 100% of debt service. Excess revenue will be used for capital repairs on the ballpark. County sales tax revenue will cover any shortfall in any of the intended repayment sources. Our rating reflects only the pledge of the county's 1.25% sales tax.

The county is also pledging tax increment revenue to its series 2015 sales tax revenue bonds, but we rate the bonds based on the pledge of sales tax revenue, which we view as the stronger pledge.

The county has also covenanted that it will fulfill any debt service shortfall on its series 2016 sales tax bonds with any legally available funds no less than two business days prior to the debt service. However, we rate the bonds based on the pledge of sales tax revenue, which we view as the stronger pledge.

The county's sales tax bonds are eligible to be rated above the sovereign because we believe the county can maintain better credit characteristics than the U.S. in a stress scenario. Under our criteria "Ratings Above The Sovereign: Corporate And Government Ratings--Methodology And Assumptions," published Nov. 19, 2013, the county has predominantly locally derived revenue sources, independent taxing authority, and independent treasury management from the federal government.

Credit overview

A pandemic-induced sales tax decline in 2020 and an increase in maximum annual debt service (MADS) with the issuance of the series 2022 bonds have caused a dilution in coverage, but coverage remains very strong. Sales tax collections dropped 10.3% in 2020 and MADS on all parity debt is increasing to \$40.2 million from \$25.8 million. Using only the 1% continuing portion of the sales tax, 2020 revenue of \$210.7 million provides an estimated 5.2x MADS coverage. Sales tax collections have rebounded strongly in 2021 and are estimated to come in about 16% higher, which we estimate would equate to MADS coverage of about 6x. We anticipate a smaller increase in sales tax collections in 2022.

The stable outlook reflects our expectation that sales tax collections will remain sufficient and produce very strong debt service coverage. We do not anticipate changing the ratings during the two-year outlook timeframe unless the county were to issue substantial additional debt, further diluting coverage. The county is exploring options to build a new jail, which we believe would likely involve the issuance of debt, so we will monitor this for impact on the credit.

Furthermore, under our criteria, there is a link between the attributes of the priority lien pledge and the obligor's creditworthiness. Thus, in some cases movement in the obligor's creditworthiness could dictate or limit movement in the priority lien rating. In our view, the county has sufficient budgetary flexibility to mitigate pressures over the next two years. At the end of fiscal 2020, the county's available general fund balance was \$253 million, or 53% of operating expenditures. The county has also been approved to receive a total of \$240 million in American Rescue Plan Act funding, which we believe provides additional budget flexibility.

The 'AAA' rating also reflects our view of the county's:

- Role as the anchor for the broad and diverse Cleveland-Elyria metropolitan statistical area, which provides resiliency to the sales tax base, though historical population decline somewhat tempers this;
- Sales tax revenue activity that has historically demonstrated low volatility over a long-term horizon; and
- Very strong MADS coverage and good legal provisions, including the direct transfer of pledged revenue from the state tax commissioner to the bond trustee and a 3x MADS historical additional bonds test.

Environmental, social, and governance

We consider social risks in line with the sector. Although the county has experienced historical population decline, this has moderated in recent years and we believe that the county's status as the anchor for a more stable broad and diverse economy largely mitigates this risk.

The county jail has been in the spotlight for several years after eight inmates died in 2018, and the U.S. Marshals Service released a report finding "inhumane" conditions at the jail, including overcrowding and inadequate medical care. The state attorney general took over the investigation in early 2019, and this has led to various indictments, including of the former jail director. The county has taken action to address the issues at the jail, and operations at the facility have improved, but uncertainty remains about the potential impact of lawsuits related to the jail, and therefore we consider governance risks elevated.

The county's location on the shores of Lake Erie poses some coastal erosion risk, but the county has a long-term lakefront plan that we believe will mitigate erosion, so we consider environmental risks neutral within our credit analysis. Overall, we view the county's access to the Great Lakes, the largest freshwater resource in the world, as a potential environmental natural capital opportunity, as it could attract business investment and potentially stabilize population trends.

Stable Outlook

Downside scenario

We could lower the rating if sales tax revenue declines or the county issues substantial additional debt to the extent that we no longer expect coverage to remain well above 4x, which we consider extraordinary strong under our criteria. We could also lower the ratings if general creditworthiness deteriorates. In our view, the rating could come under pressure if budgetary performance weakens and reserves were to fall below the policy-mandated level without an adequate plan to replenish them. We could also lower the rating if intended repayment sources for supporting certain debt were to fall short of projections, requiring ongoing general fund support, or if the county were to issue significant additional debt.

Credit Opinion

Economic fundamentals: Strong-to-very-strong

Cuyahoga County serves an estimated 2020 population of 1.3 million in northeastern Ohio, on Lake Erie and anchored by Cleveland, which we consider a broad and diverse economy. The city is a regional financial, health care, and services center that provides a wide variety of jobs to county residents. The county's population has been declining, although the decline appears to be moderating, with the 2020 U.S. census showing only a 1.2% drop over the past decade. We do not view the population decline as a significant credit weakness, given that the county anchors a larger and more stable metropolitan region.

The county's per capita effective buying income is 96% of the national level. County per capita retail sales were 95.6% of the U.S. level in 2020. Leading sales taxpayer information is not available but given the size of the county we do not view concentration as an issue. The average unemployment rate for the county in 2020 was 10.2%, elevated because of the pandemic, but as of October 2021 had fallen to 4.1%. The county's economy has diversified away from manufacturing, and its largest employers are predominantly medical, governmental, and service-oriented, the largest being the Cleveland Clinic Health System (44,665 employees). Cuyahoga County has codified economic development as a priority and has supported various projects to add and retain jobs and support housing in Cleveland and throughout the county in recent years.

Coverage and liquidity: Very strong

An additional bonds test on the county's other parity sales tax debt--defined as one-half of the aggregate continuing county sales tax receipts (1%) during the prior 24 consecutive months prior to the sale of additional bonds, which is greater than 300% of the debt service charges on all bonds payable during any bond year--covers the bonds. Based on calendar years 2020 and 2021, the continuing sales tax amount calculated for the past 24 months is \$223.1 million and the coverage for all series of bonds is more than 5.5x in any debt service payment year.

Following the Great Recession, the county's sales tax revenue grew at an annual average of 6.1% from 2009 to 2016. In 2016 to 2018, sales tax revenue fell by 6.7% as the state phased out the ability to apply sales and use taxes to services provided by Medicaid managed care organizations. Collections saw a 12.6% rebound in 2019 to \$293.6 million (on an audited basis). When the pandemic hit in early 2020, officials projected that sales tax revenue would fall 20% in 2020. However, the county outperformed these projections, and actual collections came in only 10.3% lower at \$263.4 million. Of this, approximately \$210.7 million represents revenue from the continuing 1% tax.

Using 1.25% sales tax revenue of \$263.4 million in 2020, MADS of \$40.2 million (including all sales tax bonds) occurring in 2031 results in coverage of 6.6x. Annual debt service gradually ramps up through 2026, is relatively level through 2031, then drops off slightly until final maturity in 2038. Assuming just the 1% sales tax revenue (\$210.7 million) is used after 2027, MADS coverage drops to 5.2x, which we still consider very strong. When the 2017 sales tax revenue bonds (the most recent parity debt) were issued, MADS coverage was about 9x (using the 1% tax). Although coverage has fallen, under our criteria, coverage of more than 4x is still considered extraordinary strong. We also expect coverage to improve in 2021. Estimates show a 16% rebound in sales tax collections, and we project that MADS coverage using the 1% sales tax should be closer to 6x. The county is also budgeting for 2% increase in 2022, which we believe is a reasonable assumption given economic conditions.

Although officials have not formally identified any additional debt plans, we are aware that the county plans to build a new jail, which we believe will likely involve the issuance of additional debt, potentially secured by sales tax revenue. The maximum estimated cost of the jail is about \$550 million, though the actual cost may be lower. In the future, if we no longer expect coverage to remain well above 4x, whether as a result of additional debt or a drop in revenue, the rating could come under pressure.

Volatility: Low

General sales taxes in Ohio are economically sensitive, though we consider overall volatility and elasticity comparatively limited. Furthermore, locally derived sales tax collections tend to remain in line with broader macroeconomic variables and do not exhibit materially greater volatility than do general-use sales taxes across the state or nationally.

Obligor linkage: Mitigated

We consider the flow of pledged revenue substantially removed from the county's direct control. Pursuant to resolutions and the trust agreement, the state tax commissioner deposits sales tax revenue monthly into the trustee-held sales tax revenue fund. We consider this a strength, as it isolates the sales tax revenue to ensure timely bondholder payments. The trustee will deposit 25% of the amount that will be sufficient to pay interest on the bonds due in the next interest payment date and 10% of the amount sufficient to pay principal due on the next principal date. As a result, sufficient money will be on hand in the sales tax bond fund two months prior to debt service due dates for payment on the bonds. To the extent that the aforementioned intended repayment sources for the 2022 bonds are sufficient for debt service, the excess sales tax revenue will be remitted to the county. If the intended repayment sources are not deposited with the trustee in a timely manner, then the county will be reimbursed with the project revenue at a later date. The series 2022 bonds will not have a debt service reserve.

Rating linkage to Cuyahoga County

We assess Cuyahoga County's general operations because we view overall creditworthiness as a key determinant of an obligor's ability to pay all of its obligations, including bonds secured by special tax revenue. Proactive expenditure reductions and federal stimulus funding have helped the county weather the pandemic without financial deterioration. The county expects to report operating surpluses in 2021 and 2022. In our view, the county also benefits from a very healthy reserve position. Therefore, we expect fiscal stability over the next two years. The strength of the county's economy, finances, and management offset its weaker debt profile.

Ratings Detail (As Of January 6, 2022)

Cuyahoga Cnty sales tax rev bnds (pub square proj) ser 2015A due 12/01/2033

Long Term Rating AAA/Stable Affirmed

Cuyahoga Cnty sales tax rev bnds (pub square proj) ser 2015A due 12/01/2033

Long Term Rating AAA/Stable Affirmed

Cuyahoga Cnty SALESTAX

Long Term Rating AAA/Stable Affirmed

Source Document: Standard & Poor's Financial Services LLC (2022)

Moody's Investor Services Credit Opinion: Cuyahoga County, Ohio; Sales Tax

Summary

The credit profile of Cuyahoga County (Aa2 stable) has remained consistent throughout the current pandemic as increased real estate values and growth in operating reserves have blunted COVID-related economic impacts to the county's budget. While the county's sales tax revenue dipped in 2020, the decline was much less than originally anticipated and collections rebounded strongly in 2021. Additionally, the county has benefitted considerably from several rounds of federal stimulus which provide a significant buffer to continue to absorb potential pressure, should it arise, in certain revenue streams such as hospitality taxes and nontax revenue. Cuyahoga's healthy governmental balance sheet will enable it to take on additional leverage, in the form of bonded debt for capital projects, without material degradation to its overall credit profile. Our credit view further reflects the county's exposure to contingent liability debt of MetroHealth System (Baa3 positive), a component unit of the county, as well as its neutral-to-low exposure to environmental and social risks, and positive governance factors.

On January 6, 2022 Moody's assigned a Aa2 rating to the county's \$123.4 million Sales Tax Revenue Bonds, Series 2022A (Ballpark Improvement Project) (Tax-Exempt) and \$67.5 million Sales Tax Revenue Bonds, Series 2022B (Ballpark Improvement Project) (Federally Taxable). We also affirmed the Aa2 rating on the county's previously issued sales tax revenue debt. The two new series of bonds will be used to finance costs of renovating the multi-purpose ballpark now known as Progressive Field.

Credit strengths

- » Very large tax base encompassing the City of Cleveland (A1 stable) and many surrounding suburbs
- » Healthy financial position supported by strong fiscal management and rebounding sales tax collections
- » Receipt of significant amounts of COVID-related federal stimulus

Credit challenges

- » Full value per capita wealth and median family income trail similarly rated peers in the US county sector
- » Above average combined debt, pension, and OPEB leverage

Rating outlook

The stable outlook reflects the expectation that the county will maintain healthy reserves and liquidity over the next several years based on the demonstrated resiliency of its core operating revenue streams combined with its on-going receipt of significant COVID related federal stimulus. The county's sound fiscal position will enable it to take on additional leverage without materially weakening its overall credit profile. Additionally, the county's sales tax collections will continue to provide strong debt service coverage on its new and outstanding sales tax revenue bonds.

Factors that could lead to an upgrade

- » Strengthening of the county's demographic and economic profile
- » Moderation of the county's debt and pension burdens

Factors that could lead to a downgrade

- » Pronounced economic or tax base contraction
- » Significant narrowing or operating fund balance or liquidity
- » Material increase to the county's combined debt, pension, and OPEB burden

Key indicators

Exhibit 1

Cuyahoga (County of) OH	2016	2017	2018	2019	2020
Economy/Tax Base					
Total Full Value (\$000)	\$78,646,146	\$78,924,984	\$79,652,199	\$87,247,433	\$87,280,602
Population	1,258,710	1,257,401	1,253,783	1,247,451	1,264,817
Full Value Per Capita	\$62,482	\$62,768	\$63,529	\$69,941	\$69,007
Median Family Income (% of US Median)	90.6%	90.0%	89.5%	88.7%	88.7%
Finances					
Operating Revenue (\$000)	\$1,094,429	\$1,063,735	\$1,083,422	\$1,161,999	\$1,048,026
Fund Balance (\$000)	\$469,324	\$469,173	\$441,217	\$467,922	\$557,121
Cash Balance (\$000)	\$373,619	\$434,618	\$389,393	\$402,574	\$497,851
Fund Balance as a % of Revenues	42.9%	44.1%	40.7%	40.3%	53.2%
Cash Balance as a % of Revenues	34.1%	40.9%	35.9%	34.6%	47.5%
Debt/Pensions					
Net Direct Debt (\$000)	\$1,412,537	\$1,481,049	\$1,395,105	\$1,337,406	\$1,211,088
3-Year Average of Moody's ANPL (\$000)	\$1,807,200	\$1,869,379	\$1,941,024	\$2,030,145	\$2,138,491
Net Direct Debt / Full Value (%)	1.8%	1.9%	1.8%	1.5%	1.4%
Net Direct Debt / Operating Revenues (x)	1.3x	1.4x	1.3x	1.2x	1.2x
Moody's - adjusted Net Pension Liability (3-yr average) to Full Value (%)	2.3%	2.4%	2.4%	2.3%	2.5%
Moody's - adjusted Net Pension Liability (3-yr average) to Revenues (x)	1.7x	1.8x	1.8x	1.7x	2.0x

Indicator Sources: Moody's investors Service, US Census Bureau, Cuyahoga County audited financial statements

Exhibit 2

Cuyahoga (County of) OH
Credit Background

Pledged Revenues	Sales tax				
Legal Structure					
Additional Bonds Test	3.00				
Open or Closed Lien	Open Lien				
Debt Service Reserve Fund Requirement	No DSRF				
MADS Coverage					
2020 MADS Coverage (x)	5.2x				
Trend Analysis					
	2016	2017	2018	2019	2020
Debt Outstanding (\$000)	146,730	287,405	285,425	281,255	229,710
Revenues (\$000)	277,003	262,295	258,375	293,615	263,394
Annual Debt Service Coverage (x)	42.6x	40.3x	22.3x	17.6x	11.6x

Indicator Source: Cuyahoga County audited financial statements

Profile

Located in Northeast Ohio (Aa1 stable), along the shores of Lake Erie, Cuyahoga County is the second largest county in the state with a population of roughly 1.3 million. Approximately 30% of the county's population resides within the City of Cleveland, the county seat. The county is governed by an executive-council form of government, and county operations include economic development, health and human services, public safety, judicial and general governmental functions.

Detailed credit considerations

Economy and tax base: economic engine of northeast Ohio demonstrating solid tax base gains

Cuyahoga County's economy and tax base will continue to demonstrate resiliency through the remainder of the coronavirus pandemic based on the county's recovering sales tax collections, average unemployment rate relative to the nation, and increasing property values. The county serves as the economic hub of northeast Ohio and is anchored by a multitude of institutions, including the county's largest single employer, the Cleveland Clinic (Aa2 stable; approximately 46,000 employees). County residents benefit from a diversity of employment opportunities throughout the metropolitan area, and is home to four Fortune 500 companies including Progressive Insurance (Aa2 stable; approximately 13,000 employees), headquartered in the Village of Mayfield. The county maintains a relatively strong pool of educated workers which will continue to contribute to its expanding white-collar industries and help to dampen the overall impacts of fluctuating manufacturing activity. However, over the long term the county's economic potential will be somewhat restricted by its stagnant population trends. At 3.9% in November 2021 the county's unemployment rate matched that of the nation overall.

The county's tax base is expanding, despite the impact of the pandemic on certain real estate sectors. Recent tax base growth has largely been driven by appreciation on the county's residential real estate, as growth to commercial real estate values has slowed because of the pandemic. Currently valued at a sizable \$99.4 billion, Cuyahoga's tax base recorded a 13.1% increase to its assessed value during its triennial reassessment for tax year 2022. Increases to assessed value will be modest over the next two years until the county's next three-year reassessment is conducted for tax year 2025.

Financial operations and reserves: solid operating fund balance and liquidity bolstered by the receipt of significant federal stimulus

The county's operations will remain steady over the near to medium term given its combination of solid reserves and rebounding sales tax collections, along with its receipt of significant amounts of COVID-related federal stimulus. Cuyahoga's fiscal 2022-2023 biennium budget is balanced and is not reliant on the use of American Rescue Plan Act (ARPA) funding which management expects to hold in a segregated fund for the time being until a formal spending plan is developed. The county will receive a total of \$240 million in ARPA stimulus which it must allocate by the close of fiscal 2024. The funding provides ample resources to counteract any further pandemic related expenses, as well as an opportunity to offset losses to certain revenue streams because of COVID-related economic impacts.

While audited information for fiscal 2021 will not be available for many months, county officials report a cash-basis general fund deficit of approximately \$12.1 million for the year. The deficit was much less than originally anticipated as sales tax collections, which make up a little more than 50% of general fund revenue, significantly exceeded original budget estimates by roughly 21%. The relatively modest deficit was primarily a result of one-time capital expenditures.

The ability to redirect spending away from the general fund enabled the county to achieve a sizable \$58.8 million audited general fund surplus in fiscal 2020, increasing its available year-end balance to \$252.6 million, equal to an ample 54.7% of general fund revenue. Cuyahoga closed fiscal 2020 with an available operating fund balance of \$557.1 million, which includes reserves held in the county's various health and human services and debt service funds, in addition to the general fund. The total operating fund surplus of \$94 million over fiscal 2019 was also driven in part through proactive steps taken by management including reductions to department budgets, mandatory furloughs and a hiring freeze.

Liquidity

The county's robust internal liquidity provides ample buffer to absorb persistent revenue pressure. At the close of fiscal 2020 the county held \$836.9 million in governmental-wide cash and investments, including \$497.9 million in its core operating funds, equal to a sound 47.5% of operating revenue.

Debt, pensions, and OPEB: moderately high leverage with expected future borrowing needs

The county's above average combined leverage of debt and unfunded retiree-benefit liabilities may restrict its credit upside given the expectation of future issuances of debt for capital projects. Cuyahoga County is in the process of selling approximately \$190.9 million in sales tax backed revenue bonds to finance baseball stadium renovations. The renovations will take place at Progressive Field in downtown Cleveland which is the home of Major League Baseball's (MLB) Cleveland Guardians franchise. The ballpark originally opened in 1994 and is owned and operated by Gateway Economic Development Corporation of Greater Cleveland (Gateway), which was established in 1990 via a three-party agreement between the Gateway, the City of Cleveland and Cuyahoga County. The city and county each appoint equal members to Gateway's board of trustees. Renovations to the ballpark consist of six projects to enhance the fan and players experience. The renovations are estimated to take approximately five years to complete.

Although the county's upcoming Series 2022A and Series 2022B sales tax revenue bonds are secured by sales taxes, the county anticipates paying for debt services through alternative sources. These sources include public sector contributions from the City of Cleveland and Cuyahoga County as outlined in a cooperative agreement, as well as lease payments from the Cleveland Guardians baseball franchise. The Guardians extended its lease with Gateway for an additional 15 years through 2036, which matches the life of the bonds. Public sector contributions from the City of Cleveland include general fund and parking revenue, as well as a portion of the ballpark's admission tax and naming rights. Contributions from the county include general fund and hotel tax contributions. A portion of excess revenue generated from these sources will be diverted to a capital repair fund for the ballpark to provide funding for capital maintenance, repairs, and further upgrades when needed.

Following the issuance of the stadium bonds the county's direct debt burden will stand at a moderate 1.4% of full value and 1.4x operating revenue. Cuyahoga's debt leverage may grow further in coming years as it continues to evaluate the need for a new county jail facility. In addition to the debt, the county carries long term obligations associated with its participation in two statewide cost-sharing defined benefit pension and OPEB plans. Its Moody's three-year adjusted net pension liability (ANPL) through fiscal 2020 is 2.2% of full value and 2.0x operating revenue, while its adjusted net OPEB liability is an additional 0.9x operating revenue. Despite the above average all-in leverage, annual fixed costs have remained mostly manageable, totaling \$174.3 million in fiscal 2020, equal to roughly 17% of operating revenue.

Legal security

The county's upcoming sales tax backed revenue bonds are ultimately secured by a pledge of the county's sales tax receipts. The bonds will be issued on parity with sales tax backed revenue debt previously issued in 2014, 2015, 2016, and 2017. To secure payment of debt service on all parity bond issues the county has further established a trustee intercept agreement, whereby county sales tax collected by the State of Ohio is directly deposited to a trustee on a monthly basis, pursuant to trust indenture. The trustee, Huntington National Bank (A3 stable), is required to deposit one-fourth of the next interest payment and one-tenth of the next principal payment to the bond retirement fund. Excess monthly sales taxes are then transferred to the county for general operating purposes.

Parity issued sales tax revenue bonds also include a relatively strong additional bond test (ABT). It requires that, on average, the most recent 24 months of collections from the county's 1% permanent sales tax provide 3.0x coverage of maximum annual debt service on existing and proposed bonds. There is no debt service reserve requirement.

In addition to its sales tax debt Cuyahoga's debt portfolio also consists of a number of different securities types including GOLT and nontax revenue bonds, along with outstanding certificates of participation (COPs). The county's GOLT bonds are secured by its full faith and credit and pledge to levy ad valorem property taxes under the state's 10-mill limitation. The nontax revenue bonds are secured by a pledge the county's nontax revenue. Outstanding COPs are secured by lease payments that are subject to annual appropriation. Additionally, the county has a relatively small amount of appropriation guarantee debt secured by revenue received by the county from a developer pursuant to a loan agreement between the two parties.

Debt structure

All of the county's debt is fixed rate. Approximately 65% of bonded debt principal is set to be retired over the next ten years. The county's sales tax debt, inclusive of the upcoming offerings, fully matures in 2038, though the life of the new bonds will correspond with the life of the lease contract with the Cleveland Guardians which runs through 2036.

Collections from the county's sales tax provide ample coverage of annual debt service. Fiscal 2020 audited collections of \$263.3 million provide for 6.5x maximum annual debt service (MADS) coverage on outstanding and upcoming sales tax revenue bonds. The county currently levies a 1.25% sales tax, 1.0% of which is continuous, while the remaining 0.25% is in effect until 2027. Neither is subject to appeal and the county has indicated it will likely reauthorize the temporary 0.25% rate before expiration. In any event coverage will remain ample as collections of the 1.0% rate in fiscal 2020 provided for 5.2x MADS coverage.

Debt-related derivatives

The county is not party to any derivative agreements.

Pensions and OPEB

Most county employees are members of the Ohio Public Employees Retirement System (OPERS), with a very small share participating in the State Teachers Retirement System (STRS). There is broad legal flexibility in Ohio to amend pension benefits, and statute establishes a 30-year target for amortizing the unfunded liabilities of all cost-sharing plans. In 2012, the 30-year target was breached, and the state legislature acted by reducing benefits and increasing employee contributions. The 2012 reforms did not increase employer contributions from participating governments. Despite the flexibility to contain the plan's liabilities, Cuyahoga's exposure to the two pension plans will likely remain above average relative to its highly rated peers who participate in either stronger funded defined benefit pension plans or those who offer only defined contribution plans.

ESG considerations

Cuyahoga (County of) OH's ESG Credit Impact Score is neutral-to-low CIS-2.

Exhibit 3

ESG Credit Impact Score

CIS-2

Neutral-to-Low

For an issuer scored CIS-2 (Neutral-to-Low), its ESG attributes are overall considered as having a neutral-to-low impact on the current rating; i.e., the overall influence of these attributes on the rating is non-material.



Source: Moody's Investors Service

Cuyahoga County's ESG Credit Impact Score is neutral to low (CIS-2), reflecting neutral to low exposure to environmental and social risks, as well as a strong governance profile.

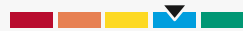
Exhibit 4

ESG Issuer Profile Scores

ENVIRONMENTAL

E-2

Neutral-to-Low



SOCIAL

S-2

Neutral-to-Low



GOVERNANCE

G-1

Positive



Source: Moody's Investors Service

Environmental

The county's E issuer profile score is neutral to low (E-2), reflecting neutral to low exposure to environmental risks across all categories, including physical climate risk, natural resources management, and waste and pollution.

Environmental considerations are not a material driver of the county's credit profile. Located in northeast Ohio the county has a continental climate that experiences four distinct seasons. The county will experience long term benefits from its ability to access an abundance of fresh water from Lake Erie. According to data from Moody's affiliate, Moody's ESG Solutions, the county has low exposure to water stress, medium exposure to heat stress, and high exposure to extreme rainfall events relative to counties nationally. While the county has had flooding events, they have been constrained and have had little financial impact on the county. The regional sewer district is currently undertaking a massive capital plan to increase storm sewer capacity. Neither environmental, climate nor weather related events will likely have material impacts to the county's operations or credit profile for the foreseeable future.

Social

The S issuer profile score is neutral to low (S-2). The county's weak demographic trends are balanced by its access to basic services, employment opportunities, higher education, and housing.

Cuyahoga County has a diverse set of social considerations given its scale. The county is home to affluent suburban communities along with pockets of above average poverty, primarily within its urban communities in and around the City of Cleveland. Over time the county is likely to face rising costs to provide social services. Drug overdose rates in Cuyahoga County are significantly higher than the nation, and officials are currently weighing long-term solutions to crowding at the county jail. In October 2019, four drug companies announced settlements with Cuyahoga County totaling nearly \$179 million that will fund addiction prevention and treatment services to curb the social and economic costs of opioids. The money is held in a dedicated opioid mitigation fund and is not available for general fund operations. While these social issues will require resources to address, the county will continue to derive benefits from its position as an established economic center with comprehensive basic services.

Governance

The county's G issuer profile score is positive (G-1), reflecting strengths in the institutional structure. The score also considers the county's robust policy credibility, transparency, and strong management and budgeting practices. The score also incorporates the county's moderate institutional structure.

Cuyahoga County's management has demonstrated its capacity to sustain consistent operations and maintenance of healthy reserves. On the revenue side the county has the authority to increase its local sales tax another 0.25% up to the state cap of 1.5%. However, any increase would be subject to repeal by voter referendum. The county has two health and human services property tax levies subject to periodic voter approval. The county gained voter approval in April 2020 for an increase to one of the existing property tax levy to support health and human services and prevent additional draws on reserves. Regarding expenditures the county swiftly responded to the curtail budgetary impacts caused by the pandemic by temporarily limiting departmental spending. The county negotiates with 35 separate bargaining units and recent salary increases for union and non-union employees have been approximately 2% over the past few years. In the county's judgment, relations with its various bargaining units and employees have been and are currently considered good.

Ohio counties have an institutional framework score of “A,” or moderate. County revenue are moderately predictable as sales taxes tend to dominate general fund revenue, but more diversified streams fund overall operations. Local sales tax rates are capped at 1.5% and raising property tax rates requires voter approval. Revenue and expenditures tend to be predictable.

ESG Issuer Profile Scores and Credit Impact Scores for the rated entity/transaction are available on Moodys.com. In order to view the latest scores, please click here to go to the landing page for the entity/transaction on MDC and view the ESG Scores section.

Rating methodology and scorecard factors

The US Local Government General Obligation Debt methodology includes a scorecard, a tool providing a composite score of a local government’s credit profile based on the weighted factors we consider most important, universal and measurable, as well as possible notching adjustments dependent on individual credit strengths and weaknesses. Its purpose is not to determine the final rating, but rather to provide a standard platform from which to analyze and compare local government credits.

Exhibit 5

Scorecard Factors and Subfactors	Measure	Score
Economy/Tax Base (30%) ^[1]		
Tax Base Size: Full Value (in 000s)	\$99,444,471	Aaa
Full Value Per Capita	\$78,624	Aa
Median Family Income (% of US Median)	88.7%	A
Notching Adjustments: ^[2]		
Regional Economic Center		Up
Finances (30%)		
Fund Balance as a % of Revenues	53.2%	Aaa
5-Year Dollar Change in Fund Balance as % of Revenues	6.0%	A
Cash Balance as a % of Revenues	47.5%	Aaa
5-Year Dollar Change in Cash Balance as % of Revenues	4.4%	A
Notching Adjustments: ^[2]		
Contingent Liability Risk Given County Ownership of MetroHealth System Management (20%)		Down
Institutional Framework	A	A
Operating History: 5-Year Average of Operating Revenues / Operating Expenditures (x)	1.01x	A
Debt and Pensions (20%)		
Net Direct Debt / Full Value (%)	1.4%	Aa
Net Direct Debt / Operating Revenues (x)	1.4x	A
3-Year Average of Moody's Adjusted Net Pension Liability / Full Value (%)	2.2%	A
3-Year Average of Moody's Adjusted Net Pension Liability / Operating Revenues (x)	2.0x	A
	Scorecard-Indicated Outcome	Aa2
	Assigned Rating	Aa2

[1] Economy measures are based on data from the most recent year available.

