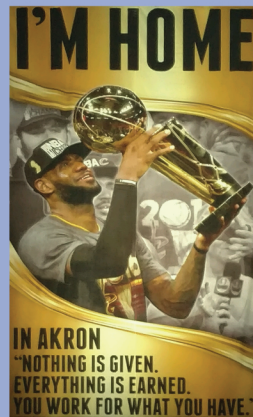


# 2016 Budget Plan

City of Akron, Ohio



DANIEL HORRIGAN, MAYOR





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Akron  
Ohio**

For the Fiscal Year Beginning

**January 1, 2015**

Executive Director

**DISTINGUISHED BUDGET PRESENTATION**

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Akron for its annual budget for the fiscal year beginning January 1, 2015.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



# Introduction

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Clockwise from top – Courtyard Akron Downtown Hotel; Akron Roadrunner Marathon; Infocision Stadium – Summa Field at University of Akron; Fireworks at Lock 3 Park; LeBron James Banner; City of Akron, Municipal Building; John R. Buchtel Community Learning Center.

**CITY OF AKRON, OHIO**  
**ELECTED AND APPOINTED OFFICIALS**

**MAYOR**

Daniel Horrigan

**CABINET MEMBERS**

Diane L. Miller-Dawson – Director of Finance  
Steve Fricker – Deputy Director of Finance  
James Hardy – Chief of Staff  
Annie McFadden – Deputy Chief of Staff  
Eve V. Belfance – Director of Law  
John O. Moore – Director of Public Service  
Chris D. Ludle – Deputy Director of Public Service  
Jason Segedy – Director of Planning and Urban Development  
Adele Dorfner Roth – Deputy Director of Planning and Urban Development  
Donald Rice – Director of Human Resources  
Marco S. Sommerville – Deputy Mayor for Intergovernmental Affairs and Senior Advisor  
Samuel D. DeShazior – Deputy Mayor for Economic Development  
Charles A. Brown – Deputy Mayor for Public Safety  
John W. Valle – Director of Neighborhood Assistance  
Christine R. Curry – Director of Communications  
Randy D. Briggs – Deputy Mayor for Labor Relations  
Dr. Teresa H. Albanese – Assistant to the Mayor for Education, Health and Families

**WARD COUNCIL MEMBERS**

Rich Swirsky – First Ward  
Bruce Kilby – Second Ward  
Margo M. Sommerville – Third Ward  
Russel C. Neal, Jr. – Fourth Ward  
Tara Mosley-Samples – Fifth Ward  
Bob Hoch – Sixth Ward  
Donnie Kammer – Seventh Ward  
Marilyn Keith – Eighth Ward  
Michael N. Freeman – Ninth Ward  
Zack Milkovich – Tenth Ward

**COUNCILMEN-AT-LARGE**

Jeff Fusco  
Linda F. R. Omobien  
Veronica Sims

**PRESIDENT OF CITY COUNCIL**

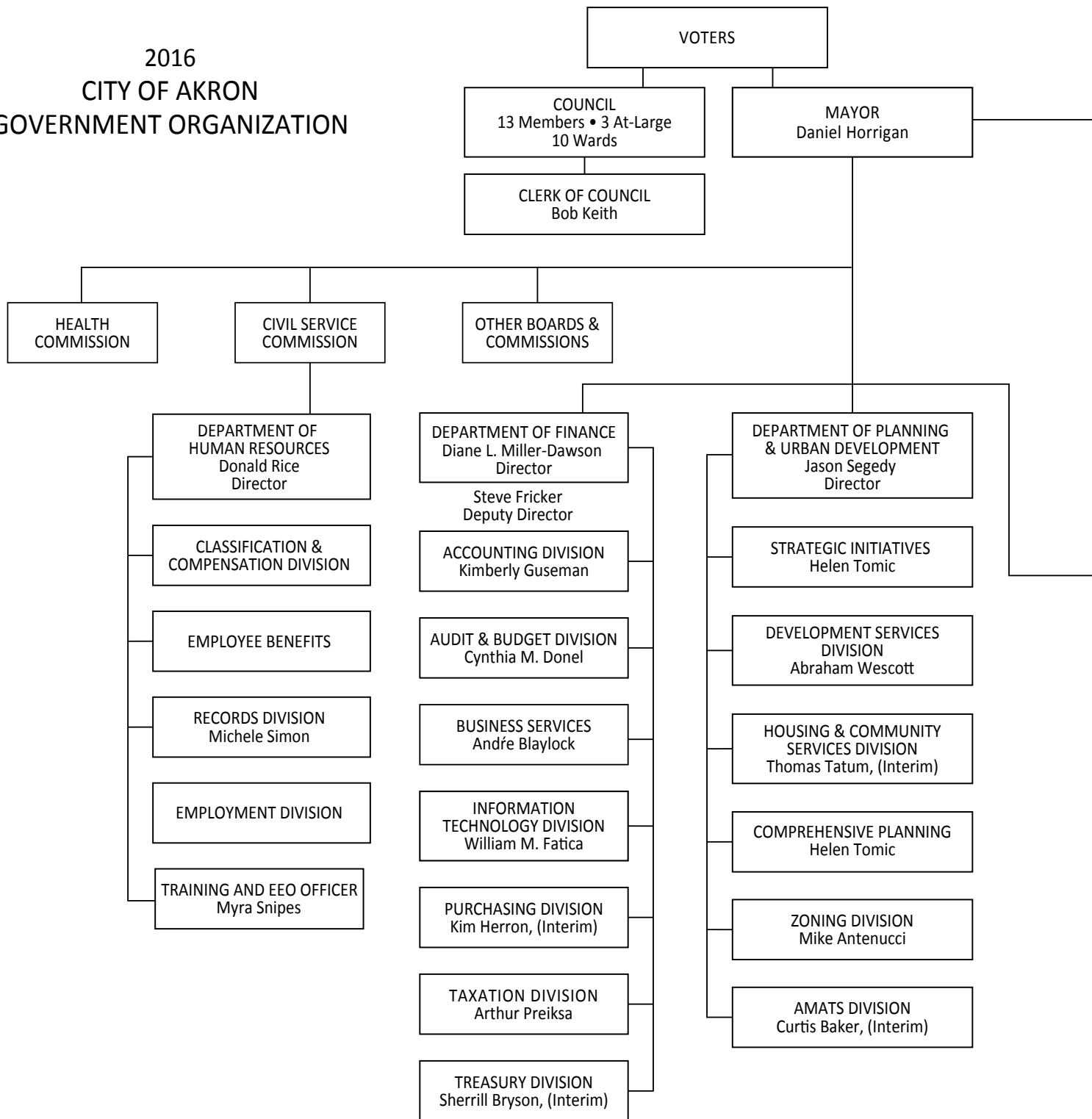
Marilyn Keith

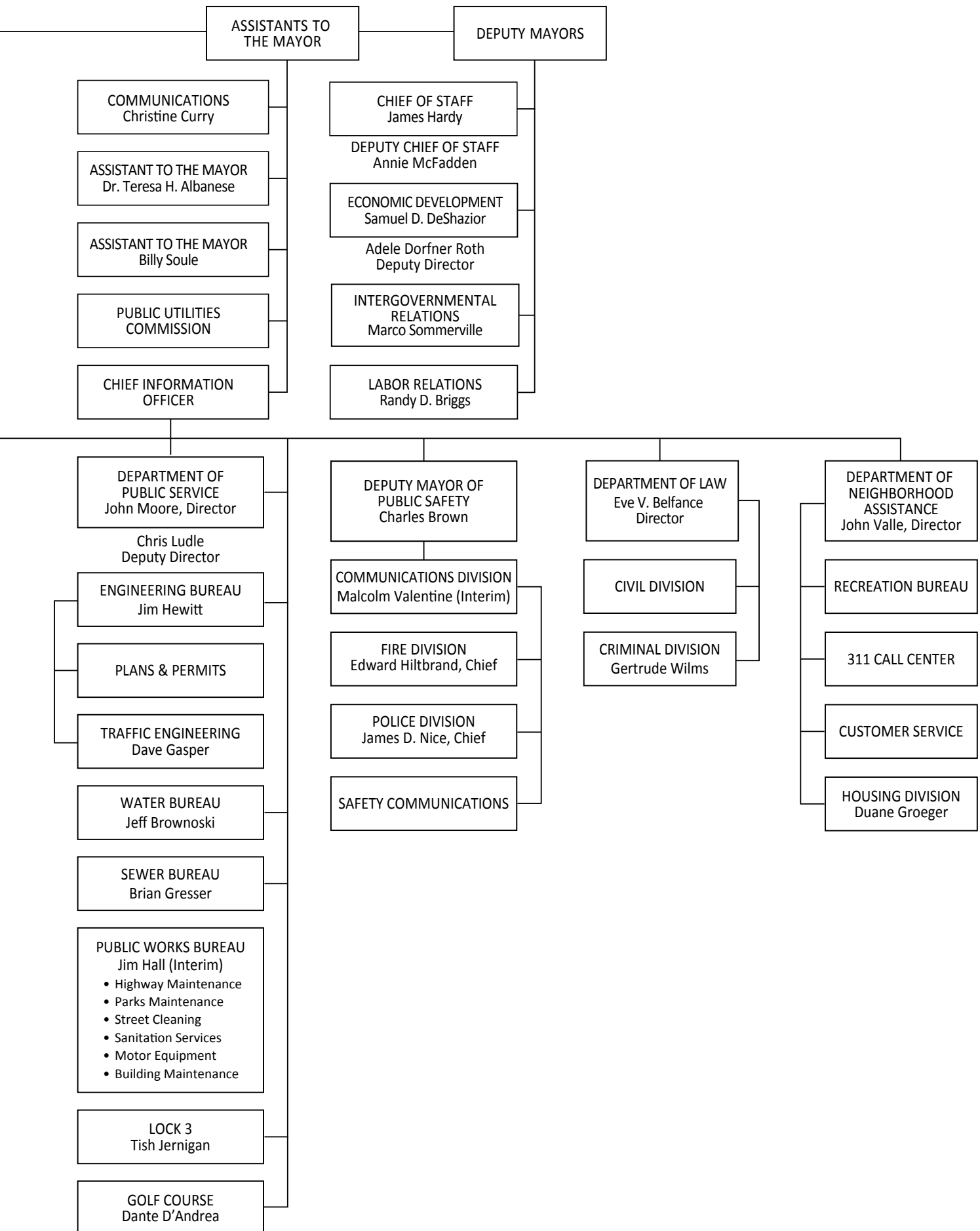
**MEMBERS OF COUNCIL BUDGET AND FINANCE COMMITTEE**

Mike Freeman, Ward 9, Chair  
Margo Sommerville, Ward 3, Vice Chair  
Bob Hoch, Ward 6  
Zack Milkovich, Ward 10  
Linda F. R. Omobien, At Large



2016  
CITY OF AKRON  
GOVERNMENT ORGANIZATION







## City of Akron, Ohio

**DANIEL HARRIGAN, MAYOR**

July 29, 2016

To the Citizens of Akron and Members of Akron City Council:

I am pleased to present the 2016 Operating Budget and I want to thank those who have worked hard to keep the City of Akron fiscally sound.

The 2016 net budget for operations and capital improvements totals more than \$487 million. It reflects our commitment to creating and maintaining an environment of equity as it relates to education, income and health within the City of Akron.

The global economy is still plagued by uncertainty. It has led to the federal and state governments reducing – and in some cases eliminating – the historical partnerships we have enjoyed for decades. Not only has the reduction in employment in the private sector since the end of 2007 impacted the way Akron is able to deliver services to our residents, but these cutbacks in federal and state programs have continued to create uncertainty for the 2016 outlook and future years.

Akron's income tax collection, our largest source of revenue, continues to improve. In 2014, we collected approximately \$124.66 million (which exceeded the 2013 collections). Income tax collections increased 1.28% during 2015, yielding approximately \$126.27 million. For 2016, we are projecting income tax revenue to continue to increase approximately 2%.

Some 30 years ago, Akron had 3,400 city employees. With retirements and attrition, the city's workforce, as of the date of this letter, is 1,793 full time employees. The 2016 budgeted full-time staff is 1,905, which includes replacement for some retirements and additional staff where necessary.

The cut in the Local Government Fund, (LGF), announced by Governor John Kasich in 2011, continues to have a large impact on city operations. The Local Government Fund is an 80 year old pact between the state and Ohio communities. Unlike other "discretionary" funds, the Local Government Fund was created in 1935 as a commitment by the state to its cities. In exchange for local officials' support of the state sales tax, the state promised cities a share of the revenue, and cities cut property taxes during the Great Depression to keep people in their homes. This historic commitment had been kept by Democrat and Republican governors alike for eight decades.

In Akron, 100% of the LGF money goes to pay for public safety, both the police and fire departments' salaries, the biggest part of our general fund budget. Akron received \$12.5 million in LGF distributions from the state in 2010 and we are budgeting only \$6.9 million for 2016. Reduced by \$5.6 million annually, it remains our fourth largest source of revenue in the city's general fund. It is uncertain what the future distributions from LGF will be, but for now, the budget assumption for future years anticipates no further reductions.

### **Priorities and Initiatives for 2016**

The City's top priorities for 2016 and future years are as follows: Education, income and health. Additionally, the city will effect positive change and growth in other areas as a result of addressing the issue of equity within our three target priorities.

#### **Education**

The City of Akron is addressing the needs of its citizens and employers as we meet the skills gap that has plagued our workforce for many years. In answer to this challenge, the City of Akron has joined in partnership with Stark State College, the County of Summit, the State of Ohio and the Greater Akron Chamber to construct Stark State College Akron beginning in 2017.

At a joint press conference with Stark State, the City of Akron and our other partners, we unveiled the Stark State College Akron renderings and mission. Our May 12, 2016 announcement set in motion the creation of Akron's first, state-supported, independent community college focused solely on providing affordable, quality educational opportunities for both Akron and Summit County residents. We, along with our partners, believe Stark State's unique academic programming will help prepare students of all ages to succeed in our rapidly shifting economy, while connecting employers to an able and ready workforce, aligned specifically to their needs.

In recent reports commissioned by myself, and others, the divide between the level of training amongst Akron workers and the needs of regional employers has been cited numerous times. This "skills gap" has in many ways held us back from truly competing in a post-recession economy. It prevents capable workers from getting a better job with higher wages, and it restricts businesses from meeting market demands, limiting their growth. With this announcement, we began building a critical bridge that can help us close this gap.

The creation of Stark State Akron's campus will begin with the construction of a state-of-the-art 50,000 square foot facility that will house associate degree and certification programs in careers ranging from healthcare to advanced manufacturing. Existing partnerships with industry, the Akron Public Schools, Akron Children's Hospital, and the City of Akron will grow and expand. The convenient downtown location will offer ease of access both for commuter students, as well as Akron METRO bus riders.

It is the strong belief of the partners that Stark State College Akron will be the beginning of a journey that will lead students to a four-year degree and beyond. This will help us address our city's need to increase our number of residents who have attained a post-secondary degree from 20.6% to at least 45%. This will be one of many steps needed to move our city forward as we strive for strong growth in our education, jobs and housing markets.

The City of Akron will also continue to work closely with the Akron Public Schools, which is ranked one of the best of Ohio's eight urban districts, to help them promote their assets and ability to prepare students for the workforce and for postsecondary education.

Unfortunately for our district, there are many challenges. These challenges include: 1) effectively serving a high-need student population; 2) population decline; 3) flight to suburban districts; and 4) flight in and out of charter schools. We must work together as a team to conquer perceptions and pave the way for increased collaboration with stakeholders in the region.

It is the unanimous view of the city, the school district and our stakeholders that strong performing schools will positively impact stability and growth in our community.

## **Income**

Akron has been rated one of "America's successful cities" by the Brookings Institute, which has placed Akron in the country's top third of metro areas in terms of manufacturing exports. Ohio is in the top ten nationally when it comes to the number of PhD's in science, and Akron has the highest concentration of new patents of any region in the state.

The City and the Akron Global Business Accelerator (AGBA) have pursued global strategic alliances with high-tech companies that are looking to expand or enter into the U.S. market, a direct result of the Technology Bridge Initiative. AGBA has developed relationships in partnership with The University of Akron and The Austen BioInnovation Institute. The AGBA is becoming the catalyst around which other local technology development and deployment activities revolve.

The Bit Factory, funded in part with a \$150,000 grant from the Burton D. Morgan Foundation, opened in the AGBA in 2014 and offers free office space and mentoring programs for technology entrepreneurs. The Bit Factory will be part of the future Bits and Atoms Innovation Center, which plans to open in 2016.

As a part of our international economic development, the City has been successful in attracting over thirty companies to Akron from Europe, Asia and Israel. We believe that bringing over 5,000 jobs to the City and the region will lead to long term job stability as well as additional job growth. Through a forward thinking group of City employees, the City created Akron Global Water Alliance (AGWA). The City recognizes that water is an important asset and recently hosted a two-day event welcoming over five Israeli companies to the event.

The City was very successful in working to retain two important businesses – Goodyear Tire and Rubber as well as Bridgestone-Firestone. It is a priority of this administration to identify those existing businesses that are poised for growth and partner with them to thrive. While our national and international business attraction programs have yielded strong results, we know our strongest economic growth will come locally. My administration is in the early stages of a strategic review of our economic and neighborhood development strategy; aligning our planning and economic activities to achieve a higher return on investment.

## **Health**

Like many urban centers in the United States today, Akron faces significant challenges in the area of health and health equity. I have promised my constituents that my administration will look long and hard at three major areas of concern within our community: infant mortality, gun violence and opiate addiction.

Within two area codes in our city, the disparity within rates of infant mortality between African-Americans and Caucasians is among the highest in the State of Ohio. In Central and West Akron, 14 of every 1,000 African-American babies born, die before their first birthday, as compared to a rate of 5.7/1,000 for Caucasians.

To reduce these numbers, the city must work together across sectors to implement interventions that will identify those mothers most at-risk, and support them with coordinated, culturally competent services. To facilitate this effort, I have asked our Assistant to the Mayor for Education, Health and Families to organize our region's first Health Equity Summit.

On November 10, 2016, I will be hosting the Summit, focusing on Maternal and Child Health. We have international, regional and local experts, along with other area agencies willing to step forward to ask hard questions, honestly listen, find solutions and develop action steps to address this problem.

As a member of Mayors Against Gun Violence, I am joining forces with other Mayors across the country to get out in front of gun violence by educating our citizens and securing the support and buy-in needed to eliminate this growing problem in many of our communities across the U.S.

On June 2, National Gun Violence Awareness Day, I hosted a press conference in our ward with the highest number of gun-related injuries and deaths. Many community leaders, including members of the clergy, City Council, Mothers Against Gun Violence and others joined together to take a stand with me on this issue, vowing to offer support and ideas. All agree the initiative to stop gun violence is about saving lives.

In 2015, the Akron Police Department Gun Violence Task Force worked diligently and deliberately to remove 600 guns off the streets of Akron. Our hope is to increase this number when we host the gun buyback program "Piece for Peace" on August 26 and 27. Cities continue to bear the brunt of gun violence, with little to no resources from state and federal agencies. I am committed to doing everything we can to curb the further spread of violence and ensure a safe and secure community for all our residents.

In recent years, our state, county, and city have seen an alarming increase in the number of opiate addicted community members and related overdoses. In just the past few weeks, our city has been hit hard with an outbreak of opiate overdoses and deaths as this epidemic continues to expand and take more lives.

We are currently looking at ways to educate our community on the detrimental effects to our safety, health and economy due to the increased usage and availability of opiates. Our Akron Police Department, Akron Fire Department, Summit County Public Health Department, Summit County Alcohol, Drug, and Mental Health Board, and area agencies serving members of this high risk population have joined forces to develop ways to treat this growing problem.

## Conclusion

The City of Akron will continue to provide quality services at a reasonable cost, relying on the professionalism and dedication of our employees. We will continue our sound, conservative budget practices to ensure we have the resources to provide the economic incentives necessary for us to continue to grow and retain jobs, to protect our neighborhoods, and see them develop. We are proud of our city and the city employees who are committed to providing excellent levels of services our residents deserve. We are pleased that outside organizations, like Brookings Institute, have recognized that we stand head and shoulders above cities also struggling in this difficult economic time. I believe our city is poised for a bright future, one in which we grow and innovate, focusing on the notion that a thriving Akron is good for the entire region. So many individuals and families who live within greater Akron rely on our city. Whether they are employees, business owners or entrepreneurs, we all have a vested interest in a vibrant and prosperous Akron. In order for our city to transform into a destination where people of all ages come to live, eat, work and play, we must break down those barriers – both geographically and socially – that far too often hold communities back.

We have our share of challenges, as do all cities, but we are meeting them every day and turning them into opportunities.

Sincerely,

A handwritten signature in black ink, appearing to read "Dan Horrigan" followed by a horizontal line.

Daniel Horrigan

Mayor



# AKRON

Yesterday



Summit Lake Floating Towpath

Today







# City of Akron : 2016 Strategy Map

DANIEL HARRIGAN  
MAYOR



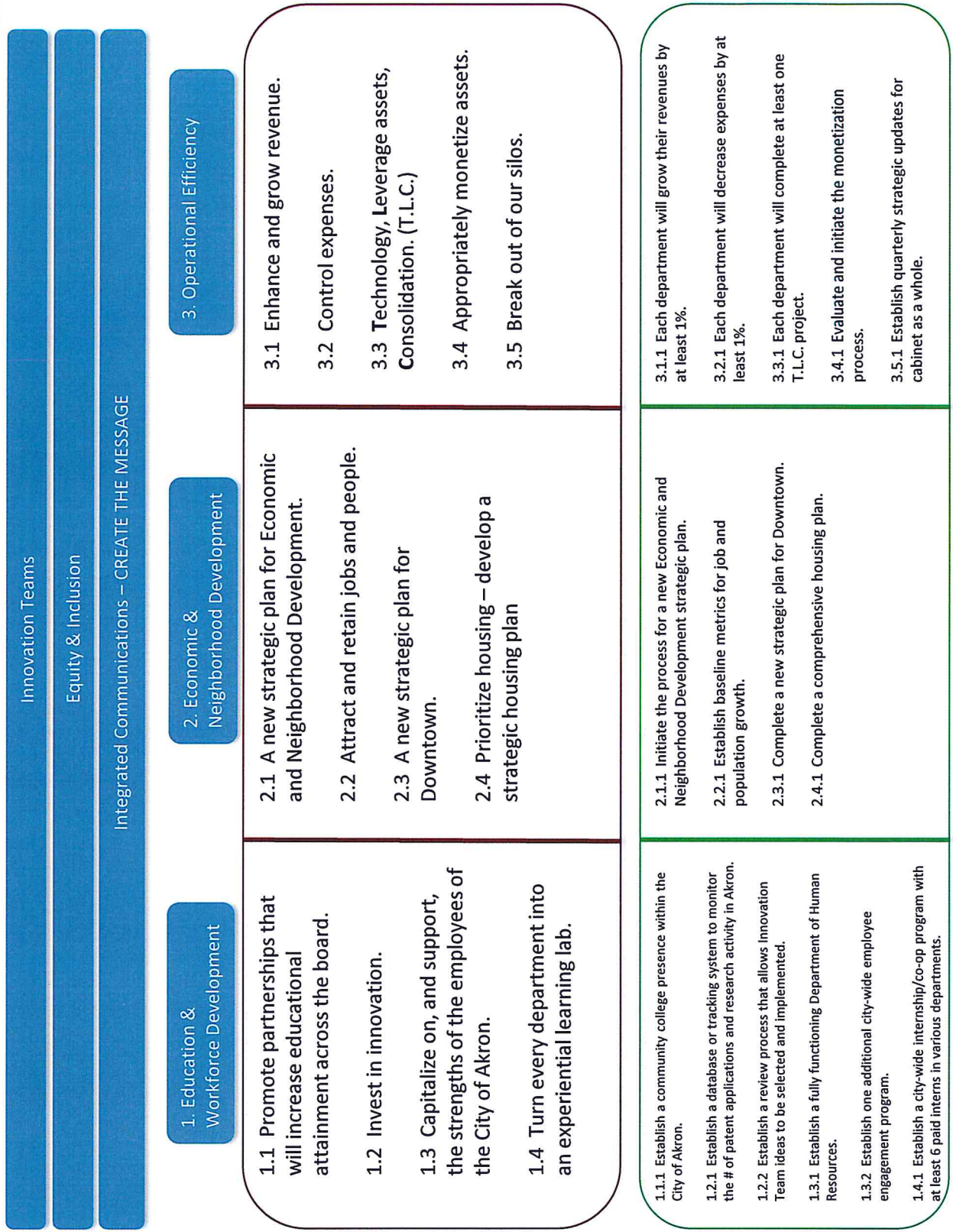
Strategic  
Priorities



Enterprise  
Goals



Enterprise  
Progress  
Indicators/  
Metrics



## **CITY OF AKRON, OHIO**

### **HISTORICAL DATA**

Akron was founded by Simon Perkins in 1825 and developed into a canal town on the Ohio and Erie Canal. The City of Akron was incorporated in 1836. As railroads replaced the canal system, the rubber industry grew under the entrepreneurship of Dr. Benjamin Franklin Goodrich, F.A. Seiberling, and Harvey Firestone. The presence of B.F. Goodrich Tire, Goodyear Tire and Rubber Company, Firestone Tire, and General Tire led Akron to become the Rubber Capital of the World. The rubber industry attracted people from all over the world. From 1910 to 1920, Akron's population went from 69,000 to 210,000. Great cereal mills, such as the Quaker Oats Company, were also located in Akron.

Now, Akron is a world-renowned center of polymer research and development. The Polymer Science Institute of the University of Akron has made Akron an international leader in education in the polymer field. The University of Akron's College of Polymer Science and Polymer Engineering is the largest single center for polymer education in the United States. Akron is home to approximately 400 polymer-related companies and many small manufacturing firms, and has a large variety of retail establishments.

Akron is also home to the Akron International Soap Box Derby, Alcoholics Anonymous, the Road Runner Akron Marathon, the WGC-Bridgestone Invitational, Stan Hywet Hall (one of the finest examples of Tudor Revival Architecture in America) and the Akron Art Museum.

The City of Akron is privileged to be home to three nationally recognized hospital systems: Cleveland Clinic Akron General (CCAG), Summa, and Akron Children's Hospital. Both CCAG and Summa are widely known for their heart/vascular and cancer care services. Akron Children's Hospital is a large pediatric medical center for children from birth to adolescence, as well as burn victims of all ages. They perform more pediatric surgeries than any other hospital in Northeast Ohio. Innovative programs and state-of-the-art facilities are combined to provide quality health care to children and families in Northeast Ohio.

Akron is also home to the Akron Symphony Orchestra and E.J. Thomas Performing Arts Hall, which brings Broadway plays and many world-famous entertainers to the City. Akron is home to the Akron Rubber Ducks, the Cleveland Indians affiliate AA baseball team. Canal Park is a state-of-the-art baseball stadium in downtown Akron on Main Street. The historic Ohio and Erie Canal runs just beyond centerfield. This downtown location has been developed into a scenic area that includes a bike and hike trail and picnic area for the enjoyment of residents and visitors, as well as an entertainment area known as "Lock 3 Park." Also at this location is the Akron Children's Museum pop up, where families can explore interactive exhibits designed to inspire imagination.

Akron has easy access to a network of superhighways and is a major trucking hub. A market potential of 111 million people live within a day's drive of Akron. High-quality,

affordable housing makes Akron an attractive place to live. The availability of green space provided by 6,600 acres of Metropolitan Parks, just moments from residential areas, makes Akron a pleasing combination of urban convenience and pastoral beauty. The park system includes a 34-mile bike and hike trail.

The City of Akron is a home-rule municipal corporation under the laws of the State of Ohio. Akron is the county seat of Summit County. The City operates under a Strong Mayor/Council form of government and provides the following services as authorized by its Charter: public safety, public service, public health, recreation and development.

**CITY OF AKRON, OHIO**  
**DEMOGRAPHICS**

<b>POPULATION</b>			
<b>Year</b>	<b>City</b>	<b>County</b>	<b>PMSA *</b>
1940	244,791	339,405	386,065
1950	274,605	410,032	473,986
1960	290,351	513,569	605,367
1970	275,425	553,371	679,239
1980	237,177	524,472	660,328
1990	223,019	514,990	657,575
2000	217,074	542,899	694,960
2010	199,110	541,781	703,200

\*PMSA - Primary Metropolitan Statistical Area

Source: U.S. Bureau of Census

**ESTIMATED EFFECTIVE BUYING INCOME PER HOUSEHOLD**  
**PERCENT OF HOUSEHOLDS BY INCOME GROUP, JANUARY 1, 2009**  
**AKRON METROPOLITAN STATISTICAL AREA**

<u>Income Group</u>	<u>Percent</u>
\$-0- - \$19,999	20.3
\$20,000 - \$34,999	22.3
\$35,000 - \$49,999	20.0
\$50,000 - and over	37.4

Median Household Effective Buying Income (EBI) \$40,536

Source: Survey of Buying Power, *Sales and Marketing Management*, 2009

**PER CAPITA MONEY INCOME AND**  
**MEDIAN HOUSEHOLD INCOME**

<u>County/ Reporting Area</u>	<u>2010 Per Capita Income</u>	<u>2010 Median Household Income</u>
Summit	\$26,676	\$47,926
Stark	24,015	44,941
Hamilton	28,799	48,234
Cuyahoga	26,263	43,603
Franklin	26,909	49,087
Montgomery	24,828	43,965
Lucas	23,981	42,072
Mahoning	22,824	40,123
State of Ohio	25,113	47,358
United States	27,334	51,914

Source: U. S. Bureau of Census, American Community Survey

## **CITY OF AKRON, OHIO**

### **PROFILE**

<b>City:</b>	Seat of Summit County Became a township on December 6, 1825 Incorporated as a town on March 12, 1836														
<b>Population:</b>	199,110 (2010 Census)														
<b>Square Miles:</b>	Approximately 62														
<b>Form of Government:</b>	Strong Mayor/Council														
<b>Land Use:</b>	<table><tr><td>Residential</td><td>35.4%</td></tr><tr><td>Commercial</td><td>5.9%</td></tr><tr><td>Industrial</td><td>6.9%</td></tr><tr><td>Agriculture</td><td>1.0%</td></tr><tr><td>Public/Unusable</td><td>18.3%</td></tr><tr><td>Usable Open Land</td><td>15.7%</td></tr><tr><td>Transportation Facilities</td><td>16.8%</td></tr></table>	Residential	35.4%	Commercial	5.9%	Industrial	6.9%	Agriculture	1.0%	Public/Unusable	18.3%	Usable Open Land	15.7%	Transportation Facilities	16.8%
Residential	35.4%														
Commercial	5.9%														
Industrial	6.9%														
Agriculture	1.0%														
Public/Unusable	18.3%														
Usable Open Land	15.7%														
Transportation Facilities	16.8%														
<b>Major Employers:</b>	Summa Health System (Hospital – 11,000*) First Merit Corporation (Banking – 4,392) Cleveland Clinic Akron General (Hospital – 3,953) Akron Children’s Hospital (Hospital – 3,380) Goodyear Tire & Rubber Company (Rubber Products – 3,000) County of Summit (2,969) Signet Jewelers (2,900) Akron Public Schools (2,780) First Energy (2,300) Time Warner (2,095)														
<b>Hospitals:</b>	Cleveland Clinic Akron General Akron City-SUMMA Health System St. Thomas-SUMMA Health System Akron Children’s Medical Center														
<b>Number of Banking Firms:</b>	17 (not including credit unions)														
<b>Fire Protection:</b>	<table><tr><td>Number of Stations</td><td>13</td></tr><tr><td>Number of Firefighters and Officers</td><td>349</td></tr><tr><td>Number of calls for Fire Service</td><td>8,411</td></tr><tr><td>Number of calls for EMS Service</td><td>37,719</td></tr></table>	Number of Stations	13	Number of Firefighters and Officers	349	Number of calls for Fire Service	8,411	Number of calls for EMS Service	37,719						
Number of Stations	13														
Number of Firefighters and Officers	349														
Number of calls for Fire Service	8,411														
Number of calls for EMS Service	37,719														

\*Employees include satellite facilities not located in Akron and subcontractors.

<b>Police Protection:</b>	Number of Stations	1
	Number of Uniformed Police and Officers	445
	Number of calls for Police Service	153,999

<b>Number of Recreation/Fitness Centers:</b>	13
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<b>Educational Facilities:</b>	<b>Public Schools</b>
	51 Schools (21,000 students)
	<b>Charter Schools</b>
	18 Schools (approximately 2,700 students)
	<b>Private Schools</b>
	28 Schools (approximately 5,300 students)
	<b>Higher Education</b>
	University of Akron
	Number of Students: Approximately 25,200

<b>Hotel Rooms:</b>	Over 5,450 in area
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<b>Transportation:</b>	<b>Interstates in Akron</b>
	I-76 and I-77
	<b>Interstates Surrounding Akron</b>
	I-71, I-271, I-80
	<b>Public Transportation</b>
	Metro Regional Transit Authority
	<b>Airports</b>
	Akron-Fulton Municipal Airport
	Akron-Canton Regional Airport
	Cleveland Hopkins International Airport

<b>Utilities:</b>	<b>Electric</b>
	Ohio Edison Company, a regulated subsidiary of FirstEnergy Corp.
	<b>Gas</b>
	Dominion East Ohio FirstEnergy Solutions, an unregulated subsidiary of FirstEnergy Corp.

**Utilities:** (continued)

**Water**  
City of Akron

**Sewer**  
City of Akron

**Telephone**  
AT&T

**Cable TV**  
Time Warner Cable  
AT&T

**2015 Water System:**

Average Daily Consumption	34.42 MGD
Annual Pumpage	12,565 MG
Maximum Capacity	67 MGD
Communities Served	12
Number of Accounts	80,684
Miles of Water Lines	1,228

**2015 Sewer System:**

Average Daily Demand	70.80 MGD
Annual Wastewater Flow	25,819 MG
Plant Capacity	110 MGD
Communities Served	13
Number of Accounts	76,570
Miles of Sewer Lines	1,349

# Budget and Finance

12-0  
Fusco absent  
0

EVB/ELN

4/4/16

Offered by: COUNCILMAN FREEMAN

RESOLUTION NO. 100 - 2016, adopting an annual operating budget for the fiscal year 2016; and declaring an emergency.

BE IT RESOLVED by the Council of the City of Akron:

Section 1. That there is hereby adopted an annual operating budget identified as the "2016 Operating Budget," classified as to department and division accounts, and made a part of this resolution.

Section 2. That the budget herein as adopted shall neither appropriate nor transfer any money, but shall be used as a base for the annual appropriation ordinance for the expenditure of funds and as a base for interfund transfers.

Section 3. That this resolution is hereby declared to be an emergency measure necessary for the immediate preservation of the public peace, health, and safety, for the reason that it is necessary to provide a uniform classification for the expenditure of funds for the operation of the City departments and divisions, and provided this resolution receives the affirmative vote of two-thirds of the members elected or appointed to Council, it shall take effect and be in force immediately upon its passage and approval by the Mayor; otherwise, it shall take effect and be in force at the earliest time allowed by law.

Passed: April 4, 2016

Connie Benarish, Deputy  
Clerk of Council

Marilyn D. Keith  
President of Council

Approved: 4/12, 2016

Donna H. H. H.  
MAYOR

Terance



OFFERED BY: MAYOR HARRIGAN

ORDINANCE NO. 82 – 2016 to make the annual appropriation for the current expenses, other expenditures and the capital outlays of the City of Akron for the fiscal year ending December 31, 2016; and declaring an emergency.

WHEREAS, it is provided by law that an annual appropriation shall be passed by Council; and

WHEREAS, the Charter of the City of Akron and the Revised Code of Ohio provide for such ordinance.

NOW, THEREFORE, BE IT ENACTED by the Council of the City of Akron:

Section 1. That to provide for the current expenses, other expenditures and the capital outlays of the City of Akron for the fiscal year ending December 31, 2016, the following sums are hereby appropriated and authorized for encumbrance and/or expenditure.

Section 2. That any funds appropriated by Temporary Appropriation for encumbrance and/or expenditure in 2016 are included in the proper funds herein.

Section 3. That there shall be and hereby are appropriated from the unappropriated balance of the General Fund (1000) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
01	Human Resources	\$ 1,006,240	\$ 91,700	\$ 0	\$ 1,097,940
02	Finance	2,319,570	4,441,700	0	6,761,270
03	Law	3,048,630	1,006,860	0	4,055,490
04	Legislative	1,078,270	197,700	0	1,275,970
05	Municipal Court - Clerk	3,374,010	276,700	0	3,650,710
06	Municipal Court - Judges	4,368,590	210,550	0	4,579,140
07	Office of the Mayor	2,515,950	244,370	0	2,760,320
08	Planning	983,900	177,980	0	1,161,880
09	Public Health	70,600	4,151,790	0	4,222,390
10	Public Safety	5,533,710	8,585,880	0	14,119,590
11	Public Service	9,363,560	14,634,450	0	23,998,010
12	Fire	32,341,790	4,982,000	0	37,323,790
13	Police	49,123,920	5,429,500	0	54,553,420
16	Neighborhood Assistance	5,539,660	1,684,140	0	7,223,800
Total		\$ <u>120,668,400</u>	\$ <u>46,115,320</u>	\$ <u>0</u>	\$ <u>166,783,720</u>

Section 4. That there shall be and hereby are appropriated from the unappropriated balance of the Income Tax Collection Fund (2000) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
02	Finance	\$ 1,709,650	\$ 4,409,270	\$ 258,000	\$ 6,376,920
Total		<u>\$ 1,709,650</u>	<u>\$ 4,409,270</u>	<u>\$ 258,000</u>	<u>\$ 6,376,920</u>

Section 5. That there shall be and hereby are appropriated from the unappropriated balance of the Emergency Medical Services (2005) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
12	Fire	\$ 8,053,710	\$ 1,116,450	\$ 0	\$ 9,170,160
Total		<u>\$ 8,053,710</u>	<u>\$ 1,116,450</u>	<u>\$ 0</u>	<u>\$ 9,170,160</u>

Section 6. That there shall be and hereby are appropriated from the unappropriated balance of the Special Assessment Fund (2010) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
02	Finance	\$ 278,760	\$ 2,252,400	\$ 0	\$ 2,531,160
08	Planning	0	700,000	0	700,000
11	Public Service	4,717,550	20,220,350	0	24,937,900
16	Neighborhood Assistance	219,930	412,000	0	631,930
Total		<u>\$ 5,216,240</u>	<u>\$ 23,584,750</u>	<u>\$ 0</u>	<u>\$ 28,800,990</u>

Section 7. That there shall be and hereby are appropriated from the unappropriated balance of the Police Pension Liability Fund (2015) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
13	Police	\$ 395,000	\$ 374,090	\$ 0	\$ 769,090
Total		<u>\$ 395,000</u>	<u>\$ 374,090</u>	<u>\$ 0</u>	<u>\$ 769,090</u>

Section 8. That there shall be and hereby are appropriated from the unappropriated balance of the Fire Pension Liability Fund (2020) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
12	Fire	\$ 395,000	\$ 374,090	\$ 0	\$ 769,090
Total		<u>\$ 395,000</u>	<u>\$ 374,090</u>	<u>\$ 0</u>	<u>\$ 769,090</u>

Section 9. That there shall be and hereby are appropriated from the unappropriated balance of the Income Tax Capital Improvement Fund (2025) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
All	Department Wide	\$ 639,570	\$ 34,758,680	\$ 1,800,000	\$ 37,198,250
Total		<u>\$ 639,570</u>	<u>\$ 34,758,680</u>	<u>\$ 1,800,000</u>	<u>\$ 37,198,250</u>

Section 10. That there shall be and hereby are appropriated from the unappropriated balance of the Street and Highway Maintenance Fund (2030) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
11	Public Service	\$ 6,550,540	\$ 3,042,240	\$ 0	\$ 9,592,780
Total		<u>\$ 6,550,540</u>	<u>\$ 3,042,240</u>	<u>\$ 0</u>	<u>\$ 9,592,780</u>

Section 11. That there shall be and hereby are appropriated from the unappropriated balance of the Community Development Fund (2080) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
All	Department Wide	\$ 1,738,350	\$ 4,949,090	\$ 26,000	\$ 6,713,440
Total		<u>\$ 1,738,350</u>	<u>\$ 4,949,090</u>	<u>\$ 26,000</u>	<u>\$ 6,713,440</u>

Section 12. That there shall be and hereby are appropriated from the unappropriated balance of the Community Environment Grants Fund (2095) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
All	Department Wide	\$ 23,630	\$ 1,025,000	\$ 0	\$ 1,048,630
Total		<u>\$ 23,630</u>	<u>\$ 1,025,000</u>	<u>\$ 0</u>	<u>\$ 1,048,630</u>

Section 13. That there shall be and hereby are appropriated from the unappropriated balance of the Akron Metropolitan Area Transportation Study (AMATS) Fund (2127) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
08	Planning	\$ 1,117,110	\$ 491,100	\$ 25,000	\$ 1,633,210
Total		<u>\$ 1,117,110</u>	<u>\$ 491,100</u>	<u>\$ 25,000</u>	<u>\$ 1,633,210</u>

Section 14. That there shall be and hereby are appropriated from the unappropriated balance of the H.O.M.E. Program Fund (2146) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
All	Department Wide	\$ 0	\$ 1,500,000	\$ 0	\$ 1,500,000
Total		<u>\$ 0</u>	<u>\$ 1,500,000</u>	<u>\$ 0</u>	<u>\$ 1,500,000</u>

Section 15. That there shall be and hereby are appropriated from the unappropriated balance of the Tax Equivalency Fund (2195) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
All	Department Wide	\$ 0	\$ 15,862,260	\$ 0	\$ 15,862,260
Total		<u>\$ 0</u>	<u>\$ 15,862,260</u>	<u>\$ 0</u>	<u>\$ 15,862,260</u>

Section 16. That there shall be and hereby are appropriated from the unappropriated balance of the Special Revenue Loans Fund (2200) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
07	Office of the Mayor	\$ 0	\$ 15,000	\$ 0	\$ 15,000
Total		\$ 0	\$ 15,000	\$ 0	\$ 15,000

Section 17. That there shall be and hereby are appropriated from the unappropriated balance of the Joint Economic Development District (JEDD) Fund (2240) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
All	Department Wide	\$ 444,190	\$ 16,566,580	\$ 0	\$ 17,010,770
Total		\$ 444,190	\$ 16,566,580	\$ 0	\$ 17,010,770

Section 18. That there shall be and hereby are appropriated from the unappropriated balance of the Akron Municipal Court Information System (AMCIS) Fund (2255) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
05	Municipal Court - Clerk	\$ 0	\$ 336,500	\$ 0	\$ 336,500
06	Municipal Court - Judges	0	155,000	0	155,000
Total		\$ 0	\$ 491,500	\$ 0	\$ 491,500

Section 19. That there shall be and hereby are appropriated from the unappropriated balance of the Police Grants Fund (2295) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
13	Police	\$ 1,700,670	\$ 1,775,570	\$ 0	\$ 3,476,240
Total		\$ 1,700,670	\$ 1,775,570	\$ 0	\$ 3,476,240

Section 20. That there shall be and hereby are appropriated from the unappropriated balance of the Safety Programs Fund (2305) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
10	Public Safety	\$ 515,020	\$ 217,200	\$ 0	\$ 732,220
12	Fire	1,931,920	234,200	0	2,166,120
13	Police	1,601,100	776,360	105,000	2,482,460
Total		<u>\$ 4,048,040</u>	<u>\$ 1,227,760</u>	<u>\$ 105,000</u>	<u>\$ 5,380,800</u>

Section 21. That there shall be and hereby are appropriated from the unappropriated balance of the Equipment and Facilities Operating Fund (2320) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
All	Department Wide	\$ 0	\$ 3,843,230	\$ 0	\$ 3,843,230
Total		<u>\$ 0</u>	<u>\$ 3,843,230</u>	<u>\$ 0</u>	<u>\$ 3,843,230</u>

Section 22. That there shall be and hereby are appropriated from the unappropriated balance of the Various Purpose Fund (2330) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
All	Department Wide	\$ 82,340	\$ 1,020,630	\$ 0	\$ 1,102,970
Total		<u>\$ 82,340</u>	<u>\$ 1,020,630</u>	<u>\$ 0</u>	<u>\$ 1,102,970</u>

Section 23. That there shall be and hereby are appropriated from the unappropriated balance of the Deposits Fund (2340) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
02	Finance	\$ 0	\$ 700,000	\$ 0	\$ 700,000
Total		<u>\$ 0</u>	<u>\$ 700,000</u>	<u>\$ 0</u>	<u>\$ 700,000</u>

Section 24. That there shall be and hereby are appropriated from the unappropriated balance of the Community Learning Centers Fund (2355) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
All	Department Wide	\$ 0	\$ 18,161,250	\$ 0	\$ 18,161,250
Total		\$ 0	\$ 18,161,250	\$ 0	\$ 18,161,250

Section 25. That there shall be and hereby are appropriated from the unappropriated balance of the General Bond Payment Fund (3000) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
02	Finance	\$ 296,780	\$ 863,350	\$ 0	\$ 1,160,130
Total		\$ 296,780	\$ 863,350	\$ 0	\$ 1,160,130

Section 26. That there shall be and hereby are appropriated from the unappropriated balance of the Streets Fund (4060) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
All	Department Wide	\$ 183,550	\$ 3,154,840	\$ 7,388,810	\$ 10,727,200
Total		\$ 183,550	\$ 3,154,840	\$ 7,388,810	\$ 10,727,200

Section 27. That there shall be and hereby are appropriated from the unappropriated balance of the Information and Technology Improvements Fund (4150) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
All	Department Wide	\$ 0	\$ 50,500	\$ 0	\$ 50,500
Total		\$ 0	\$ 50,500	\$ 0	\$ 50,500

Section 28. That there shall be and hereby are appropriated from the unappropriated balance of the Parks and Recreation Fund (4160) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
All	Department Wide	\$ 0	\$ 430,100	\$ 800,000	\$ 1,230,100
Total		\$ 0	\$ 430,100	\$ 800,000	\$ 1,230,100

Section 29. That there shall be and hereby are appropriated from the unappropriated balance of the Public Facilities and Improvements Fund (4165) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
All	Department Wide	\$ 0	\$ 1,342,500	\$ 2,060,000	\$ 3,402,500
Total		\$ 0	\$ 1,342,500	\$ 2,060,000	\$ 3,402,500

Section 30. That there shall be and hereby are appropriated from the unappropriated balance of the Public Parking Fund (4170) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
All	Department Wide	\$ 0	\$ 300,000	\$ 200,000	\$ 500,000
Total		\$ 0	\$ 300,000	\$ 200,000	\$ 500,000

Section 31. That there shall be and hereby are appropriated from the unappropriated balance of the Economic Development Fund (4175) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
02	Finance	\$ 0	\$ 8,783,000	\$ 2,000,000	\$ 10,783,000
Total		\$ 0	\$ 8,783,000	\$ 2,000,000	\$ 10,783,000



Section 32. That there shall be and hereby are appropriated from the unappropriated balance of the Water Fund (5000) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
02	Finance	\$ 2,356,850	\$ 10,981,620	\$ 0	\$ 13,338,470
11	Public Service	10,694,920	12,238,530	2,513,860	25,447,310
Total		<u>\$ 13,051,770</u>	<u>\$ 23,220,150</u>	<u>\$ 2,513,860</u>	<u>\$ 38,785,780</u>

Section 33. That there shall be and hereby are appropriated from the unappropriated balance of the Sewer Fund (5005) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
11	Public Service	\$ 9,341,590	\$ 98,130,490	\$ 2,308,200	\$ 109,780,280
Total		<u>\$ 9,341,590</u>	<u>\$ 98,130,490</u>	<u>\$ 2,308,200</u>	<u>\$ 109,780,280</u>

Section 34. That there shall be and hereby are appropriated from the unappropriated balance of the Oil and Gas Fund (5010) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
11	Public Service	\$ 0	\$ 115,280	\$ 0	\$ 115,280
Total		<u>\$ 0</u>	<u>\$ 115,280</u>	<u>\$ 0</u>	<u>\$ 115,280</u>

Section 35. That there shall be and hereby are appropriated from the unappropriated balance of the Golf Course Fund (5015) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
11	Public Service	\$ 835,080	\$ 459,210	\$ 25,670	\$ 1,319,960
Total		<u>\$ 835,080</u>	<u>\$ 459,210</u>	<u>\$ 25,670</u>	<u>\$ 1,319,960</u>

Section 36. That there shall be and hereby are appropriated from the unappropriated balance of the Airport Fund (5020) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
11	Public Service	\$ 0	\$ 769,580	\$ 0	\$ 769,580
Total		\$ 0	\$ 769,580	\$ 0	\$ 769,580

Section 37. That there shall be and hereby are appropriated from the unappropriated balance of the Off-Street Parking Fund (5030) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
11	Public Service	\$ 0	\$ 5,196,950	\$ 0	\$ 5,196,950
Total		\$ 0	\$ 5,196,950	\$ 0	\$ 5,196,950

Section 38. That there shall be and hereby are appropriated from the unappropriated balance of the Motor Equipment Fund (6000) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
11	Public Service	\$ 2,455,010	\$ 5,241,150	\$ 0	\$ 7,696,160
Total		\$ 2,455,010	\$ 5,241,150	\$ 0	\$ 7,696,160

Section 39. That there shall be and hereby are appropriated from the unappropriated balance of the Medical Self-Insurance Fund (6005) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
All	Department Wide	\$ 212,720	\$ 35,580,100	\$ 0	\$ 35,792,820
Total		\$ 212,720	\$ 35,580,100	\$ 0	\$ 35,792,820

Section 40. That there shall be and hereby are appropriated from the unappropriated balance of the Workers' Compensation Reserve Fund (6007) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
02	Finance	\$ 0	\$ 2,366,650	\$ 0	\$ 2,366,650
Total		\$ 0	\$ 2,366,650	\$ 0	\$ 2,366,650

Section 41. That there shall be and hereby are appropriated from the unappropriated balance of the Self-Insurance Settlement Fund (6009) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
02	Finance	\$ 0	\$ 100,000	\$ 0	\$ 100,000
Total		\$ 0	\$ 100,000	\$ 0	\$ 100,000

Section 42. That there shall be and hereby are appropriated from the unappropriated balance of the Telephone System Fund (6015) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
10	Public Safety	\$ 345,000	\$ 503,000	\$ 52,000	\$ 900,000
Total		\$ 345,000	\$ 503,000	\$ 52,000	\$ 900,000

Section 43. That there shall be and hereby are appropriated from the unappropriated balance of the Engineering Bureau Fund (6025) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
11	Public Service	\$ 4,643,060	\$ 725,250	\$ 0	\$ 5,368,310
Total		\$ 4,643,060	\$ 725,250	\$ 0	\$ 5,368,310

Section 44. That there shall be and hereby are appropriated from the unappropriated balance of the Information Technology Fund (6030) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
02	Finance	\$ 1,133,560	\$ 1,840,340	\$ 0	\$ 2,973,900
Total		\$ 1,133,560	\$ 1,840,340	\$ 0	\$ 2,973,900

Section 45. That there shall be and hereby are appropriated from the unappropriated balance of the Claire Merrix Tennis Trust Fund (7000) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
11	Public Service	\$ 0	\$ 500	\$ 0	\$ 500
Total		\$ 0	\$ 500	\$ 0	\$ 500

Section 46. That there shall be and hereby are appropriated from the unappropriated balance of the Holocaust Memorial Fund (7003) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
07	Office of the Mayor	\$ 0	\$ 10,000	\$ 0	\$ 10,000
Total		\$ 0	\$ 10,000	\$ 0	\$ 10,000

Section 47. That there shall be and hereby are appropriated from the unappropriated balance of the Unclaimed Money Fund (7010) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
02	Finance	\$ 0	\$ 70,000	\$ 0	\$ 70,000
Total		\$ 0	\$ 70,000	\$ 0	\$ 70,000

Section 48. That there shall be and hereby are appropriated from the unappropriated balance of the Police/Fire Beneficiary Fund (7020) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
12	Fire	\$ 0	\$ 1,000	\$ 0	\$ 1,000
13	Police	0	1,000	0	1,000
Total		\$ 0	\$ 2,000	\$ 0	\$ 2,000

Section 49. That there shall be and hereby are appropriated from the unappropriated balance of the Police Property Monetary Evidence Fund (7025) the following amounts:

Dept. No.	Organization Title	Wages/ Benefits	Other	Outlay	Total
13	Police	\$ 0	\$ 15,000	\$ 0	\$ 15,000
Total		\$ 0	\$ 15,000	\$ 0	\$ 15,000

	Wages/ Benefits	Other	Outlay	Total
Total All Funds	\$ 185,280,560	\$ 370,673,800	\$ 19,562,540	\$ 575,516,900

Section 50. That all expenditures other than Wages/Benefits hereinbefore authorized and to the amount authorized, shall be made in accordance with the account codes according to the classifications as set forth in the 2016 Operating Budget and/or the 2016 Capital Budget as amended and adopted by the Council of the City of Akron, and made a part hereof, that the detail of which is set forth under various classes of disbursements are not severally appropriated as such, but are set forth only for the purpose of explaining how the aggregate of the class was reached, and that any disbursements for any item of a class, whether or not said item is specifically set forth in the Operating Budget and/or the Capital Budget, may be paid out of the appropriation made herein for the class as detailed in the budget herein referred to.

