

Executive's Recommended Biennial Budget 2022 - 2023



Cuyahoga County
TOGETHER WE THRIVE
County Executive, Armond Budish

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INTRODUCTION

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

On behalf of the County Executive, the Office of Budget and Management is pleased to present to County Council and the public the Executive’s Recommended 2022-2023 Biennial Budget.

2022-2023 STRATEGIC OBJECTIVES

The 2022-2023 Executive’s Recommended Budget is the fourth biennial budget developed by County Executive Armond Budish and reflects his continued commitment to the over-arching principles of **economic growth and opportunity, fairness and equity, and a government that gets results.**

Resources were allocated in this Recommended Budget to advance the goals, objectives, and priorities identified in the Executive’s five-year Strategic Plan (please see **Appendix A**).

Regional Growth	
Goal 1: Our region is economically competitive	<ul style="list-style-type: none"> • The Cuyahoga County Five-Year Economic Development Plan was expanded in 2020 to include a COVID-19 recovery plan. Through the recovery plan and with the help of many community partners the County was able to match residents who lost their jobs due to COVID-19 with open, in-demand jobs in manufacturing, health care, and information technology; provide financial support to displaced workers to re-train them for these in-demand jobs; and advance the Cleveland Innovation Project to support technology transfer and the growth of entrepreneurs and manufacturing firms. • Cuyahoga County established the first County Division of Public Utilities in 2021. This Division will allow for the development and implementation of electric micro-grids, which will provide the most reliable power in the nation. • Support of the \$1 billion MetroHealth System transformative campus development and regional partnership and expansion.
Goal 2: Out businesses are growing and profitable	<ul style="list-style-type: none"> • As a part of the Cuyahoga County Five-Year Economic Development Plan COVID-19 recovery plan, the Department of Development has provided over \$3 Million in new operating support and capital funding to small business since March of 2020. Supporting small business, with a focus on minority-owned businesses, will continue to be a County priority in 2022 and 2023.
Goal 3: Our community is vibrant, dynamic, and diverse	<ul style="list-style-type: none"> • Cuyahoga County established the Department of Equity and Inclusion to enhance equity in program and policy development within County government. Current Department efforts are focused on increasing participation of minority-and-women-owned business

	enterprises in County contracting and purchasing and working with the Department of Human Resources to build a culture of equity.
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Economic Opportunity	
Goal 4: Every child is ready for school on the first day of kindergarten	<ul style="list-style-type: none"> In 2020, the Cuyahoga County Office of Early Childhood/invest in Children successfully completed planning for the expansion and sustainability of the County's Universal Pre-Kindergarten (UPK) program, doubling the number of UPK seats from 2,000 to over 4,000. This expansion was made possible through the voter approved increased of one of the County's two Health and Human Services levies in 2020.
Goal 5: Every student stays in school and has the support needed to graduate high school ready for post-secondary completion and success	<ul style="list-style-type: none"> In 2020, Cuyahoga County invested a total of \$1.5 Million dollars in the Greater Cleveland Digital Equity Fund to strategically and efficiently address immediate and long-term needs surrounding broadband access, computing devices, digital literacy and technology support. Through the fund, the County and its partners provided up to 5,000 internet hotspots, two years' worth of unlimited data, and up to 10,000 laptops to families with a K-12 student in the home. The County also donated 300 hotspots to the to Cleveland Metropolitan School District (CMSD) to distribute to students without internet access.
Goal 6: Every resident is on a path to upward income mobility and career advancement	<ul style="list-style-type: none"> The Cuyahoga County Educational Assistance program is managed by the Cleveland-Cuyahoga County Workforce Development Board with \$1 million of direct County support. During the COVID-19 pandemic, the County partnered with OhioMeansJobs Cleveland-Cuyahoga County to host the first Virtual Job Fair in June 2020 to connect job seekers with local employers. Made possible through a grant from the Mandel Supporting Foundation at the Jewish Federation and partnership with PCs for People, the County provided computers, hotspots, and three months of internet access for free for up to 1,000 eligible job seekers. Additional Job Fairs were held throughout 2020 with over 630 participants finding employment as a result. County efforts bridge the digital divide and increase broadband access continued in 2021 with the issuance of a request for proposals (RFP) for the deployment of Broadband Services, as well as funding awarded to PCs for People to support high-speed, low-cost internet access to 1,000 East Cleveland residents and to DigitalC to provide affordable, in-home, high-speed broadband services to residents in Cleveland's Central Neighborhood.

Individual Well-Being

<p>Goal 7: All residents are safe, supported, and able to care for themselves</p>	<ul style="list-style-type: none"> • Toward Employment Career Pathway Services for job readiness training, job search and placement, coaching and support for professional development of low-income veterans in Cuyahoga County. • Homeless Services for the Supportive Services for Veterans Families Program and for move-in kits for veterans entering permanent supportive housing in Cuyahoga County. • Increase hourly rates of Corrections Officers in the County Jail. This increase is necessary to provide a competitive hourly rate, not only to retain existing Corrections Officers, but to attract and hire new Corrections Officers.
<p>Goal 8: All people have equal access to justice</p>	<ul style="list-style-type: none"> • The Cuyahoga County Diversion Center opened its doors on May 3. This first-of-its kind facility in Ohio operates in partnership with law enforcement to help individuals involved in a low-level offense who are exhibit signs and symptoms of mental illness and/or addiction receive the help, care, and linkage to community resources they need in a treatment environment rather than going to the County Jail.
<p>Goal 9: All are valued, respected, and heard</p>	<ul style="list-style-type: none"> • In 2020, Cuyahoga County passed legislation declaring racism a public health crisis, established a Citizens' Advisory Council on Equity (CACE), and activated the Cuyahoga County Equity Commission (CCEC). Initial reports on efforts to day by CACE and CCEC were released in January 2021 and these two groups will continue to advise and oversee the County equity efforts. • The Cuyahoga County Department of Regional Collaboration led efforts to connect and collaborate with community stakeholders, including mayors and managers, to promote completion of the 2020 Census.

Mobilize Cross-Sector Resources

<p>Goal 10: Drive collaboration among regional partners</p>	<ul style="list-style-type: none"> • Planning for Central Booking at the County Jail began in early 2020. Led by Cuyahoga County Corrections, Central Booking planning brings together County criminal justice partners to implement a key best practice for arrest and detainee management that ensures during the arrest and arraignment process individuals are treated fairly and with dignity and respect; are diverted from the criminal justice system when appropriate; are charged justly and properly; are provided counsel at the earliest opportunity; and are released on the least costly financial conditions and least restrictive non-financial conditions that will reasonably assure public safety and appearance at court. • Since activation in April 2020, the Cuyahoga County Emergency Operations Center (EOC) and Joint Information Center (JIC) has helped provide over 19.8 Million unites of
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	<p>PPE to health care workers, first responders, and other agencies. The EOC and JIC also provided support to the Federal Emergency Management Agency's Type 1 Mass Vaccination Clinic, which provided more than 260,000 doses over a 12-week period.</p>
Goal 11: Co-create systems-level solutions	<ul style="list-style-type: none"> Public Defender is adding three attorneys to handle post-conviction, vertical, mental health cases, two social workers for Central Booking, one social worker for Juvenile cases, one paralegal for Child Support and one IT support staff.
Goal 12: Make a difference in everything we do	<ul style="list-style-type: none"> To support the work of the Citizens' Advisory Council on Equity and Cuyahoga County Equity Commission, the Cuyahoga County Office of Innovation and Performance began reporting Cuyahoga Performance data by race and ethnicity when available. As of September 2021, race and ethnicity data is available for 16 measures reported through Cuyahoga Performance.

Provide Superior Services

Goal 13: Maintain financial strength and operational efficiency	<ul style="list-style-type: none"> Since the programs launch in 2019, the Office of Innovation and Performance has trained over 260 employees in process improvement through the Cuyahoga County Innovation Academy, empowering employees with the knowledge and tools to improve critical County processes. ERP
Goal 14: Provide a superior customer service	<ul style="list-style-type: none"> Contact Center Central Neighborhood Surge
Goal 15: Make Cuyahoga County an Employer of Choice	<ul style="list-style-type: none"> Implement a Tuition Reimbursement program to provide professional development for all county staff. The program will include Baldwin Wallace College, Cleveland State University and Cuyahoga Community College.

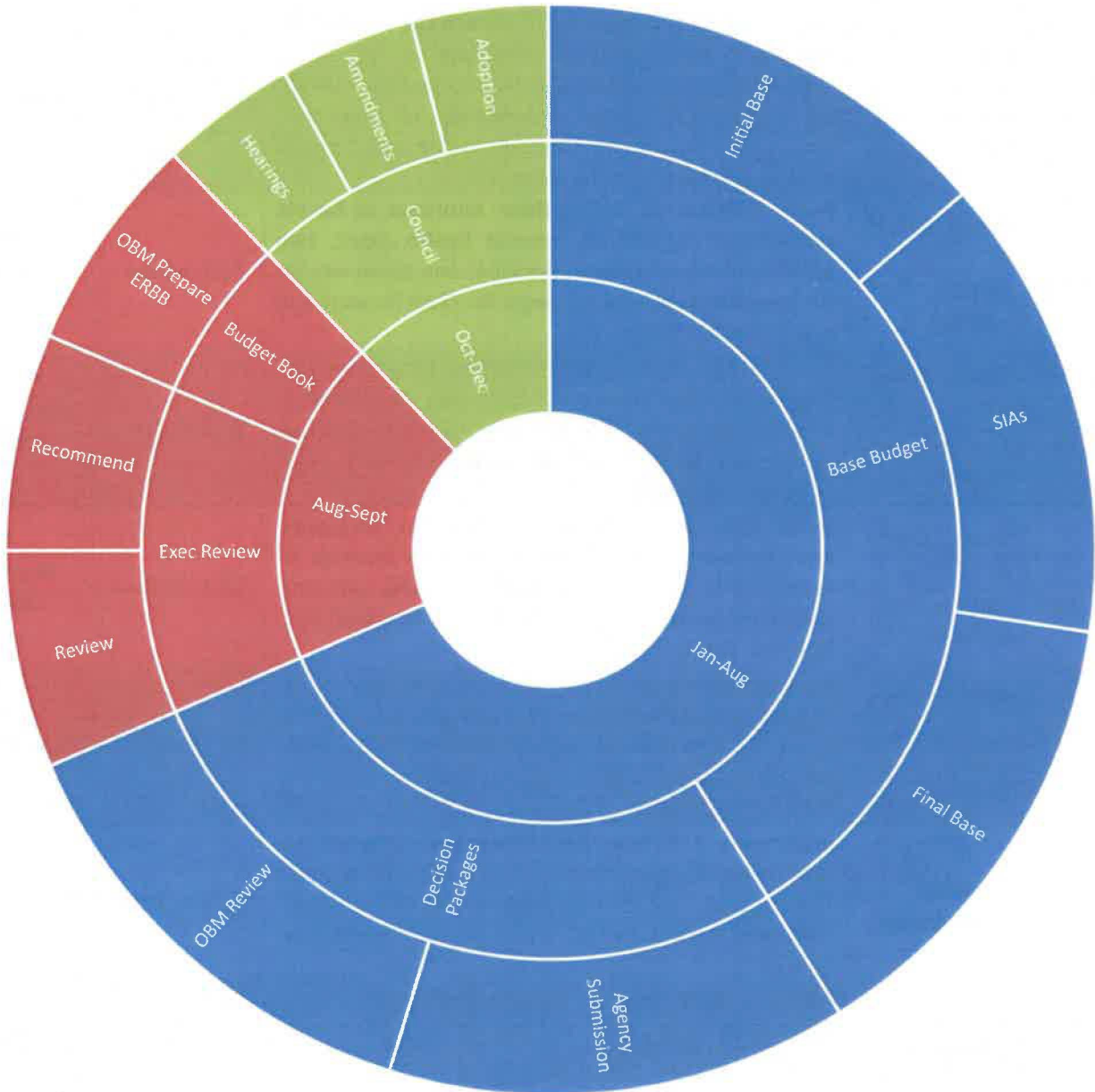
This Recommended Budget includes new or increased investments in support of the following:

Strategic Plan Goal	Program Area	Initiative	Annual Funding Level	Agency/ Department
Goals: 8, 9, 11, 12	Public Safety & Justice Services	Implement Central Booking to reduce the number of inmates in the County Jail who have not yet been charged or are pre-disposition to decrease the overall jail population, allow defendants to maintain employment and connection with their social support system, and reduce racial disparities.	\$3.4 million	Miscellaneous
Goals: 8, 9, 11, 12	Public Safety & Justice Services	Public Defender is adding three attorneys to handle post-conviction, vertical, mental health cases, two social workers for Central Booking, one social worker for Juvenile cases, one paralegal for Child Support and one IT support staff.	\$1.3 million	Public Defender's Office
Goals: 1, 7, 8, 12	Public Safety & Justice Services	Increase hourly rates of Corrections Officers in the County Jail. This increase is necessary to provide a competitive hourly rate not only to retain existing Corrections Officers but to attract and hire new Corrections Officers.	\$7.5 million	Sheriff's Office
Goals: 1, 7, 8, 12	Public Safety & Justice Services	Increase hourly rates of Sheriff's Deputies, Sergeants and Lieutenants in the County Jail. This increase is necessary to provide a competitive hourly rate not only to retain existing Sheriff's staff but to attract and hire new Sheriff's staff.	\$2.1 million	Sheriff's Office
Goals: 1, 7, 8, 12	Public Safety & Justice Services	Increase hourly rates of Detention Officers in the Juvenile Detention Center. This increase is necessary to provide a competitive hourly rate not only to retain existing Detention Officers but to attract and hire new Detention Officers.	\$1.2 million	Juvenile Court
Goals: 12, 13, 15	General Government	Implement a Tuition Reimbursement program to provide professional development for all county staff. The program will include Baldwin Wallace College, Cleveland State University and Cuyahoga Community College.	\$2.4 million	Miscellaneous
Goals: 1, 3, 10, 12,	General Government	Begin the development of the County's Public Utility (Microgrid)	\$87,500	Miscellaneous

BIENNIAL BUDGET DEVELOPMENT

Budget Calendar

2022-2023 Biennial Budget Development



Base Budget

The Base Budget was prepared by OBM in June. The *Initial Base Budget* was set equal to the 2021 Base Budget Update. Assumptions that went into the initial Base Budget include:

- 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 bargaining unit agreements
- A 3% increase in cost of the employer's share of employee health coverage
- No changes to attrition rates or overtime earnings

OBM made Base Budget Adjustments to the *Initial Base* to incorporate the most recent operational data available: for example, increases for Central Booking, Sheriff’s Corrections Officers, Deputies, Sergeants and Lieutenants, Juvenile Court Detention Officers and Tuition Reimbursement. Additional changes to the base included a decrease to the charges for the employer share of employee healthcare to draw down the cash balance in Hospitalization/Self Insurance Fund and the removal of Workers Compensation budgets to draw down the cash balance in the Workers Compensation fund.

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

- o \$504.4 million in 2022 in the **General Fund**, an increase of \$13.0 million (2.7%) over the Initial Base
- o \$276.2 million in 2022 in the **HHS Levy Fund**, a decrease of \$8.8 million (3.1%) from the Initial Base

OBM released the Base Budgets to the agencies and departments in June 2021.

Budget Planning & Operational Decision Items

At the budget meeting in June 2021, just prior to the release of the Base Budgets, the base budgets for 2022 and 2023 were presented: operating deficits were reflected in both the General and HHS Levy Funds. In response to its projections, OBM immediately began working to eliminate the projected deficits by seeking available resources in revenue, reducing unnecessary appropriations and limiting amendments to the base budgets. All agencies and departments submitted Operation Decision Items (ODIs) that were all ultimately denied.

OBM received approximately 38 Decision Item requests from the departments, totaling \$157 million over the biennium (\$102M in 2022 and \$55M in 2023): split nearly equally between the General Fund and the HHS Levy Fund. OBM presented each request to the Executive and Chief of Staff to consider. Unfortunately, our revenue budgets over the next biennium will not provide funding for any of the Decision Items requested.

The Decision Items are detailed in Appendix C.

Executive’s Recommendation

What follows is a discussion of the Executive’s Recommended Biennial Budget for years 2022 and 2023. **The Schedules can be found in Appendix B.**

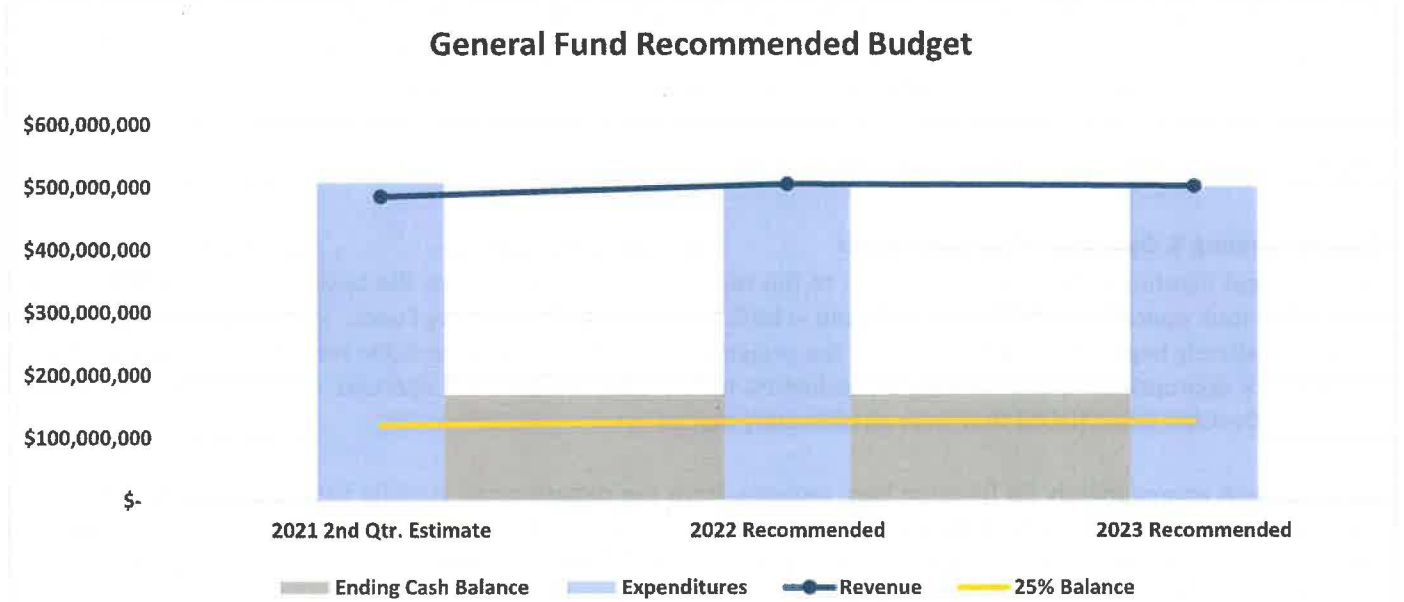
GENERAL FUND

The General Fund is the main operating fund in the County budget and the County’s primary unrestricted fund. As such, the County’s financial strength is positively correlated with the health of the General Fund and the County’s Financial Policies seek to ensure that the General Fund remains on strong financial footing, so the County can meet its obligations to its citizens.

General Fund	2021 2 nd Quarter Estimate	2022 Executive’s Recommended Budget	2023 Executive’s Recommended Budget
Beginning Cash Balance	\$191,823,833	\$168,929,390	\$169,603,841
Operating Revenue	\$484,991,755	\$505,074,460	\$502,130,785
Operating Expenditures	\$410,263,068	\$426,915,854	\$433,381,409
Subsidies to Other Funds	\$97,623,130	\$77,484,155	\$67,875,962
Total Expenditures	\$507,886,198	\$504,400,009	\$501,257,371
Ending Cash Balance	\$168,929,390	\$169,603,841	\$170,477,256
Cash Reserve Requirement	119,951,952	\$126,971,550	\$126,100,002

SUMMARY

The General Fund budget as recommended is balanced: total available resources exceed total expenditures in both years of the biennium. The includes the final \$10 million repayment from the Health & Human Services Levy fund for a \$15 million draw from the General Fund in 2019. The ending cash balance is projected to total \$170 million in both 2022 and 2023, which is \$42.6 million more than the 2022 estimated Cash Reserve Requirement.



REVENUE DISCUSSION

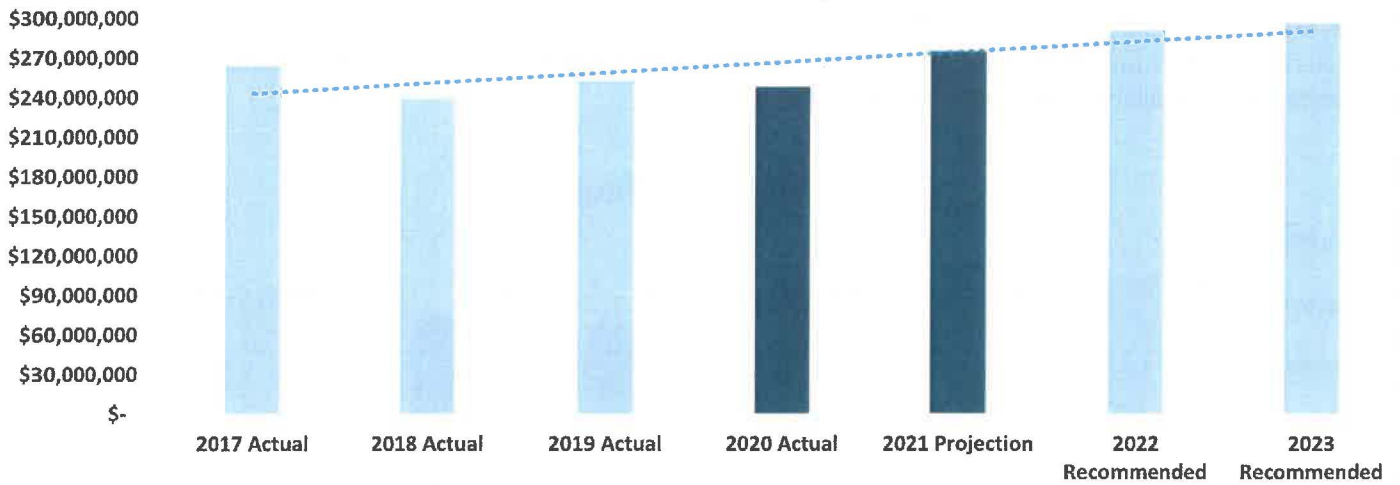
The budget assumes General Fund revenue will total \$505 million and \$502.1 million in 2022 and 2023, respectively.

Sales Tax

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

The County’s share of sales tax receipts is split between the General Fund and debt service on the 2014, 2016, and 2017 Sales Tax Revenue Bonds. **The portion of Sales Tax revenue that is allocated to the General Fund is assumed to total \$290.9 million in 2022 and \$296.7 in 2023:** a 2% increase each year over the previous year, offset by increases in debt service withholdings on outstanding debt.

Net Sales Tax Receipts

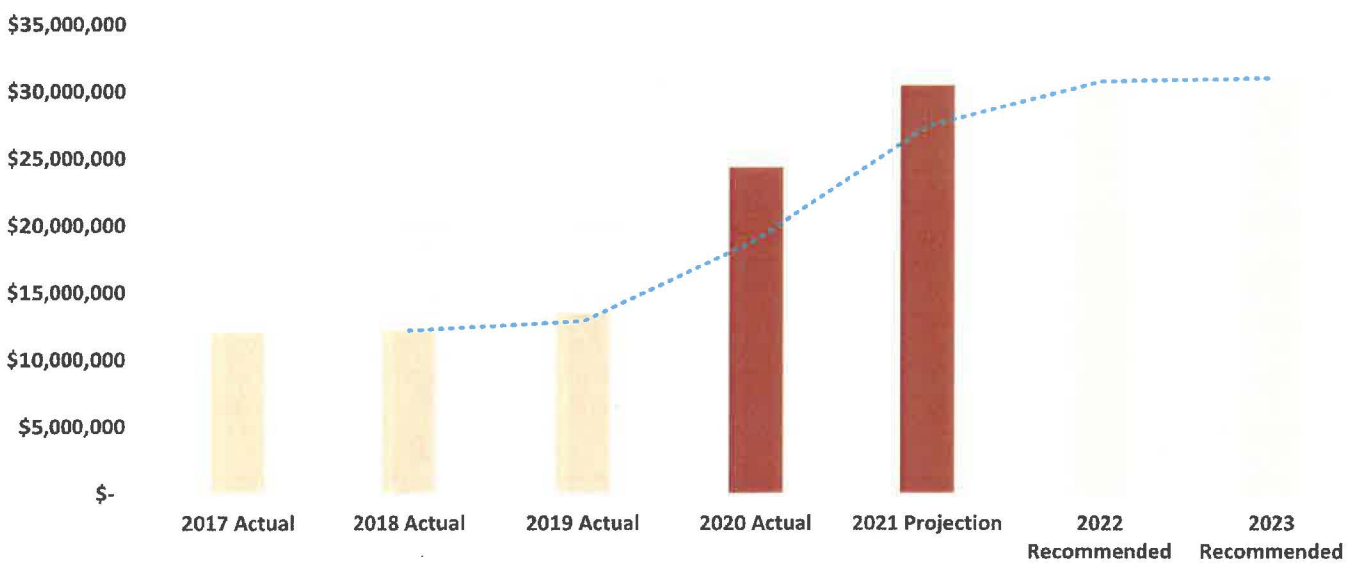


Property Tax

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

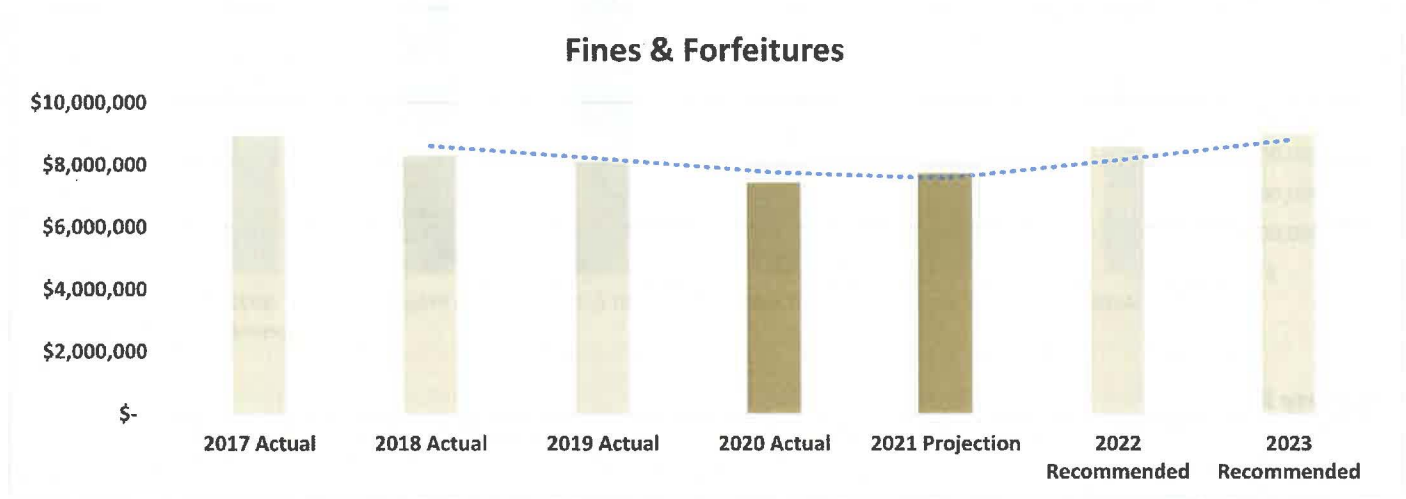
The Biennial Budget assumes Property Tax revenue will total \$31 million in both 2022 and 2023. According to the Budget Commission, the Triennial Reappraisal is estimated to increase Property Tax revenue to the General Fund by \$3.7 million in both 2022 and 2023. The 2022 Tax Budget (R2021-0156) maintained the current allocation of the County’s inside millage (1.45 mills): 1.0 mills to the General Fund of 0.45 mills to the General Obligation Bond Retirement. Our debt service for 2022 includes Series 2009A, 2019A, 2019B, 2020A and 2020B General Obligation Bonds totaling \$254,150,000. We have two changes from 2021: refunded a portion of the 2014 Various Purpose Sales Tax bonds, refunded the Series 2012A and 2012B General Obligation bonds and replaced both with Series 2020A and 2020B bonds.

Property Tax



Fines and Forfeitures

Fines and Forfeiture revenue is assumed to total \$8.6 million in 2022 and \$9 million in 2023. 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 (except for Juvenile Court). This estimate assumes a 5% increase each year over the previous year. The estimate is based on data available through September 2021.

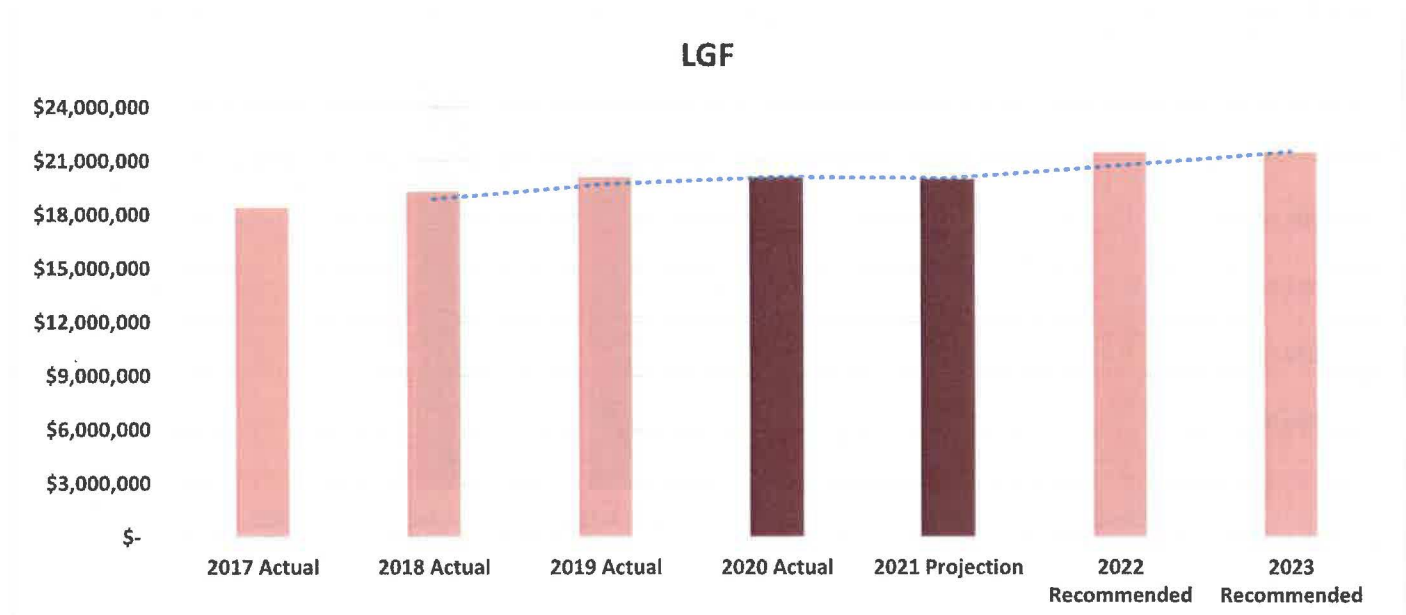


Charges for Services

Charges for Services revenue is assumed to total \$90.7 million in both 2022 and 2023. This revenue included fees collected by Auditor, Treasurer, Recorder, Auto Title, Board of Elections, Medical Examiner, Sheriff/Jail and all of our chargebacks. This estimate assumes no change from the 2021 estimate based on data available through September 2021.