[2] Notching Factors are specifically defined in the US Local Government General Obligation Debt methodology.

[3] Standardized adjustments are outlined in the GO Methodology Scorecard Inputs publication.

Source Document: Moody’s investment Services

Debt Schedules



Schedule I
Exhibit of Outstanding Bonds, Notes and Certificates of Indebtedness
as of January 1, 2024 and Bond Retirement Fund Requirements for 2024

Inside Millage (Real Prop AV)	Debt / Gen Fund	0.35	1.10
		35,244,073,198	38,768,481

Original Issue Amount	Date of Issue	Date Due	Serial or Term	% Rate of Int. (TIC) ¹	Optional Redemption	Outstanding Principal January 1st	Outstanding Principal & Interest January 1st	Required for Principal	Required for Interest	Required for Total Debt Service	Amt Received from Other Sources ²	County Obligated Payment
Unvoted / Inside 10 Mill Limit:												
CUSIP# 232238 / 232237 / 23223P												
Capital Improvement Bonds, Series 2009B Taxable	86,695,000	12/22/2009	12/1/2034	Both	3.607	Yes	Any	115,000	5,063,509	5,178,509	1,906,521	5,178,509
Excise Tax Refunding Bonds, Series 2019A Taxable	39,500,000	7/30/2019	12/1/2035	Both	3.107	Yes	Any	515,000	1,238,600	1,753,600	1,753,600	0
Excise Tax New Money Bonds, Series 2019B Tax-Exempt	37,045,000	7/30/2019	12/1/2027	Both	3.068	Yes	2028	20,002,979	3,790,060	5,044,060	5,044,060	0
General Obligation Refunding Bonds, Series 2020A Tax-Exempt	56,345,000	10/9/2020	12/1/2037	Both	1.710	Yes	2030	49,769,150	5,235,000	6,709,600	22,199,999	6,709,600
General Obligation Refunding Bonds, Series 2020B Taxable	52,720,000	10/9/2020	12/1/2035	Both	2.019	Yes	2030	55,520,779	897,743	2,632,743	0	2,632,743
Total Inside 10 Mill Limit	\$272,305,000			Avg Wt Rate 2.83		\$228,740,000	\$293,407,249	\$12,265,000	\$9,053,312	\$21,318,512	\$8,926,180	\$5,178,509
Voted / Outside 10 Mill Limit:												
CUSIP# 232237												
Total Outside 10 Mill Limit	0			Avg Wt Rate 0.000		0	\$293,407,249	\$12,265,000	0	\$21,318,512	\$8,926,180	\$5,178,509
Total General Obligation	\$272,305,000					\$228,740,000	\$293,407,249	\$12,265,000	\$9,053,312	\$21,318,512	\$8,926,180	\$5,178,509
CUSIP# 232263												
Brownfield Redevelopment Fund												
Series 2020A Brownfield Refunding Bonds	10,485,000	5/28/2020	6/1/2030	Serial	2.667	No	8,300,095	1,000,000	1,76,400	1,176,400	78,032	1,098,368
Community Redevelopment Program												
Series 2020B Commercial Redevelopment Refunding Bonds	2,395,000	5/28/2020	6/1/2030	Serial	2.892	No	1,889,734	225,000	41,110	266,110	0	266,110
Shaker Square Redevelopment												
Series 2010D Shaker Square Refunding	2,800,000	9/3/2010	12/1/2030	Serial	3.870	Yes	2020	275,000	45,375	320,375	217,000	103,375
Medical Mart/Convention Center Projects:												
Series 2014C Medical Mart 2010E Refunding	20,890,000	12/4/2014	12/1/2027	Term	3.340	Yes	2024	20,300,000	70,000	679,000	0	679,000
Series 2020D Economic Development Revenue Refunding Bonds	140,765,000	5/28/2020	12/1/2027	Serial	2.892	No	87,937,100	22,540,000	3,737,850	26,277,850	0	26,277,850
Series 2022A Convention Center Economic Development	30,600,000	10/18/2022	12/1/2042	Both	4.481	Yes	2032	965,000	1,584,019	2,549,019	850,000	1,699,019
Total Non-Tax Revenue	49,075,000					130,165,000	159,120,775	23,575,000	5,930,869	29,505,869	850,000	28,655,869
Taxable Economic Development Revenue Bonds												
Steeleyard Commons, Series 2013 A	4,205,000	10/23/2013	12/1/2037	Both	4.834	Yes	2021	4,024,844	145,031	285,031	285,031	285,031
Westin Hotel, Series 2013 B	5,685,000	12/19/2013	12/1/2042	Both	5.512	Yes	2021	4,795,000	7,630,001	402,078	402,078	402,078
Flats East Bank Phase II, Series 2014A	17,000,000	4/3/2014	4/15/2038	Term	5.607	Yes	2023	13,800,000	21,088,238	1,358,563	1,358,563	1,358,563
Western Reserve Series 2014B	22,185,000	12/4/2014	12/1/2026	Serial	3.610	Yes	2024	20,185,000	21,436,540	8,500,000	9,219,480	9,219,480
Total Non-Tax Revenue	43,075,000					41,770,000	54,179,623	9,365,000	1,900,151	11,265,151	11,265,151	9,906,589
Total Non-Tax Revenue	\$430,325,000					\$182,310,000	\$224,690,367	\$34,440,000	\$8,093,905	\$42,533,905	\$12,410,183	\$40,930,310
Convention Hotel/Project Certificates of Participation												
Certificates of Participation, Series 2014	\$30,885,000	5/28/2014	12/1/2044	Both	3.629	Yes	2024	\$152,220,000	\$212,186,031	\$13,675,000	\$7,075,094	\$10,711,094
Total Sales Tax Revenue	\$499,145,000					\$384,185,000	\$501,571,979	\$21,630,000	\$15,419,999	\$37,049,999	\$22,335,230	\$22,881,358
Variable Purpose Sales Tax Revenue Bonds												
Sales Tax Revenue Series 2014A Tax Exempt	137,890,000	12/4/2014	12/1/2038	Serial	3.385	Yes	2024	109,501,025	4,811,733	11,661,733	293,830	11,661,733
Sales Tax Revenue Series 2015A Tax Exempt	9,180,000	12/14/2015	12/1/2033	Both	2.960	Yes	2023	6,250,000	7,577,300	755,331	755,331	0
Sales Tax Revenue Series 2016	21,030,000	12/22/2016	1/1/2037	Term	3.499	No	2024	16,750,000	569,625	1,519,625	1,519,625	1,519,625
Sales Tax Revenue Series 2017A Tax Exempt	35,000,000	10/12/2017	1/1/2035	Serial	2.882	Yes	2024	29,130,000	36,147,450	1,095,700	2,750,000	4,150,000
Sales Tax Revenue Series 2017B Taxable	35,320,000	10/12/2017	1/1/2035	Both	2.496	Yes	2024	35,320,000	0	1,205,172	1,205,172	0
Sales Tax Revenue Series 2017C Taxable	706,935,000	10/12/2017	1/1/2035	Both	3.258	Yes	2027	5,164,500	62,784,972	3,805,000	5,459,379	0
Sales Tax Revenue Series 2022A Tax Exempt	122,590,000	1/27/2022	1/1/2037	Serial	1.896	Yes	2031	111,820,000	146,779,000	3,600,000	4,913,633	5,550,000
Sales Tax Revenue Series 2022B Taxable	675,500,000	1/27/2022	1/1/2037	Both	2.448	Yes	2031	619,700,000	73,322,305	3,980,000	5,432,259	0
Sales Tax Revenue Series 2024A - Detention Center			12/1/2054				0	0	0	0	0	0
Sales Tax Revenue Series 2024B - Detention Center			12/1/2054				0	0	0	0	0	0
Total Sales Tax Revenue	\$499,145,000					\$384,185,000	\$501,571,979	\$21,630,000	\$15,419,999	\$37,049,999	\$22,335,230	\$22,881,358
Total Outstanding Debt Issues												
	\$1,493,145,000					\$947,455,000	\$1,231,855,627	\$82,010,000	\$39,642,509	\$121,652,509	\$54,382,688	\$78,129,176

¹True Interest Cost of Bond Issuance
²Includes Federal interest subsidies, excise taxes, special assessments, revenue from municipalities, payment in lieu of taxation, County Development loan revenue, refunding escrow, capitalized interest, 1.5% lodging tax, County Garage Fund
³Includes revenue from refunding escrow, capitalized interest, non-tax revenue, special assessments, 1.5% Bed Tax, HPG Garage Fund, Highland Hills and Federal interest subsidy
⁴County obligation for shortfall

Schedule I
Exhibit of Outstanding Bonds, Notes and Certificates of Indebtedness
as of January 1, 2025 and Bond Retirement Fund Requirements for 2025

Inside Millage Real Prop AV	Debt / Gen Fund	Amt Received from Other Sources ²	County Obligated Payment
40,530,684,177	14,185,739	0.35	44,583,753

Unvoted / Inside 10 Mill Limit:	Original Issue Amount	Date of Issue	Date Due	Serial or Term	% Rate of Int. (TIG) ¹	Optional Redemption	Outstanding Principal January 1st	Outstanding Principal & Interest January 1st	Required for Principal	Required for Interest	Required for Total Debt Service	County Obligated Payment
CUSIP# 232238 / 232237 / 23223P												
Capital Improvement Bonds, Series 2009B Taxable	86,695,000	12/22/2009	12/1/2034	Both	3.607	Yes	85,265,000	114,915,883	7,275,000	5,057,480	12,332,480	1,905,057
Excise Tax Refunding Bonds, Series 2019A Taxable	39,500,000	7/30/2019	12/1/2035	Both	3.107	Yes	37,520,000	46,266,350	530,000	1,223,150	1,753,150	1,753,150
Excise Tax New Money Bonds, Series 2019B Tax-Exempt	37,045,000	7/30/2019	12/1/2027	Both	3.068	Yes	14,360,000	14,958,918	4,720,000	293,318	5,013,318	5,013,318
General Obligation Refunding Bonds, Series 2020A Tax-Exempt	56,345,000	10/9/2020	12/1/2037	Both	1.710	Yes	33,970,000	43,059,550	2,120,000	1,265,200	3,885,200	78,000
General Obligation Refunding Bonds, Series 2020B Taxable	52,720,000	10/9/2020	12/1/2035	Both	2.019	Yes	45,360,000	52,888,036	955,000	885,216	1,840,216	0
Total Inside 10 Mill Limit	\$272,305,000			Avg Wt Rate 2.85			\$216,475,000	\$272,088,738	\$15,600,000	\$8,724,364	\$24,324,364	\$8,749,525
Voted / Outside 10 Mill Limit:												
CUSIP# 232237												
Total Outside 10 Mill Limit	0				Avg Wt Rate 0.000		\$216,475,000	\$272,088,738	\$15,600,000	\$8,724,364	\$24,324,364	\$8,749,525
Total General Obligation	\$272,305,000						\$216,475,000	\$272,088,738	\$15,600,000	\$8,724,364	\$24,324,364	\$8,749,525
Brownfield Redevelopment Fund												
Series 2020A Brownfield Refunding Bonds	10,485,000	5/28/2020	6/1/2030	Serial	2.667	No	6,585,000	7,123,695	1,030,000	155,828	1,185,828	62,309
Community Redevelopment Program												
Series 2020B Commercial Redevelopment Refunding Bonds	2,395,000	5/28/2020	6/1/2030	Serial	2.892	No	1,500,000	1,623,624	235,000	36,094	271,094	0
Shaker Square Redevelopment												
Series 2010D Shaker Square Refunding	2,800,000	9/3/2010	12/1/2030	Serial	3.870	Yes	790,000	879,766	290,000	31,500	321,500	217,000
Medical Mart/Convention Center Project:												
Series 2014C Medical Mart 2010E Refunding	20,890,000	12/4/2014	12/1/2027	Term	3.340	Yes	20,230,000	22,043,950	75,000	606,900	681,900	0
Series 2020D Economic Development Revenue Refunding Bonds	140,765,000	5/28/2020	12/1/2027	Serial	2.892	No	56,725,000	61,659,250	23,440,000	2,836,250	26,276,250	0
Series 2022A Convention Center Economic Development	30,600,000	10/18/2022	12/1/2042	Both	4.481	Yes	29,635,000	45,911,706	1,025,000	1,526,119	2,551,119	1,000,000
Total Non-Tax Revenue	\$49,075,000						106,590,000	129,614,906	24,540,000	4,969,269	29,509,269	1,000,000
Table Economic Development Revenue Bonds												
Steelyard Commons, Series 2013 A	4,205,000	10/23/2013	12/1/2037	Both	4.834	Yes	2,850,000	3,739,813	150,000	139,431	289,431	289,431
Westin Hotel, Series 2013 B	5,685,000	12/19/2013	1/1/2042	Both	5.512	Yes	4,650,000	7,227,924	150,000	251,096	401,096	401,096
Flats East Bank Phase II, Series 2014A	17,000,000	4/3/2014	4/15/2038	Term	5.607	Yes	13,220,000	19,729,675	610,000	750,625	1,360,625	1,360,625
Western Reserve Series 2014B	22,185,000	12/4/2014	12/1/2026	Serial	3.610	Yes	11,685,000	12,217,060	8,900,000	426,230	9,326,230	9,326,230
Total Non-Tax Revenue	\$49,075,000						32,405,000	42,914,471	9,810,000	1,567,383	11,377,383	10,016,758
Convention Hotel Project Certificates of Participation												
Certificates of Participation, Series 2014	\$230,885,000	5/28/2014	12/1/2044	Both	3.629	Yes	\$138,545,000	\$191,435,938	\$14,350,000	\$6,391,344	\$20,741,344	\$10,733,344
Variable Purpose Sales Tax Revenue Bonds												
Sales Tax Revenue Series 2014A Tax Exempt	137,890,000	12/4/2014	12/1/2038	Serial	3.385	Yes	64,450,000	97,839,292	285,000	4,472,410	4,757,410	0
Sales Tax Revenue Series 2015A Tax Exempt	9,180,000	12/14/2015	12/1/2033	Both	2.960	Yes	5,725,000	6,821,969	550,000	209,331	759,331	759,331
Sales Tax Revenue Series 2016	21,030,000	12/27/2016	1/1/2037	Term	3.499	No	15,800,000	19,659,275	980,000	535,850	1,515,850	1,515,850
Sales Tax Revenue Series 2017A Tax Exempt	35,000,000	10/12/2017	1/1/2035	Serial	2.882	Yes	27,210,000	33,131,750	1,975,000	1,027,400	3,002,400	4,250,000
Sales Tax Revenue Series 2017B Taxable	35,320,000	10/12/2017	1/1/2035	Both	2.496	Yes	35,320,000	43,075,855	0	1,205,172	1,205,172	0
Sales Tax Revenue Series 2017C Taxable	70,635,000	10/12/2017	1/1/2035	Both	3.258	Yes	47,840,000	57,325,593	3,910,000	1,549,431	5,459,431	5,459,431
Sales Tax Revenue Series 2022A Tax Exempt	122,590,000	1/27/2022	1/1/2037	Serial	1.896	Yes	108,220,000	138,778,200	6,170,000	4,205,400	10,375,400	2,683,000
Sales Tax Revenue Series 2022B Taxable	67,500,000	1/27/2022	1/1/2037	Both	2.448	Yes	57,990,000	67,890,045	4,070,000	1,362,203	5,432,203	5,432,203
Sales Tax Revenue Series 2024A - Detention Center			12/1/2054				0	0	0	0	0	0
Sales Tax Revenue Series 2024B - Detention Center			12/1/2054				0	0	0	0	0	0
Total Sales Tax Revenue	\$499,145,000						\$362,555,000	\$464,521,980	\$17,940,000	\$14,567,197	\$32,507,197	\$19,804,987
Total Outstanding Debt Issues	\$1,493,145,000						\$865,445,000	\$1,110,203,117	\$83,795,000	\$36,442,977	\$120,237,977	\$51,944,548

¹ True Interest Cost of bond issuance
² Includes Federal interest subsidies, revenue from municipalities, payment in lieu of taxation, County Development loan revenue, refunding escrow, capitalized interest, 1.5% lodging tax, County Garage Fund
³ Includes revenue from refunding escrow, capitalized interest, non-tax revenue, special assessments, 1.5% Bed Tax, HPC Garage Fund, Highland Hills and Federal interest subsidy
⁴ County obligation for 3 months

Schedule I
Exhibit of Outstanding Bonds, Notes and Certificates of Indebtedness
as of January 1, 2026 and Bond Retirement Fund Requirements for 2026

Inside Millage	Debt / Gen Fund	0.40	1.05
Real Prop AV	40,674,568,106	16,269,827	42,708,297

Purpose of Notes and Bonds	Original Issue Amount	Date of Issue	Date Due	Serial or Term	% Rate of Int. (TIC) ¹	Optional Redemption	Outstanding Principal January 1st	Outstanding Principal & Interest January 1st	Required for Principal	Required for Interest	Total Debt Service	Amt Received from Other Sources ²	County Obligated Payment
Unvoted / Inside 10 Mill Limit:													
CUSIP# 232238 / 232237 / 23223P													
Capital Improvement Bonds, Series 2009B Taxable	86,695,000	12/22/2009	12/1/2034	Both	3.607	Yes	86,695,000	86,695,000	7,510,000	4,665,212	12,175,212	1,756,588	12,175,212
Excise Tax Refunding Bonds, Series 2019A Taxable	39,500,000	7/30/2019	12/1/2035	Both	3.107	Yes	39,500,000	39,500,000	555,000	1,201,950	1,756,950	1,756,950	-
Excise Tax New Money Bonds, Series 2019B Tax-Exempt	37,045,000	7/30/2019	12/1/2027	Both	3.068	Yes	37,045,000	37,045,000	4,785,000	201,655	4,986,655	4,986,655	-
General Obligation Refunding Bonds, Series 2020A Tax-Exempt	56,345,000	10/9/2020	12/1/2037	Both	1.710	Yes	56,345,000	56,345,000	2,130,000	1,180,400	3,310,400	-	3,310,400
General Obligation Refunding Bonds, Series 2020B Taxable	52,720,000	10/9/2020	12/1/2035	Both	2.019	Yes	52,720,000	52,720,000	960,000	877,079	1,837,079	-	1,837,079
Total Inside 10 Mill Limit	\$272,305,000			Avg Wt Rate 2.84			\$272,305,000	\$272,305,000	\$15,940,000	\$8,126,297	\$24,066,297	\$8,500,194	\$12,175,212
Voted / Outside 10 Mill Limit:													
CUSIP# 232237													
Total Outside 10 Mill Limit	\$ 0				0.000		\$200,875,000	\$247,764,374	\$15,940,000	\$8,126,297	\$24,066,297	\$8,500,194	\$12,175,212
Total General Obligation	\$272,305,000						\$200,875,000	\$247,764,374	\$15,940,000	\$8,126,297	\$24,066,297	\$8,500,194	\$12,175,212
Brownfield Redevelopment Fund:													
Series 2020A Brownfield Refunding Bonds	10,485,000	5/28/2020	6/1/2030	Serial	2.667	No	5,555,000	5,937,868	1,065,000	132,241	1,197,241	25,691	1,171,550
Community Redevelopment:	2,395,000	5/28/2020	6/1/2030	Serial	2.892	No	1,265,000	1,352,530	240,000	30,275	270,275	-	270,275
Series 2020B Commercial Redevelopment Refunding Bonds	2,800,000	9/3/2010	12/1/2030	Serial	3.870	Yes	500,000	558,266	90,000	19,697	109,697	109,697	-
Series 2010D Shaker Square Refunding	20,890,000	12/1/2014	12/1/2027	Term	3.340	Yes	20,155,000	21,362,050	75,000	604,650	679,650	-	679,650
Series 2014C Medical Mart 2010E Refunding	200,235,000	12/16/2010	12/1/2027	Both	4.260	Yes	200,235,000	200,235,000	-	-	-	-	-
Series 2010F Recovery Zone Facility Bonds	140,765,000	5/28/2020	12/1/2027	Serial	2.892	No	33,285,000	35,383,000	24,610,000	1,664,250	26,274,250	-	26,274,250
Series 2020D Economic Development Revenue Refunding Bonds	30,600,000	10/18/2022	12/1/2042	Both	4.481	Yes	28,610,000	43,360,588	1,085,000	1,464,619	2,549,619	1,100,000	1,449,619
Series 2022A Convention Center Economic Development	192,255,000						82,050,000	100,105,638	25,770,000	3,733,519	29,503,519	1,100,000	28,403,519
Total Convention Center Debt							82,050,000	100,105,638	25,770,000	3,733,519	29,503,519	1,100,000	28,403,519
Taxable Economic Development Revenue Bonds													
Steel Yard Commons, Series 2013 A	4,205,000	10/23/2013	12/1/2037	Both	4.834	Yes	2,700,000	3,450,381	155,000	133,431	288,431	288,431	288,431
Westin Hotel, Series 2013 B	5,685,000	12/19/2013	12/1/2042	Both	5.512	Yes	4,500,000	6,826,828	155,000	244,646	399,646	399,646	399,646
Flats East Bank Phase II, Series 2014A	17,000,000	4/3/2014	4/15/2038	Term	5.607	Yes	12,610,000	18,369,000	640,000	716,663	1,356,663	1,356,663	-
Western Reserve Series 2014B	22,185,000	12/1/2014	12/1/2026	Serial	3.610	Yes	2,785,000	2,890,830	2,785,000	105,830	2,890,830	2,890,830	2,890,830
Total Non-Tax Revenue	49,075,000						\$22,595,000	\$31,537,089	\$3,735,000	\$1,200,570	\$4,935,570	\$4,935,570	\$3,578,908
Total Sales Tax Revenue	\$430,325,000						\$111,965,000	\$139,491,390	\$30,900,000	\$5,116,302	\$36,016,302	\$6,170,958	\$33,845,352
Convention Hotel Project Certificates of Participation													
Certificates of Participation, Series 2014	\$230,885,000	5/28/2014	12/1/2044	Both	3.629	Yes	\$124,195,000.00	\$170,694,593.92	\$15,075,000.00	\$5,673,843.76	\$20,748,843.76	\$10,790,844.00	\$9,957,999.76
Variable Purpose Sales Tax Revenue Bonds													
Sales Tax Revenue Series 2014A Tax Exempt	137,890,000	12/1/2014	12/1/2038	Serial	3.385	Yes	64,165,000	93,081,883	6,100,000	4,455,023	10,555,023	0	10,555,023
Sales Tax Revenue Series 2015A Tax Exempt	9,180,000	12/14/2015	12/1/2033	Both	2.960	Yes	5,175,000	6,062,638	560,000	195,581	755,581	755,581	755,581
Sales Tax Revenue Series 2016	21,030,000	12/27/2016	1/1/2037	Term	3.499	No	14,820,000	18,143,425	1,015,000	500,938	1,515,938	1,515,938	1,515,938
Sales Tax Revenue Series 2017A Tax Exempt	35,000,000	10/12/2017	1/1/2035	Serial	2.882	Yes	25,235,000	30,129,350	2,055,000	946,800	3,001,800	2,750,000	4,250,000
Sales Tax Revenue Series 2017B Taxable	35,320,000	10/12/2017	1/1/2035	Both	2.496	Yes	35,320,000	41,870,683	3,130,000	1,157,815	4,287,815	4,287,815	0
Sales Tax Revenue Series 2017C Taxable	70,635,000	10/12/2017	1/1/2035	Both	3.258	Yes	43,930,000	51,866,162	4,020,000	1,435,191	5,455,191	5,455,191	0
Sales Tax Revenue Series 2022A Tax Exempt	122,590,000	1/27/2022	1/1/2037	Serial	1.896	Yes	102,050,000	128,402,800	6,805,000	3,945,900	10,750,900	2,683,000	5,550,000
Sales Tax Revenue Series 2022B Taxable	67,500,000	1/27/2022	1/1/2037	Both	2.448	Yes	53,920,000	62,457,843	4,160,000	1,270,122	5,430,122	5,430,122	0
Sales Tax Revenue Series 2024A - Detention Center			12/1/2054				0	0	0	0	0	0	0
Sales Tax Revenue Series 2024B - Detention Center			12/1/2054				0	0	0	0	0	0	0
Total Sales Tax Revenue	\$499,145,000						\$344,615,000	\$432,014,783	\$27,845,000	\$13,907,370	\$41,752,370	\$22,877,646	\$22,626,542
Excise Tax Revenue Bonds Tax-Exempt													
Excise Tax Revenue Bonds, Series 2015 (Sports Facility Improvement Pjct)	60,485,000	12/22/2015	12/1/2027	Serial	2.518	Yes	0	0	0	0	0	0	0
Total Outstanding Debt Issues	\$1,493,145,000						\$781,650,000	\$989,965,140	\$89,760,000	\$32,823,812	\$122,583,812	\$48,339,642	\$78,184,005

¹True Interest Cost of Bond Issuance
²Includes federal interest subsidies, excise taxes, special assessments, revenue from municipalities, payment in lieu of taxation, County Development loan revenue, refunding escrow, capitalized interest, 1.5% lodging tax, County Garage Fund
³Funded via Development Fund subsidy
⁴County obligation for shortfall

Schedule I
Exhibit of Outstanding Bonds, Notes and Certificates of Indebtedness
as of January 1, 2027 and Bond Retirement Fund Requirements for 2027

Inside Millage	Debt / Gen Fund	0.40	1.05
Real Prop AV	40,816,929,095	16,326,772	42,857,776

Purpose of Notes and Bonds	Original Issue Amount	Date of Issue	Date Due	Serial or Term	% Rate of Int. (TIC) ¹	Optional Redemption	Outstanding Principal January 1st	Outstanding Principal & Interest January 1st	Required for Principal	Required for Interest	Required for Total Debt Service	Amt Received from Other Sources ²	County Obligated Payment
Unvoted / Inside 10 Mill Limit:													
CUSIP# 232238 / 232237 / 23223P													
Capital Improvement Bonds, Series 2009B Taxable	86,695,000	12/22/2009	12/1/2034	Both	3.607	Yes	70,480,000	90,408,190	7,755,000	4,252,763	12,007,763	1,601,297	12,007,763
Excise Tax Refunding Bonds, Series 2019A Taxable	39,500,000	7/30/2019	12/1/2035	Both	3.107	Yes	36,435,000	42,756,250	575,000	1,179,750	1,754,750	1,754,750	0
Excise Tax New Money Bonds, Series 2019B Tax-Exempt	37,045,000	7/30/2019	12/1/2027	Both	3.068	Yes	4,855,000	4,958,946	4,855,000	103,946	4,958,946	4,958,946	0
General Obligation Refunding Bonds, Series 2020A Tax-Exempt	56,345,000	10/9/2020	12/1/2037	Both	1.710	Yes	29,720,000	36,363,950	2,215,000	1,095,200	3,310,200	0	3,310,200
General Obligation Refunding Bonds, Series 2020B Taxable	52,720,000	10/9/2020	12/1/2035	Both	2.019	Yes	43,445,000	49,210,741	970,000	866,471	1,836,471	0	1,836,471
Total Inside 10 Mill Limit	\$272,305,000		Avg Wt Rate 2.82				\$184,935,000	\$223,698,077	\$16,370,000	\$7,498,130	\$23,868,130	\$8,314,993	\$12,007,763
Voted / Outside 10 Mill Limit:													
CUSIP# 232237													
Total Outside 10 Mill Limit	\$0				0.000		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total General Obligation	\$272,305,000						\$184,935,000	\$223,698,077	\$16,370,000	\$7,498,130	\$23,868,130	\$8,314,993	\$12,007,763
Brownfield Redevelopment Fund:													
Series 2020A Brownfield Refunding Bonds	10,485,000	5/28/2020	6/1/2030	Serial	2.667	No	4,490,000	4,740,626	1,085,000	106,436	1,191,436	24,713	1,166,723
Community Redevelopment	2,395,000	5/28/2020	6/1/2030	Serial	2.892	No	1,025,000	1,082,255	245,000	24,334	269,334	0	269,334
Series 2020B Commercial Redevelopment Refunding Bonds	2,800,000	9/3/2010	12/1/2030	Serial	3.870	Yes	410,000	448,569	100,000	15,881	115,881	115,881	0
Shaker Square Redevelopment	20,890,000	12/4/2014	12/1/2027	Term	3.340	Yes	20,080,000	20,682,400	20,080,000	602,400	20,682,400	0	20,682,400
Series 2020A Economic Development Revenue Refunding Bonds	140,765,000	5/28/2020	12/1/2027	Serial	2.892	No	8,675,000	9,108,750	8,675,000	433,750	9,108,750	0	9,108,750
Series 2022A Conventon Center Economic Development	30,600,000	10/18/2022	12/1/2042	Both	4.481	Yes	26,375,000	40,810,969	1,150,000	1,399,519	2,549,519	1,100,000	1,449,519
Total Convention Center Debt	192,255,000						55,130,000	70,602,119	29,905,000	2,435,669	32,340,669	1,100,000	31,240,669
Taxable Economic Development Revenue Bonds													
Steelyard Commons, Series 2013 A	4,205,000	10/23/2013	12/1/2037	Both	4.834	Yes	2,545,000	3,161,950	160,000	127,038	287,038	287,038	287,038
Westin Hotel, Series 2013 B	5,685,000	12/19/2013	12/1/2042	Both	5.512	Yes	4,345,000	6,427,181	165,000	237,671	402,671	402,671	402,671
Flats East Bank Phase II, Series 2014A	17,000,000	4/3/2014	4/15/2038	Term	5.607	Yes	11,970,000	17,012,388	680,913	680,913	1,360,913	1,360,913	1,360,913
Total Non-Tax Revenue	\$49,075,000						\$18,860,000	\$26,601,519	\$1,005,000	\$1,045,621	\$2,050,621	\$2,050,621	\$689,709
Total Non-Tax Revenue	\$430,325,000						\$79,915,000	\$103,475,088	\$32,340,000	\$3,677,941	\$35,967,941	\$3,291,216	\$33,666,435
Convention Hotel Project Certificates of Participation													
Certificates of Participation, Series 2014	\$230,885,000	5/28/2014	12/1/2044	Both	3.629	Yes	\$109,120,000	\$149,945,750	\$15,825,000	\$4,920,094	\$20,745,094	\$10,836,094	\$9,909,000
Variable Purpose Sales Tax Revenue Bonds													
Sales Tax Revenue Series 2014A Tax Exempt	137,890,000	12/4/2014	12/1/2038	Serial	3.385	Yes	58,065,000	82,526,860	6,405,000	4,149,415	10,554,415	0	10,554,415
Sales Tax Revenue Series 2015A Tax Exempt	9,180,000	12/14/2015	12/1/2033	Both	2.960	Yes	4,615,000	5,307,056	585,000	173,181	758,181	758,181	758,181
Sales Tax Revenue Series 2016	21,030,000	12/27/2016	1/1/2037	Term	3.499	No	13,805,000	16,627,488	1,050,000	464,800	1,514,800	1,514,800	1,514,800
Sales Tax Revenue Series 2017A Tax Exempt	35,000,000	10/12/2017	1/1/2035	Serial	2.882	Yes	23,180,000	27,127,550	2,140,000	862,900	3,002,900	2,750,000	4,250,000
Sales Tax Revenue Series 2017B Taxable	35,320,000	10/12/2017	1/1/2035	Both	2.496	Yes	32,190,000	37,582,867	3,230,000	1,060,781	4,290,781	4,290,781	0
Sales Tax Revenue Series 2017C Taxable	70,635,000	10/12/2017	1/1/2035	Both	3.258	Yes	39,910,000	46,410,972	4,145,000	1,314,149	5,459,149	5,459,149	0
Sales Tax Revenue Series 2022A Tax Exempt	122,890,000	1/27/2022	1/1/2037	Serial	1.896	Yes	95,245,000	117,651,900	7,080,000	3,668,200	10,748,200	2,683,000	5,550,000
Sales Tax Revenue Series 2022B Taxable	67,500,000	1/27/2022	1/1/2037	Both	2.448	Yes	49,760,000	57,027,721	4,255,000	1,176,015	5,431,015	5,431,015	0
Sales Tax Revenue Series 2024A - Detention Center			12/1/2054				0	0	0	0	0	0	0
Sales Tax Revenue Series 2024B - Detention Center			12/1/2054				0	0	0	0	0	0	0
Total Sales Tax Revenue	\$499,145,000						\$316,770,000	\$390,262,414	\$28,890,000	\$12,869,442	\$41,739,442	\$22,886,927	\$22,627,396
Total Outstanding Debt Issues													
	\$1,499,145,000						\$690,740,000	\$867,381,328	\$99,425,000	\$28,915,607	\$122,340,607	\$45,329,229	\$77,910,594