Section 51. That all expenditures for capital improvements shall be funded whenever possible, as determined by the Director of Finance, with tax-exempt debt. Expenditures for such capital improvements made from other funds shall be reimbursed from the proceeds of such tax-exempt debt as appropriate in accordance with procedures established by the Director of Finance.

Section 52. That any encumbered amount in a year prior to fiscal year 2016 in any and all funds of the City of Akron are hereby appropriated for the purpose of expenditure in 2016 or thereafter.

Section 53. That all funds not individually listed in this ordinance but included in the 2016 Tax Budget of the City of Akron and included in the Amended Official Certificate of Estimated Resources for 2016 as issued by the County of Summit Budget Commission for Other Special Revenue, Debt Service, Capital Projects, Special Assessment, Proprietary Enterprise, Internal Service, and Fiduciary Trust and Agency Funds are hereby appropriated for the purpose of encumbrance and/or expenditure.

Section 54. That the Director of Finance is hereby authorized and directed to pay any and all obligations of the various departments of the City of Akron pertaining to prior years' obligations from the current year appropriations.

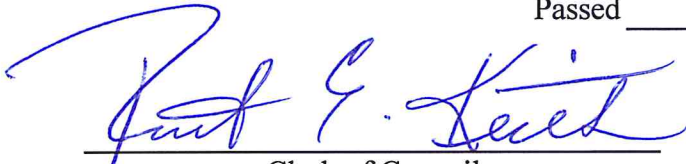
Section 55. That the Mayor, as Director of Public Safety or Chief Administrator, the Director of Finance, the Director of Law, the Director of Planning and Urban Development, the Director of Public Service, and the Director of Neighborhood Assistance are hereby authorized to contract for Personal Services, including special and consulting services; Other and Outlay are to be expended in the manner provided by Charter and the General Law in accordance with the account codes of the 2016 Operating Budget and the 2016 Capital Budget; that the Mayor or his designee is authorized to expend monies for activities furthering development for the City of Akron; that it is declared to be a public purpose and that the Director of Finance is authorized to make payments for hospitality items and meals for City sponsored activities and meetings to discuss public purposes; that it is declared to be a public purpose and the Director of Finance is authorized to make payment for an Outstanding Employee Recognition Program; and that the Director of Finance is hereby authorized to make payment against the appropriation hereinbefore set forth, upon her receipts of proper certificates or vouchers therefor, approved by the officers authorized by law to approve same, or an ordinance or resolution of Council to make the expenditure, and in accordance with the account codes of the 2016 Operating Budget and the 2016 Capital Budget.

Section 56. That the Director of Finance is hereby authorized to transfer funds and to set up funds, consolidate funds, eliminate funds and other such accounts in the City accounting system or in outside financial institutions, from time to time, as needed for proper accounting of City of Akron revenues and expenditures. Council approves the transfers, reimbursements and closeouts identified in Exhibit A up to the amount shown. The transfer funds are attached hereto as Exhibit A and incorporated by reference into this ordinance.

Section 57. That on March 15, 2016, the citizens of Akron approved Charter Amendment Issue 2, which consolidated all matters of personnel, employee relations, and employee health and welfare within a Department of Human Resources. Expenditures from January 1, 2016 to March 31, 2016 appropriated under Ordinance 367-2015 (which provided for the temporary appropriation for the current expenses, other expenditures and capital outlays of the City of Akron for the period of January 1, 2016 to March 31, 2016) for the Department of Personnel will be reclassified as expenditures of the Department of Human Resources and will be appropriated in this ordinance under the Department of Human Resources for the period from January 1, 2016 to December 31, 2016.

Section 58. That this ordinance is hereby declared to be an emergency measure necessary for the immediate preservation of the public peace, health and safety, for the reason that authority is required for the payment of operating, other and capital expenses of the City of Akron, and provided this ordinance receives the affirmative vote of a majority of the members elected or appointed to Council, it shall take effect and be in force immediately upon its passage and approval by the Mayor; otherwise, it shall take effect and be in force at the earliest time allowed by law.

Passed March 28, 2016

  
Clerk of Council

  
President of Council

Approved 3/31/, 2016

  
MAYOR

## **EXHIBIT A**

<b><u>From</u></b>	<b><u>To</u></b>	<b><u>Amount</u></b>
10000	20100	\$ 2,000,000
10000	20700	2,500,000
10000	22710	500,000
10000	24830	200,000
10000	25434	400,000
10000	25551	2,000,000
10000	25584	300,000
10000	26000	3,100,000
10000	27000	1,000,000
10000	54001	300,000
10000	55001	300,000
10000	56003	300,000
10000	60000	300,000
10000	64000	300,000
10000	67001	300,000
10000	21320	50,000
10000	21400	50,000
10000	24000	50,000
10000	25586	5,000
20010	20011	3,000,000
20500	4060	5,000,000
20500	4150	1,000,000
20500	4160	1,000,000
20500	4165	1,000,000
20500	4175	2,000,000
20500	23000	400,000
20500	23300	200,000
20500	23709	200,000
20500	25202	1,500,000
20500	25401	100,000
20500	25536	50,000
20500	25539	50,000
20500	25578	50,000
20500	25582	50,000
20500	25587	50,000
20500	25591	500,000
20500	25592	500,000
20500	25593	35,000
20500	25594	15,000
20500	26000	1,000,000
20500	27000	1,000,000



## **SECTION 86 OF THE CHARTER OF THE CITY OF AKRON**

The Mayor shall cause to be prepared and submitted an annual budget to the Council not later than two months before the end of each fiscal year, which budget shall be based upon detailed estimates by departments and other divisions of the City government according to a classification as nearly uniform as possible. The budget shall present the following information:

- (a) An itemized statement of estimated revenues together with comparative statements of revenues for the last two fiscal years.
- (b) An itemized statement of appropriations recommended by the Mayor for current expenses and for permanent improvements, for each department or division for the ensuing fiscal year, with comparative statements of expenditures for the last two fiscal years.
- (c) A financial statement or balance sheet of the preceding year and of the current year up to date.
- (d) Such other information as may be required by the Council. Copies of such budget shall be printed and available for distribution not later than two weeks after its submission to the Council, and a public hearing shall be given before final action is taken by the Council.

## **OPERATING BUDGET PROCESS**

The City budgets on the Cash and Encumbrance basis of accounting for all of its funds. Cash basis indicates transactions are recognized only when cash is received or paid out.

Encumbrances are treated as expenditures under the basis of accounting. Encumbrances outstanding at year-end are carried over into the following year as both an addition to the budget and an encumbrance of the budget, along with the appropriation of the current year. The cash and encumbrance basis of accounting differ from generally accepted accounting principles (GAAP) as required by the Governmental Accounting Standards Board (GASB). Those requirements, among other things, provide for a modified accrual basis of accounting for the general fund, special revenue funds, debt service funds, capital project funds, and agency funds and a full accrual basis of accounting for enterprise and internal services funds, and for the preparation for each fund of balance sheets, statements of revenues and expenditures, and statements showing changes in fund balances.

The City's budget process typically begins in July with the preparation of the budget forms and instruction packets to be released during October to the individual division managers. The packets provide division managers with a listing of the budgets for which they are responsible, a current employee roster, a payroll projection report, and expenditure history. The forms contain a request for information regarding staffing levels, personnel changes, detail of vehicle replacements, and capital outlay requests. Adequate time is allowed for the completion of all necessary information and the completed packets are then returned to the Finance Department.

The Finance Department thoroughly reviews all budget requests and incorporates them along with a revenue projection to develop a Finance recommended budget amount. Each division manager receives the Finance recommended budget and is given the opportunity to meet with Finance the recommended budget. These departmental meetings with Finance provide the divisions the opportunity to address new issues that have arisen since the budget was initially turned in.

The Finance Department finalizes the revenue assumptions and the recommended budget based on the departmental meetings and any new information, as it becomes available. The budget is then presented to the Mayor for his review and approval. The Mayor's approved budget is finalized and presented to City Council. City Council holds public hearings with each division manager and the Finance Department. At the conclusion of the hearings, City Council requests that changes be made to the budget based on the information presented during the hearings. The Finance Department will make the changes and submit the appropriation ordinance to City Council for approval. The final appropriation ordinance must be passed no later than March 31<sup>st</sup> of the budget year.

The City prepares and tracks expenditures at the line item account; however, appropriation control is at the account category, i.e., wages/benefits, other and outlay. The Director of Finance is authorized by City Council to transfer funds already appropriated within the departments within any fund or category of expenditures; however, any revisions that alter the total appropriation of said department must be individually approved by City Council. In order to

change the approved appropriation ordinance, the Finance Department prepares an amended appropriation ordinance that must be passed by City Council. This occurs a few times during the year.

The Department of Planning and Urban Development prepares a separate Capital Investment and Community Development Program (CIP) for the City. The process is similar to the process for the operating budget except it is an annual/five-year budget. The five-year budget serves as a statement by the Administration and City Council of the direction the City will take in the future. Akron residents have an opportunity to react to the City's priorities in advance of the start of the projects. The City has developed a system by which the Administration, City Council, division managers and Akron residents can request capital investment projects. The preliminary budget is presented to and reviewed by the Mayor and Cabinet, the Planning Commission, and finally City Council prior to its adoption by February 15 of each year. Changes in the budget are made at each review as deemed appropriate.

The completion of capital projects may not have an impact on the operating budget. There are capital projects that do not require a material amount of resources to maintain and/or operate while others have a substantial impact. With the five-year capital budget, there is sufficient time to plan for the impact on the operating budget. In some instances, the additional operating expenses are offset by the reduction in maintenance.

The City prepares a budget for each fund. A balanced budget is one where the projected year-end cash on hand plus the budgeted receipts for the budget year less the budgeted expenditures is positive. The City does allow budgeted expenditures to exceed budgeted receipts, but monitors the fund balance. A fund balance is the difference between cash at the beginning of the year plus receipts less expenditures and encumbrances.

The following pages contain financial information on the City's funds. The City of Akron's accounting system is made up of a series of seven fund types. Within these funds are multiple individual funds. The City's fund types and funds correspond to the Governmental Accounting Standards Board fund types and funds. The funds fall into two categories – operating and non-operating in nature. The City of Akron appropriates all funds. An appropriated fund is one that has legislative control over the level of expenditure. The ordinance printed in the front of the document (page 25) is the action of the legislative body to control the level of expenditure in this group of funds.

## **FINANCIAL STRUCTURE AND PRIMARY OPERATIONS**

The City maintains its accounts, appropriations and other fiscal records in accordance with the procedures established and prescribed by the Audit Division in the office of the Ohio Auditor of State. The Audit Division is charged by law with the responsibility of inspecting and supervising the accounts and records of each taxing subdivision and most public agencies and institutions.

These accounting procedures are generally applicable to all Ohio municipal corporations and differ from generally accepted accounting principles as recommended by the Governmental Accounting Standards Board (GASB). Those recommendations, among other things, provide for a modified accrual basis of accounting for the general fund, special revenue funds, debt service fund, capital project funds, and agency funds and or a full accrual basis of accounting for enterprise and internal service funds, and for the preparation for each fund of balance sheets, statements of revenues and expenditures, and statements showing changes in fund balances.

The following is a simplified summary of the more significant policies followed in the financial structure of the City.

<b><u>FUND</u></b>	<b><u>PURPOSE</u></b>	<b><u>REVENUE</u></b>
<b><u>Governmental Fund Types</u></b>		
<b>GENERAL</b>	General operating fund of the City. It is used to account for all financial resources except those required to be accounted for in other funds.	Property tax, 73% of the 2% local income taxes. State and local taxes, and service charges
<b>SPECIAL REVENUE</b>		
Income Tax Collection	Collection and distribution of City income tax to General Fund and Income Tax Capital Improvement Fund.	2% City income tax
Emergency Medical Service	Provide emergency transportation and treatment to citizens.	Property tax levy
Police and Fire Pension	Payment of employer share of police and fire pension cost.	Property tax levy
Capital Investment Program Operating	Funding of construction projects and pay principal and interest payments on bonds and notes.	27% of the 2% local income taxes, grants, and miscellaneous reimbursements
Highway Maintenance	Repair and maintain the streets of Akron.	Gasoline tax, motor vehicle license tax, General Fund subsidy, and miscellaneous sales and service charges

<b>FUND</b>	<b>PURPOSE</b>	<b>REVENUE</b>
Community Learning Centers	Collection of dedicated City income tax to fund local share of Akron Public Schools/City of Akron Community Learning Centers.	0.25% City income tax
Joint Economic Development Districts (JEDDs)	Extend water and sewer lines to four contiguous townships for development purposes in exchange for each district levying an income tax.	2.25% District income tax
Street Assessment	Street lighting and cleaning	Special Assessments
Community Development	Upgrade and maintain homes in City development areas and provide services to designated service areas.	Community Development Block Grant (CDBG) funds
Health Grants	Provide health care services.	Federal and state grants
Other Special Revenue	Provide employment training, litter control, development and special project funding.	Federal and state grants
<b>DEBT SERVICE</b>	Pay and record transactions involved in debt financing.	Property taxes, interest earnings, Capital Improvement Fund
<b>CAPITAL PROJECTS</b>	Build and maintain infrastructure of the City.	Federal and state funds, Capital Improvement Fund, special assessment revenue, and CDBG funds
<b><u>Proprietary Fund Types</u></b>		
<b>ENTERPRISE</b>		
Water and Sewer	Provide water and sewer services.	Service fees
Other Enterprise	Airport, golf courses, off-street parking, oil and gas.	Service fees, General Fund and Capital Improvement Fund (income tax).
<b>INTERNAL SERVICE</b>	Self-insurance, information technology, telephone, engineering, and motor equipment services.	Charges to other City divisions

<b><u>FUND</u></b>	<b><u>PURPOSE</u></b>	<b><u>REVENUE</u></b>
<b><u>Fiduciary Funds</u></b>		
<b>PRIVATE PURPOSE TRUSTS AND AGENCY</b>	Trust arrangements and assets held by the City as an agent for others.	Collection of funds related to an existing trust agreement or deposits within an agency arrangement

## **2016 BUDGET CALENDAR**

<b><u>2015</u></b>	<b><u>Activity</u></b>
September	<p>The administration sets the budget assumptions. This includes revenue estimates and the projections for wages and the cost of services.</p> <p>The administration reviews the objectives of the 2016 fiscal year. There is a general budget overview of the items the City wants to specifically address.</p>
October	<p>Budget forms and instructions are released to the departments. The documents are hand-delivered.</p>
November	<p>Budget forms and computer spreadsheets are due to the Finance Department.</p>
 <b><u>2016</u></b>	
January	<p>City Council agrees to a schedule and the Mayor's budget is introduced to the Budget and Finance Committee of City Council.</p>
February	<p>Meetings are held with the Finance Department. The departments are given the target budget amounts and have the opportunity to ask for adjustments. The Finance Department reviews the requested changes and revisions on the proposed budgets based on more current information. The Finance Department has the opportunity to revise revenue and expenditure numbers for the current and next fiscal year. A meeting is held with the Mayor to review the proposed budget. Changes are made according to priorities set at that meeting. A proposed budget hearing schedule is sent to City Council.</p>
March	<p>Public budget hearings with the various operating departments and City Council began March 14th. City Council has the opportunity to ask questions regarding the operations of the departments.</p> <p>The ordinance passed on March 28, 2016 and the resolution passed on April 4, 2016.</p>

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# Goals

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## **DESCRIPTION OF GOALS FOR THE CITY OF AKRON**

The City of Akron's departments annually prepare lists of their goals for the coming year and reports on their prior year's goals. The 2016 Budget Plan includes the individual departmental goals for 2016 and the status of their 2015 goals. The reader will find the goals listed in the budget material for each department contained in this document. While the Mayor and Council still set the priorities for the use of the City's resources, the departmental goals will give the reader the opportunity to see how the departments are responding to the goals set by the administration. Citywide goals can be found in the Mayor's budget section. The reader can also see a further description of the citywide goals in the Executive budget letter.

The remainder of this section contains the City's fiscal performance goals. These goals were adopted by City Council resolution in 1987 and have been the basis of fiscal decision-making since that time. While some of the Fiscal Performance Goals are specific and will limit certain types of financial activity, the goal statements are not intended to restrict the City's ability and responsibility to provide emergency or unusual service delivery needs above or beyond the limitations established by the Fiscal Performance Goals.

The City of Akron's primary focus is to promote Akron as a great place to live, work and raise a family. This theme is incorporated throughout the Executive budget letter and in the departments' goals.

## **FISCAL PERFORMANCE GOALS**

### **PREFACE**

These Fiscal Performance Goals represent an initial effort to establish written policies for guiding the City's financial management practices. While some of the performance goals are specific and will limit certain types of financial activity, the goal statements are not intended to restrict the City's ability and responsibility to respond to emergency or unusual service delivery needs above or beyond the limitations established by the Fiscal Performance Goals.

### **REVENUE PERFORMANCE GOALS**

- The City will maintain a diversified and stable revenue system as protection from short-run fluctuations in any one revenue source.
- The City will estimate annual revenues on an objective and reasonable basis.
- The City will project revenues on a multi-year basis. For the next few years, the City is projecting a stabilization of income tax revenues, the City's largest revenue source.
- The City will use one-time or special purpose revenues (such as grants) for capital expenditures or for expenditures required by the revenue source and not to subsidize recurring personnel and operation and maintenance costs.
- The City will establish, and annually reevaluate, all user charges and service fees at a level related to the cost of providing the services. User charges and service fees will be reviewed and established so that those who directly benefit from a service help pay for it.
- The City will attempt to reduce reliance on the income tax and the property tax by:
  - a. seeking and developing additional revenue sources, and
  - b. attempting to expand and diversify the City tax base with commercial and industrial development.
- Each utility of the City will maintain revenues which will support the full direct and indirect costs of the utility.

### **RESERVE PERFORMANCE GOALS**

- The City will establish a contingency reserve of general operating revenue to:
  - a. provide for temporary funding of unforeseen needs of an emergency or nonrecurring nature,
  - b. permit orderly budgetary adjustments when revenues are lost through the action of other governmental bodies,
  - c. as local match for public or private grants, and
  - d. to meet unexpected increases in service delivery costs.

- The City will maintain a year-to-year carryover balance in an amount necessary to maintain adequate cash flow.
- The City will develop a cash flow analysis of all funds on a regular basis. Collection, deposit and disbursement of all funds will be scheduled to ensure maximum cash availability.
- The City will obtain the maximum possible return on all cash investments in accordance with the City Council's established investment policy.
- Where permitted by law, cash from several separate funds and sources will be pooled to maximize investment yields.
- The Finance Director will provide information to the City Council concerning (1) investment performance, (2) appropriation status, (3) revenue collection, and (4) encumbrance/expenditure activity.

### **CAPITAL IMPROVEMENT PERFORMANCE GOALS**

- Capital improvements will be based on long-range projected needs to minimize future maintenance, replacement, and capital costs and to strengthen the City's long-term economic vitality and employment.
- All capital improvements will be made in accordance with the City's adopted capital improvements program. Major projects for the next few years will be related to combined sewer overflows, (CSO). The project is anticipated to cost over \$1.4 billion and is mandated by the US EPA.
- The development of the capital improvements program will be coordinated with the operating budget.
- The City will identify the estimated cost and potential funding sources for each capital project proposed before submission to review bodies and the City Council. Future operating costs associated with a proposed capital improvement will be estimated before a decision is made to implement a project.
- Federal, state, and other intergovernmental and private funding sources shall be sought out and used as available to assist in financing capital improvements.

### **DEBT PERFORMANCE GOALS**

- The City will limit long-term debt to only those capital improvements that provide a long-term benefit (greater than five years) to its citizens.
- The maturity date for any debt will not exceed the reasonably expected useful life of the expenditure so financed.

- As a means of further minimizing the impact of debt obligations on the City taxpayer:
  - a. long-term general obligation non-exempt debt shall not exceed \$750 per capita, and
  - b. debt will be issued so that debt service requirements will annually require less than 60% of all capital budget funds.
- The City will use special assessments, revenue bonds, and/or any other available self-liquidating debt measures instead of general obligation bonds where possible.
- The City shall encourage and maintain good relations with financial and bond rating agencies and will follow a policy of full and open disclosure on every financial report and bond prospectus.

### **FINANCIAL REPORTING PERFORMANCE GOALS**

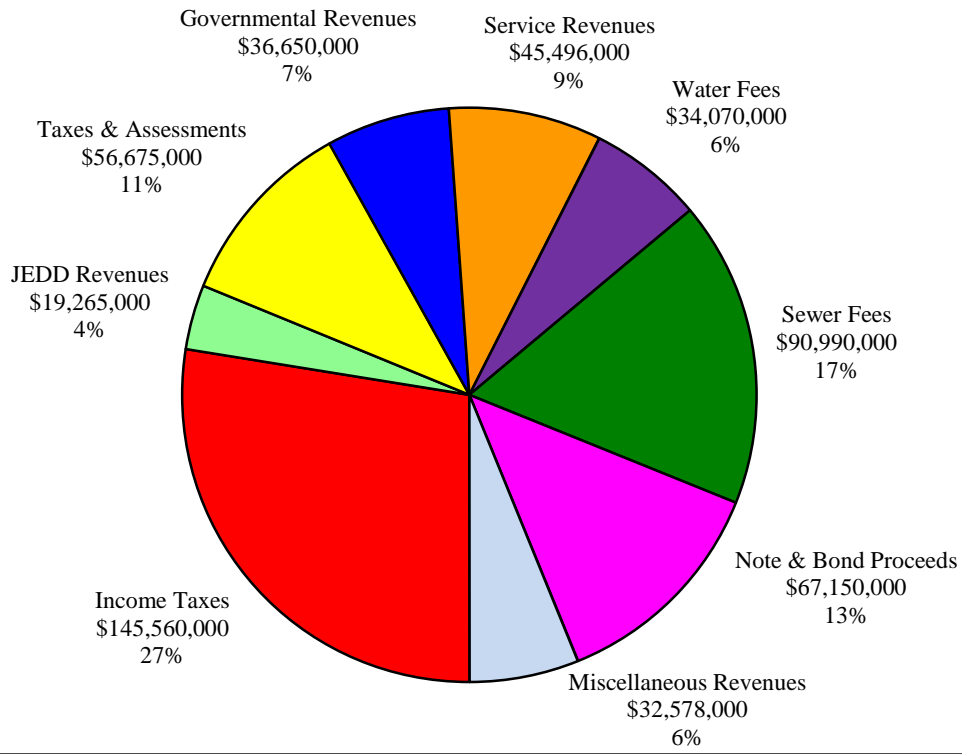
- The budget will be prepared in a manner to maximize its understanding by citizens and elected officials. Opportunities will be provided for full citizen input prior to final passage and the financial documents will be made available to all interested parties.
- The City's accounting system will maintain records on a basis consistent with accepted municipal accounting standards.
- The Director of Finance will prepare as required quarterly and annual financial reports presenting a summary of financial activity by major types of funds and programs.
- The City will employ an independent public audit firm to perform an annual audit and will make the annual audit available to the general public, bond and financial consultants, and other interested citizens and organizations. The audit shall be completed and submitted to the City within 180 days of the close of the fiscal year.
- The City's Comprehensive Financial Annual Report (CAFR) will be submitted to the GFOA Certification of Achievement for Excellence in Financial Reporting Program. The financial report should be in conformity with GAAP, demonstrate compliance with finance related legal and contractual provisions, disclose thoroughness and detail sufficiency, and minimize ambiguities and potentials for misleading inference.
- The City's Operating Budget will be submitted to the GFOA Distinguished Budget Presentation Program. The budget should satisfy criteria as a financial and programmatic policy document, as a comprehensive financial plan, as an operations guide for all organizational units and as a communications device for all significant budgetary issues, trends and resource choices.

# **Charts & Tables**

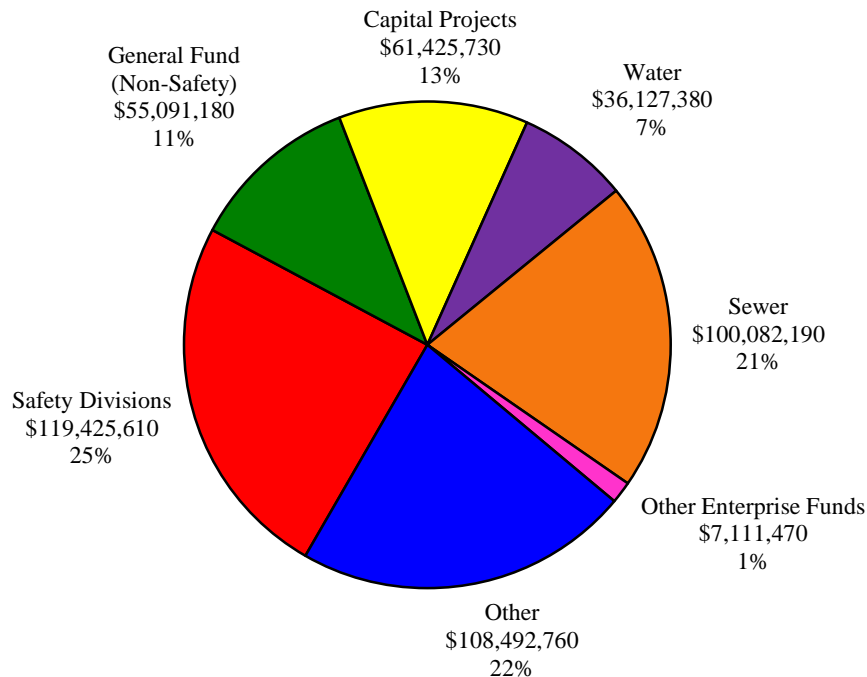
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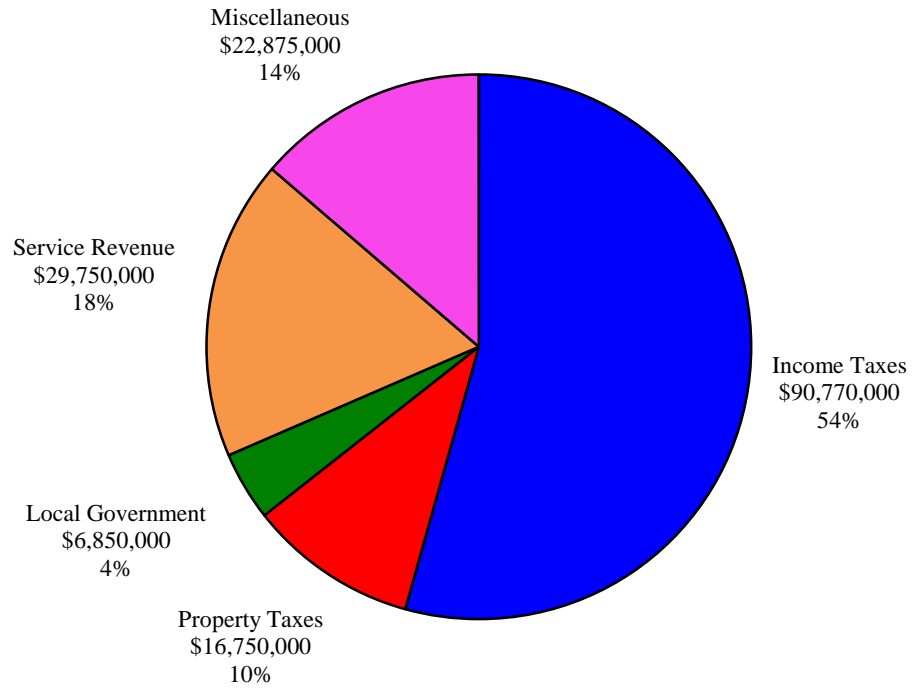
**CITY OF AKRON  
2016 BUDGET  
NET REVENUES  
TOTAL \$528,434,000**



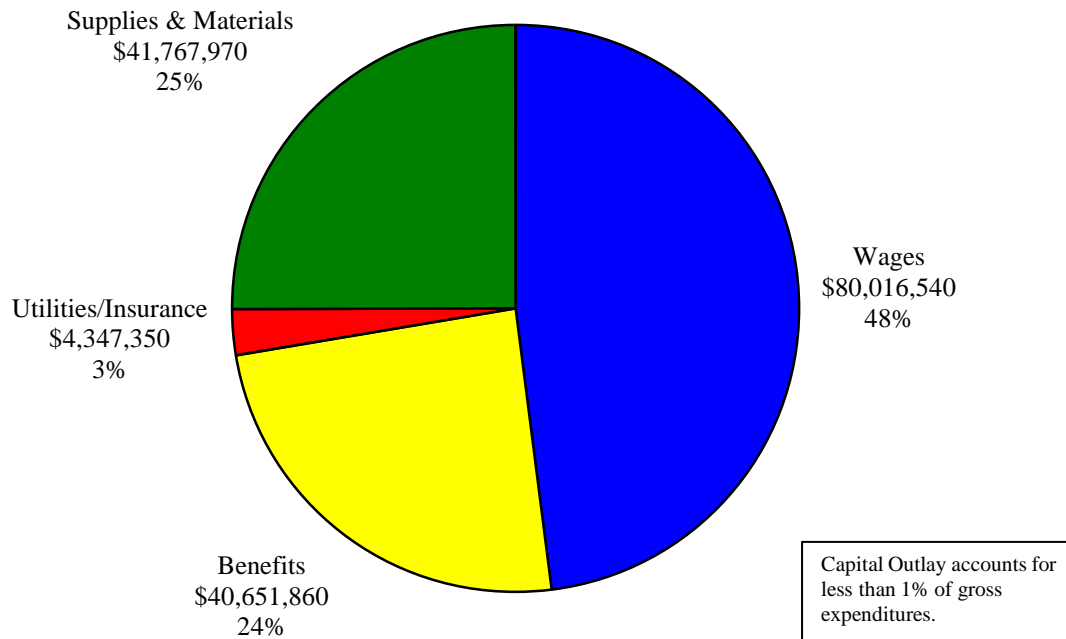
**CITY OF AKRON  
2016 BUDGET  
NET EXPENDITURES  
TOTAL \$487,756,320**



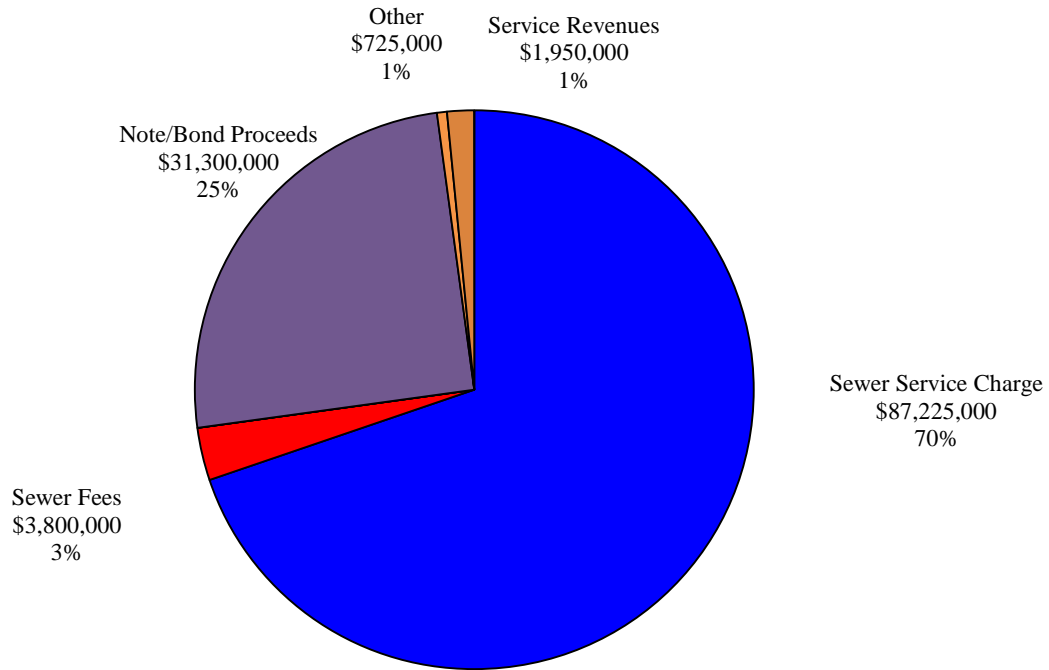
**CITY OF AKRON  
2016 OPERATING BUDGET  
GENERAL FUND - GROSS REVENUES  
TOTAL \$166,995,000**



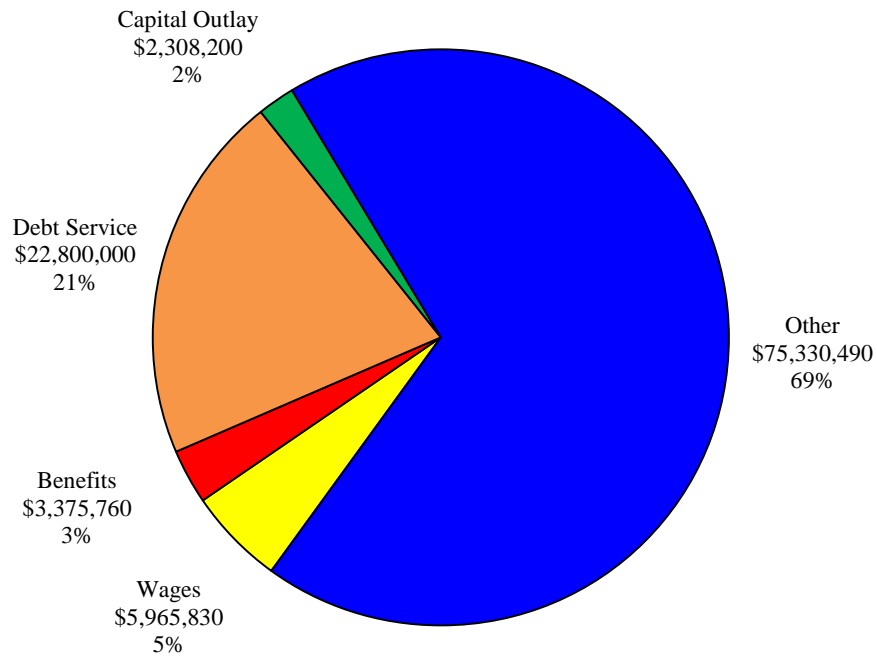
**CITY OF AKRON  
2016 OPERATING BUDGET  
GENERAL FUND - GROSS EXPENDITURES  
TOTAL \$166,783,720**



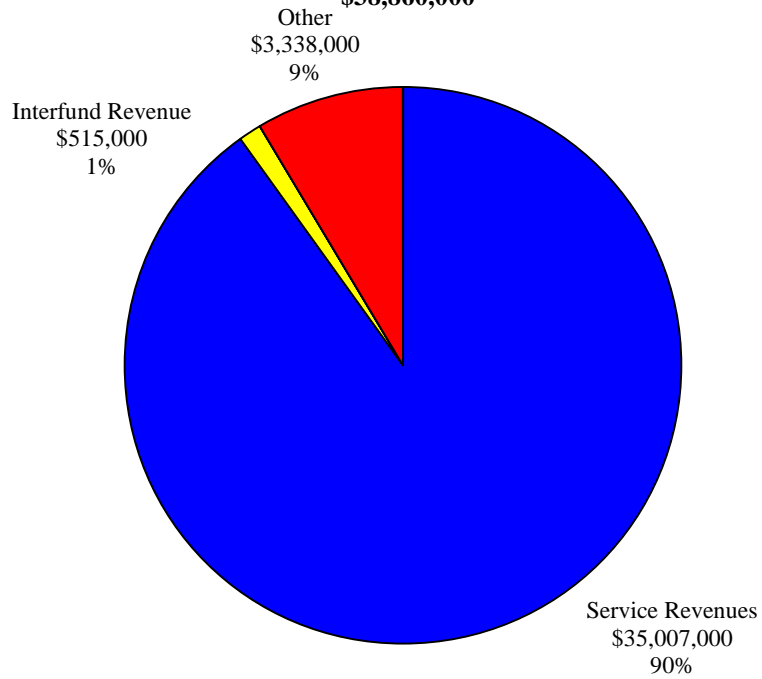
**CITY OF AKRON  
2016 OPERATING BUDGET  
SEWER FUND - GROSS REVENUES  
\$125,000,000**



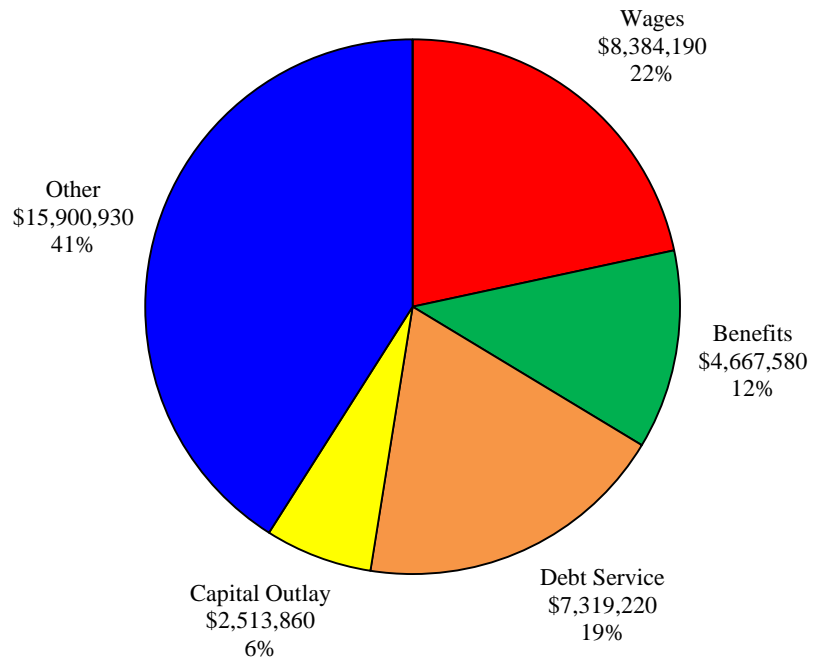
**CITY OF AKRON  
2016 OPERATING BUDGET  
SEWER FUND - GROSS EXPENDITURES  
TOTAL \$109,780,280**



**CITY OF AKRON  
2016 OPERATING BUDGET  
WATER FUND - GROSS REVENUES  
\$38,860,000**



**CITY OF AKRON  
2016 OPERATING BUDGET  
WATER FUND - GROSS EXPENDITURES  
TOTAL \$38,785,780**



**CITY OF AKRON, OHIO**  
**ANALYSIS OF 2016 BUDGETED GROSS REVENUES**  
**COMPARED TO ACTUAL 2013, 2014 AND 2015**  
**BY FUND AND SOURCE**

**By Fund Type:**

	<b>Actual 2013</b>	<b>Actual 2014</b>	<b>Actual 2015</b>	<b>Budgeted 2016</b>
General Fund	\$158,259,428	\$151,947,777	\$152,980,034	\$166,995,000
Special Revenue Fund	173,858,963	171,568,366	166,515,391	164,800,000
Debt Service Fund	1,187,776	1,181,282	1,172,901	1,160,000
Capital Projects Fund	28,217,747	25,085,856	13,490,151	24,565,000
Enterprise Fund	126,825,905	131,704,504	171,164,589	171,015,000
Internal Service Fund	52,681,897	59,296,981	54,349,534	54,573,310
Trust & Agency	116,847	24,375	74,884	63,500
<b>TOTAL</b>	<b>\$541,148,563</b>	<b>\$540,809,141</b>	<b>\$559,747,484</b>	<b>\$583,171,810</b>

**By Source:**

	<b>Actual 2013</b>	<b>Actual 2014</b>	<b>Actual 2015</b>	<b>Budgeted 2016</b>
Income Taxes	\$139,509,367	\$139,747,930	\$141,504,118	\$145,560,000
JEDD Revenues	17,196,786	18,510,831	18,516,739	19,265,000
Taxes & Assessments	54,176,029	56,276,897	56,750,949	56,675,000
Governmental Revenues	53,259,325	49,791,416	39,424,815	36,650,000
Service Revenues	129,515,632	143,079,222	163,801,286	170,556,000
Note & Bond Proceeds	53,183,696	42,493,518	59,992,157	67,150,000
Miscellaneous Revenues	38,306,210	30,291,023	23,613,688	32,578,000
Interfund Service Revenues	50,763,158	57,425,304	53,087,432	52,956,810
General Fund Subsidy	5,238,360	3,193,000	3,056,300	1,781,000
<b>TOTAL</b>	<b>\$541,148,563</b>	<b>\$540,809,141</b>	<b>\$559,747,484</b>	<b>\$583,171,810</b>

**CITY OF AKRON, OHIO**  
**ANALYSIS OF 2016 BUDGETED NET REVENUES**  
**COMPARED TO ACTUAL 2013, 2014 AND 2015**  
**BY FUND AND SOURCE**

**By Fund Type:**

	<b>Actual 2013</b>	<b>Actual 2014</b>	<b>Actual 2015</b>	<b>Budgeted 2016</b>
General Fund	\$158,259,428	\$151,947,777	\$152,980,034	\$166,995,000
Special Revenue Fund	169,108,963	168,841,366	164,346,391	163,800,000
Debt Service Fund	1,187,776	1,181,282	1,172,901	1,160,000
Capital Projects Fund	28,217,747	25,085,856	13,490,151	24,565,000
Enterprise Fund	125,843,916	130,691,789	169,586,281	169,684,000
Internal Service Fund	2,412,368	2,418,392	1,953,110	2,166,500
Trust & Agency	116,847	24,375	74,884	63,500
<b>TOTAL</b>	<b>\$485,147,045</b>	<b>\$480,190,837</b>	<b>\$503,603,752</b>	<b>\$528,434,000</b>

**By Source:**

	<b>Actual 2013</b>	<b>Actual 2014</b>	<b>Actual 2015</b>	<b>Budgeted 2016</b>
Income Taxes	\$139,509,367	\$139,747,930	\$141,504,118	\$145,560,000
JEDD Revenues	17,196,786	18,510,831	18,516,739	19,265,000
Taxes & Assessments	54,176,029	56,276,897	56,750,949	56,675,000
Governmental Revenues	53,259,325	49,791,416	39,424,815	36,650,000
Service Revenues	129,515,632	143,079,222	163,801,286	170,556,000
Note & Bond Proceeds	53,183,696	42,493,518	59,992,157	67,150,000
Miscellaneous Revenues	38,306,210	30,291,023	23,613,688	32,578,000
<b>TOTAL</b>	<b>\$485,147,045</b>	<b>\$480,190,837</b>	<b>\$503,603,752</b>	<b>\$528,434,000</b>

The difference between budgeted gross revenue and budgeted net revenues is the removal of internally generated revenue which includes items such as charges for services, transfers, and advances.

**CITY OF AKRON, OHIO**  
**ANALYSIS OF 2016 BUDGETED GROSS EXPENDITURES**  
**COMPARED TO ACTUAL 2013, 2014 AND 2015**  
**BY FUND SOURCE AND CATEGORY**

**By Funding Source:**

	<b><u>Actual 2013</u></b>	<b><u>Actual 2014</u></b>	<b><u>Actual 2015</u></b>	<b><u>Budget 2016</u></b>
General Fund	\$158,006,391	\$152,083,114	\$153,031,732	\$166,783,720
Special Revenue Fund	159,265,789	171,380,577	166,791,800	169,616,580
Debt Service Fund	1,426,387	1,522,551	1,266,086	1,160,130
Capital Projects Fund	20,444,363	26,789,817	16,738,305	26,693,300
Enterprise Fund	120,834,832	127,940,001	152,004,796	155,967,830
Internal Service Fund	51,640,045	57,563,145	56,333,257	55,197,840
Trust & Agency	38,622	46,670	79,232	97,500
GRAND TOTAL	<u>\$511,656,429</u>	<u>\$537,325,875</u>	<u>\$546,245,208</u>	<u>\$575,516,900</u>

**By Expenditure Category:**

	<b><u>Actual 2013</u></b>	<b><u>Actual 2014</u></b>	<b><u>Budget 2015</u></b>	<b><u>Budget 2016</u></b>
Wages and Benefits:				
Salaries and Wages	\$107,853,527	\$112,123,373	\$112,213,400	\$122,224,890
Employee Benefits	<u>56,613,496</u>	<u>66,216,104</u>	<u>63,336,058</u>	<u>63,055,670</u>
Total Wages & Benefits	<u>164,467,023</u>	<u>178,339,477</u>	<u>175,549,458</u>	<u>185,280,560</u>
Operations and Maintenance				
Discretionary	226,745,123	226,304,367	237,189,977	250,797,670
Non-Discretionary	<u>96,935,083</u>	<u>111,190,922</u>	<u>116,999,082</u>	<u>119,876,130</u>
Total Operations and Maintenance	<u>323,680,206</u>	<u>337,495,289</u>	<u>354,189,059</u>	<u>370,673,800</u>
Capital Outlay	<u>23,509,200</u>	<u>21,491,109</u>	<u>16,506,691</u>	<u>19,562,540</u>
Grand Total	<u>\$511,656,429</u>	<u>\$537,325,875</u>	<u>\$546,245,208</u>	<u>\$575,516,900</u>

**CITY OF AKRON, OHIO**  
**ANALYSIS OF 2016 BUDGETED NET EXPENDITURES**  
**COMPARED TO ACTUAL 2013, 2014 AND 2015**  
**BY FUND SOURCE AND CATEGORY**

**By Funding Source:**

	<b><u>Actual 2013</u></b>	<b><u>Actual 2014</u></b>	<b><u>Actual 2015</u></b>	<b><u>Budget 2016</u></b>
General Fund	\$141,160,056	\$141,385,388	\$143,114,326	\$155,994,810
Special Revenue Fund	150,886,418	162,360,687	159,990,576	162,644,620
Debt Service Fund	1,418,670	1,514,404	1,253,832	1,154,880
Capital Projects Fund	17,392,798	22,399,691	14,510,194	24,544,470
Enterprise Fund	111,252,141	117,485,032	137,678,692	143,321,040
Internal Service Fund	0	0	0	0
Trust & Agency	37,159	46,152	77,899	96,500
GRAND TOTAL	<b><u>\$422,147,242</u></b>	<b><u>\$445,191,354</u></b>	<b><u>\$456,625,519</u></b>	<b><u>\$487,756,320</u></b>

**By Expenditure Category:**

	<b><u>Actual 2013</u></b>	<b><u>Actual 2014</u></b>	<b><u>Actual 2015</u></b>	<b><u>Budget 2016</u></b>
Wages and Benefits:				
Salaries and Wages	\$102,496,312	\$107,296,042	\$107,183,915	\$116,262,810
Employee Benefits	54,010,955	63,401,004	60,892,821	60,228,400
Total Wages & Benefits	<b><u>156,507,267</u></b>	<b><u>170,697,046</u></b>	<b><u>168,076,736</u></b>	<b><u>176,491,210</u></b>
Operations and Maintenance				
Discretionary	147,563,582	144,798,412	157,363,537	173,182,590
Non-Discretionary	94,567,193	108,374,835	114,678,555	118,571,980
Total Operations and Maintenance	<b><u>242,130,775</u></b>	<b><u>253,173,247</u></b>	<b><u>272,042,092</u></b>	<b><u>291,754,570</u></b>
Capital Outlay	<b><u>23,509,200</u></b>	<b><u>21,321,061</u></b>	<b><u>16,506,691</u></b>	<b><u>19,510,540</u></b>
Grand Total	<b><u>\$422,147,242</u></b>	<b><u>\$445,191,354</u></b>	<b><u>\$456,625,519</u></b>	<b><u>\$487,756,320</u></b>

The difference between budgeted gross expenditures and budgeted net expenditures is the removal of internal expenditures relating to services provided by City divisions such as Motor Equipment, Engineering, and Information Technology.



## **SUMMARY OF FUNDS**

The following pages contain financial information on the City's funds. The City of Akron's accounting system is made up of a series of seven fund types. Within these funds are multiple individual funds. The City's fund types and funds correspond to the Governmental Accounting Standards Board fund types and funds. The funds fall into two categories—operating and non-operating (Page 25). The ordinance printed in the front of this document in the introductory section is the action of the legislative body to control the level of expenditures. As a rule of thumb, the operating funds are those that either: (a) receive local tax dollars; (b) have personnel costs included; or (c) are mandated to be appropriated by state law. The non-operating funds are primarily related to capital projects. In order to change the expenditure pattern from that authorized by ordinance, City Council must pass a revised appropriation. This occurs three or four times annually.

The City's budget process is a modified cash basis. Encumbrances outstanding at year-end are carried over into the following year as both an addition to the budget and an encumbrance of the budget along with the appropriation of the current year. For the purpose of monitoring the budget, encumbrances are considered the same as expenditures in determining the balance available for future expenditure.

The City tracks expenses at the line item account; however, appropriation control is at the following categories: account type; i.e., wages/benefits, other operations and maintenance, and capital outlay.