Local Government Fund

Revenue derived from the Local Government Fund (LGF) is assumed to total \$21.5 million in both 2022 and 2023. 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 of the State’s tax revenue; the percentage was temporarily increased in the State’s current Biennial Budget from 1.66% to 1.68%.



Other Intergovernmental

Other Intergovernmental revenue is assumed \$32.5 million in both 2022 and \$32.7 million in 2023. The majority 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 2021, provided enough funding to reimburse counties for indigent defense expenses at 100%. *If counties, including Cuyahoga, dramatically increase spending on indigent defense following an increase in funding at the State level, the reimbursement rate will drop.* The budget for Intergovernmental revenue is based on 100% reimbursement in 2022 and 2023.

Other Taxes

Other Taxes distributions from the combined 2% bed tax levied under the authority of Ohio Revised Code §5739.09 and Chapter 724 of the Cuyahoga County Code that is used to support debt service on the Global Center for Health Innovation (formerly the Medical Mart) and Huntington Convention Center (5739.09(I)(3) and 5739.09(H)). This tax increased from 1% to 2% by way of O2019-0009 effective January 1, 2020. The County levies a total 5.5% in bed taxes. **General Fund revenue derived from the bed tax is assumed to total \$8.3 million in 2022 and \$8.8 million in 2023.**

Investment Earnings

Investment Earnings are assumed to total \$7.8 million in both 2022 and 2023. Investment Earnings are projected to remain flat from 2021. Presently, the value of the County's investment portfolio totals approximately \$777 million

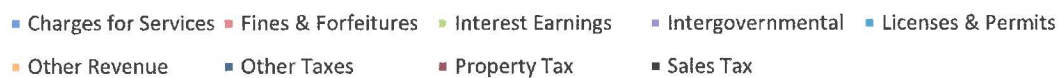
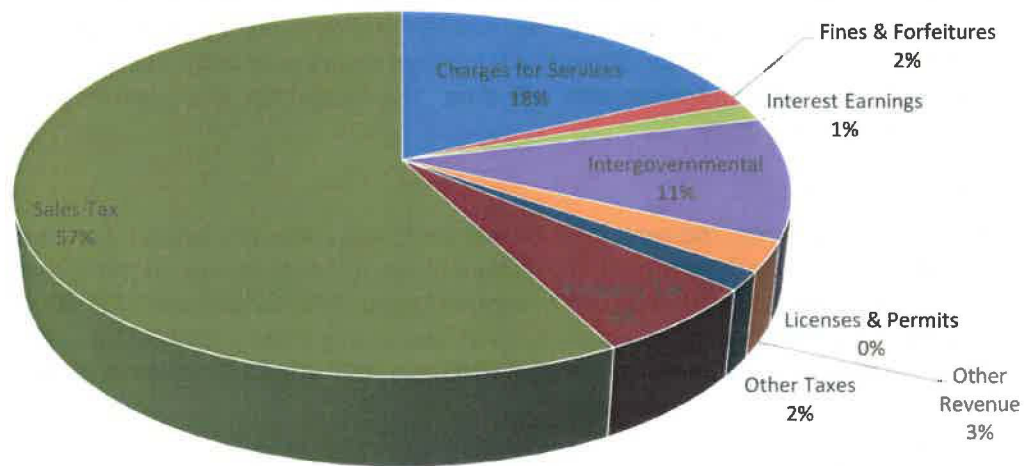
Other Revenue

Other Revenue is assumed to total \$13.2 million in 2022 and \$3 million in 2023. Assumptions in this Recommended 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 repayment (in 2022 only) from the Health and Human Services Levy fund *(In 2019, the General Fund transferred \$15 million to the Health and Human Services Levy Fund).*

The budget assumes General Fund revenue will total \$505 million and \$502.1 million in 2022 and 2023, respectively.

2022 General Fund Revenue



EXPENDITURE DISCUSSION

The General Fund budget totals \$504.4 million and \$501.3 million in 2022 and 2023, respectively. The General Fund supports activities in all of the major functional areas of government, which is how they will be discussed in this document.

Legislative and Executive (18% of total General Fund spending)

Program expenditures include, but are not limited to, the County Executive, County Council, the Fiscal Office, the Law Department, the Board of Elections, the Department of Information Technology, the Department of Public Works, and the Department of Human Resources. Additionally included in this program are the County support to the Cuyahoga County Convention Facilities Development Corporation and the Rock and Roll Hall of Fame and Museum, the latter of which is new in 2020. **The Recommended Budget for Legislative and Executive totals \$89 million in 2022 and 2023.**

Assumptions in this Recommended Budget include:

- A 7.7% decrease in the charges to agencies and departments to capture the employer's share of employee health care costs. In 2022, a "premium holiday" – affecting both the employer and employees – will be enacted during two pay periods to draw down surplus cash in the Hospitalization/Self Insurance Fund.
- Removal of Workers Compensation budgets to draw down the cash balance in the Workers Compensation fund.
- Increase to implement a Tuition Reimbursement program to provide professional development for all county staff. The program will include Baldwin Wallace College, Cleveland State University and Cuyahoga Community College.
- Budgeted increases in the Board of Elections' approved budget.

Judicial (24% of total General Fund spending)

This program captures the cost of the County's four courts and the 8th District State Court of Appeals. **The Recommended Budget for Judicial totals \$118 million in 2022 and \$121 million in 2023.**

Assumptions in this Recommended Budget include:

- A 7.7% decrease in the charges to agencies and departments to capture the employer's share of employee health care costs. In 2022, a "premium holiday" – affecting both the employer and employees – will be enacted during two pay periods to draw down surplus cash in the Hospitalization/Self Insurance Fund.
- Removal of Workers Compensation budgets to draw down the cash balance in the Workers Compensation fund.
- Hourly rate increases for Detention Officers in the Juvenile Court Detention Center. These increases are necessary to provide a competitive hourly rate not only to retain existing Detention Officers but to attract and hire new Detention Officers.

Development (1% of total General Fund spending)

Development captures activity in the Departments of Development. **The Recommended Budget for Development totals \$2.3 million in 2022 and \$2.4 in 2023.**

Assumptions in this Recommended Budget include:

- A 7.7% decrease in the charges to agencies and departments to capture the employer's share of employee health care costs. In 2022, a "premium holiday" – affecting both the employer and employees – will be enacted during two pay periods to draw down surplus cash in the Hospitalization/Self Insurance Fund.
- Removal of Workers Compensation budgets to draw down the cash balance in the Workers Compensation fund.

Community Development (2% of total General Fund spending)

This program includes the Planning Commission, the Department of Regional Collaboration, the Department of Sustainability and the Soldiers' and Sailors' Monument. **The recommended budget for Community Development totals \$7.6 million in 2022 and 2023.**

Assumptions in this Recommended Budget include:

- A 7.7% decrease in the charges to agencies and departments to capture the employer's share of employee health care costs. In 2022, a "premium holiday" – affecting both the employer and employees – will be enacted during two pay periods to draw down surplus cash in the Hospitalization/Self Insurance Fund.
- Removal of Workers Compensation budgets to draw down the cash balance in the Workers Compensation fund.

Social Services (1% of total General Fund spending)

This program includes expenses attributed to the Veterans Services Commission (VSC). In accordance with Ohio Revised Code §5901.11, the VSC is provided an annual budget that is *not to exceed* 0.25 mills, though the Commission has yet to spend to this amount, at least going back to 2005. Section 711.02 of the County Code requires the year-end surplus in the budget to be appropriated the following year in the Veterans Services Fund, which is allocated at the Council's discretion. The 2021 projected surplus is reflected as a 2022 expense in the General Fund as a subsidy to the Veterans Services Fund. **The recommended budget for the VSC totals \$7.4 million in 2022 and \$7.5 in 2023.**

Assumptions in this Recommended Budget include:

- A 7.7% decrease in the charges to agencies and departments to capture the employer's share of employee health care costs. In 2022, a "premium holiday" – affecting both the employer and employees – will be enacted during two pay periods to draw down surplus cash in the Hospitalization/Self Insurance Fund.
- Removal of Workers Compensation budgets to draw down the cash balance in the Workers Compensation fund.

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

General Operating Fund expenses dedicated to Health and Safety are reflected in the Department of Public Safety and Justice Services' CECOMS division, which manages and operates the County's Wireless 911 call center. **The Recommended Budget totals \$415,915 in 2022 and \$422,035 in 2023.**

Assumptions in this budget include:

- A 7.7% decrease in the charges to agencies and departments to capture the employer's share of employee health care costs. In 2022, a "premium holiday" – affecting both the employer and employees – will be enacted during two pay periods to draw down surplus cash in the Hospitalization/Self Insurance Fund.
- Removal of Workers Compensation budgets to draw down the cash balance in the Workers Compensation fund.

Miscellaneous (40% total General Fund spending)

Miscellaneous expenditures include those that cannot be otherwise classified, includes the legal and public safety agencies and departments, including but not limited to the Clerk of Courts, the Sheriff's Office, the Department of Public Safety and Justice Services, the Medical Examiner's Office, the Prosecutor's Office, and the Public Defender's Office. **The Recommended Budget totals \$199.7 million in 2022 and \$203.8 million in 2023.**

Assumptions in this budget include:

- A 7.7% decrease in the charges to agencies and departments to capture the employer's share of employee health care costs. In 2022, a "premium holiday" – affecting both the employer and employees – will be enacted during two pay periods to draw down surplus cash in the Hospitalization/Self Insurance Fund.
- Removal of Workers Compensation budgets to draw down the cash balance in the Workers Compensation fund.
- Increases for the Public Defender to add three attorneys to handle post-conviction, vertical, mental health cases, two social workers for Central Booking, one social worker for Juvenile cases, one paralegal for Child Support and one IT support staff. Reimbursements for indigent defense by the Ohio Public Defender will be 100% in 2022 and 2023.
- Increase to implement Central Booking to reduce the number of inmates in the County Jail who have not yet been charged or are pre-disposition to decrease the overall jail population, allow defendants to maintain employment and connection with their social support system, and reduce racial disparities.
- Hourly rate increases for Corrections Officers, Deputies, Sergeants and Lieutenants in the County Jail. These increases are necessary to provide a competitive hourly rate not only to retain existing Corrections Officers but to attract and hire new Corrections Officers.

Subsidies to Other Funds (15% of total General Fund spending)

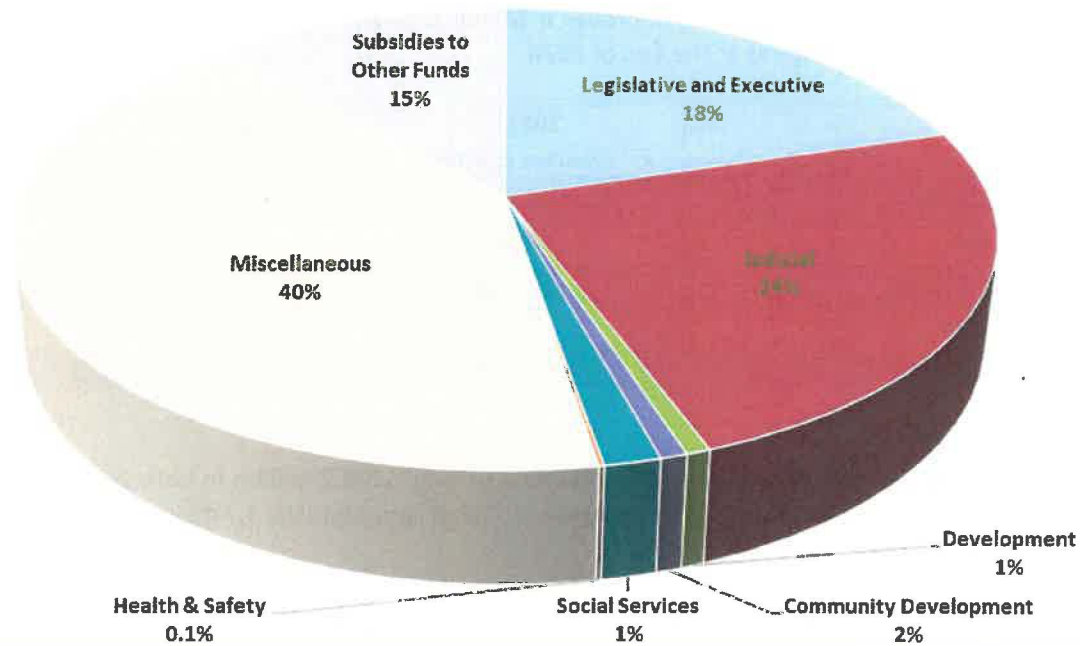
The General Fund subsidizes restricted special revenue funds to cover the difference between desired spending levels and other sources of revenue. **The Recommended Budget for subsidies totals \$77 million in 2022 and \$68 million in 2023**

Assumptions in this budget include:

- County continues to pay \$10 million in debt service in both 2022 and 2023 that the County owned Hilton Hotel would normally pay from operations.

The General Fund Recommended Budget totals \$504.4 million and \$501.3 million in 2022 and 2023, respectively.

2022 General Fund Expenditures - by Function



ENDING CASH BALANCE

Cuyahoga Code Section 706.01 requires a cash balance in the General Fund of at least 25% of prior year's expenditures. Based on budgeted revenue and expenditures, the unadjusted ending cash balance in 2022 is assumed to be \$169.6 million which **complies with Section 706.01**. There are Reserves on Balance (detailed in the next section) totaling \$15.1 million in 2022.

RESERVES ON BALANCE

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

- **Hotel** - \$7 million – Each year Hilton submits a request to the County for consideration to draw on the capital reserve held by the trustee. While the County has authority over the allocation of funds, it is anticipated that there will be many requests that must be approved each year for routine maintenance to protect the County's asset. According to the County's asset manager, the capital reserve will be insufficient to fund anticipated needs beginning in 2024, which includes an investment of more than \$13 million over three years for the renovation of guest rooms.
- **Bond Guaranty** - \$1.1 million – The County is contractually obligated to maintain an annual reserve for the debt service on the Flats East Bank project.
- **Sherwin Williams Incentive** – This original incentive of \$7,000,000 to Sherwin Williams dates back to 2020. No payment has been issued.

HEALTH AND HUMAN SERVICES LEVY FUND

Cuyahoga County residents have generously approved two levies to support health and human services (HHS). The larger of the two levies, **4.8 mills**, was most recently approved in March 2016 and expires in 2024. The smaller levy, **4.7 mills**, was last approved in April 2020 and expires at the end of 2028.

HHS LEVY FUND	2021 2 nd Quarter Estimate	2022 Executive’s Recommended Budget	2023 Executive’s Recommended Budget
Beginning Cash Balance	\$14,444,146	\$30,635,841	\$31,120,244
Operating Revenue	\$284,521,773	\$276,709,711	\$276,709,711
Subsidies to Other Funds	\$268,330,078	\$276,225,308	\$276,114,202
Ending Cash Balance	\$30,635,841	\$31,120,244	\$31,715,753
Cash Reserve Requirement	\$22,902,658	\$26,833,008	\$27,622,531

REVENUE DISCUSSION

Revenue generated by the County’s two levies is assumed to total **\$276.7 million in both 2022 and 2023**. The 4.8 mills Health and Human Services Levy is expected to generate \$133.8 million while the 4.7 mills Health and Human Services Levy is expected to generate \$142.9 million.

It is important to note that the 2021 Triennial Appraisal will 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 Triennial Appraisal, the *effective rate* decreases by the amount necessary to maintain existing revenue generation. Levy revenue fluctuates based on new value and delinquencies.

EXPENDITURE DISCUSSION

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

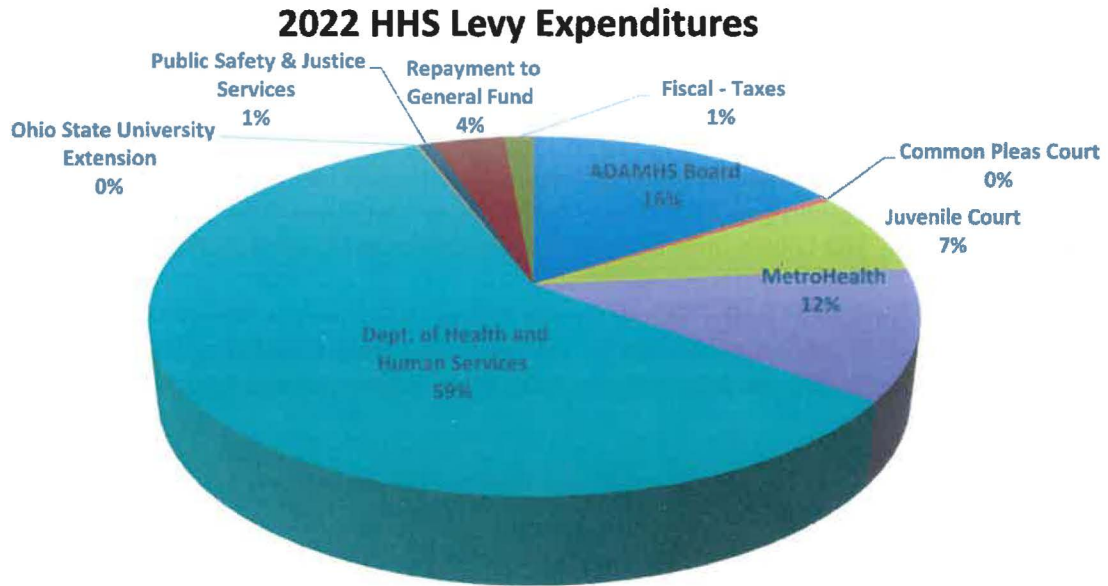
The Recommended Budget for subsidies to other County funds totals \$276.2 million in 2022 and \$276.1 million in 2023. The subsidies provided to other County funds represent the difference between Federal, State, and other program revenue and the cost of operations for agencies and departments that provide health and human services throughout the County.

Assumptions in this budget include:

- A 7.7% decrease in the charges to agencies and departments to capture the employer’s share of employee health care costs. In 2022, a “premium holiday” – affecting both the employer and employees – will be enacted during two pay periods to draw down surplus cash in the Hospitalization/Self Insurance Fund.
- Removal of Workers Compensation budgets to draw down the cash balance in the Workers Compensation fund.
- An Increase to implement a Tuition Reimbursement program to provide professional development for all county staff. The program will include Baldwin Wallace College, Cleveland State University and Cuyahoga Community College.
- An increase in revenue for the Say Yes to Education program in both years. This increase was an earmark in the Governor’s State budget.
- An increase in expenditures for the Say Yes to Education program for both years. This increase is for Year 4 of the program covering 100% of school sites and 106 Family Support Specialists.
- A decrease in Kinship Care expenditures in both years. The State’s Kinship Care program will cover these costs.

- That Board and Care expenditures in the Children and Family Services division will total \$86 million in 2022 and 2023.

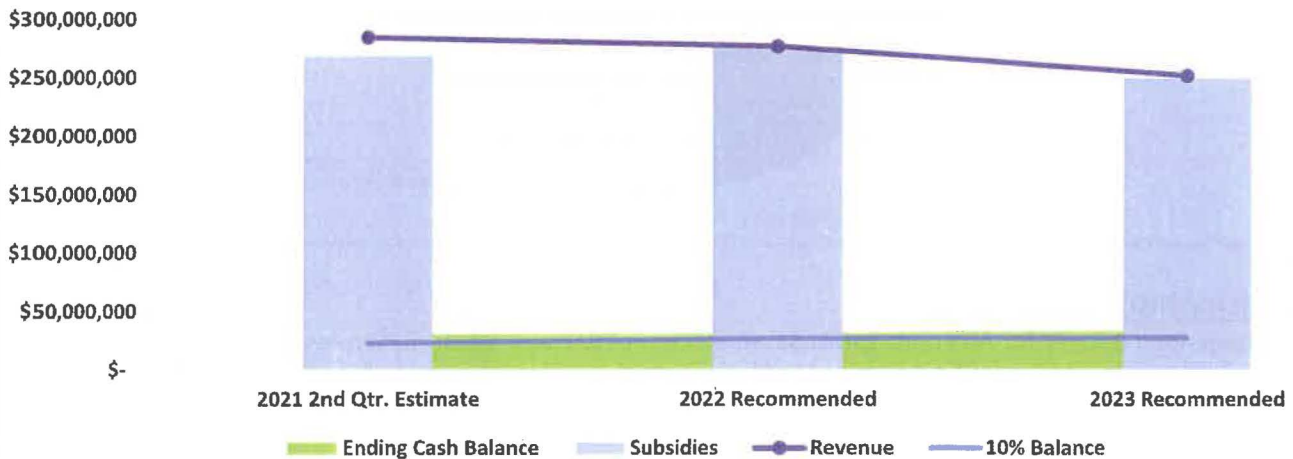
HHS Levy expenditures represent less than one-quarter of total County spending in the areas of social services, health and safety, and justice and public safety.



ENDING CASH BALANCE

Section 707.01 of the County Code requires a minimum cash balance in the Health and Human Services Levy Fund of at least 10% of the prior year's expenditures. **Based on budgeted revenue and expenditures, the ending cash balance totals \$31.1 million in 2022 and \$31.7 million in 2023.** This complies with the requirement set forth in Section 707.01.

HHS Levy Fund Recommended Budget



ALL FUNDS

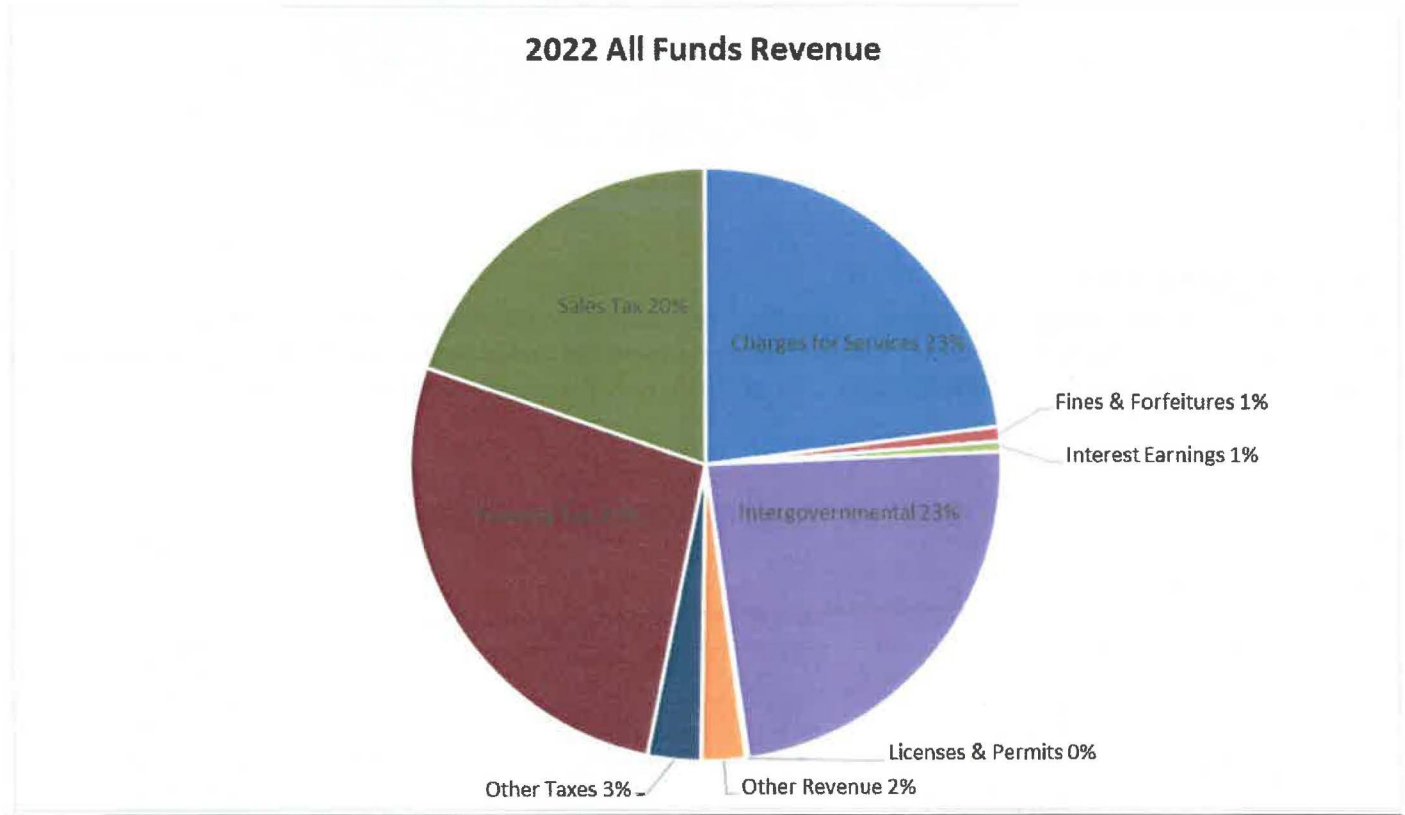
ALL FUNDS	2021 2 nd Quarter Estimate	2022 Executive's Recommended Budget	2023 Executive's Recommended Budget
Operating Revenue	\$1,541,832,038	\$1,535,868,222	\$1,534,673,166
Operating Expenditures	\$1,427,268,779	\$1,461,864,100	\$1,464,501,756

REVENUE DISCUSSION

All Funds revenue in the Recommended Budget is assumed to total \$1.5 billion in both 2022 and 2023. The largest two sources of All Funds revenue are Other Governmental and Property Taxes.

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

Property Tax revenue is generated by the County's inside millage (1.45 mills), as well as proceeds from three voted levies: a 3.9 mill continuous levy in support of services for the developmentally disabled, a 4.7 mill levy for health and human services (expires December 2028), and a 4.8 mill levy for health and human services (expires December 2024).



EXPENDITURE DISCUSSION

The Recommended Budget for All Funds totals \$1.46 billion in 2022 and 2023. Revenues exceed expenditures in both years, but unlike the General and HHS Levy Funds, there is no mandate or policy regarding balanced budgets in the special revenue funds. There are sufficient cash balances in the funds where expenditures exceed revenue. Like the General Fund, All Funds expenditures are categorized by program.

Legislative and Executive (21% of total All Funds spending)

On an All Funds basis, this program includes the expenditures identified in the General Fund discussion on page 12, as well as the activity captured in a number of special revenue funds, including but not limited to the Hospitalization/Self Insurance Fund, the Workers Compensation Fund, the Real Estate Assessment Fund, the Certificate of Title Fund, and the Treasurer's Delinquent Real Estate Tax Assessment Collection Fund. **The Recommended Budget for General Government totals \$303 million in 2022 and \$304 million in 2023.**

Judicial (10% of total 2020 All Funds spending)

On an All Funds basis, this program includes the expenditures identified in the General and HHS Levy Fund discussions on page 12, as well as incorporating the activity captured in the various special revenue funds under the authority of the courts. **The Recommended Budget for Judicial totals \$151 million in 2022 and \$154 million in 2023.**

Development (1% of total 2020 All Funds spending)

On an All Funds basis, this program includes the activities captured in the Economic Development Fund, the Demolition Fund, and the Community Development Fund, as well as the County Airport. **The Recommended Budget for Development totals \$9.4 million in 2022 and \$11.5 million in 2023.**

Community Development (1% of total All Funds spending)

This program includes the Planning Commission, the Department of Regional Collaboration, the Department of Sustainability and the Soldiers' and Sailors' Monument. **The recommended budget for Community Development totals \$15 million for both 2022 and 2023.**

Social Services (34% of total All Funds spending)

On an All Funds basis, this program captures the activity of the Department of Health and Human Services, which includes the divisions of Job and Family Services, Children and Family Services, Child Support Services, Senior and Adult Services, Early Childhood, Re-Entry, Homeless Services, and the Family and Children First Council. Together, these divisions provide many programs and services that are mandated by the Federal and State governments. **The Recommended Budget for Social Services totals \$494.6 million in 2022 and \$498.4 million in 2023.** This program represents the majority of Cuyahoga County expenditures.

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

On an All Funds basis, this program includes the County's support of the CECOMS division of the Department of Public Safety and Justice Services discussed on page 14. – the All Funds budget includes the Wireless 911 Fund which generates \$2.8 million per year from an \$0.25 surcharge on wireless services. **The Recommended Budget for Health and Safety totals \$10 million in 2022 and 2023.**

Public Works (9% of total All Funds spending)

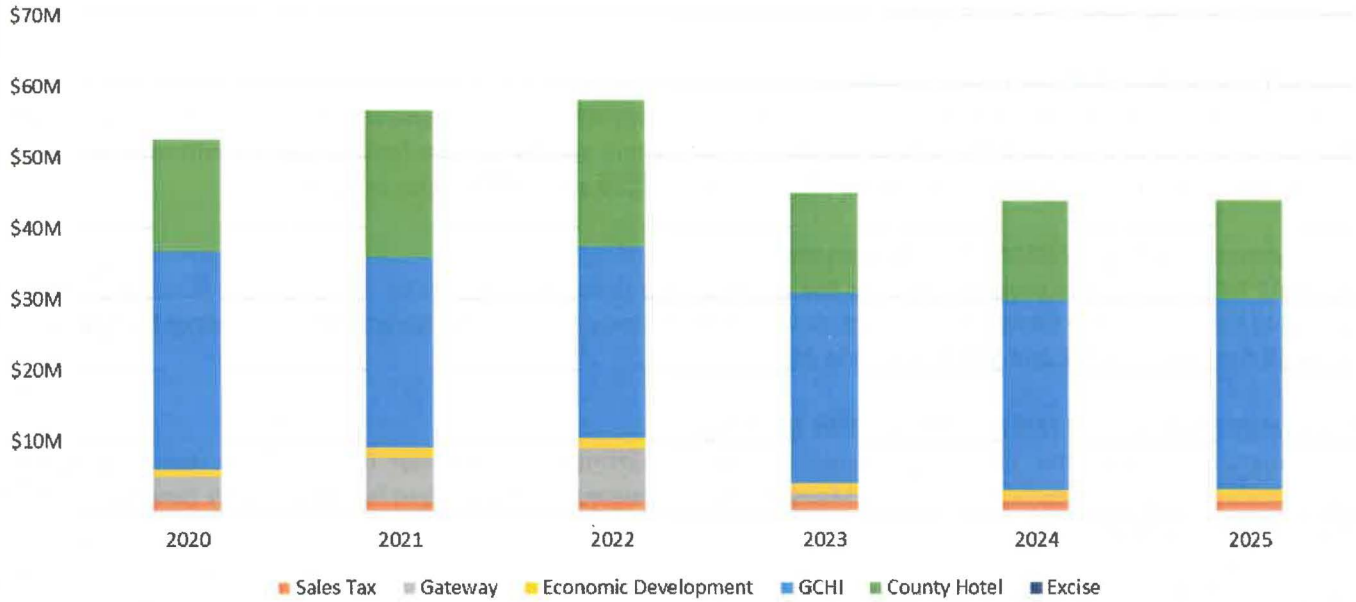
On an All Funds basis, this program captures infrastructure activity in the Department of Public Works relative to roads and bridges and sanitary sewers. **The total Recommended Budget for the Public Works program is \$71 million in 2022 and \$72 million in 2023.** The County is legally responsible for 22 miles of road but provides financial and technical assistance to cities and villages for road work. **The Recommended Budget for Road & Bridge totals \$29 million in 2022 and \$30 million in 2023.** Please note that spending this allocation in full would not result in a depletion of the cash balance in the Fund; additional appropriation may be requested throughout the Biennium as needs arise. The Department of Public Works is responsible for providing sanitary sewer services in the County's and does the same on a contract basis for 40 municipalities and villages. **The Recommended Budget for Sanitary totals \$33.4 million in 2022 and \$33.7 million 2023.** Please note that spending this allocation in full would not result in a depletion of the cash balance in the Fund; additional appropriation may be requested throughout the Biennium as needs arise.