¹ True Interest Cost of Bond Issuance
² Includes Federal Interest Subsidies, excise taxes, special assessments, revenue from municipalities, payment in lieu of taxation, County Development Loan revenue, refunding escrow, capitalized interest, 1.5% lodging tax, County Garage Fund
³ Funded via Development Fund subsidy
⁴ County obligation for shortfall

Schedule I
Exhibit of Outstanding Bonds, Notes and Certificates of Indebtedness
as of January 1, 2028 and Bond Retirement Fund Requirements for 2028

Inside Millage Real Prop AV	Debt / Gen Fund	Amt Received from Other Sources ²	County Obligated Payment
43,674,114,131	17,469,646	0.40	45,857,820

Purpose of Notes and Bonds	Original Issue Amount	Date of Issue	Date Due	Serial or Term	% Rate of Int. (TIC) ¹	Optional Redemption	Outstanding Principal January 1st	Outstanding Principal & Interest January 1st	Required for Principal	Required for Interest	Required for Total Debt Service	Amt Received from Other Sources ²	County Obligated Payment
Unvoted / Inside 10 Mill Limit:													
CUSIPH 232238 / 232237 / 23223P													
Capital Improvement Bonds, Series 2009B Taxable	86,695,000	12/22/2009	12/1/2034	Both	3.607	Yes	62,725,000	78,400,427	8,035,000	3,784,827	11,819,827	1,425,090	11,819,827
Excise Tax Refunding Bonds, Series 2019A Taxable	39,500,000	7/30/2019	12/1/2035	Both	3.107	Yes	35,860,000	41,001,500	3,970,000	1,156,750	5,126,750	5,126,750	0
General Obligation Refunding Bonds, Series 2020A Tax-Exempt	56,345,000	10/9/2020	12/1/2037	Both	1.710	Yes	27,505,000	33,033,750	2,300,000	1,006,600	3,306,600	0	3,306,600
General Obligation Refunding Bonds, Series 2020B Taxable	52,720,000	10/9/2020	12/1/2035	Both	2.019	Yes	42,475,000	47,374,270	985,000	854,007	1,839,007	0	1,839,007
Total Inside 10 Mill Limit	\$272,305,000			Avg Wt Rate	2.79		\$168,565,000	\$199,829,947	\$15,290,000	\$6,802,183	\$22,092,183	\$6,551,840	\$11,819,827
Voted / Outside 10 Mill Limit:													
CUSIPH 232237													
Total Outside 10 Mill Limit	0				Avg Wt Rate 0.000		0	0	0	0	0	0	0
Total General Obligation	\$272,305,000						\$168,565,000	\$199,829,947	\$15,290,000	\$6,802,183	\$22,092,183	\$6,551,840	\$11,819,827
Brownfield Redevelopment Fund:													
Series 2020A Brownfield Refunding Bonds	10,485,000	5/28/2020	6/1/2030	Serial	2.667	No	3,405,000	3,549,190	1,105,000	78,780	1,183,780	23,777	1,160,003
Community Redevelopment:													
Series 2020B Commercial Redevelopment Refunding Bonds	2,395,000	5/28/2020	6/1/2030	Serial	2.892	No	780,000	812,921	255,000	18,018	273,018	0	273,018
Shaker Square Redevelopment:													
Series 2010D Shaker Square Refunding	2,800,000	9/3/2010	12/1/2030	Serial	3.870	Yes	310,000	332,688	95,000	11,756	106,756	106,756	0
Medical Mart/Convention Center Project:													
Series 2022A Convention Center Economic Development	30,600,000	10/18/2022	12/1/2042	Both	4.481	Yes	26,375,000	38,261,450	1,220,000	1,330,519	2,950,519	1,100,000	1,449,519
Total Non-Tax Revenue	\$49,075,000						\$17,855,000	\$24,590,898	\$1,090,000	\$993,240	\$2,043,240	\$2,043,240	\$685,278
Total Non-Tax Revenue	\$430,325,000						\$48,725,000	\$67,507,146	\$3,725,000	\$2,432,313	\$6,157,313	\$3,273,773	\$3,568,817
Convention Hotel Project Certificates of Participation													
Certificates of Participation, Series 2014	\$230,885,000	5/28/2014	12/1/2044	Both	3.629	Yes	\$93,295,000	\$129,200,656	\$16,600,000	\$4,128,844	\$20,728,844	\$10,636,844	\$10,092,000
Variable Purpose Sales Tax Revenue Bonds													
Sales Tax Revenue Series 2014A Tax Exempt	137,890,000	12/4/2014	12/1/2038	Serial	3.385	Yes	51,660,000	71,972,445	6,725,000	3,831,701	10,556,701	0	10,556,701
Sales Tax Revenue Series 2015A Tax Exempt	9,180,000	12/14/2015	12/1/2033	Both	2.960	Yes	4,030,000	4,548,875	610,000	149,781	759,781	759,781	759,781
Sales Tax Revenue Series 2016	35,000,000	10/12/2017	1/1/2035	Serial	2.882	No	21,040,000	24,124,650	2,225,000	764,475	2,989,475	3,000,000	3,000,000
Sales Tax Revenue Series 2017A Tax Exempt	35,320,000	10/12/2017	1/1/2035	Both	2.496	Yes	28,960,000	33,292,086	3,340,000	938,065	4,298,065	0	4,298,065
Sales Tax Revenue Series 2017B Taxable	70,635,000	10/12/2017	1/1/2035	Both	3.258	Yes	35,765,000	40,951,823	4,275,000	1,186,678	5,461,678	5,461,678	5,461,678
Sales Tax Revenue Series 2022A Tax Exempt	122,590,000	1/27/2022	1/1/2037	Serial	1.896	Yes	88,165,000	106,903,700	7,360,000	3,379,400	10,739,400	2,683,000	5,550,000
Sales Tax Revenue Series 2022B Taxable	67,500,000	1/27/2022	1/1/2037	Both	2.448	Yes	45,505,000	51,596,706	4,350,000	1,082,995	5,432,995	5,432,995	5,432,995
Sales Tax Revenue Series 2024A - Detention Center			12/1/2054				0	0	0	0	0	0	0
Sales Tax Revenue Series 2024B - Detention Center			12/1/2054				0	0	0	0	0	0	0
Total Sales Tax Revenue	\$499,145,000						\$287,880,000	\$348,502,972	\$29,975,000	\$11,780,444	\$41,755,444	\$23,152,869	\$21,383,832
Total Outstanding Debt Issues	\$1,493,145,000						\$598,465,000	\$745,040,721	\$65,590,000	\$25,143,784	\$90,733,784	\$43,615,326	\$46,864,475

¹ True Interest Cost of bond issuance
² Includes federal interest subsidies, excise taxes, special assessments, revenue from municipalities, payment in lieu of taxation, County Development loan revenue, refunding escrow, capitalized interest, 1.5% lodging tax, County Garage Fund
³ Funded via Development Fund subsidy
⁴ County obligation for shortfall

Glossary



Additional County Sales & Use Tax – County levied additional tax on retail sales and storage, use, or consumption of personal property for the benefit of any service provided levied by counties for a specific purpose.

All Funds – the financial activity of the County’s General Fund, HHS Levy Funds, Special Revenue Funds, Debt Service Funds, Capital Funds, Enterprise Funds, and Internal Service Fund.

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.

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

ARPA – American Rescue Plan Act

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.

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.

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.

Biennial Budget – A budget applicable to a two-year fiscal period.

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.)

Budget – A financial plan for a fiscal year that includes anticipated revenues and expenditures for a County program or project.

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.

Certificates of Participation – Securities securing a portion of lease or rental revenues not considered bonded indebtedness.

Chargebacks – Accounting transactions, which recover the expenses of Internal Service funds from the agency that received the service.

Collective Bargaining Agreement – A collective bargaining agreement (CBA) is a written legal agreement between an employer and a union representing the employees.

Continuous Improvement – on-going, incremental and measurable steps taken to enhance service delivery by improving efficiency and/or effectiveness.

Controlled Costs – Internal costs on incurred expenses related to space maintenance, indirect costs, and security charges, by distributing costs equitably.

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.

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 Limitation – Amount of net indebtedness permissible by a subdivision.

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.

Direct Debt Limit – Statutory limitation on net indebtedness.

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.

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.

EPA – Environmental Protection Agency is a cabinet-level department at both the state and federal levels of government.

Excise Tax – Tax on a specific good or service.

Expenditure – An actual payment of an invoice from the County treasury, which reduces an appropriation.

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.

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.

FTE – Full-Time Equivalent: A unit of measurement used to calculate the number employees based on number of full-time hours worked by all employees.

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 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.

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 Debt – Debt backed by full faith and credit of taxing authority up to the available tax limit.

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.

HHS Levy – The Health and Human Services levies are raised money in the form of property taxes in Cuyahoga County that go to a variety of different organizations to assist in meeting the needs of County residents.

Indirect Costs – Allocation of the cost of general operation and/or the conduct of activities by an internal County department (provider) to another internal County department (receiver) that services the public on a reasonable and consistent basis.

Indirect Debt Limit – Limitation on pledge to debt service not to exceed ten mills for all overlapping subdivisions.

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).

Inside Millage – Unvoted property tax levy within one percent of county assessed value, or ten mills allocated between taxing authorities.

Interest – The amount paid for the use of money.

Internal Charges – Charges for costs of services between two departments within the County.

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.

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.

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.

Non-Tax Revenue Debt – Debt collateralized only by revenues derived outside of taxation of a subdivision.

Notes – Short-term promises to pay specified amounts of money, secured by specific sources of future revenue.

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

Ohio Administrative Code – All administrative rules and policies adopted by state agencies.

Ohio Revised Code – All statutes of a permanent and general nature of the state as revised and consolidated into general provisions, titles, chapters, and sections.

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.

Operational Decision Items (ODI) – Departmental requests for budget adjustments.

OPERS – Ohio Public Employee Retirement System

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.

Outside Millage – Voted property tax that levy exceeds one percent of county assessed value, or ten mills allocated between taxing authorities.

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).

Permissible Sales & Use Tax – County levied tax on retail sales and storage, use, or consumption of personal property for the benefit of any service provided up to one percent levied by counties for general revenues.

Premium Holiday – A pay period where neither the employer nor employee are charged for the cost healthcare.

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).

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.

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.

Refunding Bonds – Debt issued to retire pre-existing outstanding debt obligations.

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.

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.

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.

Space Maintenance – An internal charge to departments for occupied space and/or common area spaces.

Special Increase Adjustment (SIA) – An adjustment to the initial base budget.

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.

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.

STRS – State Teachers’ Retirement System

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 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.

External Sources



Cuyahoga County Policies

Title 5: Contracts and Purchasing, Chapter 501	https://www.cuyahogacounty.gov/code/titles/title-5-contracts-and-purchasing
Title 7: Revenue and Finance, Chapter 701	https://www.cuyahogacounty.gov/code/titles/title-7-revenue-and-finance

Departments

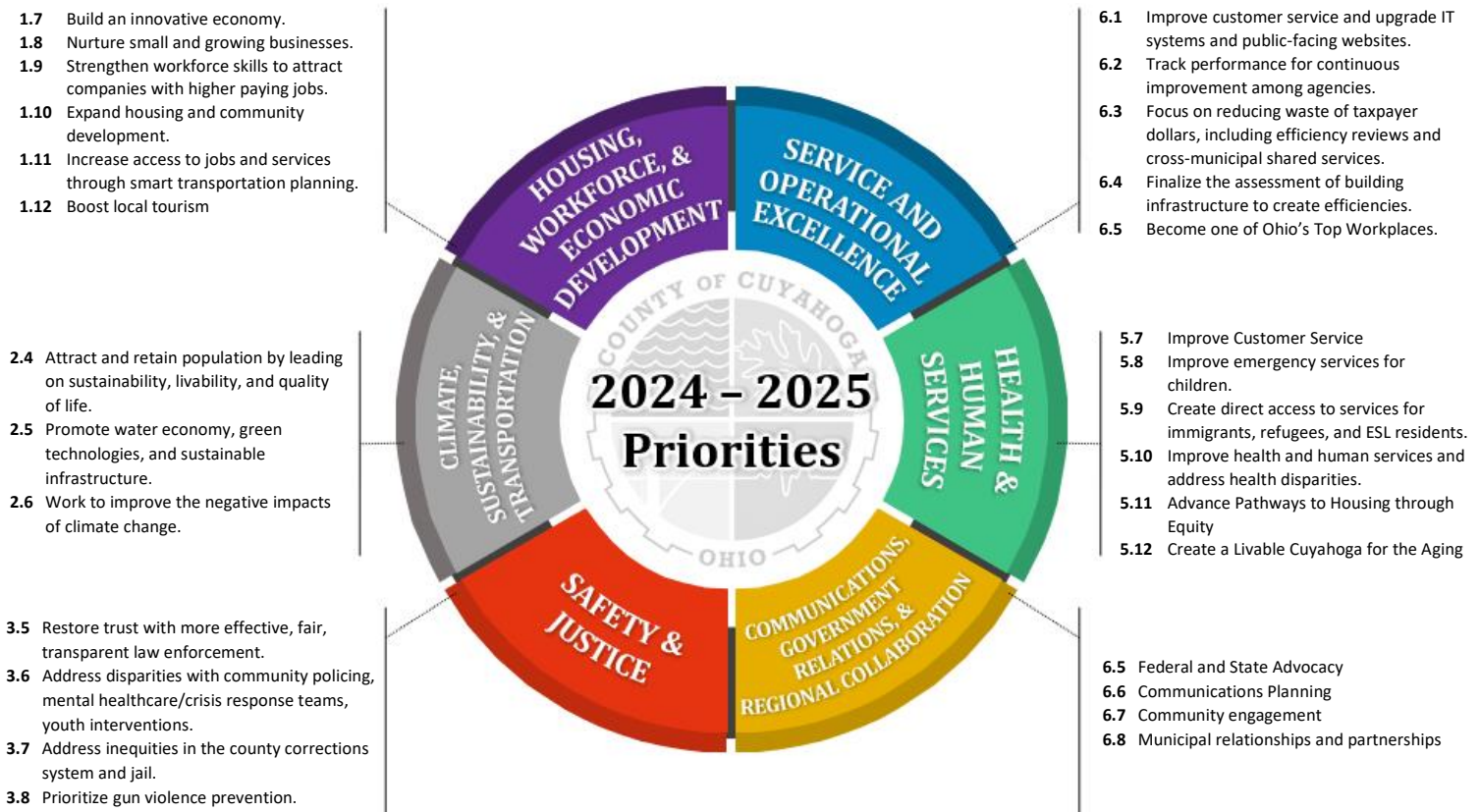
Alcohol, Drug Addiction and Mental Health Services Board (ADAMHS)	https://www.adamhsc.org/
Board of Developmental Disabilities	https://cuyahogabdd.org/
Board of Elections	https://boe.cuyahogacounty.gov/
Clerk of Courts	https://www.cuyahogacounty.gov/coc
Common Pleas Court	https://cp.cuyahogacounty.us/
Communications	https://www.cuyahogacounty.gov/
Community Based Correctional Facility	https://cuyahogacounty.gov/cbcf
County Council	https://www.cuyahogacounty.gov/council
County Executive	https://www.cuyahogacounty.gov/executive
Department of Development	https://www.cuyahogacounty.gov/
Domestic Relations	https://domestic.cuyahogacounty.us/
Eighth District Court of Appeals	https://appeals.cuyahogacounty.us/
Fiscal Department	https://www.cuyahogacounty.gov/fiscal-officer
Health & Human Services - Administration	https://hhs.cuyahogacounty.gov/
Health & Human Services - Division of Children and Family Services	https://hhs.cuyahogacounty.gov/divisions/detail/children-and-family-services
Health & Human Services - Division of Job and Family Services	https://hhs.cuyahogacounty.gov/divisions/detail/job-and-family-services
Health & Human Services - Division of Senior and Adult Services	https://hhs.cuyahogacounty.gov/divisions/detail/senior-and-adult-services
Health & Human Services - Family and Children First Council	https://hhs.cuyahogacounty.gov/divisions/detail/family-and-children-first-council
Health & Human Services - Fatherhood Initiative	https://hhs.cuyahogacounty.gov/divisions/detail/fatherhood-initiative
Health & Human Services - Invest In Children	https://hhs.cuyahogacounty.gov/divisions/detail/invest-in-children
Health & Human Services - Office of Child Support Services	https://hhs.cuyahogacounty.gov/divisions/detail/child-support-services
Health & Human Services - Office of Homeless Services	https://hhs.cuyahogacounty.gov/divisions/detail/office-of-homeless-services
Health & Human Services - Office of Reentry	https://hhs.cuyahogacounty.gov/divisions/detail/office-of-reentry
Housing and Community Development	https://cuyahogacounty.gov/housing-and-community-development
Human Resources	https://www.cuyahogacounty.gov/
Information Technology	https://cuyahogacounty.gov/information-technology
Innovation and Performance	https://www.cuyahogacounty.gov/innovation
Inspector General	https://cuyahogacounty.gov/inspector-general
Internal Audit	https://cuyahogacounty.gov/boards-and-commissions/external-boards/department-of-internal-audit-reports
Juvenile Court	http://juvenile.cuyahogacounty.us/
Law Department	https://www.cuyahogacounty.gov/law-department
Law Library	https://clevelandlawlibrary.org/Public/membership/ccllrbdirectors.html
Medical Examiner	https://www.cuyahogacounty.gov/medical-examiner
MetroHealth System	https://www.metrohealth.org/
Ohio State University Extension	https://cuyahoga.osu.edu/home
Personnel Review Commission	https://www.cuyahogacounty.gov/personnel-review-commission
Planning Commission	https://www.countyplanning.us/
Probate Court	https://probate.cuyahogacounty.us/news.aspx
Prosecutor's Office	https://www.ccprosecutor.us/
Public Defender	https://publicdefender.cuyahogacounty.gov/
Public Safety and Justice Services	https://www.cuyahogacounty.gov/psjs
Public Works - County Airport	https://cuyahogacounty.gov/publicworks/services/county-airport
Public Works - Dog Kennel	https://cuyahogadogs.com/
Public Works – Facilities	https://cuyahogacounty.gov/publicworks/services/facility-management
Public Works - Road and Bridge	https://cuyahogacounty.gov/publicworks
Public Works – Sanitary Engineer	https://cuyahogacounty.gov/publicworks/services
Regional Collaboration	http://regionalcollaboration.cuyahogacounty.us/
Sheriff	https://sheriff.cuyahogacounty.us/
Soil and Water Conservation	https://www.cuyahogawcd.org/
Soldiers' and Sailors' Monument	https://www.soldiersandsailors.com/
Solid Waste Management District	https://cuyahogarecycles.org/
Sustainability	https://www.cuyahogacounty.us/sustainability
Veterans Services Commission	https://cuyahogavets.org/
Workforce Development (Ohio Means Jobs - Cleveland/Cuyahoga)	https://omjcc.us/

Appendix A: Performance

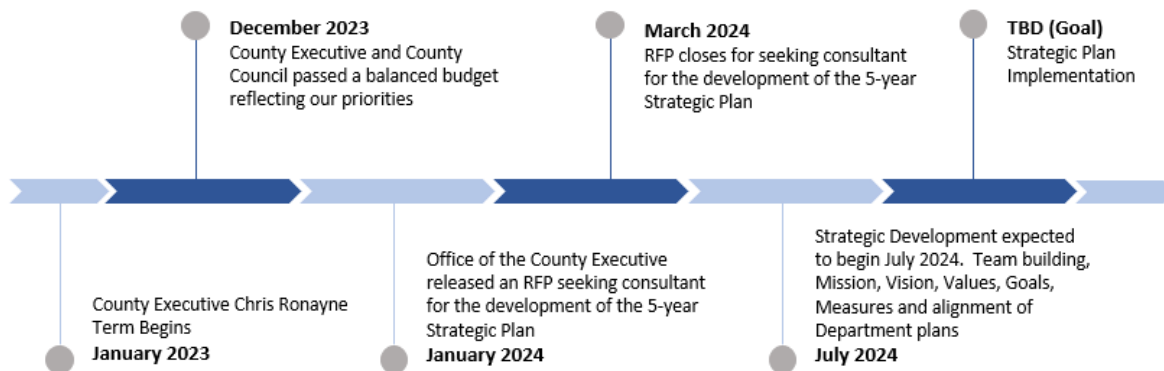


The County Executive is currently in the development phase of the County's next 5-year Strategic Plan. Six strategic priorities have been developed to begin the phase of this work the process. Each department has a set of performance measures which coincide the overall goals of Cuyahoga County and these strategic priorities.

Appendix A outlines these performance measures by department.



With the assistance of our stakeholders, including, but not limited to, County Council, County leadership, business leaders, education leaders, residents, and taxpayers, the Cuyahoga County Strategic Plan will be developed and implemented in 2024.



Performance Measure success for 2022 and 2023 is indicated by the following symbols:

Measure Success	Symbol
Exceeds Target	★
On Target	🎯
Below Target	⬇️
Insufficient Data Available or N/A	🚫

Alcohol, Drug Addiction and Mental Health Services Board (ADAMHS)

Measure	2022/2023 Target	2022 Actual	2023 Actual (estimated)	2024/2025 Target
Mental Health and Substance Use Disorder Treatment (Clients Served)	7,500	★ 7,554	⬇️ 7,282	7,500
Crisis and Intervention Services (Clients Served)	15,000	⬇️ 7,825	62,800*	50,000
Prevention Services (Clients Served)	30,000	★ 46,361	★ 33,540	30,000
Vocational and Employment Services (Individuals Employed)	3,000	⬇️ 1,097	1,093**	1,000

*Includes full continuum of crisis care services as reported in the Community Assessment and Plan required by OhioMHAS for 2023. Full continuum was not included in previous years' metrics.

**The 2022/2023 target number was based on duplicated client counts, but the actual number reported was unduplicated. Target and actuals both will be unduplicated counts moving forward.

Strategic Priority	Measure	Why it is important	What is being done
5	Mental Health and Substance Use Disorder Treatment (Clients Served)	The ADAMHS Board is tasked with ensuring that treatment services are available, as the public safety net for mental health, addiction and recovery services.	The ADAMHS Board analyzes current community and system trends when determining treatment priorities.
5	Crisis and Intervention Services (Clients Served)	Crisis and Intervention Services provide assistance in a behavioral health crisis to safely de-escalate an individual or situation, determine appropriate treatment, and coordinate follow through of care.	Crisis services include mobile crisis response for adults and youth, as well as hotlines, warmlines, and information resources for individuals and families.
5	Prevention Services (Clients Served)	Prevention services reduce the impact of mental illness and addiction in our communities.	Prevention efforts include Early Childhood Mental Health, school-based programs, after-school and adult programming as well as prevention education such as social and emotional learning, coping skills and resiliency building.
1	Vocational & Employment Services (Individuals Employed)	Employment is a critical mental health intervention and can contribute to recovery and inclusion, improve confidence and social functioning. Employment is also beneficial for recovery from addiction due to increased independence and greater access to beneficial interventions.	Employment programming includes on-the job supports, assistance with employment barriers and career exploration and guidance.

Board of Developmental Disabilities

Measure	2022/2023 Target	2022 Actual	2023 Actual	2024/2025 Target
Increase Total Individuals Served	11,000/11,250	↓ 10,600	🎯 11,805	12,000/12,500
Expand Waiver Enrollees	5,115/5,230	↓ 4,990	↓ 4,996	5,150/5,300
Maintain or Reduce Program Costs per Person	\$11,732/\$11,960	↓ \$12,201	↓ \$12,888	\$13,177/\$13,014
Maintain Expense Growth <5%	<5.7%/2.7%	★ -18.6%	↓ 17.5%	5%/5%
Maintain or Decrease FTEs	600	🎯 561	🎯 583	600/600

Strategic Priority	Measure	Why it is important	What is being done
5	Increase Total Individuals Served Expand Waiver Enrollees	The mission of the Cuyahoga County Board of Developmental Disabilities is to support and empower people with developmental disabilities in Cuyahoga County to live, learn, work and play in the community. We have an obligation to make sure Cuyahoga County residents with developmental disabilities are safe and healthy.	Cuyahoga DD has goals tied to its 2023-2025 strategic plan that include direct outreach to underserved areas (based on service and intake data) to educate them about services and help them through the eligibility process and increasing year-over-year waiver enrollment.
4	Maintain or Reduce Program Costs per Person Maintain or Decrease Total Expenditures Maintain or Decrease FTEs	Cuyahoga DD strives to be good stewards of taxpayer dollars. As an agency, we continually look for ways to deliver services efficiently and in a cost-effective manner.	Cuyahoga DD has goals tied to its 2023-2025 strategic plan related to providing professional development and retaining high-quality employees who are dedicated to supporting people with developmental disabilities. Cuyahoga DD's collaborative budget process ensures that the agency provides necessary services to support people with developmental disabilities in a cost-effective manner.