### COMPARATIVE STATEMENT OF TRANSACTIONS AND BALANCES

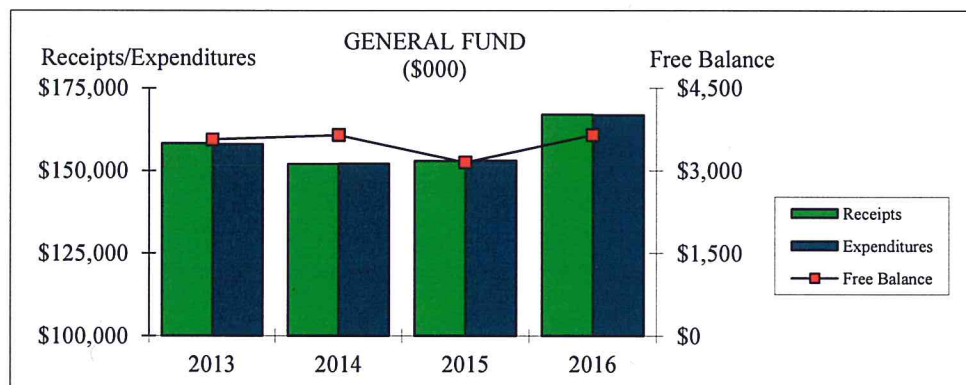
<b>GENERAL FUND (1000)</b>	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGETED 2016</b>
Cash Balance January 1	\$ 5,121,662	\$ 5,374,699	\$ 5,239,362	\$ 5,187,664
Receipts - 01/01-12/31	158,259,428	151,947,777	152,980,034	166,995,000
Available Resources	\$ 163,381,090	\$ 157,322,476	\$ 158,219,396	\$ 172,182,664
Less: Expenditures - 01/01-12/31	158,006,391	152,083,114	153,031,732	166,783,720
Cash on Hand as of December 31	\$ 5,374,699	\$ 5,239,362	\$ 5,187,664	\$ 5,398,944
Less: End-of-Year Encumbrances	1,809,776	1,593,954	2,037,639	1,750,000
Unencumbered Balance as of December 31	\$ 3,564,923	\$ 3,645,408	\$ 3,150,025	\$ 3,648,944

### COMPARATIVE SUMMARY OF RECEIPTS

<b>SOURCE</b>	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGETED 2016</b>
Income Taxes	\$ 86,140,944	\$ 87,913,900	\$ 88,972,400	\$ 90,770,000
Property Taxes	17,147,361	16,810,051	16,661,431	16,750,000
JEDD Revenues	4,107,500	4,074,900	1,861,400	3,000,000
Inheritance	4,855,477	655,451	427,551	-
Local Government	6,640,387	6,500,339	6,857,604	6,850,000
Ohio Casino Revenue	3,059,893	3,252,129	3,141,607	3,125,000
Service Revenues	23,942,996	23,585,341	28,453,844	29,750,000
Miscellaneous Revenues	12,364,870	9,155,666	6,604,197	16,750,000
<b>TOTAL RECEIPTS</b>	<b>\$ 158,259,428</b>	<b>\$ 151,947,777</b>	<b>\$ 152,980,034</b>	<b>\$ 166,995,000</b>

### COMPARATIVE STATEMENT OF EXPENDITURES

<b>USE</b>	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGETED 2016</b>
Wages and Benefits	\$ 102,588,699	\$ 107,774,045	\$ 109,765,472	\$ 120,668,400
Other Operations & Maintenance	49,180,024	44,273,797	42,942,658	46,115,320
Capital Outlay	6,237,668	35,272	323,602	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 158,006,391</b>	<b>\$ 152,083,114</b>	<b>\$ 153,031,732</b>	<b>\$ 166,783,720</b>



### COMPARATIVE STATEMENT OF TRANSACTIONS AND BALANCES

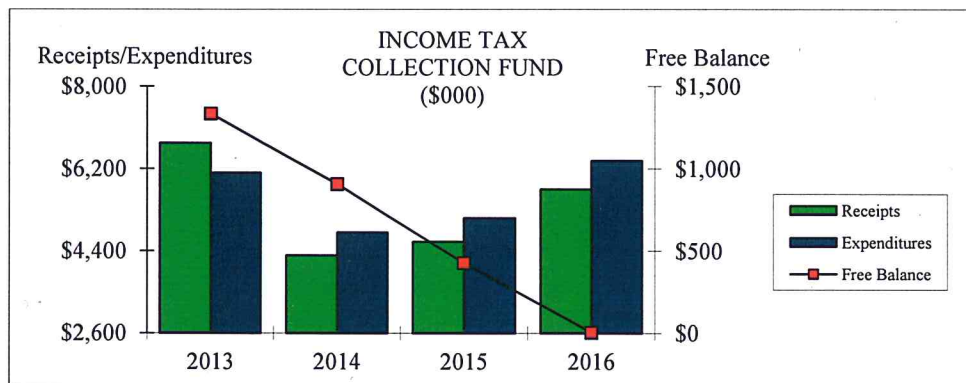
<b>INCOME TAX COLLECTION FUND (2000)</b>	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGETED 2016</b>
Cash Balance January 1	\$ 1,130,068	\$ 1,776,255	\$ 1,271,934	\$ 751,808
Receipts - 01/01-12/31	6,757,870	4,302,467	4,604,669	5,750,000
Available Resources	\$ 7,887,938	\$ 6,078,722	\$ 5,876,603	\$ 6,501,808
Less: Expenditures - 01/01-12/31	6,111,683	4,806,788	5,124,795	6,376,920
Cash on Hand as of December 31	\$ 1,776,255	\$ 1,271,934	\$ 751,808	\$ 124,888
Less: End-of-Year Encumbrances	443,172	366,145	325,732	120,000
Unencumbered Balance as of December 31	\$ 1,333,083	\$ 905,789	\$ 426,076	\$ 4,888

### COMPARATIVE SUMMARY OF RECEIPTS

<b>SOURCE</b>	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGETED 2016</b>
Income Taxes	\$ 6,577,233	\$ 4,119,845	\$ 4,417,905	\$ 5,525,000
Miscellaneous Revenues	180,637	182,622	186,764	225,000
<b>TOTAL RECEIPTS</b>	<b>\$ 6,757,870</b>	<b>\$ 4,302,467</b>	<b>\$ 4,604,669</b>	<b>\$ 5,750,000</b>

### COMPARATIVE STATEMENT OF EXPENDITURES

<b>USE</b>	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGETED 2016</b>
Wages and Benefits	\$ 1,655,891	\$ 1,661,028	\$ 1,571,784	\$ 1,709,650
Other Operations & Maintenance	4,320,792	3,145,760	3,553,011	4,409,270
Capital Outlay	135,000	-	-	258,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 6,111,683</b>	<b>\$ 4,806,788</b>	<b>\$ 5,124,795</b>	<b>\$ 6,376,920</b>



## COMPARATIVE STATEMENT OF TRANSACTIONS AND BALANCES

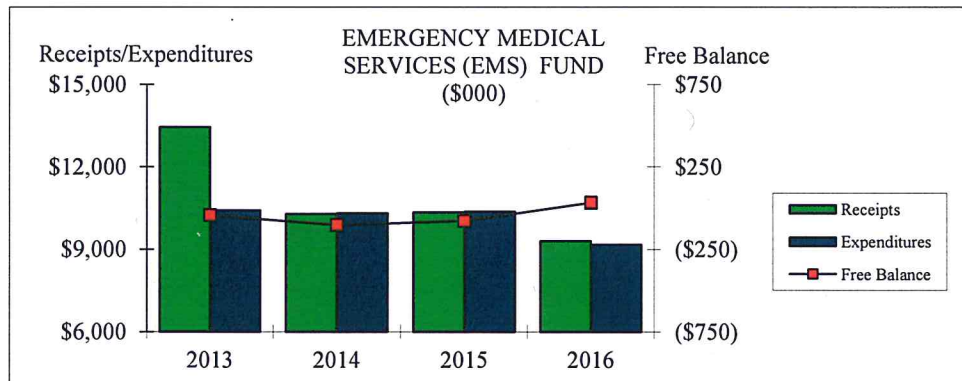
EMERGENCY MEDICAL SERVICES (EMS) FUND (2005)	ACTUAL 2013	ACTUAL 2014	ACTUAL 2015	BUDGETED 2016
Cash Balance January 1	\$ (2,987,034)	\$ 36,678	\$ 20,618	\$ 3,487
Receipts - 01/01-12/31	13,446,693	10,295,501	10,354,539	9,300,000
Available Resources	\$ 10,459,659	\$ 10,332,179	\$ 10,375,157	\$ 9,303,487
Less: Expenditures - 01/01-12/31	10,422,981	10,311,561	10,371,670	9,170,160
Cash on Hand as of December 31	\$ 36,678	\$ 20,618	\$ 3,487	\$ 133,327
Less: End-of-Year Encumbrances	79,124	123,424	81,091	100,000
Unencumbered Balance as of December 31	\$ (42,446)	\$ (102,806)	\$ (77,604)	\$ 33,327

## COMPARATIVE SUMMARY OF RECEIPTS

SOURCE	ACTUAL 2013	ACTUAL 2014	ACTUAL 2015	BUDGETED 2016
Property Taxes	\$ 7,340,701	\$ 7,263,602	\$ 7,198,270	\$ 7,215,000
Transport Billing	1,802,363	1,817,158	1,971,623	2,075,000
General Fund Subsidy	4,225,000	1,150,000	1,175,000	-
Other Revenue	78,629	64,741	9,646	10,000
<b>TOTAL RECEIPTS</b>	<b>\$ 13,446,693</b>	<b>\$ 10,295,501</b>	<b>\$ 10,354,539</b>	<b>\$ 9,300,000</b>

## COMPARATIVE STATEMENT OF EXPENDITURES

USE	ACTUAL 2013	ACTUAL 2014	ACTUAL 2015	BUDGETED 2016
Wages and Benefits	\$ 9,124,990	\$ 9,131,695	\$ 9,183,499	\$ 8,053,710
Other Operations & Maintenance	1,297,991	1,179,866	1,188,171	1,116,450
Capital Outlay	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 10,422,981</b>	<b>\$ 10,311,561</b>	<b>\$ 10,371,670</b>	<b>\$ 9,170,160</b>





### COMPARATIVE STATEMENT OF TRANSACTIONS AND BALANCES

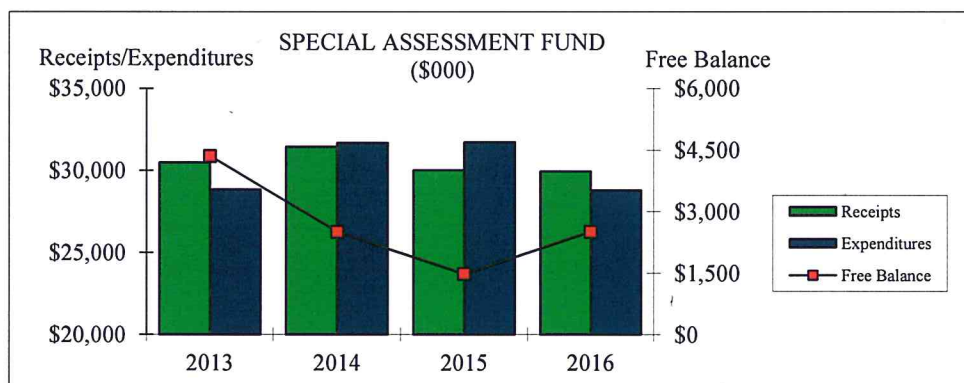
<b>SPECIAL ASSESSMENT FUND (2010)</b>	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGETED 2016</b>
Cash Balance January 1	\$ 3,773,479	\$ 5,419,776	\$ 5,193,580	\$ 3,490,325
Receipts - 01/01-12/31	30,506,665	31,463,750	30,034,767	29,945,000
Available Resources	\$ 34,280,144	\$ 36,883,526	\$ 35,228,347	\$ 33,435,325
Less: Expenditures - 01/01-12/31	28,860,368	31,689,946	31,738,022	28,800,990
Cash on Hand as of December 31	\$ 5,419,776	\$ 5,193,580	\$ 3,490,325	\$ 4,634,335
Less: End-of-Year Encumbrances	1,065,169	2,681,990	2,009,733	2,125,000
Unencumbered Balance as of December 31	\$ 4,354,607	\$ 2,511,590	\$ 1,480,592	\$ 2,509,335

### COMPARATIVE SUMMARY OF RECEIPTS

<b>SOURCE</b>	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGETED 2016</b>
Special Assessments	\$ 16,394,373	\$ 18,152,323	\$ 16,831,348	\$ 16,750,000
Note/Bond Proceeds	12,966,750	13,000,000	13,000,000	13,000,000
Service Revenues	138,324	107,163	70,235	70,000
Miscellaneous Revenues	1,007,218	204,264	133,184	125,000
<b>TOTAL RECEIPTS</b>	<b>\$ 30,506,665</b>	<b>\$ 31,463,750</b>	<b>\$ 30,034,767</b>	<b>\$ 29,945,000</b>

### COMPARATIVE STATEMENT OF EXPENDITURES

<b>USE</b>	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGETED 2016</b>
Wages and Benefits	\$ 3,983,933	\$ 5,705,422	\$ 5,716,204	\$ 5,216,240
Other Operations & Maintenance	24,204,293	25,659,552	25,137,960	23,584,750
Capital Outlay	672,142	324,972	883,858	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 28,860,368</b>	<b>\$ 31,689,946</b>	<b>\$ 31,738,022</b>	<b>\$ 28,800,990</b>



### COMPARATIVE STATEMENT OF TRANSACTIONS AND BALANCES

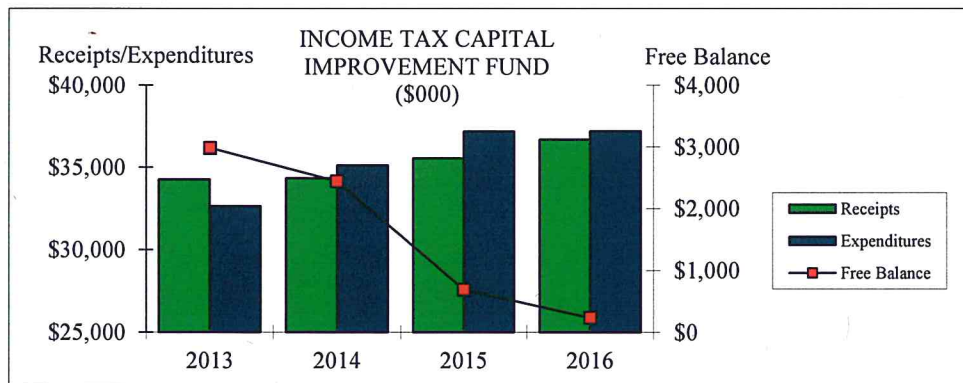
<b>INCOME TAX CAPITAL IMPROVEMENT FUND (2025)</b>	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGETED 2016</b>
Cash Balance January 1	\$ 2,264,376	\$ 3,881,363	\$ 3,093,151	\$ 1,461,230
Receipts - 01/01-12/31	34,270,035	34,339,892	35,559,741	36,700,000
Available Resources	\$ 36,534,411	\$ 38,221,255	\$ 38,652,892	\$ 38,161,230
Less: Expenditures - 01/01-12/31	32,653,048	35,128,104	37,191,662	37,198,250
Cash on Hand as of December 31	\$ 3,881,363	\$ 3,093,151	\$ 1,461,230	\$ 962,980
Less: End-of-Year Encumbrances	897,642	651,170	770,138	725,000
Unencumbered Balance as of December 31	\$ 2,983,721	\$ 2,441,981	\$ 691,092	\$ 237,980

### COMPARATIVE SUMMARY OF RECEIPTS

<b>SOURCE</b>	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGETED 2016</b>
Income Taxes	\$ 30,038,928	\$ 29,509,488	\$ 32,081,810	\$ 32,700,000
JEDD Revenues	2,342,500	2,125,100	688,600	700,000
Governmental Revenues	661,713	758,660	268,433	250,000
Gasoline Tax	21,577	16,930	9,156	10,000
Note/Bond Proceeds	224,490	1,000,000	1,625,100	2,100,000
Miscellaneous Revenues	980,827	929,714	886,642	940,000
<b>TOTAL RECEIPTS</b>	<b>\$ 34,270,035</b>	<b>\$ 34,339,892</b>	<b>\$ 35,559,741</b>	<b>\$ 36,700,000</b>

### COMPARATIVE STATEMENT OF EXPENDITURES

<b>USE</b>	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGETED 2016</b>
Wages and Benefits	\$ 593,008	\$ 710,062	\$ 560,510	\$ 639,570
Other Operations & Maintenance	31,293,473	32,905,827	35,594,560	34,758,680
Capital Outlay	766,567	1,512,215	1,036,592	1,800,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 32,653,048</b>	<b>\$ 35,128,104</b>	<b>\$ 37,191,662</b>	<b>\$ 37,198,250</b>



## COMPARATIVE STATEMENT OF TRANSACTIONS AND BALANCES

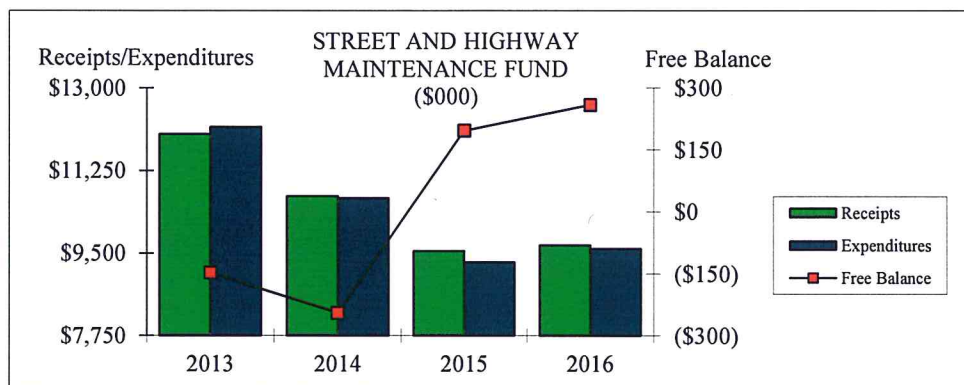
<b>STREET AND HIGHWAY MAINTENANCE FUND (2030)</b>	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGETED 2016</b>
Cash Balance January 1	\$ 156,515	\$ 5,392	\$ 48,071	\$ 286,468
Receipts - 01/01-12/31	12,023,211	10,705,268	9,545,712	9,665,000
Available Resources	\$ 12,179,726	\$ 10,710,660	\$ 9,593,783	\$ 9,951,468
Less: Expenditures - 01/01-12/31	12,174,334	10,662,589	9,307,315	9,592,780
Cash on Hand as of December 31	\$ 5,392	\$ 48,071	\$ 286,468	\$ 358,688
Less: End-of-Year Encumbrances	153,036	292,732	90,085	100,000
Unencumbered Balance as of December 31	\$ (147,644)	\$ (244,661)	\$ 196,383	\$ 258,688

## COMPARATIVE SUMMARY OF RECEIPTS

<b>SOURCE</b>	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGETED 2016</b>
Gasoline Tax	\$ 5,072,018	\$ 5,142,766	\$ 5,196,851	\$ 5,215,000
Motor Vehicle License Tax	3,250,271	3,177,503	2,367,834	2,450,000
General Fund Subsidy	525,000	-	-	-
Service Revenues	112,768	269,765	174,128	175,000
State of Ohio Reimbursement	1,470,985	1,929,474	1,631,130	1,650,000
Miscellaneous Revenues	1,592,169	185,760	175,769	175,000
<b>TOTAL RECEIPTS</b>	<b>\$ 12,023,211</b>	<b>\$ 10,705,268</b>	<b>\$ 9,545,712</b>	<b>\$ 9,665,000</b>

## COMPARATIVE STATEMENT OF EXPENDITURES

<b>USE</b>	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGETED 2016</b>
Wages and Benefits	\$ 5,891,663	\$ 6,314,962	\$ 6,035,841	\$ 6,550,540
Other Operations & Maintenance	4,935,026	4,347,627	3,271,474	3,042,240
Capital Outlay	1,347,645	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 12,174,334</b>	<b>\$ 10,662,589</b>	<b>\$ 9,307,315</b>	<b>\$ 9,592,780</b>





## COMPARATIVE STATEMENT OF TRANSACTIONS AND BALANCES

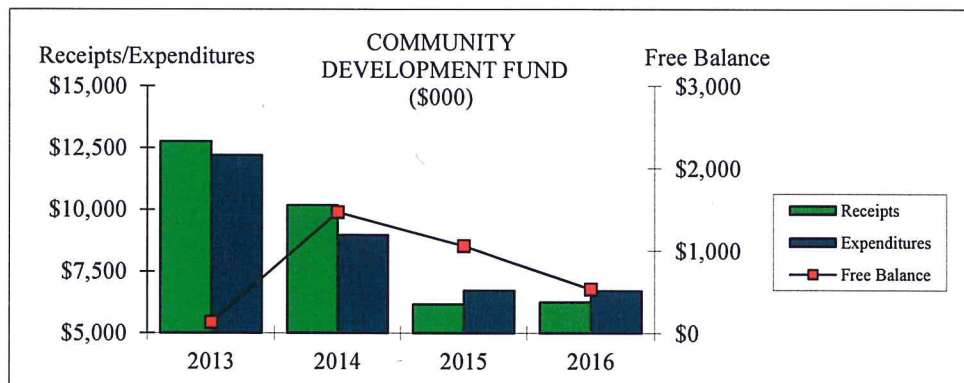
COMMUNITY DEVELOPMENT FUND (2080)	ACTUAL 2013	ACTUAL 2014	ACTUAL 2015	BUDGETED 2016
Cash Balance January 1	\$ 59,334	\$ 625,860	\$ 1,821,966	\$ 1,261,286
Receipts - 01/01-12/31	12,766,171	10,174,499	6,166,803	6,260,000
Available Resources	\$ 12,825,505	\$ 10,800,359	\$ 7,988,769	\$ 7,521,286
Less: Expenditures - 01/01-12/31	12,199,645	8,978,393	6,727,483	6,713,440
Cash on Hand as of December 31	\$ 625,860	\$ 1,821,966	\$ 1,261,286	\$ 807,846
Less: End-of-Year Encumbrances	493,808	352,285	200,946	275,000
Unencumbered Balance as of December 31	\$ 132,052	\$ 1,469,681	\$ 1,060,340	\$ 532,846

## COMPARATIVE SUMMARY OF RECEIPTS

SOURCE	ACTUAL 2013	ACTUAL 2014	ACTUAL 2015	BUDGETED 2016
Governmental Revenues	\$ 11,173,452	\$ 8,899,158	\$ 5,437,084	\$ 5,525,000
Service Revenues	331,072	46,354	27,652	30,000
Miscellaneous Revenues	1,261,647	1,228,987	702,067	705,000
<b>TOTAL RECEIPTS</b>	<b>\$ 12,766,171</b>	<b>\$ 10,174,499</b>	<b>\$ 6,166,803</b>	<b>\$ 6,260,000</b>

## COMPARATIVE STATEMENT OF EXPENDITURES

USE	ACTUAL 2013	ACTUAL 2014	ACTUAL 2015	BUDGETED 2016
Wages and Benefits	\$ 1,868,053	\$ 1,859,720	\$ 1,807,160	\$ 1,738,350
Other Operations & Maintenance	10,331,592	7,118,673	4,913,538	4,949,090
Capital Outlay	-	-	6,785	26,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 12,199,645</b>	<b>\$ 8,978,393</b>	<b>\$ 6,727,483</b>	<b>\$ 6,713,440</b>





## COMPARATIVE STATEMENT OF TRANSACTIONS AND BALANCES

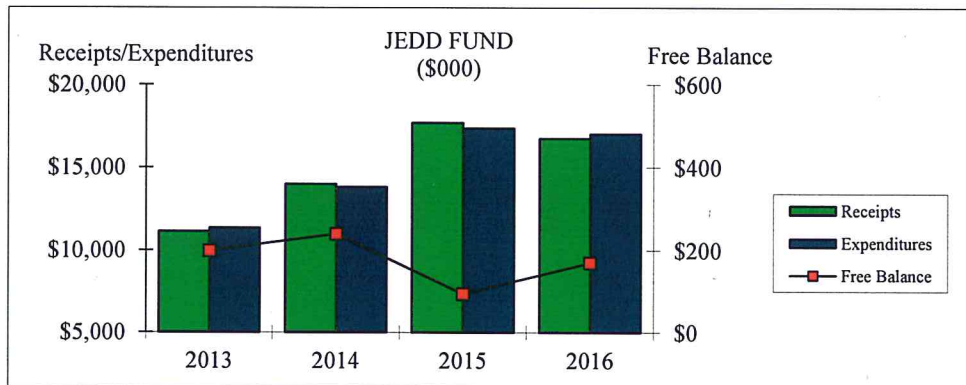
<b>JEDD FUND (2240)</b>	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGETED 2016</b>
Cash Balance January 1	\$ 503,910	\$ 285,554	\$ 473,352	\$ 805,326
Receipts - 01/01-12/31	11,129,528	13,994,317	17,701,855	16,750,000
Available Resources	\$ 11,633,438	\$ 14,279,871	\$ 18,175,207	\$ 17,555,326
Less: Expenditures - 01/01-12/31	11,347,884	13,806,519	17,369,881	17,010,770
Cash on Hand as of December 31	\$ 285,554	\$ 473,352	\$ 805,326	\$ 544,556
Less: End-of-Year Encumbrances	86,874	233,929	711,320	375,000
Unencumbered Balance as of December 31	\$ 198,680	\$ 239,423	\$ 94,006	\$ 169,556

## COMPARATIVE SUMMARY OF RECEIPTS

<b>SOURCE</b>	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGETED 2016</b>
JEDD Revenues	\$ 10,396,786	\$ 12,210,831	\$ 15,516,739	\$ 15,075,000
Service Revenues	448,620	953,736	851,278	850,000
Miscellaneous Revenues	284,122	829,750	1,333,838	825,000
<b>TOTAL RECEIPTS</b>	<b>\$ 11,129,528</b>	<b>\$ 13,994,317</b>	<b>\$ 17,701,855</b>	<b>\$ 16,750,000</b>

## COMPARATIVE STATEMENT OF EXPENDITURES

<b>USE</b>	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGETED 2016</b>
Wages and Benefits	\$ 220,066	\$ 293,610	\$ 440,370	\$ 444,190
Other Operations & Maintenance	11,127,818	13,512,909	16,666,511	16,566,580
Capital Outlay	-	-	263,000	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 11,347,884</b>	<b>\$ 13,806,519</b>	<b>\$ 17,369,881</b>	<b>\$ 17,010,770</b>



## COMPARATIVE STATEMENT OF TRANSACTIONS AND BALANCES

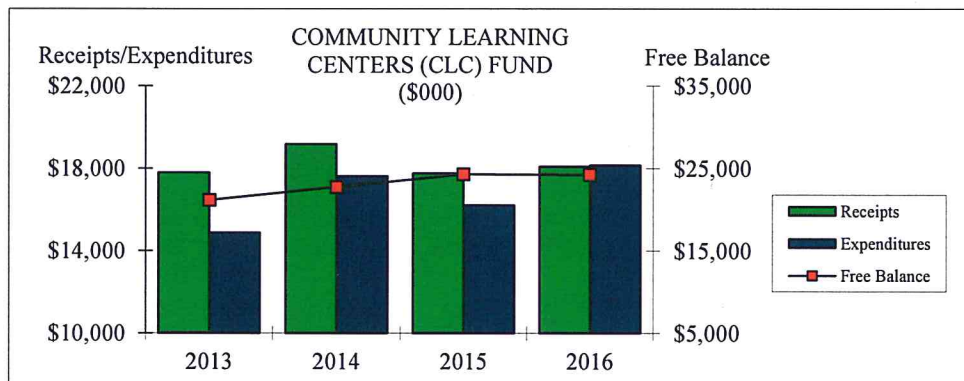
COMMUNITY LEARNING CENTERS (CLC) FUND (2355)	ACTUAL 2013	ACTUAL 2014	ACTUAL 2015	BUDGETED 2016
Cash Balance January 1	\$ 18,299,149	\$ 21,207,313	\$ 22,755,202	\$ 24,308,901
Receipts - 01/01-12/31	17,800,255	19,187,701	17,776,882	18,100,000
Available Resources	\$ 36,099,404	\$ 40,395,014	\$ 40,532,084	\$ 42,408,901
Less: Expenditures - 01/01-12/31	14,892,091	17,639,812	16,223,183	18,161,250
Cash on Hand as of December 31	\$ 21,207,313	\$ 22,755,202	\$ 24,308,901	\$ 24,247,651
Less: End-of-Year Encumbrances	34,127	-	-	-
Unencumbered Balance as of December 31	\$ 21,173,186	\$ 22,755,202	\$ 24,308,901	\$ 24,247,651

## COMPARATIVE SUMMARY OF RECEIPTS

SOURCE	ACTUAL 2013	ACTUAL 2014	ACTUAL 2015	BUDGETED 2016
Income Taxes	\$ 14,923,090	\$ 15,198,084	\$ 15,206,213	\$ 15,510,000
Governmental Revenues	993,841	1,001,399	1,003,559	1,015,000
Miscellaneous Revenues	1,883,324	2,988,218	1,567,110	1,575,000
<b>TOTAL RECEIPTS</b>	<b>\$ 17,800,255</b>	<b>\$ 19,187,701</b>	<b>\$ 17,776,882</b>	<b>\$ 18,100,000</b>

## COMPARATIVE STATEMENT OF EXPENDITURES

USE	ACTUAL 2013	ACTUAL 2014	ACTUAL 2015	BUDGETED 2016
Wages and Benefits	\$ -	\$ -	\$ -	\$ -
Other Operations & Maintenance	14,892,091	17,639,812	16,223,183	18,161,250
Capital Outlay	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 14,892,091</b>	<b>\$ 17,639,812</b>	<b>\$ 16,223,183</b>	<b>\$ 18,161,250</b>



## COMPARATIVE STATEMENT OF TRANSACTIONS AND BALANCES

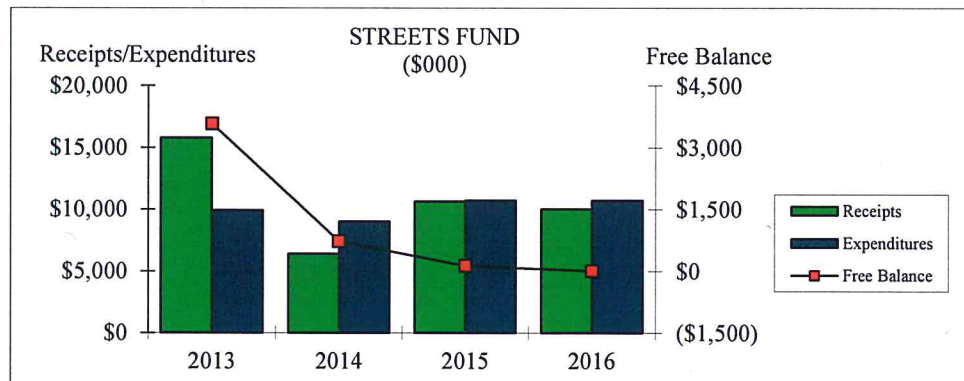
<b>STREETS FUND (4060)</b>	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGETED 2016</b>
Cash Balance January 1	\$ (1,963,154)	\$ 3,897,445	\$ 1,297,237	\$ 1,223,722
Receipts - 01/01-12/31	15,800,020	6,417,430	10,660,936	10,035,000
Available Resources	\$ 13,836,866	\$ 10,314,875	\$ 11,958,173	\$ 11,258,722
Less: Expenditures - 01/01-12/31	9,939,421	9,017,638	10,734,451	10,727,200
Cash on Hand as of December 31	\$ 3,897,445	\$ 1,297,237	\$ 1,223,722	\$ 531,522
Less: End-of-Year Encumbrances	318,903	570,704	1,093,790	525,000
Unencumbered Balance as of December 31	\$ 3,578,542	\$ 726,533	\$ 129,932	\$ 6,522

## COMPARATIVE SUMMARY OF RECEIPTS

<b>SOURCE</b>	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGETED 2016</b>
Income Taxes	\$ 1,361,754	\$ 422,222	\$ 22,234	\$ 250,000
Taxes and Assessments	303,563	324,501	384,412	395,000
Governmental Revenues	1,041,540	1,197,514	590,699	640,000
Note/Bond Proceeds	10,645,030	3,752,588	9,409,248	8,500,000
Miscellaneous Revenues	2,448,133	720,605	254,343	250,000
<b>TOTAL RECEIPTS</b>	<b>\$ 15,800,020</b>	<b>\$ 6,417,430</b>	<b>\$ 10,660,936</b>	<b>\$ 10,035,000</b>

## COMPARATIVE STATEMENT OF EXPENDITURES

<b>USE</b>	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGETED 2016</b>
Wages and Benefits	\$ 167,392	\$ 193,849	\$ 190,691	\$ 183,550
Other Operations & Maintenance	2,612,331	2,781,570	3,154,976	3,154,840
Capital Outlay	7,159,698	6,042,219	7,388,784	7,388,810
<b>TOTAL EXPENDITURES</b>	<b>\$ 9,939,421</b>	<b>\$ 9,017,638</b>	<b>\$ 10,734,451</b>	<b>\$ 10,727,200</b>





### COMPARATIVE STATEMENT OF TRANSACTIONS AND BALANCES

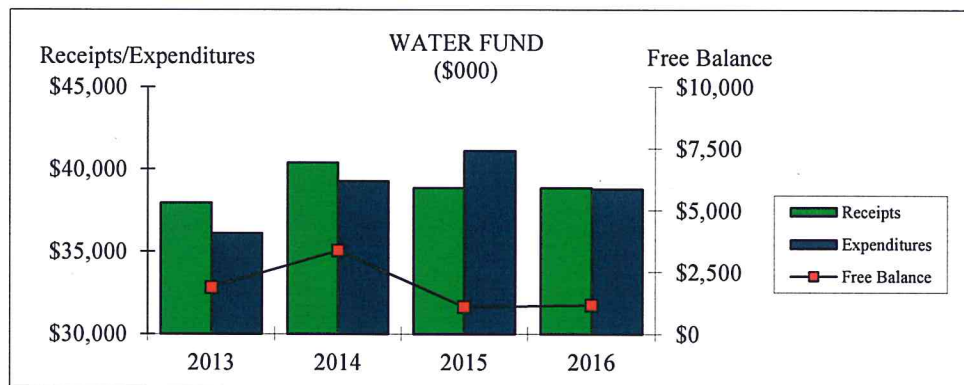
<b>WATER FUND (5000)</b>	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGETED 2016</b>
Cash Balance January 1	\$ 6,145,073	\$ 7,996,034	\$ 9,114,151	\$ 6,859,731
Receipts - 01/01-12/31	37,948,510	40,394,264	38,857,583	38,860,000
Available Resources	\$ 44,093,583	\$ 48,390,298	\$ 47,971,734	\$ 45,719,731
Less: Expenditures - 01/01-12/31	36,097,549	39,276,147	41,112,003	38,785,780
Cash on Hand as of December 31	\$ 7,996,034	\$ 9,114,151	\$ 6,859,731	\$ 6,933,951
Less: End-of-Year Encumbrances	6,116,133	5,754,928	5,769,737	5,775,000
Unencumbered Balance as of December 31	\$ 1,879,901	\$ 3,359,223	\$ 1,089,994	\$ 1,158,951

### COMPARATIVE SUMMARY OF RECEIPTS

<b>SOURCE</b>	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGETED 2016</b>
Water Utility Fee	\$ 33,239,875	\$ 33,653,786	\$ 33,401,939	\$ 34,070,000
Service Revenues	341,466	689,899	893,242	937,000
Note/Bond Proceeds	508,290	2,534,961	128,107	-
Other	3,242,594	2,990,330	3,774,412	3,338,000
Interfund Services	616,285	525,288	659,883	515,000
<b>TOTAL RECEIPTS</b>	<b>\$ 37,948,510</b>	<b>\$ 40,394,264</b>	<b>\$ 38,857,583</b>	<b>\$ 38,860,000</b>

### COMPARATIVE STATEMENT OF EXPENDITURES

<b>USE</b>	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGETED 2016</b>
Wages and Benefits	\$ 11,635,091	\$ 12,550,202	\$ 13,001,103	\$ 13,051,770
Other Operations & Maintenance	22,691,007	23,476,851	25,816,190	23,220,150
Capital Outlay	1,771,451	3,249,094	2,294,710	2,513,860
<b>TOTAL EXPENDITURES</b>	<b>\$ 36,097,549</b>	<b>\$ 39,276,147</b>	<b>\$ 41,112,003</b>	<b>\$ 38,785,780</b>



## COMPARATIVE STATEMENT OF TRANSACTIONS AND BALANCES

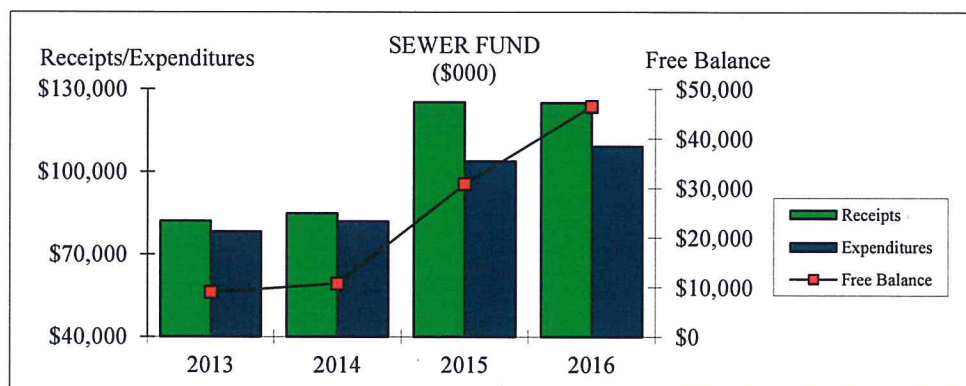
<b>SEWER FUND (5005)</b>	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGETED 2016</b>
Cash Balance January 1	\$ 6,447,811	\$ 10,245,832	\$ 13,100,618	\$ 34,508,755
Receipts - 01/01-12/31	82,048,204	84,884,196	125,245,237	125,000,000
Available Resources	\$ 88,496,015	\$ 95,130,028	\$ 138,345,855	\$ 159,508,755
Less: Expenditures - 01/01-12/31	78,250,183	82,029,410	103,837,100	109,780,280
Cash on Hand as of December 31	\$ 10,245,832	\$ 13,100,618	\$ 34,508,755	\$ 49,728,475
Less: End-of-Year Encumbrances	1,295,527	2,374,724	3,674,221	3,250,000
Unencumbered Balance as of December 31	\$ 8,950,305	\$ 10,725,894	\$ 30,834,534	\$ 46,478,475

## COMPARATIVE SUMMARY OF RECEIPTS

<b>SOURCE</b>	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGETED 2016</b>
Sewer Service Charge	\$ 50,016,311	\$ 60,981,990	\$ 83,038,746	\$ 87,190,000
Fees (Out of Town)	8,596,467	8,811,583	3,814,872	3,800,000
Governmental Revenues	-	-	2,954	-
Service Revenues	455,935	2,306,144	1,888,948	1,950,000
Note/Bond Proceeds	22,604,444	11,939,369	35,760,480	31,300,000
Other	347,703	823,683	708,112	725,000
Interfund Services	27,344	21,427	31,125	35,000
<b>TOTAL RECEIPTS</b>	<b>\$ 82,048,204</b>	<b>\$ 84,884,196</b>	<b>\$ 125,245,237</b>	<b>\$ 125,000,000</b>

## COMPARATIVE STATEMENT OF EXPENDITURES

<b>USE</b>	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGETED 2016</b>
Wages and Benefits	\$ 7,883,079	\$ 8,377,054	\$ 8,421,053	\$ 9,341,590
Other Operations & Maintenance	69,327,133	69,183,805	93,621,383	98,130,490
Capital Outlay	1,039,971	4,468,551	1,794,664	2,308,200
<b>TOTAL EXPENDITURES</b>	<b>\$ 78,250,183</b>	<b>\$ 82,029,410</b>	<b>\$ 103,837,100</b>	<b>\$ 109,780,280</b>



## COMPARATIVE STATEMENT OF TRANSACTIONS AND BALANCES

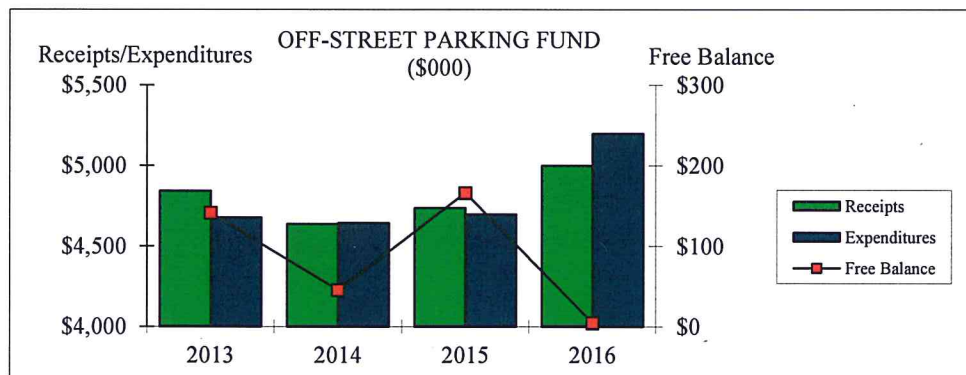
	ACTUAL 2013	ACTUAL 2014	ACTUAL 2015	BUDGETED 2016
<b>OFF-STREET PARKING FUND (5030)</b>				
Cash Balance January 1	\$ 17,611	\$ 182,161	\$ 177,346	\$ 216,519
Receipts - 01/01-12/31	4,841,301	4,637,748	4,736,003	5,000,000
Available Resources	\$ 4,858,912	\$ 4,819,909	\$ 4,913,349	\$ 5,216,519
Less: Expenditures - 01/01-12/31	4,676,751	4,642,563	4,696,830	5,196,950
Cash on Hand as of December 31	\$ 182,161	\$ 177,346	\$ 216,519	\$ 19,569
Less: End-of-Year Encumbrances	41,151	132,073	50,640	15,000
Unencumbered Balance as of December 31	\$ 141,010	\$ 45,273	\$ 165,879	\$ 4,569

## COMPARATIVE SUMMARY OF RECEIPTS

SOURCE	ACTUAL 2013	ACTUAL 2014	ACTUAL 2015	BUDGETED 2016
Cascade Deck	\$ 1,310,434	\$ 1,212,307	\$ 1,191,951	\$ 1,294,000
Morley Deck	-	367,802	214,728	234,000
Opportunity Park Deck	363,458	335,138	333,161	364,000
O'Neil's Deck	340,815	236,549	234,712	255,500
Superblock Decks I & II	1,680,848	1,185,155	1,140,937	1,202,000
Citicenter Deck	110,086	111,799	112,622	125,500
Broadway Deck	220,233	209,256	206,268	228,000
High-Market Deck	303,278	282,812	299,135	342,000
General Fund Subsidy	-	25,000	320,000	245,000
Other	512,149	671,930	682,489	710,000
<b>TOTAL RECEIPTS</b>	<b>\$ 4,841,301</b>	<b>\$ 4,637,748</b>	<b>\$ 4,736,003</b>	<b>\$ 5,000,000</b>

## COMPARATIVE STATEMENT OF EXPENDITURES

USE	ACTUAL 2013	ACTUAL 2014	ACTUAL 2015	BUDGETED 2016
Wages and Benefits	\$ -	\$ -	\$ -	\$ -
Other Operations & Maintenance	4,676,751	4,642,563	4,696,830	5,196,950
Capital Outlay	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 4,676,751</b>	<b>\$ 4,642,563</b>	<b>\$ 4,696,830</b>	<b>\$ 5,196,950</b>





## COMPARATIVE STATEMENT OF TRANSACTIONS AND BALANCES

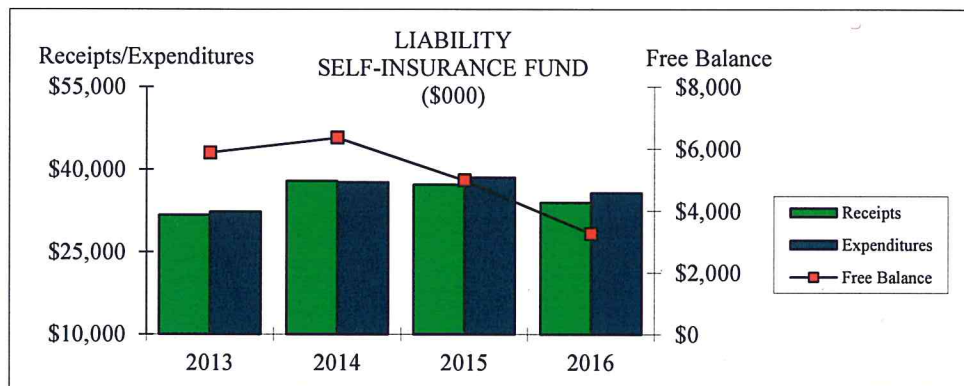
<b>LIABILITY SELF-INSURANCE FUND (6005)</b>	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGETED 2016</b>
Cash Balance January 1	\$ 6,801,295	\$ 6,218,227	\$ 6,479,430	\$ 5,164,640
Receipts - 01/01-12/31	31,743,602	37,953,703	37,284,169	34,010,000
Available Resources	\$ 38,544,897	\$ 44,171,930	\$ 43,763,599	\$ 39,174,640
Less: Expenditures - 01/01-12/31	32,326,670	37,692,500	38,598,959	35,792,820
Cash on Hand as of December 31	\$ 6,218,227	\$ 6,479,430	\$ 5,164,640	\$ 3,381,820
Less: End-of-Year Encumbrances	345,422	123,208	175,585	125,000
Unencumbered Balance as of December 31	\$ 5,872,805	\$ 6,356,222	\$ 4,989,055	\$ 3,256,820

## COMPARATIVE SUMMARY OF RECEIPTS

<b>SOURCE</b>	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGETED 2016</b>
Other	\$ 969,202	\$ 878,403	\$ 798,419	\$ 1,025,000
Interfund Services	30,774,400	37,075,300	36,485,750	32,985,000
<b>TOTAL RECEIPTS</b>	<b>\$ 31,743,602</b>	<b>\$ 37,953,703</b>	<b>\$ 37,284,169</b>	<b>\$ 34,010,000</b>

## COMPARATIVE STATEMENT OF EXPENDITURES

<b>USE</b>	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGETED 2016</b>
Wages and Benefits	\$ -	\$ -	\$ -	\$ 212,720
Other Operations & Maintenance	32,326,670	37,692,500	38,598,959	35,580,100
Capital Outlay	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 32,326,670</b>	<b>\$ 37,692,500</b>	<b>\$ 38,598,959</b>	<b>\$ 35,792,820</b>



## COMPARATIVE FUND BALANCES

For the 2016 budget document, the City has chosen to include detailed comparative statements for the major funds. All other funds, and the unencumbered fund balances, are listed below.

<b>Fund</b>	<b>Fund Title</b>	<b>Actual 2013</b>	<b>Actual 2014</b>	<b>Actual 2015</b>	<b>Budgeted 2016</b>
2015	Police Pension Employer's Liability Fund	\$ 1,587	\$ 30,715	\$ 8,417	\$ 44,327
2020	Fire Pension Employer's Liability Fund	1,587	30,715	8,417	44,327
2095	Community Environment Grants Fund	348,993	387,627	269,834	541
2127	AMATS Fund	311	(2,008)	(364)	24,053
2146	H.O.M.E. Program Fund	824,811	843,283	305,837	3,188
2195	Tax Equivalency Fund	2,657,352	4,011,492	5,977,115	2,644,865
2200	Special Revenue Loans Fund	37,519	54,139	10,467	5,467
2255	AMCIS Fund	971,225	1,081,014	1,154,517	918,901
2295	Police Grants Fund	652,237	165,814	14,114	12,738
2305	Safety Programs Fund	3,082,588	1,093,378	1,169,021	767,549
2315	Health Grants	280,739	-	-	-
2320	Equipment and Facilities Operating Fund	1,093,682	362,827	30,016	323,612
2330	Various Purpose Fund	5,192,602	5,807,230	6,288,305	6,701,550
2340	Deposits Fund	928,998	882,809	946,638	821,638
3000	General Bond Payment Fund	456,952	122,093	29,488	27,062
4150	Information and Technology Improvements Fund	12,633	45,963	28,402	4,804
4160	Parks and Recreation Fund	336,036	81,525	248,550	83,647
4165	Public Facilities and Improvements Fund	2,714	2,009,827	191,833	43,104
4170	Public Parking Fund	2,238,254	1,963,618	1,347,290	871,992
4175	Economic Development Fund	3,574,025	2,924,130	1,452,178	794,178
5010	Oil and Gas Fund	276,437	158,527	4,161	20,001
5015	Golf Course Fund	(20,236)	(36,374)	(35,286)	18
5020	Airport Fund	93,521	1,359	115,592	65,657
6000	Motor Equipment Fund	(309,930)	(350,339)	(556,373)	46,789
6007	Workers Compensation Reserve Fund	3,860,060	4,767,632	3,550,520	4,805,094
6009	Self-Insurance Settlement Fund	17,942	17,942	17,942	17,942
6015	Telephone System Fund	(34,107)	69,241	16,175	23,550
6025	Engineering Bureau Fund	671,836	1,127,838	1,708,727	1,134,147
6030	Information Technology Fund	12,659	2,379	(195,103)	12,104
7000	Claire Merrix Tennis Trust Fund	810	810	810	310
7003	Holocaust Memorial Fund	12,021	9,685	12,516	11,033
7010	Unclaimed Monies Fund	143,515	122,641	115,459	100,459
7020	Police/Fire Beneficiary Fund	5,160	5,560	6,060	4,060
7025	Police Property Monetary Evidence Fund	15,000	15,000	15,000	-



**SUMMARY OF ESTIMATED FINANCIAL SOURCES & USES - BY FUND TYPE**

SOURCE	GENERAL FUND			SPECIAL REVENUE FUNDS		
	ACTUAL 2014	ACTUAL 2015	BUDGETED 2016	ACTUAL 2014	ACTUAL 2015	BUDGETED 2016
Income Taxes	\$ 87,913,900	\$ 88,972,400	\$ 90,770,000	\$ 51,365,179	\$ 51,721,928	\$ 53,735,000
JEDD Revenues	4,074,900	1,861,400	3,000,000	14,435,931	16,655,339	16,265,000
Taxes & Assessments	16,810,051	16,661,431	16,750,000	37,968,878	38,541,438	38,370,000
Inheritance	655,451	427,551	-	-	-	-
Local Government	6,500,339	6,857,604	6,850,000	34,447,913	27,505,505	25,365,000
Ohio Casino Revenue	3,252,129	3,141,607	3,125,000	-	-	-
Service Revenues	23,585,341	28,453,844	29,750,000	6,093,192	5,860,815	5,970,000
Note/Bond Proceeds	-	-	-	14,000,000	14,625,100	15,100,000
Miscellaneous Revenues	9,155,666	6,604,197	16,750,000	10,530,273	9,436,266	8,995,000
Interfund Service Revenue	-	-	-	-	-	-
General Fund Subsidy	-	-	-	2,727,000	2,169,000	1,000,000
<b>TOTAL RECEIPTS</b>	<b>\$ 151,947,777</b>	<b>\$ 152,980,034</b>	<b>\$ 166,995,000</b>	<b>\$ 171,568,366</b>	<b>\$ 166,515,391</b>	<b>\$ 164,800,000</b>

USE	GENERAL FUND			SPECIAL REVENUE FUNDS		
	ACTUAL 2014	ACTUAL 2015	BUDGETED 2016	ACTUAL 2014	ACTUAL 2015	BUDGETED 2016
Wages and Benefits	\$ 107,774,045	\$ 109,765,472	\$ 120,668,400	\$ 40,524,742	\$ 35,324,453	\$ 32,114,040
Operations & Maintenance	44,273,797	42,942,658	46,115,320	128,151,193	128,599,610	135,288,540
Capital Outlay	35,272	323,602	-	2,704,642	2,867,738	2,214,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 152,083,114</b>	<b>\$ 153,031,732</b>	<b>\$ 166,783,720</b>	<b>\$ 171,380,577</b>	<b>\$ 166,791,801</b>	<b>\$ 169,616,580</b>

Net increase (decrease) in Cash Balance	(135,337)	(51,698)	211,280	187,789	(276,410)	(4,816,580)
Cash Balance as of January 1	5,374,699	5,239,362	5,187,664	49,960,229	50,148,018	49,871,608
Cash Balance as of December 31	<b>\$ 5,239,362</b>	<b>\$ 5,187,664</b>	<b>\$ 5,398,944</b>	<b>\$ 50,148,018</b>	<b>\$ 49,871,608</b>	<b>\$ 45,055,028</b>

# SUMMARY OF ESTIMATED FINANCIAL SOURCES & USES - BY FUND TYPE

SOURCE	DEBT SERVICE FUNDS			CAPITAL PROJECTS FUNDS		
	ACTUAL 2014	ACTUAL 2015	BUDGETED 2016	ACTUAL 2014	ACTUAL 2015	BUDGETED 2016
Income Taxes	\$ -	\$ -	\$ -	\$ 468,851	\$ 809,790	\$ 1,055,000
JEDD Revenues	-	-	-	-	-	-
Taxes & Assessments	1,173,467	1,163,668	1,160,000	324,501	384,412	395,000
Inheritance	-	-	-	-	-	-
Local Government	-	-	-	4,922,534	1,053,143	1,110,000
Ohio Casino Revenue	-	-	-	-	-	-
Service Revenues	-	-	-	-	-	-
Note/Bond Proceeds	4,399	9,222	-	14,014,789	9,469,248	20,750,000
Miscellaneous Revenues	3,416	11	-	5,355,181	1,773,558	1,255,000
Interfund Service Revenue	-	-	-	-	-	-
General Fund Subsidy	-	-	-	-	-	-
<b>TOTAL RECEIPTS</b>	<b>\$ 1,181,282</b>	<b>\$ 1,172,901</b>	<b>\$ 1,160,000</b>	<b>\$ 25,085,856</b>	<b>\$ 13,490,151</b>	<b>\$ 24,565,000</b>

USE	DEBT SERVICE FUNDS			CAPITAL PROJECTS FUNDS		
	ACTUAL 2014	ACTUAL 2015	BUDGETED 2016	ACTUAL 2014	ACTUAL 2015	BUDGETED 2016
Wages and Benefits	\$ 462,895	\$ 464,976	\$ 296,780	\$ 193,849	\$ 190,691	\$ 183,550
Operations & Maintenance	1,059,656	801,110	863,350	15,732,466	7,347,305	14,060,940
Capital Outlay	-	-	-	10,863,502	9,200,309	12,448,810
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,522,551</b>	<b>\$ 1,266,086</b>	<b>\$ 1,160,130</b>	<b>\$ 26,789,817</b>	<b>\$ 16,738,305</b>	<b>\$ 26,693,300</b>

Net increase (decrease) in						
Cash Balance	(341,269)	(93,185)	(130)	(1,703,961)	(3,248,154)	(2,128,300)
Cash Balance as of January 1	476,646	135,377	42,192	10,119,663	8,415,702	5,167,548
Cash Balance as of December 31	<b>\$ 135,377</b>	<b>\$ 42,192</b>	<b>\$ 42,062</b>	<b>\$ 8,415,702</b>	<b>\$ 5,167,548</b>	<b>\$ 3,039,248</b>

# SUMMARY OF ESTIMATED FINANCIAL SOURCES & USES - BY FUND TYPE

SOURCE	ENTERPRISE FUNDS			INTERNAL SERVICE FUNDS		
	ACTUAL 2014	ACTUAL 2015	BUDGETED 2016	ACTUAL 2014	ACTUAL 2015	BUDGETED 2016
Income Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
JEDD Revenues	-	-	-	-	-	-
Taxes & Assessments	-	-	-	-	-	-
Inheritance	-	-	-	-	-	-
Local Government	13,050	439,405	200,000	-	-	-
Ohio Casino Revenue	-	-	-	-	-	-
Service Revenues	112,307,050	128,649,472	133,986,000	1,093,639	837,155	850,000
Note/Bond Proceeds	14,474,330	35,888,587	31,300,000	-	-	-
Miscellaneous Revenues	3,897,359	4,608,817	4,198,000	1,324,753	1,115,955	1,316,500
Interfund Service Revenue	546,715	691,008	550,000	56,878,589	52,396,424	52,406,810
General Fund Subsidy	466,000	887,300	781,000	-	-	-
<b>TOTAL RECEIPTS</b>	<b>\$ 131,704,504</b>	<b>\$ 171,164,589</b>	<b>\$ 171,015,000</b>	<b>\$ 59,296,981</b>	<b>\$ 54,349,534</b>	<b>\$ 54,573,310</b>

USE	ENTERPRISE FUNDS			INTERNAL SERVICE FUNDS		
	ACTUAL 2014	ACTUAL 2015	BUDGETED 2016	ACTUAL 2014	ACTUAL 2015	BUDGETED 2016
Wages and Benefits	\$ 21,741,514	\$ 22,331,143	\$ 23,228,440	\$ 7,642,432	\$ 7,472,721	\$ 8,789,350
Operations & Maintenance	98,480,842	125,558,611	127,891,660	49,750,665	48,860,536	46,356,490
Capital Outlay	7,717,645	4,115,042	4,847,730	170,048	-	52,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 127,940,001</b>	<b>\$ 152,004,796</b>	<b>\$ 155,967,830</b>	<b>\$ 57,563,145</b>	<b>\$ 56,333,257</b>	<b>\$ 55,197,840</b>

Net increase (decrease) in						
Cash Balance	3,764,503	19,159,793	15,047,170	1,733,836	(1,983,723)	(624,530)
Cash Balance as of January 1	18,835,305	22,599,808	41,759,601	11,005,863	12,739,699	10,755,976
Cash Balance as of December 31	<b>\$ 22,599,808</b>	<b>\$ 41,759,601</b>	<b>\$ 56,806,771</b>	<b>\$ 12,739,699</b>	<b>\$ 10,755,976</b>	<b>\$ 10,131,446</b>

# SUMMARY OF ESTIMATED FINANCIAL SOURCES & USES - BY FUND TYPE

SOURCE	TRUST & AGENCY FUNDS			TOTAL ALL FUNDS		
	ACTUAL 2014	ACTUAL 2015	BUDGETED 2016	ACTUAL 2014	ACTUAL 2015	BUDGETED 2016
Income Taxes	\$ -	\$ -	\$ -	\$ 139,747,930	\$ 141,504,118	\$ 145,560,000
JEDD Revenues	-	-	-	18,510,831	18,516,739	19,265,000
Taxes & Assessments	-	-	-	56,276,897	56,750,949	56,675,000
Inheritance	-	-	-	655,451	427,551	-
Local Government	-	-	-	45,883,836	35,855,657	33,525,000
Ohio Casino Revenue	-	-	-	3,252,129	3,141,607	3,125,000
Service Revenues	-	-	-	143,079,222	163,801,286	170,556,000
Note/Bond Proceeds	-	-	-	42,493,518	59,992,157	67,150,000
Miscellaneous Revenues	24,375	74,884	63,500	30,291,023	23,613,688	32,578,000
Interfund Service Revenue	-	-	-	57,425,304	53,087,432	52,956,810
General Fund Subsidy	-	-	-	3,193,000	3,056,300	1,781,000
<b>TOTAL RECEIPTS</b>	<b>\$ 24,375</b>	<b>\$ 74,884</b>	<b>\$ 63,500</b>	<b>\$ 540,809,141</b>	<b>\$ 559,747,484</b>	<b>\$ 583,171,810</b>

USE	TRUST & AGENCY FUNDS			TOTAL ALL FUNDS		
	ACTUAL 2014	ACTUAL 2015	BUDGETED 2016	ACTUAL 2014	ACTUAL 2015	BUDGETED 2016
Wages and Benefits	\$ -	\$ -	\$ -	\$ 178,339,477	\$ 175,549,456	\$ 185,280,560
Operations & Maintenance	46,670	79,232	97,500	337,495,289	354,189,062	370,673,800
Capital Outlay	-	-	-	21,491,109	16,506,691	19,562,540
<b>TOTAL EXPENDITURES</b>	<b>\$ 46,670</b>	<b>\$ 79,232</b>	<b>\$ 97,500</b>	<b>\$ 537,325,875</b>	<b>\$ 546,245,209</b>	<b>\$ 575,516,900</b>

Net increase (decrease) in						
Cash Balance	(22,295)	(4,348)	(34,000)	3,483,266	13,502,275	7,654,910
Cash Balance as of January 1	176,506	154,211	149,863	95,948,911	99,432,177	112,934,452
Cash Balance as of December 31	<b>\$ 154,211</b>	<b>\$ 149,863</b>	<b>\$ 115,863</b>	<b>\$ 99,432,177</b>	<b>\$ 112,934,452</b>	<b>\$ 120,589,362</b>

### **DISCUSSION OF MATERIAL CHANGES OF FUND BALANCES**

There are four funds with a balance that had a material change. Explanations are provided below:

<b>Fund</b>	<b>Fund Title</b>	<b>Actual 2015</b>	<b>Budgeted 2016</b>	<b>Amount Change</b>	<b>Percent Change</b>	<b>Explanation</b>
2010	Special Assessment Bond Payment	1,480,592	2,509,335	\$1,028,743	69.48%	The increase in fund balance is due to the issuance of notes and/or bonds along with restraint in spending.
2195	Tax Equivalency	5,977,115	2,644,865	(\$3,332,250)	-55.75%	The decrease in fund balance is a result of spending down accumulated balance while still maintaining a positive balance.
5005	Sewer	30,834,534	46,478,475	\$15,643,941	50.74%	The increase in fund balance is attributed to the continuing effort to keep expenditures under estimated revenue.
6000	Motor Equipment	(556,373)	46,789	\$603,162	108.41%	The elimination of the fund deficit is a result of stringent expenditure control coupled with a review of service charges.