Debt Service (7% of total 2022 All Funds spending)

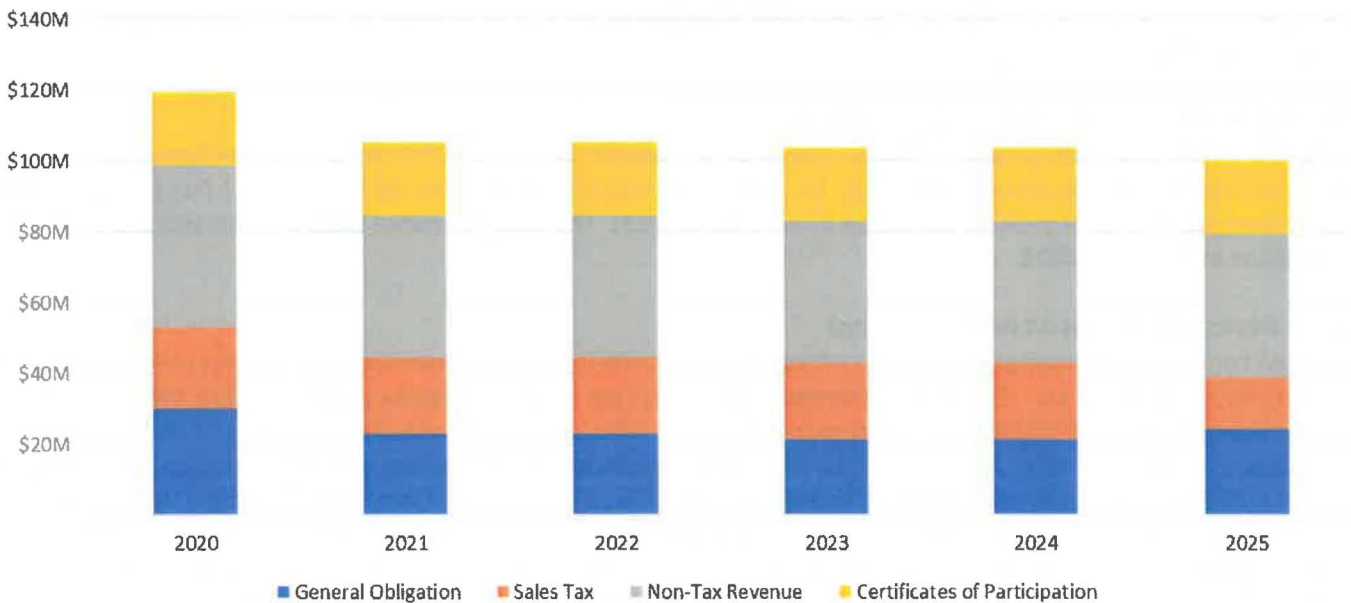
As of January 1, 2022 the County's outstanding debt – principal and interest – totaled \$1.2 billion. **The Recommended Budget for debt service is \$97 million in 2022 and \$84 million in 2023.** The budget assumes no new issuances or refunding

of outstanding obligations. In 2023 the Gateway Development bonds mature reducing the annual pledge amount by \$6.5 million from 2022.

General Fund Subsidy - Debt Service



Debt Service - Total Amount Due

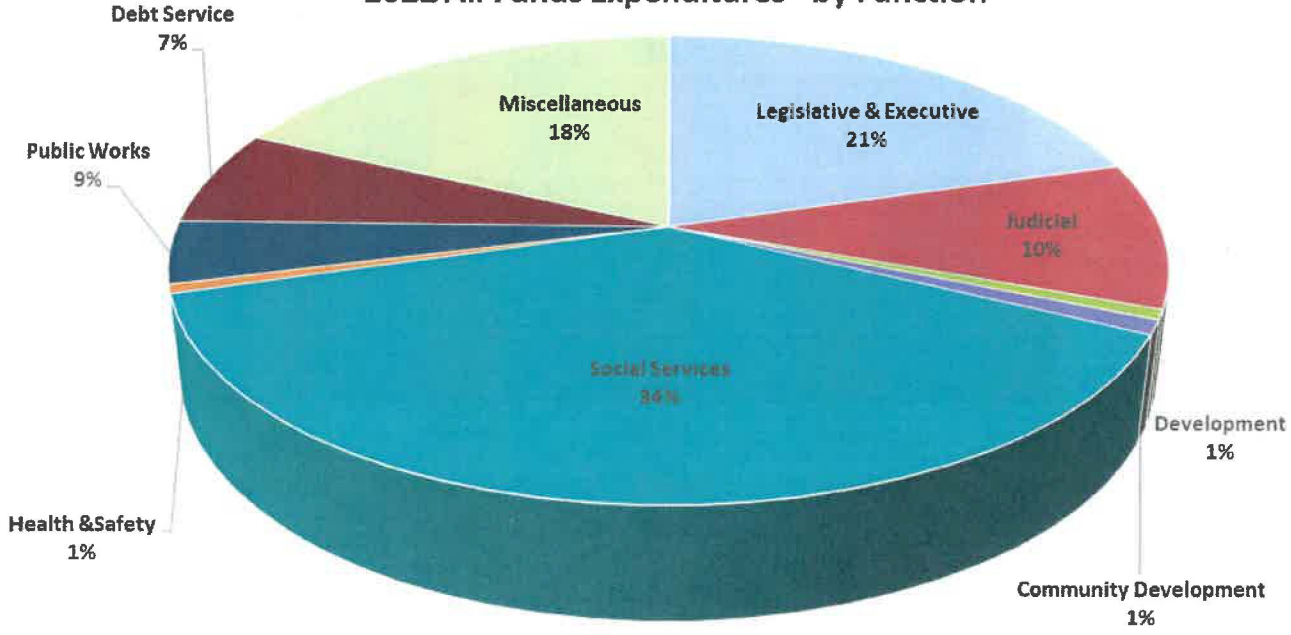


Miscellaneous (18% of total All Funds spending)

This program captures expenditures that cannot be classified into the other programs. Please see discussion on page 14. Please note that currently the Miscellaneous function also includes the legal and public safety agencies and departments, including but not limited to the Clerk of Courts, the Sheriff's Office, the Department of Public Safety and Justice Services, the Medical Examiner's Office, the Prosecutor's Office, and the Public Defender's Office. On an All Funds basis, this also

includes the special revenue funds under the authority of the Prosecutor’s Office, the Sheriff’s Office, and the Medical Examiner’s Office. **The Recommended Budget totals \$269 million in 2020 and \$275 million in 2021.**

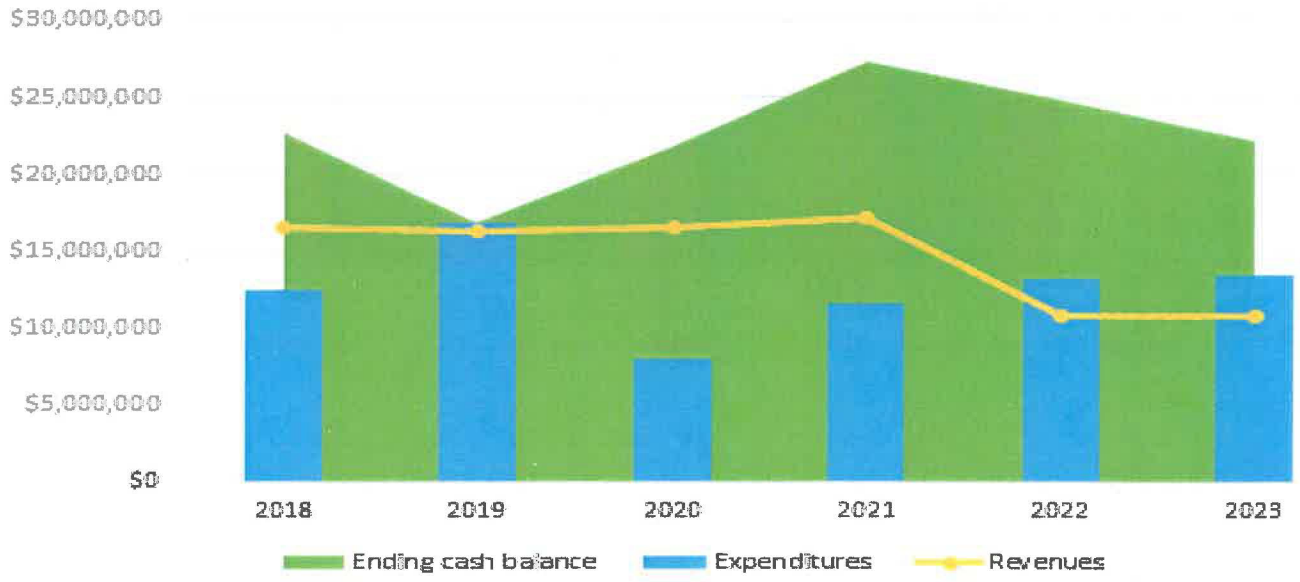
2022 All Funds Expenditures - by Function



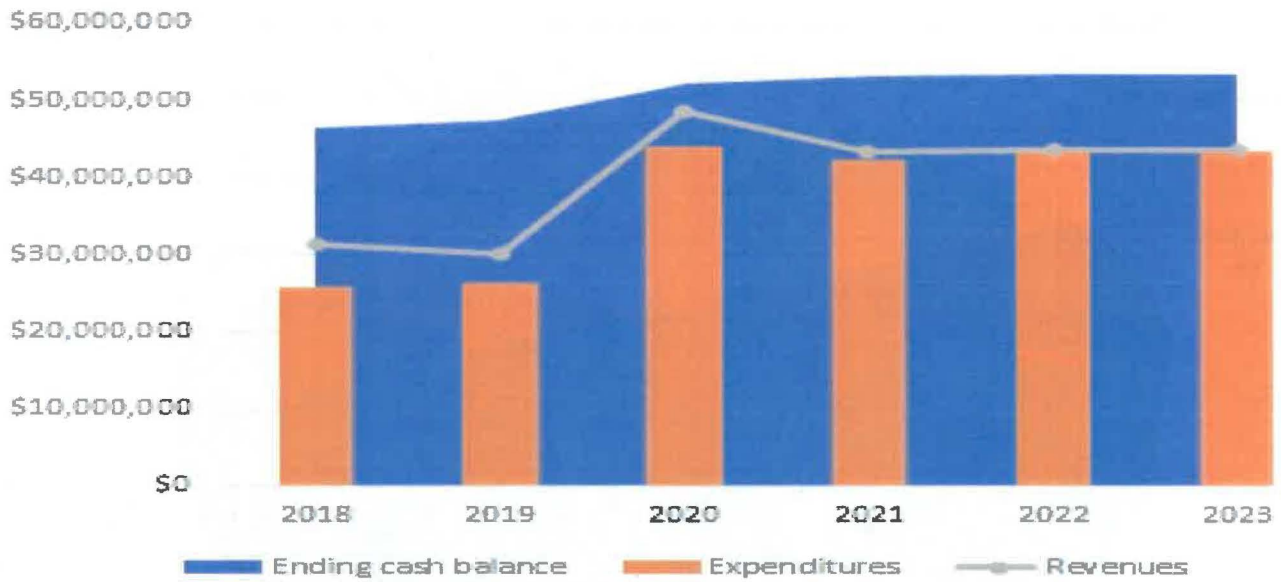
SPECIAL REVENUE FUND BALANCES

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

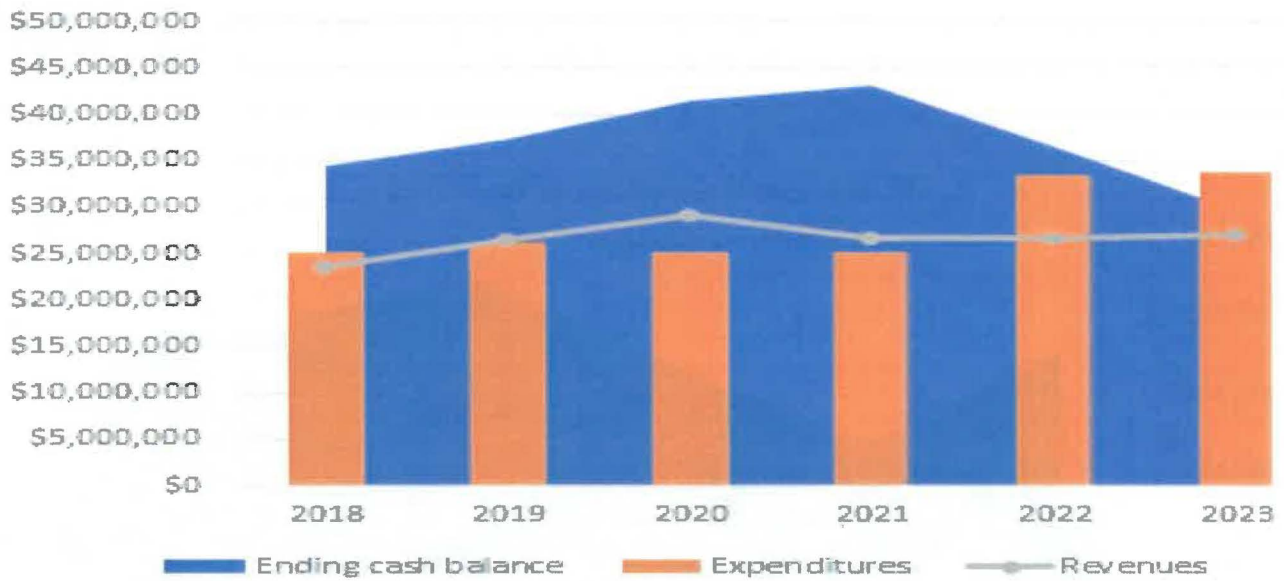
Real Estate Assessment Fund



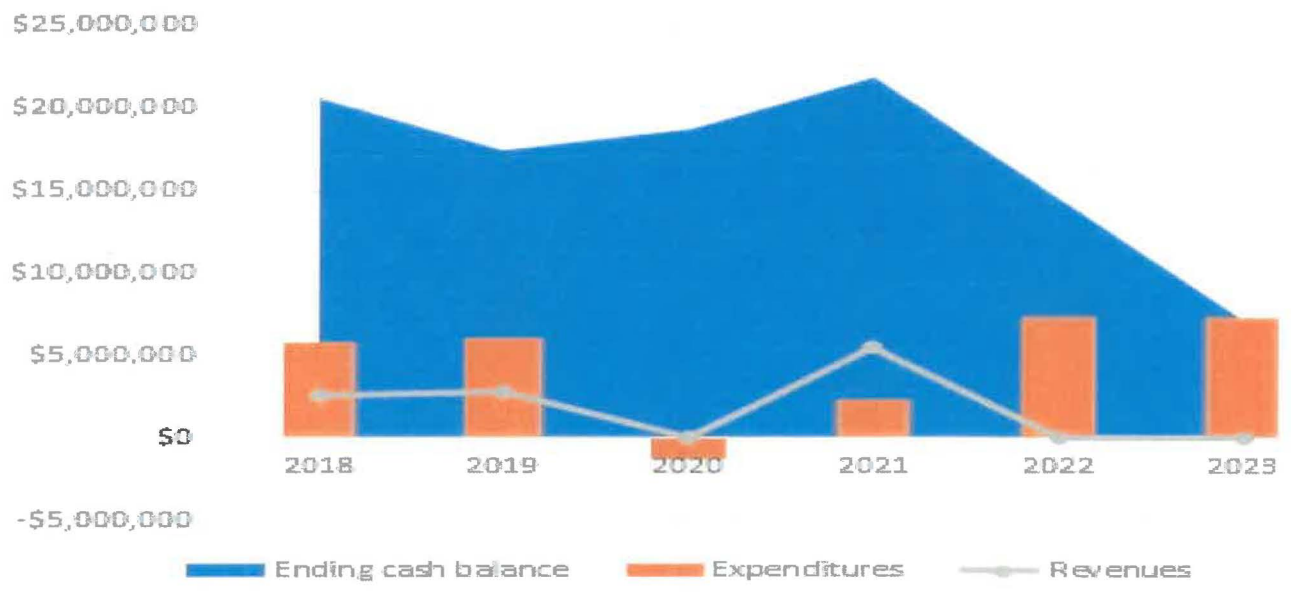
Road & Bridge Funds (2270)



Sanitary Sewer Fund (5715)



Workers Compensation





**APPENDIX A:
STRATEGIC PLAN**



CUYAHOGA COUNTY
TOGETHER WE THRIVE



Strategic Plan 2017-2022



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

Our goal is a simple one:

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

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

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

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

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

But we strive every day to get it right.

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

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

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



Armond Budish,
Cuyahoga County Executive



CUYAHOGA COUNTY
TOGETHER WE THRIVE

Looking Ahead

Where are we going?

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

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

Yogi Berra

Our vision:

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

How do we get from here to there?

We in county government believe, "To change a situation, we first are challenged to change ourselves." What does this mean to us?

Transforming our region includes transforming our county government.

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

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

Viktor Frankl

Our mission:

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



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

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

"The most effective people are those who can 'hold' their vision while remaining committed to seeing current reality clearly"

Peter M. Senge

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

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

"You don't change the world with the ideas in your mind, but with the conviction in your heart."

Bryan Stevenson

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

What's next?

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

"People who are truly strong lift others up. People who are truly powerful bring others together."

Michelle Obama

Our Strategic Plan

VISION

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



Integrity | Courage | Teamwork | Innovation | Results

VALUES

GOALS

We are focused on achieving these results



REGIONAL GROWTH

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



ECONOMIC OPPORTUNITY

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



INDIVIDUAL WELL-BEING

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



MOBILIZE CROSS-SECTOR RESOURCES

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



PROVIDE SUPERIOR SERVICES

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

Economic Growth
& Opportunity

Fairness
& Equity

Government that
Gets Results

PRIORITIES



CUYAHOGA COUNTY 2017-2022 STRATEGIC PRIORITIES

GOAL 1 OUR REGION IS ECONOMICALLY COMPETITIVE

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

GOAL 2 OUR BUSINESSES ARE GROWING AND PROFITABLE

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

GOAL 3 OUR COMMUNITY IS VIBRANT, DYNAMIC AND DIVERSE

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

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

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

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

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

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

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



CUYAHOGA COUNTY 2017-2022 STRATEGIC PRIORITIES

GOAL 7

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

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

GOAL 8

ALL PEOPLE HAVE EQUAL
ACCESS TO JUSTICE

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

GOAL 9

ALL ARE VALUED,
RESPECTED AND HEARD

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

GOAL 10

DRIVE COLLABORATION
AMONG REGIONAL
PARTNERS

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

GOAL 11

CO-CREATE
SYSTEMS-LEVEL
SOLUTIONS

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



CUYAHOGA COUNTY 2017-2022 STRATEGIC PRIORITIES

GOAL 12 MAKE A DIFFERENCE IN EVERYTHING WE DO

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

GOAL 13 MAINTAIN FINANCIAL STRENGTH AND OPERATIONAL EFFICIENCY

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

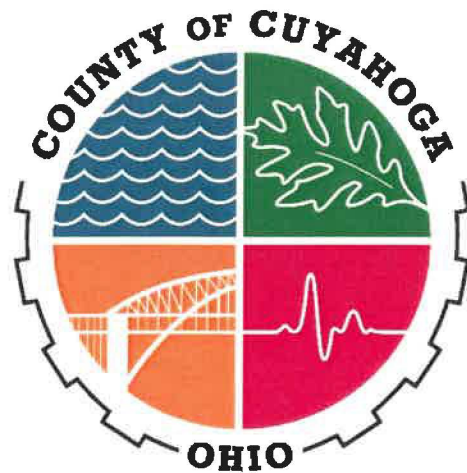
GOAL 14 PROVIDE A SUPERIOR CUSTOMER EXPERIENCE

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

GOAL 15 MAKE CUYAHOGA COUNTY AN EMPLOYER OF CHOICE

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





APPENDIX B:

SCHEDULES

All Funds Analysis

General Fund Analysis

Health and Human Services Levy Fund Analysis

General Fund Subsidies

Health and Human Services Levy Subsidies

2022 – 2023 Departmental Budget Summary

Cuyahoga County
 2022-2023 Biennial Budget
 All Funds Analysis

All Funds	2022 Proposed Budget	2022 Adopted Budget	2023 Proposed Budget	2023 Adopted Budget
Beginning Balance	0	0	0	0
Operating Revenue				
Charges for Services	352,623,249		354,869,563	
Fines & Forfeitures	12,271,899		12,701,228	
Interest Earnings	8,470,505		8,470,505	
Intergovernmental	360,151,647		359,873,771	
Licenses & Permits	2,097,638		2,097,638	
Other Revenue	36,799,974		26,797,667	
Other Taxes	44,561,338		45,098,619	
Property Tax	416,541,490		416,589,490	
Sales Tax	302,350,483		308,174,686	
Total Operating Revenue	1,535,868,222	0	1,534,673,166	0
Operating Expenditures				
Personnel Services	580,274,069		595,565,058	
Other Expenditures	881,590,031		868,936,698	
Total Operating Expenditures	1,461,864,100	0	1,464,501,756	0
Other Financing Uses	0	0	0	0
Total Cash Obligations	1,461,864,100	0	1,464,501,756	0
Ending Cash Balance	74,004,122	0	70,171,410	0
Reserves on Cash Balance				
County Hotel	7,000,000		7,000,000	
Flats East Bank Guarantee	1,143,975		1,143,975	
Enterprise Resource Planning				
Computer Refresh	750,000		750,000	
Sherwin Williams	7,000,000			
Total Reserves on Balance	15,893,975	0	8,893,975	0

**Cuyahoga County
2022-2023 Biennial Budget
General Fund Analysis**

General Fund	2022 Recommended Budget	2022 Adopted Budget	2023 Recommended Budget	2023 Adopted Budget
Beginning Balance	0	0	0	0
Operating Revenue				
Charges for Services	90,712,905		90,712,905	
Fines & Forfeitures	8,586,576		9,015,905	
Interest Earnings	7,800,000		7,800,000	
Intergovernmental	54,475,158		54,742,388	
Licenses & Permits	102,974		102,974	
Other Revenue	13,242,570		3,242,570	
Other Taxes	8,266,548		8,808,617	
Property Tax	31,002,860		31,002,860	
Sales Tax	290,884,870		296,702,567	
Total Operating Revenue	505,074,460	0	502,130,785	0
Operating Expenditures				
Personnel Services	280,584,031		288,542,505	
Other Expenditures	146,331,823		144,838,904	
Total Operating Expenditures	426,915,854	0	433,381,409	0
Other Financing Uses	77,484,155	0	67,875,962	0
Total Cash Obligations	504,400,009	0	501,257,371	0
Ending Cash Balance	674,451		873,414	0
Reserves on Cash Balance				
County Hotel	7,000,000		7,000,000	
Flats East Bank Guarantee	1,143,975		1,143,975	
Sherwin Williams	7,000,000			
Total Reserves on Balance	15,143,975	0	8,143,975	0

Cuyahoga County
 2022-2023 Biennial Budget
 Health and Human Services Levy Fund Analysis

	2022 Recommended Budget	2022 Adopted Budget	2023 Recommended Budget	2023 Adopted Budget
Health & Human Services Levy Fund				
Beginning Balance	0	0	0	0
Operating Revenue				
Intergovernmental	16,625,298		16,625,298	
Other Revenue	0		0	
Property Tax	260,084,413		260,084,413	
Total Operating Revenue	276,709,711	0	276,709,711	0
Other Financing Uses	276,225,308		276,114,202	0
Total Cash Obligations	276,225,308	0	276,114,202	0
Ending Cash Balance	484,403	0	595,509	0

Cuyahoga County
2022-2023 Biennial Budget
General Fund Subsidies

	2022 Recommended Budget	2022 Adopted Budget	2023 Recommended Budget	2023 Adopted Budget
Property Demolition Fund	0		0	
Gateway Arena	7,507,485		1,045,067	
Brownfield Debt Service	1,035,008		1,058,595	
Shaker Square Series 2000A	155,500		158,500	
Community Redevelopment Debt Service	275,486		271,717	
Medical Mart 2010	26,268,250		26,285,050	
County Hotel Debt	20,751,595		20,745,444	
Western Reserve Series 2014	0		0	
Medical Mart Refunding	683,200		681,100	
2017 Sales Tax Bonds	1,416,250		1,416,250	
Enterprise Resource Planning				
Centralized Custodial	4,200,000		4,200,000	
Emergency Management	753,416		811,774	
Cuyahoga Reg Info System	225,465		225,465	
Capital Improvements	6,800,000		6,800,000	
Fast Copier	0		0	
Dog & Kennel	0		77,000	
Veterans Service Fund	0		0	
Soil & Water Conservation	125,000		125,000	
Economic Development	3,800,000		3,800,000	
Public utility (Microgrid)	87,500		175,000	
Central Booking	3,400,000		0	
Total General Fund Subsidies	77,484,155	0	67,875,962	0

Cuyahoga County
2022-2023 Biennial Budget
Health and Human Services Levy Subsidies

	2022 Recommended Budget	2022 Adopted Budget	2023 Recommended Budget	2023 Adopted Budget
HHS Levy Subsidy				
HHS Levy Revenue				
HHS 4.8 Mill Levy	133,785,923		133,785,923	
HHS 4.7 Mill Levy	142,883,853		142,883,853	
Total HHS Levy Revenue	276,669,776	0	276,669,776	0
HHS Levy Subsidies				
ADAMHS	43,463,659		43,463,659	
Common Pleas-Juvenile Division	20,245,836		20,550,397	
Common Pleas-TASC	1,222,073		1,216,883	
Family Justice Center	230,741		230,741	
Fiscal-Tax	4,000,000		4,080,000	
HHS Administration	4,912,530		5,095,992	
HHS Children with Medical Handicaps	1,471,831		1,471,831	
HHS CJFS	7,050,000		7,050,000	
HHS CSEA	5,192,199		7,279,243	
HHS DCFS (PA)	42,333,469		44,205,542	
HHS DCFS (PCSA)	41,059,192		45,059,192	
HHS DSAS	20,521,636		21,689,817	
HHS Early Childhood	19,248,480		19,275,419	
HHS FCFC	5,337,822		5,360,693	
HHS Homeless	10,728,234		10,743,275	
HHS Other Programs	601,075		676,120	
HHS Re-Entry	2,689,221		2,702,574	
MetroHealth	32,472,000		32,472,000	
Ohio State Extension	222,300		222,300	
Public Safety-Witness Victims	2,223,010		2,268,524	
Workforce Development	1,000,000		1,000,000	
Repayment to General Fund	10,000,000		0	
Total HHS Levy Subsidies	276,225,308	0	276,114,202	0
Operating Surplus/Deficit	444,468	0	555,574	0

**Cuyahoga County Fiscal Office - OBM
2022-2023 Departmental Budget Summary**

ADAMHS Board

	2022 Recommended Budget	2023 Recommended Budget
Personnel	0	0
Other Expenditures	43,463,659	43,463,659
Total ADAMHS Board	\$43,463,659	\$43,463,659

Clerk of Courts

	2022 Recommended Budget	2023 Recommended Budget
Personnel	5,541,699	5,762,140
Other Expenditures	2,538,087	2,538,087
Total Clerk of Courts	\$8,079,786	\$8,300,227

Communications Department

	2022 Recommended Budget	2023 Recommended Budget
Personnel	573,204	589,928
Other Expenditures	35,857	35,857
Total Communications Department	\$609,061	\$625,785

County Executive

	2022 Recommended Budget	2023 Recommended Budget
Personnel	765,179	785,491
Other Expenditures	145,893	145,893
Total County Executive	\$911,072	\$931,384

County Headquarters

	2022 Recommended Budget	2023 Recommended Budget
Other Expenditures	5,642,551	5,642,551
Total County Headquarters	\$5,642,551	\$5,642,551

**Cuyahoga County Fiscal Office - OBM
2022-2023 Departmental Budget Summary**

County Hotel

	2022 Recommended Budget	2023 Recommended Budget
Other Expenditures	350,000	383,000
Total County Hotel	\$350,000	\$383,000

Debt Service

	2022 Recommended Budget	2023 Recommended Budget
Other Expenditures	96,722,481	83,865,510
Total Debt Service	\$96,722,481	\$83,865,510

Department of Development

	2022 Recommended Budget	2023 Recommended Budget
Personnel	1,006,957	1,062,071
Other Expenditures	12,331,531	14,331,531
Total Department of Development	\$13,338,488	\$15,393,602

Department of Human Resources

	2022 Recommended Budget	2023 Recommended Budget
Personnel	5,626,260	5,792,764
Other Expenditures	133,329,973	133,329,973
Total Department of Human Resources	\$138,956,233	\$139,122,737

Department of Information Technology

	2022 Recommended Budget	2023 Recommended Budget
Personnel	15,073,864	15,810,348
Other Expenditures	13,715,801	13,715,801
Total Department of Information Technology	\$28,789,665	\$29,526,149

**Cuyahoga County Fiscal Office - OBM
2022-2023 Departmental Budget Summary**

Department of Regional Collaboration

	2022 Recommended Budget	2023 Recommended Budget
Personnel	264,296	271,445
Other Expenditures	4,731	4,731
Total Department of Regional Collaboration	\$269,027	\$276,176

Department of Sustainability

	2022 Recommended Budget	2023 Recommended Budget
Personnel	263,826	271,896
Other Expenditures	53,591	53,591
Total Department of Sustainability	\$317,417	\$325,487

Fiscal

	2022 Recommended Budget	2023 Recommended Budget
Personnel	21,755,889	22,458,434
Other Expenditures	63,383,159	63,543,199
Total Fiscal	\$85,139,048	\$86,001,633

General Fund Operating Subsidies

	2022 Recommended Budget	2023 Recommended Budget
Personnel	0	0
Other Expenditures	77,484,155	67,875,962
Total General Fund Operating Subsidies	\$77,484,155	\$67,875,962

HHS Levy Operating Subsidies

	2022 Recommended Budget	2023 Recommended Budget
Personnel	0	0
Other Expenditures	276,225,308	276,114,202
Total HHS Levy Operating Subsidies	\$276,225,308	\$276,114,202

**Cuyahoga County Fiscal Office - OBM
2022-2023 Departmental Budget Summary**

HHS Administration

	2022 Recommended Budget	2023 Recommended Budget
Personnel	2,010,119	2,061,559
Other Expenditures	14,077,801	14,077,801
Total HHS Administration	\$16,087,920	\$16,139,360

HHS Children and Family Services

	2022 Recommended Budget	2023 Recommended Budget
Personnel	59,588,345	61,460,418
Other Expenditures	107,797,032	107,797,032
Total HHS Children and Family Services	\$167,385,377	\$169,257,450

HHS Child Support Services

	2022 Recommended Budget	2023 Recommended Budget
Personnel	18,707,119	19,320,913
Other Expenditures	22,486,419	22,486,419
Total HHS Child Support Services	\$41,193,538	\$41,807,332

HHS Early Childhood

	2022 Recommended Budget	2023 Recommended Budget
Personnel	945,502	972,441
Other Expenditures	22,095,228	22,095,228
Total HHS Early Childhood	\$23,040,730	\$23,067,669

HHS Family and Children First Council

	2022 Recommended Budget	2023 Recommended Budget
Personnel	769,031	791,902
Other Expenditures	4,568,791	4,568,791
Total HHS Family and Children First Council	\$5,337,822	\$5,360,693

**Cuyahoga County Fiscal Office - OBM
2022-2023 Departmental Budget Summary**

HHS Fatherhood Initiative

	2022 Recommended Budget	2023 Recommended Budget
Personnel	171,089	144,339
Other Expenditures	846,370	846,370
Total HHS Fatherhood Initiative	\$1,017,459	\$990,709

HHS Homeless Services

	2022 Recommended Budget	2023 Recommended Budget
Personnel	517,819	532,860
Other Expenditures	10,393,943	10,393,943
Total HHS Homeless Services	\$10,911,762	\$10,926,803

HHS Job and Family Services

	2022 Recommended Budget	2023 Recommended Budget
Personnel	52,293,935	53,953,284
Other Expenditures	27,928,296	27,928,296
Total HHS Job and Family Services	\$80,222,231	\$81,881,580