Board of Elections

Measure	2022/2023 Target	2022 Actual	2023 Actual	2024/2025 Target
Registered Eligible Voters	896,000	↓ 878,590	↓ 874,705	896,000
General Election - Voter Turnout	N/A	47%	46%	71%/35%
General Election - Ballots Cast	273k/200k	🎯 273,000	★ 291,840	200,000
General Election - Vote by Mail	189k/132k	↓ 133,357	↓ 89,793	132,000

Strategic Priority	Measure	Why it is important	What is being done
4	<p>Registered Eligible Voters</p> <p>General Election - Voter Turnout</p> <p>General Election - Ballots Cast</p> <p>General Election - Vote by Mail</p>	<p>Elections and the importance of exercising the right to vote are the foundation of the County, State, and Country. Administering elections that engage the most eligible voters allows the opportunity for all citizens to participate and have their voice heard through the ballot box.</p>	<p>Increased education and awareness campaigns through providing materials throughout the County including libraries and conducting outreach events. Updating voting equipment to perform elections more effectively and efficiently while improving voter experience and inclusion. Conducting fair, accurate, and secure elections.</p>

Clerk of Courts

Measure	2022/2023 Target	2022 Actual	2023 Actual	2024/2025 Target
No. Case Filings – Civil	22,500	↓ 17,483	↓ 19,808	22,500
No. Case Filings – Criminal	12,000	↓ 11,191	↓ 11,220	12,000
No. Case Filings – Domestic	4,900	↓ 4,716	↓ 4,835	4,900
No. Case Filings – Appellate	1,300	↓ 1,104	↓ 1,252	1,300

Strategic Priority	Measure	Why it is important	What is being done
3	<p>No. Case Filings – Civil</p> <p>No. Case Filings – Criminal</p> <p>No. Case Filings – Domestic</p> <p>No. Case Filings – Appellate</p>	<p>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. Additionally, the Clerk of Courts collects, holds in trust, and disburses all monies paid therewith in a secure, timely and cost-effective manner. In addition to the statutorily required duties, the Clerk of Courts is a Passport Acceptance Facility and a Cash Payment location for child support payments. These services provide an added convenience to the citizens of Cuyahoga County.</p>	<p>The Clerk of Courts recently implemented Online Bond Posting. This allows anyone with access to the internet the ability to post a felony bond by credit card 24 hours a day, 365 days a year. Our office also continues to partner with the Bail Project, the Court, and other Justice Stakeholder partners to assist and ensure operations exist for the expeditious release of prisoners. The Clerk is also an active participant in planning for Central Booking and is currently exploring the possibility of second shift bond operations. The Clerk also serves on the Ohio Legal Help Advisory Board and has previously served as a member of the Steering Committee to develop the Ohio Legal Help website. The website is now fully launched and is a valuable tool which provides free access to meaningful and critical information pertaining to the legal system.</p>

Common Pleas Court

Measure	2022/2023 Target	2022 Actual	2023 Actual	2024/2025 Target
Dispositions - Foreclosure	4,539	★ 5,468	★ 5,025	4,539
Dispositions - Civil Cases	17,472	★ 18,600	★ 19,073	17,472
Dispositions - Criminal Cases	10,182	★ 13,065	★ 13,813	10,182
Arraignment to Plea (Avg. Days)	147	★ 158	★ 152	147

Strategic Priority	Measure	Why it is important	What is being done
1	Dispositions - Foreclosure	A disposition is a legal term that refers a case that has concluded its journey through the justice system. Case dispositions are a factor in the clearance rates. These are the ratio of outgoing cases to incoming cases. If cases are not disposed of in a timely manner, a backlog of cases awaiting disposition will grow. Disposition of foreclosure cases specifically is important for the safety and economy of the community in which the home is located.	A key project was installing 86-inch interactive video monitors in each of the courtrooms so that Judges and staff could see and hear people by video during court proceedings. The new technology is also used by the Court's mediators and magistrates to hold mediations and foreclosure proceedings remotely. The Court also has electronic tools in place to monitor clearance rates to ensure there is not a backlog of cases. Additionally, the Court updated its audio capabilities in each of the courtrooms so that Judges, the parties and the public could better hear people by video during the court proceedings.
3	Dispositions - Civil Cases Dispositions - Criminal Cases	A disposition is a legal term that refers to a case that has concluded its journey through the justice system. Case Dispositions are a factor in the Clearance Rates. These rates are the ratio of outgoing cases to incoming cases. If cases are not disposed of in a timely manner, a backlog of cases awaiting disposition will grow.	The Magistrates Department focuses on assisting Judges with the disposition of cases. The Magistrates recommend disposition of the court's civil cases. The Court also has electronic tools in place to monitor Clearance Rates in an attempt to prevent backlog. In addition to adjudicating cases, the Magistrates Department serves the people of Cuyahoga County by taking part in educational forums and fields phone calls and in-person visits by self-represented litigants.
3	Arraignment to Plea (Avg. Days)	An arraignment is the first step in a criminal proceeding where the defendant is brought in front of the court to hear the charges against them and enter a plea of not guilty, not guilty by reason of insanity, guilty, or no contest. The measure of the average days from case arraignment to the plea shows the pace and flow of cases through the Cuyahoga County Justice System.	The Court has electronic tools in place to monitor the average days from arraignment to plea and a texting project to contact individuals with pending criminal cases by text to notify them of court hearing dates. Additionally, defendants who were bound over to Common Pleas Court from Municipal Courts were referred for a "First Appearance" in Common Pleas Court. The main purpose of the "First Appearance" is to assign indigent defendants with defense counsel at the early stage of the felony process. At this appearance, a bond is set, and the case is referred for a Case Management Conference or presentation to the Grand Jury.

Communications

Measure	2022/2023 Target	2022 Actual	2023 Actual	2024/2025 Target
Facebook Followers	N/A	N/A	15K	17K/19K
Facebook Impressions	N/A	N/A	1.18M	1.25M/1.35M
Facebook Engagement	N/A	N/A	76,092	85,000
X Followers	N/A	N/A	24.6K	26K/28K
X Impressions	N/A	N/A	676,519	680,000/685,000
X Engagement	N/A	N/A	16,309	16,600/16,930
Instagram Followers	N/A	N/A	7,128	8,200/9,000
Instagram Impressions	N/A	N/A	117,678	125,000/135,000
Instagram Engagement	N/A	N/A	5,548	6,000/10,00
LinkedIn Followers	N/A	N/A	15K	18K/21K
LinkedIn Impressions	N/A	N/A	446,119	455,000/460,000
LinkedIn Engagement	N/A	N/A	49,205	54,000/60,000
In the Know Open Rate	N/A	N/A	40%	45%/50%
Intranet Views	N/A	N/A	212,296	225,000/250,000

*N/A: Data unavailable, new measure, or data no longer measured.









Strategic Priority	Measure	Why it is important	What is being done
6	Social Media – Facebook Social Media – X Social Media – Instagram Social Media – LinkedIn In the Know Open Rate Intranet Views	Through increased understanding of County programs and services residents can become more invested and likely to participate and provide feedback. This exchange between the County and the public plays an integral role in decision-making, making the County more responsive to community needs.	To boost more Facebook followers, the Department of Communications posts more events on the Cuyahoga County Facebook page.

County Council

Measure	2022/2023 Target	2022 Actual	2023 Actual	2024/2025 Target
No. of Visits to Council Websites	171,692	⬇️ 151,624	⬇️ 151,624	161,081
No. of Users on Council Website	48,111	⬇️ 30,212	⬇️ 30,212	46,316
No. of Users Using Live Stream	9,915	★ 10,690	⬇️ 10,690	8,178

Strategic Priority	Measure	Why it is important	What is being done
4	No. of Visits to Council Websites No. of Users on Council Website No. of Users Using Live Stream	The County Council is utilizing the information presented on its website and event calendar as a communication tool for its stakeholders.	Trying to engage and inform residents of meetings and content on the County Council webpage through social media and other forms of communication.

Department of Development

Measure	2022/2023 Target	2022 Actual	2023 Actual	2024/2025 Target
No. of Jobs Created & Retained	1,500	 1,842	 1,333	1,500
No. of Small Businesses Supported	200	 137	 660	200
No. of Businesses Engaged in SkillUp	200	 103	 173	200
Economic Development Loan Volume	\$12,000,000	 \$12,649,480	 \$7,566,785	\$12,000,000

Strategic Priority	Measure	Why it is important	What is being done
1	<p>No. of Jobs Created & Retained</p> <p>No. of Small Businesses Supported</p> <p>No. of Businesses Engaged in SkillUp</p> <p>Economic Development Loan Volume</p>	<p>The Cuyahoga County Five-Year Economic Development Plan states that the County shall have a primary responsibility to promote and enhance the economic well-being and prosperity of the County and all of its residents.</p>	<p>Small Business Supported – Number Supported</p> <p>Within the small business sector, the County further recognizes the need for targeted and active supports to overcome the effects of past discrimination against minority and women business entrepreneurs and owners – in both the areas of capital provision and technical business assistance.</p> <p>SkillUp 2.0 – Number of businesses engaged.</p> <p>In mid-2022, SkillUp began implementing the strategy of focusing on number of residents being trained, new SkillUp clients and residents earning training credentials.</p>

Domestic Relations Court

Measure	2022/2023 Target	2022 Actual	2023 Actual	2024/2025 Target
New Case Filings (incl. transfers & reactivated)	6,277	★ 6,957	★ 7,473	6,277
Cases Disposed - % efficient	100%	★ 102%	★ 102%	100%
Motions Filed - % Efficient	100%	★ 103%	★ 110%	100%
Pro Se Filings	4,135	★ 6,080	★ 4,149	4,218
Motions Disposed Child Support	6,689	⬇️ 5,323	⬇️ 4,983	6,689
No. Assisted in Help Center	17,898	⬇️ 14,903	★ 27,596	17,898

Strategic Priority	Measure	Why it is important	What is being done
3	New Case Filings (incl. transfers & reactivated) Cases Disposed - % efficient Motions Filed - % Efficient Pro Se Filings Motions Disposed Child Support No. Assisted in Help Center	<p>The mission of the Cuyahoga County Domestic Relations Court is to help families restructure their lives by reaching compassionate and just resolutions.</p>	<p>The Domestic Relations Court (All Departments) operate efficiently, given the increased demands placed on the court from self-represented individuals. These individuals need guidance as they navigate the court system. We have maintained a 100%+ disposition efficiency for new filing and motions over the past five years. The Domestic Relations Division is committed to access to justice, procedural fairness, and delivering timely justice to its customers while maintaining public trust and confidence. In the last two years the Court has systematically reviewed each department to advance these goals moving forward and promote efficiency through streamlined, cost-effective procedures that put the focus on our customers to improve their court experience. The Court is focused on reducing the number of court visits and making court events meaningful to improve the experience of parties in the upcoming years. It is critical to enabling the ongoing improvement of this Court to meet the changing needs of the public and that the budget reflect the true needs of the Court, the safety of all who enter and that it provides fair remuneration for employees.</p>

Eighth District Court of Appeals

Measure	2022/2023 Target	2022 Actual	2023 Actual	2024/2025 Target
No. of Cases Pending January 1st	850	⬇️ 633	⬇️ 590	700
Electronic Filings	6,700	⬇️ 6,480	★ 7,503	6,700
Average No. of Days - Hearing to Release	40	★ 70	★ 43	40
No. of Terminations	1,300	⬇️ 1,091	⬇️ 1,118	1,300
Average No. of Opinions per Judge	67	★ 70	⬇️ 59	40

Strategic Priority	Measure	Why it is important	What is being done
3	No. of Cases Pending January 1st	Case management and timeliness are essential aspects of resolving cases and providing finality for which the appellate process is designed. Monitoring pending cases as of Jan. 1 of each year is a statistical reporting measure that the court maintains in accordance with its requirements under the Rules of Superintendence. It enables the Court to compare its performance to its own benchmarks and to state guidelines for timely case processing and clearance rates.	The court complies with the state statistical reporting guidelines by maintaining its case management system and complying with the applicable rules. Judges and staff participate in ongoing training and review of the time guidelines and understand the importance of providing timely and fair resolution of all matters.
4	Electronic Filings	An electronic filing system enhances security and minimizes the risk of loss to case filings and provides efficiency as well as providing the public greater access to the court and the public dockets. It reduces cost by eliminating the need for multiple paper copies.	The Court has enacted a Local Rule which requires attorneys, and encourages pro se litigants, to use the electronic filing system.
3	Average No. of Days - Hearing to Release No. of Terminations Average No. of Opinions per Judge	These indicators are important towards assessing the efficiency of the operations and resolving cases in a timely manner in accordance with the Court's mission. They are also measured for statistical reporting and case management purposes. Comparing the number of new filings to terminations will determine the court's clearance rate. These indicators are important to gauge whether the court is keeping up with its incoming caseload. The actuals reflect that the court resolved more cases in 2022 than were filed, thereby avoiding a backlog of cases. Knowledge of clearance rates over a period of time can help the court identify emerging problems and target improvements.	The court's case management system, staff, and judges are kept current on statistical reporting requirements and applicable time guidelines. The court maintains its contract, case management system, and the equipment necessary to implement the systems necessary to be compliant with these requirements. The court engages in training, education, and development opportunities to implement best practices to serve and satisfy its obligations to the citizens of the State of Ohio. The court also monitors the incoming and outgoing cases and strives to meet the state case guidelines to ensure the court is operating efficiently.

Fiscal Department

Measure	2022/2023 Target	2022 Actual	2023 Actual	2024/2025 Target
Auto/Boat Titles Issued	400,000	★ 428,000	⬇️ 369,087	400,000
Total Tax Assessment (billions)	N/A	\$34,805,564,870	\$35,371,007,660	N/A
Property Tax Collection Percentage	95%	🎯 92%	★ 95%	95%
Accuracy of Projections Compared to Actuals - General Fund Expenditures	95%	⬇️ 80%	⬇️ 90%	95%
Maintain or Improve Credit Rating - General Obligation	Aa2 / AA+	🎯 Aa2 / AA+	🎯 Aa2 / AA+	Aa2 / AA+
Maintain or Improve Credit Rating - Sales Tax	Aa2 / AA+	🎯 Aa2 / AA	🎯 Aa2 / AA	Aa2 / AA+
Maintain or Improve Credit Rating - Non-Tax	Aa2 / AA	🎯 Aa3 / AA	🎯 Aa3 / AA	Aa2 / AA
Hotels Audits	10-15	🎯 14	🎯 16	12/16

*N/A: Data unavailable, new measure, or data no longer measured.

Strategic Priority	Measure	Why it is important	What is being done
4	Auto/Boat Titles Issued	Ohio Revised Code through the registrar of motor vehicles designates counties to issue and manage motor vehicle and watercraft certificate of title. A special revenue fund is established, and fees are fixed by the State that are retained by the county clerk of common pleas. A certificate of title is necessary to provide proof of ownership and is essential to the sale and transfer of motor vehicles and watercraft throughout the State of Ohio.	The County through the Fiscal Officer under the County Charter is assigned the duties of the clerk of common pleas unrelated to the management of court duties. This allows the Fiscal Officer to establish bureau locations throughout the County to serve residents and ensure titles are managed as described in the Ohio Revised Code. The Title Bureau works with owners to inspect vehicles, issue new and transfer certificate of title and collect the fees, along with sales taxes in private transactions between parties.
4	Property Tax Collection Percentage	County political subdivisions may levy taxes on real property to fund general operations and acquiring or constructing permanent improvements. Tax amounts are certified to the State and county treasurers are responsible for the collection of levied taxes and assessments. Political subdivisions, especially libraries and schools rely on real estate taxes for most of their revenues, signaling the importance of collection of all levied taxes in a timely and efficient manner.	The County Treasurer performs two annual collection periods to align with the semi-annual settlement to political subdivisions performed by the Budget Commission. The Treasurer offers pre-payment programs, delinquent payment agreements, and partners with other County agencies and external parties to further enhance and ease and service to taxpayers. In addition, a separate third billing period is held to allow for an additional payment period for delinquent taxes before a second penalty and interest charge is made encouraging taxpayers to address their delinquent real property taxes.
4	Accuracy of Projections Compared to Actuals - General Fund Expenditures Maintain or Improve Credit Rating - General Obligation Maintain or Improve Credit Rating - Sales Tax	A budget is the core and fundamental planning and management tool used to drive all government political subdivisions. The County Code designates the duties for management and budget services to the Office of Budget and Management. OBM provides analysis to all County areas and officers for the effective and efficient management of the budgeted resources of the County. In addition to budget management, OBM produces long-term	OBM uses data, analysis to produce quarterly budget reports assessing the performance and position of the County's finances. Budgetary controls and communication are used to produce accurate and impactful planning and forecasting. Budgets drive the performance and effectiveness of the County.

	Maintain or Improve Credit Rating - Non-Tax	planning and under direction of the County Executive and collaboration with County Council produces a biennial operating budget. Accurate projection of County performance and financial position is the core piece to accomplish these duties. The effective management of resources impacts the County's credit rating and specifically the credit rating of debts issued to fund long-term capital projects.	
4	Hotels Audits	Cuyahoga County levies an excise tax on hotel and lodging transactions providing for revenues to fund a convention and visitors' bureau in addition to providing tax revenue to non-taxing municipalities in the County. This bureau, Destination Cleveland, focuses on attracting and increasing tourism through the region to drive economic development. The County Fiscal Officer Hotel and Lodging Division is charged with collecting and administering the excise tax. Periodic auditing of tax returns filed by lodging facilities in the County ensure revenues are being properly paid, collected, and disbursed to various receiving entities.	The County has an ordinance authorizing the levying of the excise tax on lodging transactions as well as outlining the enforcement and operation through a code of regulations. County vendors are required to submit monthly tax returns, the Hotel and Lodging Division reviews and performs assessments ensuring compliance, serving notice and judgements.

Health & Human Services – Administration

Measure	2022/2023 Target	2022 Actual	2023 Actual	2024/2025 Target
Timely Contract Completion	N/A	N/A	N/A	80%
30 Day Invoice Processing	N/A	N/A	N/A	90%
Increased Community Engagement	N/A	N/A	N/A	225

*N/A: Data unavailable, new measure, or data no longer measured.

Strategic Priority	Measure	Why it is important	What is being done
4	Timely Contract Completion	Contracts need to be completed timely to enable timely payment and a prompt start to services.	DHHS and the county Office of Procurement piloted a new preapproval process to allow master contracts to be approved timelier and reduce delays caused by document collection.
4	30 Day Invoice Processing	Timely payment is important to meet our legal obligations and be a good partner to our service providers.	DHHS and the Department of IT developed a new web portal for communicating with HHS vendors, including features to collect and track invoices before payment, beginning use in 2024.
6	Increased Community Engagement	Community Engagement can improve county residents' access to services and their trust in county government.	Identify diverse community partners and participate in more community events.

Health & Human Services – Division of Children and Family Services

Measure	2022/2023 Target	2022 Actual	2023 Actual	2024/2025 Target
Re-entries into foster care	<8.3%	⬇️ 8.9%	⬇️ 12.8%	<8.3%
Child Visits - Custody	>95%	⬇️ 94.1%	🎯 97%	>95%
Child Visits - Non-Custody	>95%	⬇️ 57.1%	⬇️ 58%	>95%
Parent Visits - Custody	>95%	⬇️ 52.5%	⬇️ 56%	>95%
Parent Visits - Non-Custody	>95%	⬇️ 58.2%	⬇️ 61.5%	>95%
Incidence of Repeat Maltreatment	<9.1%	⬇️ 9.6%	⬇️ 9.4%	<9.1%
Permanency in 12 months	>35.2%**	🎯 35.6%	🎯 35.4%	>37%

Strategic Priority	Measure	Why it is important	What is being done
5	Re-entries into foster care Child Visits - Custody Child Visits - Non-Custody Parent Visits - Custody Parent Visits - Non-Custody	DCFS work with teens and young adults before and after they leave our care to ensure they have permanent supportive relationships and a plan to transition to independence.	DCFS connects them with educational opportunities, life skills, public benefits and community resources to help them become successful adults. DCFS has made a concerted effort to engage more with fathers and instituted several measures to attract and retain more staff, in order to lower worker caseloads to more manageable levels.
5	Incidence of Repeat Maltreatment Permanency in 12 months	By working with families to keep children safe from harm Children and Family Services helps stabilize and reunite families facing poverty, illness or crisis.	The Department of Children and Family Services staffs the 696-KIDS Hotline 24 hours a day, 7 days a week, investigates suspected abuse and neglect to protect children at risk, works with families to support and strengthen a safe and loving home environment and works to place children with kinship or foster care should they need to be removed from their homes.

Health & Human Services – Division of Job and Family Services







Measure	2022/2023 Target	2022 Actual	2023 Actual	2024/2025 Target
Call Center - Average Wait Time (minutes)	12	★ 24.3	★ 37	12
Call Center - Calls Handled	650,000	↓ 608,000	↓ 434,163	650,000
Call Center - Abandon Rate	20%	★ 48%	★ 47%	20%
Call Center - No. Calls Abandoned	200,000	★ 294,354	★ 391,062	200,000
Medicaid Enrollment	370,070	★ 457,400	★ 445,515	370,070
SNAP Enrollment	200,000	★ 213,504	↓ 194,389	200,000
TANF Enrollment	10,500	★ 11,625	↓ 9,627	10,500
SNAP Application Timeliness	N/A	N/A	78%	85%
Work Participation Ratio	N/A	N/A	45%	47%
Contact Center Answer Rates	N/A	N/A	52.61%	60%

*N/A: Data unavailable, new measure, or data no longer measured.

Strategic Priority	Measure	Why it is important	What is being done
4	Call Center - Average Wait Time (minutes) Call Center - Calls Handled Call Center - Abandon Rate Call Center - No. Calls Abandoned	Cuyahoga Job and Family Services promotes economic self-sufficiency and personal responsibility for families and individuals.	Cuyahoga Job and Family Services has worked with the State of Ohio to improve scheduled callback options on the state call center, in an effort to reduce the need for callers to wait on hold or abandon calls while on hold.
5	Medicaid Enrollment SNAP Enrollment TANF Enrollment	Cuyahoga Job and Family Services promotes economic self-sufficiency and personal responsibility for families and individuals.	Cuyahoga Job and Family Services provides timely and accurate eligibility determination for a range of quality services that include Medicaid, Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), Prevention, Retention, and Contingency (PRC), Child Care Assistance, and Work Programs, in accordance with Federal, State, and County regulations.
4	SNAP Application Timeliness	This is a customer service measurement. It is set by the federal governing agency (Food and Nutrition Services). The measure reflects the number of eligible households who are approved for benefits within 30 days of application or within 7 days for those eligible for expedited.	CJFS is hiring 60 new eligibility workers in the first quarter of 2024. The majority of these workers will be ultimately assigned to the SNAP and Medicaid programs
4	Work Participation Ratio	This is a measure of the agency's effectiveness in promoting self-sufficiency for our work required cash (TANF) assistance recipients. It reflects the	CJFS regularly performed above the state average on this measure. We continue work with our contracted vendors to improve performance. Additionally, we

		percentage of recipients active in work programs while on assistance.	have identified a subset of recipients (refugees) that we need to re-focus on.
4	Contact Center Answer Rates	This is a customer service measure; it measures the percentage of calls offered that we are able to answer.	CJFS is hiring 60 new eligibility workers in the first quarter of 2024. The eligibility function is primarily handled through our contact center. The addition of these staff will help drive our answer rate up.

Health & Human Services – Division of Senior and Adult Services

Measure	2022/2023 Target	2022 Actual	2023 Actual	2024/2025 Target
Clients Served - Options	2,200	2,121 	2,261 	2,200
Clients Served - Central Intake	20,000	22,841 	24,760 	20,000
Clients Served - Home Support	400	399 	369 	400
Clients Served - Adult Protection	2,400	2,400 	2,506 	2,400

Strategic Priority	Measure	Why it is important	What is being done
5	<p>Clients Served - Options</p> <p>Clients Served - Central Intake</p> <p>Clients Served - Home Support</p>	<p>The Cuyahoga County Division of Senior and Adult Services (DSAS) empowers seniors and adults with disabilities to age successfully by providing resources and support that preserve their independence. DSAS strives to keep seniors safe, supported and independent, so they can live their best lives.</p>	<p>DSAS is the mandated provider of Adult Protective Services (APS) in Cuyahoga County, and provides home-based care services, benefits assistance, outreach, and senior center programming, while advocating for the needs of the County's older adults. Individuals can learn about the programs offered, the application process and/or make a referral by visiting the website or calling (216) 420-6700.</p>
5	<p>Clients Served - Adult Protection</p>	<p>The Cuyahoga County Division of Senior and Adult Services (DSAS) empowers seniors and adults with disabilities to age successfully, by providing resources and support that preserve their independence. DSAS strives to keep seniors safe, supported and independent, so they can live their best lives.</p>	<p>DSAS is the mandated provider of Adult Protective Services (APS) in Cuyahoga County, and provides home-based care services, benefits assistance, outreach, and senior center programming, while advocating for the needs of the County's older adults.</p>

Health & Human Services – Family and Children First Council

Measure	2022/2023 Target	2022 Actual	2023 Actual	2024/2025 Target
Service Coordination Wraparound	240	⬇️ 235	★ 323	100
No. of Out-of-School Time	2,800	⬇️ 2,588	★ 3,959	3,500
No. of Families and School Together (FAST) Families	100	★ 120	★ 209	200
Child and Adolescent Needs and Strengths Assessments for DCFS (QRTP/CANS)	N/A	N/A	87	90
Closing the Achievement Gap	N/A	202	202	200

*N/A: Data unavailable, new measure, or data no longer measured.

Strategic Priority	Measure	Why it is important	What is being done
5	Service Coordination Wraparound	It is intended to help multi-need/multi-system involved children and youth who have the most complicated challenges.	FCFC uses high fidelity wraparound to support families by creating unique, family specific plans to help maintain their children in the community in the safest way possible.
5	No. of Out-of-School Time	Out of School Time programs provide children and youth with safety and supervision when school is not in session.	Starting Point receives funding to provide referrals for families and support to providers for programming. This can include before- and after-school or summer programs that address academics (e.g., reading or math focused programs), specialty programs (e.g., sports teams, STEM, arts enrichment), and multipurpose programs that provide an array of activities (e.g., 21st Century Community Learning Centers, Boys & Girls Clubs, YMCAs).
5	No. of Families and School Together (FAST) Families	FAST is an internationally acclaimed program that focuses on family engagement that empowers parents and supports the relationship-building necessary for children to thrive. By applying research and evidence-based family therapy practices, this program promotes the full potential of every child.	FAST uses weekly group sessions set within a child's school to achieve its four goals: enhance family functioning; prevent children from failing in school; prevent substance abuse by the child and other family members; and reduce the stress that parents and children feel in daily life situations.
5	Child and Adolescent Needs and Strengths Assessments for DCFS (QRTP/CANS)	Is a federal requirement under the Family First Prevention Services Act (FFPSA) which was signed into law as part of Public Law (P.L.) 115–123 and has several provisions to enhance support services for families to help children remain at home, reduce the unnecessary use of congregate care, and build the capacity of communities to support children and families. The law enables states and territories to use funds for prevention services.	Certified Child and Adolescent Needs and Strengths (CANS) assessors are required to conduct assessments and complete court packets on all youth who are being placed in certified QRTP* residential facilities based on IV-E eligibility.
5	Closing the Achievement Gap	The program helps students who are at risk of not graduating by providing extra guidance to help them reach future goals.	The program assists targeted students with their academic, social and emotional needs of students. It helps bolster academic achievement, attendance, matriculation to the next grade level and performance outcomes in our students while reducing negative behavior trends and addressing non-academic barriers to success.

Health & Human Services – Fatherhood Initiative

Measure	2022/2023 Target	2022 Actual	2023 Actual	2024/2025 Target
Fathers and Teens Served through Programs	5,160	⬇️ 4,888	★ 5,358	N/A
Calls and Referrals to the Fatherhood Office and 211	3,270	⬇️ 3,024	★ 3,567	2,100
Fathers Served through Special Events (conferences, Forums, etc.)	18,500	⬇️ 14,300	★ 20,430	N/A
Fathers completing job training/placement programs	N/A	N/A	N/A	190
Fathers completing Boot Camp for New Dads	N/A	N/A	N/A	850
Teens completing Prevent Premature Fatherhood Program	N/A	N/A	N/A	1,500
Supervised Visits between fathers and children	N/A	N/A	N/A	650
Weekend Exchanges between parents	N/A	NA	N/A	140

*N/A: Data unavailable, new measure, or data no longer measured.

Strategic Priority	Measure	Why it is important	What is being done
5	Fathers and Teens Served through the Program	It's critical for fathers to be involved in nurturing and raising their children beginning at birth and recognizing that there are areas where assistance is needed. It leads to better outcomes for children across the board.	The Fatherhood Initiative continues to provide programs that focus on parenting skills and provide venues that encourage interaction. Programs like the Boot Camps for New Dads, the Dads Count Program, the Fathers and Families Together program and Strong Fathers Program have all had great success.
5	Calls and Referrals to Fatherhood Initiative Office and 2-1-1	It is important for the public to know the Fatherhood Initiative programs exist and to call the Fatherhood Initiative Office and United 211 line for assistance if they need help.	The United Way provides the 211 Fatherhood line in Cuyahoga County that links men to the services and programs they need to become better fathers or reconnect with their families.
5	No. of Fathers Served through Special Events	The Fatherhood Initiative continues to provide programs that focus on parenting skills and provide venues that encourage interaction. Programs like the Boot Camps for New Dads, the Dads Count Program, the Fathers and Families Together program and Strong Fathers Program have all had great success.	The Annual Fatherhood Conference and the Fathers Walk Your Child to School events are very successful along with some new attractive events including a Fathers and Families Day at League Park.
5	Fathers completing job training/placement programs.	The Fatherhood Initiative is providing workforce development programs for fathers to allow them to become economically self-sufficient and provide for their children financially,	The Fatherhood Initiative continues to provide job training and placement programs that assess current skills of fathers, improve their soft skills, and then place them in positions with local companies.
5	Father completing Boot Camp for New Dads Program	It is critical for new fathers to know how to handle and care for new babies/infants, know safe sleep practices to prevent Infant Mortality, avoid shaken baby syndrome and understand issue like post partem depression.	The Fatherhood Initiative continues to provide the Boot Camp for New Dads program at nine hospital facilities throughout Cuyahoga County.
5	Teens completing Prevent Premature Fatherhood Program	It is essential for teens to stay in school and delay becoming fathers until they are emotionally and financially ready to become parents. They should also be aware of peer pressure, social media perceptions of masculinity and safe dating practices. This includes learning other items that may deter	The Fatherhood Initiative continues to hold the Prevent Premature Fatherhood curriculum at high schools, middle schools, and youth community forums throughout the county.

		them from continuing the path to becoming health responsible adults.	
5	Supervised visits between fathers and children.	Children need additional support and reassurance during times of separation mandated by the court. Families need assistance in providing safe and consistent quality time for children to visit the non-residential family member.	The Fatherhood Initiative provides the Safe and Sound Visitation Program at the Journey Center for Safety and Healing in Cleveland. It provides the safe monitored visits.
5	Weekend Exchanges Between Parents	It is critical that weekend exchanges of children between custodial and non-custodial parents be accomplished in a timely, safe and non-combative manner. This is essential for the welfare of everyone involved.	The Fatherhood Initiative provides these coordinated and documented weekend exchanges through our program with the Journey Center by utilizing their weekend exchange program.