**DEPARTMENTAL BUDGET BY FUND**

	<u>Human Resources</u>	<u>Finance</u>	<u>Fire</u>	<u>Law</u>	<u>Legislative</u>	<u>Municipal Court Clerk</u>	<u>Municipal Court Judges</u>
<b>Governmental Funds:</b>							
General Fund	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Income Tax Collection		<input checked="" type="checkbox"/>					
Emergency Medical Services			<input checked="" type="checkbox"/>				
Special Assessment		<input checked="" type="checkbox"/>					
Income Tax Capital Improvement							
Street and Highway Maintenance							
Community Development							
JEDD							
Community Learning Centers		<input checked="" type="checkbox"/>					
Streets							
Other Governmental Funds		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Enterprise Funds:</b>							
Water		<input checked="" type="checkbox"/>					
Sewer							
Off-Street Parking							
Other Enterprise Funds							
<b>Internal Service Funds:</b>							
Liability Self-Insurance		<input checked="" type="checkbox"/>					
Other Internal Service Funds		<input checked="" type="checkbox"/>					

	<u>Neighborhood Assistance</u>	<u>Office of the Mayor</u>	<u>Planning</u>	<u>Police</u>	<u>Public Health</u>	<u>Public Safety</u>	<u>Public Service</u>
<b>Governmental Funds:</b>							
General Fund	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Income Tax Collection							
Emergency Medical Services							
Special Assessment	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
Income Tax Capital Improvement			<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
Street and Highway Maintenance							<input checked="" type="checkbox"/>
Community Development	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>				
JEDD							<input checked="" type="checkbox"/>
Community Learning Centers							<input checked="" type="checkbox"/>
Streets							<input checked="" type="checkbox"/>
Other Governmental Funds	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Enterprise Funds:</b>							
Water							<input checked="" type="checkbox"/>
Sewer							<input checked="" type="checkbox"/>
Off-Street Parking							<input checked="" type="checkbox"/>
Other Enterprise Funds							<input checked="" type="checkbox"/>
<b>Internal Service Funds:</b>							
Liability Self-Insurance							
Other Internal Service Funds						<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

**LONG-RANGE FINANCIAL PLANNING - ALL FUNDS**  
(in millions)

	<b>Actual 2015</b>	<b>Budget 2016</b>	<b>Projected 2017</b>	<b>Projected 2018</b>	<b>Projected 2019</b>	<b>Projected 2020</b>
<b>Revenues:</b>						
General Fund Subsidy	\$ 3.1	\$ 1.8	\$ 1.8	\$ 1.8	\$ 1.8	\$ 1.8
Governmental Revenues	36.2	33.5	33.5	33.5	33.5	33.5
Income Taxes	141.5	145.6	148.5	151.5	154.5	157.6
Interfund Services	53.1	53.0	53.0	53.0	53.0	53.0
JEDD Revenues	18.5	19.3	19.7	20.1	20.5	20.9
Miscellaneous Revenues	23.6	32.6	32.9	33.3	33.6	33.9
Note & Bond Proceeds	60.0	67.1	95.0	115.0	120.0	120.0
Ohio Casino Revenue	3.1	3.1	3.1	3.1	3.1	3.1
Service Revenues	163.8	170.5	179.0	188.0	197.4	207.2
Taxes & Assessments	56.8	56.7	56.6	56.5	56.4	56.3
<b>Total Revenues</b>	<b>\$ 559.7</b>	<b>\$ 583.2</b>	<b>\$ 623.1</b>	<b>\$ 655.7</b>	<b>\$ 673.8</b>	<b>\$ 687.4</b>
<b>Expenditures:</b>						
Wages & Benefits	\$ 175.5	\$ 185.3	\$ 186.8	\$ 190.5	\$ 194.4	\$ 198.2
Operations & Maintenance	354.2	370.7	375.2	382.4	389.6	397.0
Capital Outlay	16.5	19.6	60.0	81.0	82.0	85.0
<b>Total Expenditures</b>	<b>\$ 546.2</b>	<b>\$ 575.6</b>	<b>\$ 622.0</b>	<b>\$ 653.9</b>	<b>\$ 666.0</b>	<b>\$ 680.3</b>
Net Increase	\$ 13.5	\$ 7.6	\$ 1.1	\$ 1.8	\$ 7.8	\$ 7.1
Beginning Cash Balance	99.4	112.9	120.5	121.6	123.4	131.2
Ending Cash Balance	<u>\$ 112.9</u>	<u>\$ 120.5</u>	<u>\$ 121.6</u>	<u>\$ 123.4</u>	<u>\$ 131.2</u>	<u>\$ 138.2</u>

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**Debt**

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## **DEBT SERVICE**

The debt policy of the City is to limit long-term debt to only those capital improvements that provide a long-term benefit greater than five years to its citizens. The maturity of the debt will not exceed the reasonably expected useful life of the expenditures so financed. The City will use special assessments, revenue bonds, and/or any other available self-liquidating debt measures instead of general obligation bonds where possible.

The City of Akron has borrowed money to pay for large capital improvements for many years. This practice began in earnest after the passage of the municipal income tax in 1963. The income tax revenues provided a stable source of income to repay any borrowed funds. The City of Akron is under state and constitutional limits regarding the amount of debt it can have outstanding at any time. Generally, these guidelines guarantee that Akron will always have sufficient funds on hand to pay its debt obligations. These guarantees have assured those buying the City's obligations that their investments are secure. Indeed, Akron has not defaulted on any of its obligations since incorporating in 1936.

Akron has six types of debt instruments: (1) general obligations of the City - these obligations pledge the full faith and credit of the City as security for repayment; (2) special assessment debt - these obligations are backed by both assessments against property owners and the full faith and credit of the City; (3) mortgage revenue bonds and notes - these instruments are secured by the assets of the entity issuing the bonds; the City currently has water and sewer mortgage revenue bonds outstanding; (4) loans - the City has borrowed funds from the Ohio Water Development Authority, the Ohio Public Works Commission, and the Ohio Department of Development to fund a variety of projects; (5) tax increment financing debt - this type of obligation is not secured by tax dollars and is more fully explained later; and, (6) special obligations – COPS, State infrastructure bank loans (SIB), non-tax revenue bonds, income tax revenue bonds, and special revenue (JEDD) bonds.

The basic security for unvoted City general obligation debt is the City's ability to levy, and its levy pursuant to constitutional and statutory requirements of an ad valorem tax on all real and tangible personal property subject to ad valorem taxation by the City, within the Charter tax rate limitation. This tax must be sufficient to pay as it comes due the debt service on the unvoted City general obligation bonds, both outstanding and in anticipation of which bond anticipation notes (BANs) are outstanding. This provides that the levy necessary for debt service has priority over any levy for current expenses within the tax limitation.

The basic security for voted City general obligation debt is the authorization by the electors for the City to levy to pay the debt service on those bonds. The tax is outside the Charter tax limitation, and is to be sufficient amount to pay as it comes due (subject to other provisions).

The Revised Code provides that the net principal amount of both the voted and unvoted debt of a city, excluding "exempt debt" may not exceed 10-1/2% of the total value of all property in the city as listed and assessed for taxation. The Revised Code also provides that the net principal amount of unvoted non-exempt debt of a city may not exceed 5-1/2% of that value. These two limitations, which are referred to as the "direct debt limitations," may be amended from time to time by the General Assembly.

In the calculation of the debt subject to the direct debt limitations, the amount of money in a city's bond retirement fund allocable to the principal amount of non-exempt debt is deducted from gross non-exempt debt. Without consideration of money in the City's Bond Payment Fund and based on outstanding debt and current tax valuation, the City's voted and unvoted non-exempt debt capacities as of December 31, 2015 were:

<u>Debt Limitation</u>	<u>Outstanding Debt</u>	<u>Additional Borrowing Capacity Within Limitation</u>
10-1/2% - \$270,381,850	\$131,654,324	\$138,727,526
5-1/2% - \$141,628,588	\$131,654,324	\$ 9,974,264

A city's ability to incur unvoted debt is also restricted by the indirect debt limitation that is imposed by the charter. The indirect limitation applies to all unvoted general obligation debt service even though some of it is expected to be paid by other sources. This unvoted debt may not be issued unless the highest ad valorem property tax for the payment of debt service on (a) those bonds (or the BANs) and (b) all outstanding unvoted general obligation bonds (including BANs) of the City resulting in the highest tax required for such debt service, in any year is 10.5 or less per \$1.00 assessed valuation.

Even though the property tax is the foundation for debt service payments, the property tax is rarely used to retire debt in the City of Akron. The City has a multitude of funding sources to repay its debts. The local income tax is still the predominant source.

The following tables show all of the City's outstanding obligations. The charts also identify the security for those obligations (how the funds will be repaid).

Akron has \$861,975,873 in outstanding obligations as of December 31, 2015. Table 1 identifies the projects that were debt financed, the amount of debt retired in 2015, and the remaining balances. The table shows \$179,633,163 was spent on debt retirement in 2015 (including the refunding of existing debt). Projected debt retirement in 2016 (including the retirement of G.O. BANs) is approximately \$86,656,979.

Tables 2 through 11 identify the 2016 debt service on every obligation shown in Table 1.

Table 2 summarizes the General Obligation Bonds debt outstanding. As of December 31, 2015 there was \$187,384,936 outstanding.

Table 3 summarizes Special Assessment Bonds and Notes.

Table 4 summarizes the Water Obligations.

Table 5 summarizes the Sewer Obligations.

Table 6 summarizes the OPWC loans outstanding.

Table 7 summarizes the Ohio Department of Development loans.

Table 8 identifies Other Special Obligations, such as Certificates of Participation (COPs) and the State Infrastructure Bank Loans.

Table 9 summarizes the City's Nontax Revenue Economic Development Bonds. Currently, there are three issues outstanding. The Nontax Revenue Bonds are a special obligation of the City payable from Nontax Revenue (including fees for licenses, fines, interest earnings) and they are not general obligations of the City.

Table 10 summarizes the Income Tax Revenue Bonds.

Table 11 summarizes the Special Revenue (JEDD) Bonds, of which there is one issue outstanding.

The City of Akron pays all debt service payments from its Bond Payment Fund. The debt service payments are transferred from the appropriate sources into the Bond Payment Fund at the time principal or interest payments are due. Tables 12 and 13 show the actual activity of the Bond Payment Fund for both general obligation and special assessment debt.

Table 14 lists the amount of principal and interest payments for the current budget year for each major fund and for other funds in the aggregate.

Table 15 shows future debt service requirements by year for each type of debt.

**DEBT**  
**CITY OF AKRON, OHIO**  
**12/31/2015**

Description	Type	Total Outstanding 12/31/2014	New Issues in 2015	Redeemed in 2015	Total Outstanding 12/31/2015
<b>GENERAL DEBT</b>					
Ascot Park Improvement	Bonds	\$ 49,331	\$ -	\$ -	\$ 49,331
CitiCenter Building	Bonds	232,562	-	-	232,562
Community Centers	Bonds	230,169	-	59,779	170,390
Economic Development	Bonds	3,041,080	-	139,070	2,902,010
Final Judgment	Bonds	2,256,737	251,390	523,915	1,984,212
Fire Dept. Facilities	Bonds	799,178	279,080	344,227	734,031
Furnace/Howard Renewal Area	Bonds	2,801,860	-	189,665	2,612,195
High St. Renewal Area	Bonds	1,031,591	-	213,425	818,166
Industrial Incubator	Bonds	2,710,000	2,428,350	2,430,000	2,708,350
Inventors Hall of Fame	Bonds	345,960	-	-	345,960
Justice Center Plaza	Bonds	268,206	-	69,659	198,547
Motor Equipment	Bonds	7,811,510	1,079,190	2,130,750	6,759,950
Municipal Facilities	Bonds	19,492,149	2,693,080	3,731,330	18,453,899
Off Street Parking	Bonds	19,577,125	-	1,870,000	17,707,125
Public Improvement	Bonds	1,820,432	-	180,496	1,639,936
Real Estate Acquisition	Bonds	4,607,390	-	345,300	4,262,090
Recreational Facilities	Bonds	47,278,191	2,954,770	6,852,470	43,380,491
Storm Sewer Improvement	Bonds	1,010,140	-	46,200	963,940
Street Improvement	Bonds	86,631,822	15,639,140	20,809,211	81,461,751
<b>TOTAL GENERAL DEBT</b>	Bonds	<u>\$ 201,995,433</u>	<u>\$ 25,325,000</u>	<u>\$ 39,935,497</u>	<u>\$ 187,384,936</u>
<b>SPECIAL ASSESSMENTS</b>					
Street Improvement	Bonds	\$ 4,000,000	\$ -	\$ 1,195,000	\$ 2,805,000
Street Resurfacing	Bonds	79,527	-	24,206	55,321
<b>TOTAL S.A. DEBT</b>	Bonds	<u>\$ 4,079,527</u>	<u>\$ -</u>	<u>\$ 1,219,206</u>	<u>\$ 2,860,321</u>
<b>TOTAL G.O. DEBT</b>		<u>\$ 206,074,960</u>	<u>\$ 25,325,000</u>	<u>\$ 41,154,703</u>	<u>\$ 190,245,257</u>

**DEBT**  
**CITY OF AKRON, OHIO**  
**12/31/2015**

Description	Type	Total Outstanding 12/31/2014	New Issues in 2015	Redeemed in 2015	Total Outstanding 12/31/2015
<b>P.U. SPECIAL REV. (OWDA)</b>					
Water	Loans	\$ 18,362,921	\$ 6,512,364	\$ 1,431,996	\$ 23,443,289
Sewer	Loans	76,937,662	94,147,872	32,554,529	138,531,005
<b>P.U. SPECIAL REV. (OPWC)</b>					
Water	Loans	703,539	-	95,958	607,581
Sewer	Loans	637,709	-	105,556	532,153
<b>P.U. DEBT (REVENUE)</b>					
Water	Bonds	30,360,000	8,300,000	11,690,000	26,970,000
Sewer	Bonds	11,075,000	-	4,525,000	6,550,000
<b>TOTAL P.U. DEBT</b>					
	Bonds	<u>\$ 41,435,000</u>	<u>\$ 8,300,000</u>	<u>\$ 16,215,000</u>	<u>\$ 33,520,000</u>
	Loans	\$ 96,641,831	\$ 100,660,236	\$ 34,188,039	\$ 163,114,028
<b>SPECIAL OBLIGATIONS</b>					
CLC Income Tax Revenue	Bonds	\$ 249,930,000	\$ -	\$ 7,545,000	\$ 242,385,000
Income Tax Revenue	Bonds	69,981,087	30,870,000	3,295,522	97,555,565
JEDD Revenue	Bonds	25,245,000	-	3,215,000	22,030,000
Non-Tax Revenue	Bonds	53,565,000	13,250,000	18,780,000	48,035,000
Canal Park Stadium	COPs	15,305,000	-	1,985,000	13,320,000
Off-Street Parking	COPs	31,410,000	-	31,410,000	-
Steam System	COPs	11,840,000	-	480,000	11,360,000
Capital Projects - OPWC	Loans	9,084,164	-	1,443,370	7,640,794
Capital Projects - SIB	Loans	313,205	-	313,205	-
Capital Projects - ODOD	Loans	5,378,553	-	108,324	5,270,229
Income Tax Revenue	Notes	-	10,000,000	-	10,000,000
SA Street Lighting-Cleaning	Notes	13,000,000	13,000,000	13,000,000	13,000,000
Income Tax Medical Benefit	Notes	6,500,000	4,500,000	6,500,000	4,500,000
<b>GRAND TOTAL</b>					
		<u><u>\$ 835,703,800</u></u>	<u><u>\$ 205,905,236</u></u>	<u><u>\$ 179,633,163</u></u>	<u><u>\$ 861,975,873</u></u>

**GENERAL OBLIGATION BONDS**  
**Bond Retirement Fund for Serial Bonds and Interest**

<b>DATE OF ISSUE</b>	<b>AMOUNT OF ISSUE</b>	<b>PURPOSE</b>	<b>RATE</b>	<b>MATURITY</b>	<b>OUTSTANDING 12/31/2015</b>	<b>2016 PRINCIPAL</b>	<b>2016 INTEREST</b>
<p>Issued after January 20, 1920  Not Voted - 10.50 Mill Limit</p>							
Feb. 21, 1991	2,500,000	Urban Renewal Imp. 1990	8.000%	Dec. 1, 2016-20	\$ 513,936	\$ 88,064	\$ 41,115
Dec. 10, 1991	1,500,000	Urban Renewal Imp. 1991	8.000%	Dec. 1, 2016-21	1,126,000	132,000	90,080
Dec. 21, 2006	22,440,000	Various Purpose Imp. 2006	4.266%	Dec. 1, 2016	1,310,000	1,310,000	52,400
Dec. 3, 2007	20,735,000	Various Purpose Imp. 2007	4.458%	Dec. 1, 2016-17	2,525,000	1,235,000	107,313
Nov. 30, 2009	12,920,000	Various Purpose Ref. 2009	4.521%	Dec. 1, 2016-28	10,570,000	-	486,173
Nov. 30, 2010	24,045,000	Various Purpose Ref. 2010 A	3.501%	Dec. 1, 2016-23	17,875,000	3,215,000	853,250
Nov. 30, 2010	21,350,000	Various Purpose Imp. 2010 B	4.367%	Dec. 1, 2016-29	17,815,000	1,015,000	738,681
Dec. 8, 2010	7,375,000	Various Purpose Imp. 2010 D	6.255%	Dec. 1, 2016-29	7,295,000	20,000	447,488
Dec. 21, 2011	44,094,434	Various Purpose Ref. 2011	2.864%	Dec. 1, 2016-23	35,265,000	4,000,000	1,118,075
Nov. 29, 2012	8,540,000	Various Purpose Ref. 2012	2.758%	Dec. 1, 2016-24	5,780,000	20,000	224,150
Mar. 20, 2014	19,080,000	Various Purpose Ref. 2014 A	2.768%	Dec. 1, 2016-26	18,365,000	2,400,000	488,425
Mar. 20, 2014	20,685,000	Various Purpose Ref. 2014 B	2.425%	Dec. 1, 2016-26	19,785,000	2,580,000	500,679
Dec. 2, 2014	25,200,000	Various Purpose Ref. 2014 C	3.316%	Dec. 1, 2016-31	23,835,000	1,390,000	822,294
Mar. 10, 2015	25,325,000	Various Purpose Ref. 2015	3.150%	Dec. 1, 2016-28	25,325,000	325,000	731,963
TOTAL INSIDE BONDS					<u>\$ 187,384,936</u>	<u>\$ 17,730,064</u>	<u>\$ 6,702,084</u>



**SPECIAL ASSESSMENT BONDS**  
**Bond Retirement Fund for Serial Bonds and Interest**

DATE OF ISSUE	AMOUNT OF ISSUE	PURPOSE	RATE	MATURITY	OUTSTANDING 12/31/2015	2016 PRINCIPAL	2016 INTEREST
Issued after January 20, 1920 Not Voted - 10.50 Mill Limit							
Sept. 14, 2006	1,310,000	Street Imp. Ser. 2006	4.018%	Dec. 1, 2016	\$ 155,000	\$ 155,000	\$ 6,394
Mar. 1, 2007	909,945	St. Resurf., Series 2007	4.000%	Dec. 1, 2016	2,586	2,586	103
Sept. 5, 2007	885,000	Street Imp. Ser. 2007	4.100%	Dec. 1, 2016-17	215,000	105,000	8,815
Mar. 1, 2008	639,785	St. Resurf., Series 2008	4.000%	Dec. 1, 2016-17	9,110	4,465	364
Jun. 1, 2010	2,195,840	St. Resurf., Series 2010	4.000%	Dec. 1, 2016-19	43,625	10,273	1,745
Nov. 22, 2011	5,015,000	Street Imp. Ser. 2011	2.450%	Dec. 1, 2016-21	2,435,000	685,000	59,658
TOTAL SPECIAL ASSESSMENTS BONDS (INSIDE)					\$ 2,860,321	\$ 962,324	\$ 77,079

**SPECIAL ASSESSMENT NOTES**

Dec. 14, 2015	13,000,000	Street Cleaning-Lighting Notes	0.939%	Dec. 13, 2016	\$ 13,000,000	\$ 13,000,000	\$ 121,731
					\$ 13,000,000	\$ 13,000,000	\$ 121,731

**WATERWORKS BONDS**  
**Bond Retirement Fund for Serial Bonds and Interest**

DATE OF ISSUE	AMOUNT OF ISSUE	PURPOSE	RATE	MATURITY	OUTSTANDING 12/31/2015	2016 PRINCIPAL	2016 INTEREST
<b>Mortgage Revenue Bonds - Series 2006</b>							
Aug. 10, 2006	13,340,000	Water Mortgage Revenue	4.00-4.50%	Mar. 1, 2016-26	\$ 630,000	\$ 630,000	\$ 12,758
<b>Mortgage Revenue Bonds - Series 2009</b>							
Sep. 17, 2009	22,100,000	Water Mortgage Revenue	2.50-5.00%	Mar. 1, 2016-34	\$ 18,040,000	\$ 3,175,000	\$ 775,300
<b>Mortgage Revenue Bonds - Series 2015</b>							
Dec. 18, 2015	8,300,000	Water Mortgage Revenue	2.59%	Mar. 1, 2016-26	\$ 8,300,000	\$ 65,000	\$ 150,234
<b>Ohio Water Development Authority Loan Agreements</b>							
Sept. 28, 1999	1,142,942	OWDA #3246	4.020%	Jan. & July 1, 2016-20	\$ 353,850	\$ 65,252	\$ 13,576
May 2, 2000	8,127,549	OWDA #3326	4.640%	Jan. & July 1, 2016-20	2,767,587	503,936	122,637
Oct. 30, 2008	1,547,061	OWDA #4997 (50% Water, 50% Sewer)	3.520%	Jan. & July 1, 2016-20	763,201	159,398	25,474
Dec. 8, 2011	4,743,846	OWDA #6080 (50% Water, 50% Sewer)	2.800%	Jan. & July 1, 2016-33	1,700,414	79,572	48,974
Dec. 8, 2011	501,755	OWDA #6098	3.550%	Jan. & July 1, 2016-32	419,313	18,340	14,724
Jun. 28, 2012	1,092,135	OWDA #6280	2.000%	Jan. & July 1, 2016-33	996,650	46,531	19,713
Jul. 28, 2013	2,904,745	OWDA #6484	2.000%	Jan. & July 1, 2016-34	2,761,084	122,180	55,258
Jul. 24, 2013	760,286	OWDA #6486	2.000%	Jan. & July 1, 2016-34	691,151	31,959	14,454
Aug. 28, 2013	831,285	OWDA #6507	2.000%	Jan. & July 1, 2016-34	(22,932)	(22,932)	-
Oct. 9, 2013	306,056	OWDA #6550	4.240%	Jan. & July 1, 2016-23	152,187	27,359	10,511
Dec. 12, 2013	782,159	OWDA #6613	3.620%	Jan. & July 1, 2016-35	519,290	27,769	27,627
Jan. 30, 2014	699,374	OWDA #6665	3.660%	Jan. & July 1, 2016-24	512,961	25,138	24,482
Feb. 27, 2014	2,630,871	OWDA #6686	3.650%	Jan. & July 1, 2016-35	2,229,611	93,582	94,163
Feb. 27, 2014	10,002,958	OWDA #6688	4.150%	Jan. & July 1, 2016-35	9,560,298	331,051	414,003
Jun. 25, 2015	850,896	OWDA #7040	1.570%	Jan. & July 1, 2017-37	11,412	-	-
Sept. 24, 2015	1,596,553	OWDA #7116	1.740%	Jan. & July 1, 2017-36	21,323	-	-
Oct. 29, 2015	441,878	OWDA #7155	1.680%	Jan. & July 1, 2017-37	5,888	-	-
					<u>\$ 23,443,288</u>	<u>\$ 1,509,134</u>	<u>\$ 885,596</u>
<b>Ohio Public Works Commission Loan Agreements</b>							
July 17, 1995	1,024,156	OPWC #CH903	0.000%	Jan. & July 1, 2016-19	\$ 204,831	\$ 51,208	\$ -
July 1, 2000	895,000	OPWC #CH05D	0.000%	Jan. & July 1, 2016-24	402,750	44,750	-
					<u>\$ 607,581</u>	<u>\$ 95,958</u>	<u>\$ -</u>

**SEWER BONDS**  
**Bond Retirement Fund for Serial Bonds and Interest**

DATE OF ISSUE	AMOUNT OF ISSUE	PURPOSE	RATE	MATURITY	OUTSTANDING 12/31/2015	2016 PRINCIPAL	2016 INTEREST
<b>Revenue Bonds - Series 2005</b>							
Dec. 1, 2005	33,855,000	Sewer System Imp.	3.50-5.00%	Dec. 1, 2016-17	\$ 6,550,000	\$ 4,750,000	\$ 327,500
<b>Ohio Water Development Authority Loan Agreements</b>							
Oct. 30, 2008	1,547,061	OWDA #4997 (50% Water, 50% Sewer)	3.520%	Jan. & July 1, 2016-20	763,201	159,398	25,474
Jan. 14, 2010	1,349,600	OWDA #5577	3.250%	Jan. & July 1, 2016-30	777,384	42,740	24,921
Nov. 19, 2009	203,453	OWDA #5578	3.250%	Jan. & July 1, 2016-30	129,413	6,818	4,151
Dec. 10, 2009	413,711	OWDA #5582	3.250%	Jan. & July 1, 2016-20	199,604	37,389	6,186
Dec. 10, 2009	90,793	OWDA #5583	3.250%	Jan. & July 1, 2016-30	68,158	3,747	2,185
Mar. 31, 2011	613,097	OWDA #5849	4.720%	Jan. & July 1, 2016-32	695,627	29,175	33,085
Feb. 24, 2011	225,463	OWDA #5850	4.140%	Jan. & July 1, 2016-32	1,920,610	83,251	78,764
Feb. 24, 2011	1,470	OWDA #5851	4.140%	Jan. & July 1, 2016-32	362,191	15,696	14,850
Jun. 1, 2012	78,750	OWDA #5994	2.600%	Jan. & July 1, 2016-17	20,952	16,361	537
Jun. 1, 2012	78,750	OWDA #5995	2.600%	Jan. & July 1, 2016-17	20,952	16,361	537
Jun. 1, 2012	1,680,000	OWDA #6078	2.550%	Jan. & July 1, 2016-17	1,354,717	759,760	48,353
Dec. 8, 2011	2,236,257	OWDA #6079	2.800%	Jan. & July 1, 2016-32	2,385,430	113,445	67,292
Dec. 8, 2011	4,743,846	OWDA #6080 (50% Water, 50% Sewer)	2.800%	Jan. & July 1, 2016-33	1,700,414	79,572	48,974
Jun. 1, 2012	903,132	OWDA #6081	2.800%	Jan. & July 1, 2016-32	779,038	37,731	21,551
Oct. 27, 2011	24,134,711	OWDA #6108	2.780%	Jan. & July 1, 2016-33	18,709,397	961,029	607,718
Oct. 27, 2011	1,271,556	OWDA #6109	2.850%	Jan. & July 1, 2016-33	1,123,403	50,314	31,661
Oct. 27, 2011	979,845	OWDA #6110	2.850%	Jan. & July 1, 2016-32	865,785	40,223	24,390
May. 31, 2012	2,100,947	OWDA #6203	2.690%	Jan. & July 1, 2016-19	915,207	61,782	38,827
Dec. 31, 2012	754,551	OWDA #6316	2.540%	Jan. & July 1, 2016-18	401,719	150,937	10,846
Dec. 13, 2012	315,000	OWDA #6319	2.480%	Jan. & July 1, 2016-18	20,753	20,753	3,182
Dec. 6, 2012	2,120,344	OWDA #6402	2.440%	Jan. & July 1, 2016-19	1,495,586	413,665	39,377
Mar. 28, 2013	4,854,307	OWDA #6414	3.150%	Jan. & July 1, 2016-34	3,453,132	183,379	146,112
Apr. 4, 2013	6,032,632	OWDA #6417	2.440%	Jan. & July 1, 2016-18	3,107,729	1,220,528	68,429
Apr. 4, 2013	383,985	OWDA #6419	2.440%	Jan. & July 1, 2016-18	235,954	76,752	5,292
Jul. 9, 2013	5,162,579	OWDA #6473	2.670%	Jan. & July 1, 2016-18	1,552,384	1,031,790	78,046
Jul. 18, 2013	2,593,857	OWDA #6483	2.670%	Jan. & July 1, 2016-33	2,027,501	105,065	63,167
Aug. 30, 2013	6,124,819	OWDA #6510	3.050%	Jan. & July 1, 2016-35	4,657,966	231,572	183,128
Oct. 31, 2013	334,170	OWDA #6578	3.590%	Jan. & July 1, 2016-19	205,249	64,416	9,192
Oct. 31, 2013	1,523,988	OWDA #6579	3.590%	Jan. & July 1, 2016-20	910,657	288,591	47,101
Jan. 30, 2014	1,881,680	OWDA #6664	3.660%	Jan. & July 1, 2016-34	1,362,438	67,635	65,869
Jan. 30, 2014	1,063,037	OWDA #6692	3.380%	Jan. & July 1, 2016-19	813,897	205,369	27,497
Jan. 30, 2014	781,309	OWDA #6693	3.380%	Jan. & July 1, 2016-19	635,343	150,941	20,210
Apr. 24, 2014	3,413,207	OWDA #6722	3.950%	Jan. & July 1, 2016-36	1,543,006	56,815	67,411
Apr. 24, 2014	1,500,016	OWDA #6723	3.450%	Jan. & July 1, 2016-34	1,271,247	55,002	49,446
Jun. 26, 2014	11,022,605	OWDA #6776	3.090%	Jan. & July 1, 2016-36	5,888,811	201,188	170,299
Jun. 26, 2014	17,917,041	OWDA #6790	3.010%	Jan. & July 1, 2017-36	7,175,979	-	-
Aug. 28, 2014	6,824,879	OWDA #6817	3.340%	Jan. & July 1, 2016-35	5,533,331	244,629	225,925
Feb. 26, 2015	5,070,277	OWDA #6948	1.890%	Jan. & July 1, 2016-36	3,809,645	104,506	47,736
Feb. 26, 2015	18,319,051	OWDA #6949	1.890%	Jan. & July 1, 2018-38	7,542,654	-	-
Apr. 30, 2015	25,387,222	OWDA #7003	2.030%	Jan. & July 1, 2017-21	23,421,742	-	-
May. 28, 2015	1,155,041	OWDA #7012	2.260%	Jan. & July 1, 2016-36	273,050	22,993	13,048
May. 28, 2015	753,097	OWDA #7013	2.260%	Jan. & July 1, 2016-36	2,654	2,654	8,510
May. 28, 2015	10,997,906	OWDA #7014	2.450%	Jan. & July 1, 2016-36	6,898,047	216,822	128,233
May. 28, 2015	31,617,614	OWDA #7016	1.960%	Jan. & July 1, 2018-38	3,818,638	-	-
Oct. 29, 2015	254,744,002	OWDA #7154	2.350%	Jan. & July 1, 2020-49	17,680,410	-	-
					<u>\$ 138,531,005</u>	<u>\$ 7,630,794</u>	<u>\$ 2,557,508</u>
<b>Ohio Public Works Commission Loan Agreement</b>							
July 1, 1994	690,000	OPWC #CH804	0.000%	Jan. & July 1, 2016-18	\$ 63,928	\$ 21,310	\$ -
July 1, 1996	907,265	OPWC #CH006	0.000%	Jan. & July 1, 2016-20	204,135	45,363	-
July 1, 1997	595,000	OPWC #CH09A	0.000%	Jan. & July 1, 2016-21	163,625	29,750	-
July 1, 2005	275,000	OPWC #CH10I	0.000%	Jan. & July 1, 2016-26	100,464	9,133	-
					<u>\$ 532,153</u>	<u>\$ 105,556</u>	<u>\$ -</u>

**OPWC LOANS**  
**Ohio Public Works Commission Loan Agreement**

DATE OF ISSUE	AMOUNT OF ISSUE	PURPOSE	RATE	MATURITY	OUTSTANDING 12/31/2015	2016 PRINCIPAL	2016 INTEREST
<b>Various Capital Projects</b>							
July 1, 1997	760,000	OPWC #CH10A(CIP)	0.000%	Jan. & July 1, 2016-18	\$ 114,000	\$ 38,000	\$ -
July 1, 1997	1,014,000	OPWC #CH08B(CIP)	0.000%	Jan. & July 1, 2016-20	253,500	50,700	-
July 1, 1999	244,797	OPWC #CH09C(CIP)	0.000%	Jan. & July 1, 2016-22	79,559	12,240	-
July 1, 1999	292,500	OPWC #CH10C(CIP)	0.000%	Jan. & July 1, 2016-21	87,750	14,625	-
July 1, 2000	122,000	OPWC #CH06D(CIP)	0.000%	Jan. & July 1, 2016-22	42,700	6,100	-
June 10, 1998	666,909	OPWC #CH09B(CIP)	0.000%	Jan. & July 1, 2016-24	283,436	33,345	-
July 1, 1999	598,500	OPWC #CH05C(CIP)	0.000%	Jan. & July 1, 2016-22	194,513	29,925	-
July 1, 2000	405,000	OPWC #CH08D(CIP)	0.000%	Jan. & July 1, 2016-22	116,029	16,576	-
July 1, 2001	477,500	OPWC #CH07D(CIP)	0.000%	Jan. & July 1, 2016-23	172,996	21,624	-
July 1, 2001	996,032	OPWC #CH08E(CIP)	0.000%	Jan. & July 1, 2016-24	350,110	41,189	-
July 1, 2003	866,700	OPWC #CH06G(CIP)	0.000%	Jan. & July 1, 2016-26	455,018	43,335	-
July 1, 2005	54,000	OPWC #CH05I(CIP)	0.000%	Jan. & July 1, 2016-29	36,450	2,700	-
July 1, 2005	1,878,000	OPWC #CH11I(CIP)	0.000%	Jan. & July 1, 2016-27	1,079,850	93,900	-
July 1, 2005	754,635	OPWC #CH08I(CIP)	0.000%	Jan. & July 1, 2016-28	471,377	37,732	-
July 1, 2006	988,000	OPWC #CH04J(CIP)	0.000%	Jan. & July 1, 2016-29	691,600	49,400	-
July 1, 2006	184,400	OPWC #CH09J(CIP)	0.000%	Jan. & July 1, 2016-27	110,640	9,220	-
July 1, 2006	834,000	OPWC #CH10J(CIP)	0.000%	Jan. & July 1, 2016-29	583,800	41,700	-
July 1, 2008	1,299,000	OPWC #CH09L(CIP)	0.000%	Jan. & July 1, 2016-39	780,001	26,441	-
Nov. 28, 2008	225,000	OPWC #CH06M(CIP)	0.000%	Jan. & July 1, 2016-41	161,316	6,204	-
Mar. 13, 2009	529,900	OPWC #CH08M(CIP)	0.000%	Jan. & July 1, 2016-41	327,417	12,840	-
Nov. 28, 2008	861,700	OPWC #CH09M(CIP)	0.000%	Jan. & July 1, 2016-42	526,769	19,510	-
Jul. 1, 2010	688,000	OPWC #CH06N(CIP)	0.000%	Jan. & July 1, 2016-41	596,267	22,933	-
Aug. 4, 2010	446,000	OPWC #CH05N(CIP)	0.000%	Jan. & July 1, 2016-42	125,699	4,261	-
TOTAL OPWC LOANS					\$ 7,640,794	\$ 634,501	\$ -

**ODOD**  
**Ohio Department of Development Loan Agreements**

DATE OF ISSUE	AMOUNT OF ISSUE	PURPOSE	RATE	MATURITY	OUTSTANDING 12/31/2015	2016 PRINCIPAL	2016 INTEREST
Mar. 28, 2003	1,000,000	University Technology Park	4.00%	Jan. 1, 2016-2018	\$ 270,229	\$ 112,737	\$ 8,757
Mar. 31, 2011	5,000,000	Goodyear Akron Riverwalk Project	2.00%	Jun. 1, 2016-2030	5,000,000	130,000	49,990
TOTAL ODOD LOANS					<u>\$ 5,270,229</u>	<u>\$ 242,737</u>	<u>\$ 58,747</u>

# OTHER SPECIAL OBLIGATIONS

DATE OF ISSUE	AMOUNT OF ISSUE	PURPOSE	RATE	MATURITY	OUTSTANDING 12/31/2015	2016 PRINCIPAL	2016 INTEREST
<b>Certificates of Participation (COPS)</b>							
Nov. 3, 2010	13,200,000	Steam System Utility	2.75-5.00%	Dec. 1, 2016-30	\$ 11,360,000	\$ 495,000	\$ 556,863
Dec. 5, 2013	2,365,000	Canal Park Stadium	0.60-4.5%	Dec. 1, 2016-23	1,935,000	220,000	64,308
Nov. 27, 2013	14,910,000	Canal Park Stadium	0.58-3.75%	Dec. 1, 2016-21	11,385,000	1,790,000	318,293
TOTAL CERTIFICATES OF PARTICIPATION					\$ 24,680,000	\$ 2,505,000	\$ 939,463
<b>State Infrastructure Bank (SIB) Loans</b>							
No State Infrastructure Bank (SIB) Loans Outstanding							
TOTAL SIB LOANS					\$ -	\$ -	\$ -

**NON-TAX REVENUE ECONOMIC DEVELOPMENT BONDS****Bond Retirement Fund for Serial Bonds and Interest**

DATE OF ISSUE	AMOUNT OF ISSUE	PURPOSE	RATE	MATURITY	OUTSTANDING 12/31/2015	2016 PRINCIPAL	2016 INTEREST
Dec. 15, 2011	14,035,000	Economic Development	2.280%	Dec. 1. 2016-18	\$ 8,150,000	\$ 2,665,000	\$ 169,925
Nov. 25, 2014	28,230,000	Economic Development	3.080%	Dec. 1, 2016-34	26,635,000	1,625,000	888,898
Nov. 12, 2015	13,250,000	Economic Development	3.170%	Dec. 1, 2017-26	13,250,000	-	414,317
TOTAL NON-TAX REVENUE BONDS					\$ 48,035,000	\$ 4,290,000	\$ 1,473,140

**INCOME TAX REVENUE BONDS**  
**Bond Retirement Fund for Serial Bonds and Interest**

DATE OF ISSUE	AMOUNT OF ISSUE	PURPOSE	RATE	MATURITY	OUTSTANDING 12/31/2015	2016 PRINCIPAL	2016 INTEREST
Dec. 15, 2011	6,405,000	Pension Refunding	2.950%	Dec. 1, 2016-23	\$ 4,950,000	\$ 570,000	\$ 132,175
Mar. 10, 2015	6,500,000	Health Benefit Claims	1.150%	Mar. 10, 2016	\$ 4,500,000	\$ 4,500,000	\$ 51,750
Aug. 15, 2013	2,493,570	OAQDA Series A	2.031%	Dec. 1, 2016-21	\$ 1,840,433	\$ 291,537	\$ 37,379
Aug. 15, 2013	2,355,914	OAQDA Series B	4.200%	Dec. 1, 2022-28	\$ 2,355,914	\$ -	\$ 98,948
Aug. 7, 2014	838,000	OAQDA Series A	2.031%	Dec. 1, 2016-21	\$ 695,956	\$ 110,241	\$ 14,135
Nov. 14, 2012	28,870,000	Various Purpose Bonds	3.149%	Dec. 1, 2016-32	\$ 25,765,000	\$ 1,115,000	\$ 924,650
Nov. 25, 2014	32,340,000	Various Purpose Bonds	5.097%	Dec. 1, 2016-34	\$ 31,195,000	\$ 1,200,000	\$ 1,452,250
Nov. 12, 2015	25,370,000	Various Purpose Bonds	4.463%	Dec. 1, 2016-28	\$ 25,370,000	\$ 130,000	\$ 1,210,379
Jun. 18, 2015	5,500,000	Cascade Plaza Bond	2.420%	Dec. 1, 2016-35	\$ 5,383,262	\$ 219,133	\$ 128,957
Jul. 28, 2010	17,880,000	Community Learning Ctrs., 2010A	4.440%	Dec. 1, 2016-33	17,705,000	370,000	766,400
Jul. 28, 2010	12,060,000	Community Learning Ctrs., 2010B	6.450%	Dec. 1, 2020-33	12,060,000	-	765,548
Jul. 28, 2010	15,060,000	Community Learning Ctrs., 2010C	5.940%	Dec. 1, 2021-26	15,060,000	-	884,624
Jun. 27, 2012	155,360,000	Community Learning Ctrs., 2012A	4.974%	Dec. 1, 2016-33	150,760,000	5,635,000	7,463,400
May 7, 2014	50,000,000	Community Learning Ctrs., 2014	3.456%	Dec. 1, 2016-33	46,800,000	1,865,000	1,917,269
Total Community Learning Centers					\$ 242,385,000	\$ 7,870,000	\$ 11,797,241
TOTAL INCOME TAX REVENUE BONDS					\$ 344,440,565	\$ 16,005,911	\$ 15,847,864

**INCOME TAX REVENUE NOTES**

Dec. 11, 2015	10,000,000	Various Purpose Notes	1.250%	Dec. 15, 2016	\$ 10,000,000	\$ 10,000,000	\$ 124,653
					\$ 10,000,000	\$ 10,000,000	\$ 124,653



**SPECIAL REVENUE (JEDD) BONDS**  
**Bond Retirement Fund for Serial Bonds and Interest**

DATE OF ISSUE	AMOUNT OF ISSUE	PURPOSE	RATE	MATURITY	OUTSTANDING 12/31/2015	2016 PRINCIPAL	2016 INTEREST
Dec. 21, 2011	27,165,000	JEDD Rev. Refunding, Ser 2011	2.940%	Dec. 1. 2016-22	\$ 22,030,000	\$ 3,325,000	\$ 943,863
TOTAL SPECIAL REVENUE (JEDD) BONDS					<u>\$ 22,030,000</u>	<u>\$ 3,325,000</u>	<u>\$ 943,863</u>

**CITY OF AKRON, OHIO**  
**Comparative and Estimated Receipts, Expenditures and Balances**

<u>Purpose</u>	<u>Actual</u>			<u>Estimate</u>
	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
General Bond Retirement: January 1	\$ 117,018.28	\$ 112,898.91	\$ 108,056.05	\$ 108,865.22
Receipts:				
General Property Tax	352,206.35	939,852.12	665,440.52	440,000.00
Investments Matured	1,030,566.76	976,100.00	400,000.00	-
Bond & Note Sale, Premium, A/I	-	909.83	-	-
BNY Escrow	24,984,668.78	-	2,068,337.50	-
Miscellaneous Receipts	260,655.54	1,021,535.58	523,531.10	-
EMS Operating	13,966.50	13,844.62	7,364.05	18,369.84
JEDD - Econ. Dev. & Township	644,171.76	429,432.40	93,882.77	100,000.00
Motor Equipment Operating	23,479.54	23,730.91	67,889.04	68,545.67
Municipal Utilities	9,950,368.57	17,354,634.73	19,442,673.43	12,670,338.38
Off-Street Parking	-	682.26	1,364.52	501,370.00
Capital Imp. Fund	21,861,113.63	18,631,529.35	17,954,206.21	20,237,665.82
Gas Tax	750,000.00	-	-	-
Tag Tax	-	903,532.00	900,000.00	-
Community Development Fund	113,276.78	56,638.39	-	151,452.08
In-Lieu-Of-Taxes	98,099.43	4,026,893.61	2,424,621.49	2,400,000.00
General Fund	78,222.40	69,217.53	76,922.16	73,286.54
U. S. Bank Escrow	1,048,750.00	2,852,462.50	39,592,987.50	1,362,400.00
Bond Payment Fund - Various	733,633.45	273,517.16	542,821.18	-
Total Receipts and Balance	\$ 62,060,197.77	\$ 47,687,411.90	\$ 84,870,097.52	\$ 38,132,293.55

**CITY OF AKRON, OHIO**  
**Comparative and Estimated Receipts, Expenditures and Balances**  
(Continued)

Expendiures:

Bonds & Notes: Within 10M	\$ 38,326,388.41	\$ 16,834,388.98	\$ 13,390,000.00	\$ 17,510,000.00
Bonds & Notes Int. Within 10M	11,220,801.26	10,212,741.01	8,905,885.35	6,795,039.06
Bonds & Notes: Outside 10M	-	-	40,965,000.00	-
Bonds & Notes Int. Outside 10M	-	-	991,931.25	-
O.W.D.A. Loans	9,748,855.36	17,153,120.99	19,241,159.69	12,583,032.22
O.P.W.C. Loans	805,312.86	805,312.86	820,663.71	836,014.56
O.D.O.D. Loans	122,837.08	122,582.46	122,245.95	301,484.00
S.I.B. Loans	1,470,704.32	1,470,704.32	320,270.00	-
Other Expense	31,219.01	4,405.23	22.86	5,000.00
Investment Purchases	-	976,100.00	4,053.49	-
Bond Payment Fund - Various	221,180.56	-	-	-
Total Expenditures	<u>\$ 61,947,298.86</u>	<u>\$ 47,579,355.85</u>	<u>\$ 84,761,232.30</u>	<u>\$ 38,030,569.84</u>
Balance December 31	<u>\$ 112,898.91</u>	<u>\$ 108,056.05</u>	<u>\$ 108,865.22</u>	<u>\$ 101,723.71</u>

**CITY OF AKRON, OHIO**  
**Comparative and Estimated Receipts, Expenditures and Balances**

<u>Purpose</u>	Actual			Estimate
	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Special Assessment Bond Retirement				
Fund: January 1	\$ 231,321.97	\$ 2,000.43	\$ 1,861.68	\$ 4,840.68
Receipts:				
Assessments Coll. by County	14,070,953.80	15,460,010.95	14,499,373.15	14,161,134.02
Assessments Coll. by City	-	-	-	-
Interest on Investments	-	-	-	-
Investments Matured	81,692.91	-	-	-
Premiums	-	-	-	-
Accrued Interest Bonds Sold	-	-	-	-
Sale of Bonds & Notes	33,250.00	-	-	-
Street Cleaning Assessments	-	-	-	-
Balance from Improvement	-	-	-	-
Funds & Miscellaneous	221,180.56	-	-	-
Total Receipts and Balance	<u>\$ 14,638,399.24</u>	<u>\$ 15,462,011.38</u>	<u>\$ 14,501,234.83</u>	<u>\$ 14,165,974.70</u>
Expenditures:				
Redemption of Improvement Bonds	\$ 2,332,890.21	\$ 2,118,575.79	\$ 1,231,002.88	\$ 962,324.00
Interest on Improvement Bonds	274,089.69	190,299.37	103,842.96	77,079.00
Redemption of Notes	11,796,000.00	13,000,000.00	13,000,000.00	13,000,000.00
Interest on Notes	159,503.61	127,683.11	123,027.31	121,731.00
Bank of NY Trustee	40,613.80	23,561.43	-	-
Legal Services	31,250.00	-	38,500.00	-
Investments Purchased	-	-	-	-
Close-Out Various S.A. Accounts	-	-	-	-
Refunds - S.A. Collections	-	-	-	-
Misc. & Dist. of S.A. Coll.	\$ 2,051.50	\$ 30.00	\$ 21.00	\$ -
Total Expenditures	<u>\$ 14,636,398.81</u>	<u>\$ 15,460,149.70</u>	<u>\$ 14,496,394.15</u>	<u>\$ 14,161,134.00</u>
Balance December 31	<u>\$ 2,000.43</u>	<u>\$ 1,861.68</u>	<u>\$ 4,840.68</u>	<u>\$ 4,840.70</u>

**Table 14****2016 DEBT SERVICE**

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Major Governmental Funds			
General Fund	\$ 68,555	\$ 4,732	\$ 73,287
Income Tax Capital Improvement Fund	35,828,518	12,409,148	48,237,666
Community Learning Centers Income Tax Fund	7,870,000	11,797,241	19,667,241
Special Assessments Bond Payment Fund	13,962,324	198,810	14,161,134
Major Proprietary Funds			
Water Fund	5,492,257	1,795,260	7,287,517
Sewer Fund	12,440,093	2,788,942	15,229,035
Off-Street Parking Fund	-	501,370	501,370
Non-Major Governmental Funds (1)	6,439,418	1,437,535	7,876,953
Non-Major Proprietary Funds (2)	4,555,813	64,482	4,620,296
Total	<u>\$ 86,656,979</u>	<u>\$ 30,997,519</u>	<u>\$ 117,654,498</u>

(1) Includes Non-Major Debt Service and Non-Major Special Revenue Funds.