HHS Office of Reentry

	2022 Recommended Budget	2023 Recommended Budget
Personnel	442,663	456,016
Other Expenditures	2,246,558	2,246,558
Total HHS Office of Reentry	\$2,689,221	\$2,702,574

HHS Other Programs

	2022 Recommended Budget	2023 Recommended Budget
Other Expenditures	542,910	549,848
Total HHS Other Programs	\$542,910	\$549,848

**Cuyahoga County Fiscal Office - OBM
2022-2023 Departmental Budget Summary**

HHS Senior and Adult Services

	2022 Recommended Budget	2023 Recommended Budget
Personnel	12,000,516	12,251,088
Other Expenditures	11,561,656	11,561,656
Total HHS Senior and Adult Services	\$23,562,172	\$23,812,744

Innovation and Performance

	2022 Recommended Budget	2023 Recommended Budget
Personnel	574,237	589,149
Other Expenditures	188,329	188,329
Total Innovation and Performance	\$762,566	\$777,478

Law Department

	2022 Recommended Budget	2023 Recommended Budget
Personnel	1,922,697	1,974,206
Other Expenditures	2,217,142	2,347,586
Total Law Department	\$4,139,839	\$4,321,792

Miscellaneous Obligations

	2022 Recommended Budget	2023 Recommended Budget
Other Expenditures	1,256	1,256
Total Miscellaneous Obligations	\$1,256	\$1,256

Office of the Medical Examiner

	2022 Recommended Budget	2023 Recommended Budget
Personnel	10,376,171	10,616,884
Other Expenditures	3,684,159	3,689,159
Total Office of the Medical Examiner	\$14,060,330	\$14,306,043

**Cuyahoga County Fiscal Office - OBM
2022-2023 Departmental Budget Summary**

Public Safety and Justice Services

	2022 Recommended Budget	2023 Recommended Budget
Personnel	5,829,174	5,986,380
Other Expenditures	3,856,148	3,856,148
Total Public Safety and Justice Services	\$9,685,322	\$9,842,528

Public Works - County Airport

	2022 Recommended Budget	2023 Recommended Budget
Personnel	774,411	795,518
Other Expenditures	700,448	700,448
Total Public Works - County Airport	\$1,474,859	\$1,495,966

Public Works - County Kennel

	2022 Recommended Budget	2023 Recommended Budget
Personnel	1,186,806	1,222,662
Other Expenditures	985,622	985,622
Total Public Works - County Kennel	\$2,172,428	\$2,208,284

Public Works - Facilities

	2022 Recommended Budget	2023 Recommended Budget
Personnel	24,848,187	25,563,492
Other Expenditures	31,338,360	31,338,360
Total Public Works - Facilities	\$56,186,547	\$56,901,852

Public Works - Road and Bridge

	2022 Recommended Budget	2023 Recommended Budget
Personnel	10,490,409	10,788,812
Other Expenditures	32,721,380	32,721,380
Total Public Works - Road and Bridge	\$43,211,789	\$43,510,192

**Cuyahoga County Fiscal Office - OBM
2022-2023 Departmental Budget Summary**

Public Works - Sanitary Sewer

	2022 Recommended Budget	2023 Recommended Budget
Personnel	10,909,779	11,230,220
Other Expenditures	22,487,325	22,487,325
Total Public Works - Sanitary Sewer	\$33,397,104	\$33,717,545

Sheriff's Department

	2022 Recommended Budget	2023 Recommended Budget
Personnel	93,926,824	96,653,535
Other Expenditures	38,539,493	38,559,905
Total Sheriff's Department	\$132,466,317	\$135,213,440

Community Based Correctional Facility

	2022 Recommended Budget	2023 Recommended Budget
Other Expenditures	5,552,456	5,552,456
Total Community Based Correctional Facility	\$5,552,456	\$5,552,456

County Council

	2022 Recommended Budget	2023 Recommended Budget
Personnel	2,161,643	2,220,135
Other Expenditures	164,060	164,060
Total County Council	\$2,325,703	\$2,384,195

Court of Appeals

	2022 Recommended Budget	2023 Recommended Budget
Personnel	0	0
Other Expenditures	967,462	967,462
Total Court of Appeals	\$967,462	\$967,462

**Cuyahoga County Fiscal Office - OBM
2022-2023 Departmental Budget Summary**

Court of Common Pleas

	2022 Recommended Budget	2023 Recommended Budget
Personnel	38,815,336	39,927,514
Other Expenditures	25,267,287	25,267,287
Total Court of Common Pleas	\$64,082,623	\$65,194,801

Domestic Relations Court

	2022 Recommended Budget	2023 Recommended Budget
Personnel	8,160,184	8,399,006
Other Expenditures	2,441,425	2,477,645
Total Domestic Relations Court	\$10,601,609	\$10,876,651

Juvenile Court

	2022 Recommended Budget	2023 Recommended Budget
Personnel	35,621,644	36,702,431
Other Expenditures	25,020,140	25,020,140
Total Juvenile Court	\$60,641,784	\$61,722,571

Municipal Courts

	2022 Recommended Budget	2023 Recommended Budget
Personnel	990,867	996,772
Other Expenditures	835,379	835,379
Total Municipal Courts	\$1,826,246	\$1,832,151

Office of the Prosecutor

	2022 Recommended Budget	2023 Recommended Budget
Personnel	34,791,916	35,784,532
Other Expenditures	8,453,132	8,303,132
Total Office of the Prosecutor	\$43,245,048	\$44,087,664

**Cuyahoga County Fiscal Office - OBM
2022-2023 Departmental Budget Summary**

Probate Court

	2022 Recommended Budget	2023 Recommended Budget
Personnel	6,054,610	6,234,552
Other Expenditures	2,486,112	2,474,792
Total Probate Court	\$8,540,722	\$8,709,344

Veterans Services Fund

	2022 Recommended Budget	2023 Recommended Budget
Other Expenditures	0	0
Total Veterans Services Fund	\$0	\$0

Board of Developmental Disabilities

	2022 Recommended Budget	2023 Recommended Budget
Personnel	56,142,814	56,142,814
Other Expenditures	76,770,777	76,770,777
Total Board of Developmental Disabilities	\$132,913,591	\$132,913,591

Board of Elections

	2022 Recommended Budget	2023 Recommended Budget
Personnel	9,625,569	9,409,358
Other Expenditures	7,635,831	6,067,796
Total Board of Elections	\$17,261,400	\$15,477,154

Board of Revision

	2022 Recommended Budget	2023 Recommended Budget
Personnel	1,828,375	1,887,870
Other Expenditures	110,628	110,628
Total Board of Revision	\$1,939,003	\$1,998,498

**Cuyahoga County Fiscal Office - OBM
2022-2023 Departmental Budget Summary**

Debarment Review Board

	2022 Recommended Budget	2023 Recommended Budget
Personnel	0	0
Other Expenditures	0	0
Total Debarment Review Board	\$0	\$0

Inspector General

	2022 Recommended Budget	2023 Recommended Budget
Personnel	874,805	901,079
Other Expenditures	72,352	72,352
Total Inspector General	\$947,157	\$973,431

Internal Audit

	2022 Recommended Budget	2023 Recommended Budget
Personnel	644,117	661,652
Other Expenditures	46,936	46,936
Total Internal Audit	\$691,053	\$708,588

Law Library Resource Board

	2022 Recommended Budget	2023 Recommended Budget
Personnel	282,123	290,554
Other Expenditures	241,236	241,236
Total Law Library Resource Board	\$523,359	\$531,790

Office of the Public Defender

	2022 Recommended Budget	2023 Recommended Budget
Personnel	15,367,060	15,788,293
Other Expenditures	2,305,655	2,305,655
Total Office of the Public Defender	\$17,672,715	\$18,093,948

**Cuyahoga County Fiscal Office - OBM
2022-2023 Departmental Budget Summary**

Ohio Means Jobs - Cleveland/Cuyahoga

	2022 Recommended Budget	2023 Recommended Budget
Personnel	995,843	1,026,042
Other Expenditures	11,282,383	10,735,822
Total Ohio Means Jobs - Cleveland/Cuyahoga	\$12,278,226	\$11,761,864

Personnel Review Commission

	2022 Recommended Budget	2023 Recommended Budget
Personnel	1,888,760	1,944,993
Other Expenditures	84,032	84,032
Total Personnel Review Commission	\$1,972,792	\$2,029,025

Planning Commission

	2022 Recommended Budget	2023 Recommended Budget
Personnel	1,533,470	1,574,384
Other Expenditures	1,075,305	1,075,305
Total Planning Commission	\$2,608,775	\$2,649,689

Soil and Water Conservation

	2022 Recommended Budget	2023 Recommended Budget
Personnel	1,189,235	1,223,104
Other Expenditures	179,743	179,743
Total Soil and Water Conservation	\$1,368,978	\$1,402,847

Soldiers' and Sailors' Monument

	2022 Recommended Budget	2023 Recommended Budget
Personnel	235,790	242,013
Other Expenditures	138,757	138,757
Total Soldiers' and Sailors' Monument	\$374,547	\$380,770

**Cuyahoga County Fiscal Office - OBM
2022-2023 Departmental Budget Summary**

Solid Waste Management District

	2022 Recommended Budget	2023 Recommended Budget
Personnel	665,455	685,289
Other Expenditures	1,509,771	1,509,771
Total Solid Waste Management District	\$2,175,226	\$2,195,060

Veterans Services Commission

	2022 Recommended Budget	2023 Recommended Budget
Personnel	2,517,695	2,588,613
Other Expenditures	4,920,353	4,920,353
Total Veterans Services Commission	\$7,438,048	\$7,508,966



**APPENDIX C:
DECISION PACKAGES**

Cuyahoga County Office of Budget and Management
2022-2023 Budget Analysis
115B - Decision Package Detail

Decision Package Detail	Accounting Unit	Current Stage	2022 Request	2023 Request
Board of Elections				
		Total Board of Elections	0	0
Board of Revision				
<i>Personnel Services</i>	<i>BR305100 - Board Of Revision Br</i>	1723	412,255	675,231
<i>Other Expenditures</i>	<i>BR305100 - Board Of Revision Br</i>	1723	530,720	530,720
		Total Board of Revision	942,975	1,205,951
Clerk of Courts				
<i>Personnel Services</i>	<i>CC100100 - Clerk Of Courts</i>	1723	977,297	992,619
		Total Clerk of Courts	977,297	992,619
Communications Department				
<i>Personnel Services</i>	<i>EX100105 - Communications</i>	1723	283,118	290,117
		Total Communications Department	283,118	290,117
Community Based Correctional Facility				
<i>Other Expenditures</i>	<i>CB285100 - Community Based Correctional</i>	1723	5,552,456	5,552,456
		Total Community Based Correctional Facility	5,552,456	5,552,456
County Council				
		Total County Council	0	0
County Executive				
		Total County Executive	0	0
County Hotel				
		Total County Hotel	0	0

Cuyahoga County Office of Budget and Management
2022-2023 Budget Analysis
115B - Decision Package Detail

Decision Package Detail	Accounting Unit	Current Stage	2022 Request	2023 Request
Court of Appeals				
		Total Court of Appeals	0	0
Court of Common Pleas				
		Total Court of Common Pleas	0	0
Debarment Review Board				
		Total Debarment Review Board	0	0
Debt Service				
Other Expenditures	FS500100 - Bond Retirement-General	1723	(42,419)	(1,669,021)
Other Expenditures	FS500105 - Gateway Arena	1723	890,775	(5,571,643)
Other Expenditures	FS500110 - Brownfield Debt Service	1723	77,463	100,550
Other Expenditures	FS500120 - Community Redev Debt Service	1723	(162,565)	(166,333)
Other Expenditures	FS500130 - Medical Mart 2020 DS	1723	1,955	18,755
Other Expenditures	FS500135 - DS - Series '13 Econ. Dev. Rev	1723	(38,940)	(43,728)
Other Expenditures	FS500140 - Debt Service County Hotel	1723	8,850	3,850
Other Expenditures	FS500150 - Medical Mart 2014 DS	1723	3,050	950
Other Expenditures	FS500155 - Excise Tax Bonds	1723	6,870,615	6,837,023
Other Expenditures	FS500160 - Sales Tax Bonds	1723	(5,341,268)	(5,351,012)
		Total Debt Service	2,267,516	(5,840,609)
Department of Development				
Personnel Services	DV100100 - Economic Development	1723	488,498	498,583
		Total Department of Development	488,498	498,583

Cuyahoga County Office of Budget and Management
2022-2023 Budget Analysis
115B - Decision Package Detail

Decision Package Detail	Accounting Unit	Current Stage	2022 Request	2023 Request
Department of Human Resources				
<i>Personnel Services - HR</i>	<i>HS260105 - Human Resources</i>	1723	605,653	623,003
<i>Personnel Services</i>	<i>HR100100 - Administration</i>	1723	1,027,275	1,052,129
<i>Other Expenditures - HR</i>	<i>HS260105 - Human Resources</i>	1723	2,250	2,250
<i>Other Expenditures</i>	<i>HR100100 - Administration</i>	1723	262,715	262,715
Total Department of Human Resources			1,897,893	1,940,097
Department of Information Technolo				
<i>Personnel Services</i>	<i>IT100100 - IT Administration</i>	1723	2,250,539	2,849,817
<i>Personnel Services</i>	<i>IT305100 - Geograph Info Syst - Real Prop</i>	1723	460,702	467,157
<i>Other Expenditures</i>	<i>IT100100 - IT Administration</i>	1723	11,396,395	9,884,621
<i>Other Expenditures</i>	<i>IT305100 - Geograph Info Syst - Real Prop</i>	1723	50,114	35,114
Total Department of Information Technology			14,157,750	13,236,709
Department of Regional Collaboratio				
<i>Personnel Services</i>	<i>EX100115 - Regional Collaboration</i>	1723	85,000	86,700
<i>Other Expenditures</i>	<i>EX100115 - Regional Collaboration</i>	1723	5,000	5,000
Total Department of Regional Collaboration			90,000	91,700
Department of Sustainability				
<i>Personnel Services</i>	<i>EX100120 - Sustainability</i>	1723	10,000	10,000
Total Department of Sustainability			10,000	10,000
Domestic Relations Court				
<i>Personnel Services</i>	<i>DR100100 - Domestic Relations</i>	1723	198,783	205,133
Total Domestic Relations Court			198,783	205,133

Cuyahoga County Office of Budget and Management
2022-2023 Budget Analysis
115B - Decision Package Detail

Decision Package Detail	Accounting Unit	Current Stage	2022 Request	2023 Request
Fiscal				
Personnel Services	FS100100 - Administration	1723	(403,198)	(424,869)
Personnel Services	FS100105 - Office Of Budget & Management	1723	556,897	570,341
Personnel Services	FS100110 - Financial Reporting	1723	884,499	907,981
Personnel Services	FS100125 - Office of Procurement and Diversity	1723	(162,469)	(166,876)
Personnel Services	FS100130 - Treasury Management	1723	19,221	36,440
Personnel Services	FS100150 - Title Admin Records & Licenses	1723	766,647	784,036
Personnel Services	FS100190 - General (Consumer Affairs)	1723	55,708	55,708
Personnel Services	FS250100 - Tax Collections	1723	(1,357,576)	(1,378,567)
Personnel Services	FS251500 - Delinquent Tax Collections	1723	1,197,834	1,238,159
Personnel Services	FS290100 - Tax Prepayment Special Int.	1723	118,337	125,084
Personnel Services	FS290105 - Tax Certificate Administration	1723	(66,672)	(56,839)
Personnel Services	FS305100 - Tax Assess Contractual Svcs.	1723	118,664	121,318
Other Expenditures	FS100110 - Financial Reporting	1723	100,000	100,000
Other Expenditures	FS100130 - Treasury Management	1723	(280,304)	(280,304)
Other Expenditures	FS100190 - General (Consumer Affairs)	1723	13,000	13,000
Other Expenditures	FS100350 - General Fd Operating Subsidies	1723	26,035,000	11,966,000
Other Expenditures	FS250100 - Tax Collections	1723	(412,241)	(412,241)
Other Expenditures	FS251500 - Delinquent Tax Collections	1723	410,107	410,107
Other Expenditures	FS255105 - HHS Levy 4.8 Subsidies	1723	117,777,566	117,777,566
Other Expenditures	FS257110 - HHS Levy 4.7	1723	(142,922,252)	(170,026,122)
Other Expenditures	FS290100 - Tax Prepayment Special Int.	1723	31,975	31,975
Other Expenditures	FS290105 - Tax Certificate Administration	1723	(8,626)	(8,626)
Total Fiscal			2,472,117	(38,616,729)
HHS Administration				
Personnel Services - OSU	FS260110 - OSU Extension	1723	100,000	100,000
Personnel Services - DHS	HS260100 - OFC Of The Director - DHS	1723	1,200,281	1,224,287
Total HHS Administration			1,300,281	1,324,287

Cuyahoga County Office of Budget and Management
2022-2023 Budget Analysis
115B - Decision Package Detail

Decision Package Detail	Accounting Unit	Current Stage	2022 Request	2023 Request
HHS Children and Family Services				
<i>Personnel Services - CF</i>	<i>HS260130 - Office Of The Director - DCFS</i>	1723	2,977,037	3,036,578
<i>Other Expenditures - CF</i>	<i>HS260130 - Office Of The Director - DCFS</i>	1723	5,779,845	5,779,845
Total HHS Children and Family Services			8,756,882	8,816,423
 HHS Child Support Services				
Total HHS Child Support Services			0	0
 HHS Early Childhood				
Total HHS Early Childhood			0	0
 HHS Family and Children First Council				
<i>Personnel Services - FC</i>	<i>HS260300 - Family & Children First</i>	1723	90,272	92,077
Total HHS Family and Children First Council			90,272	92,077
 HHS Homeless Services				
<i>Personnel Services - HM</i>	<i>HS260350 - Homeless Services</i>	1723	176,400	176,400
<i>Other Expenditures - HM</i>	<i>HS260350 - Homeless Services</i>	1723	729,986	729,986
Total HHS Homeless Services			906,386	906,386
 HHS Job and Family Services				
<i>Personnel Services - JF</i>	<i>HS260185 - Admin Svcs - General Manager - DJFS</i>	1723	3,154,549	3,217,640
Total HHS Job and Family Services			3,154,549	3,217,640
 HHS Office of Reentry				
<i>Personnel Services - RE</i>	<i>HS260355 - Office Of Re-Entry</i>	1723	168,000	171,360
Total HHS Office of Reentry			168,000	171,360

Cuyahoga County Office of Budget and Management
2022-2023 Budget Analysis
115B - Decision Package Detail

Decision Package Detail	Accounting Unit	Current Stage	2022 Request	2023 Request
HHS Other Programs				
<i>Other Expenditures - OP</i>	<i>HS280135 - Human Services Other</i>	1723	266,388	334,445
Total HHS Other Programs			266,388	334,445
HHS Senior and Adult Services				
<i>Personnel Services - SA</i>	<i>HS260260 - Mgnt Svcs.</i>	1723	1,746,484	1,781,414
Total HHS Senior and Adult Services			1,746,484	1,781,414
Innovation and Performance				
<i>Personnel Services</i>	<i>IN100100 - Innovation And Performance</i>	1723	135,244	135,873
Total Innovation and Performance			135,244	135,873
Inspector General				
<i>Personnel Services</i>	<i>IG100100 - Inspector General</i>	1723	160,228	166,397
<i>Personnel Services</i>	<i>IG285100 - Inspector General Vendor Fees</i>	1723	157	153
<i>Other Expenditures</i>	<i>IG285100 - Inspector General Vendor Fees</i>	1723	244	244
Total Inspector General			160,629	166,794
Internal Audit				
<i>Personnel Services</i>	<i>IA100100 - Internal Audit</i>	1723	12,019	32,793
<i>Other Expenditures</i>	<i>IA100100 - Internal Audit</i>	1723	132,626	92,626
Total Internal Audit			144,645	125,419
Juvenile Court				
<i>Personnel Services</i>	<i>JC100100 - Administrative</i>	1723	5,405,055	5,501,896
<i>Personnel Services</i>	<i>JC280100 - Juvenile Court Legal</i>	1723	1,166,607	1,185,777
Total Juvenile Court			6,571,662	6,687,673

Cuyahoga County Office of Budget and Management
2022-2023 Budget Analysis
115B - Decision Package Detail

Decision Package Detail	Accounting Unit	Current Stage	2022 Request	2023 Request
Law Department				
<i>Personnel Services</i>	<i>LW100100 - Law Department</i>	1723	117,884	120,557
<i>Other Expenditures</i>	<i>LW100100 - Law Department</i>	1723	0	5,000
Total Law Department			117,884	125,557
Miscellaneous Obligations				
<i>Other Expenditures</i>	<i>FS100165 - OBM Uncategorized Activity</i>	1723	1,988,203	1,988,203
<i>Other Expenditures</i>	<i>FS100175 - Other Statutory Contributions</i>	1723	73,900	73,900
Total Miscellaneous Obligations			2,062,103	2,062,103
Municipal Courts				
<i>Personnel Services - MT</i>	<i>FS100400 - Municipal Courts</i>	1723	1,481,715	1,535,546
<i>Other Expenditures - MT</i>	<i>FS100400 - Municipal Courts</i>	1723	289,604	291,211
Total Municipal Courts			1,771,319	1,826,757
Office of the Medical Examiner				
<i>Personnel Services</i>	<i>ME100105 - Regional Forensic Science Lab (GF)</i>	1723	625,001	650,000
<i>Other Expenditures</i>	<i>ME100100 - Medical Examiner-Operations</i>	1723	272,702	272,702
<i>Other Expenditures</i>	<i>ME100105 - Regional Forensic Science Lab (GF)</i>	1723	550,000	555,000
Total Office of the Medical Examiner			1,447,703	1,477,702
Office of the Prosecutor				
<i>Personnel Services</i>	<i>PS100100 - General Office</i>	1723	3,344,919	3,614,067
<i>Personnel Services</i>	<i>PS250100 - Delinq Tax&Assessment Collect</i>	1723	188,149	191,913
<i>Other Expenditures</i>	<i>PS100100 - General Office</i>	1723	160,000	40,000
Total Office of the Prosecutor			3,693,068	3,845,980
Office of the Public Defender				
Total Office of the Public Defender			0	0

Cuyahoga County Office of Budget and Management
2022-2023 Budget Analysis
115B - Decision Package Detail

Decision Package Detail	Accounting Unit	Current Stage	2022 Request	2023 Request
Ohio Means Jobs - Cleveland/Cuyahoga				
<i>Other Expenditures</i>	<i>WF260110 - WF Innovation & Opportunities</i>	1723	1,000,000	1,000,000
Total Ohio Means Jobs - Cleveland/Cuyahoga			1,000,000	1,000,000
Personnel Review Commission				
<i>Personnel Services</i>	<i>PR100100 - Personnel Review Commission</i>	1723	171,729	184,976
Total Personnel Review Commission			171,729	184,976
Planning Commission				
<i>Personnel Services</i>	<i>PC100105 - Urban Tree Canopy</i>	1723	219,139	224,144
<i>Other Expenditures</i>	<i>PC100100 - CPC Administration</i>	1723	62,800	10,800
Total Planning Commission			281,939	234,944
Probate Court				
Total Probate Court			0	0
Public Safety and Justice Services				
<i>Personnel Services</i>	<i>PJ100100 - Justice Affairs Administration</i>	1723	70,199	72,196
<i>Personnel Services</i>	<i>PJ100110 - Fusion Center</i>	1723	92,920	95,371
<i>Personnel Services</i>	<i>PJ100115 - Cecom's</i>	1723	170,035	174,622
<i>Personnel Services</i>	<i>PJ280100 - Emergency Management</i>	1723	151,910	156,134
<i>Personnel Services</i>	<i>PJ325100 - Witness Victim HHS</i>	1723	133,932	137,795
<i>Other Expenditures</i>	<i>HS280130 - Family Justice Ctr.</i>	1723	6,763	13,876
<i>Other Expenditures</i>	<i>PJ100110 - Fusion Center</i>	1723	400,000	0
<i>Other Expenditures</i>	<i>PJ325100 - Witness Victim HHS</i>	1723	143,027	143,027
Total Public Safety and Justice Services			1,168,786	793,021
Public Works - County Airport				
Total Public Works - County Airport			0	0

Cuyahoga County Office of Budget and Management
2022-2023 Budget Analysis
115B - Decision Package Detail

Decision Package Detail	Accounting Unit	Current Stage	2022 Request	2023 Request
Public Works - County Kennel				
		Total Public Works - County Kennel	0	0
Public Works - Facilities				
<i>Other Expenditures</i>	<i>PW100105 - Archives</i>	1723	101,530	101,530
		Total Public Works - Facilities	101,530	101,530
Public Works - Road and Bridge				
		Total Public Works - Road and Bridge	0	0
Public Works - Sanitary Sewer				
		Total Public Works - Sanitary Sewer	0	0
Sheriff's Department				
<i>Personnel Services</i>	<i>SH100115 - Law Enforcement - Sheriff</i>	1723	8,030,572	8,522,611
<i>Personnel Services</i>	<i>SH100140 - Jail Operations</i>	1723	20,883,821	22,292,812
<i>Personnel Services</i>	<i>SH100185 - Sheriff Operations</i>	1723	213,924	284,183
<i>Personnel Services</i>	<i>SH750100 - Central Security Serv-Sheriff</i>	1723	2,108,201	2,300,986
<i>Other Expenditures</i>	<i>SH100115 - Law Enforcement - Sheriff</i>	1723	1,248,688	1,255,771
<i>Other Expenditures</i>	<i>SH100140 - Jail Operations</i>	1723	4,122,697	4,364,110
<i>Other Expenditures</i>	<i>SH100185 - Sheriff Operations</i>	1723	75,000	70,365
<i>Other Expenditures</i>	<i>SH285110 - Carrying Concealed Weapon Appl</i>	1723	22,300	24,111
<i>Other Expenditures</i>	<i>SH750100 - Central Security Serv-Sheriff</i>	1723	587,728	554,574
		Total Sheriff's Department	37,292,931	39,669,523
Soil and Water Conservation				
<i>Personnel Services</i>	<i>SC950100 - Soil & Water Conservation</i>	1723	13,415	26,760
<i>Other Expenditures</i>	<i>SC950100 - Soil & Water Conservation</i>	1723	(53,743)	(53,743)
		Total Soil and Water Conservation	(40,328)	(26,983)

Cuyahoga County Office of Budget and Management
2022-2023 Budget Analysis
115B - Decision Package Detail

Decision Package Detail	Accounting Unit	Current Stage	2022 Request	2023 Request
Soldiers' and Sailors' Monument				
<i>Other Expenditures</i>	<i>SS100100 - Soldiers And Sailors Monument</i>	1723	12,500	12,500
Total Soldiers' and Sailors' Monument			12,500	12,500
Solid Waste Management District				
<i>Personnel Services</i>	<i>SW310100 - District Admin</i>	1723	71,396	73,538
<i>Other Expenditures</i>	<i>SW310115 - Solid Waste Convenience Center</i>	1723	88,700	88,700
Total Solid Waste Management District			160,096	162,238
Veterans Services Commission				
Total Veterans Services Commission			0	0
Grand Total			\$101,981,085	\$54,795,666



**APPENDIX D:
DEPARTMENT PAGES**

Alcohol, Drug Addiction and Mental Health Services Board

Mission Statement

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

Strategic Priorities

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

Key Performance Measures

Indicator	2019 Actuals	2020 Actuals	2021 Target	2022 Target	2023 Target
Mental Health Treatment & Recovery Services	3,831	3,483	4,000	4,000	4,000
Addiction Treatment & Recovery Services	3,755	2,756	3,500	3,500	3,500
Crisis Services & Intervention Services	11,164	18,083	15,000	15,000	15,000
Vocational & Employment Services (Individuals Employed)	2,284	2,993	3,000	3,000	3,000

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$39,363,659	\$40,363,659	\$43,463,659	\$43,463,659	\$43,463,659
HHS Levy Fund	\$39,363,659	\$40,363,659	\$43,463,659	\$43,463,659	\$43,463,659
General Fund	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$0	\$0	\$0	\$0	\$0

2022-2023 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.

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$3,444,567	\$3,577,355	\$4,573,055	\$0	\$0
Other Expenditures	\$48,210,077	\$49,495,694	\$5,464,088	\$43,463,659	\$43,463,659
Total	\$51,654,644	\$53,073,049	\$10,037,143	\$43,463,659	\$43,463,659
Staff Count	30	20	25	25	25

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

N/A

Other Considerations for the 2022 – 2023 Budget

N/A

County Airport

Mission Statement

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

Strategic Priorities

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

Key Performance Measures

Indicator	2019 Actuals	2020 Actuals	2021 Target	2022 Target	2023 Target
Traffic County (Landing and Take-offs)	22,705	22,835	25,929	26,500	27,000

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$1,260,947	\$1,159,349	\$1,502,796	\$1,474,859	\$1,495,966
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$1,260,947	\$1,159,349	\$1,502,796	\$1,474,859	\$1,495,966

2022-2023 Budget Overview

- The County Airport is continuing good steward efforts at expanding customer service, increasing revenue opportunities, systems preservation, and social responsibility here at the Cuyahoga County Airport.

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$854,678	\$706,501	\$802,348	\$774,411	\$795,518
Other Expenditures	\$406,269	\$452,848	\$700,448	\$700,448	\$700,448
Total	\$1,260,947	\$1,159,349	\$1,502,796	\$1,474,859	\$1,495,966
Staff Count	7	8	9	8	8

2022-2023 Revenue Enhancements/Approved Budget Adjustments/Decisions

- The 2022 budget assumes workers compensation not being charged and a 2 pay holiday for Flex as well.
- The 2023 budget assumes workers compensation not being charged.

Other Considerations for the 2022 – 2023 Budget

N/A

Board of Elections

Mission Statement

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

Strategic Priorities

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

Key Performance Measures

Indicator	2019 Actuals	2020 Actuals	2021 Target	2022 Target	2023 Target
Registered Voters	849,983	889,095	896,000	896,000	896,000
Voter Turnout	222,648	631,199	332,000	462,000	332,000
Turnout Percentage	26%	71%	37%	52%	37%
Vote by Mail Requests	76,935	394,740	132,000	189,000	132,000
Early In-Person Voters	3,565	52,826	4,000	21,000	4,000
Election Day Turnout	149,852	241,214	200,000	273,000	200,000

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$12,521,806	\$18,273,489	\$13,000,695	\$17,261,400	\$15,477,154
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$12,521,806	\$18,273,489	\$13,000,695	\$17,261,400	\$15,477,154
Special Revenue Fund	\$0	\$0	\$0	\$0	\$0

2022-2023 Budget Overview

- The Board of Elections passed recommended budget is increased significantly to \$17 million in 2022 and \$15 million in 2023.
- The Board of Elections is continuously implementing new and more secure system safeguards to ensure election results are complete and accurate. New equipment was acquired through grants during the 2020 election cycle.
- The Board is recommending increasing wages to address staffing shortages and difficulty attracting temporary staff and election day poll workers. An increase to temporary staff wages to \$15 per hour would be a competitive rate and attract and retain seasonal employees. Difficulties recruiting election day poll workers and support staff is addressed with an increased election day stipend of \$250.
- Budget includes workers' compensation and Flex benefit holiday savings.
- Vendor selection for new voting equipment is expected during 2022 with implementation in 2023. Cuyahoga County Board of Elections was awarded \$10.4 million through Ohio Senate Bill 135 passed in 2018. The State of Ohio pays the acquisition costs directly with the County responsible for ancillary costs.