Health & Human Services – Invest in Children

Measure	2022/2023 Target	2022 Actual	2023 Actual	2024/2025 Target
UPK Enrollment Rate - highest of year	75%	★ 79%	★ 86.1%	75%
No. Provided w/ Early Childhood Mental Health Services	700	⬇️ 653	⬇️ 624	1,950
No. Families Served by MomsFirst	188	★ 203	★ 194	188
No. of Families Provided Newborn Home Visits	1,200	★ 1,568	★ 1,368	N/A
No. of Families Served Home Visits	N/A	N/A	N/A	2,900

*N/A: Data unavailable, new measure, or data no longer measured.

Strategic Priority	Measure	Why it is important	What is being done
5	UPK Enrollment Rate - highest of year	Access to affordable, high-quality preschool is an important step toward fostering children’s development and preparing them for kindergarten and the years beyond. Being prepared to learn includes academic preparation as well as the social and emotional foundations for learning. The aim of the County’s Universal Pre-Kindergarten (UPK) program is to ensure children are socially, emotionally, and academically prepared to succeed in school the moment they enter kindergarten.	Invest in Children partners with Starting Point, the state-designated child care resource & referral agency for Northeast Ohio, as the lead agency to implement UPK. The aim of UPK is to create a gold standard of preschool experience through its four-part model: increasing access with scholarships for families below 400% of the federal poverty line; supporting teachers through coaching and professional development; enhancing quality with funding, support for children with special needs, and high standards for staff education; and partnering with families to facilitate child learning.
5	No. Provided w/ Early Childhood Mental Health Services	Experiences in early childhood help impact the architecture of the developing brain and lay the foundations of all future development. Disruptions to this process can impair a child’s capacity for learning and relating to others and can lead to negative lifelong implications. Early Childhood Mental Health (ECMH) is a preventative service to support young children and their families in Cuyahoga County. Clinical mental health interventions support positive relationships and environments to ensure resilient children and families.	The ECMH system was expanded in 2022 to better meet the needs of young children and families in Cuyahoga County coming out of the pandemic: <ul style="list-style-type: none"> • Increased the number of contracted ECMH services providers from 6 to 8. • Added an Emergency Response Therapist with dedicated time committed to serving emergency ECMH referrals. • Secured funding from Mt. Sinai and Bruening Foundations to train ECMH providers in Child Parent Psychotherapy (CPP)
5	No. Families Served by MomsFirst No. of Families Served Home Visits	The infant mortality rate for a community is widely considered a bellwether indicator of the overall health of a community. The social determinates of health that lead to poor birth outcomes, also drive poor health outcomes in the adults upon whom infants and young children rely. A child’s path to kindergarten readiness is often connected to their health and social circumstances from birth to age 5.	MomsFirst, a City of Cleveland program, funded by Invest in Children, that offers case management and home visiting services to pregnant and new moms. Parents who participate in the MomsFirst program receive health education on topics such as prenatal care, breastfeeding, family planning, safe sleep, and receive additional referrals. Newborn Home Visiting Program -- provides a home visit by an RN to eligible first time and teen moms. New moms learn about the health and growth of their baby and get answers to their questions. If any medical problems are found, the nurse will discuss them, explain healthcare options, and provide guidance.

Health & Human Services – Office of Child Support Services

Measure	2022/2023 Target	2022 Actual	2023 Actual	2024/2025 Target
Current Support Collected	65%	 62%	 63%	64%
Paternity Establishment	N/A	N/A	94%	95%
Support Establishment	N/A	N/A	95%	94%

*N/A: Data unavailable, new measure, or data no longer measured.

Strategic Priority	Measure	Why it is important	What is being done
5	<p>Current Support Collected</p> <p>Paternity Establishment</p> <p>Support Establishment</p>	<p>The Office of Child Support Services helps families by establishing, maintaining, and modifying child support orders. The office also assists with establishing paternity, locating absent parents, and assisting with enforcement for health insurance coverage. OCSS works to engage non-custodial parents in effective co-parenting opportunities and enhance their capacity to provide financial and emotional support for their children.</p>	<p>The Office of Child Support Services strives to use behavioral economics to simplify the child support payment process to make it more accessible for all families. For example, payments can be made from a bank account, credit card or PayPal as well as mailed in or made in person at various County offices. In turn, child support can be received via Ohio debit card or direct deposit to a checking or savings account.</p>

Health & Human Services – Office of Homeless Services

Measure	2022/2023 Target	2022 Actual	2023 Actual	2024/2025 Target
Emergency Shelter – Number of people served	6,000	⬇️ 5,681	★ 6,299	6,000
Rapid Rehousing – Number of people served	2,600	🎯 2,600	★ 3,117	2,600
Permanent Supportive Housing – Number of People Served	5,900	⬇️ 4,589	⬇️ 4,545	5,900
Reduce the total number of persons experiencing homelessness (includes all persons served in Emergency Shelter, Transitional Housing, and Safe Haven projects)	N/A	N/A	N/A	5%
Increase the number of permanent exits from Emergency Shelter, Transitional Housing, Safe Haven, & Rapid Re-housing.	N/A	N/A	N/A	5%
Reduce the number of returns to homelessness after exiting to permanent housing destinations from Street Outreach, Emergency Shelter, Transitional Housing, Safe Haven, Rapid Re-housing, & Permanent Supportive Housing.	N/A	N/A	N/A	2%

*N/A: Data unavailable, new measure, or data no longer measured.

Strategic Priority	Measure	Why it is important	What is being done
5	Emergency Shelter – Number of people served Rapid Rehousing – Number of people served Permanent Supportive Housing – Number of People Served	Each year moving forward, the Continuum of Care aims to serve more people in permanent housing (RRH & PSH) and less people in shelter. The goal is to have more housing options than inflow into the system but that is not the case now. We are approaching pre-pandemic numbers of homeless individuals with a decrease in funding that was available through the pandemic.	Providers within the CoC are constantly searching for other funding resources to support the RRH and PSH portion of our system. During the annual HUD competition, the CoC was awarded both bonus dollars and additional funding for new housing projects. Additionally, the CoC has invested money to support non-congregate shelter opportunities so persons experiencing homelessness have a shelter environment that is more conducive to working a housing plan. The CoC has also invested in landlord recruitment to increase housing supply as well as other alternative housing options.
5	Reduce the total number of persons experiencing homelessness (includes all persons served in Emergency Shelter, Transitional Housing, and Safe Haven projects)	As the CoC reaches pre-pandemic (larger) numbers of persons experiencing homelessness, there has been a strain on the shelter system. Family shelter capacity has been exceeded on a number of occasions and single shelters are inundated with newly homeless individuals.	To adjust for the overcapacity of the family shelters, CoC partners and OHS have secured several different overflow options to increase capacity but also allow for the existing family shelters to focus on getting those within the shelter housed in more permanent housing option. Single shelters are working on non-congregate models to ensure that shelter staff can more expediently work a housing plan with shelter residents. Additionally, the CoC has invested dollars into stronger homeless prevention efforts.
5	Increase the number of permanent exits from Emergency Shelter, Transitional Housing, Safe Haven, & Rapid Re-housing.	Persons experiencing homelessness tend to leave shelter without giving notice of where they intend to stay. The CoC tends to see those persons come back into the system because the housing option they left their shelter bed/RRH unit for was not stable. Increasing the number of permanent exits from these project types would not only help the CoC in the HUD annual competition, but it would also	The CoC is in the midst of a Coordinated Entry redesign that is aimed at serving the most vulnerable, high barrier individuals/families first. This includes hiring housing navigators that will assist with housing applications and other barriers for those most in need. For RRH projects, there has been a decrease in the number of persons able to be served due to lack of funding. However, the CoC has incorporated the use of ERA and other funding

		demonstrate that case managers in ES, TH, SH, and RRH are fully engaged with those within the projects.	sources to cover the gap and ensure more persons can be housed.
5	Reduce the number of returns to homelessness* after exiting to permanent housing destinations from Street Outreach, Emergency Shelter, Transitional Housing, Safe Haven, Rapid Re-housing, & Permanent Supportive Housing.	Homelessness can be cyclical for some individuals/families. Historically, the number of persons returning to homelessness within 6 months after exiting to a permanent housing destination has been the largest cohort of people. Over the past few years, the CoC has seen about 25% of people return to homelessness within 2 years of their exit from the system on average. This did decrease to 19.5% in the last reporting period.	Funding sources (e.g., ERA and ARPA) have been secured and used to assist folks in transitioning into their new housing. RRH remains at a 12-month length of assistance for those who qualify.

Health & Human Services – Office of Re-Entry

Measure	2022/2023 Target	2022 Actual	2023 Actual	2024/2025 Target
No. New Members - North Star Neighborhood Reentry Center	1,500	★ 1,984	★ 1,778	1,500
No. New Participants - Social Enterprises/Achieve Staffing	80	★ 142	★ 185	80
No. of Individuals Served through Law Clinics	N/A	N/A	322	125

*N/A: Data unavailable, new measure, or data no longer measured.

Strategic Priority	Measure	Why it is important	What is being done
5	No. New Members - North Star Neighborhood Reentry Center No. New Participants - Social Enterprises/Achieve Staffing	Working with community partners, the Office of Re-Entry provides formerly incarcerated persons with a continuum of opportunities to support reintegration into their neighborhoods and community.	The Office of Reentry consistently promotes collaboration among the Cuyahoga County reentry providers. This collaboration allows for improved experiences and outcomes for the reentry community. The Office of Reentry also actively listens to the reentry community which allows the office to make informed decisions that achieve the optimum service delivery.
3	No. of Individuals Served through Law Clinics	Law clinics play a crucial role in supporting returning citizens by providing them with legal assistance and guidance as they navigate the complexities of reentering society. Law clinics can help reduce recidivism rates and promote successful reentry.	The law clinics offer valuable services such as the expungement of criminal records, assistance with housing and employment issues, driver's license restoration, child support modification, and advocacy and policy reform.

Human Resources

Measure	2022/2023 Target	2022 Actual	2023 Actual	2024/2025 Target
No. of Days to Fill Classified Positions	60	↓ 28	↓ 26	30
No. of Days to Fill Unclassified Positions	50	★ 60.5	★ 68	60
Employees Registered for Wellness Program	N/A	N/A	N/A	1,750/2,000
Cost per employee for medical & prescription health care coverage	\$17,010 (2022) \$18,051 (2023)	\$16,383	↓ \$18,531	\$18,727 (2024)

*N/A: Data unavailable, new measure, or data no longer measured.



Strategic Priority	Measure	Why it is important	What is being done
4	No. of Days to Fill Classified Positions No. of Days to Fill Unclassified Positions	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.	The Talent Acquisition and Employment Team (TA & E) continues to evaluate, streamline, and improve the recruitment and hiring processes. TA & E utilizes different marketing and recruitment strategies including hiring events to decrease our time to fill and increase our candidate pool.
4	Employees Registered for Wellness Program	Cuyahoga County's most valuable resource is its employees. When they are healthy and feel well, the organization functions more effectively and is more successful. We all benefit by supporting employee efforts to live well by making healthy lifestyle choices.	We provide a robust wellness incentive program using an online platform that addresses the full spectrum of lifestyles and activities. We also provide biometric screenings, flu shot clinics, and events at multiple County locations throughout the year.
4	Cost per employee for medical & prescription health care coverage	Health care benefits have a crucial role in the County's strategic objectives to attract and retain a quality workforce; therefore, this spending is essential. Budgeting and utilizing cost control, along with effective health plan initiatives, slow the progression of cost increases.	Continuous monitoring of health plan outcomes and instituting plan design adjustments, such as prescription drug plan network and formulary modifications, partnering with MetroHealth for reduced cost of care programs, health plan network discounts, and disease management.

Innovation and Performance

Measure	2022/2023 Target	2022 Actual	2023 Actual	2024/2025 Target
No. of Employees Participating in Innovation Efforts	250	★ 272	⬇️ 169	250
Value of Improvements Resulting from Continuous Improvement Efforts	\$500,000	⬇️ \$495,706	⬇️ \$118,145.93	\$500,000

Strategic Priority	Measure	Why it is important	What is being done
4	<p>No. of Employees Participating in Innovation Efforts</p> <p>Value of Improvements Resulting from Continuous Improvement Efforts</p>	<p>The County strives to provide the best service and direct employees know what is needed to achieve quality service. Engaging employees and encouraging improvement thought and support allows the growth and change toward the County's goal.</p>	<p>Working with departments to train employees, review data and performance. Promoting and assisting improvement projects and development.</p>

Juvenile Court

Measure	2022/2023 Target	2022 Actual	2023 Actual	2024/2025 Target
Reduce Confinement Hours - hours per resident per critical incident	4.0	 N/A	 4.0	3.80
Provide DO training - meet minimal OAC mandatory training hours	100%	 N/A	 100%	100%
Reduce the use of Force - critical incidents resolved without force	80%	 N/A	 87%	80%

Strategic Priority	Measure	Why it is important	What is being done
3	Reduce Confinement Hours - hours per resident per critical incident	Reduction of confinement hours ensures a safer environment for residents and staff. Prolonged periods of confinement can exacerbate any existing mental health symptoms, increase suicide risks, and increase violence within the facilities.	To reduce the average number of hours in which residents spend in confinement the Court has implemented effective training and education of the staff to ensure that they understand that the purpose of confinement is to eliminate imminent risks of violence. Additionally, the Court is monitoring the use of confinement implemented by managers. Finally, there is regular review of confinement data to ensure that when a resident is confined it was for necessity.
3	Provide DO training - meet minimal OAC mandatory training hours	Effectively training the workforce ensures the protection of residents and their rights. Also, when the workforce is effectively trained on proper use of force, executing searches, resident's rights, and PREA (Prison Rape Elimination Act) Standards, it reduces the risk of liability.	The Court has committed two (2) full-time training managers to train staff in onboarding and conduct annual training of the required and necessary curriculum. Additionally, training specialists are in place to support training of staff with specialized topics related specifically to juvenile justice. Finally, there is regular review of training dashboards to ensure training hours are met.
3	Reduce the use of Force - critical incidents resolved without force	Reducing the use of force during critical incidents in turn reduces the risk of youth or staff being injured and ensures their safety while in the facilities. Also, the reduction of force reduces the liability that may result from the use of force.	Ongoing training is provided by the Court to the staff. There is also an increase of the amount of management staff on housing units to oversee use of force techniques during critical incidents. The Court also regularly reviews any use of force incidents via CCTV to ensure necessity and property techniques were utilized.

Law Library

Measure	2022/2023 Target	2022 Actual	2023 Actual	2024/2025 Target
Reference & Research Questions	3,200	⬇️ 3,189	⬇️ 2,417	3,200
Patron Service Hours	550	★ 622	★ 895	550
Special Events/Programs	25	⬇️ 23	⬇️ 23	25
No. of E-Books	1,197	🎯 1,197	🎯 1,197	1,197
No. of Volumes in Print	116,719	🎯 116,719	🎯 116,295	116,719

Strategic Priority	Measure	Why it is important	What is being done
4	Reference & Research Questions Patron Service Hours Special Events/Programs No. of E-Books No. of Volumes in Print	<p>The Law Library provides legal information services to local judges, attorneys, county officials, and citizens. The number of reference and research questions the Law Library answers as well as the patron service hours shows how busy law library staff are at helping patrons with their various requests. This is the key function for which the Law Library exists. Law Library outreach is important to ensure that the patrons who need legal reference and research assistance are aware of the Law Library and the services it provides.</p>	<p>The Law Library markets itself aggressively (with email notices, website content, newsletters, etc.) to make county agencies, the local judiciary, members of the public, and local attorneys/law firms aware of the Law Library's services. In addition, requests are patron driven, and Law Library staff devote the time necessary to provide adequate responses. The Law Library is continuing to collect new print materials for Ohio legal research when they become available. However, the Law Library is focusing on digital tools that members find more helpful.</p>

Medical Examiner

Measure	2022/2023 Target	2022 Actual	2023 Actual	2024/2025 Target
Total Cases Admitted	2,400/2,500	⬇️ 2,392	⬇️ 2,306	2,400
Total Autopsies (Jurisdictional)	1,400/1,650	⬇️ 1,208	⬇️ 934	1,500
Autopsies Performed for Other Counties	400/550	★ 462	⬇️ 475	500
Scene Investigations	1,325/1,450	★ 1,422	⬇️ 1,405	1,425

Strategic Priority	Measure	Why it is important	What is being done
3	Total Cases Admitted	Total cases admitted is an important indicator of the health of the community because the cases referred to the Medical Examiner's office are of unexpected, sudden, or violent nature.	Cuyahoga County Medical Examiner set up an alert system with selected responding agencies when suspected drug deaths occur. Cuyahoga County Medical Examiner also is part of the collaborative effort Opioid Taskforces through Board of Health and US Attorney's Office to work on longer term solutions, including chairing the data subcommittee, applying for federal grants, and testifying in advance of the trial to force the opioid settlement.
3	Total Autopsies (Jurisdictional)	A forensic autopsy is a series of tests and examinations performed on the body to determine the presence of an injury and/or to identify any disease that may have caused or contributed to the death. The number of autopsies performed is indicative of how many cases require answers and assistance with the investigation, such as those likely to go to trial.	Assessments for jurisdictional autopsies in Cuyahoga County are based on medical staffing levels, accreditation standards, and best practices.
6	Autopsies Performed for Other Counties	Medical examiners also are licensed physicians who oversee death investigations. They must have specialized training in forensic medicine and pathology. In Ohio, only two counties, Cuyahoga, and Summit, have medical examiners.	Autopsies performed for other counties target is being achieved by working with the surrounding Northeast Ohio counties to assess their forensic needs in absence of a statewide system or responsibility.
3	Scene Investigations	Scene investigations are important as they indicate death investigations requiring public interventions where deaths occurred.	The Medical Examiner makes themselves available as needed at any death investigation when called upon.

MetroHealth System

Measure	2022/2023 Target	2022 Actual	2023 Actual	2024/2025 Target
Inpatient Stays – Including Behavioral Health Hospital	28,142	⬇️ 22,844	⬇️ 24,833	28,000
Outpatient Visits	1,334,434	⬇️ 1,268,655	⬇️ 1,321,339	1,400,000
Babies Delivered	2,967	⬇️ 2,614	⬇️ 2,597	2,700
Emergency Department Visits	141,557	⬇️ 135,606	★ 143,262	141,000





Strategic Priority	Measure	Why it is important	What is being done
5	<p>Inpatient Stays – Including Behavioral Health Hospital</p> <p>Outpatient Visits</p> <p>Babies Delivered</p> <p>Emergency Department Visits</p>	<p>The MetroHealth System is redefining health care by going beyond medical treatment to improve the foundations of community health and well-being: affordable housing, a cleaner environment, economic opportunity and access to fresh food, convenient transportation, legal help and other services.</p>	<p>MetroHealth is home to Cuyahoga County’s most experienced Level I Adult Trauma Center, verified since 1992, and Ohio’s only adult and pediatric trauma and burn center.</p> <p>As an academic medical center, MetroHealth is committed to research and to teaching and training tomorrow’s caregivers. Each active staff physician holds a faculty appointment at Case Western Reserve University School of Medicine. Its main campus hospital houses the Cleveland Metropolitan School District’s Lincoln-West School of Science & Health, the only high school in America located inside a hospital. Knowing that good health is about much more than good medical care, MetroHealth has launched the Institute for H.O.P.E.™ (Health, Opportunity, Partnership, Empowerment), which uses a coordinated, collaborative and strategic approach to help patients with non-medical needs such as healthy food, stable housing and job training.</p>

Ohio State University Extension

Measure	2022/2023 Target	2022 Actual	2023 Actual	2024/2025 Target
Food security: SNAP Incentives redeemed by WIC, TANF, and SNAP benefit recipients, increasing equitable access to fresh foods	\$190,000	★ \$243,190	★ \$207,362	\$210,000
Healthy Communities: Community/school gardens which collectively grow over \$3M in fresh produce to promote self-sufficiency and healthy eating	150	★ 176	★ 187	190
Youth Development: Workforce, financial literacy, STEM, leadership and governance at schools, community centers and ODYS to support local talent pool	10,000	★ 11,908	★ 15,500	17,000
Healthy Communities: SNAP eligible families receiving a series of nutrition, physical wellness, and home buyer education sessions to reduce health and economic disparities	500	★ 599	★ 775	800

Strategic Priority	Measure	Why it is important	What is being done
5	Food security: SNAP Incentives (Produce Perks) redeemed by WIC, TANF, and SNAP benefit recipients, increasing equitable access to fresh foods	<p>Bridged gap for families when pandemic SNAP benefits were terminated.</p> <p>Empowers benefit recipients to budget for and select their own produce.</p> <p>Leverages monthly benefit amount.</p> <p>Increases revenue for local farm businesses.</p>	Partnership with WIC and TANF offices has expanded participation in the Produce Perks program. Funds awarded by the USDA and the Mt Sinai Health Foundation are leveraged to partner with local farmers markets to provide a dollar-for-dollar match when consumers present their benefit cards. Participation in this program increases each year, reaching its height during the pandemic.
5	Healthy Communities: Community/school gardens and farms which collectively grow over \$3M in fresh produce to promote self-sufficiency and healthy eating	<p>Offers community-based free food access points.</p> <p>Educates youth, through intergenerational learning, where food comes from and how to grow it.</p> <p>Increases self-sufficiency.</p> <p>Increases community well-being and pride.</p>	In partnership with the City of Cleveland, suburban gardens and farm entrepreneurs' training and materials are provided to start and maintain gardens and farms. Training includes testing soil for lead, land design, and business development and management.
1	Youth Development: Workforce, financial literacy, STEM, leadership and governance at schools, community centers and ODYS to support local talent pool	<p>Provides training and education on skills needed to obtain employment, start businesses, and meet goals of becoming future leaders and contributing adults.</p> <p>Helps decrease barriers to exposure and opportunities experienced due to demographics and environmental stressors.</p>	Caring adults supporting youth interests in careers while equipping them to responsibly manage resources is a proven approach to increasing youth returning to or staying in the communities they grew up in as adults. Partners include Say Yes, NASA, Educational Services Center, Cuyahoga County Fair Board.
5	Healthy Communities: SNAP eligible families receiving a series of nutrition, physical wellness, and home buyer education sessions to reduce health and economic disparities	<p>Educating and providing families with new ideas on food preparation, meal preparation, and physical activity consistently increases knowledge and positively changes behaviors by at least 80% annually.</p> <p>Offering HUD based education on home buying teaches the importance of credit reports, saving, and what to expect after buying a home. Participants are offered support during the HUD application process.</p>	<p>Helps reduce health disparities while equipping participants with valuable skills to maintain after benefits end.</p> <p>Increasing the number of equipped and realistic home buyers will help reduce the number of vacant homes over time while increasing our local tax base.</p>

Personnel Review Commission

Measure	2022/2023 Target	2022 Actual	2023 Actual	2024/2025 Target
Percent of Classification Plan Reviewed for Maintenance Purposes	25%	N/A	23%	25%
Average No. of Days to Establish Eligibility Test- New Test Projects	25	 26	 26	25
Average No. of Days to Establish Eligibility List - Repeat Test Projects	10	 9	 10	10
Average No. of Days between appeal filing and report/recommendation	45	N/A	N/A	45

*N/A: Data unavailable, new measure, or data no longer measured.

Strategic Priority	Measure	Why it is important	What is being done
4	<p>Percent of Classification Plan Reviewed for Maintenance Purposes</p> <p>Average No. of Days to Establish Eligibility Test- New Test Projects</p> <p>Average No. of Days to Establish Eligibility List - Repeat Test Projects</p> <p>Average No. of Days between appeal filing and report/recommendation</p>	<p>The PRC’s goals are centered around efficiency. This is especially important in testing because it supports the County’s efforts to fill vacancies, and in class & comp administration because it helps the County’s class plan remain current which also helps the County manage its workforce.</p>	<p>PRC uses a pay for performance program to incentivize staff toward the agency’s goals. This program has been in place for five years and has worked successfully to achieve their performance goals. We continue to use that program to drive the staff to achieve the performance goals that have been set for 2023.</p>

Planning Commission

Measure	2022/2023 Target	2022 Actual	2023 Actual	2024/2025 Target
Regional & Equitable Strategies	6/3	⬇️ 3	🎯 3	3
Collaborative Partnerships	7	🎯 7	★ 9	9
Shared Services - No. of Master Plans Completed	6/3	★ 9	⬇️ 2	7
Shared Services - No. of Technical Assistance Plans Completed	9/6	⬇️ 6	★ 7	4
Shared Services - No. of Regional Partnership Plans Completed	3/2	⬇️ 2	🎯 2	3

Strategic Priority	Measure	Why it is important	What is being done
6	Regional & Equitable Strategies Collaborative Partnerships Shared Services - No. of Master Plans Completed Shared Services - No. of Technical Assistance Plans Completed Shared Services - No. of Regional Partnership Plans Completed	By making various shared services available, Cuyahoga County can drive collaboration among regional partners while supporting the local community and area municipalities.	County Planning is active in collaborative initiatives such as the Lakefront Public Access Plan, the Aerozone Current Conditions Study with the Aerozone Alliance, Transit-Oriented Development with Greater Cleveland RTA, and continues to award Community Planning Grants to municipalities for targeted planning and zoning projects. As well, County Planning provides annual fiscal and administrative support for municipal-funded programs such as the Clean Ohio Program and State Capital Improvement Program (SCIP) and for regional projects such as the Healthy Urban Tree Canopy (HUTC) Grant program.

Probate Court

Measure	2022/2023 Target	2022 Actual	2023 Actual	2024/2025 Target
Estates Opened	12,009	⬇️ 10,075	⬇️ 7,986	7,623
Civil Actions Opened	385	★ 439	★ 400	362
Adoptions Opened	340	★ 393	⬇️ 232	222
Guardianships Opened - Incompetent	1,338	★ 2,155	⬇️ 1,238	1,068
Guardianships Opened - Minor	612	★ 671	★ 710	478
Marriage Licenses Issued	6,365	★ 6,678	⬇️ 6,242	5,232

Strategic Priority	Measure	Why it is important	What is being done
3	Estates Opened Civil Actions Opened	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.	The Probate Court's mission is to resolve legal matter in a timely, impartial, and equitable fashion. The Probate Court has established its own Resource Center to assist self-represented parties in dealing with simple estates, uncontested guardianships, and name changes, including general review of probate forms and general court procedures.
5	Adoptions Opened	Every child deserves to grow up in a loving family. The Cuyahoga County Probate Court has exclusive jurisdiction to finalize adoptions in Cuyahoga County. It is one of the most rewarding duties of the Court.	Once an adoption petition is filed, the Court considers all applicable rules and statutes to determine whether the adoption should be granted. So long as the adopting family is an appropriate fit, and their adoption application file is completed, it serves the best interests of the minor to be granted the adoption rather than be returned to the foster care system.
5	Guardianships Opened – Incompetent Guardianships Opened - Minor	A guardianship is a legal relationship established by the Probate Court where an individual has the authority and duty to care for another's person or property due to the other person's disability or incapacity. Probate Court plays an important role in protecting the safety, welfare, and financial position of the citizens in Cuyahoga County who are not able to make important life decisions for themselves.	The Court must apply the Ohio Supreme Court Rules of Superintendence and the Ohio Revised Code to determine when a guardianship is appropriate. An Assisted Outpatient Treatment Program was created to service the mentally ill that can be serviced on an outpatient basis. The Court also created its Guardian Partners program to conduct wellness visits to ensure the safety and well-being of residents.
4	Marriage Licenses Issued	A marriage license is a document issued, either by a religious organization or state authority, authorizing a couple to marry. Cuyahoga County Probate Court is fulfilling its statutory responsibilities pursuant to O.R.C. 3101.	In addition to issuing licenses in person, the Court began to issue marriage licenses via Zoom in April 2020 to allow easier access to County residents. The Court also provides all guidelines needed for the application of a marriage license on their website.

Prosecutor

Measure	2022/2023 Target	2022 Actual	2023 Actual	2024/2025 Target
Tax Foreclosure Case Filings - Hardest Hit Fund	0	★ 6	★ 26	0
Tax Foreclosure Case Filings	2,578	↓ 1,302	↓ 1,994	1,940
Criminal Cases Opened - Adult	10,539	↓ 10,376	↓ 9,612	10,464
Investigations Opened - Criminal	691	↓ 350	↓ 315	533
Juveniles Referred to Alternative Disposition	1,064	★ 1,433	★ 1,676	1,735

Strategic Priority	Measure	Why it is important	What is being done
4	Tax Foreclosure Case Filings - Hardest Hit Fund Tax Foreclosure Case Filings	The Cuyahoga County Prosecutor’s Office Real Estate Tax Foreclosure Division is part of the Civil Division and represents the Cuyahoga County Treasurer by filing tax foreclosure actions on delinquent properties.	The Office is committed to helping tear down unoccupied properties that are havens for criminal activity. Tearing down these structures, increases safety while reinvigorating the economy. Over the last several years, this Office has prosecuted major mortgage fraud scam artists, making it a priority to shut down offenders who prey upon Cleveland’s struggling neighborhoods. The Office was able to provide financial assistance for a variety of community services with the funds generated by this initiative’s collection of delinquent taxes through the foreclosure process.
3	Criminal Cases Opened - Adult Investigations Opened - Criminal	The Prosecutor serves the public interest and acts with integrity and balanced judgment to increase public safety both by pursuing appropriate criminal charges of appropriate severity, and by exercising discretion to not pursue criminal charges in appropriate circumstances. The number of cases and investigations opened reflects that duty and the volume in which the Prosecutor’s Office is working with and processing.	County prosecuting attorneys begin criminal casework once they have determined that law enforcement officers have collected enough evidence to suggest a felony offense. If arrested, the accused appears before a municipal court judge who will hold a preliminary hearing to determine whether there is “probable cause” that the individual committed the alleged offense. If probable cause exists, the case is bound over to the court of common pleas.
3	Juveniles Referred to Alternative Disposition	The mission of the County Prosecutor is to be leaders in constant reform of the criminal justice and juvenile systems to reduce crime and prevent recidivism and to insure and protect the safety of the community. This measure assists in being successful in that mission by trying to keep juvenile offenders out of the detention center and instead in other programs that will truly assist them in succeeding in life.	As each case is received it is assessed for candidacy as a referral to alternative disposition.