(2) Includes Non-Major Internal Service and Non-Major Enterprise Funds.

## Future Debt Service Requirements

Fiscal Year Ending December 31 (in thousands)	Governmental Activities					
	General Obligation Bonds		OPWC Loan		Ohio Department of Development Loans	
	Principal	Interest	Principal	Interest	Principal	Interest
2016	\$ 17,654	\$ 6,678	\$ 635	\$ -	\$ 243	\$ 59
2017	18,082	6,117	634	-	417	100
2018	17,676	5,530	635	-	345	90
2019	17,394	5,048	596	-	310	84
2020	15,946	4,487	596	-	320	77
2021-2025	67,259	13,872	2,300	-	1,715	288
2026-2030	28,975	3,941	1,110	-	1,920	108
2031-2035	3,855	176	461	-	-	-
2036-2040	-	-	461	-	-	-
2041-2045	-	-	213	-	-	-
2046-2050	-	-	-	-	-	-
	<u>\$ 186,841</u>	<u>\$ 45,849</u>	<u>\$ 7,641</u>	<u>\$ -</u>	<u>\$ 5,270</u>	<u>\$ 806</u>

Fiscal Year Ending December 31 (in thousands)	Non-Tax Revenue Bonds		Income Tax Revenue		Special Revenue Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest
	Principal	Interest	Principal	Interest	Principal	Interest
2016	\$ 4,290	\$ 1,473	\$ 11,505	\$ 15,796	\$ 3,325	\$ 944
2017	4,575	1,380	14,949	15,354	3,485	778
2018	5,735	1,296	15,973	14,712	3,665	603
2019	3,025	1,173	15,342	13,991	3,835	420
2020	3,105	1,099	15,707	13,306	4,040	228
2021-2025	17,020	3,995	91,096	54,531	3,680	176
2026-2030	8,915	1,081	102,443	32,013	-	-
2031-2035	1,370	166	72,926	7,202	-	-
2036-2040	-	-	-	-	-	-
2041-2045	-	-	-	-	-	-
2046-2050	-	-	-	-	-	-
	<u>\$ 48,035</u>	<u>\$ 11,663</u>	<u>\$ 339,941</u>	<u>\$ 166,905</u>	<u>\$ 22,030</u>	<u>\$ 3,149</u>

Fiscal Year Ending December 31 (in thousands)	Special Assessment Bonds		Income Tax Revenue Notes		Special Assessment Notes	
	Principal	Interest	Principal	Interest	Principal	Interest
	Principal	Interest	Principal	Interest	Principal	Interest
2016	\$ 962	\$ 77	\$ 14,500	\$ 177	\$ 13,000	\$ 122
2017	460	49	-	-	-	-
2018	351	35	-	-	-	-
2019	362	27	-	-	-	-
2020	360	18	-	-	-	-
2021-2025	365	9	-	-	-	-
2026-2030	-	-	-	-	-	-
2031-2035	-	-	-	-	-	-
2036-2040	-	-	-	-	-	-
2041-2045	-	-	-	-	-	-
2046-2050	-	-	-	-	-	-
	<u>\$ 2,860</u>	<u>\$ 215</u>	<u>\$ 14,500</u>	<u>\$ 177</u>	<u>\$ 13,000</u>	<u>\$ 122</u>

## Future Debt Service Requirements

Fiscal Year Ending December 31 (in thousands)	Govenmental Activities		Business-type Activities			
	Certificates of Participation		General Obligation Bonds		Mortgage Revenue	
	Principal	Interest	Principal	Interest	Principal	Interest
2016	\$ 2,505	\$ 939	\$ 76	\$ 24	\$ 3,870	\$ 938
2017	2,550	891	79	20	4,060	817
2018	2,620	820	83	16	4,255	626
2019	2,705	739	87	12	1,130	513
2020	2,800	646	92	7	1,165	479
2021-2025	6,220	1,993	127	6	6,395	1,841
2026-2030	5,280	888	-	-	3,520	962
2031-2035	-	-	-	-	2,575	266
2036-2040	-	-	-	-	-	-
2041-2045	-	-	-	-	-	-
2046-2050	-	-	-	-	-	-
	<u>\$ 24,680</u>	<u>\$ 6,916</u>	<u>\$ 544</u>	<u>\$ 85</u>	<u>\$ 26,970</u>	<u>\$ 6,442</u>

Fiscal Year Ending December 31 (in thousands)	Business-type Activities					
	Revenue		OWDA Loans		OPWC Loans	
	Principal	Interest	Principal	Interest	Principal	Interest
2016	\$ 4,750	\$ 328	\$ 9,140	\$ 3,444	\$ 202	\$ -
2017	1,800	90	14,775	4,596	201	-
2018	-	-	14,405	4,639	202	-
2019	-	-	14,294	4,723	180	-
2020	-	-	19,807	10,291	106	-
2021-2025	-	-	50,619	26,612	240	-
2026-2030	-	-	29,972	7,000	9	-
2031-2035	-	-	8,962	980	-	-
2036-2040	-	-	-	-	-	-
2041-2045	-	-	-	-	-	-
2046-2050	-	-	-	-	-	-
	<u>\$ 6,550</u>	<u>\$ 418</u>	<u>\$ 161,974</u>	<u>\$ 62,285</u>	<u>\$ 1,140</u>	<u>\$ -</u>

Fiscal Year Ending December 31 (in thousands)	Grand Total	
	Principal	Interest
2016	\$ 86,657	\$ 30,999
2017	66,067	30,192
2018	65,945	28,367
2019	59,260	26,730
2020	64,044	30,638
2021-2025	247,036	103,323
2026-2030	182,144	45,993
2031-2035	90,149	8,790
2036-2040	461	-
2041-2045	213	-
2046-2050	-	-
	<u>\$ 861,976</u>	<u>\$ 305,032</u>

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# **Capital Budget**

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## **2016 CAPITAL INVESTMENT AND COMMUNITY DEVELOPMENT PROGRAM**

### **INTRODUCTION**

The City of Akron Budget Plan is comprised of two major components, the Operating Budget and the Capital Budget. The Operating Budget is the component that funds wages, salaries, supplies and materials. Basically, the operating component funds the day-to-day, recurring costs the City incurs. The other component, the Capital Budget, funds the major, one-time expenses for equipment, facilities, etc. Examples of capital expenses are fire trucks, expressway improvements, park construction, remodeling or major repairs of City buildings.

In previous years, the Capital Budget was used exclusively for infrastructure repairs and construction. Today, however, the Capital Budget is also used for economic development. As you read through the major projects listed in the Capital Budget, you will notice the sizable amount of funds devoted to the expenses categorized as economic development. Akron has devoted much effort and money to enhance its image as a good place to do business. The projects that are herein identified are evidence that the effort is paying dividends.

Although there are two components to the budget, the budgets operate as one. The reason the components appear separately is for convenience in review of the budgets and simplicity in explaining the process. The capital projects are generally more interesting to the general population than the operating expenses. Separating the Capital Budget from the Operating Budget allows the reader to quickly find a particular project.

The Capital Budget is a vital part of the overall City budget. The decision to put certain projects in the budget is dependent on the operating implications of the investment. Many capital projects assist the Operating Budget by reducing long-term operating costs. Other projects are funded because they are expected to reap long-term revenue growth, and a larger revenue stream enables other operating programs to be implemented or expanded.

The City's Capital Budget identifies the capital improvements that will be made in the City during 2016. These projects are funded from a variety of funding sources. The largest source is the City income tax. Akron's 2% tax (Akron's tax rate is 2.25% but .25% is dedicated for the Community Learning Centers) is divided by Charter into the Operating Plan (73%) and the Capital Plan (27%). This Charter mandate has enabled Akron to always have a steady supply of capital funds available to pay debt service, match grants from federal and state agencies, and make improvements and extensions to the City's infrastructure. Akron has been able to keep pace with an aging infrastructure due to the reliability of the revenues from the City's income tax.

### **OBJECTIVES**

The 2016 Capital Budget is a key element in the City's overall financial plan. Akron is dedicated to the goal of maintaining its reputation as a financially sound community, and the Capital Plan and Operating Budget Plan are integrated to reach that goal.

Specifically, the Capital Budget is prepared in order to meet the following objectives:

- a. Maintain the facilities vital to both Akron residents and businesses, such as water and sewer lines, parks, streets, bridges and expressways.
- b. Reduce long-term operating costs by making permanent improvements in areas that otherwise need constant maintenance dollars.
- c. Encourage the economic expansion of Akron's economy. This activity results in an increase in the local tax base, thus providing additional funds for both capital and operating purposes.
- d. Maintain sound neighborhoods. In cooperation with local banks, millions of dollars have been invested in Akron's housing stock to preserve Akron's true strength – its neighborhoods.

The City has consistently met these objectives over the years, and the projects identified in the 2016 plan will continue that tradition.

## FUNDING

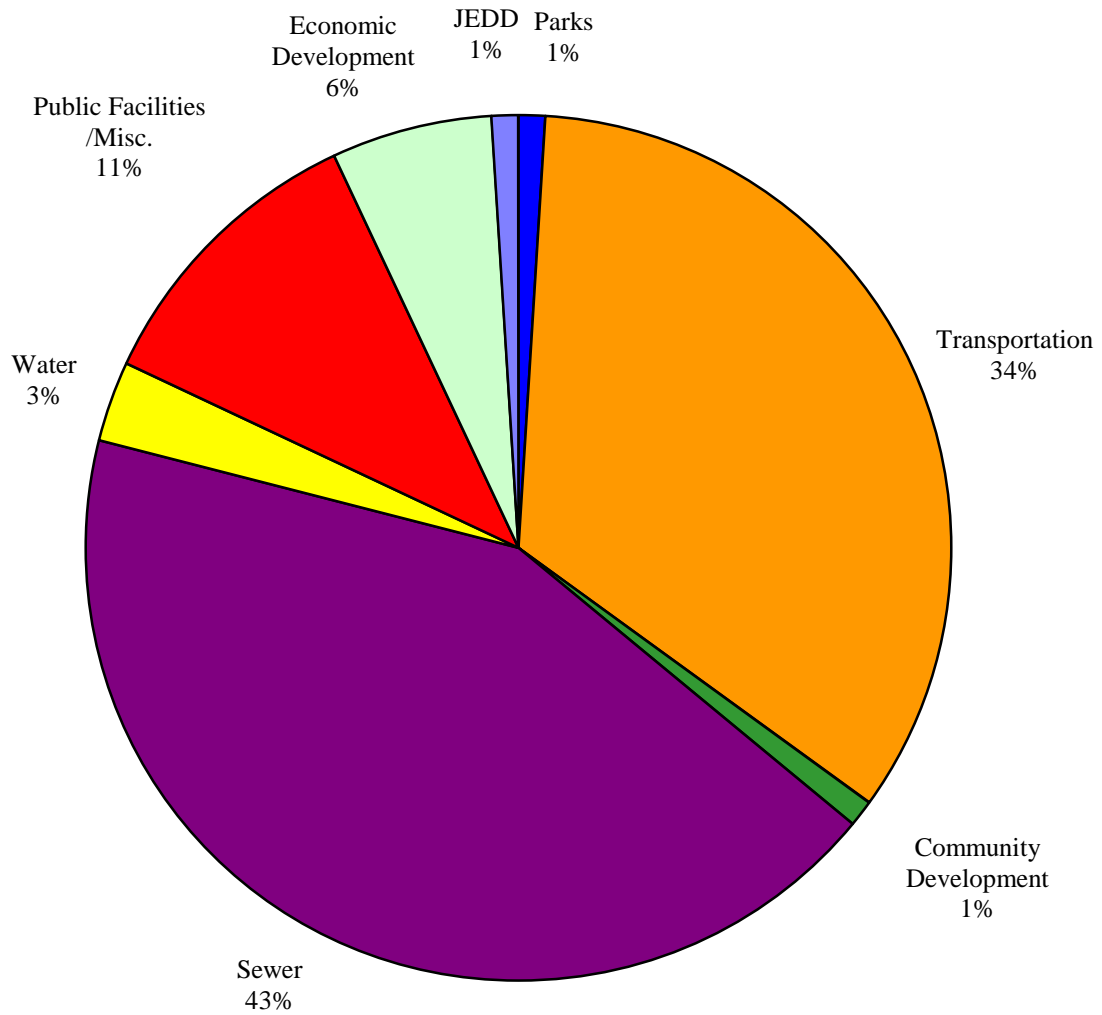
The changes in federal and state budget policies have reduced the amount of funds Akron receives for capital investments as well as operating expenses. The reduction of these funds has limited the City's ability to meet its capital needs on a timely basis.

While the City's income tax is the largest single source of revenue in the budget, other sources of revenue contribute to the sizable Capital Budget for 2016. At the end of this section is a listing of all the revenues used in the 2016 Capital Budget, including the amount and a brief description of the source.

## IMPACT ON OPERATIONS

The following pages contain a description of each category of projects in the 2016 Capital Budget. After each category, a description of the impact that the projects have on the operations of the City is provided. Also included is a description of the major projects for each category and the proposed funding. For a more detailed description of each project, please refer to the City of Akron Five-Year Capital Investment and Community Development Plan.

**CITY OF AKRON  
2016 CAPITAL BUDGET  
EXPENDITURES BY PROGRAM  
TOTAL \$450,951,917**



## 2016 EXPENDITURES BY PROGRAM

PROJECT	DESCRIPTION	FUNDING	
TRANSPORTATION PROGRAM			
Arterial/Collectors	Miscellaneous improvements to Akron's arterial street system to increase safety and move traffic more efficiently. Includes lane widening, traffic controllers, turn lanes, consulting services, etc.	\$ 2,190,000	General Obligation Debt
		3,550,000	Highway Safety Funds
		8,900,000	Congestion Mitigation/Air Quality
		1,424,800	Surface Transportation Program
		300,000	Discretionary Project
		<u>\$ 16,364,800</u>	Total
Bridges	Annual maintenance on City-owned bridges including bridge replacements and reconstruction.	\$ 100,000	Tag Tax
		25,000	General Obligation Debt
		25,000	Discretionary Project
		<u>\$ 150,000</u>	Total
Expressways	Major reconstruction of expressways throughout Akron.	\$ 111,398,182	Ohio Department Of Transportation
		4,093,384	Ohio Public Works Commission
		5,000,000	Surface Transportation Program
		3,000,000	Highway Safety Funds
		2,500,000	Bridge Replacement
		1,645,723	Sewer Capital Fund
		609,679	Water Capital Fund
		720,000	General Obligation Debt
		414,122	Discretionary Project
		342,000	Special Assessments
		347,862	Street Lighting Assessments
		103,530	State of Ohio
		20,000	Gas Tax
	<u>\$ 130,194,482</u>	Total	
Residential Streets	New pavement, sidewalks, curbs, and street trees on various streets.	\$ 377,126	General Obligation Debt
		117,000	Special Assessments
		839,874	Ohio Public Works Commission
		94,000	Private
		<u>\$ 1,428,000</u>	Total
Resurfacing Program	Resurfacing of arterial, collector, and local streets throughout the City.	\$ 823,000	Special Assessments
		1,792,000	General Obligation Debt
		812,000	Ohio Department Of Transportation
		310,000	Gas Tax
		<u>\$ 3,737,000</u>	Total
Sidewalk Program	The reconstruction of damaged sidewalks throughout the City on various streets, including new Americans with Disabilities Act (ADA) curb ramps at locations having either no ramps or deficient ramps.	\$ 891,250	General Obligation Debt
		148,750	Special Assessments
		176,000	Transportation Alternatives Program
		400,000	Surface Transportation Program
		<u>\$ 1,616,000</u>	Total
TOTAL TRANSPORTATION PROGRAM		<u>\$ 153,490,282</u>	

### Impact on Operations:

The transportation program has been instrumental in reducing the number of miles of non-paved streets, and thereby decreasing operating costs as each mile that is paved reduces costs incurred for routine operating maintenance. All streets are investigated each year by the Highway Maintenance Division and recommendations are made to City Council representatives on which streets will be repaired each year. Those streets are then repaired using contractual maintenance firms. In this way, the funds not used to maintain newly paved streets are used to maintain non-paved streets. Non-paved street contractual maintenance is assessed against the property owners at a higher rate than the paving, encouraging the property owners to petition for the streets to be paved.

PROJECT	DESCRIPTION	FUNDING	
PARKS PROGRAM			
Adam's Run Trail Greenway	Design and property acquisition for a 3,100 LF multi-use trail in southeast Akron. Western Reserve Land Conservancy is donating property and in-kind services. Construction in 2017-2018.	\$ 26,880 59,000 <u>105,000</u> \$ 190,880	Ohio Department of Natural Resources Clean Ohio Program Western Reserve Land Conservatory Total
Akron Bicycle Plan	Implementation of Akron Bicycle Plan including signage, striping, racks, educational and promotional materials.	\$ 10,000	Income Tax
Cuyahoga River Bank Stabilization - Cascade Ballfields	Design and construction of natural channel improvements and to restore eroded river bank on Cuyahoga River adjacent to the baseball fields at Cascade Valley Park.	\$ 100,000 1,000,000 <u>1,100,000</u>	Sewer Capital Fund Water Resource Restoration Sponsorship Program Total
L. Cuyahoga River Trail Extension Study	Study to look at potential line and grade for a Little Cuyahoga Trail alignment from Goodyear Dam to North Street.	\$ 100,000	Sewer Capital Fund
Ed Davis Tennis Courts	Relocation of existing Tennis courts. Design in 2016.	\$ 25,000	General Obligation Debt
Firestone Stadium Improvements	Miscellaneous improvements to Firestone Stadium.	\$ 20,000	General Obligation Debt
Heintz Hillcrest Park	Provide walking path throughout the park.	\$ 50,000	General Obligation Debt
Joy Park Community Center Roof	Roof Replacement.	\$ 78,000	General Obligation Debt
Kenmore Senior Center	Upgrade HVAC System	\$ 55,000	General Obligation Debt
Lawton Street Comm. Center Roof	Roof Replacement.	\$ 73,000	General Obligation Debt
Misc. Parks and Community Centers	Small capital improvements at various city parks and community centers.	\$ 150,000	Income Tax
Patterson Park Community Center	Rehabilitation of Patterson Park Community Center. Includes repairs to deteriorated retaining wall.	\$ 40,000	General Obligation Debt
Reservoir Park Community Center	Building renovations including roof, HVAC, windows, kitchen, and restrooms.	\$ 40,000	General Obligation Debt
Tot Lot Rehab	Rehab of parks for ages 5 and under.	\$ 25,000	Income Tax
Wilbeth Road Wetlands	To preserve wetland and cleanup area in conjunction with Towpath Trail. Includes acquisition of 7+/- acres of green space.	\$ 359,000 1,750,000 <u>2,109,000</u> \$ 4,065,880	Clean Ohio Program Water Resource Restoration Sponsorship Program Total
TOTAL PARKS PROGRAM		\$ 4,065,880	

**Impact on operations:**

The park projects noted above for the most part add to the operations of the city. However, the various small park improvements detailed above reduce the operation costs for those particular parks, and this enables the Parks Maintenance Division to concentrate on other parks. The City has used maintenance contracts with small community groups to maintain many of our small parks. This has proven more cost-effective than using City crews.

PROJECT	DESCRIPTION			FUNDING
<b>PUBLIC FACILITIES PROGRAM</b>				
Canal Park Stadium Improvements	Miscellaneous improvements to Canal Park Stadium.	\$	100,000	General Obligation Debt
Canal Park Stadium Lighting	Relamp existing stadium lighting.	\$	20,000	Income Tax
Cascade Parking Deck	Repairs to deck including concrete repairs, waterproofing, and possible parking configurations.	\$	300,000	Certificate Of Participation
CitiCenter Fire Alarm System	Replacement of existing fire alarm system.	\$	200,000	General Obligation Debt
Copley Road - Salt Dome Roof Replacement	Replace and overlay the existing shingle roof.	\$	80,000	General Obligation Debt
Fire Concrete Replacement Program	Replace concrete drive apron at 2474 Triplett Blvd.	\$	100,000	General Obligation Debt
Fire Station #2	Completion of design plan of new 3-bay facility at Fire Station #2 (952 E. Exchange St.).	\$	25,000	General Obligation Debt
Fire Station #12	Design of new 4-bay facility at Fire Station #12 (1852 W. Market St.)	\$	50,000	General Obligation Debt
Fire Station #13 Roof Repair	Repairs to roof, gutters, downspouts at Fire Station #13 (1544 Brown Street).	\$	90,000	General Obligation Debt
Fire Station Parking Lots	Repair and reconstruction of various Fire Station parking lots and driveways.	\$	50,000	Income Tax
Municipal Building Elevator Rehab.	Upgrade and modernize municipal building elevators.	\$	50,000	General Obligation Debt
Muni. Service Center Building #3 Roof	Construction of new roof on Building #3.	\$	100,000	General Obligation Debt
Muni. Service Center 1B Roof Replacement	Replace deteriorated roofing system.	\$	90,000	General Obligation Debt
Municipal Service Center Miscellaneous Improvements	Miscellaneous improvements at the Municipal Service Center. Includes upgrades to existing fire alarm system.	\$	100,000	General Obligation Debt
Stubbs Justice Center Ceiling & Asbestos	Replace ceiling tiles and remove asbestos as necessary. Multi-year project.	\$	25,000	General Obligation Debt
<b>TOTAL PUBLIC FACILITIES</b>		\$	<u>1,380,000</u>	

**Impact on Operations:**

The above improvements will have a minimal effect on operations of the City, but will reduce the need for outside maintenance on the various items.



PROJECT	DESCRIPTION	FUNDING	
MISCELLANEOUS EXPENSES			
Administration (Capital)	Annual salaries, benefits, supplies and overhead for the Capital Planning Administration.	\$ 800,000	Income Tax
Debt Service	Annual service on general obligation debt for capital projects.	\$ 34,500,000	Income Tax
		900,000	Tag Tax
		3,000,000	Tax Increment Financing
		500,000	General Fund
		500,000	Parking Lot Revenue
		500,000	Development Activity Fund
		500,000	Property Taxes
		1,500,000	Joint Economic Development District
		\$ 41,900,000	Total
Downtown Beautification	Annual program request. Planting and maintaining the flowering window boxes on the Municipal Building, Civic mall, and the CitiCenter Building. Also includes plant beds.	\$ 10,000	Income Tax
Equipment Replacement	Annual replacement of obsolete or otherwise unusable rolling stock.	\$ 1,770,000	General Obligation Debt
		30,000	Equipment Auction
		\$ 1,800,000	Total
Fire Elevated Stream Pumper	Purchase of elevated stream pumper to replace existing 1991 mini tower apparatus.	\$ 800,000	General Obligation Debt
Fire Vehicle Refurbishment Program	Annual program to refurbish vehicle bodies on mechanically sound Fire and EMS vehicles.	\$ 50,000	Income Tax
Fire Stations Misc. Equipment	Miscellaneous equipment purchases at various fire stations.	\$ 75,000	Income Tax
Fire Structural Turn- Out Gear Replacement	Annual replacement of expired Structural Fire Protective Clothing due to new National Fire Protection Association (NFPA) standard.	\$ 50,000	Income Tax
Neighborhood Partnerships	Matching grants of up to \$7,500 for neighborhood organizations for small, competitive projects that build neighbor collaboration.	\$ 60,000	Income Tax
		100,000	Akron Community Foundation
		60,000	Community Development
		\$ 220,000	Total

PROJECT	DESCRIPTION	FUNDING	
MISCELLANEOUS EXPENSES (continued)			
Police Body Worn Cameras	The purchase of body worn cameras for officers and detectives.	\$ 184,000	Income Tax
		184,000	U.S. Department of Justice
		\$ 368,000	Total
Police Property Room	Design of new Police property room to centralize evidence.	\$ 25,000	Income Tax
Police Gear Replacement	Miscellaneous equipment purchases for police officers.	\$ 50,000	Income Tax
Police AFIS System Replacement	Replace the current Cogent system purchased in 2003. Includes training, hardware, software, installation and connection.	\$ 105,000	Income Tax
		105,000	Summit County
		\$ 210,000	Total
Police Digital Image Management System Replacement	Replace system used to store crime scene photographs and traffic unit photos. Costs include training, software license, modules, and maintenance.	\$ 35,000	Income Tax
School Flashing Lights Remote Access	Purchase new school flashing light controllers that provide cell phone technology for the purpose of updating and monitoring flashing lights.	\$ 10,000	Income Tax
Street Lighting Maintenance	Annual maintenance and installation of street lights.	\$ 200,000	Street Lighting Assessments
Street Trees	Annual replacement of street trees removed because of age, disease, or accident. Includes tree replacement as part of the Emeral Ash Borer mitigation.	\$ 100,000	Income Tax
TOTAL MISCELLANEOUS EXPENSES		\$ 46,703,000	

**Impact on Operations:**

The above improvements will reduce maintenance costs for the City.

PROJECT	DESCRIPTION	FUNDING	
ECONOMIC DEVELOPMENT			
Brownfields	Cleanup and revitalization of various Brownfield areas throughout the City in support of current economic development initiatives.	\$ 50,000 200,000 200,000 \$ 450,000	Joint Economic Development District JOBS Ohio Program Environmental Protection Agency Total
Bridgestone - Firestone Development	Plans for streetscape improvements including street resurfacing, sidewalks, curbs, inlets, decorative brick wall and street lighting.	\$ 50,000 100,000 350,000 \$ 500,000	Special Assessments General Obligation Debt Ohio Public Works Commission Total
Goodyear - Eastgate Development	Roadway, signal and utility improvements along East Market Street. Closeout charges for the Massillon Road reconstruction. Rehabilitation of Goodyear Combined Sewer Overflow (CSO) retention tank. Construction and realignment of 3,700 feet of 24" sanitary sewer and fill selected portions of obsolete sanitary sewer. Realignment and replacement of a section of Seiberling Street with a street to be known as Seiberling Way.	15,648,024 475,200 100,000 5,000,000 746,333 500,000 \$ 22,469,557	Ohio Public Works Commission Ohio Water Development Authority General Obligation Debt Surface Transportation Program Industrial Reality Group Sewer Capital Fund Total
Commercial / Industrial Development	Construction of the Picton Parkway extension, the White Pond Parkway, and roadway improvements to W. Emerling Avenue.	\$ 583,215 790,630 324,500 24,000 91,250 66,560 1,700,000 \$ 3,580,155	Joint Economic Development District Ohio Public Works Commission General Obligation Debt Special Assessments Water Capital Fund Sewer Capital Fund Discretionary Project Total
Commercial / Industrial Support	Infrastructure improvements to support development of industrial and commercial parcels and miscellaneous economic development.	\$ 100,000 55,000 75,000 50,000 25,000 250,000 \$ 555,000	Economic Development Bond Tax Increment Financing Joint Economic Development District Land Sales General Obligation Debt Income Tax Total
Neighborhood Business Districts	Matching facade grants, loans, and other assistance to support businesses in designated areas.	\$ 200,000	Community Development
Small Business and Neighborhood Districts Support	Provision of operational support to provide free business consulting and training to entrepreneurs and small businesses. Annual contract with Greater Akron Chamber for services that improve the economic well being of the city. Financial assistance programs in the Central Business District and business assistance based on job creation. Study of business corridors for future redevelopment.	\$ 430,755 143,216 51,686 26,700 11,814 10,000 63,685 \$ 737,856	Joint Economic Development District Small Business Administration Summit County Ohio Department of Development Portage County Income Tax City of Kent Total
TOTAL ECONOMIC DEVELOPMENT PROGRAM		\$ 28,492,568	

**Impact on Operations:**

The intent of the Economic Development program of the City is specifically to enhance the operating capability of the City of Akron. The projects noted above are all aimed at generating additional revenue in the form of municipal Income Tax. The City has had growth in all sectors of the economy as a result of our economic development incentives.

PROJECT	DESCRIPTION	FUNDING	
PUBLIC UTILITIES			
Combined Sewer Overflows (CSO)			
CSO Long Term Control Plan (Federal Mandate)	Design, construction and projects relating to various CSO Racks, Storage Basins, Separation Projects, and the Ohio Canal Interceptor Tunnel. Mud Run District repairs and rehabilitation for deficient manholes and sewer segments, annual maintenance of green infrastructure, and odor control studies.	\$ 136,386,147	Water Pollution Control Loan Fund
		870,000	Ohio Water Development Authority
		520,000	Sewer Capital Fund
		60,000	General Obligation Debt
		\$ 137,836,147	Total
CSO Program Management Team (Federal Mandate)	CSO Program management team.	\$ 5,000,000	Sewer Capital Fund
Operation/Maintenance PMT (Federal Mandate)	Development and implementation of the Capacity, Management, Operation, and Maintenance (CMOM) Program, including but not limited to aggregate cleaning and inspection of the sewer system every 5 years, and identification of projects as-needed to help prevent sanitary sewer overflow.	\$ 10,300,000	Sewer Capital Fund
Total Combined Sewer Overflows (CSO)		\$ 153,136,147	
Joint Economic Districts (Sewer & Water)			
Extension Studies	Studies to develop project limits for sanitary sewer and water extension requests.	\$ 100,000	Joint Economic Development District
Service Area Extensions	Design and construction of sanitary sewer and water service area extensions.	\$ 400,000	Joint Economic Development District
Bath Township	Construction of water main on Medina Road from Crystal Lake to Springside Drive.	\$ 683,000	Joint Economic Development District - Special Assessments
Copley Township	Construction of various water mains and sanitary sewers in Copley Township.	\$ 2,468,000	Joint Economic Development District - Special Assessments
Coventry Township	Extension of the Logan Parkway sanitary sewer and construction of the Vaughn Road water main.	\$ 388,000	Joint Economic Development District - Special Assessments
Springfield Township	Design and construction of water and sewer services.	\$ 780,000	Joint Economic Development District - Special Assessments
Total Joint Economic Districts (Sewer & Water)		\$ 4,819,000	

PROJECT	DESCRIPTION	FUNDING		
Sanitary Sewers				
Annual Plant and Pump Station Renewal	Miscellaneous improvements to pump stations and to the Water Reclamation Facility (WRF), including equipment overhauls, building improvements, and energy efficiency improvements.	\$	5,000,000	Sewer Capital Fund
Falor Sewer Separation	Study of Falor Drainage Area.	\$	200,000	Water Pollution Control Loan Fund
Flow Monitoring & Rain Gauges	Continuation of rainfall data collection used to model and support the sewage collection system.	\$	50,000	Sewer Capital Fund
Hackberry Trunk Sewer Area Improv.	Design of replacement and re-lining of sanitary sewers in the Hackberry Trunk sanitary sewer lines.	\$	120,000	Water Pollution Control Loan Fund
Hampton Ridge Pump Station	Rehabilitation of Hampton Ridge station, including replacement of pumps, piping, controls, an emergency generator, etc.	\$	50,000	Sewer Capital Fund
			350,000	Water Pollution Control Loan Fund
		\$	400,000	Total
Hawkins Trunk Sewer Area Improvements	Design of replacement and re-lining of sanitary sewers in the Hawkins Trunk sanitary sewer area.	\$	500,000	Water Pollution Control Loan Fund
Mayfield Avenue Sewer Improvements	Design of replacement and re-lining of the Mayfield Avenue sanitary sewer lines.	\$	43,000	Water Pollution Control Loan Fund
Misc. Collection System Improvements	Septic tank elimination studies, commercial sewer lateral replacement, vehicle and equipment replacements.	\$	450,000	Sewer Capital Fund
Sanitary Sewer Reconstruction - 2016	Design and reconstruction of existing sanitary sewer systems that are in need of repair to function properly, including emergency repairs.	\$	1,300,000	Water Pollution Control Loan Fund
Sanitary Sewer Reconstruction - 2016-2018	Alternative project for design and reconstruction of existing combined sanitary sewer systems to pro-actively replace assets prior to failure.	\$	1,362,500	Water Pollution Control Loan Fund
Sevilla Trunk Sewer Reconstruction	Rehabilitation of the Sevilla Trunk Sewer.	\$	4,250,000	Water Pollution Control Loan Fund
Sewer Maintenance Yard Relocation	Relocation of Sewer Maintenance Yard to WRF.	\$	3,900,000	Water Pollution Control Loan Fund
Shullo Drive and Weathervane Pump Station	Rehabilitation of the Shullo Drive and Weathervane Pump Stations.	\$	1,345,400	Sewer Capital Fund
Sourek Road Pump Station	Rehabilitation of the Sourek Road Pump Station	\$	623,500	Water Pollution Control Loan Fund
Sustainability Initiatives	Installation of sewer backwater valves to prevent diluted sewage from entering homes during heavy rain. Includes rain barrel program for stormwater.	\$	1,000,000	Sewer Capital Fund
Tallmadge Avenue Firestone Sewer Lining	Lining of existing combined sewer.	\$	358,000	Sewer Capital Fund
			608,000	Water Pollution Control Loan Fund
		\$	966,000	Total
White Pond Drive Pump Station	Rehabilitation of the White Pond Drive Pump Station.	\$	1,178,500	Water Pollution Control Loan Fund
Total Sanitary Sewers		\$	22,688,900	

PROJECT	DESCRIPTION	FUNDING	
Storm Water Systems			
Brewster Creek Restoration	Design of natural channel improvements on Brewster Creek (Arlington - Waterloo) to stabilize creek and reduce erosion.	\$ 450,000	Clean Ohio Program
Erosion Streambanks Restoration Stormwater Project	Project accounts for various stormwater improvements including streambank restoration and erosion control. Pending Individual Permit (IP) report approval.	\$ 200,000	Sewer Capital Fund
Little Cuyahoga River Ecosystem Restoration	Ecosystem restoration improvements to the little Cuyahoga River from East Market Street to North Street.	\$ 70,000 130,000 450,000	Sewer Capital Fund Clean Ohio Program Water Resource Restoration Sponsorship Program
		\$ 650,000	Total
Local Flooding Pipe Project	Construction, repair and rehabilitation of storm sewers, culverts, and other structures that impact local flooding.	\$ 100,000	Sewer Capital Fund
Storm Water Maintenance Ditches	Annual maintenance of stormwater ditches.	\$ 100,000	Sewer Capital Fund
Total Storm Water Systems		\$ 1,500,000	

PROJECT	DESCRIPTION	FUNDING	
Water Distribution			
Archwood Avenue Pump Station Rehab.	Update pump station and increase capacity.	\$ 150,000	Water Capital Fund
Brittain Road Reservoir Replacement	Design of replacement of main water main reservoir to increase the service pressure and volume of emergency storage in the distribution system and improve water quality.	\$ 1,100,000	Water Capital Fund
Eastwood Pump Station Improvements	Miscellaneous improvements to the efficiency and operation of the existing pump station.	\$ 100,000	Water Capital Fund
Low Boy Tank Painting	Tanks built in 1964 are in need of painting to protect from further deterioration.	\$ 1,900,000	Water Capital Fund
North Summit Supply District Improvements	Improvements to the district's water main system.	\$ 1,250,000	Water Capital Fund
		750,000	City of Hudson
		\$ 2,000,000	Total
Vehicle & Equipment Replacement	Purchase replacement motor vehicles, machinery and equipment as necessary.	350,000	Water Capital Fund
Water Main New and Replacement	Contract to supply labor, equipment, and materials for constructing new and replacement water mains.	\$ 1,300,000	Water Capital Fund
		1,300,000	Ohio Public Works Commission
		\$ 2,600,000	Total
Total Water Distribution		\$ 8,200,000	
Water Pollution Control Station			
Activated Gallery Boiler Replacement	This project will replace the boiler with a new high-efficiency unit.	\$ 100,000	Sewer Capital Fund
Misc. Plant Improvements	Improvements to the wastewater plant and laboratory that can be accomplished over a short period of time and generally cost < \$50,000 each.	\$ 250,000	Sewer Capital Fund
WRF Headworks Improvements	Design upgrades to the existing WRF Headworks facilities.	\$ 3,000,000	Water Pollution Control Loan Fund
WRF Step Feed Phase 2	Increase conventional secondary treatment capacity to 220 million gallons per day.	\$ 9,270,000	Water Pollution Control Loan Fund
WRF Phase 2, Part 2 Alternative	Design for reconstruction of storm water retention tank to accommodate Chemically Enhanced Primary Treatment (CEPT) as an alternative to Bioactiflo.	\$ 3,000,000	Water Pollution Control Loan Fund
Total Water Pollution Control Station		\$ 15,620,000	

PROJECT	DESCRIPTION	FUNDING		
Water Supply Facilities				
Backwash Water Supply Upgrade	Upgrade Water Plant water line to provide the necessary flow to perform filter backwashes.	\$	1,096,440	Water Supply Revolving Loan Account
Discharge Header Surge Valve Automation	Installation of automated valve control on the high service pumps discharge headers.	\$	180,000	Water Capital Fund
Enhanced Raw Water Pre-Treatment Facility	Study of new facility at the current raw water intake to more effectively respond to detection of toxins.	\$	100,000	Water Capital Fund
Filtration Building Pipe Gallery Moisture Control	Repairs to the existing settled and clear water conduits and concrete waterproofing to reduce leakage and prevent further deterioration.	\$	560,000	Water Capital Fund
Filtration Building Ventilation Improvements	Upgrade existing ventilation system to properly ventilate the filter gallery to control moisture, humidity, and chemical fumes.	\$	178,000	Water Capital Fund
Locker Room Improvements	Improvements to the Water Plant locker room facilities in the Variable Frequency Drive building.	\$	283,000	Water Capital Fund
Misc. Plant Improvements	Design and construction of improvements as needed to support Water Supply operations.	\$	500,000	Water Capital Fund
Misc. Safety Improvements	Correct safety issues necessary to support Water Supply Operations.	\$	200,000	Water Capital Fund
Misc. Spillway Improvements-Phase 2	Construction of improvements at various dam locations to maintain structural integrity per Master Plan.	\$	330,000	Water Capital Fund
North Generator and Substation Improvements	Connect North Generator directly to the substation north bus through automatic transfer switchgear. Convert North generator to natural gas.	\$	638,700	Water Supply Revolving Loan Account
Sedimentation Basin 1 & 2 Chain Flight System	Improvements to Sedimentation Basin 1 & 2 Chain Flight System. Under construction.	\$	415,000	Water Supply Revolving Loan Account
Total Water Supply Facilities		\$	4,481,140	
TOTAL PUBLIC UTILITIES PROGRAM		\$	210,445,187	

**Impact on Operations:**

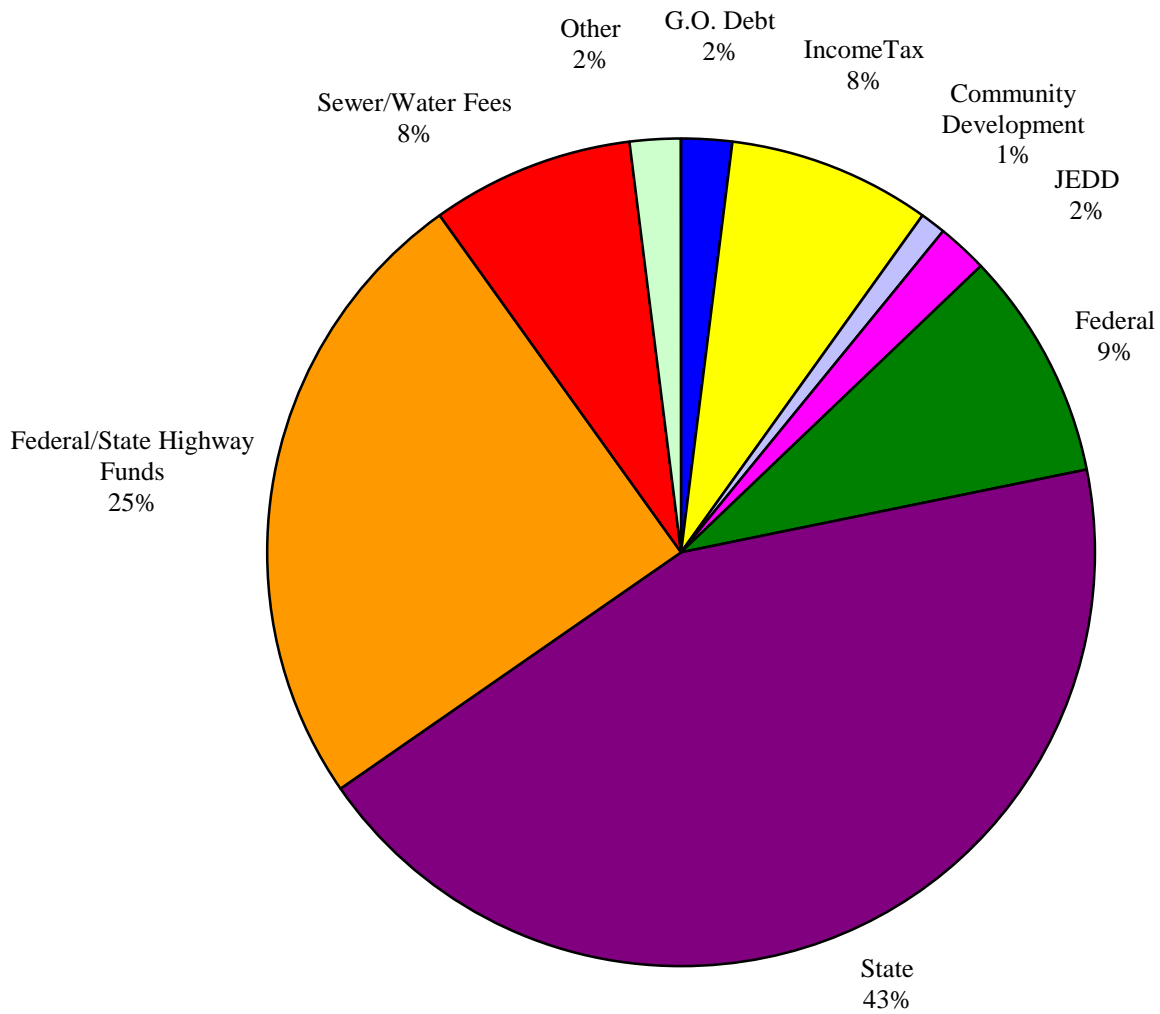
The public utilities program, which includes the Water and Sewer Divisions, adheres to an initiative of continuous improvement in order to provide the best possible service while also reducing expenses.



PROJECT	DESCRIPTION	FUNDING	
HOUSING AND COMMUNITY SERVICES			
Clearance, Land Assembly, Housing Development			
Acquisition/ Relocation/ Clearance	Acquisition, relocation, and clearance of dilapidated structures or vacant lots in neighborhood development and redevelopment areas, land assembly to assist non-profits, and neighborhood blight removal.	\$ 1,000,000	Community Development
Community Housing and Development	Matching funds for non-profit community housing development organizations.	\$ 650,000	Community Development
Demolition	Demolition of vacant, abandoned, and/or deteriorated housing, garages, and commercial buildings.	\$ 1,550,000	Community Development
Habitat for Humanity	New housing construction for Habitat for Humanity.	\$ 100,000	Community Development
Program Implementation & Administration (CD)	Annual salaries, benefits, supplies, and overhead for planning, implementation, and evaluation of projects funded with Community Development (CD) Block Grant funds.	\$ 240,000	Community Development
UNDC	Support for new housing construction in older neighborhoods by the Urban Neighborhood Development Corporation (UNDC).	\$ 200,000	Community Development
Total Clearance, Land Assembly, Housing Development		\$ 3,740,000	
Other Housing			
Disability Modifications	Provision of housing modifications for people with disabilities.	\$ 25,000	Community Development
Emergency and Transitional Housing	Emergency Shelter Grant Program provides funding for sheltering the homeless. Funding awarded on a request for proposal basis to eligible, non-profit providers for emergency shelter housing and for intermediate term housing and homeless prevention services for homeless individuals and families.	\$ 20,000	Community Development
		505,000	Emergency Shelter Grant
		\$ 525,000	Total
Homeless Prevention	Provisions for Homeless Prevention Program.	\$ 150,000	Community Development
Minor Home Repair	Emergency home repair for low income, elderly, and handicapped homeowners.	\$ 400,000	Community Development
Paint Program	Reimbursement for neighborhood non-profit organizations to operate a paint program for low income homeowners.	\$ 25,000	Community Development
Total Other Housing		\$ 1,125,000	

PROJECT	DESCRIPTION	FUNDING	
Public Services			
Community Gardens	Support of community gardens throughout the City.	\$ 50,000	Community Development
Community Services	Public Services to primarily serve CD area residents, including youth, seniors, and families. Programs include education, neighborhood security, and recreation.	\$ 350,000	Community Development
Fair Housing	Services that further fair housing activities in Akron including housing discrimination, complaint processing, tenant/landlord services, homeownership counseling, and public education.	\$ 70,000	Community Development
Total Public Services		\$ 470,000	
Neighborhood Revitalization & Sustainability			
	Grants and loans for housing rehabilitation and lead paint abatement to owners of property.	\$ 1,040,000	Community Development
Total Neighborhood Revitalization & Sustainability		\$ 1,040,000	
TOTAL HOUSING AND COMMUNITY SERVICES		\$ 6,375,000	
Impact on Operations:			
The housing and community services program increases operations while also adding to property tax revenue. First, it increases operations via expenditures for housing development and various expenses to revitalize neighborhoods, as well as grants given to low income and elderly individuals for home-repair assistance. And secondly, it adds to property tax revenue by upholding or increasing property values.			
GRAND TOTAL:		\$ 450,951,917	

**CITY OF AKRON  
2016 CAPITAL BUDGET  
REVENUES BY SOURCE  
TOTAL \$450,951,917**



## **2016 REVENUE BY SOURCE**

<b>SOURCE</b>	<b>AMOUNT</b>	<b>COMMENTS</b>
<b>LOCAL</b>		
Certificates of Participation	\$ 300,000	Debt-like instrument representing a series of lease payments
Economic Development Bond	100,000	Taxable bond secured with non-tax revenues
Development Activity Fund	500,000	Revenues generated primarily by ground leases
Equipment Auction	30,000	Auction of City's old rolling stock
General Fund	500,000	City's General Fund
General Obligation Debt	10,565,876	Debt secured by City's full faith and credit
Income Tax	36,569,000	27% of City's 2% Income Tax (doesn't include CLC)
Land Sales	50,000	Proceeds from sale of City-owned land
Parking Lot Revenue	500,000	Revenue from City's Off-Street Parking facilities
Property Taxes	500,000	Property tax revenue .41 millage
Sewer Capital Fund	27,305,683	Sanitary sewer user fees used for capital projects
Street Lighting Assessments	547,862	Annual assessments levied for provision of street lighting
Tax Increment Financing	3,055,000	Payments in lieu of property taxes on new development
Tag Tax	1,000,000	Permissive vehicle license tax
Water Capital Fund	<u>9,181,929</u>	Water user fees used for capital projects
<b>Subtotal</b>	<b>\$ 90,705,350</b>	
<b>REGIONAL</b>		
City of Hudson	\$ 750,000	Funds from City of Hudson
Joint Economic Development District	3,138,970	Income tax in JEDD areas
Joint Economic Development District - Special Assessments	4,319,000	Special assessments in JEDD areas for township projects
City of Kent	63,685	Funds from City of Kent
Portage County	11,814	Funds from Portage County
Summit County	<u>156,686</u>	Funds from Summit County
<b>Subtotal</b>	<b>\$ 8,440,155</b>	

SOURCE	AMOUNT	COMMENTS
<b>STATE</b>		
Clean Ohio Program	\$ 998,000	Funding to preserve land, clean up environment
Gas Tax	330,000	Additional 6 cents of gas tax returned to the City
JOBS Ohio Program	200,000	Funding to preserve land, clean up environment
Water Resource Restoration Sponsorship Program	3,200,000	State water resource restoration funding
Ohio Department of Natural Resources	26,880	State development agency
Ohio Department of Development	26,700	State development agency
Ohio Department of Transportation	112,210,182	State transportation agency
Ohio Public Works Commission	23,021,912	State bond issue and 1 cent gas tax for infrastructure improvements
State of Ohio	<u>103,530</u>	Funds from State of Ohio
<b>Subtotal</b>	<b>\$ 140,117,204</b>	
<b>FEDERAL</b>		
Bridge Replacement	2,500,000	Federal Highway Administration (FHWA) funds for bridges
Congestion Mitigation/Air Quality	8,900,000	FHWA funds for road projects that improve environment
Community Development	6,130,000	Community Development Block Grant, Home Investment Partnerships Program (HOME) funds from the Department of Housing and Urban Development (HUD)
Discretionary Project	2,439,122	FHWA funds for discretionary road projects
Environmental Protection Agency	200,000	Funding for environmental improvements
Emergency Shelter Grant	505,000	HUD funding to support homeless shelters
Highway Safety Funds	6,550,000	Highway Safety Program
Small Business Administration	143,216	Agency promoting small business development
Surface Transport Program	11,824,800	FHWA funds for roads
Transportation Alternatives Program	176,000	Transportation Alternatives Program
U.S. Department of Justice	<u>184,000</u>	U.S. Department of Justice Funds
<b>Subtotal</b>	<b>\$ 39,552,138</b>	

SOURCE	AMOUNT	COMMENTS
<b>STATE &amp; FEDERAL LOANS</b>		
Ohio Water Development Authority	\$ 1,345,200	Financial assistance for environmental infrastructure
Water Pollution Control Loan Fund	166,091,647	Funds for wastewater treatment works projects
Water Supply Revolving Loan Account	<u>2,150,140</u>	Ohio EPA Water Supply Revolving Loan Account Program
<b>Subtotal</b>	\$ 169,586,987	
<b>PRIVATE</b>		
Akron Community Foundation	\$ 100,000	Philanthropic foundation to support community activities
Industrial Reality Group	746,333	Developer share of Goodyear project costs
Private	94,000	Various funding from private sector
Special Assessments	1,504,750	Assessments levied for improvements adjacent to property
Western Reserve Land Conservatory	<u>105,000</u>	Western Reserve Land Conservatory grant
<b>Subtotal</b>	\$ 2,550,083	
<b>GRAND TOTAL</b>	<u><u>\$ 450,951,917</u></u>	

# **Revenue Summaries**

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**REVENUE ASSUMPTIONS**  
**2016 OPERATING BUDGET PLAN**  
**ALL FUNDS**

1. Income tax revenues to increase by 2%.
2. Local Government revenues to remain flat.
3. Property tax revenues to remain stable.
4. No increase in Water or Sewer rates for 2016.
5. City will examine its current structure of fees, licenses, fines and service charges and make adjustments where appropriate.