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$7,288,309	\$9,288,270	\$7,772,262	\$7,278,079	\$7,395,687
Other Expenditures	\$5,149,416	\$7,854,418	\$5,228,433	\$5,228,433	\$5,228,433
Total	\$12,437,725	\$17,142,688	\$13,000,695	\$17,261,400	\$15,477,154
Staff Count	90	92	91	91	91

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

- Executive Recommended Budget includes and matches CCBOE Board approved budget.
- The Board of Elections passed recommended budget providing additional funding of \$2.5 million for personnel in 2022 and \$2.1 million in 2023.
- Non-personnel expenditures added \$2.6 million in 2022 and \$1.0 million in 2023.

Other Considerations for the 2022 – 2023 Budget

Major capital projects to repair buildings occupied by the Board of Elections are overdue and highly needed. Replacement and upgrades to the Hughes Building include auxiliary power sources, window and carpeting replacement, repair and remediation of mold affected areas.

Possible restrictions proposed by the Ohio General Assembly on county election boards acceptance of grants and funding from external partners may cause increased need and reliance of the County General Fund.

Cuyahoga County Board of Developmental Disabilities

Mission Statement

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

Strategic Priorities

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

Key Performance Measures

Indicator	2019 Actuals	2020 Actuals	2021 Target	2022 Target	2023 Target
Maintain Flat/Reduced Program Cost per Person	\$16,158	\$11,778	\$12,066	\$11,732	\$11,960
Maintain Expenses Growth < 5%	-4.60%	-28.4%	5.1%	5.7%	2.7%
Increase Total Individuals Served	9,969	9,793	10,650	10,920	11,000
Reduce/Maintain FTE's	842	540	550	600	600
Expand Waiver Enrollees	4,536	4,760	4,850	5,000	5,115

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$161,124,709	\$115,317,099	\$126,502,183	\$132,913,591	\$132,913,591
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$187,983,855	\$125,257,412	\$124,058,346	\$150,817,653	\$150,817,653

2022-2023 Budget Overview

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

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$73,296,152	\$54,640,486	\$50,712,039	\$56,142,814	\$56,142,814
Other Expenditures	\$87,828,557	\$60,676,613	\$75,790,144	\$76,770,777	\$76,770,777
Total	\$161,124,709	\$115,317,099	\$126,502,183	\$132,913,591	\$132,913,591
Staff Count	887	555	555	555	555

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

N/A

Other Considerations for the 2022 – 2023 Budget

N/A

Children and Family Services

Mission Statement

To assure that children at risk of abuse and neglect are protected and nurtured within a family and with the support of the community as we strive to end the over-representation of people of color in the child welfare system.

Strategic Priorities

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

Key Performance Measures

Indicator	2019 Actuals	2020 Actuals	2021 Target	2022 Target	2023 Target
Re-entries into foster care	11.10%	12.60%	13.69%	<8.3%	<8.3%
Incidence of Repeat Maltreatment	9.10%	9.00%	5.60%	<9.1%	<9.1%
Child Visits - Custody	92.43%	93.19%	94.73%	>95%	>95%
Child Visits - Non-Custody	76.42%	77.24%	75.51%	>95%	>95%
Parent Visits - Custody	36.79%	36.13%	48.22%	>95%	>95%
Parent Visits - Non-Custody	48.81%	50.63%	58.07%	>95%	>95%
Permanency in 12 months	31.90%	32%	12.20%	>40.5%	>40.5%

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$160,204,142	\$152,414,849	\$196,517,087	\$167,385,377	\$169,257,450
HHS Levy Fund	\$95,203,256	\$75,604,102	\$84,433,086	\$83,392,661	\$89,264,734
General Fund	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$70,953,692	\$73,160,338	\$81,092,022	\$70,592,312	\$70,592,312

2022-2023 Budget Overview:

- The Health and Human Services subsidy for Children and Family Services (CFS) increased to cover increasing expenditures. The estimated State reimbursement revenue in 2021 is lower in comparison to 2019 and 2020 actuals; this decrease is reflected in the 2022-2023 base.
- 40% of the CFS's spending is associated with personnel expenses, with the remaining 60% being used for all other expenditures.

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$64,155,866	\$58,736,332	\$67,294,633	\$59,588,345	\$61,460,418
Other Expenditures	\$96,048,275	\$93,678,517	\$129,222,459	\$107,797,032	\$107,797,032
Total	\$160,204,142	\$152,414,849	\$196,517,087	\$167,385,377	\$169,257,450
Staff Count	847	847	739	739	739

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

- 2022-2023 base adjustment for Say Yes to Education a revenue increase of \$1,300,000 and decrease in Kinship Care expenses of \$1,650,000.
- 2022-2023 base adjustment to realign personnel to appropriate DHHS accounting unit.
- Base budget adjustment to decrease flex benefits for two premium holidays (2022 only).
- Base budget adjustment to decrease worker's compensation.

Other Considerations for the 2022 – 2023 Budget

N/A

Clerk of Courts

Mission Statement

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

Strategic Priorities

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

Key Performance Measures

Indicator	2019 Actuals	2020 Actuals	2021 Target	2022 Target	2023 Target
Civil Case Filings	22,395	17,013	22,812	22,500	22,500
Domestic Case Filings	4,842	3,949	4,946	4,900	4,900
Criminal Case Filings	12,010	7,686	11,944	12,000	12,000
Appeals Case Filings	1,284	859	1,370	1,300	1,300

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$ 8,368,310	\$6,774,212	\$9,183,624	\$8,079,786	\$8,300,227
HHS Levy Fund	\$ 0	\$0	\$0	\$0	\$0
General Fund	\$ 8,159,915	\$6,774,212	\$9,033,624	\$8,079,786	\$8,300,227
Special Revenue Fund	\$ 208,395	\$0	\$0	\$0	\$0

2022-2023 Budget Overview

- Case filings declined in 2020 due to the COVID-19 pandemic but are expected to steadily increase over the next biennium. This will have a correlating impact on expenditures and the budget in 2022 and 2023.

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$5,827,125	\$5,213,646	\$6,495,537	\$5,541,699	\$5,762,140
Other Expenditures	\$2,554,006	\$1,561,033	\$2,688,087	\$2,538,087	\$2,538,087
Total	\$8,381,131	\$6,774,679	\$9,183,624	\$8,079,786	\$8,300,227
Staff Count	108	103	88	88	88

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

- Reduction of budget for Worker's Compensation for 2022 & 2023
- Reduction of budget for a 2022 Premium Holiday
- Reduction of expenditure and revenue budget for Computerization Fund special revenue accounting unit, in which is no longer in use.

Other Considerations for the 2022 – 2023 Budget

N/A

Common Pleas

Mission Statement

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

Strategic Priorities

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

Key Performance Measures

Indicator	2019 Actuals	2020 Actuals	2021 Target*	2022 Target*	2023 Target*
Civil Case Dispositions	13,895	15,175	17,472	17,472	17,472
Criminal Dispositions	13,080	9,090	10,182	10,182	10,182
Arraignment to Pleas (Avg. Days)	103	138	147	147	147
Foreclosure Dispositions	6,128	3,941	4,539	4,539	4,539

*Target years are difficult to estimate due to the impact of the pandemic.

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$57,282,141	\$51,095,109	\$65,828,777	\$64,082,623	\$65,194,801
HHS Levy Fund	\$588,497	\$477,830	\$1,199,740	\$1,232,073	\$1,226,883
General Fund	\$48,732,625	\$49,865,334	\$58,056,905	\$61,019,077	\$62,122,562
Special Revenue Fund	\$7,961,019	\$751,945	\$6,572,132	\$1,831,473	\$1,8485,356

2022-2023 Budget Overview

- The budget for the Court of Common Pleas is comprised of 62% Personnel Services with the remaining 38% is going towards Other Operating and Capital Outlay related costs.
- This budget does include appropriation for the Clerk of Courts Computerization fund (monitored and managed by the Court) of \$430,000 and the Community Based Correctional Facility (also monitored by the Court) of \$5,552,456, for both 2022 and 2023.

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$31,538,754	\$31,909,516	\$35,884,101	\$40,059,015	\$41,244,962
Other Expenditures	\$25,743,387	\$19,185,593	\$29,944,676	\$24,634,675	\$24,634,676
Total	\$57,282,141	\$51,095,109	\$65,828,777	\$64,693,690	\$65,879,638
Staff Count	495	474	516	496	496

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

- For the 2022-2023 Biennial Budget, Common Pleas Personnel Services was reduced to reflect an adjustment for Premium Holiday Pay in the amount of about \$510.1K for 2022 and Worker's Compensation in the amount of \$334.4K for each year.
- Personnel Services for TASC HHS-Alternatives to Crime received a reduction of about \$1.3M for 2022 and about \$1.3M for 2023 to correct the base budget.
- Received about \$5.6M for Community Based Correctional Facility, \$430K for the Clerk of Courts Computerization, about \$47K for Urinalysis Testing, and about \$155.6K for Probation Supervision Fees.

Other Considerations for the 2022 – 2023 Budget

N/A

County Executive - 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.

Strategic Priorities

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

Key Performance Measures

Indicator	2019 Actuals	2020 Actuals	2021 Target	2022 Target	2023 Target
New Facebook Followers	2,380	4,362	750	775	800
New Twitter Followers	1,746	3,357	500	525	550
County Newsletter Open Rate	18.5%	26.5%	22%	22%	22%
Average Facebook Page Reach	2,277	3,064	3,500	3,500	3,500

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$735,034	\$582,181	\$882,008	\$609,061	\$625,785
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$735,034	\$582,181	\$882,008	\$609,061	\$625,785
Special Revenue Fund	\$0	\$0	\$0	\$0	\$0

2022-2023 Budget Overview:

- Vacancies of two Communications Specialists and Chief Communications Officer.

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$714,315	\$571,579	\$846,151	\$573,204	\$589,928
Other Expenditures	\$20,720	\$10,603	\$35,857	\$35,857	\$35,857
Total	\$735,034	\$582,181	\$882,008	\$609,061	\$625,785
Staff Count	7	8	8	5	5

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

- Budget includes workers' compensation and Flex benefit holiday savings.

Other Considerations for the 2022 – 2023 Budget

N/A

County Council

Mission Statement

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

Strategic Priorities

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

Key Performance Measures

Indicator	2019 Actuals	2020 Actuals	2021 Target	2022 Target	2022 Target
# of Visits to Council Websites	235,300	201,473	136,919	143,765	150,953
# of Users to Council's Website	97,790	85,604	40,291	42,306	44,421
# of Users to Council Events-Calendar	14,355	10,161	6,691	7,026	7,377
# of Users to Councils Homepage	3,999	4,021	3,456	3,629	3,811

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$2,050,058	\$2,097,785	\$2,421,500	\$2,325,703	\$2,384,195
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$2,050,058	\$2,097,785	\$2,421,500	\$2,325,703	\$2,384,195
Special Revenue Fund	\$0	\$0	\$0	\$0	\$0

2022-2023 Budget Overview

- County Council's budget is majority personnel expenses with a small percentage going to other expenses related to contracts and miscellaneous departmental expenses.

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$1,969,254	\$2,019,963	\$2,257,440	\$2,161,643	\$2,220,135
Other Expenditures	\$80,804	\$77,822	\$164,060	\$164,060	\$164,060
Total	\$2,050,058	\$2,097,785	\$2,421,500	\$2,325,703	\$2,384,195
Staff Count	20	21	21	21	21

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

- The 2022 budget assumes workers compensation not being charged and a 2 pay holiday for Flex as well.
- The 2023 budget assumes workers compensation not being charged.

Other Considerations for the 2022 – 2023 Budget

N/A

Eighth District Court of Appeals

Mission Statement

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

Strategic Priorities

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

Key Performance Measures

Indicator	2019 Actuals	2020 Actuals	2021 Target*	2022 Target*	2023 Target*
Cases pending Jan. 1	837	790	840	850	850
Electronic filings	6,678	6,192	6,700	6,700	6,700
Average days hearing to release	47	60	45	40	40
Terminations	1,200	968	1,300	1,300	1,300
Opinions per Judge	63	56	65	67	67

**The target projections are subject to fluctuation based upon appellate case flow being dependent on lower court operations which are impacted by the ongoing pandemic.*

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$782,464	\$578,570	\$967,462	\$967,462	\$967,462
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$779,961	\$578,570	\$952,462	\$952,462	\$952,462
Special Revenue Fund	\$2,504	\$0	\$15,000	\$15,000	\$15,000

2022-2023 Budget Overview

- The State of Ohio pays the personnel expenses for the Court, and the County budget includes other expenses.
- The Court of Appeals primarily receives funding through the General Fund and has a small special revenue fund from court fees which generates approximately \$15,000 per year.

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$0	\$0	\$0	\$0	\$0
Other Expenditures	\$779,961	\$578,570	\$967,462	\$967,462	\$967,462
Total	\$779,961	\$578,570	\$967,462	\$967,462	\$967,462
Staff Count	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*

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

N/A

Other Considerations for the 2022 – 2023 Budget

N/A

Cuyahoga County Office of Child Support

Mission Statement

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

Strategic Priorities

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

Key Performance Measures

Indicator	2019 Actuals	2020 Actuals	2021 Target	2022 Target	2023 Target
Current Support Collected	63.89%	64.68%	64.70%	64.80%	65.00%

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$39,806,741	\$36,570,217	\$44,165,517	\$41,634,007	\$41,929,965
HHS Levy Fund	\$11,104,074	\$5,044,251	\$9,515,525	\$7,125,209	\$7,125,209
General Fund	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$21,719,176	\$26,265,239	\$31,467,414	\$34,508,798	\$34,508,798

2022-2023 Budget Overview

- The Office of Child Support's budget includes staffing, contracts, and services (Child Support Enforcement Establishment and Paternity Establishment) and other administrative costs.
- The Office of Child Support funding source includes State Title IV-D Reimbursements from the Social Security Act (66% of eligible expenses), 22% of available resources and the Health and Human Services Levy Fund, 78%.
- Included in ALL Funds and HHS Subsidy is Fatherhood Initiative. The budget includes funding to support their goals to promote public awareness of the role of fathers, provide linkages to other public systems and improve our current service delivery to fathers and fund fatherhood related programs on the county level and personnel.

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$19,482,874	\$16,791,344	\$21,679,098	\$19,147,588	\$19,443,546
Other Expenditures	\$20,323,867	\$19,778,873	\$22,486,419	\$22,486,419	\$22,486,419
Total	\$39,806,741	\$36,570,217	\$44,165,517	\$41,634,007	\$41,929,965
Staff Count	289	288	288	288	288

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

- 7.7% decrease to employee's healthcare cost is due to the removal of the worker's compensation budget.
- A "Premium Holiday" has been provided in 2 pay periods that will enable the county to draw down a cash surplus in Hospitalization.

Other Considerations for the 2022 – 2023 Budget

N/A

Debt Services

Mission Statement

The County debt services area ensures compliance of federal, state, and local securities laws and regulations while maintaining the highest credit rating. The County goal is to facilitate issuance and repayment of debt in the most cost effect manner. Debt in the form of bonds are issued for purposes of capital improvement or construction of County facilities and county-wide economic development. For fiscal year 2022 the County's outstanding debt will be \$1.2 billion with \$105.4 million in service payments due. Outstanding debt and payments due in fiscal year 2023 will be \$939 million and \$94.4 million respectively.

Strategic Priorities

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

Key Performance Measures:

Indicator	2019 Actuals	2020 Actuals	2021 Target	2022 Target	2023 Target
County General Obligation Credit Rating	Aa2 / AA	Aa2 / AA+	Aa2 / AA+	Aa2 / AA+	Aa1 / AA+
County Sales and Use Tax Credit Rating	Aa2 / AA	Aa2 / AA	Aa2 / AA	Aa2 / AA	Aa2 / AA
County Economic Development Credit Rating	Aa2 / AA	Aa3 / AA	Aa3 / AA	Aa2 / AA	Aa2 / AA+

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$102,024,357	\$105,775,542	\$94,242,097	\$94,420,863	\$84,765,528
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund*	\$40,736,862	\$53,427,208	\$56,561,837	\$58,094,276	\$44,895,281
Special Revenue Fund	\$0	\$0	\$0	\$0	\$0
Debt Retirement Fund	\$61,287,495	\$52,348,334	\$37,680,260	\$38,628,205	\$38,970,229

*General Fund amount represents subsidy to Debt Retirement Fund. All expenses are paid from Debt Retirement Fund.

2022-2023 Budget Overview:

- Budget for 2022-2023 assumes no new bond refunding or issuances.
- Recommended budget requires increased revenue contribution from the County Hotel Manager
- Reduction and maturity of the 1992 and 2020A Gateway Development bonds in 2023.
- Possible obligations may arise if Westin Hotel TIF revenue is insufficient.
- County has obligations to for 2014 Flats East Bank bonds if developer default occurs.

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$0	\$0	\$0	\$0	\$0
Other Expenditures	\$0	\$0	\$0	\$0	\$0
Debt Service	\$102,024,357	\$105,775,542	\$94,242,097	\$96,722,481	\$83,865,510
Total	\$102,024,357	\$105,775,542	\$94,242,097	\$96,722,481	\$83,865,510
Staff Count	0	0	0	0	0

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

- Additional funding of \$2.5 million added in 2022 to meet outstanding and scheduled obligations.
- Debt service from 1992 and 2020A Gateway bonds maturation allows for reduction of \$5.6 million in 2023 coinciding with the final payment.

Other Considerations for the 2022 – 2023 Budget

Budget assumes consistent external revenues and contributions from external sources and partners.

Department of Development

Mission Statement

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

Strategic Priorities

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

Key Performance Measures

Indicator	2019 Actuals	2020 Actuals	2021 Target	2022 Target	2023 Target
Jobs Created and Retained	804	4,383	1,500	1,500	1,500
Economic Development Loan Volume	\$4,000,000	\$21,042,300	\$12,000,000	\$12,000,000	\$12,000,000
Small Businesses Supported	184	208	200	200	200
Skill-Up Businesses Engaged	240	154	189	200	200

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$27,261,085	\$16,294,109	\$14,048,250	\$13,338,448	\$15,393,602
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$20,802,646	\$10,743,907	\$7,112,136	\$6,460,459	\$6,505,971
Special Revenue Fund	\$6,458,439	\$5,550,202	\$6,936,114	\$6,878,029	\$8,887,631

2022-2023 Budget Overview

- The Department of Development is continuing good steward efforts for economic growth throughout Cuyahoga County.

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$1,520,764	\$1,283,207	\$1,641,719	\$1,006,957	\$1,062,071
Other Expenditures	\$25,740,321	\$15,010,901	\$12,406,531	\$12,331,531	\$14,331,531
Total	\$27,261,085	\$16,294,108	\$14,048,250	\$13,338,448	\$15,393,602
Staff Count	26	26	28	28	28

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

- The Revolving Loan Fund and Demolition Fund ended in 2021 and is not included in the 2022-2023 Budget.
- The Department of Development's Economic Development Fund will be responsible for the principal payment on the 2014 Western Reserve Bonds in the 2023 budget.
- The 2022 budget assumes workers compensation not being charged and a 2 pay holiday for Flex as well.
- The 2023 budget assumes workers compensation not being charged.

Other Considerations for the 2022 – 2023 Budget

N/A

County Dog Kennel

Mission Statement

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

Strategic Priorities

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

Key Performance Measures

Indicator	2019 Actuals	2020 Actuals	2021 Target	2022 Target	2022 Target
Live Outcomes (Adoptions, Return to Owner, Transfers)	1,784	1,680	1700	1765	1820
Dog License/Registrations	61,552	60,438	62,191	63,990	65,845

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$1,969,337	\$1,910,293	\$2,140,155	\$2,172,428	\$2,208,284
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$1,969,337	\$1,910,293	\$2,140,155	\$2,172,428	\$2,208,284

2022-2023 Budget Overview

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

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$1,084,726	\$1,074,767	\$1,154,533	\$1,186,806	\$1,222,662
Other Expenditures	\$884,611	\$835,526	\$985,622	\$985,622	\$985,622
Total	\$1,969,337	\$1,910,293	\$2,140,155	\$2,172,428	\$2,208,284
Staff Count	17	17	17	16	16

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

- The 2022 budget assumes workers compensation not being charged and a 2 pay holiday for Flex as well.
- The 2023 budget assumes workers compensation not being charged.

Other Considerations for the 2022 – 2023 Budget

N/A

Domestic Relations

Mission Statement

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

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

Strategic Priorities

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

Key Performance Measures

Indicator	2019 Actuals	2020 Actuals	2021 Target	2022 Target	2023 Target
New Filings including R/T/R*	7,398	7,560	6,277	6,277	6,277
Cases Disposed % Efficiency	98.00%	100.50%	99.36%	100.00%	100.00%
Motions Filed % Efficiency	103.00%	100.00%	98.36%	100.00%	100.00%
Self-Represented Filings	4,663	4,725	4,054	4,135	4,218
Child Support Actions Disposed	7,485	8,446	6,558	6,689	6,689
Help Center (Number of Self-Represented Individuals that are Helped)	13,131	16,750	17,547	17,547	17,898

*R/T/R Reopen/Transferred/Reactivated

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$9,680,231	\$9,183,778	\$10,801,600	\$10,601,609	\$10,876,651
General Fund	\$9,679,914	\$9,181,858	\$10,786,600	\$10,586,609	\$10,861,651
HHS Subsidy	\$0	\$0	\$0	\$0	\$0
Special Revenue	\$317	\$1,921	\$15,000	\$15,000	\$15,000

2022-2023 Budget Overview

- The Cuyahoga County Domestic Relations Court budget covers staffing, contracts, and services (Annulments, Legal Separations, Divorces, Child Support, Temporary Restraining Orders, Protection Order, Mediation and Allocation and Modification of Parental Rights) and other administrative costs.
- Domestic Relations Bureau of Support is primarily funded by the General Fund and 34% of their total revenue sources is Title IV-D Reimbursements (66% of eligible expenses for the Bureau of Support Children and Family Services division) from the Social Security Act.

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$7,625,483	\$7,294,074	\$8,360,175	\$8,160,184	\$8,399,006
Other Expenditures	\$2,054,748	\$1,889,704	\$2,441,425	\$2,441,425	\$2,477,645
Total	\$9,680,231	\$9,183,778	\$10,801,600	\$10,601,609	\$10,876,651
Staff Count	89	85	88	86	86

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

- For the 2022-2023 Biennial Budget, Domestic Relations Personnel Services was reduced to reflect an adjustment for Premium Holiday Pay in the amount of about \$97.3K for 2022 and for Worker's Compensation in the amount of about \$36.9K for each year.
- Domestic Relations received additional appropriations for Personnel Services in the amount of about \$294K for 2022 and about \$300K for 2023, because of these expenses being reimbursed by Title IV-D Funds.
- Additional appropriations were received in the amount of about \$36K for 2023 for the increase of their Proware contract which was approved in 2021.

Other Considerations for the 2022 – 2023 Budget

N/A

County Executive

Mission Statement

"I believe that the very foundation of the Cuyahoga County charter is the aspiration that our prosperity will be shared. Our 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."

– Cuyahoga County Executive Armond Budish

Strategic Priorities

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

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$651,871	\$835,594	\$918,371	\$911,072	\$931,384
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$651,871	\$835,594	\$918,371	\$911,072	\$931,384
Special Revenue Fund	\$0	\$0	\$0	\$0	\$0

2022-2023 Budget Overview:

- Personnel comprises 84% of total annual budget.
- Budget includes workers' compensation and Flex benefit holiday savings.
- Recommended budget proposes staffing to remain constant from 2021.

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$593,819	\$697,819	\$772,478	\$765,179	\$785,491
Other Expenditures	\$58,052	\$137,775	\$145,893	\$145,893	\$145,893
Total	\$651,871	\$835,594	\$918,371	\$911,072	\$931,384
Staff Count	5	4	5	5	5

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

N/A

Other Considerations for the 2022 – 2023 Budget

N/A

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.

Strategic Priorities

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

Key Performance Measures

Indicator	2019 Actuals	2020 Actuals	2021 Target	2022 Target	2023 Target
High School Graduation Rate	78.29%	80%	81%	82%	83%
No. of Internships	27	28	30	0	0
No. Enrolled in Wraparound Programming	245	254	221	240	240
No. of Out-of-School Time	3404	1950	2200	2800	3200
No. of FAST families	130	30	95	100	140

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Ali Funds (Expenditures)	\$4,664,327	\$3,748,737	\$6,192,194	\$5,337,822	\$5,360,693
HHS Levy Fund	\$2,118,188	\$3,264,185	\$6,290,582	\$5,337,822	\$5,360,693
General Fund	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$677,398	\$1,158,274	\$813,816	\$0	\$0

2022-2023 Budget Overview:

- Family & Children First Council spending specifically targets youths through service coordination. The State mandates FCFC be the service coordinator for youths that need multiple interventions through different services. FCFC also provides services targeted toward at-risk youth through Out of School Time, internship, and mentor programs.
- FCFC operating budget is 100% funded by Health and Human Services Levy. 15% of the FCFC's spending is associated with personnel expenses, with the remaining 85% being used for all other expenditures.

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$730,423	\$732,292	\$899,859	\$769,031	\$791,902
Other Expenditures	\$3,933,904	\$3,016,446	\$5,292,335	\$4,568,791	\$4,568,791
Total	\$4,664,327	\$3,748,738	\$6,192,194	\$5,337,822	\$5,360,693
Staff Count	9	9	8	8	8

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

- Base budget adjustment to move special revenue received from the current operating budget into a grant (life-time budgeting) accounting unit.
- Base budget adjustment to decrease flex benefits for two premium holidays (2022 only).
- Base budget adjustment to decrease worker's compensation.

Other Considerations for the 2022 – 2023 Budget

N/A

Fiscal Officer

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.

Strategic Priorities

- **Goal 13.2: Create a balanced budget that reflects county priorities**
- **Goal 13.4: Create efficiencies and savings through continuous improvement**
- **Goal 13.7: Devise and implement a strategic revenue generation plan**
- **Goal 14.1: Consistently provide excellent customer service**

Key Performance Measures

Indicator	2019 Actuals	2020 Actuals	2021 Target	2022 Target	2023 Target
Property Tax Collections Percentage			94.8%	95%	95%
Titles Issued	477,989	433,727	428,000	425,000	425,000
Lodging Tax Audits Conducted	15	9	14	10-15	10-15

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$499,442,067	\$369,279,919	\$379,340,880	\$441,997,726	\$420,586,487
HHS Levy Fund	\$265,875,708	\$200,290,812	\$258,432,445	\$320,449,563	\$308,083,884
General Fund	\$136,392,375	\$102,942,126	\$97,006,893	\$98,832,166	\$89,547,975
Special Revenue Fund	\$97,173,777	\$66,047,188	\$23,901,542	\$22,715,997	\$22,954,619

2022-2023 Budget Overview

N/A

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$19,730,279	\$18,310,213	\$23,963,791	\$21,755,889	\$22,458,434
Other Expenditures	\$130,502,573	\$74,503,172	\$63,500,320	\$30,557,720	\$30,547,769
Other Financing Uses	\$349,209,215	\$276,466,534	\$291,879,769	\$389,684,117	\$367,580,284
Total	\$499,442,067	\$369,279,919	\$379,340,880	\$441,997,726	\$420,586,487
Staff Count	286	263	225	225	225

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

- Budget includes workers' compensation and Flex benefit holiday savings.

Other Considerations for the 2022 – 2023 Budget

N/A

Department of Health and Human Services Administration

Mission Statement

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

Strategic Priorities

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

Key Performance Measures:

Indicator	2019 Actuals	2020 Actuals	2021 Target	2022 Target	2023 Target
Infant Mortality	120	110	138	105	105
Internship Opportunities	1750	1750	1750	1750	1750

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$15,710,117	\$15,165,833	\$22,987,194	\$16,087,920	\$16,139,360
HHS Levy Fund	\$480,500	\$0	\$3,418,382	\$4,912,530	\$5,095,992
General Fund	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$18,190,638	\$12,262,264	\$11,228,436	\$17,579,238	\$17,579,238

2022-2023 Budget Overview:

- The Department of Health and Human Services Subsidy covers expenses for HHS IT and HHS HR, as well as expenses for all HHS Administration, whereas all funds listed above do not include all HHS Administration expenses
- OSU Extension levy funding is also included in all funds listed above.
- The Department of HHS is funded primarily by the County's Public Assistance federal allocations. The funding includes Public Assistance, Children's Services and Child Support allocations.
 - Public Assistance includes Medicaid, the Supplemental Nutrition Assistance Program (SNAP), and Temporary Aid to Needy Families (TANF);
 - Children Services includes Title IV-E;
 - Child Support includes Title IV-D.
- 30% of the HHS Administration's spending is associated with personnel expenses, with the remaining 70% being used for all other expenditures.

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$6,397,909	\$5,661,550	\$5,717,304	\$2,010,119	\$2,061,559
Other Expenditures	\$9,312,208	\$9,504,283	\$17,661,942	\$14,077,801	\$14,077,801
Total	\$15,710,117	\$15,165,833	\$23,379,246	\$16,087,920	\$16,139,360
Staff Count	73	51	58	58	58

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

- Base budget adjustment to increase personnel to move employees into the HHS Admin accounting unit (from CFS and JFS).
- Base budget increase for Health and Human Services' portion of the Equity & Inclusion contract.
- DHHS-Human Resources base budget increase for tuition reimbursement.
- Base budget adjustment to decrease flex benefits for two premium holidays (2022 only).
- Base budget adjustment to decrease worker's compensation.

Other Considerations for the 2022 – 2023 Budget

N/A

Homeless Services

Mission Statement

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

Strategic Priorities

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

Key Performance Measures

Indicator	2019 Actuals	2020 Actuals	2021 Target	2022 Target	2023 Target
Emergency Shelter – Number of people served	6,422	5090	6000	6000	6000
Rapid Rehousing – Number of people served	2,312	3994	2600	2600	2600
Permanent Supportive Housing – Number of People Served	4,664	4494	5900	5900	5900

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$8,341,548	\$8,363,841	\$10,831,152*	\$10,853,540	\$10,862,420
HHS Levy Fund	\$8,341,548	\$8,363,841	\$10,526,099	\$10,163,876	\$10,678,892
General Fund	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$0	\$0	\$187,479	\$183,528	\$183,528

***2021 - Duplicate Budget affecting HS255120 & HS260350**

2022-2023 Budget Overview

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

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$430,160	\$403,750	\$503,209	\$525,597	\$534,477
Other Expenditures	\$7,911,387	\$7,960,092	\$10,327,943	\$10,327,943	\$10,327,943
Total	\$8,341,547	\$8,363,842	\$10,831,152	\$10,853,540	\$10,862,420
Staff Count	5	5	5	5	5

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

- 7.7% decrease to employee's healthcare cost is due to the removal of the worker's compensation budget.
- A "Premium Holiday" has been provided in 2 pay periods that will enable the county to draw down a cash surplus in Hospitalization.

Other Considerations for the 2022-2023 Budget

N/A

Human Resources

Mission Statement

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

Strategic Priorities

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

Key Performance Measures

Indicator	2019 Actuals	2020 Actuals	2021 Target	2022 Target	2023 Target
Employees registered for Wellness Program	48%	55%	60%	65%	70%
Cost per employee for medical & prescription health care coverage	\$24,421.68	\$16,712	\$15,730	\$17,044	\$17,044

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$122,730,573	\$120,474,706	\$123,425,890	\$138,956,233	\$139,122,737
HHS Levy Fund	\$968,666	\$756,956	\$1,124,201	\$2,052,633	\$2,078,587
General Fund	\$3,798,889	\$3,435,049	\$4,374,759	\$5,007,728	\$5,104,903
Special Revenue Fund	\$117,963,018	\$116,282,701	\$117,926,930	\$131,895,872	\$131,939,247

2022-2023 Budget Overview

- The Benefits budget assumes a 5.6% increase in benefits costs

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$5,217,407	\$4,862,370	\$6,293,140	\$5,626,260	\$5,792,764
Other Expenditures	\$117,513,166	\$115,612,336	\$117,132,750	\$133,329,973	\$133,329,973
Total	\$122,730,573	\$120,474,706	\$123,425,890	\$138,956,233	\$139,122,737
Staff Count	0	0	0	0	0

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

- The Human Resource Department is instituting a tuition reimbursement program both in the General Fund as well as Levy Fund
- The 2022 budget assumes workers compensation not being charged and a 2 pay holiday for Flex as well. The 2023 budget assumes workers compensation not being charged.