Public Defender

Measure	2022/2023 Target	2022 Actual	2023 Actual	2024/2025 Target
Felony Expungements Granted	N/A	673	1,051	700
Direct Appeals Disposed	260	260	214	150
Felony Cases Disposed	3,750	3,488	5,046	3,250
Felony Community Control Violation Hearings	1,400	1,321	1,566	1,400
Felony Initial Appearances	3,000	3,005	3,000	3,000
Juvenile Abuse, Neglect, Dependency Cases Disposed	1,000	1,346	944	1,500
Juvenile Bindover Cases Disposed	50	33	90	50
Juvenile Delinquency Cases Disposed	1,000	887	1,204	1,000
Misdemeanor Cases Disposed	10,500	8,866	9,902	11,000
Juvenile Child Support Cases Disposed	450	702	519	700

Strategic Priority	Measure	Why it is important	What is being done
3	Felony Expungements Granted	Criminal convictions impact individuals long after they complete their sentence and can block access to jobs, housing, and civic rights. As documented in a report by Policy Matters Ohio and the Ohio Justice & Policy Center, an estimated one in 11 adult Ohioans is living with a felony conviction and as many as one in three has a criminal record of some kind. Ohio's expansive collateral sanctions limit access to one in four jobs statewide and result in billions of lost wages on an annual basis throughout the State. By helping hundreds of Cuyahoga residents seal their criminal records, the Office makes it possible for these residents to avoid the lingering impact of their prior convictions and to improve their social and economic conditions.	The Public Defender's Office has partnered with the Office of Reentry to create a record sealing portal to enable residents to apply for assistance online and regularly participates in community events and clinics to educate the community about record sealing and expungement. The Office represents all individuals eligible to seal their records in Common Pleas Court and refers them to other resources to seal misdemeanor records.
3	Direct Appeals Disposed Felony Cases Disposed Felony Community Control Violation Hearings Felony Initial Appearances Juvenile Abuse, Neglect, Dependency Cases Disposed Juvenile Bindover Cases Disposed	Individuals charged with criminal offenses have the constitutional right to a robust defense and, if convicted, advocacy on their behalf at sentencing. They also have the right to challenge the validity of their conviction and/or sentence on appeal. By performing this important constitutional function, the Public Defender's Office protects the rights of Cuyahoga County citizens and instills confidence in the fairness of our judicial process.	The Public Defender's Office has been in communication with the Court of Common Pleas about possible ways to increase appellate appointments. The Office also works diligently to ensure that each Felony case is resolved on a timeline that best protects the defendant's rights and avoids, where possible, lengthy pre-trial detention. The Office is in the midst of year 2 of a 5 five-year grant which is focused on early intervention in cases that DCFS has identified as potentially requiring removal. In this collaborative project, called the FIRST program, the Office begins

	<p>Juvenile Delinquency Cases Disposed</p> <p>Misdemeanor Cases Disposed</p> <p>Juvenile Child Support Cases Disposed</p>		<p>representing parents very early in the process with the goal of preventing a formal filing by DCFS in court to remove the children. Since this program's inception in 2021, the Office has seen an 84% success rate in keeping families together and preventing DCFS filings for parents participating in the program. Over the course of the last year, the Public Defender's Office has advocated for an increase in appointments from Juvenile Court to assist in Juvenile Delinquency Case disposition. At the beginning of 2023, Juvenile Court agreed to increase the number of juvenile delinquency cases assigned to the Office by setting a minimum number of appointments per judge. The Office also works with parents to prevent a finding of contempt and/or to purge the contempt to avoid any period of incarceration due to lack of paying child support obligations. The Public Defender's Office handles every misdemeanor case in Cleveland Municipal Court. Moreover, at the beginning of 2023, the Office expanded its representation in misdemeanor cases to Lakewood Municipal Court.</p>
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Public Safety and Justice Services

Measure	2022/2023 Target	2022 Actual	2023 Actual	2024/2025 Target
Communities/Agencies Utilizing ReadyNotify	74	⬇️ 66	⬇️ 69	N/A
% of Municipalities using ReadyNotify	N/A	🚫 N/A	🚫 N/A	70%
% of Communities Compliant with ReadyNotify Certification	N/A	🚫 N/A	🚫 N/A	82%
Witness Victim Staff Delivering Training to Law Enforcement	8	★ 14	⬇️ 5	N/A
Witness Victim Staff Delivering Training to Non-Law Enforcement	8	★ 14	⬇️ 11	N/A
Total Witness Victim Staff Delivering Training to Law Enforcement and Non-Law Enforcement	16	★ 28	🎯 16	12
Total Number Served Across All Witness Victim Programs (Justice System Advocacy, Family Justice Center, Defending Childhood and Children Who Witness Violence)	5,475	🎯 5,475	★ 5,892	5,900
Number of Special Service Requests Filled by CECOMS (AMBER Alerts, Media Alerts, License Plate Reader Reports, Hospital Restrictions, HazMat, Cell Phone Location, Mutual Aid, Situational Awareness, Media Alerts)	N/A	🚫 N/A	🚫 N/A	350
% 911 Calls answered in 10 seconds	85%	★ 96%	★ 98.85%	N/A
% 911 Calls answered in 15 seconds	90%	★ 98%	★ 99.36%	90%
% 911 Calls answered in 20 seconds	95%	★ 99%	★ 99.85%	N/A

Strategic Priority	Measure	Why it is important	What is being done
6	Communities/Agencies Utilizing ReadyNotify % of Municipalities Using ReadyNotify % of Communities Compliant with ReadyNotify Certification	During emergency evacuations, communities need to ensure coordination occurs across jurisdictional lines. The emergency evacuation plans developed for other communities fosters that coordination by creating community-specific evacuation plans that are cohesive with each other as well as with the Cuyahoga County Plan.	Cuyahoga County makes the ReadyNotify system available for use by communities and other public safety partner agencies at no cost. Doing so enables a true countywide, mass notification system and serves as a prime example of a shared service. For 2024/2025, Public Safety and Justice Services Department (PSJS) is reporting on the percentage of communities/municipalities that use Ready Notify, as it shows the department’s saturation point and success in moving towards a county wide communication platform.
3	Witness Victim Staff Delivering Training to Law Enforcement Witness Victim Staff Delivering Training to Non-Law Enforcement Total Witness Victim Staff Delivering Training to Law	The Witness Victim Service Center helps victims of crime receive advocacy, information, and access to community services. Ohio law provides victims with specific rights. Witness Victim staff also provide training and educational presentations to police departments across the County to spread awareness of services provided, assist in policy creation, assist in training of risk assessment tools, and	Witness Victim Services team members work in concert with local nonprofit partners to personally engage each police department across the county. In 2022, pending legislation encouraged adoption of risk assessment tools which are instruments designed to assess the likelihood of lethality or near lethality occurring in a case of intimate partner violence. However, those legislative changes were not successful, and some police departments opted

	Enforcement and Non-Law Enforcement	improvement on appropriate responses and handling of victims of crime.	to delay training on risk assessment tools until usage is mandatory. Because risk assessment is a best practice, the Witness Victim team will continue to advocate for and support community use of risk assessment tools. For 2024-2025, Witness Victim is reporting on training that encompasses both law enforcement and other professionals to mirror a shift to a multi-disciplinary approach. Additionally, Witness Victim will include a report on the total number of individuals served across all program areas.
3	Total Number Served Across All Witness Victim Programs (Justice System Advocacy, Family Justice Center, Defending Childhood and Children Who Witness Violence)	As criminal complaints across Cuyahoga County continue to rise, it is important to provide victims and survivors with access to resources that encourage and support them in their engagement in the criminal justice process and guide them through a restorative process. Access to victim advocacy and linkages to supportive services such as counseling for children combine to help break the cycle of violence and prevent future instances of trauma exposure.	Witness Victim provides advocacy to any victim of crime whose case is pending in the Cuyahoga County Court of Common Pleas or the Cleveland Municipal Court. Up to 70% of cases are domestic violence, but case types vary and can range from simple assault to homicide. Additionally, Witness Victim advocates staff the Family Justice Center, which is a walk-in model where no appointment is needed, and victims of crime can seek advice and counsel as to where to begin their process to seek justice. Additionally, Witness Victim administers programs for children who are exposed to violence including Children Who Witness Violence, Defending Childhood and Camp Hope.
4	911 Calls answered in 10 seconds 911 Calls answered in 15 seconds 911 Calls answered in 20 seconds Number of Special Service Requests Filled by CECOMS (AMBER Alerts, Media Alerts, License Plate Reader Reports, Hospital Restrictions, HazMat, Cell Phone Location, Mutual Aid, Situational Awareness, Media Alerts)	In emergencies, every second matters. Cuyahoga County's Emergency Communications Center (CECOMS) answers emergency calls from cell phone users, ascertains the caller's location and directs the call to the appropriate community to dispatch first responders. A fast response from CECOMS is necessary to provide the best possible service to the caller. Additionally, for 2024/2025, CECOMS will report on the number of service requests they receive over and above general 911 calls. These requests show the value that CECOMS brings to the overall emergency services network, as they routinely coordinate requests for assistance ranging from mutual aid to AMBER alerts.	CECOMS ensures all shifts are appropriately staffed and performs continuous training and quality assurance measures. Reports on call times and call transfers are routinely reviewed. For 2024-2025, CECOMS is reporting only on the 15-second call time, as that is the call time that is generally accepted as the best practice standard. The National Emergency Number Association (NENA) holds that the standard for answering 911 calls is 90% within 15 seconds and 95% within 20 seconds. CECOMS currently meets and exceeds these standards. There is no national standard for the 10 second answer time.

Public Works

Measure	2022/2023 Target	2022 Actual	2023 Actual	2024/2025 Target
Airport - Traffic County (Landing and Take-Off's)	27,000	⬇️ 26,500	★ 27,739	32,000
Dog Kennel - Live Outcomes (Adoptions, Return to Owner, Transfers)	1,376	★ 1,765	⬇️ 1,318	1,488/1,603
Dog Kennel - Dog License/Registrations	60,236	★ 63,990	⬇️ 58,314	63,309/65,208
Facilities - Electric Consumption (kWH)	52,906,155	N/A	689,200	52,000,000
Road & Bridge - Federally Funded Road Projects Started	2	★ 5	🎯 2	5
Road & Bridge - Federally Funded Bridge Projects Started	4	⬇️ 1	⬇️ 3	1
Road & Bridge - County Funded & Administered Projects Started	12	⬇️ 7	⬇️ 10	3
Road & Bridge - County Funded/Municipally Administered Projects Started	55	⬇️ 51	⬇️ 46	55
Sanitary Engineer - Shared Services - Communities Served	42	⬇️ 41	★ 43	44
Sanitary Engineer - Jetting Sewer Lines (feet)	1,900,000	⬇️ 1,610,453	⬇️ 1,569,625	2,100,000
Sanitary Engineer - Television Inspection of Sewer (feet)	1,780,000	⬇️ 1,335,031	⬇️ 1,192,696	1,850,000

*N/A: Data unavailable, new measure, or data no longer measured.

Strategic Priority	Measure	Why it is important	What is being done
4	Traffic County (Landing and Take-Off's)	Traffic count measures the effectiveness of the Airport as a reliever Airport which in turn has an indirect effect on increasing the efficiency of Cleveland Hopkins Airport. Traffic count also is a measure related to the overall growth of the County Airport.	The Airport continues to emphasize infrastructure improvements using available FAA funding as well as ODOT Aviation funding complemented with local share dollars. Runway, taxiway, and apron improvements are on-going along with various hangar improvements.
4	Live Outcomes (Adoptions, Return to Owner, Transfers) Dog License/Registrations	Statistical data aids in planning and budgeting. Tracking these statistics will let you know where you are, where you have been and aid forecasting for the future.	The Animal Shelter utilizes a program that aids in tracking this data.
4	Electric Consumption (kWH)	Tracking electric consumption supports sustainable business practices but also drives substantial cost savings. In the age of climate change and rising energy costs, monitoring energy consumption transcends being a mere option to become a necessity.	Continual monitoring of outcomes to ensure we are meeting and exceeding expected goals.
2	Federally Funded Road Projects Started Federally Funded Bridge Projects Started	Communities and neighborhoods are vital to a person's decision on where to reside. To make communities more stable and desirable for people to live and thrive, Cuyahoga County invests in housing and community infrastructure to promote, attract, and retain residents. This investment enhances a community's aesthetics and protects the	Compliant with Fiscal policies and procedures to ensure that budgets are set up in a timely matter for contracts can be administrator and construction projects can start on time.

	<p>County Funded & Administered Projects Started</p> <p>County Funded/Municipally Administered Projects Started</p>	<p>value of investments made by residents in their homes and neighborhoods.</p>	
<p>5</p>	<p>Shared Services - Communities Served</p> <p>Jetting Sewer Lines (feet)</p> <p>Television Inspection of Sewer (feet)</p>	<p>Regionalism is a goal of the Department and increasing the number of communities served along with the various services the Sanitary Engineering Division provides aids in promoted the regionalization concept.</p>	<p>County staff continuously meet with community leaders promoting services they can provide to the communities and residents. Maintenance as well as capital infrastructure improvements are emphasized.</p>

Sheriff

Measure	2022/2023 Target	2022 Actual	2023 Actual	2024/2025 Target
Jobs Created and Retained	N/A	🚫 N/A	🚫 13.62%	20%
Partner agencies added to deliver Law Enforcement services	4	🎯 4	🎯 4	4
Reduce crime rate in affected areas	N/A	🚫 N/A	🚫 71%	50%
Number of Inmates in Jail (average daily population)	2,000	⬇️ 1,658	⬇️ 1,658	1,880
Offender Registrations*	6,727	★ 9,036	★ 8,362	8,850
Capiases & Warrants Cleared	11,000	⬇️ 9,728	⬇️ 8,565	8,565
Carrying Concealed Weapons (CCW) Permit Applications	2,765	⬇️ 1,714	⬇️ 1,680	1,533

Strategic Priority	Measure	Why it is important	What is being done
1	Jobs Created and Retained	For the safety of Cuyahoga County residents, including the residents at the County Correctional Center, it is important to attract and retain qualified employees. Jobs created and retained are identified in all operational areas of the Sheriff's Department with input from the assigned command staff and administrators. The positions identified are based on the urgency of the initiatives, skillsets required, compliance with law, workload needs, along with other appropriate components as determined to justify job creation and retention, servicing approximately 1200 employees, in a 24/7 operation.	Currently, Cuyahoga County Sheriff's Department (CCSD) is working towards filling approximately 129+ positions with most of the staffing needed in the County Correctional Facility. Additionally, the Sheriff's department is looking to fill the positions of 1-Talent Acquisition & Employment Specialist, 1-HR Associate, 1-Senior Talent Acquisition & Employment Specialist, and 1-Talent Acquisition & Employment Specialist. Recruiting efforts are ongoing with an average hiring rate of approximately 15 per month. The hiring rate is anticipated to increase.
3	Partner agencies added to deliver Law Enforcement services	As the Chief Law Enforcement Officer in Cuyahoga County per Ohio Revised Code it is the mandated duty of the Sheriff to preserve public peace. Due to violent crime plaguing communities throughout Cuyahoga County, many local agencies have insufficient resources to conduct proper and thorough investigations. Partnerships are important because they aid with the investigative process in which Local, State and Federal entities also participate.	Currently, Cuyahoga County Sheriff's Department (CCSD) has partnered with the ATF Crime Gun Intelligence Center (CGIC) at the Strike Force. They have 2 full time Deputies assigned there as well as a dedicated K-9 Unit. There is a County-wide epidemic involving gun violence and opioid related overdoses. The CGIC focuses on investigating straw firearm purchases, persons illegally trafficking in firearms and firearm components, and persons who trafficking heroin/fentanyl with firearms. There are additional details concerning confidential law enforcement technology that is also being utilized.
3	Reduce crime rate in affected areas	Violent crime imposes significant costs on the communities in which it occurs. The financial burden of the public for this level of criminal activity is significant. Moreover, the pain and suffering of the victims of violent crimes is several times greater than the financial costs of those crimes. If successful, the efforts made to reduce violent crime can produce substantial economic benefits for individuals, communities, and taxpayers.	As a result of an increase in the recent number of shootings in the area the Sheriff implemented the return of the Downtown Cleveland Safety Patrol. This unit existed years ago, but due to many of the increased demands from other stakeholders the Sheriff's department was forced to shut it down. Since the reinstatement of the Downtown Safety Patrol there has been a significant decrease in crime in the affected area of Downtown Cleveland. However, there are still several areas throughout the County that have a significant increase in crime as well. The Sheriff is working diligently to try to correct

			this by presenting to County Council and the Executive the importance of the need for increased staffing levels to address those concerns.
3	Number of Inmates in Jail (average daily population)	The Cuyahoga County Corrections Center (CCCC) is the second largest Jail in the state. It is a full-service Correctional Facility that provides superior care and management of over 26,000 inmates annually. The Facility is situated on one-half of a city block in downtown Cleveland at W. 3rd St. and W. Lakeside. It consists of two high rise buildings (Jail I and Jail II) that provide over one million square feet of space. The Facility houses all levels of security statuses, from maximum security to short stay low level inmates.	CCCC has undertaken an ambitious effort to develop and implement a central booking partnership for the purpose of replacing the current process with a best practice arrest and detainee management system. The mission of Central Booking is to eliminate the current linear criminal justice procedure, that has delays between each step, and engage all relevant agencies together, at the time of arrest, to make better informed, and timely decisions related to the arrest, diversion, charging, and release of arrestees from the custody of the County Jail.
3	Offender Registrations* Capiases & Warrants Cleared	Ohio has required sex offenders to register since 1963, but the modern era of sex offender registration and notification (SORN) laws began in the 1990s. Today, all 50 states have sex offender registration laws. The majority also require some form of community and victim notification. Ohio adopted its own version of Megan's Law in 1996 to protect Ohioans and to comply with the federal legislation. Ohio's SORN law is designed to provide the public with adequate notice and information about convicted sex offenders and child-victim oriented offenders in the community. The CCSD Warrant Unit arrests individuals with outstanding warrants in Cuyahoga County. The Warrant Unit produces many new investigations based upon its work in the community and assists other municipalities and police agencies with search warrants and arrest warrants	There are only two classifications of sex offenders that are subject to mandatory community notification: "Sexual Predators" and "Tier 3" sex offenders. When an offender registers their residential address, deputies verify the address and then the Sheriff's Department generates a community notification (mailing) to neighbors who live within a 1,000' radius of the registered address. This notification provides specific information about the offender, including their registered address, a photo, physical description and identifiers, and conviction information. The Warrant Apprehension Unit has assisted local, state, and federal authorities by participating in a variety of crime intervention initiatives such as fugitive sweeps and traffic enforcement.
3	Carrying Concealed Weapons (CCW) Permit Applications	The CCW Unit was created in Cuyahoga County in May 2004, upon the inception of Ohio's Concealed Carry Law. Each Sheriff's Department is required to operate a CCW Unit per ORC 2923.125.	The unit is comprised of 2 Sheriff's Clerks and overseen by 1 Deputy Sergeant. We are operating with 1 Sheriff's Clerk and working on filling the current vacancy. Staff are also responsible for accepting and processing all new and renewal applications for Ohio's Concealed Handgun License. All applicants must complete a digital fingerprint card via Web Check, and a criminal history background check. Once completed and based on the information received a determination is made to issue or deny a Concealed Handgun License in compliance with ORC 2923.125. It should be noted that on June 13, 2022, Ohio enacted a permit-less carry law (PCL). This new law has shown minimal impact on the number of Ohioans still applying for CHL permits to date.

Soil and Water Conservation

Measure	2022/2023 Target	2022 Actual	2023 Actual	2024/2025 Target
Active Construction Site Inspections	2,000/year	★ 2,061	★ 2,209	2,200/year
Post-Construction Site Inspections	750/year	★ 788	★ 917	800/year
Stormwater Pollution Plan (SWPPP) Reviews	250/year	★ 283	★ 359	250/year
Community Workshops	36/year	⬇️ 31	★ 58	36/year
Residents engaged via community workshops	1,500/year	★ 1,664	★ 2,422	1,500/year
School Programs	36/year	★ 48	★ 48	36/year
Students engaged via school programs	1,500/year	★ 2,026	★ 2,732	1,500/year
Urban Tree Canopy – Trees Planted & Distributed	2,500/year	★ 4,777	⬇️ 1,624	2,500/year
Native plant kits, native trees, shrubs, and seeds sold via District website	250/year	⬇️ 248	★ 316	300/year
Rain Barrels distributed to residents	250/year	★ 251	★ 316	300/year

Strategic Priority	Measure	Why it is important	What is being done
2	Active Construction Site Inspections	Active construction sites are a major source of stormwater pollution and Cuyahoga SWCD provides inspections, reports, and follow ups on the stormwater control measures of active construction sites for 23 municipalities in the County.	Monthly inspections of stormwater control measures on active construction sites disturbing more than one (1) acre of land.
2	Post-Construction Site Inspections	Following construction activities, property owners are responsible for regular maintenance of long-term stormwater control measures (rain gardens, bioswales, permeable pavers, etc.) to ensure they are functioning properly. Regular inspections of these facilities are required under the MS4 permit.	Annual inspections of stormwater control measures on post-construction sites, including reporting, administrative tasks, and land owner follow up as needed.
2	Stormwater Pollution Plan (SWPPP) Reviews	Effective stormwater control happens upstream at the planning stage. By conducting Stormwater Pollution Plan (SWPPP) Reviews, the Cuyahoga SWCD Stormwater team is able to address potential site pollution challenges to ensure all stormwater runoff is properly accounted for and/or treated before leaving the site.	Regular Stormwater Pollution Plan (SWPPP) Reviews as needed for municipalities contracted with Cuyahoga SWCD for stormwater services.
6	Community Workshops & Residents Engaged	Education is the cornerstone of our work. Through our Public Involvement and Public Education (PIPE) program, we engage residents from 53 municipalities in the County on stormwater and other conservation-related issues.	Cuyahoga SWCD provides programming and resources that support conservation education and environmental stewardship, including community workshops.

6	School Programs & Youth Engaged	Engaging students and educators creates opportunities to drive systemic environmental change.	Cuyahoga SWCD offers annual school programs that engage teachers and students in conservation education and environmental stewardship.
2	Urban Tree Canopy – Trees Planted & Distributed	With a rapidly declining tree canopy, it is imperative that we continue planting trees throughout the County, including encouraging planting on private property. This will help address various health challenges such as poor air quality and urban heat island, while also improving climate resiliency.	Through the District's various school programs, watershed programs, and tree giveaways, we are regularly planting trees and distributing trees to residents each year.
2	Native plant kits, native trees, shrubs, and seeds sold via District website	Native plants, trees, and shrubs are one of the best strategies to improve stormwater management and climate resiliency in an urban environment. Making these items easily accessible to the general public is a top priority of Cuyahoga SWCD.	Through our website, Cuyahoga SWCD hosts annual native plant, tree, shrub, and seed sales at near-wholesale cost to help encourage more native plantings throughout the County.
2	Rain Barrels distributed to residents	Rain barrels help residents reduce stormwater runoff from their homes, while harvesting water for later use. Through rain barrel workshops and other distribution methods, we are able to educate our residents on stormwater impacts in Cuyahoga County and how they can do their part to reduce runoff in their community.	Cuyahoga SWCD hosts annual rain barrel workshops throughout the County where residents learn more about stormwater and can assemble their own rain barrel for use at home.

Soldiers and Sailors Monument

Measure	2022/2023 Target	2022 Actual	2023 Actual	2024/2025 Target
No. of Visitors	35,000	⬇️ 27,760	★ 43,809	45,000/40,000
No. of Special Events	14	★ 15	⬇️ 12	14
No. of Military/Veteran Events	5	⬇️ 3	★ 6	5

Strategic Priority	Measure	Why it is important	What is being done
6	<p>No. of Visitors</p> <p>No. of Special Events</p> <p>No. of Military/Veteran Events</p>	<p>Within the walls of the Monument are estimated 9,000 names of veterans who fought, and supported the fight, to preserve the Union from Cuyahoga County.</p>	<p>To increase visitation all schedule events are listed on the website.</p>

Solid Waste Management District

Measure	2022/2023 Target	2022 Actual	2023 Actual	2024/2025 Target
Tons of 'Special Waste' Recycled	850.1	★ 886.98	★ 860.69	850.1
Outreach Residents Served	533,908	↓ 485,846	⊘	533,908
Recycling Presentation Residents Reached	2,648	★ 2,839	⊘	2,648
Brochures Distributed	7,671	↓ 7,322	8,037	7,671
Communities Served	59	🎯 59	59	59
County Recycling Rate	37.15%	★ 39.1%	⊘	37.15%
Health Dept. Solid Waste Facility Inspections	195	↓ 173	219	195

Strategic Priority	Measure	Why it is important	What is being done
2	<p>Tons of 'Special Waste' Recycled</p> <p>Outreach Residents Served</p> <p>Recycling Presentation Residents Reached</p> <p>Brochures Distributed</p> <p>Communities Served</p> <p>County Recycling Rate</p> <p>Health Dept. Solid Waste Facility Inspections</p>	<p>The State of Ohio requires the fifty-two solid waste districts in Ohio to develop long range plans to increase and reduce reliance on landfills. The districts are to document how much waste is produced and recycled.</p>	<p>The Solid Waste Management District performs outreach to the citizens of Cuyahoga County to inform them on the benefits of recycling and disposal of household items. The district conducts outreach by performing presentations at various organizations such as schools. It also produces a newsletter on the services and programs it offers.</p>

Sustainability

Measure	2022/2023 Target	2022 Actual	2023 Actual	2024/2025 Target
*Greenhouse Gas Emissions	21,700,000	★ 22,060,005	N/A	N/A
Number of Trees Planted	N/A	N/A	2450	2500/2500
Solar productivity of county solar installations	N/A	N/A	5,918,111 kWh	6,000,000 kWh
Solar Co-op Installations	44	🎯 44	★ 75	44

Strategic Priority	Measure	Why it is important	What is being done
2	Greenhouse Gas Emissions Solar Co-op Installations	The County's Greenhouse Gas Emission Inventory is a key component in the development of the Cuyahoga County Climate Action Plan and shows the County's commitment as a part of the international community working to mitigate and adapt to global warming and climate change.	As of 2022, Department of Sustainability has offered solar arrays on homes owned by those with low-to-moderate incomes. Thus, expanding the numbers of homes that can participate in the program. Additionally, the department educates the public about environmentally sustainable practices.

Veteran's Service Commission

Measure	2022/2023 Target	2022 Actual	2023 Actual	2024/2025 Target
Financial Assistance Granted	2,700	⬇️ 1,070	⬇️ 934	2,000
Transportation Granted	8,125	⬇️ 2,119	⬇️ 851	362
Indigent Burials	105	⬇️ 37	⬇️ 33	222

Strategic Priority	Measure	Why it is important	What is being done
5	Financial Assistance Granted Transportation Granted Indigent Burials	Veterans in Cuyahoga County experience ever increasing mental and physical health issues that are exasperated by lack of financial resources. Ensuring financial stability for our Veterans will enhance whole health outcomes.	The CCVSC is increasing outreach efforts and re-establishing community partnerships to ensure all Veterans in need are aware of and comfortable with services.

Workforce Development (Ohio Means Jobs | Cleveland/Cuyahoga)

Measure	2022/2023 Target	2022 Actual	2023 Actual	2024/2025 Target
No. New Clients Served	4,800	⬇️ 4,748	★ 6,698	4,800
Number of Individuals Receiving Occupational Skills Training	925	⬇️ 895	★ 1,267	925
Adult - No. Clients gainfully employed as a result of our services	1,300	⬇️ 1,130	⬇️ 1,286	1,300
Number of New Employer Partnerships	N/A	N/A	302	375

*N/A: Data unavailable, new measure, or data no longer measured.

Strategic Priority	Measure	Why it is important	What is being done
1	No. New Clients Served Number of Individuals Receiving Occupational Skills Training Adult - No. Clients gainfully employed as a result of our services Number of New Employer Partnerships	Improving and aligning the skills of the local workforce with the current and expected needs of business makes our County more competitive in attracting, retaining and expanding high-quality economic development and employment opportunities in growing industries. Better opportunities and wages for workers raises workforce participation rates, fosters workplace diversity and inclusion and improves overall quality of life.	Stronger partnerships with workforce sectors to coordinate strategies, initiatives and improve outcomes have been developed and continue to be nurtured. Workforce Development funds workforce training in high-demand industries such as healthcare, Information Technology, Manufacturing and the Built Environment.