## COMPARATIVE SUMMARY OF GENERAL FUND GROSS REVENUES

SOURCE AND CATEGORY	ACTUAL			BUDGETED	PERCENTAGE
	2013	2014	2015	2016	OF TOTAL
<u>Local Taxes</u>					
Income Tax	\$86,140,944	\$87,913,900	\$88,972,400	\$90,770,000	54.36 %
Property Taxes	17,147,361	16,810,051	16,661,431	16,750,000	10.03
JEDD Revenues	4,107,500	4,074,900	1,861,400	3,000,000	1.80
<u>State Taxes</u>					
Inheritance	4,855,477	655,451	427,551	0	0.00
Local Government	6,640,387	6,500,339	6,857,604	6,850,000	4.10
Ohio Casino Revenue	3,059,893	3,252,129	3,141,607	3,125,000	1.87
<u>Other Receipts</u>					
Service Revenues	23,942,996	23,585,341	28,453,844	29,750,000	17.81
Miscellaneous Revenues	12,364,870	9,155,666	6,604,197	16,750,000	10.03
TOTAL GENERAL FUND					
GROSS REVENUE	\$158,259,428	\$151,947,777	\$152,980,034	\$166,995,000	100.00 %

**CITY OF AKRON, OHIO**  
**PROPERTY TAX RATE-COLLECTION YEAR 2016**  
**USING DUPLICATE OF 2015**  
**BY GOVERNMENTAL UNIT AND PURPOSE**

Assessed Valuation. . . \$2,575,065,240

	<u>Inside 10m</u>	<u>Outside 10m</u>	<u>Millage</u>	<u>Percent of Total</u>
School Operating	4.20	71.80	76.00	
School Building Fund	<u>0</u>	<u>3.56</u>	<u>3.56</u>	
Total School	4.20	75.36	79.56	74.97%
City Operating	6.48	0	6.48	
Emergency Medical Operating				
Levy	2.80	0	2.80	
City Debt	.42	0	.42	
Police Pension	.30	0	.30	
Fire Pension	<u>.30</u>	<u>0</u>	<u>.30</u>	
Total City	10.30	0	10.30	9.70%
Zoo Operating	0	.80	.80	
Library	0	2.11	2.62	
County Operating	1.52	0	1.52	
County Debt	.68	0	.68	
Child Welfare	0	2.25	2.25	
Mental Health Operating	0	2.95	2.95	
Weaver School Operating	0	4.50	4.50	
County Metropolitan Park	<u>0</u>	<u>1.46</u>	<u>1.46</u>	
Total County	<u>2.20</u>	<u>14.07</u>	<u>16.78</u>	<u>15.33%</u>
TOTAL	<u>16.70</u>	<u>89.43</u>	<u>106.64</u>	<u>100.00%</u>

**CITY OF AKRON, OHIO  
PROPERTY TAX LEVIED IN MILLS  
BY POLITICAL SUBDIVISION**

<u>Collection Year</u>	<u>County</u>	<u>School</u>	<u>City</u>	<u>Total</u>
2005	15.21	63.76	10.30	89.27
2006	15.11	63.76	10.30	89.17
2007	16.60	71.66	10.30	98.56
2008	16.33	71.66	10.30	98.29
2009	16.24	71.66	10.30	98.20
2010	16.26	71.66	10.30	98.22
2011	16.26	71.66	10.30	98.22
2012	16.26	71.66	10.30	98.22
2013	16.30	79.56	10.30	106.16
2014	16.27	79.56	10.30	106.13
2015	16.26	79.56	10.30	106.12
2016	16.78	79.56	10.30	106.64

## **SOURCE: Community Development Block Grant**

### **Summary:**

The City implements a comprehensive housing rehabilitation and social service program with the funds received each year from the Housing and Urban Development Program (HUD) under the Community Development (CD) program. These funds are received by the City in the form of a letter of credit. The letter of credit is reduced as funds are reimbursed to Akron once proper documentation is submitted to HUD. Expenditures must meet the spending criteria set by HUD for use of these funds. The main criteria is that the funds must be used to benefit low and moderate income level families in Akron. Akron has received numerous awards from HUD for innovation in the use of CD funds. The City uses the funds for targeted housing rehabilitation programs that are intended to restore 30 years of useful life to defined housing areas. The City also uses the funds to encourage new housing development, and to support many successful social service agencies. The funds are also used to help finance public improvements in the housing areas.

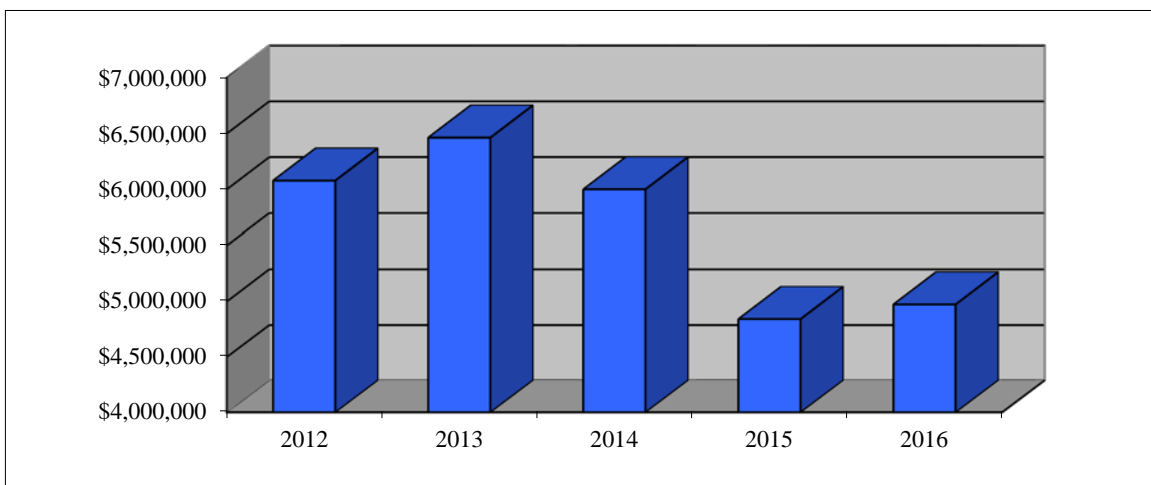
### **Analysis:**

The amount the City has received has varied from approximately \$5 million to \$6 million over the past few years. These funds are used for direct and indirect administration of the program, housing assistance, public improvements, and grants to social service agencies.

### **Projection:**

Revenues are projected based on the actions of the Federal Government during each federal budget cycle. The federal budget year is not a calendar year budget, and the projections for the 2016 calendar year show an increase over 2015.

Fiscal <u>Year</u>	<u>Amount</u>	% Increase <u>(Decrease)</u>
2012	\$ 6,078,812	(11.44)
2013	6,463,735	6.33
2014	6,000,605	(7.17)
2015	4,843,845	(19.28)
2016 Budgeted	4,975,000	2.71



## **SOURCE: Community Learning Center (CLC) Income Tax**

### **Summary:**

Pursuant to voter approval in May of 2003, the City increased its municipal income tax rate by an additional .25% to create a Community Learning Center (CLC) tax which became effective January 1, 2004 . The revenues generated by the CLC income tax are to be used solely to fund school enhancements and the payment of debt service on bonds issued for that purpose.

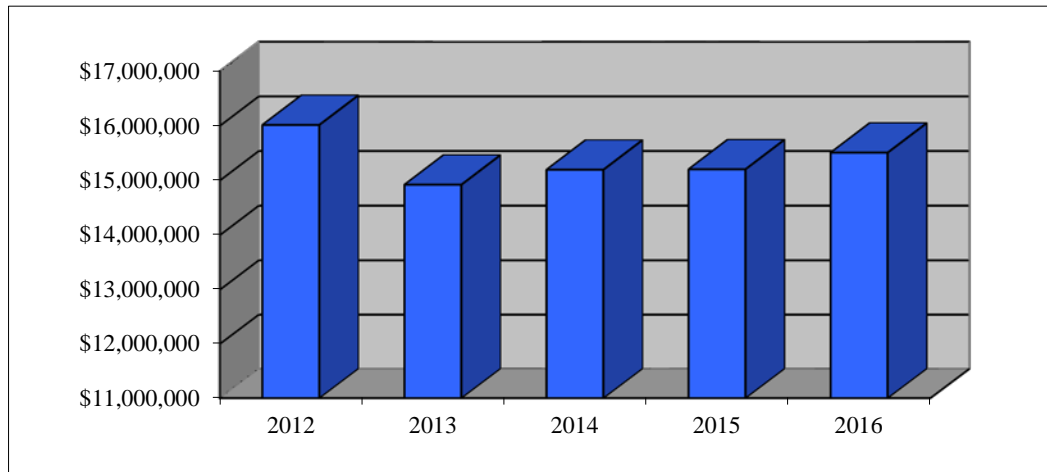
### **Analysis:**

The term of the .25% income tax increase will expire at the end of 2033. However, should sufficient revenues be generated to pay for the entire joint Akron Public Schools/City of Akron CLC project including debt service prior to 2033, the additional .25% income tax will be repealed.

### **Projection:**

Collection of the CLC income tax began in February of 2004 (for January withholding). For 2016, revenue is estimated to increase by 2.0%.

<u>Fiscal Year</u>	<u>Amount</u>	<u>% Increase (Decrease)</u>
2012	\$ 16,016,834	38.44
2013	14,923,090	(6.83)
2014	15,198,084	1.84
2015	15,206,213	0.05
2016 Budgeted	15,510,000	2.00



## SOURCE: Motor Equipment Charges

### Summary:

Motor Equipment revenues are derived from the fees the City's Motor Equipment Bureau charges other divisions for maintaining City vehicles and fuel usage. The cost of services is the actual cost for labor (including benefits and indirect costs), parts, including a 25% markup and a \$0.15 fee per gallon on fuel.

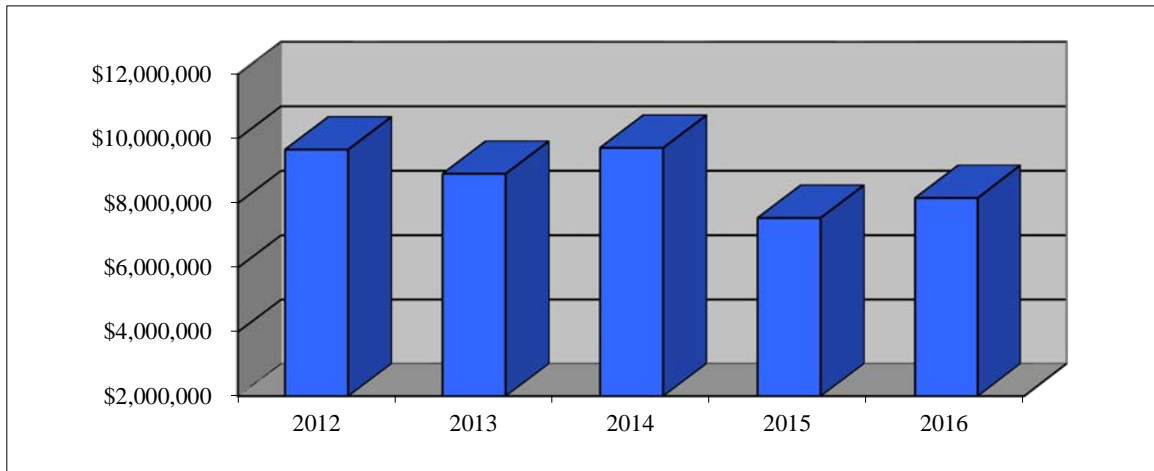
### Analysis:

The Motor Equipment Bureau is an internal service fund, meaning it should generate enough revenue to pay the full cost of operating the bureau, including capital improvements.

### Projection:

In 2016, the City is projecting an increase over 8% in revenues due to timing.

<u>Fiscal Year</u>	<u>Amount</u>	<u>% Increase (Decrease)</u>
2012	\$ 9,665,542	0.59
2013	8,914,179	(7.77)
2014	9,720,046	9.04
2015	7,546,770	(22.36)
2016 Budgeted	8,165,000	8.19



## SOURCE: Curbservice and Recycling Fees

### Summary:

The City of Akron charges each sanitation customer for the weekly collection of household refuse. City residents can choose to have a private hauler pick up their refuse, but they must have the contract with the private hauler on file with the City. This ensures that every Akron resident is having their refuse properly disposed. The amount charged by the City is sufficient to pay for the operations of the Sanitation Division. Currently, the fees are \$19.00 for combined curbservice and recycling and \$21.50 if there is no recycling. This is less than the amount charged by private haulers and surrounding cities. The bill is included as part of the monthly water and sewer bill.

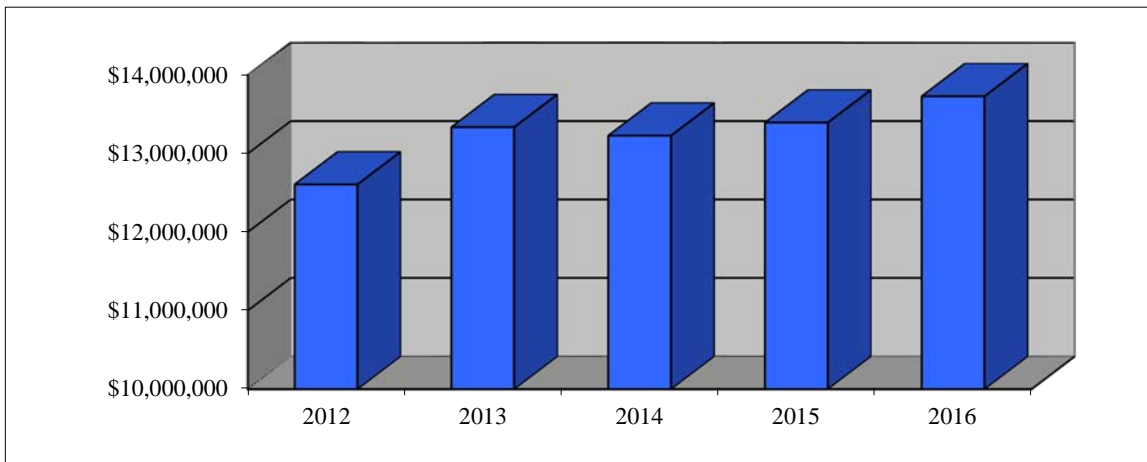
### Analysis:

The City maintains an efficient sanitation collection operation. About 75% of the City's sanitation customers are serviced by City crews and 25% are serviced by a private contractor, under contract to the City. Each year the rates charged by private haulers are compared with the City's cost of sanitation collection; the City's costs are in line with those of private haulers.

### Projection:

The City is projecting an increase of 2.5% for 2016.

<u>Fiscal Year</u>	<u>Amount</u>	<u>% Increase (Decrease)</u>
2012	\$ 12,606,760	1.70
2013	13,337,220	5.79
2014	13,228,399	(0.82)
2015	13,394,710	1.26
2016 Budgeted	13,730,000	2.50





## SOURCE: Engineering Bureau Charges

### Summary:

The City's Engineering Bureau operates as an Internal Service fund. The Bureau charges other departments and projects for its direct and indirect costs.

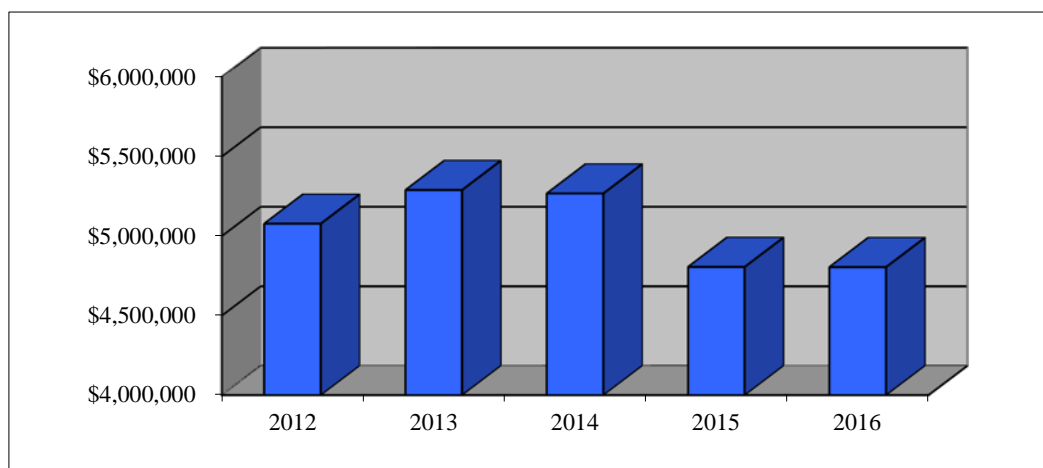
### Analysis:

The Capital Budget, Water and Sewer funds pay the bulk of the charges invoiced by the Engineering Bureau, simply because they involve the largest projects that the bureau designs and inspects. At times, the City will hire outside engineering consultants when a level of expertise is needed and not available in-house. In those cases, the consultant contract is charged directly to the project.

### Projection:

Generally, revenues from this source increase incrementally by the amount of wages and salaries. In 2016, revenue is projected to remain stable due to the revenues from anticipated projects.

Fiscal Year	Amount	% Increase (Decrease)
2012	\$ 5,077,752	3.84
2013	5,289,440	4.17
2014	5,267,918	(0.41)
2015	4,805,991	(8.77)
2016 Budgeted	4,805,000	(0.02)



## SOURCE: Income Tax

### Summary:

The City of Akron levies a 2.25% income tax on individual and corporate income earned in Akron. Each year, all residents and companies doing business within the City are required to file a return. The State allows cities in Ohio to levy an income tax up to 1% without a vote of the electorate. Akron voters last increased the City's income tax rate from 2% to 2.25% in 2003. However, the additional .25% increase is designated exclusively for funding the Akron Public Schools' local share in obtaining State of Ohio grants for the construction and renovation of community learning centers in Akron, and, therefore, is accounted for separately in its own fund, Community Learning Centers (CLC) Income Tax (see CLC Income Tax revenue summary in this section). The remaining 2% tax (net of collection expenses) is distributed according to City Charter into both operations and capital improvements.

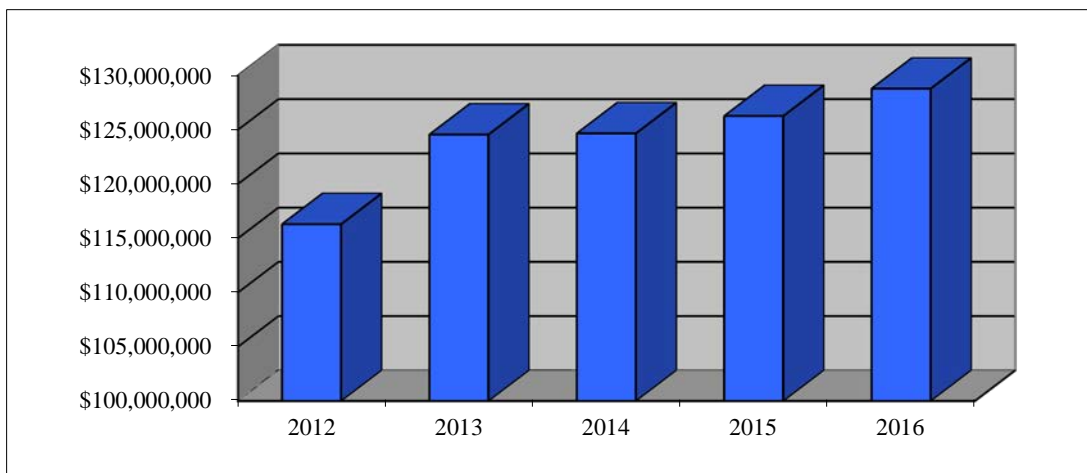
### Analysis:

The Akron income tax is the largest source of operating revenue. A district income tax is also now levied outside the city limits through an innovative program called Joint Economic Development Districts (JEDDs), but is accounted for separately in the JEDD special revenue fund (see JEDD revenue summary in this section).

### Projection:

The City is recovering from the economic downturn where the City experienced three years (2008, 2009, 2010) of negative growth. For 2016, the City is projecting revenues to increase by about 2.0%. These figures do not include revenue from the .25% tax rate increase or the JEDDs.

Fiscal <u>Year</u>	<u>Amount</u>	% Increase (Decrease)
2012	\$ 116,295,016	1.11
2013	124,560,193	7.11
2014	124,663,781	0.08
2015	126,265,135	1.28
2016 Budgeted	128,790,000	2.00



## **SOURCE: Joint Economic Development District (JEDD) Revenue**

### **Summary:**

A district income tax is levied outside the city limits through an innovative program called Joint Economic Development Districts (JEDDs). This program, designed by the City of Akron and authorized by the State General Assembly first in 1991 and amended in 1994, allows cities to enter into contracts with surrounding townships in order to facilitate economic development in the region. The City has contracts with four townships to extend water and sewer lines for development purposes in exchange for the district levying an income tax.

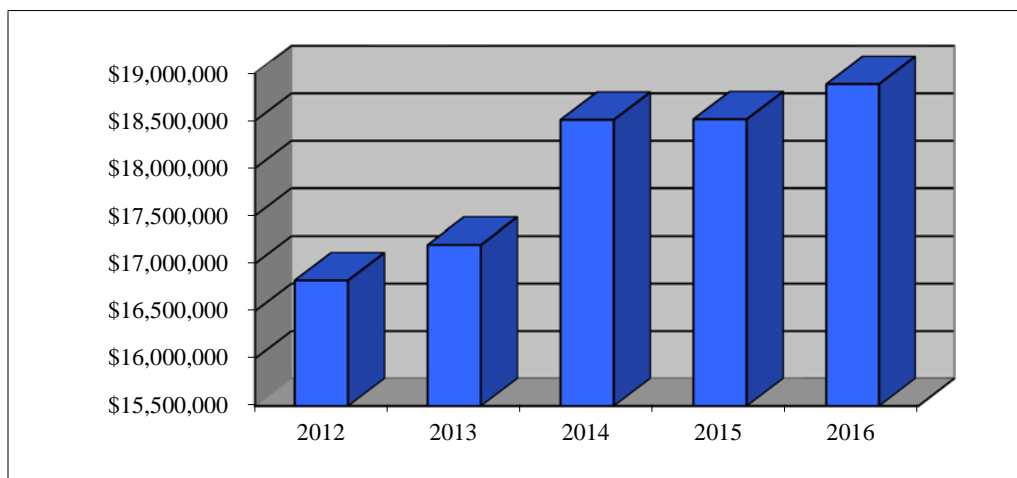
### **Analysis:**

The term of the JEDD contracts is 99 years, with two 50-year renewal options. The Copley, Coventry and Springfield JEDD contracts were executed in 1994, and the Bath JEDD contract was executed in 1998. Collection of the income tax began in January of the following year. Approximately 95% of the contracted water and sewer projects have been completed in all the districts.

### **Projection:**

Collection of the JEDD revenue has been volatile, partly due to the economy and compliance. An increase of 2.0% budgeted for 2016.

Fiscal Year	Amount	% Increase (Decrease)
2012	\$ 16,824,096	3.46
2013	17,196,786	2.22
2014	18,510,831	7.64
2015	18,516,739	0.03
2016 Budgeted	18,887,000	2.00



## SOURCE: Local Government Fund

### Summary:

The local government fund is Ohio's version of Revenue Sharing. The State of Ohio distributes 4.8% of the State's income tax, corporate franchise tax, and state sales tax to local governments. The cities within each county may use the state generated allocation formula, or work out an alternative formula. In Summit County where Akron is located, the communities have agreed to an alternative formula.

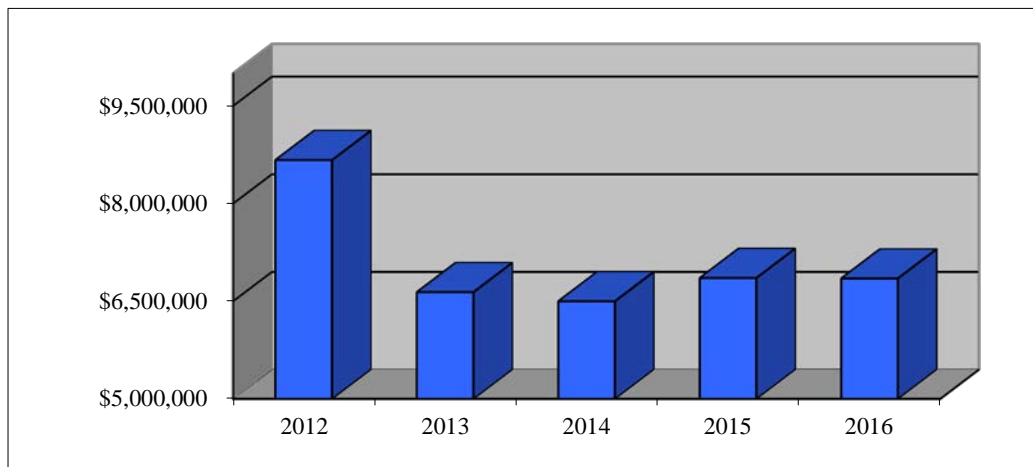
### Analysis:

This revenue source has been a major source of revenue for the City of Akron. The State sets the percentage of the three taxes to be distributed on a biennial basis as part of the State biennial budget bill. The State then tells each county the amount of funds to allocate among their jurisdictions. In Akron, the amount budgeted is based on the County's projection using the alternative formula.

### Projection:

The City is anticipating the local government fund (LGF) to remain flat for 2016, due to the State of Ohio's 2012 biennial budget which reduced the amount of funding to all local governments effective July 1, 2011. The LGF was reduced by 25% for the months of July 2011 to June 2012. In July 2012, the LGF was reduced an additional 25%, bringing the total reduction to 50% from 2011 state fiscal year LGF receipts.

Fiscal <u>Year</u>	<u>Amount</u>	% Increase <u>(Decrease)</u>
2012	\$ 8,668,934	(29.97)
2013	6,640,387	(23.40)
2014	6,500,339	(2.11)
2015	6,857,604	5.50
2016 Budgeted	6,850,000	(0.11)



## SOURCE: Motor Vehicle Fuel Taxes

### Summary:

Motor vehicle fuel taxes are collected by the State of Ohio and distributed to cities according to the number of vehicles registered in that city. The rate is currently 28 cents per gallon. After the state sets aside monies for refunds and other specified obligations, the balance is then distributed as follows: 70.2% goes to the State, 12.7% to municipalities, 11.1% to counties, and 6% to townships.

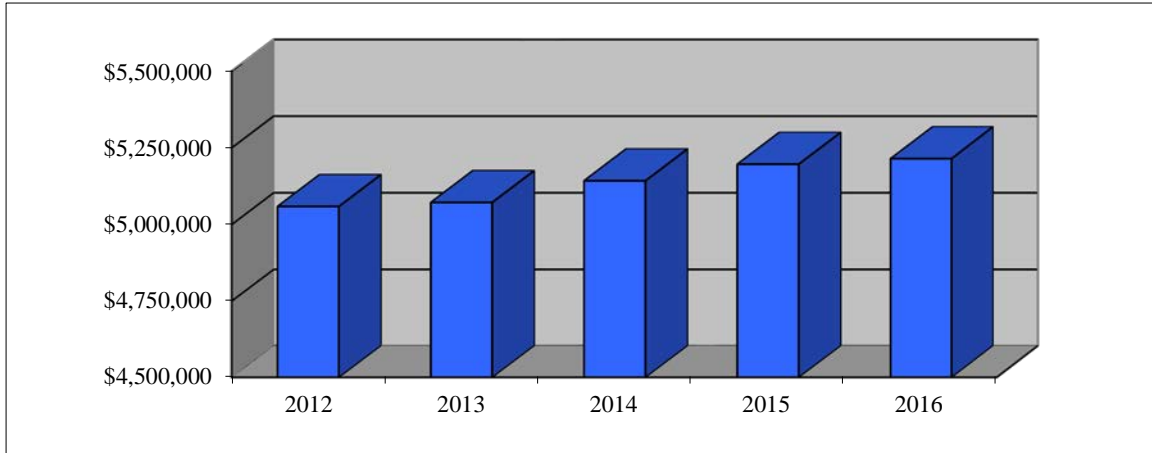
### Analysis:

The City uses a portion of the proceeds to fund the Highway Maintenance Division of the Public Service Department. Funds are used for street and culvert repairs as well as snow and ice control in the winter. The remainder of the proceeds fund road improvements out of the capital budget.

### Projection:

The revenue stream from this funding source is dependent on the amount of fuel purchased across the state. The City generally budgets an amount based on historical averages.

Fiscal Year	Amount	% Increase (Decrease)
2012	\$ 5,059,013	(2.95)
2013	5,072,018	0.26
2014	5,142,766	1.39
2015	5,196,851	1.05
2016 Budgeted	5,215,000	0.35



## SOURCE: Motor Vehicle License Tax

### Summary:

The State of Ohio enacts and collects this tax. After the State takes a portion of the collections for its Highway Bond Retirement and Operating Funds and for tax administration, the balance of revenues are distributed as follows: 34% to municipal corporation or county of registration; 47% to county in which vehicle owner resides, 9% to counties in the ratio of the number of miles of county roads to the state total; 5% to townships in the ratio of the number of miles of township roads to the state total; and 5% divided equally among counties. The current annual rate for passenger cars is \$31, \$25 for motorcycles, and rates for trucks vary depending on size.

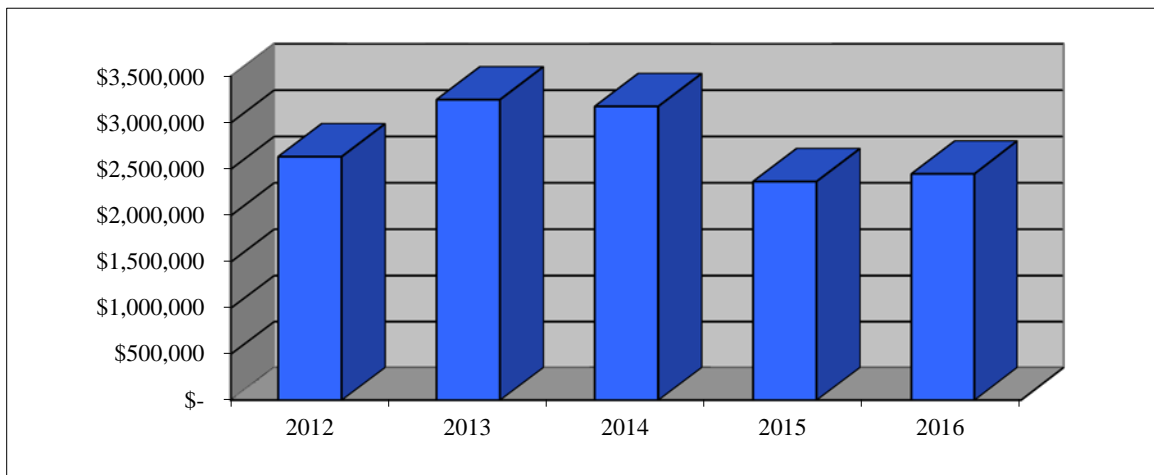
### Analysis:

The City of Akron uses 100% of these funds for highway maintenance purposes. In addition to these taxes, Summit County has added a permissive license tax of \$15 per vehicle which is returned to Akron based on registered vehicles. The City of Akron has also enacted a \$5 permissive tax. These permissive funds are used for highway construction and major reconstruction projects.

### Projection:

Akron forecasts these revenues on historical averages. The City has budgeted an increase of over 3.4% for 2016.

Fiscal Year	Amount	% Increase (Decrease)
2012	\$ 2,635,783	(7.22)
2013	3,250,271	23.31
2014	3,177,503	(2.24)
2015	2,367,834	(25.48)
2016 Budgeted	2,450,000	3.47



## SOURCE: Off-Street Parking Fees

### Summary:

The City owns eight parking decks and numerous off-street parking lots throughout the downtown area. These decks are managed under contract with a private firm. Parking rates average \$60 per month for monthly customers, and daily rates are priced competitively with non-city owned lots.

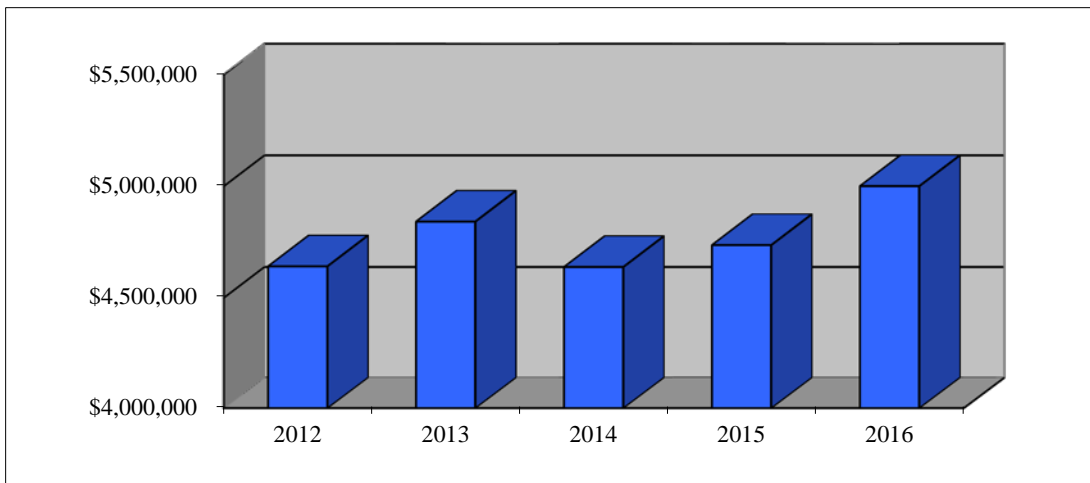
### Analysis:

At most of the facilities, the parking rates do not generate enough revenue to support all costs of the decks, including debt service. All but one of the decks produce enough revenue to support operations and a portion of the debt service. All but one of the off-street lots generate enough revenue to cover operating expenses. The rates set by City Council compete with non-city owned lots and decks.

### Projection:

Revenue is projected to increase by over 5.5% for 2016.

Fiscal Year	Amount	% Increase (Decrease)
2012	\$ 4,640,953	(6.85)
2013	4,841,301	4.32
2014	4,637,748	(4.20)
2015	4,736,003	2.12
2016 Budgeted	5,000,000	5.57



## SOURCE: Property Taxes

### Summary:

Property taxes are collected by the County and distributed to all political subdivisions. Revenues lag one year from the date the taxes are levied. In other words, taxes levied in 2013 will be collected in 2014. Akron currently levies 10.3 mills of property taxes. This represents about 11.5% of the total property tax bill to Akron taxpayers. The remainder is levied for county and public school operations. Of Akron's levied amount, 2.8 mills is used for Emergency Medical Service (EMS) operations, .42 mills is used for debt retirement, and the remainder is used for General Fund operations.

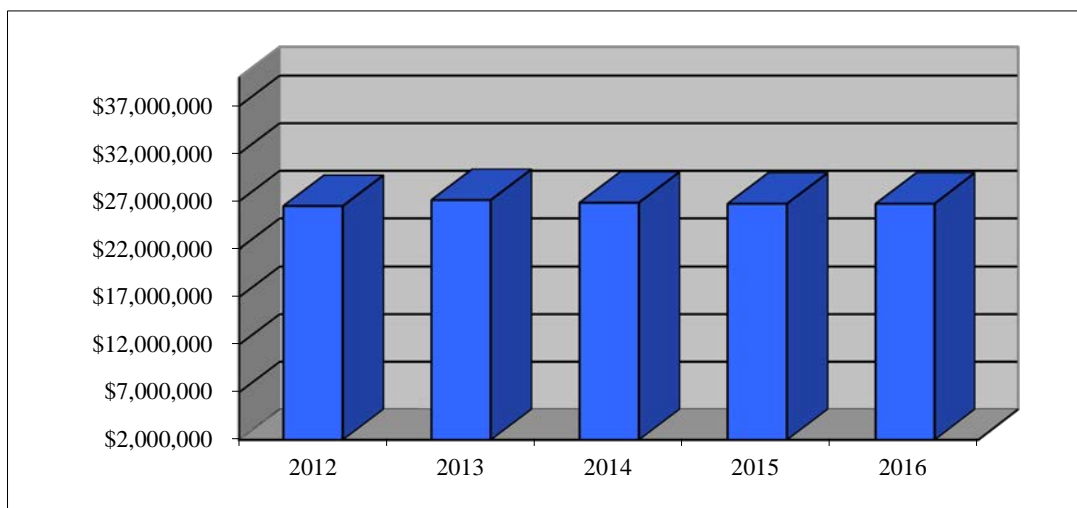
### Analysis:

Property tax revenues have been quite predictable over the years. Assessed valuations are performed by the County on a tri-annual and a sexennial basis. Every three years, the County performs an adjustment of property values based on inflation. Every six years, a full reappraisal of every property in the County is done. The county has been divided into appraisal districts. Each district has a distinct revaluation, based on appraisals in that district. In the past, all property in the county was adjusted by the same amount. This new method makes the changes in value more in line with actual appraisals in each district.

### Projection:

The last sexennial appraisal was performed in 2008 and a triennial appraisal was performed in 2011. The triennial appraisal resulted in a decrease in assessed valuations for 2012. For 2016, revenues are projected to remain stable.

Fiscal Year	Amount	% Increase (Decrease)
2012	\$ 26,508,600	(10.80)
2013	27,139,901	2.38
2014	26,856,291	(1.04)
2015	26,750,464	(0.39)
2016 Budgeted	26,750,000	(0.00)





## SOURCE: Sewer Service Charges

### Summary:

The City's sewer system, part of the Public Utilities Bureau, is a self supported utility, funded entirely from service fees. The sewer system serves both Akron customers and surrounding jurisdictions with sewer collection and treatment services. The rates for the sewer system are set by City Council. Rates for outside jurisdictions are set by a sewer user rate formula agreed upon by all served jurisdictions. Rates for Akron customers are set based on local needs. Sewer usage is assumed to equal water usage, and sewer rates are applied to water usage records to arrive at a customer's bill.

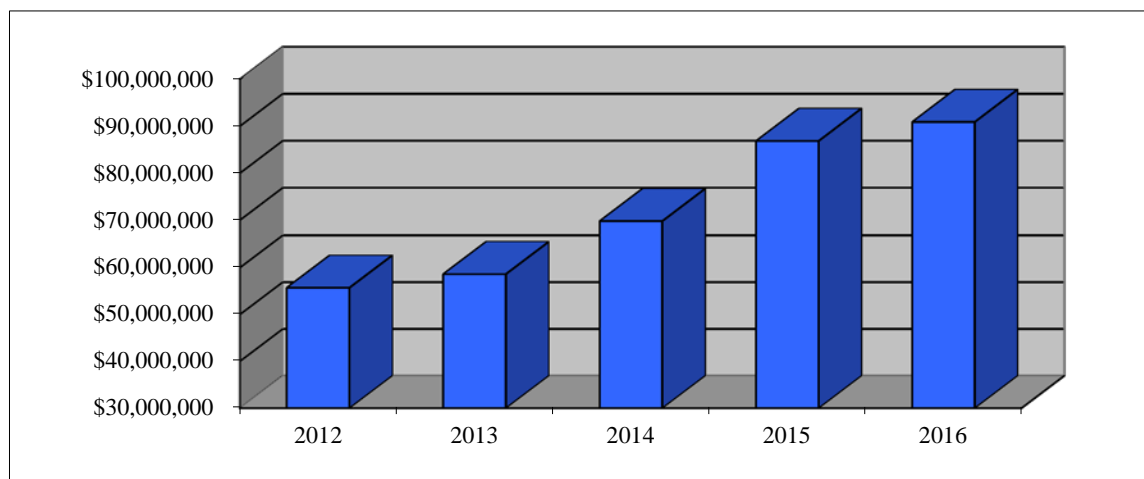
### Analysis:

Sewer improvements made over the last several years have been mandated by the USEPA. Major improvements include new settling basins at the Water Pollution Control Station, relief sewers, and the computerized electronic monitoring system.

### Projection:

The City established discount plans for those least able to afford increases. In 2015, the City froze sewer rates at the 2014 level for Akron homeowners approved for Homestead Exemption and created an Akron Cares program. This is a voluntary donation program open to all Akron residents who are struggling to pay their water, sewer and curb service bill. In order to meet the USEPA Mandates of the Sewer Consent Decree, rates were increased for sewer service fees in the following amounts: 25%, in 2010, 20% in 2011, 20% in 2012 and 9% in 2013. Rates were increased an additional 40% in 2014 and 27% in 2015. For 2016, the City is forecasting an increase over 2015 due to collecting efforts on past due accounts.

Fiscal <u>Year</u>	<u>Amount</u>	% Increase <u>(Decrease)</u>
2012	\$ 55,704,870	35.18
2013	58,612,778	5.22
2014	69,793,573	19.08
2015	86,853,618	24.44
2016 Budgeted	90,900,000	4.66



## SOURCE: Special Assessments

### Summary:

The City has an aggressive program of special assessments for street and sidewalk construction. Property owners pay a fixed front foot fee that represents approximately 40% of the cost of these improvements. The City covers the remainder of the cost with local, state or federal funds. Property owners who are assessed for public improvements can elect to pay off their portion or incur an assessment spread over a number of years, with interest. Most assessments are levied over a 10 year period. Property owners are notified of their assessment, and the unpaid bills are forwarded to the county for collection as part of the annual property tax collection process.

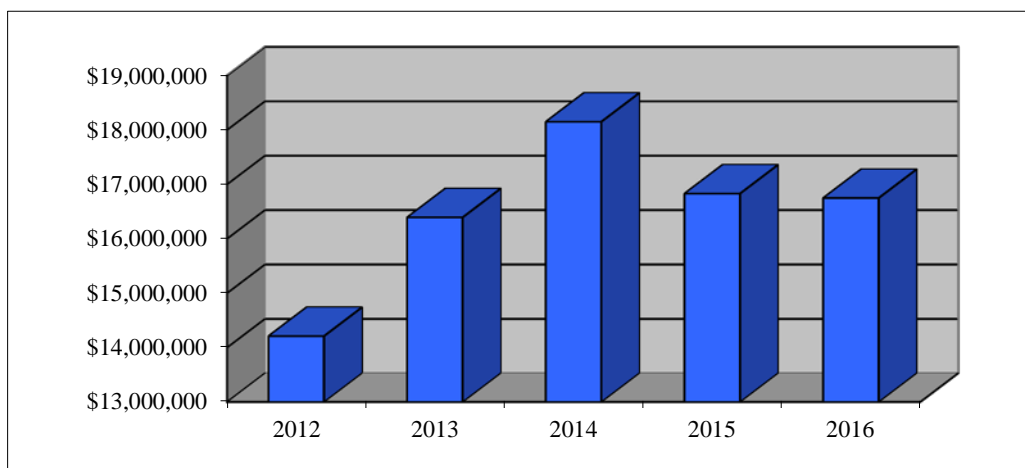
### Analysis:

The special assessment program has been instrumental in paving streets throughout the City. The City determines which streets to pave each year by the petitions and requests received from property owners. The property owners are assessed their share. The amount of special assessment revenue is dependent on how many services are performed. The timing of the revenue is dependent on whether property owners pay their assessments up front or opt for the payment plan. The City issues notes to cover the property owners' share of the improvement, and the amount collected is transferred to the bond payment fund to pay the debt service.

### Projection:

The level of special assessment revenue varies depending on when property owners choose to pay their assessments. For 2016, the revenue is projected to decrease slightly by less than 0.5%.

Fiscal Year	Amount	% Increase (Decrease)
2012	\$ 14,211,636	(8.48)
2013	16,394,373	15.36
2014	18,152,323	10.72
2015	16,831,348	(7.28)
2016 Budgeted	16,750,000	(0.48)



## SOURCE: Street Assessments

### Summary:

The City of Akron carries out an extensive street cleaning and lighting program, including snow removal. The program is funded by special assessments, levied against each property owner abutting a paved street or having street lights. Streets are broken into many different classes, each with a different cleaning schedule and assessment rate. The street lighting system is comprised of many different types of lights. Most of the City is served with high pressure sodium lighting, reducing electricity and maintenance costs over conventional incandescent lights.

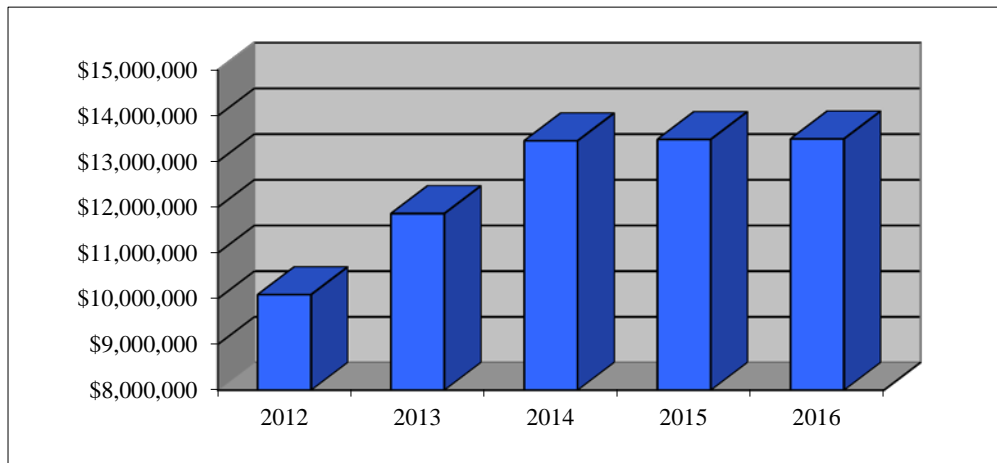
### Analysis:

Street Assessment expenses are funded with assessments to the benefitting property owners. The costs to operate the lighting system are incurred by the Ohio Edison Company and billed to the City on a monthly basis.

### Projection:

For the past few years, street assessment revenues increased. This is due to the combining of many assessed projects into one assessment fund. Revenue is anticipated to remain stable in 2016.

Fiscal <u>Year</u>	<u>Amount</u>	% Increase <u>(Decrease)</u>
2012	\$ 10,090,890	0.95
2013	11,864,575	17.58
2014	13,456,859	13.42
2015	13,487,967	0.23
2016 Budgeted	13,500,000	0.09



## SOURCE: Water Service Charges

### Summary:

The City's water system, part of the Public Utilities Bureau, is a self supported utility that has over 91,000 accounts, serving over 300,000 people. The Bureau supplies water on a retail basis to Akron and some surrounding jurisdictions. The Bureau also supplies water on a wholesale basis to Summit County and a few other smaller jurisdictions. Rates are set by the Director of Public Service.

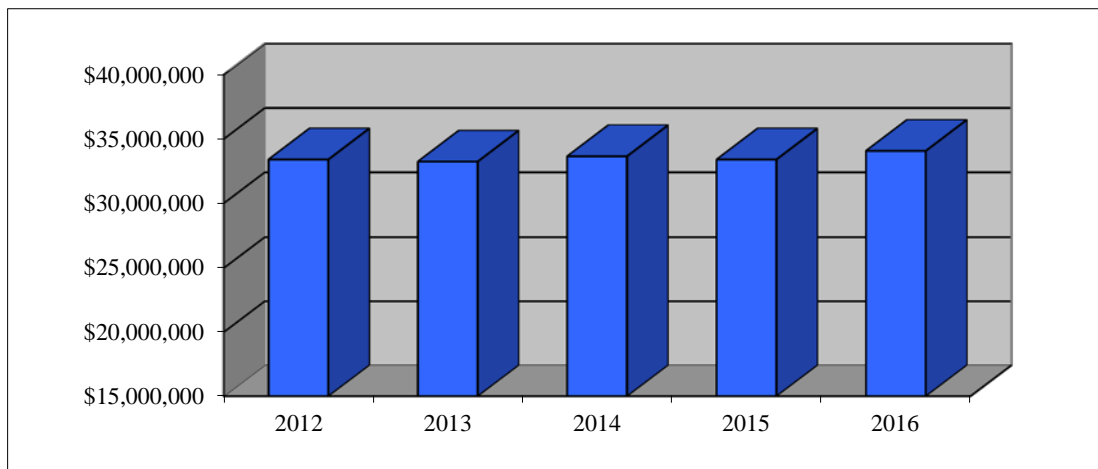
### Analysis:

The Public Utilities Bureau has for the last 15 years made substantial investment in the water supply and distribution systems. Most of the improvements were the result of EPA regulations. Improvements include a new filter rehabilitation system, service line installations, and a water quality laboratory.

### Projection:

The Service Director last approved a rate increase of 8.7%, effective May 1, 2012. For 2016, the City is forecasting a slight increase over 2015 due to collecting efforts on past due accounts.

Fiscal <u>Year</u>	<u>Amount</u>	% Increase <u>(Decrease)</u>
2012	\$ 33,402,423	9.69
2013	33,239,875	(0.49)
2014	33,653,786	1.25
2015	33,401,939	(0.75)
2016 Budgeted	34,070,000	2.00



# **Expenditure Summaries**

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**EXPENDITURE ASSUMPTIONS**  
**2016 OPERATING BUDGET PLAN**  
**ALL FUNDS**

1. A 3% cost-of-living wage increase for all union and non-bargaining employees was effective January 3, 2016.
2. Decrease in health care costs will offset cost-of-living wage increase.
3. Due to 2016 calendar, there will be a 53<sup>rd</sup> pay period in 2016.

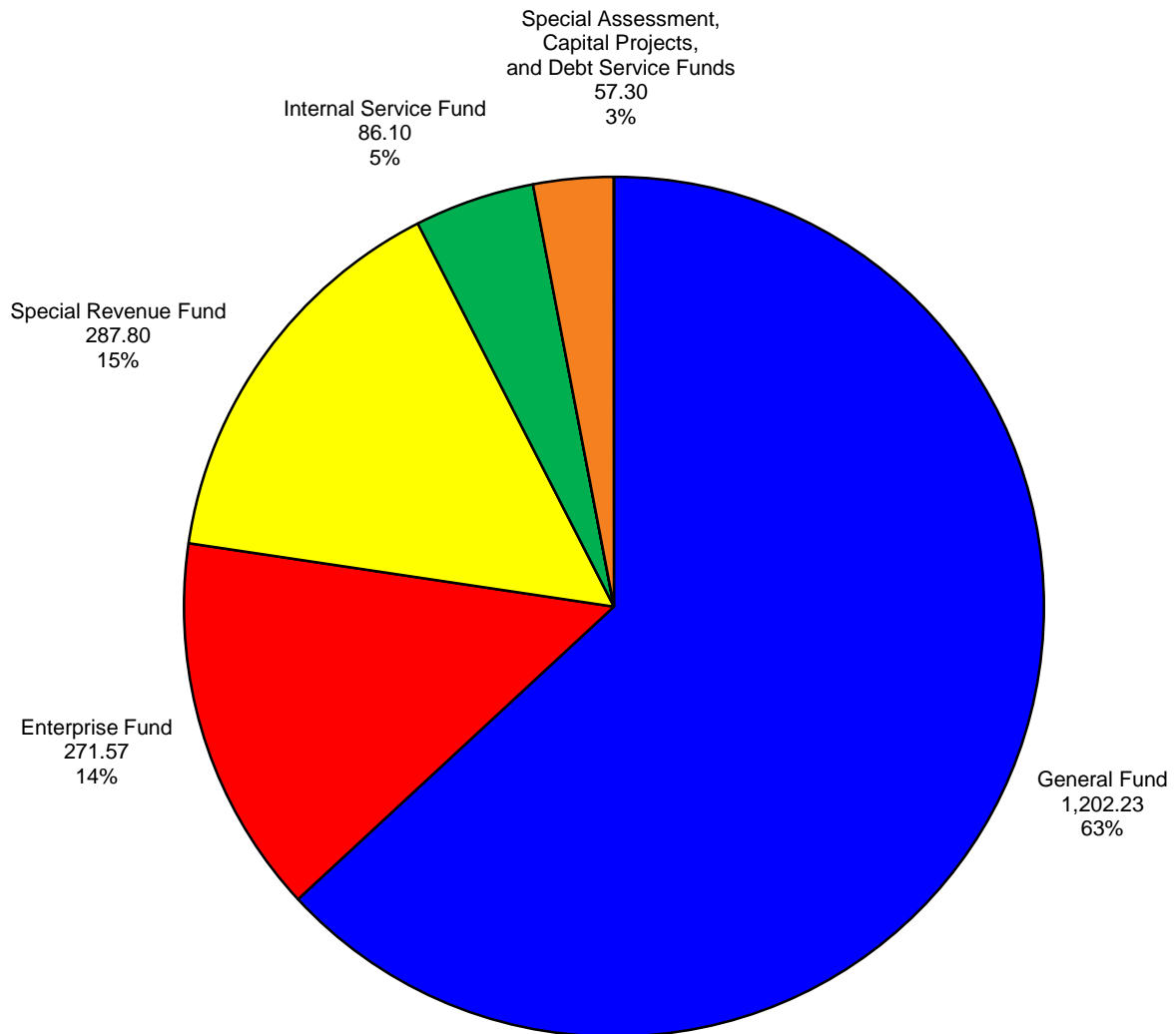
**CITY OF AKRON, OHIO**  
**2016 BUDGETED FULL-TIME EMPLOYEES**  
**COMPARED TO ACTUAL DECEMBER 31, 2013**  
**DECEMBER 31, 2014 & DECEMBER 31, 2015**

<b>By Funding Sources:</b>	<b>As of 12/31/13</b>	<b>As of 12/31/14</b>	<b>As of 12/31/15</b>	<b>Budget 2016</b>
General Fund	1,076.53	1,127.03	1,139.43	1,202.23
Internal Service Fund	88.00	77.00	79.20	86.10
Enterprise Fund	261.37	265.37	255.77	271.57
Special Revenue Fund	322.30	296.05	286.30	287.80
Special Assessment Fund	47.05	51.80	50.80	50.80
Capital Projects Fund	1.75	1.75	1.50	1.50
Debt Service Fund	5.00	5.00	5.00	5.00
<b>TOTAL</b>	<b>1,802.00</b>	<b>1,824.00</b>	<b>1,818.00</b>	<b>1,905.00</b>

<b>By Department:</b>	<b>As of 12/31/13</b>	<b>As of 12/31/14</b>	<b>As of 12/31/15</b>	<b>Budget 2016</b>
Human Resources	9.00	8.00	10.00	14.00
Finance	100.00	102.00	100.00	102.00
Fire/EMS	372.00	368.00	372.00	388.00
Law	28.00	26.00	24.60	30.00
Legislative	16.00	16.00	13.00	16.00
Municipal Court Clerk	44.00	43.00	45.00	45.00
Municipal Court Judges	46.00	49.00	51.00	53.00
Neighborhood Assistance	54.00	51.00	54.00	54.00
Office of the Mayor	13.00	12.00	14.40	19.00
Planning	53.50	50.50	49.50	47.00
Police	454.00	493.00	486.00	504.00
Public Safety	73.00	71.00	73.00	78.00
Public Service	539.50	534.50	525.50	555.00
<b>TOTAL</b>	<b>1,802.00</b>	<b>1,824.00</b>	<b>1,818.00</b>	<b>1,905.00</b>



**CITY OF AKRON**  
**2016 OPERATING BUDGET**  
**BUDGETED FULL-TIME EMPLOYEES**  
**BY FUND TYPE**



## **STAFFING EXPLANATIONS**

The City of Akron had a total of 1,818 full-time employees at the end of 2015. This was a decrease of six full-time employees overall compared to year end 2014.