Other Considerations for the 2022 – 2023 Budget

N/A

Department of Information Technology

Mission Statement

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

Strategic Priorities

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

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$23,031,174	\$23,612,108	\$30,321,182	\$28,789,665	\$29,526,149
HHS Levy Fund	\$4,858,913	\$4,526,178	\$6,278,146	\$5,573,515	\$5,679,583
General Fund	\$17,510,809	\$18,428,315	\$23,239,662	\$22,699,175	\$23,322,384
Special Revenue Fund	\$661,451	\$657,615	\$803,374	\$516,975	\$524,182

2022-2023 Budget Overview:

N/A

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$12,172,340	\$12,329,520	\$16,185,381	\$15,073,864	\$15,810,348
Other Expenditures	\$10,858,834	\$11,229,064	\$14,135,801	\$13,715,801	\$13,715,801
Total	\$23,031,174	\$23,612,108	\$30,321,182	\$28,789,665	\$29,526,149
Staff Count	106	106	134	116	116

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

- Budget includes workers' compensation and Flex benefit holiday savings.

Other Considerations for the 2022 – 2023 Budget

N/A

Office of Innovation and Performance

Mission Statement

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

Strategic Priorities

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

Key Performance Measures

Indicator	2019 Actuals	2020 Actuals	2021 Target	2022 Target	2023 Target
Cuyahoga Performance Measures Tracked	168	253	300	320	320
Target Met Percentage	N/A	58%	65%	70%	75%
Employees engaged in innovation efforts	419	266	225	250	250
Value of Improvements	\$102,524	\$420,656	\$500,000	\$500,000	\$500,000

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$663,587	\$430,009	\$872,693	\$762,556	\$777,478
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$663,587	\$430,009	\$872,693	\$762,556	\$777,478
Special Revenue Fund	\$0	\$0	\$0	\$0	\$0

2022-2023 Budget Overview

- The digital divide in the County produces significant equity deficiencies for minorizes. Improvement efforts will increase and address the increasing need of digital services countywide.

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$483,640	\$412,319	\$684,364	\$574,237	\$589,149
Other Expenditures	\$179,947	\$17,690	\$187,676	\$187,676	\$187,676
Total	\$663,587	\$430,009	\$872,693	\$762,566	\$777,478
Staff Count	5	4	5	5	5

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

- Budget includes funds for performance management software service.
- Funds for the Government Alliance of Race and Equity (GARE) membership moved to the Department of Equity and Inclusion.
- Budget includes workers' compensation and Flex benefit holiday savings.

Other Considerations for the 2022 – 2023 Budget

N/A

Agency of the Inspector General

Mission Statement

The Agency of the Inspector General was established to protect the county taxpayers' interest by promoting honesty and accountability in county government. The Inspector General serves as the County's Chief Ethics Officer, conducts inspections, investigations, and audits to determine fraud, corruption, and other possible misuse within the county operations. In pursuit of that goal the Inspector General conducts proactive ethics education, monitors financial disclosures, conducts background checks on County partners, reviews driver's licenses and other relevant County employee matters.

Strategic Priorities

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

Key Performance Measures

Indicator	2019 Actuals	2020 Actuals	2021 Target	2022 Target	2023 Target
Issued Ethics Opinions	135	52	50	50	50
Tax Enforcement Collections	\$1,805,737	\$4,960,571	\$2,000,000	\$2,000,000	\$2,000,000
Vendor Registrations	507	442	350	350	350

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$985,454	\$876,509	\$1,069,970	\$947,157	\$973,431
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$968,108	\$858,244	\$1,035,084	\$910,444	\$936,392
Special Revenue Fund	\$17,346	\$19,035	\$34,886	\$36,713	\$37,039

2022-2023 Budget Overview:

- AIG General Fund budget supports investigation and audit operations.

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$932,836	\$823,267	\$997,268	\$874,805	\$901,079
Other Expenditures	\$52,618	\$39,490	\$72,702	\$66,283	\$66,283
Total	\$986,360	\$877,279	\$1,069,970	\$947,157	\$973,431
Staff Count	9	7	6	5	5

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

- Budget includes workers' compensation and Flex benefit holiday savings.

Other Considerations for the 2022 – 2023 Budget

N/A

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.

Strategic Priorities

- **Goal 13.4: Create efficiencies and savings through continuous improvement**
- **Goal 14.6: Build trust in government**

Key Performance Measures

Indicator	2019 Actuals	2020 Actuals	2021 Target	2022 Target	2023 Target
Planned Audits	4	12	12	12	12
Consulting Services	1	2	5	5	5

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$484,973	\$576,392	\$830,068	\$691,053	\$708,588
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$484,973	\$576,392	\$830,068	\$691,053	\$708,588
Special Revenue Fund	\$0	\$0	\$0	\$0	\$0

2022-2023 Budget Overview:

- County Council two approved positions were not filled during 2020.
- Personnel expenditures comprise nearly the entire budget at 90%.

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$453,657	\$557,323	\$763,132	\$644,117	\$661,652
Other Expenditures	\$31,315	\$19,069	\$66,936	\$46,936	\$46,936
Total	\$484,973	\$576,392	\$830,068	\$691,053	\$708,588
Staff Count	5	5	6	6	6

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

- Budget includes workers' compensation and Flex benefit holiday savings.

Other Considerations for the 2022 – 2023 Budget

N/A

Invest in Children

Mission Statement

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

Strategic Priorities

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

Key Performance Measures

Indicator	2019 Actuals	2020 Actuals	2021 Target	2022 Target	2023 Target
UPK Enrollment Rate - highest of year	89.20%	88.60%	75%	75%	85%
No. Provided w/ Early Childhood Mental Health Services	950	586	600	700	700
No. Families Served by MomsFirst	225	215	225	188	188
No. of Families Provided Newborn Home Visits	1363	178	1000	1200	1500

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$17,110,624	\$12,295,619	\$22,800,916	\$23,040,730	\$23,067,669
HHS Levy Fund	\$15,447,198	\$10,606,895	\$18,490,051	\$19,248,480	\$19,275,419
General Fund	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$3,376,785	\$532,734	\$4,264,950	\$4,264,950	\$4,264,950

2022-2023 Budget Overview

- The Office of Early Childhood is currently 100% HHS Levy funded.
- 5% of the Office's spending is associated with personnel expenses, with the remaining being used for all other expenditures. Most of the funding provides for the Universal Pre-Kindergarten (UPK) program.

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$933,912	\$932,489	\$987,770	\$945,502	\$972,441
Other Expenditures	\$20,652,986	\$11,363,130	\$21,813,146	\$22,095,228	\$22,095,228
Total	\$21,586,898	\$12,296,619	\$22,800,916	\$23,040,730	\$23,067,669
Staff Count	8	10	9	9	9

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

- Budget realignments to move personnel, contracts, and other expenses to appropriate accounting units.
- Base budget decrease for contractual services due to Mom's First contract ending.
- Base budget adjustment to decrease flex benefits for two premium holidays (2022 only).
- Base budget adjustment to decrease worker's compensation.

Other Considerations for the 2022 – 2023 Budget

N/A

Cuyahoga County Department of Jobs and Family Services

Mission Statement

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

Strategic Priorities

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

Key Performance Measures

Indicator	2019 Actuals	2020 Actuals	2021 Target	2022 Target	2023 Target
Abandon Rate	36.5%	26.7%	25%	20%	20%
Calls Abandoned	330,084	219,468	200,000	150,000	150,000
Calls Handled (Call Center)	573,732	602,725	600,000	650,000	650,000
Wait Time	19.2	14.1	14	13	12
Medicaid Enrollment	380,851	418,277	370,070	370,070	370,070
SNAP Enrollment	276,053	283,654	200,000	200,000	200,000
TANF Enrollment	18,780	18,063	10,500	10,500	10,500

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$77,051,759	\$74,080,153	\$84,272,184	\$81,460,098	\$82,238,489
HHS Levy Fund	\$12,090,913	\$7,997,350	\$9,998,013	\$8,472,925	\$8,472,925
General Fund	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$57,366,085	\$63,504,282	\$75,671,201	\$82,878,485	\$82,878,485

2022-2023 Budget Overview

- The Department of Job and Family Services budget includes staffing, contracts, and services (Job Training and Education, Health Benefits, Emergency Services, Cash and Food Assistance, Child Care Assistance and Non-Emergency Transportation) and other administrative costs.
- The Department of Job and Family Services funding source consists primarily of Public Assistance Funds which 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.
- Included on All Funds, whereas the County is paying medical reimbursements to the State for client Services.

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$52,943,396	\$49,636,725	\$56,343,888	\$53,531,802	\$54,310,193
Other Expenditures	\$24,108,363	\$24,443,429	\$27,928,296	\$27,928,296	\$27,928,296
Total	\$77,051,759	\$74,080,154	\$84,272,184	\$81,460,098	\$82,238,489
Staff Count	756	770	770	770	770

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

- 7.7% decrease to employee's healthcare cost is due to the removal of the worker's compensation budget.
- A "Premium Holiday" has been provided in 2 pay periods that will enable the county to draw down a cash surplus in Hospitalization.

Other Considerations for the 2022 – 2023 Budget

N/A

Juvenile Court

Mission Statement

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

Strategic Priorities

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

Key Performance Measures

Indicator	2019 Actuals	2020 Actuals	2021 Target	2022 Target	2023 Target
Secure Detention Admits	1,576	510	515	515	515
Secure Detention Av. Daily Population	106.5	109.6	179	179	179
Shelter Care Av. Daily Population	18.7	11.1	0	0	0

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$55,248,262	\$46,375,060	\$65,176,449	\$60,641,784	\$61,722,571
HHS Levy Fund	\$19,034,391	\$16,009,849	\$21,457,242	\$20,408,008	\$20,661,255
General Fund	\$34,646,924	\$28,289,422	\$40,482,024	\$36,991,593	\$38,475,216
Special Revenue Fund	\$1,566,947	\$2,075,789	\$3,237,183	\$3,242,183	\$3,242,183

2022-2023 Budget Overview

- The Juvenile Court receives funding primarily through General Fund and Health and Human Services levy funds. It also provides some funding through various special revenue funds, including revenues received through various court fees and Title IV-E reimbursements. Outside of this operating budget, the Court receives an allocation of RECLAIM Ohio grant funds.

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$37,931,612	\$29,551,722	\$40,161,309	\$35,621,644	\$36,702,431
Other Expenditures	\$17,316,650	\$16,823,339	\$25,015,140	\$25,020,140	\$25,020,140
Total	\$55,248,262	\$46,375,060	\$65,176,449	\$60,641,784	\$61,722,571
Staff Count	523	523	474	474	474

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

- Reduction of budget for Worker's Compensation for 2022 & 2023
- Reduction of budget for a 2022 Premium Holiday
- Increase of budget in Personnel Services for 2022 & 2023 for detention facility officers

Other Considerations for the 2022 – 2023 Budget

N/A

County Law Department

Mission Statement

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

Strategic Priorities

- **Goal 11.5: Assisting the various County departments and agencies in achieving the Goals and Priorities set forth in the 2017 – 2022 Strategic Plan**

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$4,915,288	\$9,733,505	\$4,037,011	\$4,139,839	\$4,321,792
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$4,915,288	\$9,733,505	\$4,037,011	\$4,139,839	\$4,321,792
Special Revenue Fund	\$0	\$0	\$0	\$0	\$0

2022-2023 Budget Overview

- The Law Department is entirely supported by the General Fund and is driven by the needs of the various Executive and Council Initiatives.

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$2,006,152	\$1,809,524	\$2,355,919	\$1,922,697	\$1,974,206
Other Expenditures	\$2,909,136	\$7,923,981	\$1,681,092	\$2,217,142	\$2,347,586
Total	\$4,915,288	\$9,733,505	\$4,037,011	\$4,139,839	\$4,321,792
Staff Count	19	18	19	17	17

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

- The 2022 budget assumes workers compensation not being charged and a 2 pay holiday for Flex as well.
- The 2023 budget assumes workers compensation not being charged.

Other Considerations for the 2022 – 2023 Budget

N/A

Law Library Resource Board

Mission Statement

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

Strategic Priorities

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

Key Performance Measures

Indicator	2019 Actuals	2020 Actuals	2021 Target	2022 Target	2023 Target
Reference and Research Questions	5,500	4,203	4,500	4,500	4,500
Patron Service Hours	575	478	500	500	500
Special Programs/Events	36	39	35	35	35
Number of Ebooks	1,194	1,194	1,197	1,197	1,197
Volume in Print	117,474	117,119	117,119	117,119	117,119

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$444,894	\$454,671	\$539,999	\$523,359	\$531,790
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$444,894	\$454,671	\$539,999	\$523,359	\$531,790

2022-2023 Budget Overview

- The Law Library will renew its Westlaw and CCH databases in 2022 for continued access for patrons and staff.
- The Law Library will continue to migrate legal research products from print to online resources.
- The Law Library will also implement technology upgrades with grant funding.

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$279,869	\$268,924	\$298,763	\$282,123	\$290,554
Other Expenditures	\$165,025	\$185,747	\$241,236	\$241,236	\$241,236
Total	\$444,894	\$454,671	\$539,999	\$523,359	\$531,790
Staff Count	3	3	3	3	3

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

- Reduction of budget for Worker's Compensation for 2022 & 2023
- Reduction of budget for a 2022 Premium Holiday

Other Considerations for the 2022 – 2023 Budget

N/A

Medical Examiner

Mission Statement

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

Strategic Priorities

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

Key Performance Measures

Indicator	2019 Actuals	2020 Actuals	2021 Target	2022 Target	2023 Target
Total Cases Admitted	2,341	2,448	2,400	2,400	2,400
Total Autopsies (Jurisdictional)	1,396	1,547	1,400	1,400	1,400
Autopsies Performed for Other Counties	418	444	400	400	400
Scene Investigations	1,294	1,414	1,325	1,325	1,325

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$12,914,732	\$12,729,645	\$14,402,573	\$14,060,330	\$14,306,043
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$6,360,163	\$12,751,766	\$8,221,116	\$14,060,330	\$14,306,043
Special Revenue Fund	\$6,554,569	-\$22,122	\$6,181,457	\$0	\$0

2022-2023 Budget Overview

- The Medical Examiner's budget for the 2022-2023 Biennial is comprised of 74% Personnel Costs, with the remaining 26% combined between Other Expenses and Capital Outlays.
- Effective in 2021, the ME-Regional Forensic Science Lab and the Coroner's Lab was moved into the General Fund.

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$10,051,784	\$9,691,697	\$6,300,041	\$10,376,171	\$10,616,884
Other Expenditures	\$2,862,948	\$3,037,948	\$8,102,532	\$3,684,159	\$3,689,159
Total	\$12,914,732	\$12,729,645	\$14,402,573	\$14,060,330	\$14,306,043
Staff Count	103	98	103	93	93

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

- For the 2022-2023 Biennial Budget, the Medical Examiner Personnel Services was reduced to reflect an adjustment for Premium Holiday Pay for \$65.3K for 2022 and Worker's Compensation for \$42.1K each year.
- In addition, the budget for the Regional Forensic Science Lab in the amount of about \$6.0M each year has been included and now resides within the General Fund.

Other Considerations for the 2022 – 2023 Budget

N/A

MetroHealth System

Mission Statement

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

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

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

Strategic Priorities

- **Goal 7: Individual Wellbeing**

Key Performance Measures

Indicator	2019 Actuals	2020 Actuals
Patient Visits	1,453,946	1,427,161
Babies Delivered	2,878	2,729
Metro Life Flight Transports	3,965	3,854
Major Trauma Cases	4,727	5,304

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$32,472,000	\$32,472,000	\$32,472,000	\$32,472,000	\$32,472,000
HHS Levy Fund	\$32,472,000	\$32,472,000	\$32,472,000	\$32,472,000	\$32,472,000
General Fund	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$0	\$0	\$0	\$0	\$0

2022-2023 Budget Overview

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

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$0	\$0	\$0	\$0	\$0
Other Expenditures	\$32,472,000	\$32,472,000	\$32,472,000	\$32,472,000	\$32,472,000
Total	\$32,472,000	\$32,472,000	\$32,472,000	\$32,472,000	\$32,472,000

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

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

Other Considerations for the 2022 – 2023 Budget

N/A

Office of Re-Entry

Mission Statement

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

Strategic Priorities

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

Key Performance Measures

Indicator	2021 Target	2022 Target	2023 Target
No. New Members - North Star Reentry Center	1250	1500	1500
No. of Participants - Social Enterprise/Achieve Staffing	70	80	80

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$2,279,245	\$2,047,387	\$3,113,852	\$2,689,221	\$2,702,574
HHS Levy Fund	\$2,279,245	\$2,047,387	\$2,962,581	\$2,689,221	\$2,702,574
General Fund	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$0	\$494,953	\$0	\$0	\$0

2022-2023 Budget Overview

- Office of Re-Entry expenditures remain overall flat and is 100% funded by the HHS Levy. 17% of the HHS Administration's spending is associated with personnel expenses, with the remaining 83% being used for all other expenditures.

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$526,805	\$441,116	\$588,061	\$442,663	\$456,016
Other Expenditures	\$1,752,440	\$1,606,271	\$2,577,558	\$2,246,558	\$2,246,558
Total	\$2,279,245	\$2,047,387	\$3,165,619	\$2,689,221	\$2,702,574
Staff Count	7	6	6	6	6

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

- Base budget adjustment to decrease flex benefits for two premium holidays (2022 only).
- Base budget adjustment to decrease worker's compensation.

Other Considerations for the 2022 – 2023 Budget

N/A

Personnel Review Commission

Mission Statement

Pursuant to Section 9.01 of the Cuyahoga County Charter, the Personnel Review Commission was established. The three-member commission is responsible for administering, and in cooperation with county agencies, boards, and commissions, efficient and economical system for the employment of County employees. 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 conduct civil service testing.

Strategic Priorities

- **Goal 15.1: Become an employer of choice**

Key Performance Measures

Indicator	2019 Actuals	2020 Actuals	2021 Target	2022 Target	2023 Target
Time to establish eligibility list for new projects	50 days	33 days	30 days	30 days	30 days
Time to establish eligibility list for repeat projects	30 days	30 days	30 days	30 days	30 days
Number of reviewed classifications	100	98	100	100	100
New classifications	23	4			
Revised classifications	76	39			

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$278,442	\$221,995	\$281,973	\$1,972,792	\$2,029,025
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$278,442	\$221,995	\$281,973	\$1,972,792	\$2,029,025
Special Revenue Fund	\$0	\$0	\$0	\$0	\$0

2022-2023 Budget Overview:

N/A

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$1,682,494	\$1,573,180	\$2,026,467	\$1,888,760	\$1,944,993
Other Expenditures	\$489,453	\$-58,409	\$84,032	\$84,032	\$84,032
Total	\$2,250,532	\$1,514,771	\$2,110,499	\$1,972,792	\$2,029,025
Staff Count	17	16	22	22	22

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

- Budget includes workers' compensation and Flex benefit holiday savings.

Other Considerations for the 2022 – 2023 Budget

N/A

County Planning Commission

Mission Statement

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

Strategic Priorities

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

Key Performance Measures

Indicator	2019 Actuals	2020 Actuals	2021 Target	2022 Target	2023 Target
Number of shared services –Community Planning services completed	4	3	4	4	3
Number of shared services – Technical Assistance services completed	5	5	6	6	5
Number of Regional Partnership Plans completed	3	1	3	3	3
Regional & Equitable Strategies*	0	0	2	4	3
Collaborative Partnerships*	0	0	5	4	3

*New categories

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$1,493,757	\$1,879,887	\$2,871,098	\$2,608,775	\$2,649,689
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$1,402,096	\$1,747,763	\$2,721,098	\$2,608,775	\$2,649,689
Special Revenue Fund	\$0	\$0	\$0	\$0	\$0

2022-2023 Budget Overview

- The County Planning Commission’s primary focus and obligation is to provide land use, zoning, Geographic Information Systems (GIS), and other technical planning services for the County government, the County’s municipalities, and other governmental and not-for-profit organizations. County Planning identifies and leads innovative planning projects and initiatives to address issues of mutual concern to the County and its 59 communities.
- County Planning has partnered with Department of Public Works to advance the County Executives vision of equitable access to the Lakefront for all residents with the Cuyahoga County Lakefront Public Access Plan. County Planning has led the public engagement efforts related to this project and in coordination with the consultant, garnered critical support from stakeholders and preparing funding applications for priority segments to lead to implementation of the recommendations of this study. County Planning is also working closely with the Department of Development to provide targeted Professional Planning services in East Cleveland.
- Our goal of being more collaborative and operating with a focus on equitable distribution of service will be beneficial to more communities of Cuyahoga County.
- County Planning receives outside revenue from multiple sources and estimates revenues of \$150,000 +/- in 2021 for Professional Planning Services for communities in Cuyahoga County. These revenues are deposited to the General Fund, not maintained in County Planning’s budget.

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$1,370,112	\$1,326,102	\$1,795,793	\$1,533,470	\$1,574,384
Other Expenditures	\$123,645	\$553,785	\$1,075,305	\$1,075,305	\$1,075,305
Total	\$1,493,757	\$1,879,887	\$2,871,098	\$2,608,775	\$2,649,689
Staff Count	16	14	16	16	16

2022-2023 Revenue Enhancements / Approved Budget Adjustments / Decision Items

- The 2022 budget assumes workers compensation not being charged and a 2 pay holiday for Flex as well.
- The 2023 budget assumes workers compensation not being charged.

Other Considerations for the 2022-2023 Budget

N/A

Probate Court

Mission Statement

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

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

Strategic Priorities

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

Key Performance Measures

Indicator	2019 Actuals	2020 Actuals	2021 Target	2022 Target	2023 Target
Estates opened	7,469	7,623	7,623	7,623	7,623
Guardianships-Incompetents opened	1,461	1,068	1,068	1,068	1,068
Guardianships-Minors opened	787	478	478	478	478
Civil Actions opened	437	362	362	362	362
Adoptions opened	254	222	222	222	222
Marriage Licenses issued	6,614	5,232	5,232	5,232	5,232

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$7,541,920	\$7,349,197	\$8,428,905	\$8,540,722	\$8,709,344
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$6,426,047	\$6,303,082	\$7,347,775	\$7,328,842	\$7,508,784
Special Revenue Fund	\$1,115,873	\$1,046,115	\$1,081,130	\$1,211,880	\$1,200,560

2022-2023 Budget Overview

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

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$5,379,895	\$5,397,605	\$6,073,543	\$6,054,610	\$6,234,552
Other Expenditures	\$2,162,025	\$1,951,592	\$2,355,362	\$2,486,112	\$2,474,792
Total	\$7,541,920	\$7,349,197	\$8,428,905	\$8,540,722	\$8,709,344
Staff Count	77	78	78	78	78

Analysis of Spending/Expenditure History/ FTE

- In 2020 the Court opened its Resource Center for self-represented parties. Attorneys in the Resource Center assist the public with questions about a simple estate, guardianship, or name change. This includes the general review of all probate forms and procedures. During the COVID-19 pandemic, operations were suspended. As of July 2021, both in-person and remote appointments have resumed. This program does not impact the General fund.

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

- Reduction of budget for Worker's Compensation for 2022 & 2023
- Reduction of budget for a 2022 Premium Holiday
- Increase of budget in Special Revenue account- Computerization Fund by \$130,750 in 2022 and \$119,430 in 2023 to cover the cost of their Proware contract. R2021-0004 was approved on 1/12/2021 to increase 2021's budget to pay this year's portion of the 5-year Proware contract. This special revenue account has the cash to support this increase.

Other Considerations for the 2022-2023 Budget

N/A

Cuyahoga County 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.

Strategic Priorities

- **Goal 8.1: Advocate to decrease pre-trial detention**
- **Goal 8.3: Provide re-entry and employment services to residents in County jails to reduce recidivism**

Key Performance Measures

Indicator	2019 Actuals	2020 Actuals	2021 Target	2022 Target	2023 Target
Tax Foreclosure Cases Filed – Non HHF	3,549	2,722	2,019	2,019	2019
Tax Foreclosure Cases Filed – HHF	616	46	35	0	0
Adult Criminal Cases Opened	11,063	8,120	9,939	9,939	9,939
Juveniles Referred to Alternative Disposition	1,942	1,509	1,037	1,037	1,937
Criminal Investigations Opened	509	691	3,144	612	612

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$36,440,274	\$34,955,068	\$46,566,066	\$43,245,048	\$44,087,664
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$32,837,105	\$32,616,024	\$42,051,563	\$39,201,672	\$39,985,822
Special Revenue Fund	\$3,603,169	\$2,339,044	\$4,514,503	\$4,043,376	\$4,101,842

2020-2021 Budget Overview

- The Cuyahoga County Prosecutor Office budget covers the expenses for staffing, contracts and services and other administrative costs.
- The Prosecutor Office resources consist of the General Fund, Title IV-D Reimbursements (66% of the Child Support division's eligible cost) from the Social Security Act and Title IV-E Reimbursements (100% eligible costs) and the Delinquent Tax Collections Fund is \$5M and earns 2.5% of the proceeds as established by the ORC 321.261 for costs of prosecuting alleged violations of criminal and civil law governing real estate transactions, including fraud and abuse. The collections cover 100% of the operating costs.

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$30,026,886	\$29,474,944	\$38,262,934	\$34,791,916	\$35,784,532
Other Expenditures	\$6,413,388	\$5,480,124	\$8,303,132	\$8,453,132	\$8,303,132
Total	\$36,440,274	\$34,955,068	\$46,566,066	\$43,245,048	\$44,087,664
Staff Count	399	401	417	417	417

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

- Reduction of budget for Worker's Compensation for 2022 & 2023
- Reduction of budget for a 2022 Premium Holiday
- Increase in budget for expert witness fees which were an approved appropriation increase on R2021-0090. This was also approved at BOC on 2/1/2021 BC2021-50.

Other Considerations for the 2020 – 2021 Budget

N/A

Department of Public Safety and Justice Services

Mission Statement

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

Strategic Priorities

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

Key Performance Measures

Indicator	2019 Actuals	2020 Actuals	2021 Target	2022 Target	2023 Target
Communities/Agencies Utilizing Ready Notify	51	56	58	58	58
Agencies Entering Resources in Database (Fire, Law Enforcement & Public Works/Service Department)	115	167	167	167	167
Witness Victim Staff Delivering Training and Presentations*	5	0	6	12	12
Law Enforcement, Courts and Allied Professional Groups Trained**	0	0	8	13	13
Emergency Evacuation Plans Developed for Communities by the Office of Emergency Management**	20	17	16	8	8

* Impacted significantly by COVID-19 pandemic and avoidance of in-person trainings, meetings, and presentations

**Impacted significantly by COVID-19 pandemic and avoidance of in-person trainings, meetings, and presentations

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$9,314,163	\$7,898,034	\$10,531,467	\$9,685,322	\$9,842,528
HHS Levy Fund	\$943,243	\$2,008,660	\$2,340,994	\$2,453,751	\$2,499,265
General Fund	\$2,630,372	\$1,861,184	\$2,824,546	\$2,419,276	\$2,466,662
Special Revenue Fund	\$5,740,548	\$4,028,190	\$5,365,927	\$4,812,295	\$4,876,601

2022-2023 Budget Overview

- The Department of Public Safety and Justice Services covers expenses for 54% personnel services and 46% for contracts and services and other administrative costs and direct service costs.
- Public Safety and Justice Services funding sources includes General Fund, Health and Human Service Levy Funds, Wireless 9-1-1 Government Assistance Funds which is an allocation from the State.

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$5,341,891	\$4,714,473	\$6,075,319	\$5,229,174	\$5,386,380
Other Expenditures	\$3,972,272	\$3,183,561	\$4,456,148	\$4,456,148	\$4,456,148
Total	\$9,314,163	\$7,898,034	\$10,531,467	\$9,685,322	\$9,842,528
Staff Count	73	63	67	67	67

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

- For the 2022-2023 Biennial Budget, Public Safety and Justice Services Personnel Services was reduced to reflect an adjustment for Premium Holiday Pay in the amount of \$70.2K for 2022 and Worker's Compensation in the amount of \$19.4K for each year.

Other Considerations for the 2022 – 2023 Budget

N/A

Public Defender

Mission Statement

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

Strategic Priorities

- **Goal 8.1: Reduce pre-trial detention for our clients and advocate for bail reform more generally**
- **Goal 8.2: Improve the early representation of arrestees by expanding early access to attorneys in our Office**
- **Goal 8.4: Divert parents from formal abuse, neglect, and dependency filings through early intervention and representation**
- **Goal 8.5: Reduce the number of children prosecuted as adults and improve their outcomes**

Key Performance Measures

Indicator	2019 Actuals	2020 Actuals	2021 Estimated Actuals	2022 Target	2023 Target
Direct Appeals Disposed	237	165	132	132	132
Felony Cases Disposed	4,296	3,318	3,000	3,000	3,000
Felony Community Control Violation Hearings	1,952	959	1,600	1,600	1,600
Felony Expungements Granted	1,128	766	700	700	700
Felony Initial Appearances	3,613	3,424	3,800	3,800	3,800
Juvenile Abuse, Neglect, Dependency Cases Disposed	1,779	2,118	2,600	2,600	2,600
Juvenile Delinquency Cases Disposed	1,920	1,087	1,350	1,350	1,350
Misdemeanor Cases Disposed	16,085	8,510	11,000	11,000	11,000

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$15,317,741	\$14,658,389	\$15,970,432	\$17,672,715	\$18,093,948
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$13,268,094	\$12,551,029	\$13,778,779	\$15,199,346	\$15,558,603
Special Revenue Fund	\$2,049,647	\$2,107,361	\$2,191,653	\$2,473,369	\$2,535,345

2022-2023 Budget Overview

- The Public Defender provides indigent defense funded through the General Fund. The State of Ohio through the Ohio Public Defender reimburses the County for indigent expenses at a variable rate based on the funding available in the State's budget. This rate was approximately 85% during 2020, and the rate increased to 100% in July of 2021 and is expected to remain at the elevated rate through the biennium.
- The County Public Defender also provides indigent defense on behalf of the City of Cleveland, for which the City reimburses the County's expenses pursuant to an Agreement between the City and County. The County forwards the City of Cleveland its share of the state reimbursement less a three percent administrative fee.

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$12,865,925	\$12,893,018	\$13,664,777	\$15,367,060	\$15,788,293
Other Expenditures	\$2,451,815	\$1,765,371	\$2,305,655	\$2,305,655	\$2,305,655
Total	\$15,317,741	\$14,658,389	\$15,970,432	\$17,672,715	\$18,093,948
Staff Count	136	136	137	145	145

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

- Reduction of budget for Worker's Compensation for 2022 & 2023
- Reduction of budget for a 2022 Premium Holiday
- Increase in budget for equity adjustments and hiring new staff. Revenue from the State Public Defender is 100% reimbursable rate.

Other Considerations for the 2022 – 2023 Budget

N/A

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.

Strategic Priorities

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

Key Performance Measures

Indicator	2019 Actuals	2020 Actuals	2021 Target	2022 Target	2023 Target
Electric Consumption kWh	51,387,220	54,525,621	53,980,364	53,440,560	52,906,155

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$52,205,151	\$49,789,582	\$54,736,067	\$56,186,547	\$56,901,852
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$2,625,315	\$2,333,377	\$2,328,586	\$2,238,552	\$2,257,717
Special Revenue Fund	\$49,579,836	\$47,456,205	\$52,407,481	\$53,947,995	\$54,644,135

2022-2023 Budget Overview

- The Department of Development is continuing good steward efforts for economic growth throughout Cuyahoga County.