Performance Measures – Master List

Measure	Strategic Priority	2022 Actual	2023 Actual	2024 Target	2025 Target
ADAMHS Board					
Mental Health and Substance Use Disorder Treatment (Clients Served)	5	7,554	7,282	7,500	7,500
Crisis and Intervention Services (Clients Served)	5	7,825	62,800	50,000	50,000
Prevention Services (Clients Served)	5	46,361	33,540	30,000	30,000
Vocational and Employment Services (Individuals Employed)	1	1,097	1,093	1,000	1,000
Board of Developmental Disabilities					
Increase Total Individuals Served	5	10,600	11,805	12,000	12,500
Expand Waiver Enrollees	5	4,990	4,996	5,150	5,300
Maintain or Reduce Program Costs per Person	4	\$12,201	\$12,888	\$13,177	\$13,014
Maintain Expense Growth <5%	4	-18.6%	17.5%	5%	5%
Maintain or Decrease FTEs	4	561	583	600	600
Board of Elections					
Registered Eligible Voters	4	896,000	874,705	896,000	896,000
General Election - Voter Turnout	4	47%	46%	71%	35%
General Election - Ballots Cast	4	200,000	291,840	200,000	200,000
General Election - Vote by Mail	4	133,357	89,793	200,000	100,000
Clerk of Courts					
Case Filings - Civil	3	17,483	19,808	22,500	22,500
Case Filings - Criminal	3	11,191	11,220	12,000	12,000
Case Filings - Domestic	3	4,716	4,835	4,900	4,900
Case Filings - Appellate	3	1,104	1,252	1,300	1,300
Common Pleas Court					
Dispositions - Foreclosure	1	5,468	5,025	4,539	4,539
Dispositions - Civil Cases	3	18,600	19,073	17,472	17,472
Dispositions - Criminal Cases	3	13,065	13,813	10,182	10,182
Arraignment to Plea (Avg. Days)	3	158	152	147	147
Communications					
Social Media - Facebook Followers	6	N/A	15,000	17,000	19,000
Social Media - Facebook Impressions	6	N/A	1.18M	1.25M	1.35M
Social Media - Facebook Engagement	6	N/A	76,092	80,000	85,000
Social Media - X Followers	6	N/A	24,600	26,000	28,000
Social Media - X Impressions	6	N/A	676,519	680,000	685,000
Social Media - X Engagement	6	N/A	16,309	16,600	16,930
Social Media - Instagram Followers	6	N/A	7,128	8,200	9,000
Social Media - Instagram Impressions	6	N/A	117,678	125,000	135,000
Social Media - Instagram Engagement	6	N/A	5,548	6,000	10,000
Social Media - LinkedIn Followers	6	N/A	15,000	18,000	21,000
Social Media - LinkedIn Impressions	6	N/A	446,119	455,000	460,000
Social Media - LinkedIn Engagement	6	N/A	49,205	54,000	60,000
Newsletter In the Know Open Rate	6	N/A	40%	45%	50%
Intranet Views	6	N/A	212,296	225,000	250,000

Measure	Strategic Priority	2022 Actual	2023 Actual	2024 Target	2025 Target
County Council					
No. of Visits to Council Websites	4	171,692	151,624	161,081	161,081
No. of Users on Council Website	4	48,111	30,212	46,316	46,316
No. of Users Using Live Stream	4	9,915	10,690	8,178	8,178
Department of Development					
No. of Jobs Created & Retained	1	1,842	1,333	1,500	1,500
No. of Small Businesses Supported	1	137	660	200	200
No. of Businesses Engaged in SkillUp	1	103	173	200	200
Economic Development Loan Volume	1	12,649,480	7,566,785	12,000,000	12,000,000
Domestic Relations Court					
New Case Filings (incl. transfers & reactivated)	3	6,957	7,473	6,277	6,277
Cases Disposed - % efficient	3	102%	102%	100%	100%
Motions Filed - % Efficient	3	103%	110%	100%	100%
Pro Se Filings	3	6,080	4,149	4,218	4,218
Motions Disposed Child Support	3	5,323	4,983	6,689	6,689
No. Assisted in Help Center	3	14,903	27,596	17,898	17,898
Eighth District Court of Appeals					
No. of Cases Pending January 1st	3	633	590	700	700
Electronic Filings	4	64,800	7,503	6,700	6,700
Average No. of Days - Hearing to Release	3	70	43	40	40
No. of Terminations	3	1,091	1,118	1,300	1,300
Average No. of Opinions per Judge	3	70	59	40	40
Fiscal					
Auto/Boat Titles Issued	4	428,000	369,087	400,000	400,000
Total Tax Assessment (billions)	4	\$34,805,564,870	\$35,068,729,550	\$35,244,073,198	N/A
Accuracy of Projections Compared to Actuals - General Fund Revenue	4	92%	90%	95%	95%
Accuracy of Projections Compared to Actuals - General Fund Expenditures	4	80%	83%	95%	95%
Maintain or Improve Credit Rating - General Obligation	4	Aa2 / AA+	Aa2 / AA+	Aa2 / AA+	Aa2 / AA+
Maintain or Improve Credit Rating - Sales Tax	4	Aa2 / AA	Aa2 / AA	Aa2 / AA	Aa2 / AA+
Maintain or Improve Credit Rating - Non-Tax	4	Aa3 / AA	Aa3 / AA	Aa2 / AA	Aa2 / AA
Hotels Audits	4	14	15	12	16
HHS - Administration					
Timely Contract Completion	4	N/A	N/A	80%	80%
30 Day Invoice Processing	4	N/A	N/A	90%	90%
Increased Community Engagement	6	N/A	N/A	225	225
HHS - Division of Children and Family Services					
Re-entries into foster care	5	8.9%	12.8%	<8.3%	<8.3%
Incidence of Repeat Maltreatment	5	9.6%	9.4%	<9.1%	<9.1%
Child Visits - Custody	5	94.1%	97%	>95%	>95%
Child Visits - Non-Custody	5	57.1%	58%	>95%	>95%
Parent Visits - Custody	5	52.5%	56%	>95%	>95%
Parent Visits - Non-Custody	5	58.2%	61.5%	>95%	>95%
Children Achieving Permanency w/in 12 Months	5	35.6%	35.4%	>37%	>37%

Measure	Strategic Priority	2022 Actual	2023 Actual	2024 Target	2025 Target
HHS - Division of Job and Family Services					
Call Center - Average Wait Time (minutes)	4	24.3	37	12	12
Call Center - Calls Handled	4	608,000	434,163	650,000	650,000
Call Center - Abandon Rate	4	48%	47%	20%	20%
Call Center - No. Calls Abandoned	4	294,354	391,062	200,000	200,000
Medicaid Enrollment	5	457,400	445,515	370,070	370,070
SNAP Enrollment	5	213,504	194,389	200,000	200,000
TANF Enrollment	5	11,625	9,627	10,500	10,500
SNAP Application Timeliness	4	N/A	78%	85%	85%
Work Participation Ratio	4	N/A	45%	47%	47%
Contact Center Answer Rates	4	N/A	52.61%	60%	60%
HHS - Division of Senior and Adult Services					
Clients Served - Options	5	2,121	2,261	2,200	2,200
Clients Served - Central Intake	5	22,841	24,760	20,000	20,000
Clients Served - Home Support	5	399	369	400	400
Clients Served - Adult Protection	5	2,400	2,506	2,400	2,400
HHS - Family and Children First Council					
Service Coordination Wraparound	5	235	323	100	100
No. of Out-of-School Time	5	2,588	3,959	3,500	3,500
Child and Adolescent Needs and Strengths Assessments for DCFPS (QRTF/CANS)	5	N/A	87	90	90
Closing the Achievement Gap	5	202	202	200	200
No. of FAST Families	5	120	209	200	200
HHS - Fatherhood Initiative					
No. of Fathers and Teens Served through the Program	5	4,888	5,358	N/A	N/A
No. of Calls and Referrals to Fatherhood Initiative Office and 2-1-1	5	3,024	3,567	2,100	2,100
No. of Fathers Served through Special Events	5	14,300	20,430	N/A	N/A
Fathers completing job training/placement programs	5	N/A	N/A	190	190
Fathers completing Boot Camp for New Dads	5	N/A	N/A	850	850
Teens completing Prevent Premature Fatherhood Program	5	N/A	N/A	1,500	1,500
Supervised Visits between fathers and children	5	N/A	N/A	650	650
Weekend Exchanges between parents	5	N/A	N/A	140	140
HHS - Invest in Children					
UPK Enrollment Rate - highest of year	5	79%	86.1%	75%	75%
No. Provided w/ Early Childhood Mental Health Services	5	653	624	1,950	1,950
No. Families Served by MomsFirst	5	203	194	188	188
No. of Families Provided Newborn Home Visits	5	1,568	1,368	N/A	N/A
No. of Families Served Home Visits	5	N/A	N/A	2,900	2,900
HHS - Office of Child Support Services					
Current Support Collected	5	62%	63%	64%	64%
Paternity Establishment	5	N/A	94%	95%	95%
Support Establishment	5	N/A	95%	94%	94%

Measure	Strategic Priority	2022 Actual	2023 Actual	2024 Target	2025 Target
HHS - Office of Homeless Services					
No. Served - Rapid Re-Housing	5	2,600	3,117	2,600	2,600
No. Served - Emergency Shelter	5	5,681	6,299	6,000	6,000
No. Served - Permanent Supportive Housing	5	4,589	4,545	5,900	5,900
Reduce the total numbers of persons experiencing homelessness	5	N/A	N/A	5%	5%
Increase the number of permanent exits	5	N/A	N/A	5%	5%
Reduce the number of returns to homelessness after exiting to permanent housing destinations	5	N/A	N/A	2%	2%
HHS - Office of Re-Entry					
No. New Members - North Star Neighborhood Reentry Center	5	1,984	1,778	1,500	1,500
No. New Participants - Social Enterprises/Achieve Staffing	5	142	185	80	80
No. of Individuals Served through Law Clinics	3	N/A	322	125	125
Human Resources					
No. of Days to Fill Classified Positions	4	28	26	N/A	N/A
No. of Days to Fill Unclassified Positions	4	60.5	68	N/A	N/A
Employees Registered for Wellness Program	4	N/A	N/A	1,750	2,000
Cost per employee for medical & prescription health care coverage	4	\$16,383.00	\$18,531.00	\$18,272.00	
Innovation					
No. of Employees Participating in Innovation Efforts	4	272	169	250	250
Value of Improvements Resulting from Continuous Improvement Efforts	4	\$495,706	\$118,146	\$500,000	\$500,000
Inspector General					
Issued Ethics Opinions	4	50	171	>100	>100
Timeliness of Inquiry Response	4	7	7	10	10
Timeliness of Whistleblower Complaints	4	6	6	10	10
Tax Enforcement Collections	4	\$2,000,000	\$993,028	\$2,000,000	\$2,000,000
Vendor Registrations	4	350	179	500	500
Internal Audit					
Audit Plan Completion Rate	4	1	1	1	1
Resource Utilization	4	1	1	1	1
Audit Coverage	4	0	0	0	0
Cycle Time (months)	4	8	9.23	8	8
Issue Resolving Testing	4	0	1	1	1
Juvenile Court					
Reduce Confinement Hours - hours per resident per critical incident	3	N/A	4	3.8	3.8
Provide DO training - meet minimal OAC mandatory training hours	3	N/A	100%	100%	100%
Reduce the use of Force - critical incidents resolved without force	3	N/A	87%	80%	80%
Law Library					
Reference & Research Questions	4	3,189	2,417	3,200	3,200
Patron Service Hours	4	622	895	550	550
Special Events/Programs	4	23	23	25	25
No. of E-Books	4	1,197	1,197	1,197	1,197
No. of Volumes in Print	4	116,719	116,295	116,719	116,719

Measure	Strategic Priority	2022 Actual	2023 Actual	2024 Target	2025 Target
Medical Examiner					
ME Investigator Attendance at Crime Scene	6	1,422	1,405	1,450	1,450
Total Cases Admitted	3	2,392	2,306	2,500	2,500
Total Autopsies (Jurisdictional)	3	1,208	934	1,650	1,650
Autopsies Performed (Other Counties)	3	462	475	550	550
MetroHealth System					
Inpatient Stays – Including Behavioral Health Hospital	5	22,844	24,833	28,000	28,000
Outpatient Visits	5	1,268,655	1,321,339	1,400,000	1,400,000
Babies Delivered	5	2,614	2,597	2,700	2,700
Emergency Department Visits	5	135,606	143,262	141,000	141,000
Ohio State University Extension					
Food security: SNAP incentives redeemed by WIC, TANF, and SNAP benefit recipients, increasing equitable access to fresh foods	5	\$243,190	\$207,362	\$210,000	\$210,000
Healthy Communities: Community/school gardens which collectively grow over \$3M in fresh produce to promote self-sufficiency and healthy eating	5	176	187	190	190
Youth Development: Workforce, financial literacy, STEM, leadership and governance at schools, community centers and ODYS to support local talent pool	1	11,908	15,500	17,000	17,000
Healthy Communities: SNAP eligible families receiving a series of nutrition, physical wellness, and home buyer education sessions to reduce health and economic disparities	5	599	775	800	800
Personnel Review Commission					
Percent of Classification Plan Reviewed for Maintenance Purposes	4	N/A	N/A	25%	25%
Average No. of Days to Establish Eligibility Test- New Test Projects	4	26	26	25	25
Average No. of Days to Establish Eligibility List - Repeat Test Projects	4	9	10	10	10
Average No. of Days between appeal filing and report/recommendation	4	N/A	N/A	45	45
Planning Commission					
Regional & Equitable Strategies	6	3	3	3	3
Collaborative Partnerships	6	7	9	9	9
Shared Services - No. of Master Plans Completed	6	9	2	7	7
Shared Services - No. of Technical Assistance Plans Completed	6	6	7	4	4
Shared Services - No. of Regional Partnership Plans Completed	6	2	2	3	3
Probate Court					
Estates Opened	3	10,075	7,986	7,623	7,623
Guardianships Opened - Incompetent	5	2,155	1,238	1,068	1,068
Guardianships Opened - Minor	5	671	710	478	478
Civil Actions Opened	3	439	400	362	362
Adoptions Opened	5	393	232	222	222
Marriage Licenses Issued	4	6,678	6,242	5,232	5,232

Measure	Strategic Priority	2022 Actual	2023 Actual	2024 Target	2025 Target
Prosecutor					
Tax Foreclosure Case Filings - Hardest Hit Fund	4	6	26	0	0
Tax Foreclosure Case Filings	4	1,302	1,994	1,345	1,940
Criminal Cases Opened - Adult	3	10,376	9,612	10,505	10,464
Juveniles Referred to Alternative Disposition	3	1,433	1,676	1,735	1,735
Investigations Opened - Criminal	3	350	315	533	533
Public Defender					
Felony Expungements Granted	3	673	1,051	700	700
Direct Appeals Disposed	3	260	214	150	160
Felony Cases Disposed	3	3,488	5,046	3,250	3,500
Felony Community Control Violation Hearings	3	1,321	1,566	1,400	1,300
Felony Initial Appearances	3	3,005	3,000	3,000	3,000
Juvenile Abuse, Neglect, Dependency Cases Disposed	3	1,346	944	1,500	1,500
Juvenile Bindover Cases Disposed	3	33	90	50	50
Juvenile Delinquency Cases Disposed	3	887	1,204	1,000	1,000
Misdemeanor Cases Disposed	3	8,866	9,902	11,000	10,500
Juvenile Child Support Cases Disposed	3	702	519	700	700
Public Safety and Justice Services					
Communities/Agencies Utilizing ReadyNotify	6	69	66	N/A	N/A
% of Municipalities using ReadyNotify	6	N/A	N/A	70%	70%
% of Communities Compliant with ReadyNotify Certification	6	N/A	N/A	82%	82%
Witness Victim Staff Delivering Training to Law Enforcement	3	14	5	N/A	N/A
Witness Victim Staff Delivering Training to Non-Law Enforcement	3	14	11	N/A	N/A
Total Witness Victim Staff Delivering Training to Law Enforcement and Non-Law Enforcement	3	28	16	12	12
Total Number Served Across All Witness Victim Programs (Justice System Advocacy, Family Justice Center, Defending Childhood and Children Who Witness Violence)	3	5,475	5,892	5,900	5,900
Number of Special Service Requests Filled by CECOMS (AMBER Alerts, Media Alerts, License Plate Reader Reports, Hospital Restrictions, HazMat, Cell Phone Location, Mutual Aid, Situational Awareness, Media Alerts)	4	N/A	N/A	350	350
% 911 Calls answered in 10 seconds	4	96%	98.85%	N/A	N/A
% 911 Calls answered in 15 seconds	4	98%	99.36%	90%	90%
% 911 Calls answered in 20 seconds	4	99%	99.85%	N/A	N/A
Public Works - County Airport					
Traffic County (Landing and Take-Offs)	4	26,500	27,739	32,000	34,000
Public Works - Dog Kennel					
Live Outcomes (Adoptions, Return to Owner, Transfers)	4	1,765	1,318	1,488	1,603
Dog License/Registrations	4	63,990	58,314	63,309	65,208
Public Works - Facilities					
Electric Consumption (kWH)	4	N/A	689,200	52,500,000	52,000,000

Measure	Strategic Priority	2022 Actual	2023 Actual	2024 Target	2025 Target
Prosecutor					
Tax Foreclosure Case Filings - Hardest Hit Fund	4	6	26	0	0
Tax Foreclosure Case Filings	4	1,302	1,994	1,345	1,940
Public Works - Road and Bridge					
Federally Funded Road Projects Started	2	5	2	5	5
Federally Funded Bridge Projects Started	2	1	3	1	1
County Funded & Administered Projects Started	2	7	10	3	3
County Funded/Municipally Administered Projects Started	2	51	46	55	55
Public Works - Sanitary Engineer					
Shared Services - Communities Served	2	41	43	44	45
Jetting Sewer Lines (feet)	2	1,610,453	1,569,625	2,100,000	2,200,000
Television Inspection of Sewer (feet)	2	1,335,031	1,192,696	1,850,000	1,900,000
Sheriff's Office					
Jobs Created and Retained	1	N/A	13.62%	20%	20%
Partner agencies added to deliver Law Enforcement services	3	4	4	4	4
Reduce crime rate in affected areas	3	N/A	1,658	50%	50%
Number of inmates in Jail (average daily population)	3	1,658	8,362	1,880	1,880
Offender Registrations*	3	9,036	8,362	8,850	8,850
Capiases & Warrants Cleared	3	9,728	8,565	8,565	8,565
Carrying Concealed Weapons (CCW) Permit Applications	3	N/A	1,680	1,533	1,533
Soil & Water Conservation					
Active Construction Site Inspections	2	2,061	2,209	2,200	2,200
Post-Construction Site Inspections	2	788	917	800	800
Community Workshops	6	31	58	36	36
Residents Engaged Via Community Workshops	6	1,664	2,422	1,500	1,500
School Programs	2	48	48	36	36
Students Engaged Via School Programs	2	2,026	2,732	1,500	1,500
Native Plant Kits, Trees, Shrubs, Seeds Sold	2	248	316	300	300
Rain Barrels Distributed To Residents	2	251	316	300	300
Urban Tree Canopy – Trees Planted	2	4,777	1,624	2,500	2,500
Stormwater Pollution Plans Approved	2	283	359	250	250
Soldiers And Sailors Monument					
No. of Visitors	6	27,760	43,809	45,000	45,000
No. of Special Events	6	15	12	10	10
No. of Military/Veteran Events	6	3	6	5	5
Solid Waste Management District					
Tons of 'Special Waste' Recycled	2	886.98	860.69	850.1	850.1
Outreach Residents Served	2	485,846	451,646	533,908	533,908
Recycling Presentation Residents Reached	2	2,839	1,020	2,648	2,648
Brochures Distributed	2	7,322	8,037	7,671	7,671
Communities Served	2	59	59	59	59
County Recycling Rate	2	39.1%	37.2%	37.15%	37.15%
Health Dept. Solid Waste Facility Inspections	2	173	219	195	195

Measure	Strategic Priority	2022 Actual	2023 Actual	2024 Target	2025 Target
Prosecutor					
Tax Foreclosure Case Filings - Hardest Hit Fund	4	6	26	0	0
Tax Foreclosure Case Filings	4	1,302	1,994	1,345	1,940
Sustainability					
Per Capita Greenhouse Gas Emissions	2	22,060,005	N/A	21,692,582	21,352,699
No. of Solar Co-Op Installations	2	40	75	75	75
Number of Trees Planted	2	N/A	2,450	2,500	2,500
Solar Productivity of County Solar Installations (kWh)	2	N/A	5,918,111	5,500,000	6,000,000
Veteran's Service Commission					
Financial Assistance Granted	5	1,070	934	2,000	2,000
Transportation Granted	5	2,119	851	362	362
Indigent Burials	5	37	33	222	222
Workforce Development					
No. New Clients Served	1	4,748	6,698	4,800	4,800
Number of Individuals Receiving Occupational Skills Training	1	895	1,267	925	925
Adult - No. Clients gainfully employed as a result of our services	1	1,130	1,286	1,300	1,300
Number of New Employer Partnerships	1	N/A	302	375	375

Appendix B: Decision Packages



**2024-25 Budget Analysis
115B - Decision Package Report**

Budget Line	Accounting Unit	Justification	2024 Request	2025 Request
Board Of Revision				
<i>Controlled Services</i>	BR305100 - Board Of Revision Br	Space maintenance/mail chargebacks, annual maintenance fee complaint system	120,579	139,659
Total Board Of Revision Br			120,579	139,659
Total Board Of Revision			120,579	139,659
Court Of Appeals				
<i>Professional Services</i>	CA100100 - Court Of Appeals	Cyber Security and subscription/licenses	95,066	37,773
Total Court Of Appeals			95,066	37,773
Total Court Of Appeals			95,066	37,773
County Council				
<i>Personnel Services</i>	CL100100 - County Council	vacancy for Communications position	102,973	105,034
<i>Professional Services</i>	CL100100 - County Council	consulting contract and legal services contract	85,387	76,523
Total County Council			188,360	181,557
Total County Council			188,360	181,557
Common Pleas Court				
<i>Controlled Services</i>	CP100105 - Jud/General	Controlled Costs have been historically under funded	3,223,259	3,223,259
<i>Equipment</i>	CP240105 - Computerization Fund 2303.201	Computerization - SRF reduce based on anticipated spend	(315,000)	(315,000)
<i>Equipment</i>	CP280100 - Special Project li	Special Proj II - SRF to cover cost of 2024/2025 Projects. Cash balance sufficient to cover	50,000	50,000
<i>Equipment</i>	CP285105 - Urinalysis Testing	Urinalysis Testing- SRF to cover cost of 2024/2025 Projects. Cash balance sufficient to cover	15,000	15,000
<i>Equipment</i>	CP285130 - Probation Supervision Fees	Probation Supervision Fees - SRF to cover cost of 2024/2025 Projects. Cash balance sufficient to cover	30,000	30,000
<i>Other Expenditures</i>	CP285105 - Urinalysis Testing	Urinalysis Testing- SRF to cover cost of 2024/2025 Projects. Cash balance sufficient to cover	3,500	3,500

2024-25 Budget Analysis

115B - Decision Package Report

Budget Line	Accounting Unit	Justification	2024 Request	2025 Request
Common Pleas Court				
<i>Other Expenditures</i>	CP285130 - Probation Supervision Fees	Probation Supervision Fees - SRF to cover cost of 2024/2025 Projects. Cash balance sufficient to cover	24,000	24,000
<i>Personnel Services</i>	CP320100 - TASC Medicaid Funds (Co)	TASC Medicaid - SRF cash balance to support increase request. Court is reviewing Social Worker (SW) salary rates in response to County increasing SW rates in 2022.	184,720	184,720
<i>Professional Services</i>	CP100100 - Administration	Jury Fees - correction needed b/c 2022 is too low. CY 2023 jury fees are 19.1% higher than PY.	242,577	242,577
<i>Professional Services</i>	CP100105 - Jud/General	Assigned Counsel - correction needed b/c rate increase approved by Council R2022-0173 in July only impacted 6 mos, the 2022 expense rate isn't accurate for FY projections.	2,757,854	2,670,184
<i>Professional Services</i>	CP100155 - Court Reporting	Assigned Counsel COA - correction needed b/c rate increase approved by Council R2022-0173 in July only impacted 6 mos, the 2022 expense rate isn't accurate for FY projections.	302,751	302,751
<i>Professional Services</i>	CP100170 - Probation	\$500,000 Missing RSAT contract PO211855 for Residential Substance Abuse Treatment with ADAMHS Board. Encumbered late in 2022 all paid in 2023 for 2022 services	500,000	500,000
<i>Professional Services</i>	CP240105 - Computerization Fund 2303.201	Computerization - SRF cash balance to support correction missing contract Proware PO211361 and Mythics annual maintenance	315,000	315,000
<i>Professional Services</i>	CP280100 - Special Project li	Special Proj II - SRF to cover cost of 2024/2025 Projects. Cash balance sufficient to cover	1,375,000	1,375,000
<i>Professional Services</i>	CP285105 - Urinalysis Testing	Urinalysis Testing- SRF to cover cost of 2024/2025 Projects. Cash balance sufficient to cover	27,000	27,000
<i>Professional Services</i>	CP285130 - Probation Supervision Fees	Probation Supervision Fees - SRF to cover cost of 2024/2025 missing contracts Advantra & AMS Scram. Cash balance sufficient to cover	277,600	277,600
<i>Professional Services</i>	CP320100 - TASC Medicaid Funds (Co)	TASC Medicaid - SRF cash balance to support correction	10,000	10,000
<i>Professional Services</i>	CP320105 - TASC HHS - Alternatives to Crime	HOPE (High Risk Drug Court) treatment services - slow startup due to COVID, no trmt provided in 2022, but was approved by Council previously.	100,000	100,000

2024-25 Budget Analysis
115B - Decision Package Report

Budget Line	Accounting Unit	Justification	2024 Request	2025 Request
Common Pleas Court				
		Total Administration	242,577	242,577
		Total Computerization Fund 2303.201	0	0
		Total Court Reporting	302,751	302,751
		Total Jud/General	5,981,113	5,893,443
		Total Probation	500,000	500,000
		Total Probation Supervision Fees	331,600	331,600
		Total Special Project li	1,425,000	1,425,000
		Total TASC HHS - Alternatives to Crime	100,000	100,000
		Total TASC Medicaid Funds(Co)	194,720	194,720
		Total Urinalysis Testing	45,500	45,500
		Total Common Pleas Court	9,123,261	9,035,591
Domestic Relations Court				
<i>Personnel Services</i>	DR100105 - Bureau Of Support	\$57,000 - DR100105 Reduce 1 FTE. \$32,000 - DR100100 Increase Operations \$25,000 - DR100105 Increase Operations	(57,000)	(57,000)
<i>Professional Services</i>	DR100100 - Domestic Relations	\$57,000 - DR100105 Reduce 1 FTE. \$32,000 - DR100100 Increase Operations \$25,000 - DR100105 Increase Operations	57,000	57,000
		Total Bureau Of Support	(57,000)	(57,000)
		Total Domestic Relations	57,000	57,000
		Total Domestic Relations Court	0	0
Development				
<i>Personnel Services</i>	DV100100 - Economic Development	Removing new Housing budget from ED	(470,688)	(483,625)
<i>Professional Services</i>	DV100100 - Economic Development	Removing new Housing budget from ED	(194,700)	(198,594)
		Total Economic Development	(665,388)	(682,219)
		Total Development	(665,388)	(682,219)

**2024-25 Budget Analysis
115B - Decision Package Report**

Budget Line	Accounting Unit	Justification	2024 Request	2025 Request
Executive				
<i>Personnel Services</i>	EX100120 - Sustainability	Add 2 FTE + salary increases - (Dir Dep and Admin split with Utility 50%)	47,764	(14,573)
		Total Sustainability	47,764	(14,573)
		Total Executive	47,764	(14,573)
Fiscal				
<i>Controlled Services</i>	FS100205 - Equity & Inclusion	DEI consultant and mailroom chargeback increases, remove lease exp from training	5,080	5,080
<i>Controlled Services</i>	FS251500 - Delinquent Tax Collections	Added postage and supplies, increases for indirect and controlled chargebacks	96,597	116,597
<i>Personnel Services</i>	FS100105 - Office Of Budget & Management	2 vacancies filled + 1 open	118,931	122,148
<i>Personnel Services</i>	FS100110 - Financial Reporting	2 accountant 3 and 1 PO3 started 2023	308,522	316,494
<i>Personnel Services</i>	FS100130 - Treasury Management	Adj add back Treasurer, filled 3 cashiers	150,445	154,799
<i>Personnel Services</i>	FS100150 - Title Admin Records & Licenses	Filled 3 clerk vacancies and division manager	299,530	309,396
<i>Personnel Services</i>	FS100205 - Equity & Inclusion	Fully staffed 9FTE , filled 2 contract compliance vacancies	143,450	159,925
<i>Personnel Services</i>	FS251500 - Delinquent Tax Collections	Added 7 inquiry assistant	691,088	710,398
<i>Personnel Services</i>	FS290100 - Tax Prepayment Special Int.	Aligned staff cost centers	119,787	122,620
<i>Professional Services</i>	FS100100 - Administration	Protivity contract for temps	250,000	265,000
<i>Professional Services</i>	FS100105 - Office Of Budget & Management	Increase for Stiefel and addition of Sherpa charges	56,995	61,765
<i>Professional Services</i>	FS100110 - Financial Reporting	G-Force and State Auditor increase + mailroom increase	170,039	151,039
<i>Professional Services</i>	FS100120 - Hotel/Motel	Compensate adjust for contracts did not post in 2022 - GovOS and PointPay	120,000	120,000
<i>Professional Services</i>	FS100125 - Purchasing Department	Remove WB Mason to FS100127	(80,850)	(80,850)
<i>Professional Services</i>	FS100127 - Purchasing P-Card Clearing	Add appropriation for chargebacks expense posting, P-Card, Armored Car, Supplies Chargebacks after post result in 0 expenses	365,000	385,000