In 2015, the Police Department showed a slight decrease of 7 filled positions compared to 2014. The 2016 budget includes the addition of 18 uniformed officers.

The Fire Department showed a slight increase of 4 filled positions from 2014 to 2015. The 2016 budget includes the addition of 1 non-uniformed and 15 uniformed positions, for a total of 16 new employees.

With the election of Akron's first new mayor in 28 years, various position additions and employee allocation changes were made for the 2016 budget. The City also experienced many staff transitions at the end of 2015 as a result of the new administration.

In March 2016, the Charter of the City was amended to consolidate the Employee Benefits Division within the Personnel Department, and restructure it as the Department of Human Resources. For the 2016 budget, 3 positions were moved from the Finance Department-Employee Benefits Division to the Human Resources Department as a result of this consolidation.

The remaining departments experienced routine employee turnover. The City will review grant awards and staffing levels of uniformed positions throughout the year. The 2016 budgeted employee count affords the City the opportunity to fill vacancies where needed most.

**2016 GENERAL FUND GROSS EXPENDITURES**

<b><u>DEPARTMENTAL UNIT</u></b>	<b><u>BUDGETED EXPENDITURES</u></b>	<b><u>PERCENTAGE OF TOTAL</u></b>
Police	\$ 54,553,420	32.71 %
Fire	37,323,790	22.38
Public Service	23,998,010	14.39
Public Safety	14,119,590	8.47
Neighborhood Assistance	7,223,800	4.33
Public Health	4,222,390	2.53
Judges	4,579,140	2.74
Law	4,055,490	2.43
Clerk of Court	3,650,710	2.19
Finance	3,454,270	2.07
City-Wide Administration *	3,307,000	1.98
Mayor's Office	2,760,320	1.65
Legislative	1,275,970	0.77
Planning	1,161,880	0.70
Civil Service	1,097,940	0.66
<b>TOTAL GENERAL FUND GROSS EXPENDITURES</b>	<b><u>\$ 166,783,720</u></b>	<b><u>100.00 %</u></b>

\* The City-Wide Administration is broken out from the Department of Finance because the activities benefit the City as a whole.

**COMPARATIVE SUMMARY OF GENERAL FUND GROSS EXPENDITURES**

<b>DEPARTMENT</b>	<b>ACTUAL 2013</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGETED 2016</b>
Police	\$ 48,933,273	\$ 51,424,851	\$ 50,984,316	\$ 54,553,420
Fire	29,960,948	28,690,134	30,952,766	37,323,790
Public Service	30,586,502	23,470,956	22,979,576	23,998,010
Public Safety	14,377,521	12,427,851	13,511,676	14,119,590
Neighborhood Assistance	6,398,682	6,919,232	6,884,692	7,223,800
Public Health	3,869,447	4,540,071	4,188,568	4,222,390
Judges	4,030,160	4,323,541	4,314,937	4,579,140
Law	3,838,120	4,036,308	3,602,187	4,055,490
Clerk of Court	3,354,196	3,567,676	3,581,656	3,650,710
Finance	3,147,054	3,535,162	3,511,091	3,454,270
City-Wide Administration *	4,330,515	3,691,126	3,101,927	3,307,000
Mayor's Office	2,068,468	2,096,285	2,061,352	2,760,320
Legislative	1,292,064	1,240,503	1,282,701	1,275,970
Planning	1,041,761	1,239,004	1,260,471	1,161,880
Civil Service	777,680	880,414	813,816	1,097,940
<b>TOTAL GENERAL FUND GROSS EXPENDITURES</b>	<b>\$ 158,006,391</b>	<b>\$ 152,083,114</b>	<b>\$ 153,031,732</b>	<b>\$ 166,783,720</b>

\* The City-Wide Administration is broken out from the Department of Finance because the activities benefit the City as a whole.

# **Civil Service Commission**

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**DEPARTMENT OF HUMAN RESOURCES**  
**Donald Rice, Director of Human Resources**

**DESCRIPTION**

In March 2016, the Charter of the City was amended to consolidate all matters of personnel, employee relations, and employee health and welfare through the creation of the Department of Human Resources. The department serves as the administrative agency of the Civil Service Commission. The three-member Civil Service Commission is appointed by the Mayor with the consent of City Council. The Director of Human Resources is appointed by the Mayor, and hires all employees of the City through the Civil Service process.

The Director and staff of the Human Resources Department are responsible for carrying out the executive and administrative responsibilities of the department as defined by the Charter of the City. These responsibilities include the Human Resources Administration, Classification and Compensation, Employee Benefits, Employee Records, Employment and Training, and Equal Opportunity Employment & Regulatory Compliance.

**GOALS & OBJECTIVES**

- Serve as a resource for the Civil Service Commission and develop a comprehensive employee manual for the City of Akron.
- Perform a comprehensive review and analysis of the business processes of the Department of Human Resources, while integrating best practices.

**STAFFING**

The following table provides the year-end full-time staffing level for the past three years along with the budgeted full-time staffing level for the current budget year.

	As of	As of	As of	Budget
<b>By Department:</b>	<b>12/31/13</b>	<b>12/31/14</b>	<b>12/31/15</b>	<b>2016</b>
<b>HUMAN RESOURCES:</b>				
Administrative Assistant	0.00	0.00	1.00	3.00
Director of Human Resources	0.00	0.00	0.00	1.00
Employee Benefits and Leave Coordinator	0.00	0.00	0.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Personnel Analyst	2.00	2.00	2.00	2.00
Personnel Officer	1.00	1.00	1.00	1.00
Personnel Records Supervisor	1.00	1.00	1.00	1.00
Personnel Technician	2.00	2.00	3.00	3.00
Secretary	1.00	0.00	0.00	0.00
Training and EEO Officer	1.00	1.00	1.00	1.00
<b>TOTAL HUMAN RESOURCES</b>	<b>9.00</b>	<b>8.00</b>	<b>10.00</b>	<b>14.00</b>



# Human Resources : 2016 Strategy Map

Innovation Teams

Equity & Inclusion

Integrated Communications – CREATE THE MESSAGE

## Strategic Priorities

1. Education & Workforce Development

2. Economic & Neighborhood Development

3. Operational Efficiency

## Goal(s) We Are Working On

1.1 Promote partnerships that will increase educational attainment across the board.  
1.2 Invest in innovation.  
1.3 Capitalize on, and support, the strengths of the employees of the City of Akron.  
1.4 Turn every department into an experiential learning lab.

2.1 A new strategic plan for Economic and Neighborhood Development.  
2.2 Attract and retain jobs and people.  
2.3 A new strategic plan for Downtown.  
2.4 Prioritize housing – develop a strategic housing plan

3.1 Enhance and grow revenue.  
3.2 Control expenses.  
3.3 Technology, Leverage assets, Consolidation. (T.L.C.)  
3.4 Appropriately monetize assets.  
3.5 Break out of our silos.

## Key Themes, Projects, Tasks

1.1.1 Establish a dialog with the Akron Public Schools to develop an expanded apprenticeship programs to integrate eligible students into positions within the City of Akron.  
1.2.1 Establish a comprehensive Onboarding System for new employees.  
1.3.1 Establish a fully functioning Department of Human Resources.  
1.3.2 Create a Human Resources Employee Manual.  
1.3.3 Begin to update employee job descriptions and to do two updates to the City of Akron's Omnibus Ordinance.  
1.3.4 Establish a fully functional, non-consultant dependent Benefits division.  
1.3.5 A review and update of the Civil Service Rules to better serve the needs of the City of Akron's management and employees.  
1.4.1 To establish a mandatory new employee management training program.

3.1.1 Seek grant monies to fund the operational needs and to help accomplish the goals and strategic planning in the Department of Human Resources.  
3.2.1 Decreasing expense by controlling operating costs in the Human Resources Department.  
3.3.1 The consolidation of the Benefits Division within the Department of Human Resources.  
3.3.2 Explore/develop a method to distribute employee pay statements electronically.  
3.3.3 Implement computer application to facilitate employee training electronically.  
3.3.4 To establish Human Resources/Civil Service Commission Kiosks at all neighborhood centers and to meet with their staff.  
3.5.1 To meet with every department to explain the purpose and functions of the new Human Resources Department.  
3.5.2 To meet with every Cabinet member and their senior staff to discuss how Human Resources can better serve their department.  
3.5.3 To go out to the community to explain the Civil Service Hiring Process by meeting with at least one group per month.  
3.5.4 To work with The University of Akron to develop internships to supplement Human Resources staff on departmental projects.

## Progress Indicators/ Metrics

1.1.1.1 2<sup>nd</sup> Qtr Complete  
1.2.1.1 2<sup>nd</sup> Qtr Analysis  
1.3.1.1 3<sup>rd</sup> Qtr Complete  
1.3.2.1 1<sup>st</sup> Qtr/2<sup>nd</sup> Qtr Analysis  
1.3.2.1 6/1 Outline  
1.3.2.1 9/1 1<sup>st</sup> Draft  
1.3.3.1 11/1 2<sup>nd</sup> Draft  
1.3.3.1 12/1 Complete  
1.3.4.1 2<sup>nd</sup> Qtr/4<sup>th</sup> Qtr Revisions to Omnibus  
1.3.4.1 2<sup>nd</sup> Qtr Application Process-Benefits Mgr  
1.3.4.1 2<sup>nd</sup> Qtr Analysis of process and procedures for Benefits department  
1.3.4.1 3<sup>rd</sup> Qtr Hiring of Benefits Manager  
1.3.5.1 4<sup>th</sup> Qtr Complete  
1.4.1.1 2<sup>nd</sup> Qtr Analysis  
1.4.1.1 2<sup>nd</sup> Qtr Development  
1.4.1.1 4<sup>th</sup> Qtr Development Completion  
1.4.1.1 1/17 Implementation

3.1.1.1 2<sup>nd</sup> Qtr Seek Grant Monies  
3.2.1.1 2<sup>nd</sup> Qtr/3<sup>rd</sup> Qtr Apply for Grants  
3.3.1.1 2<sup>nd</sup> Qtr Analysis  
3.3.1.1 2<sup>nd</sup> Qtr Application Process-Benefits Mgr  
3.3.1.1 2<sup>nd</sup> Qtr Analysis of process and procedures for Benefits department  
3.3.2.1 3<sup>rd</sup> Qtr Hiring of Benefits Manager  
3.3.2.1 2<sup>nd</sup> Qtr Analysis  
3.3.3.1 3<sup>rd</sup> Qtr Implementation  
3.3.3.1 2<sup>nd</sup> Qtr Analysis  
3.3.4.1 1/17 Implementation  
3.3.4.1 1/17 Implementation  
3.5.1.1 2<sup>nd</sup> Qtr 3 dept. visits per month  
3.5.1.1 1/17 Completion  
3.5.2.1 1<sup>st</sup> Qtr Initiated  
3.5.2.1 2<sup>nd</sup> Qtr Completion  
3.5.3.1 2<sup>nd</sup> Qtr Analysis 2 groups per month  
3.5.4.1 1/17 Completion  
3.5.4.1 1<sup>st</sup> Qtr Analysis



## Human Resources

	2013 Actual Expenditures	2014 Actual Expenditures	2015 Actual Expenditures	2016 Original Budget
HUMAN RESOURCES	777,680	880,414	813,816	36,890,760
<b>Total for Department:</b>	<b>777,680</b>	<b>880,414</b>	<b>813,816</b>	<b>36,890,760</b>

# Human Resources

## DETAILED SUMMARY OF EXPENDITURES - BY CATEGORY

	2013 Actual Expenditures	2014 Actual Expenditures	2015 Actual Expenditures	2016 Original Budget
Personal Services				
Labor	456,287	481,338	466,130	815,730
Fringe Benefits	239,462	312,962	259,737	403,230
<b>Total: Personal Services</b>	<b>695,750</b>	<b>794,300</b>	<b>725,867</b>	<b>1,218,960</b>
Other				
Current Expenditures - Other	55,053	59,093	66,132	3,578,600
Utilities Expenses	254	114	0	1,200
Debt Service				1,052,000
Insurance	593	600	0	31,000,000
Interfund Service Charges	26,030	26,307	21,817	40,000
<b>Total: Other</b>	<b>81,930</b>	<b>86,114</b>	<b>87,949</b>	<b>35,671,800</b>
<b>Total for Department:</b>	<b>777,680</b>	<b>880,414</b>	<b>813,816</b>	<b>36,890,760</b>

## DEPARTMENT SOURCES AND USES OF FUNDS - BY FUND AND CATEGORY, 2016

	Personal Services	Other	Capital Outlay	Total
General Fund	1,006,240	91,700		1,097,940
Internal Service Fund	212,720	35,580,100		35,792,820
<b>Total for Department:</b>	<b>1,218,960</b>	<b>35,671,800</b>		<b>36,890,760</b>

## Human Resources

### DEPARTMENT SOURCES AND USES OF FUNDS - BY FUND

	2013 Actual Expenditures	2014 Actual Expenditures	2015 Actual Expenditures	2016 Original Budget
General Fund	777,680	880,414	813,816	1,097,940
Internal Service Fund				35,792,820
<b>Total for Department:</b>	<b>777,680</b>	<b>880,414</b>	<b>813,816</b>	<b>36,890,760</b>

### DEPARTMENT FULL-TIME EMPLOYEES - BY FUND

	2013 Actual Employees	2014 Actual Employees	2015 Actual Employees	2016 Budgeted Employees
General Fund	9.000	8.000	10.000	11.000
Internal Service Fund				3.000
<b>Total for Department:</b>	<b>9.000</b>	<b>8.000</b>	<b>10.000</b>	<b>14.000</b>

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**Finance**

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**FINANCE DEPARTMENT**  
**Diane L. Miller-Dawson, Director of Finance**  
**Stephen F. Fricker, Deputy Director of Finance**

**DESCRIPTION**

The City of Akron Department of Finance provides financial services for the City and is made up of the following divisions: Administration, Audit & Budget, Accounting, Information Technology, Purchasing, Taxation, Treasury and Utilities Business Office.

The Department of Finance is responsible for managing the City's financial operations in accordance with established fiscal policies. Primary responsibilities include cash management, investment of funds, revenue forecasting and general accounting (including financial reporting, internal audits, payroll, accounts payable, accounts receivable, financial oversight and administration of all City funds and accounts). Other departmental responsibilities are to ensure legal compliance with all grant programs and coordinate the annual audit of the City of Akron.

In addition, the Department of Finance is responsible for annually publishing three important documents: the Operating Budget Plan, the Comprehensive Annual Financial Report (CAFR) and the Annual Information Statement (AIS). The department also publishes official statements for each bond and note issued.





# Finance : 2016 Strategy Map

Innovation Teams

Equity & Inclusion

Integrated Communications – CREATE THE MESSAGE

## Strategic Priorities

1. Education & Workforce Development

2. Economic & Neighborhood Development

3. Operational Efficiency

Goal(s) We Are Working On



Key Themes, Projects, Tasks



Progress Indicators/ Metrics

<ul style="list-style-type: none"> <li>• Capitalize on, and support, the strengths of our department employees</li> <li>• Educate City Departments on Finance Processes/Procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Support the attraction and retention of jobs</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance and grow revenue and Control Expenses</li> <li>• Technology, Leverage assets, Consolidation (T.L.C.)</li> <li>• Break out of silos</li> <li>• Open Checkbook</li> <li>• Pursue Blue Ribbon Commission recommendation for legacy cost reduction</li> <li>• Create database to better track and collect accounts receivables</li> </ul>
<ul style="list-style-type: none"> <li>• Consistent policies with documentation readily available to all departments</li> <li>• Conduct training for City Departments to include Purchasing, Budgeting, Banner, Payroll and Accounting Procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to assist Economic Development with their efforts</li> <li>• Ensure decisions are fiscally sound</li> </ul>	<ul style="list-style-type: none"> <li>• Identify and assess all fee's charged by City departments</li> <li>• Change Utility Bill print format from color to gray scale – savings \$38,000</li> <li>• Stop mailing Utility Bill disconnect notices one week prior to shut off – savings \$71,000</li> <li>• Stop printing the CAFR and Budget Books for general distribution – savings \$2,500</li> <li>• Implement the allowable fee for Payroll to process garnishments – savings \$15,000</li> <li>• Assist other department in the 1% reduction</li> <li>• Review utility and property bills for banner account info to ensure appropriate accounts are used</li> </ul>
<ul style="list-style-type: none"> <li>• Standard Operating Procedures (SOP's) created</li> <li>• Employees trained</li> <li>• TLC Project: Finance Procedures Webpage on the Intranet</li> </ul>	<ul style="list-style-type: none"> <li>• Assist the effort to increase income tax revenue</li> <li>• Assist the effort to increase property tax revenue</li> </ul>	<ul style="list-style-type: none"> <li>• Grow revenues by at least 1%</li> <li>• Decrease expenses by at least 1%</li> <li>• Complete at least one T.L.C. project</li> <li>• Monthly Mayoral financial updates</li> <li>• Quarterly financial updates to the stakeholders</li> <li>• TLC Project: Investigate additional Finance Modules in Cityworks to improve Storeroom and Licensing processes</li> </ul>



## Finance

	2013 Actual Expenditures	2014 Actual Expenditures	2015 Actual Expenditures	2016 Original Budget
ADMINISTRATION	17,683,644	20,185,444	18,822,453	21,065,980
AUDIT & BUDGET	477,694	518,091	514,289	501,480
CITY-WIDE ADMINISTRATION	4,397,138	3,759,596	3,101,927	3,307,000
GENERAL ACCOUNTING	775,419	680,335	858,972	939,470
INFORMATION TECHNOLOGY	2,211,744	2,371,297	2,753,156	2,973,900
PURCHASING	1,606,427	1,760,631	1,762,815	1,844,990
TAXATION	6,111,683	4,806,789	5,124,795	6,376,920
TREASURY	6,644,818	6,159,211	4,544,884	4,173,290
EMPLOYEE BENEFITS	32,565,539	38,012,559	38,889,524	
BUSINESS SERVICES	11,692,448	11,837,636	12,866,019	13,338,470
<b>Total for Department:</b>	<b>84,166,553</b>	<b>90,091,590</b>	<b>89,238,833</b>	<b>54,521,500</b>

# Finance

## DETAILED SUMMARY OF EXPENDITURES - BY CATEGORY

	2013 Actual Expenditures	2014 Actual Expenditures	2015 Actual Expenditures	2016 Original Budget
Personal Services				
Labor	4,895,429	5,049,439	4,912,028	5,129,300
Fringe Benefits	2,888,464	3,133,654	3,096,886	2,965,870
<b>Total: Personal Services</b>	<b>7,783,892</b>	<b>8,183,093</b>	<b>8,008,913</b>	<b>8,095,170</b>
Other				
Current Expenditures - Other	9,360,248	11,090,925	11,905,297	8,573,650
Income Tax Refunds/Tax Share	3,505,356	2,345,483	2,682,090	3,650,000
Utilities Expenses	28,292	32,794	41,586	38,340
Debt Service	25,248,089	27,174,295	25,713,964	25,865,020
Insurance	30,193,235	33,649,559	34,393,292	1,353,510
State/County Charges	2,381,647	1,903,587	1,666,479	1,897,900
Rentals and Leases	250,947	286,856	428,248	296,500
Interfund Service Charges	5,279,847	5,424,996	4,398,962	4,493,410
<b>Total: Other</b>	<b>76,247,661</b>	<b>81,908,496</b>	<b>81,229,919</b>	<b>46,168,330</b>
Capital Outlay				
Capital Outlay	135,000	0	0	258,000
<b>Total: Capital Outlay</b>	<b>135,000</b>	<b>0</b>	<b>0</b>	<b>258,000</b>
<b>Total for Department:</b>	<b>84,166,553</b>	<b>90,091,590</b>	<b>89,238,833</b>	<b>54,521,500</b>

## DEPARTMENT SOURCES AND USES OF FUNDS - BY FUND AND CATEGORY, 2016

	Personal Services	Other	Capital Outlay	Total
General Fund	2,319,570	4,441,700		6,761,270
Special Revenue Fund	1,988,410	25,504,670	258,000	27,751,080
Debt Service	296,780	863,350		1,160,130
Enterprise Fund	2,356,850	10,981,620		13,338,470
Internal Service Fund	1,133,560	4,306,990		5,440,550
Trust and Agency Fund		70,000		70,000
<b>Total for Department:</b>	<b>8,095,170</b>	<b>46,168,330</b>	<b>258,000</b>	<b>54,521,500</b>

## Finance

### DEPARTMENT SOURCES AND USES OF FUNDS - BY FUND

	2013 Actual Expenditures	2014 Actual Expenditures	2015 Actual Expenditures	2016 Original Budget
Debt Service	1,426,387	1,522,551	1,266,086	1,160,130
Enterprise Fund	11,692,448	11,837,636	12,866,019	13,338,470
General Fund	7,477,569	7,226,288	6,613,019	6,761,270
Internal Service Fund	37,169,391	42,451,933	43,704,410	5,440,550
Special Revenue Fund	26,367,996	27,017,804	24,716,765	27,751,080
Trust and Agency Fund	32,763	35,378	72,535	70,000
<b>Total for Department:</b>	<b>84,166,553</b>	<b>90,091,590</b>	<b>89,238,833</b>	<b>54,521,500</b>

### DEPARTMENT FULL-TIME EMPLOYEES - BY FUND

	2013 Actual Employees	2014 Actual Employees	2015 Actual Employees	2016 Budgeted Employees
General Fund	27.000	28.000	28.000	27.000
Special Revenue Fund	30.000	27.000	28.000	28.000
Debt Service	5.000	5.000	5.000	5.000
Enterprise Fund	27.000	32.000	30.000	32.000
Internal Service Fund	11.000	10.000	9.000	10.000
<b>Total for Department:</b>	<b>100.000</b>	<b>102.000</b>	<b>100.000</b>	<b>102.000</b>

## **ADMINISTRATION DIVISION**

**Diane L. Miller-Dawson, Director of Finance**

**Stephen F. Fricker, Deputy Director of Finance**

### **DESCRIPTION**

Finance Administration is responsible for controlling all revenues and expenditures of the City of Akron.

### **GOALS & OBJECTIVES**

- Implementation of a City-wide One and One initiative whereby each City department would increase revenues by 1% and reduce expenditures by 1%.
- Increase transparency of City financial information by making City expenditure information available on the Ohiocheckbook.com website.
- Examine the recommendations of the Blue Ribbon Task Force Report released in February 2016 and determine which recommendations should be implemented to improve the City's financial condition.
- Establish a "rainy day" fund.
- Explore creation of an incentive plan to encourage and reward employees for helping the City to save money.

### **SERVICE LEVELS**

The City issued and submitted the Comprehensive Annual Financial Report (CAFR) to the Government Finance Officers Association and received the Certification of Financial Achievement for Excellence in Financial Reporting award. It was our 31<sup>st</sup> consecutive year of winning the award.

The Operating Budget Plan was submitted within 90 days after passage of the appropriation ordinance. The City has once again received the Distinguished Budget Presentation Award from the Government Finance Officers Association. It was our 31<sup>st</sup> consecutive year of winning this award.

**AUDIT AND BUDGET DIVISION**  
**Cynthia M. Donel, Audit & Budget Manager**

**DESCRIPTION**

The Audit and Budget Division is responsible for preparing the Comprehensive Annual Financial Report (CAFR) and the Operating Budget Plan. The Division works closely with the Director and Deputy Director of Finance to provide recommendations and proposals. The Division also provides specialized assistance to various departments and divisions.

**GOALS & OBJECTIVES**

- Prepare the Comprehensive Annual Financial Report (CAFR) for issuance in June and submit the CAFR to the Government Finance Officers Association (GFOA) in order to be considered for the Certificate of Achievement for Excellence in Financial Reporting award.
- Issue the Operating Budget Plan within 90 days after passage of the appropriation ordinance by City Council to serve as a policy document, as an operations guide, as a financial plan and as a communications device. The Audit and Budget staff will work with the Director of Finance's office to publish a document and submit it to the GFOA for consideration of the Distinguished Budget Presentation Award.
- A significant amount of time will be spent researching and implementing various Governmental Accounting Standards Board (GASB) Statements. There are two separate GASB Statements that the Division will research and implement:
  - 1) GASB No. 68 – Accounting and Financial Reporting for Pensions (implementation scheduled for summer of 2016)
  - 2) GASB No. 71 – Pension Transition for Contributions Made Subsequent to the Measurement Date, an amendment of GASB No. 68 (implementation scheduled for summer of 2016)

**SERVICE LEVELS**

The Audit and Budget Division is pleased to report that the 2014 Comprehensive Annual Financial Report (CAFR) was issued and submitted to the GFOA. The City received the Certificate of Achievement for Excellence in Financial Reporting award.

The Operating Budget Plan was completed within 90 days after the passage of the appropriation ordinance. The City of Akron has once again received the Distinguished Budget Presentation Award from the GFOA.

The Division has researched and is preparing to implement the two GASB Statements scheduled during 2016.



## **CITY-WIDE ADMINISTRATION**

**Diane L. Miller-Dawson, Director of Finance**

**Stephen F. Fricker, Deputy Director of Finance**

### **DESCRIPTION**

The City-Wide Administration Division provides funding for City-wide responsibilities outside departmental/divisional control.

## **GENERAL ACCOUNTING DIVISION**

**Kimberly M. Guseman, Accounting Manager**

### **DESCRIPTION**

The Accounting Division processes payments to vendors, issues reimbursements to employees and performs accounts receivable billings.

The Payroll section processes employee paychecks, manages payroll deductions, provides retirement services, processes garnishments and liens and verifies employment.

### **GOALS & OBJECTIVES**

- The Accounting Division will continue to provide excellent service to both City employees and outside vendors.
- The Division along with the Finance Administration, Information Technology and Employee Benefits will work to implement the new optional life plan in PeopleSoft HR System.
- The Division will work with Ohio Public Employees Retirement System (OPERS) to provide mandated payroll information which will assist them regarding the new Governmental Accounting Standards Board (GASB) pension standard.
- The Division is responsible for both vendor payments (payments on contracts, purchase orders and direct payments) along with weekly payments to employees. The employees will work on an instruction manual documenting the activities necessary to process each activity.
- The Division is working with the Information Technology Division, along with Finance Administration office on a City-wide contract database to assist all City divisions on tracking their contract requests from the beginning to the end of the process.

## SERVICE LEVELS

In 2015, the Accounting Division provided excellent service to both City employees and outside agencies/vendors relating to accounting and payroll functions. The PeopleSoft HR System was upgraded in November of 2015.

The City reviewed the Ohio Police & Fire Pension determination, processed necessary refunds and are in compliance with their policy.

In 2015 some instruction manuals were developed, the process will continue, and be finalized in 2016.

## INFORMATION TECHNOLOGY

**William M. Fatica, Information Technology Manager**

### DESCRIPTION

The Information Technology (IT) Division oversees training, computer applications and computing systems.

### GOALS & OBJECTIVES

- Assist the IT Steering Committee with implementing recommendations presented in the “Information Technology Needs Assessment and Strategic Plan” report and other technology related projects.
- Continue to work with divisions to implement their document management needs into OnBase. Currently working on projects for the Police Department, Utilities Business Office, Economic Development and Taxation.
- Upgrade various applications including OnBase and begin the second phase of CityWorks. Continue researching implementation of Office 365 citywide and Mimosa for replacing current email archiving software.
- Perform infrastructure upgrades including increases to storage capacity for City-wide backup, disk capacity for Storage Area Network (SAN), separate our firewall cluster and move a firewall to our co-location site. Implement and expand wireless network (Wifi) connectivity in the Mayor’s Office and City Council chambers. Research new technologies and plan for the future upgrades to current storage area network and virtual server environments.

## SERVICE LEVELS

In 2015, IT continued to work with the IT Steering Committee on the recommendations presented in the “Information Technology Needs Assessment and Strategic Plan” report and other technology related projects. The Division implemented upgrades to PeopleSoft and CityWorks. IT purchased additional storage and disc capacity for city-wide backup and our Storage Area Network (SAN). IT also piloted wireless network (WiFi) connectivity in the IT Department retired the mainframe and moved the final two applications off the mainframe to new windows server based applications.

The Department implemented new web filter appliance for web browsing and reporting of web usage and defined web categories to block from City access.

The IT department continued working with the City departments/divisions to replace/lease older PC equipment and completed quarterly penetration tests to identify and address vulnerabilities from the Internet to the City’s infrastructure.

## **PURCHASING DIVISION**

**Kimberly A. Herron, Interim Manager**

### DESCRIPTION

The Purchasing Division handles the requisition and purchase of supplies and materials, handles contract administration, acts as the City's Agent and controls inventory management, purchasing policies and disposal of surplus items. The division also includes the City-wide copy center, City-wide mailing operation and the central storeroom.

### GOALS & OBJECTIVES

- Continue to improve defining the scope of products and services required on our Open Standing Orders.
- Strive to maintain our Green Initiative and generate revenue from the sale of our surplus, such as toner cartridges and miscellaneous electronic and plant equipment.
- Continue our competitive purchasing during 2016.

## SERVICE LEVELS

The Purchasing Division established a relationship with Staples to recycle our ink and toner cartridges where they provide the freight cost and we receive future business credits.



Worked with City employees regarding the Purchase Card process to ensure they understand that the card is just an alternate way to make payments and is not intended to replace the competitive purchasing process.

Purchasing began the process for scanning purchase orders into the OnBase document imaging system and will continue that process into 2016.

## **TAXATION DIVISION**

### **Arthur P. Preiksa, Tax Commissioner**

#### **DESCRIPTION**

The Taxation Division's duties are to collect City income taxes and enforce the City of Akron's tax rules and regulations.

The City of Akron's income tax is comprised of individual income tax, corporate and partnership income tax and withholding tax. The Division is responsible for all aspects of the process. The Division supplies the necessary income tax forms and instructions to taxpayers, processes the returns submitted, deposits payments received, issues refunds, maintains systems for tax registration of all business accounts, delinquent control and tax collections.

#### **GOALS & OBJECTIVES**

- Implement a revised Organization Chart with revision of responsibilities at precise levels to achieve revenue enhancement.
- Change document imaging system to OnBase.
- Coordinate with the Law Department to focus on delinquent taxes.
- Write new Income Tax Rules and Regulations in conjunction with the revised Income Tax Ordinance.
- Establish a second Income Tax Board of Review to comply with the requirements of the new Section 718 of the Ohio Revised Code.
- Enhance training of staff to allow understanding and implementation of new state mandates.

#### **SERVICE LEVELS**

In 2015 the Taxation Division completed and updated the Income Tax Ordinance to comply with the new Ohio Revised Code Section 718. The majority of the income tax database software modules have been completed, shifting reliance away from the mainframe.

The “Watcher” system in software accomplished systematized follow ups, allowing timely and less time-consuming follow up. This has shortened the lead time for cases going to compliance.

## **TREASURY DIVISION**

### **Sherrill Bryson, Assistant Treasurer**

#### **DESCRIPTION**

The Treasury Division manages the development and administration of the City's debt policies and the City's cash resources to maximize the resources that are available to the municipal government to serve the citizens of Akron.

#### **GOALS & OBJECTIVES**

- Complete the core functions of the Treasury Division, including the preparation of the Annual Information Statement (AIS), payment of debt service and certification of Special Assessment collections in a timely manner.
- Complete September certification of assessments to Summit County.
- Streamline and unify the permitting processes and licenses in the division utilizing current technologies with more efficient interface with other City departments.
- Research and implement new information technologies and reporting for assessments and the collection of information from sources such as Summit County.

#### **SERVICE LEVELS**

In September 2015, the Treasury Division published the AIS. Treasury executed eight major bond and note issues during 2015. The Division certified \$19.5 million in Special Assessment collection to Summit County.

The Treasury Division received \$110,000 as a result of invoice payments through an accounts payable credit card program.

The Division also completed the implementation of cash management and reconciliation software as well as instituted the pilot use of the PNC Distributed card program.

## **EMPLOYEE BENEFITS**

**Diane L. Miller-Dawson, Director of Finance**

### **DESCRIPTION**

As of March 2016, the Charter of the City was amended to consolidate the responsibilities of the Employee Benefits Division within the Department of Human Resources.

## **UTILITIES BUSINESS OFFICE DIVISION**

**André Blaylock, Business Services Administrator**

### **DESCRIPTION**

The Utilities Business Office Division provides the customer service, billing, collection, accounting, meter reading and meter maintenance functions of the Public Utilities Bureau.

### **GOALS & OBJECTIVES**

- Implement at least three initiatives by July 7, 2016 to reduce bill print, mailing and postage costs.
- Implement at least three LeanOhio initiatives by September 1, 2016.

### **SERVICE LEVELS**

In 2015, the Utilities Business Office successfully renegotiated their credit/debit card vendor contract with Official Payments Corporation, reducing operating costs by \$140,000 annually. The Division also began offering a one-time \$5.00 credit to customers who sign up to receive their bill by e-mail, in an effort to increase e-bill adoption rates.

## STAFFING

The following table provides the year-end full-time staffing level for the past three years along with the budgeted full-time staffing level for the current budget year.

<b>By Department:</b>	<b>As of 12/31/13</b>	<b>As of 12/31/14</b>	<b>As of 12/31/15</b>	<b>Budget 2016</b>
<b>FINANCE:</b>				
<i><b>Administration:</b></i>				
Executive Assistant	1.00	1.00	1.00	1.00
Finance Deputy Director	0.00	0.00	0.00	1.00
Finance Director	1.00	1.00	1.00	1.00
Total Administration	2.00	2.00	2.00	3.00
<i><b>Audit &amp; Budget:</b></i>				
Accounting Manager	0.50	0.50	0.00	0.00
Accounts Analyst	4.00	4.00	4.00	4.00
Administrative Assistant	0.00	0.50	0.50	0.50
Audit & Budget Manager	0.00	0.00	0.50	1.00
Audit & Budget Supervisor	1.00	1.00	0.00	0.00
Secretary	0.50	0.00	0.00	0.00
Total Audit & Budget	6.00	6.00	5.00	5.50
<i><b>General Accounting:</b></i>				
Account Clerk	3.00	0.00	0.00	0.00
Accounting Manager	0.50	0.50	1.00	1.00
Accounting Technician	3.00	2.00	2.00	2.00
Accounts Analyst	1.00	1.00	1.00	1.00
Administrative Assistant	0.00	4.50	4.50	4.50
Audit & Budget Manager	0.00	0.00	0.50	0.00
Secretary	0.50	0.00	0.00	0.00
Total General Accounting	8.00	8.00	9.00	8.50

<b>By Department:</b>	<b>As of 12/31/13</b>	<b>As of 12/31/14</b>	<b>As of 12/31/15</b>	<b>Budget 2016</b>
<b><i>Information Technology:</i></b>				
Applications Analyst	1.00	2.00	2.00	2.00
Applications Programmer	2.00	1.00	1.00	1.00
CIO / Assistant to the Mayor	1.00	1.00	0.00	1.00
Computer Programmer Analyst	3.00	2.00	2.00	2.00
Computer Technician	1.00	1.00	1.00	1.00
Database Administrator	1.00	1.00	1.00	1.00
Information Technology Manager	1.00	1.00	1.00	1.00
Network/LAN Administrator	1.00	1.00	1.00	1.00
Total Information Technology	11.00	10.00	9.00	10.00
<b><i>Purchasing:</i></b>				
Administrative Assistant	0.00	2.00	3.00	3.00
Buyer	1.00	1.00	1.00	1.00
Buyer Technician	1.00	1.00	1.00	1.00
Custodian	0.00	0.00	0.00	1.00
Document Reproduction Operator	0.00	1.00	1.00	1.00
Graphic Artist	1.00	1.00	1.00	1.00
Messenger	1.00	1.00	0.00	1.00
Purchasing Agent	1.00	1.00	1.00	1.00
Purchasing Aide	1.00	1.00	1.00	1.00
Secretary	2.00	0.00	0.00	0.00
Total Purchasing	8.00	9.00	9.00	10.00
<b><i>Taxation:</i></b>				
Account Clerk	6.00	0.00	0.00	0.00
Administrative Assistant	0.00	5.00	5.00	5.00
Assistant Law Director	0.00	1.00	0.00	0.00
Secretary	2.00	0.00	0.00	0.00
Tax Agent	1.00	1.00	1.00	1.00
Tax Auditor	13.00	12.00	15.00	15.00
Tax Commissioner	1.00	1.00	1.00	1.00
Tax Coordinator	2.00	2.00	2.00	2.00
Total Taxation	25.00	22.00	24.00	24.00

<b>By Department:</b>	<b>As of 12/31/13</b>	<b>As of 12/31/14</b>	<b>As of 12/31/15</b>	<b>Budget 2016</b>
<b><i>Treasury:</i></b>				
Accounting Technician	1.00	1.00	1.00	1.00
Accounts Analyst	0.00	1.00	1.00	1.00
Administrative Assistant	0.00	2.00	2.00	2.00
Assessment & License Agent	1.00	1.00	1.00	1.00
Assessment & License Supervisor	1.00	1.00	1.00	0.00
Assessor	1.00	1.00	0.00	1.00
Assistant Treasurer	1.00	1.00	1.00	1.00
Data Entry Operator	1.00	1.00	1.00	1.00
Secretary	2.00	0.00	0.00	0.00
Tax Coordinator	1.00	0.00	0.00	0.00
Treasurer	1.00	1.00	1.00	1.00
Total Treasury	10.00	10.00	9.00	9.00
<b><i>Employee Benefits:</i></b>				
Administrative Assistant	0.00	1.00	2.00	0.00
Employee Benefits Specialist	1.00	0.00	0.00	0.00
Employee Benefits And Leave Coordinator	0.00	2.00	1.00	0.00
Personnel Aide	1.00	0.00	0.00	0.00
Personnel Analyst	1.00	0.00	0.00	0.00
Total Employee Benefits	3.00	3.00	3.00	0.00
<b><i>Utilities Business Office:</i></b>				
Account Clerk	1.00	0.00	0.00	0.00
Accounts Analyst	1.00	0.00	1.00	1.00
Administrative Assistant	0.00	3.00	3.00	3.00
APUB Trainer	1.00	1.00	0.00	0.00
Assistant Law Director	0.00	1.00	0.00	0.00
Business Services Administrator	1.00	1.00	1.00	1.00
Consumer Services Clerk	17.00	21.00	20.00	22.00
Secretary	2.00	0.00	0.00	0.00
Utilities Accounting Supervisor	1.00	1.00	1.00	1.00
Utilities Analyst	0.00	1.00	1.00	1.00
Utilities Office Supervisor	3.00	3.00	3.00	3.00
Total Utilities Business Office	27.00	32.00	30.00	32.00
<b>TOTAL FINANCE</b>	<b>100.00</b>	<b>102.00</b>	<b>100.00</b>	<b>102.00</b>

**Fire**

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## **FIRE DEPARTMENT**

### **Edward C. Hiltbrand, Chief**

#### **DESCRIPTION**

The Akron Fire Department administratively falls under the Public Safety Department but for budgeting purposes is presented as a separate department.

The Fire Department is classified into three operating subdivisions, each headed by a deputy or district chief. These subdivisions are: Administration, Operations, and Special Operations. The Fire Department is responsible for fire suppression, education, code enforcement, rescue, hazardous materials mitigation and Emergency Medical Services (EMS) for the citizens and visitors of the City of Akron.

The mission of the Department is to improve the quality of life within the community by providing a high-quality emergency medical service, by providing an excellent fire prevention program including public education and arson investigation, and by providing a firefighting force capable of handling emergencies, which may include structural firefighting, hazardous materials mitigation, all types of rescues and miscellaneous emergencies and catastrophes. The Department will accomplish this mission while maintaining a high regard for the safety and health of personnel. The Department will maintain a high standard of training, a quality occupational and health program, and a superior communication system. The Department will receive superb backing from the fire and hydrant maintenance programs.

#### **ADMINISTRATION SUBDIVISION**

**Charles Twigg, Deputy Chief**

The Administration Subdivision is responsible for the overall administration of the entire department as well as for communications, fire prevention, purchases, financial planning, personnel records, payroll and fire reporting.

#### **OPERATIONS SUBDIVISION**

**Mike Scott, District Chief (A Shift)**

**Dave Hull, District Chief (B Shift)**

**Jim Willoughby, District Chief (C Shift)**

The Operations Subdivision has the bulk of the personnel in the Fire Department. They work 24-hour shifts on a rotating schedule known as A Shift, B Shift and C Shift. The Operations Subdivision is comprised of the firefighting companies and the emergency medical services. Each shift is assigned a Shift Commander and has approximately 98 assigned personnel. Approximately 1/3 of the personnel for each shift are paramedics.

## **SPECIAL OPERATIONS SUBDIVISION**

**Charles Twigg, Deputy Chief**

**Richard Vober, Deputy Chief**

The Emergency Medical Services (EMS), Hazardous Materials (HazMat), and Training Bureau administratively report to the Special Operations subdivision. EMS is a system of care for victims of sudden/serious illnesses or injuries and depends on the availability and coordination of many different elements utilizing the 9-1-1 emergency system.

### **GOALS & OBJECTIVES**

- To utilize the newly completed Fire Scenario Lab to advance the skills, knowledge, and abilities of the officers and firefighters of the Akron Fire Department.
- To reduce fire deaths, fire injuries and property loss from fire through effective code enforcement, site inspections and effective “Life Safety” education.
- To continue to provide effective emergency services through continuing education, new training and updating necessary equipment.
- To enhance readiness to respond to incidents beyond the scope of normal firefighting, such as extrications, hazardous materials mitigation and technical rescue situations through rigorous training.
- To continue the roof replacement program and to maintain Fire facilities to keep the City’s investments in them secure.
- To continue information technology infrastructure updates and replacement programs, to comply with required guideless and more effectively and efficiently interface with other City divisions.
- To utilize Lean Government practices within the Akron Fire Department (AFD) to analyze current processes, reduce waste, and improve customer satisfaction.
- To continue the apparatus replacement and refurbishment program.
- To hire and promote to fill critical positions as funding permits.

### **SERVICE LEVELS**

In 2015, the Akron Fire Department (AFD) responded to 8,411 EMS-related calls for services requiring a fire response. This is an increase of 528 calls from 2014. In 2015, there were 32 civilian fire-related injuries, and no fire-related civilian fatalities. Akron Firefighter/Medics suffered 90 injuries in 2015 compared to 74 in 2014.

In 2015, The AFD responded to 37,719 calls requiring an EMS response as compared to 35,789 such calls in 2014, an increase of 1,930 responses. The Department has also continued its policy of rigorous inspections of buildings in the City, utilizing both the Code Enforcement Bureau personnel and fire companies. In 2015, AFD conducted 3,337 inspections and performed 746 plan and site reviews.

The Department used funds from an Assistance to Firefighters Grant to install 2,500 smoke alarms in 416 homes. The Department continued its program of remounting medical unit boxes on new chassis to save \$40,000 compared to a new unit, and purchased one additional “remount” in 2015. There is continuous effort to offer education and outside training opportunities to ensure that paramedics remain current with trends and proficient in their skills.

Akron’s Fire Department will continue to train for incidents involving hazardous materials and those requiring specialty rescue expertise. The Department has taught HazMat Awareness, Operations, and Incident Command classes for safety forces in Akron and Summit County to help meet the standards and goals of the Akron Fire Department and the Summit County Emergency Management Agency (EMA). The Department has integrated the National Incident Management System (NIMS) into operations as mandated by the Department of Homeland Security, including mandatory training courses to meet compliance standards. The Department also participated in a full scale Mass Casualty Incident drill with Summit County EMA.

The Department completed preparing the new command simulation lab and asphalt resurfacing at the Fire Training Academy, and also began roof replacement for Station 6. Computer network and user equipment upgrades have continued as needed, and a computer leasing program was established in 2015 to maintain current equipment stock.

The Department was able to hire 22 Firefighter/Medics in 2015. A total of 16 uniformed members left due to retirement, and six members resigned. The AFD is pleased to announce that 46 Lieutenants were promoted during the year, in addition to 1 Deputy Chief promotion, 10 District Chief promotions, and Chief Hiltbrand’s promotion to Chief.

## STAFFING

The following table provides the year-end full-time staffing level for the past three years along with the budgeted full-time staffing level for the current budget year.

<b>By Funding Sources:</b>	<b>As of 12/31/13</b>	<b>As of 12/31/14</b>	<b>As of 12/31/15</b>	<b>Budget 2016</b>
<b><i>FIRE/EMS:</i></b>				
<b><i>E.M.S.:</i></b>				
Administrative Assistant	0.00	2.00	1.00	1.00
Computer Programmer Analyst	1.00	1.00	1.00	1.00
E.M.S. Quality Coordinator	1.00	1.00	1.00	1.00
Fire Captain	3.00	3.00	3.00	3.00
Fire District Chief	1.00	0.00	0.00	0.00
Fire Lieutenant	24.00	22.00	23.00	23.00
Firefighter/Medic	50.00	48.00	41.00	41.00
Secretary	3.00	0.00	0.00	0.00
Total E.M.S.	83.00	77.00	70.00	70.00
<b><i>FIRE:</i></b>				
Administrative Assistant	0.00	6.00	7.00	7.00
Fire Captain	9.00	5.00	11.00	11.00
Fire Chief	1.00	1.00	1.00	1.00
Fire Deputy Chief	2.00	2.00	2.00	2.00
Fire District Chief	8.00	9.00	8.00	8.00
Fire Equipment Foreman	0.00	1.00	1.00	1.00
Fire Equipment Mechanic	0.00	3.00	3.00	3.00
Fire Hydrant Maintenance Worker	0.00	0.00	2.00	3.00
Fire Lieutenant	49.00	42.00	53.00	53.00
Firefighter/Medic	213.00	217.00	207.00	222.00
Master Fire Equipment Mechanic	0.00	3.00	4.00	4.00
Master Fire Equipment Supervisor	0.00	0.00	1.00	1.00
Secretary	5.00	0.00	0.00	0.00
Storekeeper	1.00	1.00	1.00	1.00
Stores Clerk	1.00	1.00	1.00	1.00
Total Fire	289.00	291.00	302.00	318.00
TOTAL FIRE/EMS	372.00	368.00	372.00	388.00

## Fire

	2013 Actual Expenditures	2014 Actual Expenditures	2015 Actual Expenditures	2016 Original Budget
FIRE	35,910,397	38,192,419	36,877,080	40,060,000
EMS	10,429,492	10,311,560	10,371,670	9,370,160
<b>Total for Department:</b>	<b>46,339,889</b>	<b>48,503,980</b>	<b>47,248,750</b>	<b>49,430,160</b>

# Fire

## DETAILED SUMMARY OF EXPENDITURES - BY CATEGORY

	2013 Actual Expenditures	2014 Actual Expenditures	2015 Actual Expenditures	2016 Original Budget
Personal Services				
Labor	24,687,984	25,600,077	25,603,250	27,829,690
Fringe Benefits	13,259,786	16,343,443	15,661,800	14,892,730
<b>Total: Personal Services</b>	<b>37,947,770</b>	<b>41,943,520</b>	<b>41,265,051</b>	<b>42,722,420</b>
Other				
Current Expenditures - Other	2,115,862	2,481,971	3,124,723	4,554,600
Utilities Expenses	84,671	131,403	276,456	276,450
Debt Service	268,604	367,682	360,702	366,390
Insurance	71,770	72,675	66,672	78,900
State/County Charges	418,824	223,406	228,205	229,100
Rentals and Leases	83	83	66	100
GAAP Accounts				
Interfund Service Charges	5,432,305	2,615,437	1,926,876	1,202,200
<b>Total: Other</b>	<b>8,392,118</b>	<b>5,892,657</b>	<b>5,983,699</b>	<b>6,707,740</b>
Capital Outlay				
Capital Outlay	0	667,803		
<b>Total: Capital Outlay</b>	<b>0</b>	<b>667,803</b>		
<b>Total for Department:</b>	<b>46,339,889</b>	<b>48,503,980</b>	<b>47,248,750</b>	<b>49,430,160</b>

## DEPARTMENT SOURCES AND USES OF FUNDS - BY FUND AND CATEGORY, 2016

	Personal Services	Other	Capital Outlay	Total
General Fund	32,341,790	4,982,000		37,323,790
Special Revenue Fund	10,380,630	1,724,740		12,105,370
Trust and Agency Fund		1,000		1,000
<b>Total for Department:</b>	<b>42,722,420</b>	<b>6,707,740</b>		<b>49,430,160</b>

# Fire

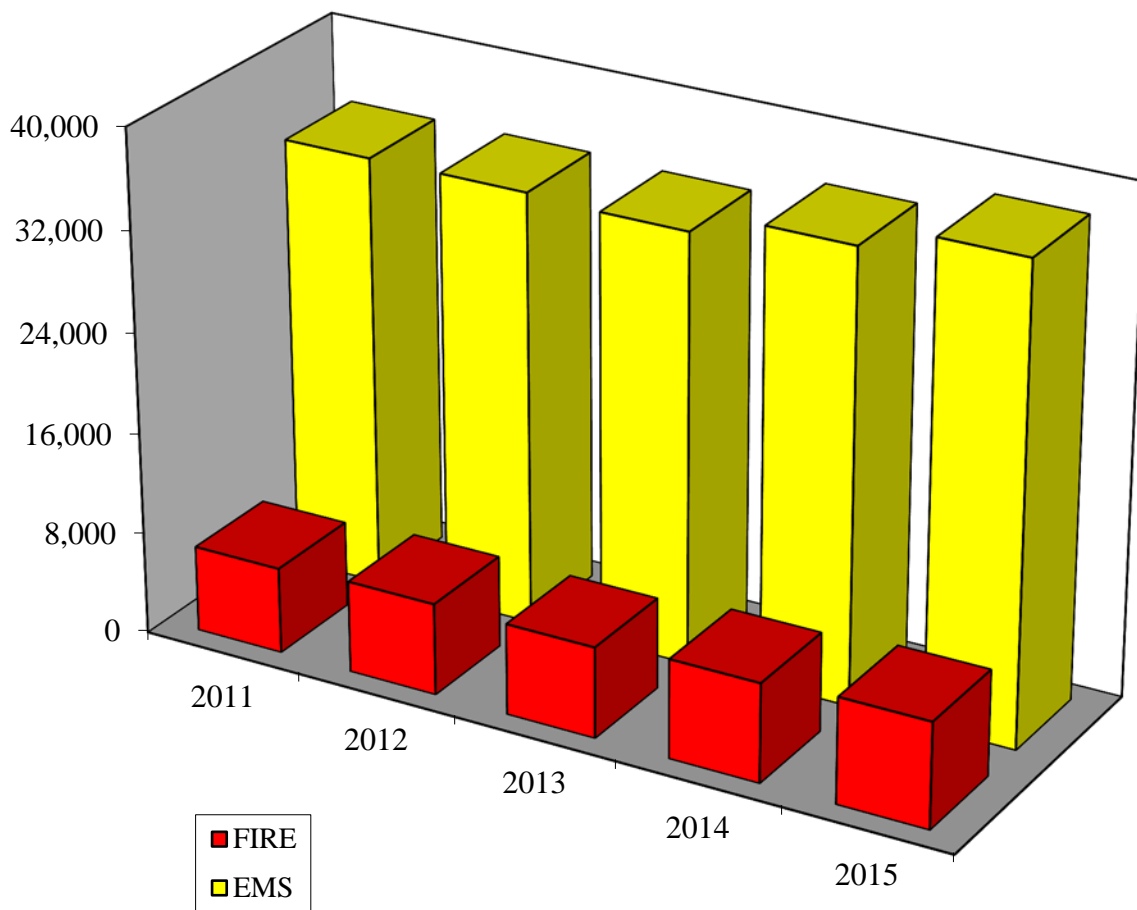
## DEPARTMENT SOURCES AND USES OF FUNDS - BY FUND

	2013 Actual Expenditures	2014 Actual Expenditures	2015 Actual Expenditures	2016 Original Budget
General Fund	29,960,948	28,690,134	30,952,766	37,323,790
Special Revenue Fund	16,378,941	19,813,845	16,295,984	12,105,370
Trust and Agency Fund	0	0	0	1,000
<b>Total for Department:</b>	<b>46,339,889</b>	<b>48,503,980</b>	<b>47,248,750</b>	<b>49,430,160</b>

## DEPARTMENT FULL-TIME EMPLOYEES - BY FUND

	2013 Actual Employees	2014 Actual Employees	2015 Actual Employees	2016 Budgeted Employees
General Fund	215.000	253.000	264.000	280.000
Special Revenue Fund	157.000	115.000	108.000	108.000
<b>Total for Department:</b>	<b>372.000</b>	<b>368.000</b>	<b>372.000</b>	<b>388.000</b>

**FIRE DEPARTMENT  
2011 - 2015  
FIRE & EMS RESPONSES**





**Law**

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**LAW DEPARTMENT**  
**Eve V. Belfance, Director of Law**

**DESCRIPTION**

The Department of Law is made up of a director and a staff of assistant directors, who all serve at the pleasure of the Mayor. The Department serves as the legal arm of the City of Akron, advising and representing the City's officers and departments.