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$26,288,124	\$22,997,003	\$23,484,747	\$24,848,187	\$25,563,492
Other Expenditures	\$25,917,027	\$26,792,579	\$31,251,320	\$31,338,360	\$31,338,360
Total	\$52,205,151	\$49,789,582	\$54,736,067	\$56,186,547	\$56,901,852
Staff Count	338	348	350	360	360

2022-2023 Revenue Enhancements/Approved Budget Adjustments/Decisions

- The 2022 budget assumes workers compensation not being charged and a 2 pay holiday for Flex as well.
- The 2023 budget assumes workers compensation not being charged.

Other Consideration for the 2022-2023 Budget

N/A

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.

Strategic Priorities

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

Key Performance Measures

Indicator	2019 Actuals	2020 Actuals	2021 Target	2022 Target	2023 Target
Federally Funded Road Projects Started	3	2	3	3	8
Federally Funded Bridge Projects Started	0	1	2	1	4
County Administered/Funded Projects Started	6	7	12	12	12
Municipally Administered/County Supported Projects	39	33	42	45	45

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$44,093,196	\$43,904,129	\$42,296,106	\$43,211,789	\$43,510,192
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$44,093,196	\$43,904,129	\$42,296,106	\$43,211,789	\$43,510,192

2022-2023 Budget Overview:

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

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$8,626,804	\$8,462,276	\$9,574,726	\$10,490,409	\$10,788,812
Other Expenditures	\$35,466,392	\$35,441,853	\$32,721,380	\$32,721,380	\$32,721,380
Total	\$44,093,196	\$43,904,129	\$42,296,106	\$43,211,789	\$43,510,192
Staff Count	108	103	116	116	116

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

- The 2022 budget assumes workers compensation not being charged and a 2 pay holiday for Flex as well.
- The 2023 budget assumes workers compensation not being charged.

Other Considerations for the 2022 – 2023 Budget

N/A

Public Works – Sanitary Engineer

Mission Statement

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

Strategic Priorities

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

Key Performance Measures

Indicator	2019 Actual	2020 Actuals	2021 Target	2022 Target	2023 Target
Number of Shared Services – Sewer – Communities Served	38	40	40	41	42
Jetting sewer lines (feet)	1,840,457	1,770,427	1,800,000	1,850,000	1,900,000
Television inspection of sewer (feet)	1,835,959	1,605,745	1,700,000	1,730,000	1,780,000

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$58,117,888	\$25,067,831	\$31,927,986	\$33,397,104	\$33,717,545
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$58,117,888	\$25,067,831	\$31,927,986	\$33,397,104	\$33,717,545

2022-2023 Budget Overview:

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

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$11,569,580	\$10,411,112	\$11,440,661	\$10,909,779	\$11,230,220
Other Expenditures	\$46,548,308	\$14,656,719	\$20,487,325	\$22,487,325	\$22,487,325
Total	\$58,117,888	\$25,067,831	\$31,927,986	\$33,397,104	\$33,717,545
Staff Count	123	115	120	125	125

2022-2023 Revenue Enhancements/Approved Budget Adjustments/Decision Items

- The 2022-2023 budget is adding additional appropriations to cover Sanitary Debt Service Payments as well as Tax Payments.
- The 2022 budget assumes workers compensation not being charged and a 2 pay holiday for Flex as well. The 2023 budget assumes workers compensation not being charged.

Other Considerations for the 2022-2023 Budget

N/A

Executive – Regional Collaboration

Mission Statement

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

Strategic Priorities

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

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$278,442	\$221,995	\$281,725	\$269,027	\$276,176
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$278,442	\$221,995	\$281,725	\$269,027	\$276,176
Special Revenue Fund	\$0	\$0	\$0	\$0	\$0

2022-2023 Budget Overview:

- Regional Collaboration budget is nearly entirely comprised of personnel, 98%.
- Total FTEs remain unchanged at 2.

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$268,889	\$220,095	\$276,994	\$264,296	\$271,445
Other Expenditures	\$9,554	\$1,900	\$4,731	\$4,731	\$4,731
Total	\$278,442	\$221,995	\$281,725	\$269,027	\$276,176
Staff Count	3	3	2	2	2

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

- Budget includes workers' compensation and Flex benefit holiday savings.

Other Considerations for the 2022 – 2023 Budget

N/A

Health and Human Services - Division of Senior and Adult Services

Mission Statement

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

Strategic Priorities

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

Key Performance Measures

Indicator	2019 Actuals	2020 Actuals	2021 Revised Target (due to Covid)	2022 Target	2023 Target
Number of clients served through OPTIONS for Independent Living	1,632	1,935	2,000	2,300	2,300
Number of clients served through Home Support Services	542	445	450	500	550
Number of clients served through Information Services	3,411	1,427	2,500	2,000	2,500
Adult Protective Services	2,436	2,340	2,500	3,000	3,000

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$19,499,259	\$18,934,697	\$24,992,213	\$23,898,957	\$23,966,890
HHS Levy Fund	\$17,780,085	\$16,940,271	\$20,519,333	\$20,687,615	\$20,687,615
General Fund	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	-\$16,126,121	-\$15,349,562	\$2,117,062	\$2,060,536	\$2,060,536

2022-2023 Budget Overview

- The Division provides resources and services to seniors and adults with disabilities to preserve their independence.

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$11,443,937	\$10,865,152	\$13,780,557	\$12,337,301	\$12,405,324
Other Expenditures	\$8,055,322	\$8,069,545	\$11,211,656	\$11,561,656	\$11,561,656
Total	\$19,499,259	\$18,934,697	\$24,992,213	\$23,898,957	\$23,966,980
Staff Count	157	165	165	165	165

2022-2023 Revenue Enhancements/Approved Budget Adjustments/Decision Items

- 7.7% decrease to employee's healthcare cost is due to the removal of the worker's compensation budget.
- A "Premium Holiday" has been provided in 2 pay periods that will enable the county to draw down a cash surplus in Hospitalization.

Other Considerations for the 2022-2023 Budget

N/A

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.

Strategic Priorities

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

Key Performance Measures

Indicator	2019 Actuals	2020 Actuals	2021 Target	2022 Target	2023 Target
Number of inmates in jail (average daily population)	2,000	1,461	2,000	2,000	2,000
Sex Offender Registrations	7,158	6,595	6,727	6,727	6,727
Capiases and warrants cleared	11,000	8,791	11,000	14,714	22,070
Carrying Concealed Weapon (CCW) permit applications	2,283	2,709	2,686	2,300	2,450

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$131,709,358	\$51,138,476	\$139,105,110	\$132,466,317	\$135,213,440
HHS Levy Fund	\$1,359,992	\$20,542	\$0	\$0	\$0
General Fund	\$117,676,747	\$46,062,246	\$125,791,797	\$121,145,237	\$123,600,085
Special Revenue Fund	\$12,672,619	\$5,055,688	\$13,313,313	\$11,321,080	\$11,613,355

2022-2023 Budget Overview

- The Sheriff's Department covers expenses for 71% personnel services and 29% for contracts and services, other administrative cost and direct service cost and equipment.
- The Sheriff's Department funding sources includes General Fund and Special Revenue Funds.

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$98,438,367	\$27,334,012	\$101,652,745	\$93,926,825	\$96,653,535
Other Expenditures	\$33,270,991	\$23,804,464	\$37,452,365	\$38,539,492	\$38,559,905
Total	\$131,709,358	\$51,138,476	\$139,105,110	\$132,466,317	\$135,213,440
Staff Count	1,330	1,135	1,135	1,042	1,042

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

- For the 2022-2023 Biennial Budget, the Sheriff's Department Personnel Services was reduced to reflect an adjustment for Premium Holiday Pay in the amount of about \$1.2M for 2022 and for Worker's Compensation in the amount of about \$2.6M each year.
- In addition, Personnel Services received appropriations in the amount of \$9.6M each year for pay increases for Correction Officers, Deputies, Sergeants, and Lieutenants and about \$1.1M for Professional Services.

Other Considerations for the 2022 – 2023 Budget

N/A

Soil and Water Conservation District

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.

Strategic Priorities

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

Key Performance Measures

Indicator	2019 Actuals	2020 Actuals	2021 Target	2022 Target	2023 Target
Urban Tree Canopy – Trees Planted	N/A	4,000	5,000	5,000	5,000
Stormwater Pollution Plans Approved	118	96	100	100	100
School Programs	20	25	25	25	25

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$1,108,279	\$1,204,196	\$1,270,152	\$1,368,978	\$1,402,847
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
Special Revenue Fund	\$983,279	\$1,079,196	\$1,145,152	\$1,243,978	\$1,277,847

2022-2023 Budget Overview:

- Budget does not include any programmatic changes or staffing changes.

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$945,822	\$994,191	\$1,099,652	\$1,189,235	\$1,223,104
Other Expenditures	\$162,457	\$210,005	\$170,500	\$179,743	\$179,743
Total	\$1,108,279	\$1,204,196	\$1,270,152	\$1,368,978	\$1,402,847
Staff Count	12	12	12	12	12

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

- Budget includes workers' compensation and Flex benefit holiday savings.

Other Considerations for the 2022 – 2023 Budget

N/A

Soldiers and Sailors Monument

Mission Statement

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

Strategic Priorities

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

Key Performance Measures

Indicator	2019 Actuals	2020 Actuals	2021 Target	2022 Target	2023 Target
Number of Visitors	39,725	1,985*	17,000*	30,000	40,000
Number of Special Events	118	7*	7*	80	100
Veteran Group Events	7	2*	3*	5	7

*Monument was closed due to the COVID Pandemic

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$250,521	\$176,045	\$263,192	\$299,547	\$305,770
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$250,521	\$176,045	\$263,192	\$299,547	\$305,770
Special Revenue Fund	\$0	\$0	\$0	\$0	\$0

2022-2023 Budget Overview

- The Monument has been staffed by three full-time and one part-time employee. Staff conducts ongoing tours and seasonal programs throughout the year. These include programs for Veteran Groups and other community events.

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$181,690	\$161,385	\$199,435	\$235,790	\$242,013
Other Expenditures	\$68,831	\$14,660	\$63,757	\$63,757	\$63,757
Total	\$250,521	\$176,045	\$263,192	\$299,547	\$305,770
Staff Count	4	3	3	4	4

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

- The 2022 budget assumes workers compensation not being charged and a 2 pay holiday for Flex as well.
- The 2023 budget assumes workers compensation not being charged.

Other Consideration for the 2022-2023 Budget

N/A

Cuyahoga County Solid Waste 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.

Strategic Priorities

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

Key Performance Measures

Indicator	2019 Actuals	2020 Actuals	2021 Target	2022 Target	2023 Target
Landfilled Waste	504k tons	493k tons	485k tons	475k tons	465k tons
Residential/Commercial Recycling Rate	31%	28%	30%	31%	32%

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$3,589,127	\$2,046,510	\$2,127,642	\$2,175,226	\$2,195,000
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$3,589,127	\$2,046,510	\$2,127,642	\$2,175,226	\$2,195,000

2022-2023 Budget Overview:

N/A

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$601,690	\$625,420	\$811,639	\$665,455	\$685,289
Other Expenditures	\$2,987,437	\$1,421,090	\$1,316,003	\$1,509,771	\$1,509,771
Total	\$3,589,127	\$2,046,510	\$2,127,642	\$2,175,226	\$2,195,000
Staff Count	6	6	7	6	6

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

- Budget includes workers' compensation and Flex benefit holiday savings.

Other Considerations for the 2022 – 2023 Budget

Preliminary budget recommended pending adoption of District budget by the board members.

County Executive – Department of 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.

Strategic Priorities

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

Key Performance Measures

Indicator	2019 Actuals	2020 Actuals	2021 Target	2022 Target	2023 Target
Greenhouse Gas Emissions	22,794,311	22,427,158	22,060,005	21,692,582	21,352,699
Solar Co-op Installations	32	36	40	44	48

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$527,678	\$577,205	\$324,966	\$317,417	\$325,487
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$275,148	\$236,124	\$312,828	\$305,279	\$313,349
Special Revenue Fund	\$227,530	\$341,081	\$12,138	\$12,138	\$12,138

2022-2023 Budget Overview

- Budget does not include any programmatic changes or staffing changes.

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$249,800	\$233,565	\$271,375	\$263,826	\$271,896
Other Expenditures	\$277,878	\$343,640	\$53,591	\$53,591	\$53,591
Total	\$527,678	\$577,205	\$324,966	\$317,417	\$325,487
Staff Count	3	3	3	3	3

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

- Budget includes workers' compensation and Flex benefit holiday savings.

Other Considerations for the 2022 – 2023 Budget

N/A

VETERANS SERVICE COMMISSION

Mission Statement

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

Strategic Priorities

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

Key Performance Measures

Indicator	2019 Actuals	2020 Actuals	2021 Target	2022 Target	2023 Target
Financial Assistance Granted	2,135	969	800	2,700	2,835
Transportation Granted	6,552	1,008	500	7,500	7,875
Indigent Burials	69	51	30	100	105

* *Note: COVID-19 had significant impacts on services in 2020 and 2021*

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$6,705,933	\$5,857,659	\$7,694,073	\$7,438,048	\$7,508,966
HHS Levy Fund	\$0	\$0	\$0	\$0	\$0
General Fund	\$6,705,933	\$5,857,659	7,694,073	\$7,438,048	\$7,508,966
Special Revenue Fund	\$9,167	\$10,791	\$0	\$0	\$0

2022-2023 Budget Overview

N/A

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$2,431,957	\$2,178,739	\$2,773,720	\$2,517,695	\$2,588,613
Other Expenditures	\$4,273,976	\$3,678,919	\$4,920,353	\$4,920,353	\$4,920,353
Total	\$6,705,933	\$5,857,658	\$7,694,073	\$7,438,048	\$7,508,966
Staff Count	32	32	32	32	32

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

- 7.7% decrease to employee's healthcare cost is due to the removal of the worker's compensation budget.
- A "Premium Holiday" has been provided in 2 pay periods that will enable the county to draw down a cash surplus in Hospitalization.

Other Consideration for the 2022-2023 Budget

N/A

Workforce Development

Mission Statement

The Cuyahoga County Workforce Development Board 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.

Strategic Priorities

- **Goal 2.4: Match the skills of our workforce with the current and expected job needs of our businesses**
- **Goal 8.2: Co-create a coordinated, effective workforce system**

Key Performance Measures

Indicator	2022 Target
Adult	
# New Clients Served	4,000
# Clients receiving job training	800
# Clients gainfully employed as a result of our services	2,000
Average Wage	\$17.40
Young Adult	
# New Clients Served	900
# Clients receiving job training	400
# Clients gainfully employed as a result of our services	300
Average Wage	\$13.55

Source of Funding and How it is Spent

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
All Funds (Expenditures)	\$13,114,974	\$12,192,177	\$12,514,846	\$12,278,226	\$11,761,854
HHS Levy Fund	\$0	\$838,559	\$1,000,000	\$1,000,000	\$1,000,000
General Fund	\$0	\$0	\$0	\$0	\$0
Special Revenue Fund	\$12,114,974	\$10,065,250	\$11,859,969	\$11,859,969	\$11,859,969

2022-2023 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
 - pursue innovation opportunities within the larger workforce ecosystem
- HHS Levy funding supports the Educational Assistance Program, providing up to \$5,000.00 to qualifying residents seeking a post-secondary degree and/or program certification.
- 10% of the Workforce Development's spending is associated with personnel expenses, with the remaining being used for all other expenditures.

	2019 Actuals	2020 Actuals	2021 Approved Budget	2022 Executive Recommended Budget	2023 Executive Recommended Budget
Personnel Services	\$930,632	\$895,682	\$11,766,311	\$995,843	\$1,026,042
Other Expenditures	\$12,182,323	\$11,296,495	\$11,454,429	\$11,282,383	\$10,735,822
Total	\$13,112,955	\$12,192,177	\$12,514,846	\$12,278,226	\$11,761,864
Staff Count	11	11	11	11	11

2022-2023 Revenue Enhancements/Recommended Budget Adjustments /Recommended ODI's

- Workforce Development was awarded subgrant in the amount of \$249,500 by ODJFS. Half of the award (\$124,750) was appropriated to the 2021 operating budget. The second half added as an adjustment for the 2022 budget.
- Base budget adjustment to decrease flex benefits for two premium holidays (2022 only).
- Base budget adjustment to decrease worker's compensation.

Other Considerations for the 2022 – 2023 Budget

N/A



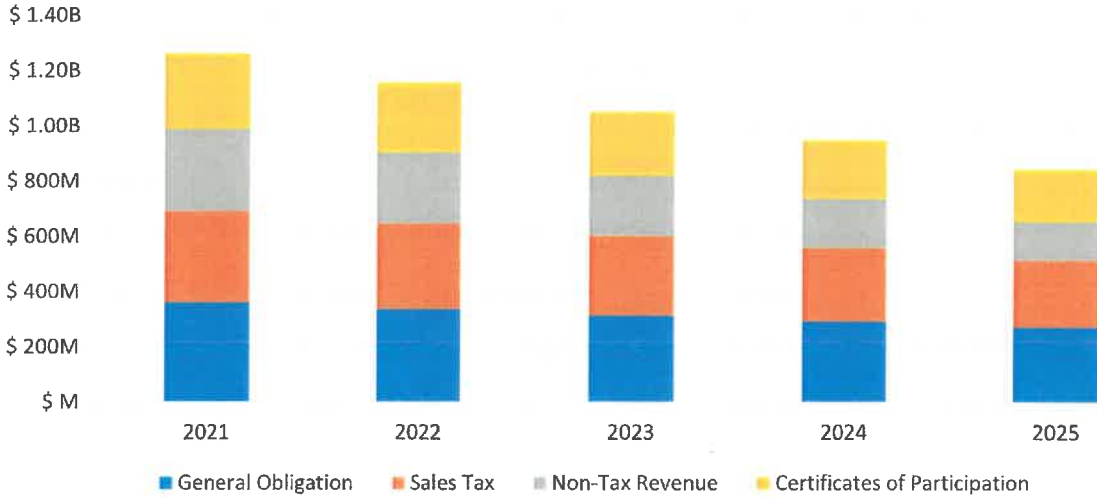
**APPENDIX E:
DEBT**

County of Cuyahoga, Ohio Debt Service

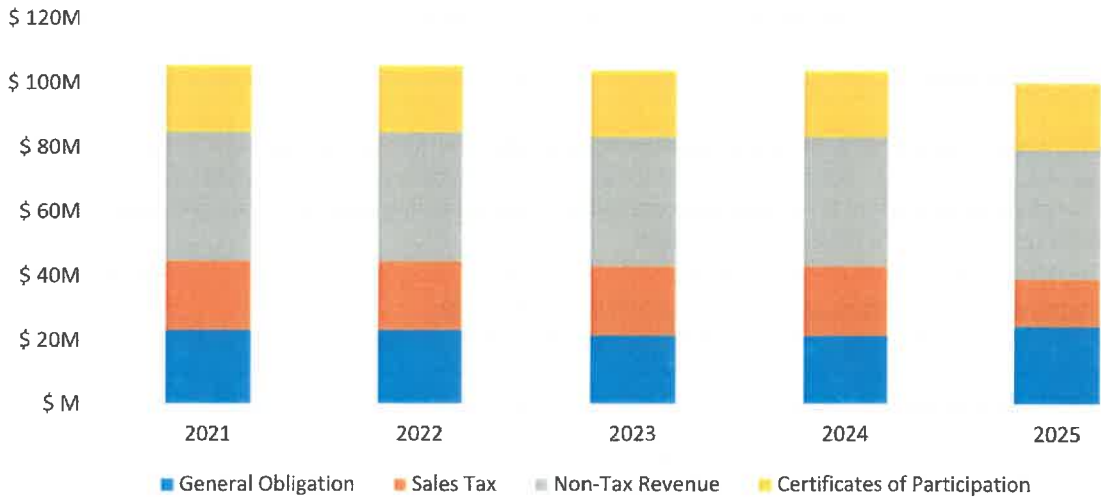
Cuyahoga County Outstanding Debt

As of January 1, 2022, Cuyahoga County has twenty-five outstanding debt issues comprising \$1.2 billion in principal and interest due over the next twenty-four years. Issued debt is categorized into five areas, General Obligation, Sales Tax Revenue, Non-Tax Revenue, Certificates of Participation, and Excise Tax Revenue.

Outstanding Principal and Interest



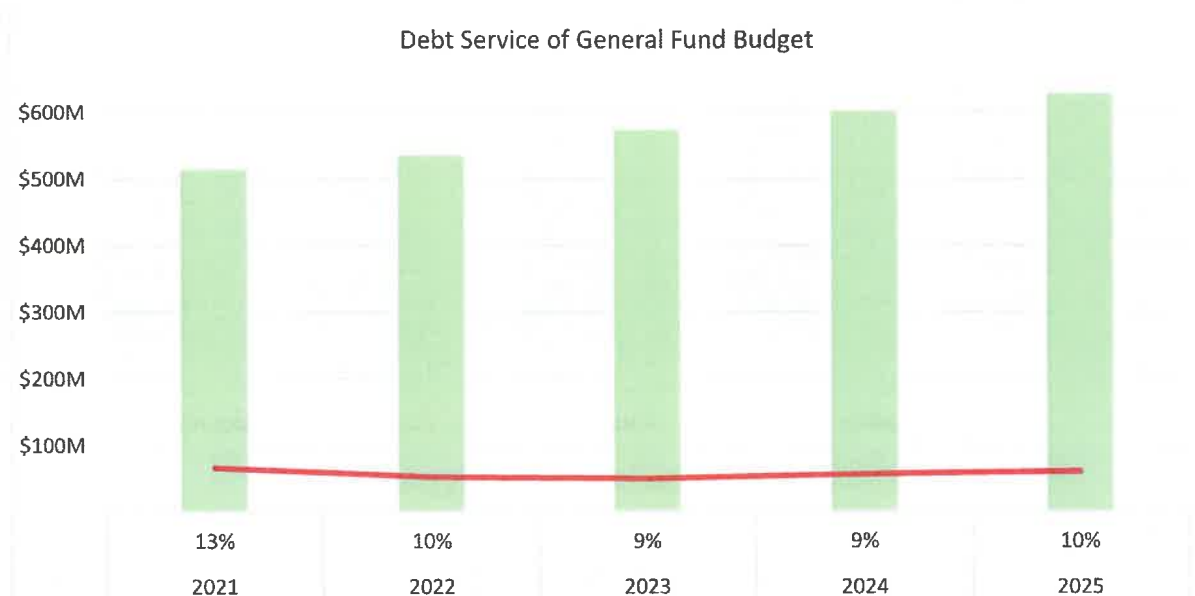
Debt Service - Total Amount Due



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. As debt service payments increase the property tax revenue distributed to the General Fund is reduced, and inversely when debt service payments are decreasing.

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 20%, although revenue is not guaranteed.



General Obligation Debt

The County has five outstanding General Obligation Bond issues with \$338 million in outstanding principal and interest as of January 1, 2022. 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 0.45 mills.

Various Purpose General Obligation Series Bonds 2009B - \$86,695,000

Outstanding Principal and Interest

2022: \$130,441,935

2023: \$125,263,042

Maturity – December 1, 2034

Annual Debt Service Payment and Sources

2022: \$5,178,892 (\$1,910,426 Federal interest subsidy)

2023: \$5,168,651 (\$1,908,460 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.

General Obligation Capital Improvement Refunding Bonds Series 2019A – \$39,500,000

Outstanding Principal and Interest

2022: \$51,526,700

2023: \$49,773,550

Maturity – December 1, 2027

Annual Debt Service Payment and Sources

2022: \$1,753,150 (Cigarette and alcohol excise tax revenue)

2023: \$1,753,600 (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 guarantee.

General Obligation Capital Improvement and New Money Bonds Series 2019B – \$37,100,000

Outstanding Principal and Interest

2022: \$30,193,866

2023: \$25,081,401

Maturity – December 1, 2035

Annual Debt Service Payment and Sources

2022: \$5,112,464 (Cigarette and alcohol excise tax revenue)

2023: \$5,078,423 (Cigarette and alcohol excise tax revenue)

Bonds were issued to provide new capital funds for repairs and upgrades to the Rocket Mortgage Fieldhouse. Bonds are paid with excise tax revenues with the General Fund being a guarantee.

General Obligation Refunding Bonds Series 2020A - \$56,345,000

Outstanding Principal and Interest

2022: \$64,700,750

2023: \$56,558,150

Maturity – December 1, 2037

Annual Debt Service Payment and Sources

2022: \$8,142,600 (\$383,931 Sewer special assessments and Village of Highland Hills)

2023: \$6,789,000 (\$167,400 Sewer special assessments and 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, and purchasing 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 pays debt service on 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

2022: \$61,057,951

2023: \$58,157,984

Maturity – December 1, 2035

Annual Debt Service Payment and Sources

2022: \$2,899,967

2023: \$2,637,206

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 \$149,000.

Sales Tax Revenue Debt

The County has six outstanding Sales Tax Revenue Bond issues with \$311 million in outstanding principal and interest as of January 1, 2022. Bonds were issued for various purposes including capital needs at County facilities, a countywide enterprise resource planning system, renovations at the County owned Huntington Garage, and renovation of Quicken Loans Arena. Debt service for the sales tax bonds is withheld by the bond trustee following a set monthly schedule ahead of payment to bondholders, for this reason withheld amounts exceed debt service when compared annually.

Various Purpose Sales Tax Revenue Bonds Series 2014 – \$137,890,000

Outstanding Principal and Interest

2022: \$115,428,338

2023: \$105,606,894

Maturity – December 1, 2038

Annual Debt Service Payment and Sources

2022: \$9,821,444

2023: \$9,825,944

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

2022: \$9,088,663

2023: \$8,332,931

Maturity – December 1, 2033

Annual Debt Service Payment and Sources

2022: \$755,331 (Tax increment financing)

2023: \$755,631 (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 (Huntington Park Garage) – \$21,030,000

Outstanding Principal and Interest

2022: \$24,214,925

2023: \$22,696,163

Maturity – January 1, 2037

Annual Debt Service Payment and Sources

2022: \$1,518,763 (Garage revenues)

2023: \$1,517,263 (Garage revenues)

Bonds were issued to renovate the County owned and operated Huntington Park Garage. Debt service is withheld from sales tax revenues which is reimbursed to the General Fund with garage revenues.

Sales Tax Revenue Bonds Series 2017A (Quicken Loans Arena) – \$35,000,000

Outstanding Principal and Interest

2022: \$41,951,513

2023: \$39,165,325

Maturity – January 1, 2035

Annual Debt Service Payment and Sources

2022: \$2,786,188 (County General Fund and Destination Cleveland contribution)

2023: \$3,017,875 (County General Fund and Destination Cleveland contribution)

Bonds were issued for renovation of Quicken Loans 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 (Quicken Loans Arena) – \$35,320,000

Outstanding Principal and Interest

2022: \$46,691,372

2023: \$45,486,200

Maturity – January 1, 2035

Annual Debt Service Payment and Sources

2022: \$1,205,172 (Playoff admissions taxes)

2023: \$1,205,172 (Playoff admissions taxes)

Bonds were issued for renovation of Quicken Loans Arena. The County contributes Cavaliers Playoff admissions taxes received under agreement with the City of Cleveland and the Cleveland Cavaliers, in addition to incremental sales tax generated above \$250,000 annually at the arena. Following Gateway Economic Development Bonds Series 1992 and Series 2010C maturity the City of Cleveland will contribute all Cavaliers admissions tax collections. Until that period there are projected shortfalls in available revenues to fund debt service, established and maintained reserves will be utilized.

Sales Tax Revenue Bonds Series 2017C (Quicken Loans Arena) – \$70,635,000

Outstanding Principal and Interest

2022: \$73,699,072

2023: \$68,241,221

Maturity – January 1, 2035

Annual Debt Service Payment and Sources

2022: \$5,457,850 (Cavaliers Rent)

2023: \$5,456,250 (Cavaliers Rent)

Bonds were issued for the renovation of Quicken Loans 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.

Non-Tax Revenue Debt

The County has twelve outstanding non-tax revenue bond issues with \$256 million in outstanding principal and interest as of January 1, 2022. Bonds were issued for purposes including Gateway Sports Facilities, Global Center for Health Innovation and Convention center, and economic development bonds.

Economic Development Fixed Rate Revenue Bonds Series 1992A (Gateway) – \$35,000,000

Outstanding Principal and Interest

2022: \$3,650,938

2023: \$0

Maturity – June 1, 2022

Annual Debt Service Payment and Sources

2022: \$3,650,938 (\$3,650,938 General Fund)

2023: \$0

Bonds were issued to construct sports facilities, now known as Progressive Field and Quicken Loans Arena in the Gateway District in downtown Cleveland. Debt service is funded primarily by admissions taxes on Quicken Loans Arena events shared by the City of Cleveland. 25% of non-basketball events and 62.5% of basketball games admissions tax collections are paid to the bond trustee. The County contributes from the General Fund the difference in revenue collected and debt service amount due annually. Following bond retirement, the City of Cleveland will contribute a percentage of admissions tax revenue toward Progressive Field capital upgrade on behalf of the County.

Economic Development Revenue Refunding Bonds Series 2020C (Gateway) – \$15,225,000

Outstanding Principal and Interest

2022: \$11,132,506

2023: \$6,360,169

Maturity – June 1, 2023

Annual Debt Service Payment and Sources

2022: \$4,772,338 (\$3,856,547 General Fund)

2023: \$6,360,169 (\$1,045,067 General Fund)

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. Debt service is funded primarily by admissions taxes on Quicken Loans Arena events shared by the City of Cleveland. 25% of non-basketball events and 62.5% of basketball games admissions tax collections are paid to the bond trustee. The County contributes from the General Fund the difference in revenue collected and debt service amount due annually. Series 2010C were refunded in May 2020 by Economic Development Bonds Series 2020C providing savings of \$840,000.

Development Revenue Refunding Bonds Series 2020A (Brownfield Redevelopment) – \$10,485,000

Outstanding Principal and Interest

2022: \$10,655,471

2023: \$9,749,614

Maturity – June 1, 2030

Annual Debt Service Payment and Sources

2022: \$1,175,858 (\$1,034,757 General Fund)

2023: \$1,179,519 (\$1,057,844 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

2022: \$2,433,935

2023: \$2,159,950

Maturity June 1, 2030

Annual Debt Service Payment and Sources

2022: \$273,985

2023: \$270,216

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) – \$2,925,756

Outstanding Principal and Interest

2022: \$1,834,891

2023: \$1,518,766

Maturity – December 1, 2030

Annual Debt Service Payment and Sources

2022: \$316,125 (\$155,500 General Fund)

2023: \$318,625 (\$158,500 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 (GCHI/Convention Center) – \$20,890,000

Outstanding Principal and Interest

2022: \$24,087,250

2023: \$23,404,050

Maturity – December 1, 2027

Annual Debt Service Payment and Sources

2022: \$683,200

2023: \$681,100

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 (GCHI/Convention Center) – \$40,765,000

Outstanding Principal and Interest

2022: \$140,490,400

2023: \$114,222,150

Maturity – December 1, 2027

Annual Debt Service Payment and Sources

2022: \$26,268,250

2023: \$26,285,050

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). 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 Series 2013A (Steelyard Commons) – \$4,205,000

Outstanding Principal and Interest

2022: \$4,599,554

2023: \$4,309,870

Maturity – December 1, 2037

Annual Debt Service Payment and Sources

2022: \$289,684 (Tax increment financing)

2023: \$285,026 (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 acts as bond trustee and receives an annual \$10,000 fee.

Economic Development Revenue Series 2013B (Westin Hotel) – \$5,685,000

Outstanding Principal and Interest

2022: \$8,435,486

2023: \$8,032,679

Maturity – December 1, 2042

Annual Debt Service Payment and Sources

2022: \$402,808 (Tax increment financing)

2023: \$402,678 (Tax increment financing)

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 appropriates an annual amount equal to debt service as a guarantee in the case of developer default.