**2024-25 Budget Analysis
115B - Decision Package Report**

Budget Line	Accounting Unit	Justification	2024 Request	2025 Request
Fiscal				
<i>Professional Services</i>	FS100130 - Treasury Management	Increase postage, supplies, tax mailings	113,752	155,590
<i>Professional Services</i>	FS100140 - Recording/Conveyance	Increase call center contract, increase mailroom c/b	58,653	63,653
<i>Professional Services</i>	FS100150 - Title Admin Records & Licenses	Increase space c/b , mail and printing c/b, general contract increases with contract year	74,291	89,291
<i>Professional Services</i>	FS100160 - General Services	Adjust to match call center contract year	14,552	19,552
<i>Professional Services</i>	FS100190 - General (Consumer Affairs)	Adj for increased controlled services + \$1,500 for travel and training weights and measurers required for maintenance and certification	19,806	19,806
<i>Professional Services</i>	FS290100 - Tax Prepayment Special Int.	Increased mailroom c/b, increased contract	8,967	12,967
<i>Professional Services</i>	FS305100 - Tax Assess Contractual Svcs.	Sexennial appraisal + space/lease, postage, mileage, equipment	3,798,565	577,674
Total Administration			250,000	265,000
Total Delinquent Tax Collections			787,685	826,995
Total Equity & Inclusion			148,530	165,005
Total Financial Reporting			478,561	467,533
Total General (Consumer Affairs)			19,806	19,806
Total General Services			14,552	19,552
Total Hotel/Motel			120,000	120,000
Total Office Of Budget & Management			175,926	183,913
Total Purchasing Department			(80,850)	(80,850)
Total Purchasing P-Card Clearing			365,000	385,000
Total Recording/Conveyance			58,653	63,653
Total Tax Assess Contractual Svcs.			3,798,565	577,674
Total Tax Prepayment Special Int.			128,754	135,587
Total Title Admin Records & Licenses			373,821	398,687
Total Treasury Management			264,197	310,389
Total Fiscal			6,903,200	3,857,944

Housing

<i>Personnel Services</i>	HC100100 - Housing & Community Development	Base Budget for New Agency from DV	470,688	483,625
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**2024-25 Budget Analysis
115B - Decision Package Report**

Budget Line	Accounting Unit	Justification	2024 Request	2025 Request
Housing				
<i>Professional Services</i>	HC100100 - Housing & Community Development	Base Budget for New Agency from DV	194,700	198,594
Total Housing & Community Development			665,388	682,219
Total Housing			665,388	682,219
Human Resources				
<i>Professional Services</i>	HR100100 - Administration	Training, software, membership, consultants	525,600	525,600
<i>Professional Services</i>	HR765120 - Wellness Benefits	Wellness program membership (Welcoa), equipment and supplies	308,600	1,200
Total Administration			525,600	525,600
Total Wellness Benefits			308,600	1,200
Total Human Resources			834,200	526,800
Health And Human Services				
<i>Personnel Services</i>	HS245100 - Cuyahoga Support Enforcement	staff hired after June, 2023	2,413,017	2,413,017
<i>Personnel Services</i>	HS260100 - OFC Of The Director - DHS	1FTE (PO3); 1FTE (Admin Assistant)	126,899	126,899
<i>Personnel Services</i>	HS260105 - Human Resources	1FTE (Manager); 2FTE (HR Generalist)	257,842	257,842
<i>Personnel Services</i>	HS260110 - Information Services	1FTE (Developer 3); 1FTE (Developer 4); 1FTE (Sr Analyst); 1FTE (Sr Database)	393,159	393,159
<i>Personnel Services</i>	HS260130 - Office Of The Director - DCFS	Fill 14 Vacancies - Various FTEs	1,424,965	1,424,965
<i>Personnel Services</i>	HS260140 - Info. Svcs.	FTE (Clerical Specialist 2)	208,499	208,499
<i>Personnel Services</i>	HS260145 - Direct Svcs	Fill 131 Vacancies - 70 FTE (SSW3); 20 FTE (SS Supervisor); 41 FTE (Various)	9,388,958	9,388,958
<i>Personnel Services</i>	HS260155 - Foster & Adopt. Parent	3 Vacancies - 3FTE (MST Therapist)	253,344	253,344
<i>Personnel Services</i>	HS260175 - Permanent Custody Adoptions	1FTE (Child Health Specialist)	95,222	95,222
<i>Personnel Services</i>	HS260180 - Tapestry System Of Care	4 FTE (SSW4)	320,320	320,320
<i>Personnel Services</i>	HS260215 - Veb Bldg Nfsc	Adj from HS260220 to HS260215	1,578,240	1,578,240
<i>Personnel Services</i>	HS260220 - West Shore Nfsc	Adj from HS260220 to HS260215	(1,578,240)	(1,578,240)

**2024-25 Budget Analysis
115B - Decision Package Report**

Budget Line	Accounting Unit	Justification	2024 Request	2025 Request
Health And Human Services				
<i>Personnel Services</i>	HS260255 - OFC Of The Director - Senior & Adult	2 recently filled positions; 1 FTE (HHS App Spec); 1 FTE (Administrator)	441,422	441,422
<i>Personnel Services</i>	HS260260 - Mgnt Svcs.	positions filled since June, 2023	325,512	325,512
<i>Personnel Services</i>	HS260350 - Homeless Services	2FTE (SPA2)	123,215	123,215
<i>Personnel Services</i>	HS260355 - Office Of Re-Entry	Salary and Fringe (PO2)	114,751	114,751
<i>Personnel Services</i>	HS280100 - Fatherhood Initiative	1FTE (PO3)	80,647	83,006
<i>Professional Services</i>	HS215100 - Client Support Services - DCFS	Foster Care and Kinship Care	6,037,950	6,037,950
<i>Professional Services</i>	HS215115 - Adoption Services	Various contracts	419,005	419,005
<i>Professional Services</i>	HS245100 - Cuyahoga Support Enforcement	Travel/meetings, contracts, controlled costs, shared costs, capital improvement	1,943,438	1,943,438
<i>Professional Services</i>	HS260105 - Human Resources	Tuition Reimbursement Program	590,144	590,144
<i>Professional Services</i>	HS260110 - Information Services	Smart Sheet, Work Wave and Peer Place Contracts	530,887	530,887
<i>Professional Services</i>	HS260130 - Office Of The Director - DCFS	Various Contracts	899,096	899,096
<i>Professional Services</i>	HS260185 - Admin Svcs - General Manager - DJFS	United Way Contract	34,305	34,305
<i>Professional Services</i>	HS260195 - Work First Svcs	Various Contracts	4,849,546	4,849,546
<i>Professional Services</i>	HS260235 - Admin Svcs	Annual meeting and strategic planning	35,000	35,000
<i>Professional Services</i>	HS260240 - Early Start	UPK Contracts	2,117,552	2,117,552
<i>Professional Services</i>	HS260250 - Quality Child Care	Various Contracts	146,185	146,185
<i>Professional Services</i>	HS260255 - OFC Of The Director - Senior & Adult	Supplies, controlled costs, and various contracts	251,506	251,506
<i>Professional Services</i>	HS260260 - Mgnt Svcs.	Mileage, Training, Supplies	7,587	7,587
<i>Professional Services</i>	HS260265 - Community Programs	CSSP Master Contract	160,813	160,813
<i>Professional Services</i>	HS260270 - Home Support	Biometric Medical Supplies, Therapy contract	35,000	35,000
<i>Professional Services</i>	HS260275 - Protective Svcs	Client Emergency Assistance, mileage, bed bug contract	114,658	114,658
<i>Professional Services</i>	HS260295 - Options Prog.	HHA Master Contract and mileage	650,473	650,473
<i>Professional Services</i>	HS260300 - Family & Children First	Controlled Costs, Suicide Prevention, Service Coordination, and various other contracts	980,027	980,027
<i>Professional Services</i>	HS260350 - Homeless Services	Contracts and Indirect Costs	2,550,000	2,550,000
<i>Professional Services</i>	HS260355 - Office Of Re-Entry	Various contracts and controlled costs	950,471	950,471
<i>Professional Services</i>	HS280100 - Fatherhood Initiative	Contracts and Indirect Costs	125,706	125,706
Total Admin Svcs			35,000	35,000

2024-25 Budget Analysis

115B - Decision Package Report

Budget Line	Accounting Unit	Justification	2024 Request	2025 Request
Health And Human Services				
		Total Admin Svcs - General Manager - DJFS	34,305	34,305
		Total Adoption Services	419,005	419,005
		Total Client Support Services - DCFS	6,037,950	6,037,950
		Total Community Programs	160,813	160,813
		Total Cuyahoga Support Enforcement	4,356,455	4,356,455
		Total Direct Svcs	9,388,958	9,388,958
		Total Early Start	2,117,552	2,117,552
		Total Family & Children First	980,027	980,027
		Total Fatherhood Initiative	206,353	208,712
		Total Foster & Adopt. Parent	253,344	253,344
		Total Homeless Services	2,673,215	2,673,215
		Total Home Support	35,000	35,000
		Total Human Resources	847,986	847,986
		Total Information Services	924,046	924,046
		Total Info. Svcs.	208,499	208,499
		Total Mgnt Svcs.	333,099	333,099
		Total OFC Of The Director - DHS	126,899	126,899
		Total OFC Of The Director - Senior & Adult	692,928	692,928
		Total Office Of Re-Entry	1,065,222	1,065,222
		Total Office Of The Director - DCFS	2,324,061	2,324,061
		Total Options Prog.	650,473	650,473
		Total Permanent Custody Adoptions	95,222	95,222
		Total Protective Svcs	114,658	114,658
		Total Quality Child Care	146,185	146,185
		Total Tapestry System Of Care	320,320	320,320
		Total Veb Bldg Nfsc	1,578,240	1,578,240
		Total West Shore Nfsc	(1,578,240)	(1,578,240)
		Total Work First Svcs	4,849,546	4,849,546
		Total Health And Human Services	39,397,121	39,399,480

Internal Audit

Personnel Services	IA100100 - Internal Audit	Budget from IG split + promotion of Sr. Auditor	56,905	158,999
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**2024-25 Budget Analysis
115B - Decision Package Report**

Budget Line	Accounting Unit	Justification	2024 Request	2025 Request
Internal Audit				
<i>Professional Services</i>	IA100100 - Internal Audit	2% Inflation applied to Oth Exp + IT Audit Contractor/Service (restores \$100k services budgeted in previous years)	136,806	63,047
			Total Internal Audit	193,711
			Total Internal Audit	222,046
Inspector General				
<i>Employee Services</i>	IG100100 - Inspector General	Increase training conferences and professional certifications + e-Disc software contract increase 2024+	16,253	17,910
<i>Professional Services</i>	IG285100 - Inspector General Vendor Fees	Wingswept increase in new bid + \$500 in vendor fee refunds + minor adj up of printing c/b	4,226	4,851
			Total Inspector General	16,253
			Total Inspector General Vendor Fees	4,226
			Total Inspector General	20,479
Information Technology				
<i>Professional Services</i>	IT100100 - IT Administration	Increases for VOIP contract invoice resume (530k) , disaster recovery and response services (650k), data security mgmt (200k), increased Microsoft license costs (440k) Requires tbd reallocations across Aus -- Assumes Mainframe shutdown (saves 400-500k)	1,820,000	1,820,000
			Total IT Administration	1,820,000
			Total Information Technology	1,820,000
Juvenile Court				
<i>Employee Services</i>	JC100105 - Legal	To cover anticipated membership/licenses fees	8,000	8,000
<i>Operations</i>	JC100105 - Legal	To cover anticipated postage	250,000	250,000
<i>Operations</i>	JC100110 - Child Support	To cover anticipated postage.	130,000	130,000

**2024-25 Budget Analysis
115B - Decision Package Report**

Budget Line	Accounting Unit	Justification	2024 Request	2025 Request
Juvenile Court				
<i>Personnel Services</i>	JC100115 - Detention Center	26 DO @\$52,000 per yr, benefits \$18,200 per yr (26 x 70,200 =1,825,200.00) 50010-Salaries \$1,352,000.00 51000-51510-Benefits \$473,000.00	1,825,200	1,898,208
<i>Professional Services</i>	JC100105 - Legal	To cover increase in Transcription/ Interpret Services.	1,300,000	1,300,000
<i>Professional Services</i>	JC100115 - Detention Center	To cover the cost of anticipated Contractual Services	512,000	512,000
<i>Professional Services</i>	JC280100 - Juvenile Court Legal	To cover the cost of anticipated Services	210,000	210,000
<i>Professional Services</i>	JC280105 - Juvenile Court Probation	To cover anticipated Rehabilitation Services	1,400,000	1,400,000
<i>Professional Services</i>	JC280110 - Juv. Court Detention Services	To cover the cost of anticipated Contractual Services. Medical for Detention Center.	1,600,000	1,600,000
<i>Supplies</i>	JC100100 - Administrative	Move to various AU to cover shortfalls.	(480,000)	(480,000)
<i>Supplies</i>	JC100105 - Legal	To cover anticipated cost in other AU	(40,000)	(40,000)
<i>Supplies</i>	JC100115 - Detention Center	To cover anticipated food cost.	0	0
Total Administrative			(480,000)	(480,000)
Total Child Support			130,000	130,000
Total Detention Center			2,337,200	2,410,208
Total Juv. Court Detention Services			1,600,000	1,600,000
Total Juvenile Court Legal			210,000	210,000
Total Juvenile Court Probation			1,400,000	1,400,000
Total Legal			1,518,000	1,518,000
Total Juvenile Court			6,715,200	6,788,208
Law Library				
<i>Operations</i>	LL285100 - Law Library Board	move \$16k from "other" to "personnel"	(16,000)	(16,000)
<i>Personnel Services</i>	LL285100 - Law Library Board	move \$16k from "other" to "personnel"	16,000	16,000
Total Law Library Board			0	0
Total Law Library			0	0
Law Department				
<i>Personnel Services</i>	LW100100 - Law Department	To cover Director and 2 new Attorneys	463,910	475,437

**2024-25 Budget Analysis
115B - Decision Package Report**

Budget Line	Accounting Unit	Justification	2024 Request	2025 Request
Law Department				
<i>Professional Services</i>	LW100100 - Law Department	arbitration and outside counsel	55,485	61,012
<i>Professional Services</i>	LW100120 - Risk Management	Alliant contract, Risk Software and Consultant	1,188,446	1,342,737
Total Law Department			519,395	536,449
Total Risk Management			1,188,446	1,342,737
Total Law Department			1,707,841	1,879,186
Medical Examiner				
<i>Personnel Services</i>	ME100100 - Medical Examiner-Operations	salaries and fringes for forensic pathologist vacancies (2 hires slated for 2024: approx. \$805,000 salary + fringes for full year) Salary adjustments for Chief ME and Dep Chief would total \$26,771 and \$13,386 respectively)	845,157	862,060
<i>Personnel Services</i>	ME100105 - Regional Forensic Science Lab (GF)	Cost to include a deputy lab supervisor for each unit would total \$194,375 for a full year plus select backfills of senior scientists who would be promoted.	234,375	239,063
<i>Professional Services</i>	ME100105 - Regional Forensic Science Lab (GF)	amount of deficit based on 2023 projections	1,030,000	1,030,000
<i>Supplies</i>	ME100100 - Medical Examiner-Operations	Deficit in Supplies	100,000	100,000
<i>Supplies</i>	ME100105 - Regional Forensic Science Lab (GF)	amount of deficit based on 2023 projections	18,000	55,000
Total Medical Examiner-Operations			945,157	962,060
Total Regional Forensic Science Lab (GF)			1,282,375	1,324,063
Total Medical Examiner			2,227,532	2,286,123
Probate Court				
<i>Personnel Services</i>	PB100100 - Probate Court	Budget Reduction in Personnel	(822,662)	(839,116)
<i>Professional Services</i>	PB100100 - Probate Court	Increase Other Expenditure	32,247	32,247
Total Probate Court			(790,415)	(806,869)
Total Probate Court			(790,415)	(806,869)

2024-25 Budget Analysis
115B - Decision Package Report

Budget Line	Accounting Unit	Justification	2024 Request	2025 Request
Public Defender				
<i>Personnel Services</i>	PD100100 - Public Defender	7 New FTE's; 3 PTE's, Parity Increase Carryover, Salaries - Temporary	1,024,568	1,045,060
		Medicare, OPERS, Unemployment, Hospitalization, Life Insurance, Health Benefit Allowance, Trainings, Staff Trainings, Memberships/Licenses, Publications, and other expenses		
<i>Professional Services</i>	PD100100 - Public Defender		1,285,991	1,325,252
Total Public Defender			2,310,559	2,370,312
Total Public Defender			2,310,559	2,370,312
Public Safety & Justice Serv.				
<i>Equipment</i>	PJ100105 - Public Safety Grants Admin	SPECIAL REVENUE \$518,093.10 - to 70000 toward new 911 system. From PJ280165.	518,093	0
<i>Other Financing Uses</i>	PJ280165 - Public Safe Health&Safe Grant		518,093	0
<i>Personnel Services</i>	PJ100100 - Justice Affairs Administration	PO1 started 8/14/23	82,097	84,285
<i>Personnel Services</i>	PJ100110 - Fusion Center	PT position underfunded	12,916	13,437
<i>Personnel Services</i>	PJ280100 - Emergency Management	EM Specialist starting 8/28/23	81,387	85,560
<i>Personnel Services</i>	PJ280105 - Wireless 9-1-1 Gov. Assist.	SPECIAL REVENUE \$331,981 - to 50010 for Personnel Costs	331,981	340,257
<i>Personnel Services</i>	PJ325100 - Witness Victim HHS	Manager started 6/20/23	118,299	121,211
<i>Professional Services</i>	PJ100100 - Justice Affairs Administration	\$636 from PJ100100 to address cuts \$11,000 - Restore Trng/Trav not attended due to Mgmt level vacancies, resume in-person mtgs \$2,240 - Cover Actual '23 Controlled Costs \$17,587 - Partially Restore Contracts	31,463	31,463

2024-25 Budget Analysis

115B - Decision Package Report

Budget Line	Accounting Unit	Justification	2024 Request	2025 Request
Public Safety & Justice Serv.				
<i>Professional Services</i>	PJ100105 - Public Safety Grants Admin	\$15,000 - Cover new charge for ERP Asset Mgmt licenses \$160,000 - Restore '22 purchases delivered in '23 \$3,657 - Restore RTF shortfall	178,657	178,657
<i>Professional Services</i>	PJ100110 - Fusion Center	(\$636) - Move to Admin (PJ100100)	(636)	(636)
<i>Professional Services</i>	PJ100115 - Cecoms	\$12,000 - Restore CBA uniforms \$4,607 - Restore travel/trng not completed due to 57% vacancy rate \$15,454 - Restore amount needed to cover existing contracts	32,061	32,061
<i>Professional Services</i>	PJ280100 - Emergency Management	\$7,150 - Budget Controlled Costs (Space & Indirect) at 2023 actuals	7,150	7,150
<i>Professional Services</i>	PJ280105 - Wireless 9-1-1 Gov. Assist.	SPECIAL REVENUE \$89,321 - to 55130 for 911 contracts	89,321	289,321
Total Cecoms			32,061	32,061
Total Emergency Management			88,537	92,710
Total Fusion Center			12,280	12,801
Total Justice Affairs Administration			113,560	115,748
Total Public Safe Health&Safe Grant			518,093	0
Total Public Safety Grants Admin			696,750	178,657
Total Wireless 9-1-1 Gov. Assist.			421,302	629,578
Total Witness Victim HHS			118,299	121,211
Total Public Safety & Justice Serv.			2,000,882	1,182,766

Prosecutor

<i>Personnel Services</i>	PS100100 - General Office	An additional 4% COLA in addition to the 2% provided with PERS and FICA included.	1,256,730	1,282,410
<i>Personnel Services</i>	PS100105 - Child Support	An additional 4% COLA in addition to the 2% provided with PERS and FICA included. This is 66% reimbursed by the State of Ohio.	121,342	123,769
<i>Personnel Services</i>	PS100110 - Children & Family Services	For the past four years the opioid fund covered four Assistant Prosecuting Attorneys. These funds will not be available in 2024 and 2025. We will replace two. This is reimbursed at 100% from various non-GF sources	381,079	389,792

**2024-25 Budget Analysis
115B - Decision Package Report**

Budget Line	Accounting Unit	Justification	2024 Request	2025 Request
Prosecutor				
<i>Personnel Services</i>	PS250100 - Delinq Tax&Assessment Collect	An additional 4% COLA in addition to the 2% provided with PERS and FICA included. This is a special revenue fund.	73,175	73,908
Total Children & Family Services			381,079	389,792
Total Child Support			121,342	123,769
Total Delinq Tax&Assessment Collect			73,175	73,908
Total General Office			1,256,730	1,282,410
Total Prosecutor			1,832,326	1,869,879
Public Works				
<i>Controlled Services</i>	PW100110 - County Headquarters	Anticipated shortfall in Security Chargebacks	536,555	698,392
<i>Personnel Services</i>	PW100105 - Archives	Filling vacant - hire pending in 2023	118,316	120,682
<i>Personnel Services</i>	PW280100 - Dog & Kennel	1 Deputy Dog Warden. 2 new positions: supervisor and vet technician	208,000	212,159
<i>Personnel Services</i>	PW700100 - County Airport	Airport Manager Vacancy	156,800	159,936
<i>Personnel Services</i>	PW705100 - County Parking Garage	Custodial chargebacks	23,085	23,547
<i>Personnel Services</i>	PW720100 - Public Utility - Microgrid	Payroll Chargebacks for Sustainability staff	175,000	175,000
<i>Personnel Services</i>	PW755100 - County Garage	Chargebacks of fleet management, mechanics	80,670	80,670
<i>Professional Services</i>	PW100110 - County Headquarters		0	0
<i>Professional Services</i>	PW100115 - County Hotel Operating GF	contractual costs	35,358	35,358
<i>Professional Services</i>	PW270200 - Road Capital Improvements	To cover capital project expenditures and ODOT & OPWC projects.	6,060,805	19,254,922
<i>Professional Services</i>	PW270205 - R & B Registration Tax	2024 and 2025SIB Loan Payments and capital projects. 2024 only - ODOT project.	11,311,116	10,087,226
<i>Professional Services</i>	PW270210 - \$5 HB26 Road and Bridge Capital Improvements	To cover cash transfers to ODOT & OPWC projects. Budget decrease - SIB Loans paid out of PW270205.	339,106	63,356
<i>Professional Services</i>	PW280100 - Dog & Kennel	General Fund subsidy to cover base budget revenue shortfall	648,446	648,446
<i>Professional Services</i>	PW280105 - Dick Goddard Best Friends Fund	Increase for medical services	76,715	76,715
<i>Professional Services</i>	PW700100 - County Airport	Grounds Equipment/ Repair	50,000	50,000

**2024-25 Budget Analysis
115B - Decision Package Report**

Budget Line	Accounting Unit	Justification	2024 Request	2025 Request
Public Works				
<i>Professional Services</i>	PW705100 - County Parking Garage	Debt service for HPG renovations.	1,390,103	1,390,103
<i>Professional Services</i>	PW750100 - Centralized Custodial Services	Professional services, controlled services, and utilities.	3,662,217	4,150,914
<i>Professional Services</i>	PW755100 - County Garage	Gas contract and Voyager gas card program, vehicle purchases and debt service payment.	1,780,820	1,780,820
<i>Professional Services</i>	PW780100 - Fast Copier	Shortage in anticipated contractual costs	221,444	221,444
Total \$5 HB26 Road and Bridge Capital Improvements			339,106	63,356
Total Archives			118,316	120,682
Total Centralized Custodial Services			3,662,217	4,150,914
Total County Airport			206,800	209,936
Total County Garage			1,861,490	1,861,490
Total County Headquarters			536,555	698,392
Total County Hotel Operating GF			35,358	35,358
Total County Parking Garage			1,413,188	1,413,650
Total Dick Goddard Best Friends Fund			76,715	76,715
Total Dog & Kennel			856,446	860,605
Total Fast Copier			221,444	221,444
Total Public Utility - Microgrid			175,000	175,000
Total R & B Registration Tax			11,311,116	10,087,226
Total Road Capital Improvements			6,060,805	19,254,922
Total Public Works			26,874,556	39,229,690
Soil & Water Conservation Dist				
<i>Professional Services</i>	SC950100 - Soil & Water Conservation	Req increase to subsidy from County GF Awaiting prelim budget for special rev fund	125,000	125,000
Total Soil & Water Conservation			125,000	125,000
Total Soil & Water Conservation Dist			125,000	125,000

2024-25 Budget Analysis

115B - Decision Package Report

Budget Line	Accounting Unit	Justification	2024 Request	2025 Request
Sheriff				
<i>Personnel Services</i>	SH100115 - Law Enforcement - Sheriff	Vacancies and HR Hiring Plan of 27 Deputies: \$2,122,614; Additional LE Hiring Plan of 90 Deputies, 4 Deputy Sheriff Sergeants, 2 Deputy Sheriff Lieutenants: \$10,354,356	12,476,970	12,707,457
<i>Personnel Services</i>	SH100140 - Jail Operations	Vacancies, HR Hiring Plan of 15 CO's, plus New CBA Ratification: \$11,942,960 Move Appropriations from Bedford Jail to Cover Salaries and Other Expenses that were in Bedford Jail	15,520,912	15,971,705
<i>Personnel Services</i>	SH100185 - Sheriff Operations	Vacancies and HR Hiring Plan of 6 HR Staff, 2 Clerks, 2 Special Assistants, 3 Majors and 1 FS2: \$2,738,481	2,738,481	2,758,900
<i>Personnel Services</i>	SH100195 - Bedford Jail	Move Appropriations to Jail Ops to Cover Salaries and Other Expenses that were in Bedford Jail	(3,577,949)	(3,665,155)
<i>Professional Services</i>	SH100115 - Law Enforcement - Sheriff	10 New Vehicles with Buildouts (DPW Initiative Project) New SWAT Vehicle (PO23000874) \$377,044; New Handheld Radio Contract (CM2794) \$223,650; SWAT Gear & Equip \$184,926; New City of Cleveland Radio Network Contract \$60,000 Controlled: \$48,000	1,553,620	991,650
<i>Professional Services</i>	SH100140 - Jail Operations	Trinity Food Service Increase: \$3,000,000 MetroHealth Increases: \$2,000,000 New Handheld Radio Contract CM2794: \$405,940 Controlled: \$5,175,707 CO Stab Resistant Vests: \$250,000 New K9 Program (4 new dogs and 4 new vehicles): \$300,000 Move Appropriations from Bedford Jail to Cover Salaries and Other Expenses that were in Bedford Jail New Live Scan Equipment and Maintenance Project: \$3,650,000 New Jail management System: \$3,000,000	17,948,990	10,918,990
<i>Professional Services</i>	SH100185 - Sheriff Operations	Move Appropriations from CCW to cover CCW other Expenses. Salaries to remain in CCW	46,521	46,521
<i>Professional Services</i>	SH100195 - Bedford Jail	Move Appropriations to Jail Ops to Cover Salaries and Other Expenses that were in Bedford Jail	(167,343)	(167,343)

2024-25 Budget Analysis
115B - Decision Package Report

Budget Line	Accounting Unit	Justification	2024 Request	2025 Request
Sheriff				
<i>Professional Services</i>	SH285110 - Carrying Concealed Weapon Appl	Move Appropriations to Sheriff Ops to Cover CCW Other Expenses. Salaries to remain in CCW	(46,521)	(46,521)
<i>Professional Services</i>	SH285185 - SHERIFF COMMISSARY FUND	New Commissary Account that was not on the 2024/2025 Budget Plan	1,450,000	1,450,000
<i>Professional Services</i>	SH745100 - Central Security Service - Sheriff	New Cost Allocation Software: \$178,298 New Handheld Radio Contract CM2794: \$178,920 New IPS Contract increase: \$149,251 Controlled: \$89,635		
		Countywide Security Cameras and Data Storage (Dept of I.T Project): \$721,000 1 New Vehicle: \$35,000	1,352,104	485,800
Total Bedford Jail			(3,745,292)	(3,832,498)
Total Carrying Concealed Weapon Appl			(46,521)	(46,521)
Total Central Security Service - Sheriff			1,352,104	485,800
Total Jail Operations			33,469,902	26,890,695
Total Law Enforcement - Sheriff			14,030,590	13,699,107
Total SHERIFF COMMISSARY FUND			1,450,000	1,450,000
Total Sheriff Operations			2,785,002	2,805,421
Total Sheriff			49,295,785	41,452,004
Soldiers And Sailors Monument				
<i>Professional Services</i>	SS100100 - Soldiers And Sailors Monument	Training for staff	507	507
Total Soldiers And Sailors Monument			507	507
Total Soldiers And Sailors Monument			507	507
Solid Waste Management Dist.				
<i>Professional Services</i>	SW310100 - District Admin	5 Year Plan Update + Increased advertising and brand awareness + ECTF brought to Admin	223,565	115,046
<i>Professional Services</i>	SW310110 - District Bd Of Health	Adj to match historical budget	22,608	22,608
<i>Professional Services</i>	SW310115 - Solid Waste Convenience Center	Adj up Chemtron to annual budget amount	141,666	141,666

2024-25 Budget Analysis

115B - Decision Package Report

Budget Line	Accounting Unit	Justification	2024 Request	2025 Request
Solid Waste Management Dist.				
<i>Professional Services</i>	SW310125 - Solid Waste Grant To Municipal	Adj up grants to District annual budget (increased by \$100k in 2022)	103,652	103,652
<i>Professional Services</i>	SW310135 - Environmental Crime Task Force	ECTF now under Admin AU - portion of exp posted to 135 in 2022	(6,298)	(6,298)
Total District Admin			223,565	115,046
Total District Bd Of Health			22,608	22,608
Total Environmental Crime Task Force			(6,298)	(6,298)
Total Solid Waste Convenience Center			141,666	141,666
Total Solid Waste Grant To Municipal			103,652	103,652
Total Solid Waste Management Dist.			485,193	376,674
 Workforce Development				
<i>Personnel Services</i>	WF365100 - WF Innovation & Opportunities	Personnel (2025 only)	0	5,825
<i>Professional Services</i>	WF365100 - WF Innovation & Opportunities	Tuition reimbursement, contractual and noncontractual services	1,463,568	1,904,472
<i>Professional Services</i>	WF365105 - Educational Assistance (CEAP)	ITAs, bring CCEAP back to approved \$1M	66,488	66,488
Total Educational Assistance (CEAP)			66,488	66,488
Total WF Innovation & Opportunities			1,463,568	1,910,297
Total Workforce Development			1,530,056	1,976,785