Economic Development Revenue Bonds Series 2014A (Flats East Bank Phase II) – \$17,000,000

Outstanding Principal and Interest

2022: \$23,804,950

2023: \$22,447,000

Maturity – April 15, 2038

Annual Debt Service Payment and Sources

2022: \$1,357,950 (Tax increment financing)

2023: \$1,358,763 (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. Developer issues with bonds, mortgages, and security have created high likelihood the County will incur annual obligated debt service expenses in the future.

Economic Development Bonds Series 2014B (Western Reserve) – \$22,185,000

Outstanding Principal and Interest

2022: \$25,005,500

2023: \$24,221,020

Maturity – December 1, 2026

Annual Debt Service Payment and Sources

2022: \$784,480 (Job Creation Fund)

2023: \$2,784,480 (Job Creation Fund)

Bonds were issued to provide initial funding for the County's Western Reserve Fund (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 (Job Creation Fund). The Development Job Creation Fund funds debt service. The Job Creation Fund may be unable to support debt service beginning in 2023 with principal payments becoming due. Any fund insolvency would require support from the General Fund.

Hotel Certificates of Participation

The County issued debt to finance the construction of the County Hotel operated by Hilton Management LLC at 100 Lakeside Avenue. Principal and interest outstanding as of January 1, 2022, is \$254 million.

Outstanding Principal and Interest

2022: \$253,672,719

2023: \$232,926,875

Maturity – December 1, 2044

Annual Debt Service Payment and Sources

2022: \$20,745,844 (\$20,750,444 General Fund)

2023: \$20,740,844 (\$13,979,000 General Fund)

Bonds were issued to finance construction of a County owned Hotel on the previous County Administrative Building site. The Hotel which links to the Convention Center and Global Center for Health Innovation purpose is to enhance 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. Consequences from the COVID-19 pandemic resulted in significant revenue losses. Losses in 2020 brought down Hilton contributions below amounts required to support debt service as anticipated. Outlook for 2022-2023 will remain the same with suppressed revenues increasing the County obligation.



APPENDIX F:
Capital Improvement Plans

2022-2026 Capital Improvements Plan Overview

The Capital Improvements Plan, or CIP for short, is a multi-year planning tool designed to assess and guide Cuyahoga County's financial investment in its capital assets. The CIP allows Cuyahoga County leadership to understanding existing capital needs and guide administrative staff in applying for special revenue sources like grants to supplement the County's available financial resources.

The 2022-2026 CIP detailed in the following pages projects capital needs over a five-year period, which is the current practice of Cuyahoga County. 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.

The 2022-2026 CIP includes capital projects under the purview of two Cuyahoga County agencies. Most of the projects, and the associated costs, are managed by the Department of Public Works. The Department of Public Works is comprised of multiple divisions, each of which oversee a unique set of capital projects: Facilities, Road and Bridge, Sanitary, and the County Airport. In addition, the 2022-2026 CIP includes a planned security upgrade to the Juvenile Justice Center, managed by the Juvenile Court.

**2022-2026 Capital Improvements Plan
Summary Table of Expenditures by Department-Division and Funding Source**

Department - Division	Estimated Project Cost	General Fund	Road & Bridge Fund	Special Revenue
Public Works - Facilities	13,844,633	13,694,633	-	150,000
Public Works - Road and Bridge	231,455,455	-	115,278,844	116,176,611
Public Works - Sanitary	12,820,000	-	-	12,820,000
Juvenile Court	7,276,449	7,276,449	-	-
Grand Total	265,396,537	20,971,082	115,278,844	129,146,611

The 2022-2026 CIP anticipates the expenditure of \$265.4 million. Approximately 8% of these costs are projected to be paid for from the General Fund. Forty-two percent (43%) are projected to be paid from Cuyahoga County's Road and Bridge Fund, which is composed of taxes levied by the County on motor vehicle registrations. The final 49% of costs are projected to be paid by various special revenue sources, which primarily includes federal and state grants and loans as well as dollars contributed by local municipalities. What follows is a brief description of CIP expenditures by department and/or division.

Public Works – Facilities: \$13.8 million is planned for the construction, rehabilitation, maintenance, and repair of County-owned buildings and properties managed by the Department of Public Works. An \$6.8 million General Fund Subsidy is included in both 2022 and 2023. This amount includes only expenses anticipated during the 2022/2023 biennium. County facility

projects are commonly fully funded by the General Fund, though special revenue may be included in the funding stream on occasion. However, the proposed CIP is not expected to be fully expended during the biennial budget years due to the variation in project start dates and the fact that most capital projects take multiple years to complete.

Public Works – Road and Bridge: \$231.5 million is planned for investments in transportation infrastructure and the construction, maintenance, and repair of roads and bridges within Cuyahoga County. These projects are funded exclusively by non-General Fund sources. Each road and bridge project commonly features a diverse funding stream of motor vehicle tax dollars, federal grants, state grants, and municipal participation. Proposed projects include both annual allocations for standing programs like the Local Resurfacing Program and the Crack Sealing Program as well as major investments in road and bridge projects occurring in nearly every County Council district.

Public Works – Sanitary: \$12.8 million is planned for the construction, maintenance, repair, and relining of sewers, pump stations, and wastewater treatment facilities in the County sewer districts in which the Department of Public Works operates. Like the Road and Bridge division, the Sanitary division is funded exclusively by special revenue funds, primarily fees for service received from local municipalities.

Juvenile Court – Juvenile Justice Center Security System: \$7.3 million is planned for the installation of a new security system at the Juvenile Justice Center. County Council has already approved and appropriated in full this five-year project via passage of R2021-0111. Juvenile Court has executed a contract with Integrated Precision System, the capital portion of which is accounted for in the CIP.

Additional projects, both deferred and new, have also been identified by the Department of Public Works. However, these projects – managed by the Facilities division and the County Airport – are not included in the 2022-2026 CIP because funding source(s) have not yet been identified.

The following pages include project accounting reports by year as well as by department and division.

List of Enclosed Schedules

Annual Summary of Expenditures by Department-Division and Funding Source

Capital Project Schedule – Facilities

Capital Project Funding Sources – Facilities

Capital Project Schedule – Road and Bridge

Capital Project Funding Sources – Road and Bridge

Capital Project Schedule – Sanitary

Capital Project Funding Sources – Sanitary

Capital Project Schedule – Juvenile Court

Capital Project Funding Sources – Juvenile Court

**2022-2026 Capital Improvements Plan
Annual Summary of Expenditures by Department/Division and Funding Source**

2022				
Department - Division	Estimated Project Cost	General Fund	Road & Bridge	Special Revenue
Public Works - Facilities	10,048,437	9,898,437	-	150,000
Public Works - Road and Bridge	45,075,455	-	24,793,744	20,281,711
Public Works - Sanitary	2,360,000	-	-	2,360,000
Juvenile Court	2,828,208	2,828,208	-	-
	60,312,100	12,726,645	24,793,744	22,791,711
2023				
Department - Division	Estimated Project Cost	General Fund	Road & Bridge	Special Revenue
Public Works - Facilities	11,992,061	11,992,061	-	-
Public Works - Road and Bridge	101,284,000	-	31,065,900	70,218,100
Public Works - Sanitary	2,960,000	-	-	2,960,000
Juvenile Court	1,097,751	1,097,751	-	-
	117,333,812	13,089,812	31,065,900	73,178,100
2024				
Department - Division	Estimated Project Cost	General Fund	Road & Bridge	Special Revenue
Public Works - Facilities	-	-	-	-
Public Works - Road and Bridge	37,000,000	-	20,000,000	17,000,000
Public Works - Sanitary	2,200,000	-	-	2,200,000
Juvenile Court	1,107,133	1,107,133	-	-
	40,307,133	1,107,133	20,000,000	19,200,000
2025				
Department - Division	Estimated Project Cost	General Fund	Road & Bridge	Special Revenue
Public Works - Facilities	-	-	-	-
Public Works - Road and Bridge	25,096,000	-	19,919,200	5,176,800
Public Works - Sanitary	2,400,000	-	-	2,400,000
Juvenile Court	1,116,750	1,116,750	-	-
	28,612,750	1,116,750	19,919,200	7,576,800
2026				
Department - Division	Estimated Project Cost	General Fund	Road & Bridge	Special Revenue
Public Works - Facilities	-	-	-	-
Public Works - Road and Bridge	23,000,000	-	19,500,000	3,500,000
Public Works - Sanitary	2,900,000	-	-	2,900,000
Juvenile Court	1,126,607	1,126,607	-	-
	27,026,607	1,126,607	19,500,000	6,400,000

**Department of Public Works - Facilities
Capital Project Schedule**

Project	Location	2022	2023	Total
Interior Renovations	Board of Elections		2,500,000	2,500,000
Permantent Emergency Generator	Board of Elections		750,000	750,000
Water Intrusion Urgent Repairs	Board of Elections	325,000		325,000
Eastside Elevator Cab #2 Modernization	Huntington Parking Garage	150,000		150,000
Elevator Modernization	Jane Edna Hunter	468,000		468,000
All Elevators Drive Upgrades	Justice Center	180,000		180,000
Atrium Water Intrusion Repairs	Justice Center	225,000		225,000
High Voltage Reconfiguration & Upgrades	Justice Center	525,000		525,000
JC Security Hardening	Justice Center	1,228,187		1,228,187
Tunnel Repairs	Justice Center / Huntington Parking Garage	158,545		158,545
Exterior Building Envelope Repairs	Juvenile Justice Center	400,000		400,000
Generator Replacement	Medical Examiner	1,450,000		1,450,000
Elevator Upgrades	Meitzenbaum	292,465		292,465
Repair Roof Walls, Scrape & Reseal	Meitzenbaum	300,000		300,000
Electrical Distribution - Xfmr Replacement	Old Courthouse	628,700		628,700
Facade Courtyard Concrete Repair	Old Courthouse		1,980,000	1,980,000
Fire Suppression & Alarm Upgrades	Old Courthouse	1,267,540		1,267,540
Interior Courtyard Window Replacement	Old Courthouse		617,854	617,854
Remove/Replace Ornamental Windows	Old Courthouse		988,225	988,225
Buidling Façade Ordinance Assessments	Various		350,000	350,000
County Parking Structural Assessments	Various	250,000		250,000
Emergency Facilities Repairs Funding	Various	500,000		1,000,000
Fire Dampner Maintenance & Repair - Sustainment	Various	450,000		900,000
General Arch/Eng/Env/MEP/Const Services	Various	650,000		1,300,000
Interior Finish Services (Paint/Carpet)	Various	300,000		600,000
Parking Lot Sealants	Various	300,000		300,000
Elevator Upgrades	Virgil E. Brown		1,605,982	1,605,982
Fire Alarm Modernization	Virgil E. Brown		1,300,000	1,300,000
		10,048,437	11,992,061	22,040,497

**Department of Public Works - Facilities
Capital Project Funding Sources**

Year	Project	Location	Estimated Project Cost	General Fund	Road & Bridge	Special Revenue
2022	Water Intrusion Urgent Repairs	Board of Elections	325,000	325,000	-	-
2022	Eastside Elevator Cab #2 Modernization	Huntington Parking Garage	150,000	-	-	150,000
2022	Elevator Modernization	Jane Edna Hunter	468,000	468,000	-	-
2022	All Elevators Drive Upgrades	Justice Center	180,000	180,000	-	-
2022	Atrium Water Intrusion Repairs	Justice Center	225,000	225,000	-	-
2022	High Voltage Reconfiguration & Upgrades	Justice Center	525,000	525,000	-	-
2022	JC Security Hardening	Justice Center	1,228,187	1,228,187	-	-
2022	Tunnel Repairs	Justice Center / Huntington Parking Garage	158,545	158,545	-	-
2022	Exterior Building Envelope Repairs	Juvenile Justice Center	400,000	400,000	-	-
2022	Generator Replacement	Medical Examiner	1,450,000	1,450,000	-	-
2022	Elevator Upgrades	Metzenbaum	292,465	292,465	-	-
2022	Repair Roof Walls, Scrape & Reseal	Metzenbaum	300,000	300,000	-	-
2022	Electrical Distribution - Xfmr Replacement	Old Courthouse	628,700	628,700	-	-
2022	Fire Suppression & Alarm Upgrades	Old Courthouse	1,267,540	1,267,540	-	-
2022	County Parking Structural Assessments	Various	250,000	250,000	-	-
2022	Emergency Facilities Repairs Funding	Various	500,000	500,000	-	-
2022	Fire Damper Maintenance & Repair - Sustainment	Various	450,000	450,000	-	-
2022	General Arch/Eng/Env/MEP/Const Services	Various	650,000	650,000	-	-
2022	Interior Finish Services (Paint/Carpet)	Various	300,000	300,000	-	-
2022	Parking Lot Sealants	Various	300,000	300,000	-	-
	Subtotal - 2022		10,048,437	9,898,437	-	150,000
2023	Interior Renovations	Board of Elections	2,500,000	2,500,000	-	-
2023	Permanant Emergency Generator	Board of Elections	750,000	750,000	-	-
2023	Facade Courtyard Concrete Repair	Old Courthouse	1,980,000	1,980,000	-	-
2023	Interior Courtyard Window Replacement	Old Courthouse	617,854	617,854	-	-
2023	Remove/Replace Ornamental Windows	Old Courthouse	988,225	988,225	-	-
2023	Buidling Façade Ordinance Assessments	Various	350,000	350,000	-	-
2023	Emergency Facilities Repairs Funding	Various	500,000	500,000	-	-
2023	Fire Damper Maintenance & Repair - Sustainment	Various	450,000	450,000	-	-
2023	General Arch/Eng/Env/MEP/Const Services	Various	650,000	650,000	-	-
2023	Interior Finish Services (Paint/Carpet)	Various	300,000	300,000	-	-
2023	Elevator Upgrades	Virgil E. Brown	1,605,982	1,605,982	-	-
2023	Fire Alarm Modernization	Virgil E. Brown	1,300,000	1,300,000	-	-
	Subtotal - 2023		11,992,061	11,992,061	-	-
	Total - 2022 - 2023		22,040,497	21,890,497	-	150,000

**Department of Public Works - Road and Bridge
Capital Project Schedule**

Project	Council District	2022	2023	2024	2025	2026	Total
Clague Road Resurfacing	1		880,000				880,000
Hilliard Boulevard 08.57	1, 2		40,000,000				40,000,000
Hilliard Road Resurfacing	2	3,000,000					3,000,000
Sheldon Road Resurfacing	2, 4		810,000				810,000
West Ridgewood Drive Rehabilitation	4	2,000,000					2,000,000
Stearns Road Rehabilitation	5	3,854,455					3,854,455
W. 130th Street Bridge 02.26	5	10,000					10,000
Boston Road Bridge	6	20,000					20,000
Broadway Avenue Resurfacing	6		2,030,000				2,030,000
Chagrin River Road Bridge 02.40	6	20,000	2,184,000				2,204,000
North Main Street Bridge 00.12	6		3,950,000				3,950,000
Old Rockside Bridge 00.42	6	6,500,000					6,500,000
Pleasant Valley 09.03 & 09.68	6		19,000,000				19,000,000
Pleasant Valley 09.35	6		4,000,000				4,000,000
Rockside Rd Bridge No. 03.32 & 03.23	6	50,000		15,000,000			15,050,000
Schaaf Rd Bridge 02.89	6				2,096,000		2,096,000
Warner Road Culvert C-00.20	6	20,000	1,000,000				1,020,000
Forbes Road Resurfacing	6, 9	980,000					980,000
Dunham Road Rehabilitation	8	1,800,000					1,800,000
Garfield Heights Boulevard Rehabilitation	8	1,900,000					1,900,000
Grant Avenue Resurfacing	8		1,110,000				1,110,000
Rockside Road Resurfacing	8		2,290,000				2,290,000
Warrensville Center Bridges 0592	9	4,500,000					4,500,000
Green Road Rehabilitation	10	1,100,000					1,100,000
Ivanhoe Road	10	1,340,000					1,340,000
Superior Road Rehabilitation	10	3,291,000					3,291,000
East 200th Street Resurfacing	10, 11		1,760,000				1,760,000
Green Road Resurfacing – South Euclid	11		3,360,000				3,360,000
Wilson Mills Road Resurfacing	11		910,000				910,000
Bridge Maintenance Repairs	Various	500,000	500,000	500,000	500,000	500,000	2,500,000
Bridge Program Emergency Repairs	Various	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
County Administered Projects (Placeholder)	Various		3,750,000	3,750,000	3,750,000	3,750,000	15,000,000
Crack Sealing Program	Various	250,000	250,000	250,000	250,000	250,000	1,250,000
Culvert Group	Various	1,250,000	250,000	1,250,000	1,250,000	1,250,000	5,250,000
Federal Aid Projects (Placeholder)	Various	2,750,000	2,750,000	3,000,000	4,000,000	4,000,000	11,000,000
General Engineering Contracts	Various		2,750,000	2,750,000	2,750,000	2,750,000	13,750,000
Land Purchases	Various	40,000	100,000	100,000	100,000	100,000	440,000
Local Resurfacing Program	Various	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000
Misc. Projects/Amendments/Other Capital Expenditures	Various	650,000	650,000	650,000	650,000	650,000	3,250,000
Pavement Management Program	Various	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	11,250,000
Priority Resurfacing Program	Various	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
R&B Repair Contract	Various		500,000	500,000	500,000	500,000	2,000,000
		45,075,455	101,284,000	37,000,000	25,096,000	23,000,000	231,455,455

**Department of Public Works - Road and Bridge
Capital Project Funding Sources**

Year	Project	Council		General Fund	Road & Bridge	Special Revenue
		District	Estimated Project Cost			
2022	Hilliard Road Resurfacing	2	3,000,000	-	300,000	2,700,000
2022	West Ridgewood Drive Rehabilitation	4	2,000,000	-	1,600,000	400,000
2022	Stearns Road Rehabilitation	5	3,854,455	-	1,734,517	2,119,938
2022	W. 130th Street Bridge 02.26	5	10,000	-	10,000	-
2022	Boston Road Bridge	6	20,000	-	20,000	-
2022	Chagrin River Road Bridge 02.40	6	20,000	-	20,000	-
2022	Forbes Road Resurfacing	6, 9	980,000	-	165,000	815,000
2022	Old Rockside Bridge 00.42	6	6,500,000	-	2,240,000	4,260,000
2022	Warner Culvert 00.20	6	20,000	-	20,000	-
2022	Dunham Road Rehabilitation	8	1,800,000	-	792,000	1,008,000
2022	Garfield Heights Boulevard Rehabilitation	8	1,900,000	-	760,000	1,140,000
2022	Rockside Rd Bridge 03.32 & 03.23	8	50,000	-	50,000	-
2022	Warrensville Center Bridges 0592	9	4,500,000	-	2,516,827	1,983,173
2022	Green Road Rehabilitation	10	1,100,000	-	440,000	660,000
2022	Ivanhoe Road	10	1,340,000	-	750,400	589,600
2022	Superior Road Rehabilitation	10	3,291,000	-	1,435,000	1,856,000
2022	Bridge Maintenance Repairs	Various	500,000	-	500,000	-
2022	Bridge Program Emergency Repairs	Various	1,000,000	-	1,000,000	-
2022	Crack Sealing Program	Various	250,000	-	250,000	-
2022	Culvert Group	Various	1,250,000	-	1,000,000	250,000
2022	General Engineering Contracts	Various	2,750,000	-	2,750,000	-
2022	Land Purchases	Various	40,000	-	40,000	-
2022	Local Resurfacing Program	Various	5,000,000	-	2,500,000	2,500,000
2022	Misc. Projects/Amendments/Other Capital Expenditures	Various	650,000	-	650,000	-
2022	Pavement Management Program	Various	2,250,000	-	2,250,000	-
2022	Priority Resurfacing Program	Various	1,000,000	-	1,000,000	-
	Subtotal - 2022		45,075,455	-	24,793,744	20,281,711
2023	Clague Road Resurfacing	1	880,000	-	200,000	680,000
2023	Hilliard Boulevard 08.57	1, 2	40,000,000	-	6,450,000	33,550,000
2023	Sheldon Road Resurfacing	2, 4	810,000	-	110,000	700,000
2023	Broadway Avenue Resurfacing	6	2,030,000	-	530,000	1,500,000
2023	Chagrin River Road Bridge 02.40	6	2,184,000	-	2,184,000	-
2023	North Main Street Bridge 00.12	6	3,950,000	-	-	3,950,000
2023	Pleasant Valley 09.03 & 09.68	6	19,000,000	-	455,900	18,544,100
2023	Pleasant Valley 09.35	6	4,000,000	-	4,000,000	-
2023	Warner Road Culvert C-00.20	6	1,000,000	-	800,000	200,000
2023	Grant Avenue Resurfacing	8	1,110,000	-	305,000	805,000
2023	Rockside Road Resurfacing	8	2,290,000	-	415,000	1,875,000

**Department of Public Works - Road and Bridge
Capital Project Funding Sources**

2023	East 200th Street Resurfacing	10, 11	1,760,000	-	350,000	1,410,000
2023	Green Road Resurfacing – South Euclid	11	3,360,000	-	336,000	3,024,000
2023	Wilson Mills Road Resurfacing – Richmond Heights	11	910,000	-	230,000	680,000
2023	Bridge Maintenance Repairs	Various	500,000	-	500,000	-
2023	Bridge Program Emergency Repairs	Various	1,000,000	-	1,000,000	-
2023	County Administered Projects	Various	3,750,000	-	3,000,000	750,000
2023	Crack Sealing Program	Various	250,000	-	250,000	-
2023	Culvert Group	Various	250,000	-	200,000	50,000
2023	General Engineering Contracts	Various	2,750,000	-	2,750,000	-
2023	Land Purchases	Various	100,000	-	100,000	-
2023	Local Resurfacing Program	Various	5,000,000	-	2,500,000	2,500,000
2023	Misc. Projects/Amendments/Other Capital Expenditures	Various	650,000	-	650,000	-
2023	Pavement Management Program	Various	2,250,000	-	2,250,000	-
2023	Priority Resurfacing Program	Various	1,000,000	-	1,000,000	-
2023	R&B Repair Contract	Various	500,000	-	500,000	-
	Subtotal - 2023		101,284,000	-	31,065,900	70,218,100
2024	Rockside Rd Bridge No. 03.32 & 03.23	6	15,000,000	-	1,500,000	13,500,000
2024	Bridge Maintenance Repairs	Various	500,000	-	500,000	-
2024	Bridge Program Emergency Repairs	Various	1,000,000	-	1,000,000	-
2024	County Administered Projects	Various	3,750,000	-	3,000,000	750,000
2024	Crack Sealing Program	Various	250,000	-	250,000	-
2024	Culvert Group	Various	1,250,000	-	1,000,000	250,000
2024	Federal Aid Projects	Various	3,000,000	-	3,000,000	-
2024	General Engineering Contracts	Various	2,750,000	-	2,750,000	-
2024	Land Purchases	Various	100,000	-	100,000	-
2024	Local Resurfacing Program	Various	5,000,000	-	2,500,000	2,500,000
2024	Misc. Projects/Amendments/Other Capital Expenditures	Various	650,000	-	650,000	-
2024	Pavement Management Program	Various	2,250,000	-	2,250,000	-
2024	Priority Resurfacing Program	Various	1,000,000	-	1,000,000	-
2024	R&B Repair Contract	Various	500,000	-	500,000	-
	Subtotal - 2024		37,000,000	-	20,000,000	17,000,000
2025	Schaaf Rd Bridge 02.89	6	2,096,000	-	419,200	1,676,800
2025	Bridge Maintenance Repairs	Various	500,000	-	500,000	-
2025	Bridge Program Emergency Repairs	Various	1,000,000	-	1,000,000	-
2025	County Administered Projects	Various	3,750,000	-	3,000,000	750,000
2025	Crack Sealing Program	Various	250,000	-	250,000	-
2025	Culvert Group	Various	1,250,000	-	1,000,000	250,000
2025	Federal Aid Projects	Various	4,000,000	-	4,000,000	-
2025	General Engineering Contracts	Various	2,750,000	-	2,750,000	-

**Department of Public Works - Road and Bridge
Capital Project Funding Sources**

2025	Land Purchases	Various	100,000	-	100,000	-
2025	Local Resurfacing Program	Various	5,000,000	-	2,500,000	2,500,000
2025	Misc. Projects/Amendments/Other Capital Expenditures	Various	650,000	-	650,000	-
2025	Pavement Management Program	Various	2,250,000	-	2,250,000	-
2025	Priority Resurfacing Program	Various	1,000,000	-	1,000,000	-
2025	R&B Repair Contract	Various	500,000	-	500,000	-
	Subtotal - 2025		25,096,000	-	19,919,200	5,176,800
2026	Bridge Maintenance Repairs	Various	500,000	-	500,000	-
2026	Bridge Program Emergency Repairs	Various	1,000,000	-	1,000,000	-
2026	County Administered Projects	Various	3,750,000	-	3,000,000	750,000
2026	Crack Sealing Program	Various	250,000	-	250,000	-
2026	Culvert Group	Various	1,250,000	-	1,000,000	250,000
2026	Federal Aid Projects	Various	4,000,000	-	4,000,000	-
2026	General Engineering Contracts	Various	2,750,000	-	2,750,000	-
2026	Land Purchases	Various	100,000	-	100,000	-
2026	Local Resurfacing Program	Various	5,000,000	-	2,500,000	2,500,000
2026	Misc. Projects/Amendments/Other Capital Expenditures	Various	650,000	-	650,000	-
2026	Pavement Management Program	Various	2,250,000	-	2,250,000	-
2026	Priority Resurfacing Program	Various	1,000,000	-	1,000,000	-
2026	R&B Repair Contract	Various	500,000	-	500,000	-
	Subtotal - 2026		23,000,000	-	19,500,000	3,500,000
	Total - 2022 - 2026		231,455,455	-	115,278,844	116,176,611

**Department of Public Works - Sanitary
Capital Project Schedule**

Project	Location	2022	2023	2024	2025	2026	Total
Chippewa Road Storm Sewer	Brecksville			500,000			500,000
Echo Hills Culvert	Brecksville		200,000				200,000
Riverview Culvert	Brecksville		350,000				350,000
Northeast Quadrant Sewer, Phase 1	Maple Heights						-
Northeast Quadrant Sewer, Phase 2	Maple Heights	260,000					260,000
Storm Sewer Repairs	Maple Heights	400,000					400,000
Richmond Forbes Pump Station Rehabilitation	Oakwood Village						-
Storm Sewer Repairs	Olmsted Township				400,000	400,000	800,000
East Linden Pump Station Rehabilitation	Parma	500,000					500,000
Storm Sewer Repairs	Parma	250,000					250,000
Nathaniel Retention Basin	Parma Heights	500,000					500,000
Scottish Highlands Force Main	Richmond Heights	200,000					200,000
Pump Station Improvements	Various	250,000	250,000			500,000	1,000,000
Sewer Infrastructure Repairs	Various		1,000,000	900,000	1,000,000	1,000,000	3,900,000
Sewer Rehabilitation	Various		900,000	800,000	1,000,000	1,000,000	3,700,000
Aurora/Salisbury Sewer	Warrensville Heights		260,000				260,000
		2,360,000	2,960,000	2,200,000	2,400,000	2,900,000	12,820,000

**Department of Public Works - Sanitary
Capital Project Funding Sources**

Year	Project	Location	Estimated Project Cost	General Fund	HHS Levy	Special Revenue
2022	Northeast Quadrant Sewer, Phase 2	Maple Heights	260,000	-	-	260,000
2022	Storm Sewer Repairs	Mayfield Heights	400,000	-	-	400,000
2022	East Linden Pump Station Rehabilitation	Parma	500,000	-	-	500,000
2022	Storm Sewer Repairs	Parma	250,000	-	-	250,000
2022	Nathaniel Retention Basin	Parma Heights	500,000	-	-	500,000
2022	Scottish Highlands Force Main	Richmond Heights	200,000	-	-	200,000
2022	Pump Station Improvements	Various	250,000	-	-	250,000
	Subtotal - 2022		2,360,000	-	-	2,360,000
2023	Echo Hills Culvert	Brecksville	200,000	-	-	200,000
2023	Riverview Culvert	Brecksville	350,000	-	-	350,000
2023	Pump Station Improvements	Various	250,000	-	-	250,000
2023	Sewer Infrastructure Repairs	Various	1,000,000	-	-	1,000,000
2023	Sewer Rehabilitation	Various	900,000	-	-	900,000
2023	Aurora/Salisbury Sewer	Warrensville Heights	260,000	-	-	260,000
	Subtotal - 2023		2,960,000	-	-	2,960,000
2024	Chippewa Road Storm Sewer	Brecksville	500,000	-	-	500,000
2024	Sewer Infrastructure Repairs	Various	900,000	-	-	900,000
2024	Sewer Rehabilitation	Various	800,000	-	-	800,000
	Subtotal - 2024		2,200,000	-	-	2,200,000
2025	Storm Sewer Repairs	Olmsted Township	400,000	-	-	400,000
2025	Sewer Infrastructure Repairs	Various	1,000,000	-	-	1,000,000
2025	Sewer Rehabilitation	Various	1,000,000	-	-	1,000,000
	Subtotal - 2025		2,400,000	-	-	2,400,000
2026	Storm Sewer Repairs	Olmsted Township	400,000	-	-	400,000
2026	Pump Station Improvements	Various	500,000	-	-	500,000
2026	Sewer Infrastructure Repairs	Various	1,000,000	-	-	1,000,000
2026	Sewer Rehabilitation	Various	1,000,000	-	-	1,000,000
	Subtotal - 2026		2,900,000	-	-	2,900,000
	Total - 2022-2026		12,820,000	-	-	12,820,000

**Juvenile Court
Capital Project Schedule**

Project Cost	Component	2021	2022	2023	2024	2025	Total
JJC Security System	Base Contract Amount	1,667,280	-	-	-	-	1,667,280
JJC Security System	Annual License Fees & Offsite Data Storage	370,278	375,278	384,660	394,277	404,134	1,928,627
JJC Security System	Wiring Allowance	68,177	-	-	-	-	68,177
JJC Security System	Financing/Interest Charges	722,473	722,473	722,473	722,473	722,473	3,612,365
		2,828,208	1,097,751	1,107,133	1,116,750	1,126,607	7,276,449

**Juvenile Court
Capital Project Funding Sources**

Year	Project	Location	Estimated Project Cost	General Fund	HHS Levy	Special Revenue
2022	JJC Security System	Base Contract Amount	1,667,280	1,667,280	-	-
2022	JJC Security System	Annual License Fees & Offsite Data Storage	370,278	370,278	-	-
2022	JJC Security System	Wiring Allowance	68,177	68,177	-	-
2022	JJC Security System	Financing/Interest Charges	722,473	722,473	-	-
	Subtotal - 2022		2,828,208	2,828,208	-	-
2023	JJC Security System	Annual License Fees & Offsite Data Storage	375,278	375,278	-	-
2023	JJC Security System	Financing/Interest Charges	722,473	722,473	-	-
	Subtotal - 2023		1,097,751	1,097,751	-	-
2024	JJC Security System	Annual License Fees & Offsite Data Storage	384,660	384,660	-	-
2024	JJC Security System	Financing/Interest Charges	722,473	722,473	-	-
	Subtotal - 2024		1,107,133	1,107,133	-	-
2025	JJC Security System	Annual License Fees & Offsite Data Storage	394,277	394,277	-	-
2025	JJC Security System	Financing/Interest Charges	722,473	722,473	-	-
	Subtotal - 2025		1,116,750	1,116,750	-	-
2026	JJC Security System	Annual License Fees & Offsite Data Storage	404,134	404,134	-	-
2026	JJC Security System	Financing/Interest Charges	722,473	722,473	-	-
	Subtotal - 2026		1,126,607	1,126,607	-	-
	Total - 2022 - 2026		7,276,449	7,276,449	-	-