The Department is composed of two main divisions, Criminal and Civil. The members of the Criminal Division serve as the City's prosecuting attorneys in the municipal court. The Civil Division employees defend all suits for or on behalf of the City and prepare all contracts, bonds and other instruments in writing in which the City is concerned.

The Law Department provides written opinions to officials and departments of the City of Akron. The Department is also responsible for codifying all City ordinances at least once every five years. Occasionally the Department of Law will call on outside counsel to assist in complex legal matters.



# Law : 2016 Strategy Map



## Strategic Priorities

Goal(s) We Are Working On



Key Themes, Projects, Tasks



Progress Indicators/ Metrics

<p>1.1 Promote partnerships that will increase educational attainment across the board.</p> <p>1.2 Invest in innovation.</p> <p>1.3 Capitalize on, and support, the strengths of the employees of the City of Akron.</p> <p>1.4 Turn every department into an experiential learning lab.</p>	<p>2.1 A new strategic plan for Economic and Neighborhood Development.</p> <p>2.2 Attract and retain jobs and people.</p> <p>2.3 A new strategic plan for Downtown.</p>	<p>3.1 Enhance and grow revenue.</p> <p>3.2 Control expenses.</p> <p>3.3 Technology, Leverage assets, Consolidation. (T.L.C.)</p> <p>3.4 Appropriately monetize assets.</p> <p>3.5 Break out of our silos.</p>
<ul style="list-style-type: none"> <li>Collaborate with universities, law firms, public and private entities to provide continuing legal education to law department.</li> <li>Engage in regular meetings with Summit County law directors to exchange legal information and apprise of upcoming cutting edge legal issues.</li> <li>Develop training materials for administrative staff with focus on increasing operational efficiency.</li> <li>Develop training materials for law enforcement.</li> <li>Create mission statement aimed at fostering culture of service and teamwork.</li> </ul>	<ul style="list-style-type: none"> <li>Provide legal support for economic and development initiatives.</li> <li>Provide legal advice regarding messaging and communications for existing and future development initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Increase revenue from collections by 50% from 2015.</li> <li>Increase efficiency of collections efforts through the optimization (upgrade) and advanced utilization (training) of CollectMax software.</li> <li>Reduce paper records through document management and digital storage.</li> <li>Identify technology for efficient provision and storage of public records requests.</li> <li>Reduce spending on print publications through the utilization of customized online solutions.</li> <li>Reduce spending (travel and cost) on Continuing Legal Education (CLE) requirements by taking advantage of association membership programs and online/webinar offerings.</li> </ul>

## Law

	2013 Actual Expenditures	2014 Actual Expenditures	2015 Actual Expenditures	2016 Original Budget
ADMINISTRATION	492,666	681,458	348,314	570,960
CIVIL	2,077,063	1,894,577	1,858,256	2,039,990
CRIMINAL	923,852	1,035,971	1,028,867	1,043,540
INDIGENT DEFENSE	344,538	424,301	366,750	401,000
<b>Total for Department:</b>	<b>3,838,120</b>	<b>4,036,308</b>	<b>3,602,187</b>	<b>4,055,490</b>

# Law

## DETAILED SUMMARY OF EXPENDITURES - BY CATEGORY

	2013 Actual Expenditures	2014 Actual Expenditures	2015 Actual Expenditures	2016 Original Budget
Personal Services				
Labor	2,041,467	1,935,215	1,725,658	2,070,100
Fringe Benefits	899,389	982,487	853,279	978,530
<b>Total: Personal Services</b>	<b>2,940,856</b>	<b>2,917,702</b>	<b>2,578,937</b>	<b>3,048,630</b>
Other				
Current Expenditures - Other	731,274	844,003	784,573	719,100
Utilities Expenses	3,919	3,338	2,790	26,400
Debt Service	374	162	41	100
Insurance	2,264	1,780	548	2,400
Rentals and Leases	82,894	195,146	170,749	188,860
Interfund Service Charges	76,539	74,177	64,549	70,000
<b>Total: Other</b>	<b>897,264</b>	<b>1,118,606</b>	<b>1,023,250</b>	<b>1,006,860</b>
<b>Total for Department:</b>	<b>3,838,120</b>	<b>4,036,308</b>	<b>3,602,187</b>	<b>4,055,490</b>

## DEPARTMENT SOURCES AND USES OF FUNDS - BY FUND AND CATEGORY, 2016

	Personal Services	Other	Capital Outlay	Total
General Fund	3,048,630	1,006,860		4,055,490
<b>Total for Department:</b>	<b>3,048,630</b>	<b>1,006,860</b>		<b>4,055,490</b>



## Law

### DEPARTMENT SOURCES AND USES OF FUNDS - BY FUND

	2013 Actual Expenditures	2014 Actual Expenditures	2015 Actual Expenditures	2016 Original Budget
General Fund	3,838,120	4,036,308	3,602,187	4,055,490
<b>Total for Department:</b>	<b>3,838,120</b>	<b>4,036,308</b>	<b>3,602,187</b>	<b>4,055,490</b>

### DEPARTMENT FULL-TIME EMPLOYEES - BY FUND

	2013 Actual Employees	2014 Actual Employees	2015 Actual Employees	2016 Budgeted Employees
General Fund	28.000	26.000	24.600	30.000
<b>Total for Department:</b>	<b>28.000</b>	<b>26.000</b>	<b>24.600</b>	<b>30.000</b>

## **ADMINISTRATION**

**Eve V. Belfance, Director of Law**

### **DESCRIPTION**

Law Department Administration is responsible for overseeing the operations of the Civil and Criminal divisions in addition to providing legal advice to the City's administrators and departments.

## **CIVIL DIVISION**

**Eve V. Belfance, Director of Law**

### **DESCRIPTION**

The Civil Division is responsible for preparing all contracts, bonds, legislation, and legal documents for the City of Akron. In addition, the Civil Division codifies all ordinances passed by City Council and provides written legal opinions on issues facing the City.

### **GOALS & OBJECTIVES**

- Complete a comprehensive evaluation of processes and procedures of the Law Department.
- Increase operational efficiency and innovation of the Law Department.
- Increase revenues from collections as well as other revenue sources.
- Support professional development of Law Department personnel.
- Develop and implement policy regarding Akron Police Department's Body Worn Cameras.
- Increase effective communications with police and community members regarding crime prevention.

### **SERVICE LEVELS**

During 2015, the Civil Division continued to improve the quality of legal advice and services to the Administration and Council and represented the City zealously in litigation. It drafted contracts for various departments and researched and drafted legislation for council. The Civil Division continued to increase the collection of money due to the City, as well as continuing to administer and process claims filed against the City. The Civil Division also continued to provide for legal counsel to indigent defendants through a contract with the Legal Defenders Office.



## **CRIMINAL DIVISION**

**Gertrude Wilms, Chief City Prosecutor**

### **DESCRIPTION**

The Criminal Division is responsible for providing prosecutorial services for the City of Akron.

### **GOALS & OBJECTIVES**

- Assist in training for the Police Academy.
- Continue to respond to police and community requests for help in crime prevention.
- Continue to prosecute misdemeanor cases for jurisdictions of Akron, Fairlawn, Bath, Richfield, Springfield, Lakemore and Mogadore (in Summit County).
- Continue to provide legal advice to all police agencies, Metro Parks, Humane Society, dog wardens and fire/arson investigators.

### **SERVICE LEVELS**

In 2015, the Criminal Division assisted in training with the police department and continued to respond to police and community requests for help in crime prevention. The Division also continued to prosecute misdemeanor cases in its jurisdiction and provide legal advice to all police agencies, Metro Parks, Humane Society, dog wardens and fire/arson investigators.

## **INDIGENT DEFENSE**

**Eve V.Belfance, Director of Law**

### **DESCRIPTION**

The City of Akron contracts with the Legal Defenders Office which provides legal defense for the City's indigent population. The budget represents the annual appropriation for these expenditures.

## STAFFING

The following table provides the year-end full-time staffing level for the past three years along with the budgeted full-time staffing level for the current budget year.

<b>By Department:</b>	<b>As of 12/31/13</b>	<b>As of 12/31/14</b>	<b>As of 12/31/15</b>	<b>Budget 2016</b>
<b>LAW:</b>				
<i><b>Administration:</b></i>				
Deputy Mayor Administration	0.00	0.00	0.60	0.00
Executive Assistant	1.00	0.00	0.00	1.00
Law Director	1.00	1.00	0.00	1.00
Total Administration	2.00	1.00	0.60	2.00
<i><b>Civil:</b></i>				
Account Clerk	1.00	0.00	0.00	0.00
Administrative Assistant	0.00	5.00	6.00	7.00
Assistant Law Director	11.00	8.00	8.00	10.50
Law Director	0.00	0.00	1.00	0.00
Secretary	4.00	0.00	0.00	0.00
Total Civil	16.00	13.00	15.00	17.50
<i><b>Criminal:</b></i>				
Administrative Assistant	0.00	2.00	2.00	2.00
Assistant Law Director	7.00	9.00	6.00	7.50
Assistant Chief City Prosecutor	0.00	0.00	0.00	0.00
Chief City Prosecutor	1.00	1.00	1.00	1.00
Secretary	2.00	0.00	0.00	0.00
Total Criminal	10.00	12.00	9.00	10.50
TOTAL LAW	28.00	26.00	24.60	30.00

**Legislative**

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## **LEGISLATIVE DEPARTMENT**

### **DESCRIPTION**

The Legislative Department is made up of two divisions, Clerk of Council and City Council. The Clerk of Council is responsible for carrying out the administrative functions of City Council. City Council carries out the legislative functions of government and consists of 13 members, 10 of whom are elected on a ward basis and 3 elected at-large. Ward Council persons and at-large members are elected for four-year terms. Officers of Council include a president, vice-president and a president pro-tem elected by the members of Council.

### **AKRON CITY COUNCIL**

#### Council Members-At-Large

- Jeff Fusco
- Linda F. R. Omobien
- Veronica Sims

#### Ward Council Members

- Ward 1 – Rich Swirsky
- Ward 2 – Bruce Kilby
- Ward 3 – Margo M. Sommerville (Vice President of Council)
- Ward 4 – Russel C. Neal, Jr.
- Ward 5 – Tara Mosley-Samples
- Ward 6 – Robert E. Hoch
- Ward 7 – Donnie J. Kammer (President Pro-Tem of Council)
- Ward 8 – Marilyn L. Keith (President of Council)
- Ward 9 – Michael N. Freeman
- Ward 10 – Zack Milkovich

## Legislative

	2013 Actual Expenditures	2014 Actual Expenditures	2015 Actual Expenditures	2016 Original Budget
CLERK OF COUNCIL	364,653	310,472	357,264	321,030
CITY COUNCIL	937,147	963,044	950,958	980,140
<b>Total for Department:</b>	<b>1,301,800</b>	<b>1,273,516</b>	<b>1,308,222</b>	<b>1,301,170</b>

# Legislative

## DETAILED SUMMARY OF EXPENDITURES - BY CATEGORY

	2013 Actual Expenditures	2014 Actual Expenditures	2015 Actual Expenditures	2016 Original Budget
Personal Services				
Labor	615,351	626,188	624,522	667,990
Fringe Benefits	393,150	439,378	420,938	410,280
<b>Total: Personal Services</b>	<b>1,008,502</b>	<b>1,065,566</b>	<b>1,045,460</b>	<b>1,078,270</b>
Other				
Current Expenditures - Other	154,122	139,786	143,606	155,850
Utilities Expenses	11,300	13,333	12,009	12,000
Insurance	593	1,200	580	600
Interfund Service Charges	127,283	53,632	106,566	54,450
<b>Total: Other</b>	<b>293,298</b>	<b>207,951</b>	<b>262,761</b>	<b>222,900</b>
<b>Total for Department:</b>	<b>1,301,800</b>	<b>1,273,516</b>	<b>1,308,222</b>	<b>1,301,170</b>

## DEPARTMENT SOURCES AND USES OF FUNDS - BY FUND AND CATEGORY, 2016

	Personal Services	Other	Capital Outlay	Total
General Fund	1,078,270	197,700		1,275,970
Special Revenue Fund		25,200		25,200
<b>Total for Department:</b>	<b>1,078,270</b>	<b>222,900</b>		<b>1,301,170</b>

## Legislative

### DEPARTMENT SOURCES AND USES OF FUNDS - BY FUND

	2013 Actual Expenditures	2014 Actual Expenditures	2015 Actual Expenditures	2016 Original Budget
General Fund	1,292,064	1,240,503	1,282,701	1,275,970
Special Revenue Fund	9,736	33,013	25,521	25,200
<b>Total for Department:</b>	<b>1,301,800</b>	<b>1,273,516</b>	<b>1,308,222</b>	<b>1,301,170</b>

### DEPARTMENT FULL-TIME EMPLOYEES - BY FUND

	2013 Actual Employees	2014 Actual Employees	2015 Actual Employees	2016 Budgeted Employees
General Fund	16.000	16.000	13.000	16.000
<b>Total for Department:</b>	<b>16.000</b>	<b>16.000</b>	<b>13.000</b>	<b>16.000</b>



**CLERK OF COUNCIL**  
**Bob Keith, Clerk of Council**

**DESCRIPTION**

The Clerk of Council works closely with City Council to carry out the administrative duties relating to all aspects of legislation. The office keeps a record of the proceedings of Council and its committees and assists Council in any research that is needed for decision-making or comparison. The Clerk of Council has custody of and is responsible for retention and preservation of all the laws and ordinances of the City. The Clerk of Council furnishes all transcripts, ordinances passed by Council, Council proceedings and other documents and matters printed by authority of the City.

**GOALS & OBJECTIVES**

- Make council chambers and offices wireless and paperless.
- Purchase storage for digital files recorded on FTR Hearings for Council and Committee meetings.
- Make a strong effort to have 95% of New Legislation available on tablets or in mailboxes by noon Friday.

**SERVICE LEVELS**

The support staff for Clerk of Council division has worked diligently preparing agendas for all the public hearings and maintaining the document imaging files for both resolutions and ordinances. The Clerk of Council office continues to work with an outside vendor for pictures of different highlights in each ward.

**CITY COUNCIL**  
**Marilyn L. Keith, President of Council**

**DESCRIPTION**

City Council creates ordinances and resolutions through the legislative process and approves the major policies for the City to follow. The Division is empowered to render advice and consent with respect to the mayor's appointments and policy programs.

**SERVICE LEVELS**

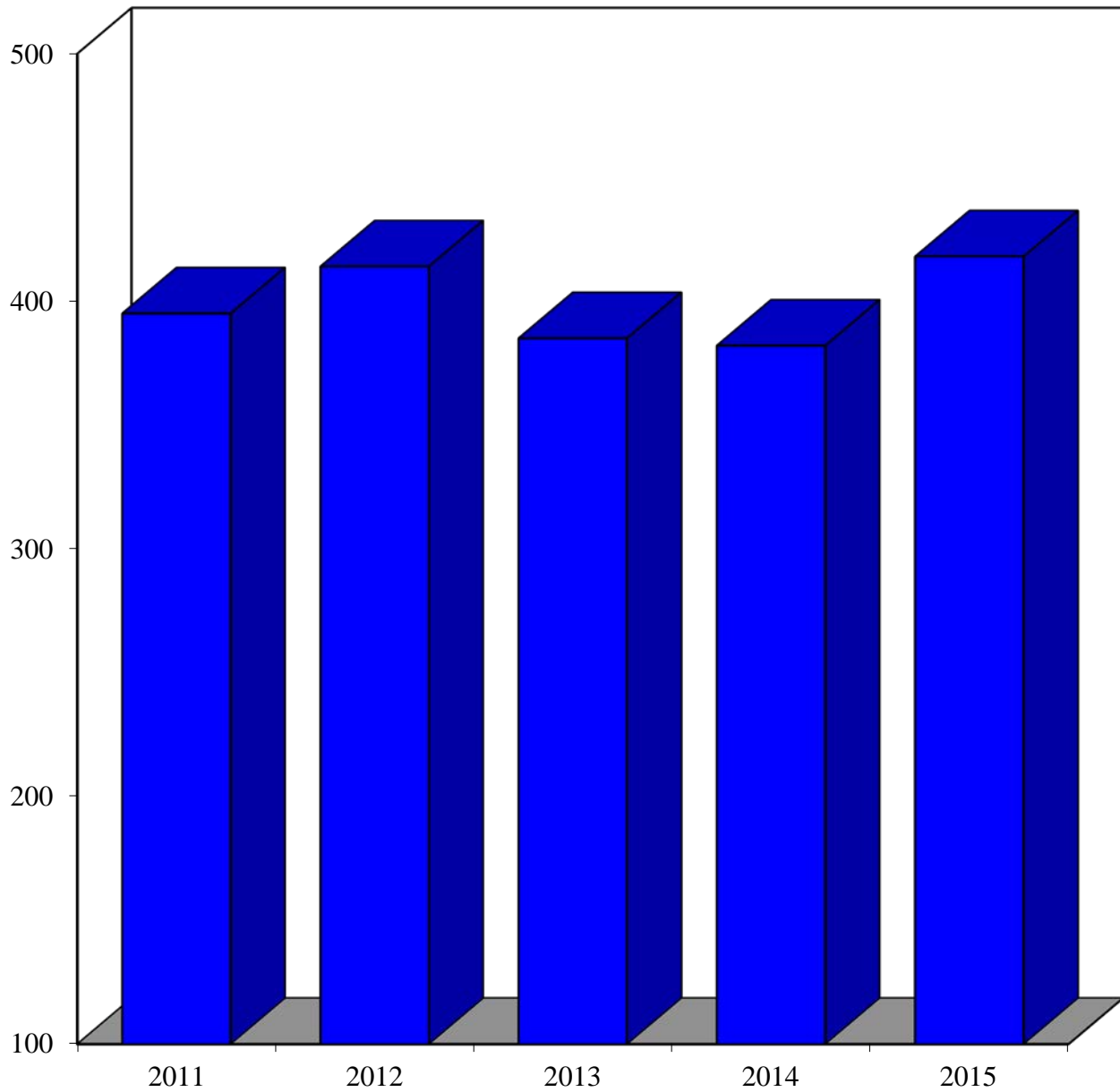
City Council passed 339 ordinances and 79 resolutions in 2015 for a total of 418 pieces of legislation.

## STAFFING

The following table provides the year-end full-time staffing level for the past three years along with the budgeted full-time staffing level for the current budget year.

<b>By Department:</b>	<b>As of 12/31/13</b>	<b>As of 12/31/14</b>	<b>As of 12/31/15</b>	<b>Budget 2016</b>
<b>LEGISLATIVE:</b>				
<i><b>City Council:</b></i>				
Councilmembers	13.00	13.00	10.00	13.00
Total City Council	13.00	13.00	10.00	13.00
<i><b>Clerk of Council:</b></i>				
Clerk of Council	1.00	1.00	1.00	1.00
Council Aide	1.00	1.00	1.00	1.00
Deputy Clerk of Council	1.00	1.00	1.00	1.00
Total Clerk of Council	3.00	3.00	3.00	3.00
<b>TOTAL LEGISLATIVE</b>	<b>16.00</b>	<b>16.00</b>	<b>13.00</b>	<b>16.00</b>

**CITY COUNCIL**  
**2011 - 2015**  
**ORDINANCES AND RESOLUTIONS PASSED**



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# **Municipal Court Clerk's Office**

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**CLERK OF COURTS OFFICE**  
**Jim Laria, Clerk of Courts**

**DESCRIPTION**

The Clerk of Courts is charged by law with safely keeping court records and receiving and disbursing all funds pertaining to the court. The Clerk's Office has four major divisions: Civil, Criminal, Traffic and Parking. Each division is responsible for preparing and maintaining its own records, including an index and court docket. Employees prepare a separate case file for every civil, criminal and traffic case and the Parking Division maintains records of all parking violations. A Violations Bureau is open 24 hours a day, seven days a week for those who must post bond and pay court costs and fines.

**GOALS & OBJECTIVES**

- Implement digital imaging on all criminal and traffic sentencing orders.
- Develop an electronic reporting process to BCI for criminal convictions and continue to improve communications with the Summit County Jail electronically. Increase technological functionality by converting our "dumb" terminal connectivity to a complete line of IBM System I Certified Thin Clients.

**SERVICE LEVELS**

In 2015, the Clerk's Office corrected computer security vulnerabilities through penetration tests via Mapsys Consulting Services and improved operating efficiency by electronically transferring files to the Bureau of Motor Vehicles. The office replaced some old terminals with more updated monitors.

**STAFFING**

The following table provides the year-end full-time staffing level for the past three years along with the budgeted full-time staffing level for the current budget year.

<b>By Department:</b>	<b>As of 12/31/13</b>	<b>As of 12/31/14</b>	<b>As of 12/31/15</b>	<b>Budget 2016</b>
<b>MUNICIPAL COURT CLERK:</b>				
Assistant Court Clerk	1.00	1.00	1.00	1.00
Chief Financial Officer	1.00	1.00	1.00	1.00
Deputy Clerks	41.00	40.00	42.00	42.00
Municipal Court Clerk	1.00	1.00	1.00	1.00
<b>TOTAL MUNICIPAL COURT CLERK</b>	<b>44.00</b>	<b>43.00</b>	<b>45.00</b>	<b>45.00</b>

## Municipal Court Clerk

	2013 Actual Expenditures	2014 Actual Expenditures	2015 Actual Expenditures	2016 Original Budget
CLERK OF COURTS	3,430,230	3,656,038	3,639,326	3,993,210
<b>Total for Department:</b>	<b>3,430,230</b>	<b>3,656,038</b>	<b>3,639,326</b>	<b>3,993,210</b>



# Municipal Court Clerk

## DETAILED SUMMARY OF EXPENDITURES - BY CATEGORY

	2013 Actual Expenditures	2014 Actual Expenditures	2015 Actual Expenditures	2016 Original Budget
Personal Services				
Labor	1,949,773	2,003,585	2,016,805	2,167,280
Fringe Benefits	1,166,774	1,269,575	1,283,541	1,206,730
<b>Total: Personal Services</b>	<b>3,116,547</b>	<b>3,273,161</b>	<b>3,300,345</b>	<b>3,374,010</b>
Other				
Current Expenditures - Other	186,510	253,775	208,129	495,200
Insurance	5,404	600	830	1,100
Rentals and Leases	21,846	26,509	26,052	18,500
Interfund Service Charges	99,922	101,994	103,970	104,400
<b>Total: Other</b>	<b>313,682</b>	<b>382,878</b>	<b>338,981</b>	<b>619,200</b>
<b>Total for Department:</b>	<b>3,430,230</b>	<b>3,656,038</b>	<b>3,639,326</b>	<b>3,993,210</b>

## DEPARTMENT SOURCES AND USES OF FUNDS - BY FUND AND CATEGORY, 2016

	Personal Services	Other	Capital Outlay	Total
General Fund	3,374,010	276,700		3,650,710
Special Revenue Fund		342,500		342,500
<b>Total for Department:</b>	<b>3,374,010</b>	<b>619,200</b>		<b>3,993,210</b>

# Municipal Court Clerk

## DEPARTMENT SOURCES AND USES OF FUNDS - BY FUND

	2013 Actual Expenditures	2014 Actual Expenditures	2015 Actual Expenditures	2016 Original Budget
General Fund	3,354,196	3,567,676	3,581,656	3,650,710
Special Revenue Fund	76,033	88,362	57,671	342,500
<b>Total for Department:</b>	<b>3,430,230</b>	<b>3,656,038</b>	<b>3,639,326</b>	<b>3,993,210</b>

## DEPARTMENT FULL-TIME EMPLOYEES - BY FUND

	2013 Actual Employees	2014 Actual Employees	2015 Actual Employees	2016 Budgeted Employees
General Fund	44.000	44.000	45.000	45.000
<b>Total for Department:</b>	<b>44.000</b>	<b>44.000</b>	<b>45.000</b>	<b>45.000</b>

# **Municipal Court Judges**

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**AKRON MUNICIPAL COURT – JUDICIAL DIVISION**  
**Judge Joy Malek Oldfield, Presiding Judge**

**DESCRIPTION**

In 1910, the legislature established a police court in Akron vested with jurisdiction over offenses under the ordinances of the City of Akron and all misdemeanors committed within its territorial limits. On April 3, 1919, the Ohio General Assembly expanded this court to three judges, and from 1930 to 1975 added five more judges/magistrates. Today six judges, one full-time magistrate and two part-time magistrates are responsible for addressing any new cases that are filed.

The jurisdiction of the court encompasses the cities of Akron and Fairlawn, the townships of Bath, Richfield and Springfield, the village of Lakemore and the part of Mogadore that is in Summit County. The court can hear civil lawsuits if the amounts being considered are not more than \$15,000 and can dispose of felony/misdemeanor cases that do not involve imprisonment of more than one year.

**GOALS & OBJECTIVES**

- Continue to work with the Mayor's Office and City Council in the design and building of a new Municipal Court Building in Akron and engage with the public to inform and educate on the role of the judicial branch to promote the public's trust and confidence in our system.
- Continue to work with the Service Department, Clerk of Courts and Police Department in order to ensure the highest level of safety and security in court.
- Remain current in changes in law and administration through attendance at continuing workshops, and identify training that is consistent with the needs of the court and to meet mandated licensure requirements.
- Develop new computer applications, upgrade computer technology and streamline court protocols as well as a disaster recovery plan to better serve the court and community.
- Explore new methods to fund and upgrade our Court operations, including our specialized docket programs, training opportunities and court facilities.

**SERVICE LEVELS**

The City was awarded grants and subsidies bringing in over \$250,000 of additional revenue to subsidize the court's budget. The City continued utilization of court programs and other innovative programs that directly impact those individuals being served by the court. These courts continue to receive recognition from within the community that they serve and on the state and national levels.

Case filings for 2015 included: 12,697 criminal; 22,406 traffic; and 9,373 civil. The Court continued to work with the United States Marshall's Service on the Fugitive Safe Surrender program. The court worked in collaboration with the County of Summit Alcohol, Drug Addiction, & Mental Health Board (ADAMH) and Community Support services to continue the grant-funded Forensic Assertive Community Treatment (FACT) probation officer program. It also maintained substantial compliance with Supreme Court guidelines (at approximately 99%) for processing cases in a timely manner.

### STAFFING

The following table provides the year-end full-time staffing level for the past three years along with the budgeted full-time staffing level for the current budget year.

<b>By Department:</b>	<b>As of 12/31/13</b>	<b>As of 12/31/14</b>	<b>As of 12/31/15</b>	<b>Budget 2016</b>
<b>MUNICIPAL COURT JUDGES:</b>				
Bailiff	15.00	16.00	15.00	16.00
Clerk	2.00	2.00	2.00	2.00
Community Service Coordinator	1.00	1.00	1.00	1.00
Court Administrator	1.00	1.00	1.00	1.00
Data Processing Manager	1.00	1.00	1.00	1.00
Executive Assistant	1.00	0.00	1.00	1.00
Judge	6.00	6.00	6.00	6.00
Judicial Associate	2.00	2.00	2.00	2.00
Judicial Attorney	0.00	4.00	4.00	4.00
Probation Admin Services Coordinator	0.00	0.00	1.00	1.00
Probation Aide	1.00	2.00	2.00	3.00
Probation Officer	10.00	9.00	9.00	9.00
Secretary	1.00	1.00	1.00	1.00
Small Claims Coordinator	1.00	1.00	1.00	1.00
Small Claims Magistrate	2.00	2.00	2.00	2.00
System Programmer/Analyst	1.00	1.00	1.00	1.00
Traffic Court Magistrate	1.00	0.00	0.00	0.00
Traffic Safety Officer	0.00	0.00	1.00	1.00
<b>TOTAL MUNICIPAL COURT JUDGES</b>	<b>46.00</b>	<b>49.00</b>	<b>51.00</b>	<b>53.00</b>

## Municipal Court

JUDGES

**Total for Department:**

2013 Actual Expenditures	2014 Actual Expenditures	2015 Actual Expenditures	2016 Original Budget
4,166,946	4,432,507	4,480,165	4,841,390
<b>4,166,946</b>	<b>4,432,507</b>	<b>4,480,165</b>	<b>4,841,390</b>

# Municipal Court

## DETAILED SUMMARY OF EXPENDITURES - BY CATEGORY

	2013 Actual Expenditures	2014 Actual Expenditures	2015 Actual Expenditures	2016 Original Budget
Personal Services				
Labor	2,555,686	2,584,007	2,570,911	2,886,200
Fringe Benefits	1,286,534	1,552,437	1,532,084	1,482,390
<b>Total: Personal Services</b>	<b>3,842,220</b>	<b>4,136,444</b>	<b>4,102,996</b>	<b>4,368,590</b>
Other				
Current Expenditures - Other	182,551	162,583	224,408	315,950
Utilities Expenses	632	809	897	800
Insurance	4,151	4,221	4,640	5,250
Rentals and Leases	8,315	7,565	6,714	10,600
Interfund Service Charges	129,076	120,885	122,596	140,200
<b>Total: Other</b>	<b>324,726</b>	<b>296,063</b>	<b>359,255</b>	<b>472,800</b>
Capital Outlay				
Capital Outlay			17,914	
<b>Total: Capital Outlay</b>			<b>17,914</b>	
<b>Total for Department:</b>	<b>4,166,946</b>	<b>4,432,507</b>	<b>4,480,165</b>	<b>4,841,390</b>

## DEPARTMENT SOURCES AND USES OF FUNDS - BY FUND AND CATEGORY, 2016

	Personal Services	Other	Capital Outlay	Total
General Fund	4,368,590	210,550		4,579,140
Special Revenue Fund		262,250		262,250
<b>Total for Department:</b>	<b>4,368,590</b>	<b>472,800</b>		<b>4,841,390</b>



# Municipal Court

## DEPARTMENT SOURCES AND USES OF FUNDS - BY FUND

	2013 Actual Expenditures	2014 Actual Expenditures	2015 Actual Expenditures	2016 Original Budget
General Fund	4,030,160	4,323,541	4,314,937	4,579,140
Special Revenue Fund	136,786	108,966	165,227	262,250
<b>Total for Department:</b>	<b>4,166,946</b>	<b>4,432,507</b>	<b>4,480,165</b>	<b>4,841,390</b>

## DEPARTMENT FULL-TIME EMPLOYEES - BY FUND

	2013 Actual Employees	2014 Actual Employees	2015 Actual Employees	2016 Budgeted Employees
General Fund	46.000	49.000	51.000	53.000
<b>Total for Department:</b>	<b>46.000</b>	<b>49.000</b>	<b>51.000</b>	<b>53.000</b>

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# **Neighborhood Assistance**

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**DEPARTMENT OF NEIGHBORHOOD ASSISTANCE**  
**John Valle, Director of Neighborhood Assistance**

**DESCRIPTION**

The Department of Neighborhood Assistance is made up of the following divisions: Administration, Nuisance Compliance, 311 Call Center, Housing and Recreation. These divisions were re-assigned from the Department of Public Service during 2012.

The Department works with all organizations in the City to promote strong, safe, and stable neighborhoods, through nuisance abatement, housing code compliance, customer assistance, and recreation services.



# Department of Neighborhood Assistance : 2016 Strategy Map

Innovation Teams

Equity & Inclusion

Integrated Communications – CREATE THE MESSAGE

## Strategic Priorities

1. Education & Workforce Development

2. Economic & Neighborhood Development

3. Operational Efficiency

Goal(s) We Are Working On

Key Themes, Projects, Tasks

Progress Indicators/ Metrics

1.1 Capitalize on, and support, the strengths of our department employees  
1.2 Rental and mandatory fees  
1.3 CLC utilization  
1.4 Increase awareness of departmental programs

2.1 Vacant Building Register (VBR)  
2.2 Host new community event involving the neighborhood business districts

3.1 Enhance and grow revenue  
3.2 T.L.C. project with Mobile Computing  
3.3 Outsourcing of grass cutting for city owned lots  
3.4 Control expenses at 311 Call Center  
3.5 Utilize 311 Call Center for other Municipalities

1.1.1 Share goals with department employees  
1.2.1 Write amendment for the housing code  
1.3.1 Schedule and plan open houses for the CLC's, create informational sheets  
1.4.1 Each department will create the text for their brochures, brochures will be designed and proofed

2.1.1 Continue development of implementation plan  
2.1.2 Create legislation for city council  
2.2.1 Plan Open Streets to connect neighborhood business districts in Ward's 7 and 9

3.1.1 Enhance revenue with rental and mandatory fees goal  
3.2.1 Order hardware for project  
3.3.1 Design flow charts for data  
3.4.1 Analyze previous years data to determine feasibility  
3.5.1 Evaluate and initiate the monitoring process  
3.5.2 Determine feasibility by analyzing data from previous years growth  
3.5.3 Determine necessary hardware and expense

1.1.1.1 Establish one department wide engagement program  
1.2.1.1 Receive city council approval for amendment on housing code  
1.3.1.1 Host open houses at the CLC's for the public to attend, distribute informational sheets  
1.4.1.1 Produce and distribute divisional brochures

2.1.1.1 Obtain city council approval  
2.1.1.2 Work with general code enforcement team members  
2.2.1.1 Host the Open Streets event

3.1.1.1 Amendment on housing code will increase revenue  
3.2.1.1 Each inspector will increase their number of cases by 3% (complete T.L.C. project)  
3.3.1.1 Data will be collected on monthly basis for comparison with outsourcing metrics  
3.4.1.1 Call Center will decrease overtime by 60% (decrease expenses)  
3.5.1.1 Complete data and metrics to chart revenue growth

## Neighborhood Assistance

	2013 Actual Expenditures	2014 Actual Expenditures	2015 Actual Expenditures	2016 Original Budget
NEIGHBORHOOD ASSISTANCE ADMINISTRATION	248,472	267,381	266,146	277,830
NUISANCE COMPLIANCE	1,394,663	1,605,052	1,943,109	1,653,150
311 CALL CENTER	542,677	584,432	581,383	583,610
HOUSING	1,033,401	1,252,613	1,196,836	1,229,210
RECREATION	5,235,418	5,511,619	4,813,141	4,868,180
<b>Total for Department:</b>	<b>8,454,631</b>	<b>9,221,097</b>	<b>8,800,616</b>	<b>8,611,980</b>



# Neighborhood Assistance

## DETAILED SUMMARY OF EXPENDITURES - BY CATEGORY

	2013 Actual Expenditures	2014 Actual Expenditures	2015 Actual Expenditures	2016 Original Budget
Personal Services				
Labor	3,599,193	3,710,459	3,743,145	4,058,280
Fringe Benefits	1,673,219	1,933,114	1,686,352	1,732,150
<b>Total: Personal Services</b>	<b>5,272,411</b>	<b>5,643,572</b>	<b>5,429,497</b>	<b>5,790,430</b>
Other				
Current Expenditures - Other	2,619,577	2,852,224	2,582,121	1,971,090
Utilities Expenses	207,211	30,946	217,683	225,660
Insurance	38,686	41,655	40,934	42,900
Rentals and Leases	17,356	6,588	2,781	2,950
GAAP Accounts	0			
Interfund Service Charges	289,538	636,612	527,600	578,950
<b>Total: Other</b>	<b>3,172,367</b>	<b>3,568,024</b>	<b>3,371,119</b>	<b>2,821,550</b>
Capital Outlay				
Capital Outlay	9,852	9,500	0	
<b>Total: Capital Outlay</b>	<b>9,852</b>	<b>9,500</b>	<b>0</b>	
<b>Total for Department:</b>	<b>8,454,631</b>	<b>9,221,097</b>	<b>8,800,616</b>	<b>8,611,980</b>

## DEPARTMENT SOURCES AND USES OF FUNDS - BY FUND AND CATEGORY, 2016

	Personal Services	Other	Capital Outlay	Total
General Fund	5,539,660	1,684,140		7,223,800
Special Revenue Fund	250,770	1,137,410		1,388,180
<b>Total for Department:</b>	<b>5,790,430</b>	<b>2,821,550</b>		<b>8,611,980</b>



## Neighborhood Assistance

### DEPARTMENT SOURCES AND USES OF FUNDS - BY FUND

	2013 Actual Expenditures	2014 Actual Expenditures	2015 Actual Expenditures	2016 Original Budget
General Fund	6,398,682	6,919,232	6,884,692	7,223,800
Special Revenue Fund	2,055,949	2,301,864	1,915,925	1,388,180
<b>Total for Department:</b>	<b>8,454,631</b>	<b>9,221,097</b>	<b>8,800,616</b>	<b>8,611,980</b>

### DEPARTMENT FULL-TIME EMPLOYEES - BY FUND

	2013 Actual Employees	2014 Actual Employees	2015 Actual Employees	2016 Budgeted Employees
General Fund	50.500	48.000	51.000	51.000
Special Revenue Fund	3.500	3.000	3.000	3.000
<b>Total for Department:</b>	<b>54.000</b>	<b>51.000</b>	<b>54.000</b>	<b>54.000</b>

## **ADMINISTRATION**

### **John Valle, Director of Neighborhood Assistance**

## **DESCRIPTION**

The Administration Division is responsible for mid- and long-range planning and providing administrative support to the Department as a whole.

## **GOALS & OBJECTIVES**

- Further the “My Neighborhood, Our Akron” (MNOA) Initiative by working with non-profit groups, KaBOOM and United Way to construct a new play space at Suddieth Park. Also continue working with the University of Akron on Make A Difference Day, United Way on Day of Caring, and continued collaboration with other local residents and organizations to promote community projects and outreach.
- Administer the MNOA grant to non-profit organizations in the community, to provide resources to improve and enhance the neighborhoods.
- Work with City Sprouts, WHNO, and Blue Steel Boxing Academy to construct a community garden to benefit the Balch Street area as part of the MNOA program.
- Further block watch initiatives by prioritizing and becoming more active in Wards with lower participation. Assign inspectors to ward meetings to help build community familiarity and resident relationships.

## **SERVICE LEVELS**

In 2015 the Department of Neighborhood Assistance awarded 22 MNOA grants. Beautification projects were completed in Firestone Park and Northwest Family Recreation Center, and three new pocket-parks were created at new locations. The department also worked with the community for Summit Lake clean-ups, and continued with the University of Akron on Make a Difference Day. Eight MNOA meetings were held at community centers in conjunction with ward meetings and in partnership with Council members working with block watches. Throughout the year block watch activity expanded by engaging the entire Highland Park and Sam Salem Community Learning Center area. The department continued to attend block watch meetings and support neighborhood association groups.

## **NUISANCE COMPLIANCE**

**John Valle, Director of Neighborhood Assistance**

### **DESCRIPTION**

The Nuisance Compliance Division provides the City's animal control services, supervises the court-ordered community service program participants, coordinates special projects and enforces the nuisance control ordinances to include weed control, junk vehicles, zoning, graffiti and right-of-way obstructions. The Nuisance Compliance Division is the key for success in "energizing our neighborhoods", one of the City's top priorities. The Division is dedicated to serving the citizens of Akron by improving the life in their neighborhood.

### **GOALS & OBJECTIVES**

- Increase productivity by the implementation of a mobile computing program for inspectors, to be completed by April 1, 2016.
- Update and print new brochures for the division by June 1, 2016.
- Start a customer service training program to improve service to citizens.

### **SERVICE LEVELS**

In 2015 the Nuisance Compliance Division completed installation and implementation of CityWorks, to replace the outdated Customer Service Response (CSR) system. The division also filled two open full-time inspector positions.

## **311 CALL CENTER**

**Sheryl Maslanka, Supervisor**

### **DESCRIPTION**

The 311 Call Center provides a three-digit (311) single point of contact for requests regarding information and City services. The division serves both internal and external customers, facilitating the appropriate flow of information. The division's computer resources can also be utilized as a historical database and work management tool.

### **GOALS & OBJECTIVES**

- Purchase and install a new telephone system to replace the Telecorp system.
- Fill the Customer Service Request lead agent position by June 1, 2016.

- Continue to provide friendly, courteous, and professional customer service and to decrease hold time.

### SERVICE LEVELS

In 2015, the 311 Call Center successfully implemented the CityWorks system. Call center hours and shifts changed to fit staffing needs during the year, and the division developed and completed an electronic call center telephone list.

## **HOUSING DIVISION**

### **Duane Groeger, Housing Administrator**

### DESCRIPTION

The Housing Division inspects housing for compliance with the City of Akron's Environmental Health and Housing Code. The Division responds to complaints about dilapidated structures and works with the Housing Appeals Board to raze or repair these unsafe, unsanitary structures in the City of Akron. The Division also administers the Lead Poisoning Prevention Program, the Rental Registration Program and the Mandatory Rental Inspection Program.

### GOALS & OBJECTIVES

- Add at least four additional eligible landlords to the Mandatory Inspection program by July 1, 2016 and conduct all inspections of the new eligible rental units by September 1, 2016, to increase revenues and clean up neighborhoods.
- Identify and notify a minimum of 500 unregistered rental unit owners, and increase the number of registered rental unit owners by 5%.
- Prepare a water bill insert to notify all Akron water customers about the Rental Registration Program and its requirements.

### SERVICE LEVELS

In 2015, the Rental Registration Program registered 34,651 units. This was a 4% increase from 2014 and represents the highest total number of units registered in any year since 2005. It also marks the third consecutive annual increase in the number of rental units registered.

## **RECREATION BUREAU**

### **Brittany Schmoekel, Interim Bureau Manager**

#### **DESCRIPTION**

The Recreation Bureau provides a wide variety of recreational activities such as City-wide sports and athletic programs, special events, performing and creative arts, and senior citizen activities. The Bureau provides these activities to engage residents and allow them the opportunity to participate. These events also assist in the City's overall goal of "energizing our neighborhoods". By providing various events throughout the City for residents to enjoy, a sense of community and ownership of "your neighborhood" is established.

#### **GOALS & OBJECTIVES**

- Host several events including the Ohio High School Girls Softball (OHHS) Tournament, All American Baseball and Softball Parade, Summer Concert Series in the Parks, Grand Derby, Akron Arts Expo weekend, Open Streets, Senior Derby, Square Fest, and Holiday Parade.
- Offer new programming through the sports, active adults, and community events divisions, two fitness centers, and the 11 community centers.
- Promote the Recreation Bureau by working with the new Parks and Recreation Advisory board, distributing brochures, utilizing informational and promotional email lists, and implementing a social media plan to grow followers and to increase program event attendance.
- Increase the number of sites for the Summer Lunch Program.

#### **SERVICE LEVELS**

In 2015, the Recreation Bureau had record attendance and sales at the 10<sup>th</sup> annual Taste of Akron event. Throughout the year the bureau worked with over 110 organizations to host community events, and continued programs for 29 Community Learning Centers. Six community centers participated in the Gravity Racing Challenge Stem Team competitions. The bureau also successfully hosted the OHHS Regional and State Championship in addition to its other annual events. Square Fair, a new Gardening and baking mini community fair, was introduced during the third annual Square Fest.

## STAFFING

The following table provides the year-end full-time staffing level for the past three years along with the budgeted full-time staffing level for the current budget year.

<b>By Funding Sources:</b>	<b>As of 12/31/13</b>	<b>As of 12/31/14</b>	<b>As of 12/31/15</b>	<b>Budget 2016</b>
<b>NEIGHBORHOOD ASSISTANCE:</b>				
<i><b>Administration:</b></i>				
Director of Neighborhood Assistance	1.00	1.00	1.00	1.00
Executive Assistant	0.00	0.00	1.00	1.00
Recreation Supervisor	1.00	1.00	0.00	0.00
Total Administration	2.00	2.00	2.00	2.00
<i><b>Nuisance Compliance:</b></i>				
Animal Control Warden	2.00	2.00	2.00	2.00
Building Permits Supervisor	1.00	1.00	1.00	1.00
Code Compliance Inspector	4.00	2.00	4.00	4.00
Consumer Services Clerk	1.00	1.00	1.00	1.00
Customer Services Administrator	1.00	0.00	0.00	1.00
Customer Services Coordinator	1.00	2.00	2.00	2.00
Equipment Operator	1.00	0.00	0.00	0.00
Public Projects Crew Leader	3.00	2.00	1.00	1.00
Total Nuisance Compliance	14.00	10.00	11.00	12.00
<i><b>311 Call Center:</b></i>				
Customer Service Request Agent	7.00	7.00	7.00	7.00
Customer Service Request Coordinator	0.00	0.00	1.00	1.00
Customer Service Request Supervisor	1.00	1.00	0.00	0.00
Total 311 Call Center	28.00	22.00	22.00	24.00

<b>By Funding Sources:</b>	<b>As of 12/31/13</b>	<b>As of 12/31/14</b>	<b>As of 12/31/15</b>	<b>Budget 2016</b>
<b><i>Recreation Bureau:</i></b>				
Administrative Assistant	0.00	0.00	1.00	1.00
Community Events Coordinator	1.00	1.00	1.00	1.00
Consumer Services Clerk	0.00	1.00	1.00	1.00
Heating & Air Conditioning Repairer	1.00	1.00	1.00	0.00
Maintenance Repairer	0.50	0.50	0.50	0.00
Recreation Supervisor	15.00	15.00	17.00	17.00
Secretary	1.00	0.00	0.00	0.00
Senior Program Coordinator	1.00	1.00	1.00	1.00
Total Recreation Bureau	19.50	19.50	22.50	21.00
<b><i>Housing:</i></b>				
Account Clerk	1.00	0.00	0.00	0.00
Administrative Assistant	0.00	3.00	2.00	2.00
Code Compliance Inspector	0.00	2.00	2.00	2.00
Code Compliance Supervisor	1.00	1.00	1.00	1.00
Housing Administrator	1.00	1.00	1.00	1.00
Sanitarian	4.00	3.00	3.00	3.00
Sanitarian Supervisor	1.50	1.50	1.50	2.00
Secretary	2.00	0.00	0.00	0.00
Total Housing	10.50	11.50	10.50	11.00
TOTAL NEIGHBORHOOD ASSISTANCE	54.00	51.00	54.00	54.00

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# **Office of the Mayor**

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**OFFICE OF THE MAYOR**  
**Daniel Horrigan, Mayor**

**DESCRIPTION**

The Mayor is recognized as the official head of the City of Akron by the court system. His duties and powers are as follows: to ensure the laws and ordinances of the City are enforced; to prepare and submit to Council the annual budget to keep Council fully advised as to the financial condition and needs of the City; to appoint and remove all employees in both the classified and unclassified service (except elected officials); to exercise control over all departments and divisions; to see that all terms and conditions favorable to the City or its inhabitants, in any franchise or contract to which the City is kept and a party, are faithfully performed; and to introduce ordinances and take part in the discussion of all matters coming before Council.

The responsibilities of the Office of the Mayor are expansive and include Deputy Mayors for Administration, Intergovernmental Relations, Economic Development, Public Safety, and Labor Relations. A Police Auditor serves as an Assistant to the Mayor.

**BUDGET COMMENTS**

The 2016 Operating Budget provides funding for the staffing of 19 full-time positions for the divisions of the Office of the Mayor. The 2016 Operating Budget provides adequate funding for the operations of the various divisions within the Office of the Mayor. These funding levels have been established in coordination with the City's overall goal of conservative fiscal responsibility.



# Mayor's Administration: 2016 Strategy Map

## Strategic Priorities

1. Education & Workforce Development

2. Economic & Neighborhood Development

3. Operational Efficiency

4. Communications

Innovation Teams

Equity & Inclusion

Integrated Communications – CREATE THE MESSAGE

Goal(s) We Are Working On

Key Themes, Projects, Tasks

Progress Indicators/ Metrics

1.1 Capitalize on, and support, the strengths of The employees of the City of Akron  
1.2 Foster mentality of succession planning/mentoring  
1.3 Promote partnerships that will increase educational attainment across the board.  
1.4 Invest in innovation  
1.5 Turn every Department into an experiential learning lab

2.1 A new strategic plan for Economic and Neighborhood Development.  
2.2 Attract and retain jobs and people.  
2.3 A new strategic plan for Downtown.  
2.4 Prioritize housing – develop a strategic housing plan

3.1 Enhance and grow revenue  
3.2 Control expenses  
3.3 Technology, Leverage assets, Consolidation (T.L.C.)  
3.4 Increase transparency  
3.5 Appropriately monetize assets  
3.6 Break out of our silos

4.1 Better engage with citizens  
4.2 Organize and streamline City communications  
4.3 Improve and expand digital communications  
4.4 Establish &/or strengthen community partnerships

1.1.1 Hold a Cabinet Retreat quarterly  
1.1.2 Develop strategic initiative maps for 2016 in conjunction with each department  
1.1.3 Facilitate Mayor participation in employee recognitions  
1.1.4 Assist in creation of Cabinet job descriptions  
1.2.1 Create an internship program  
1.3.1 Solidify Stark State in Akron  
1.3.2 Work w/ ED on increasing research and commercialization activities  
1.4.1 Research improved process for completing "travels"  
1.5.1 Help each Dept define an innovation team

2.1.1 Find and hire a Strategic Plan facilitator  
2.2.1 Work on addressing EPA mandates to stabilize/lower costs  
2.2.2 Neighborhood Re-Naming Project w/ Planning  
2.2.3 Create a Health Equity Summit  
2.3.1 Support and complete Downtown Strategic Plan w/ input from key sectors  
2.4.1 Assist Planning w/ Strategic Housing Plan

3.1.1 Assist in hiring a grants manager  
3.2.1 Consolidate and control comm. spending across depts. (i.e. multiple contracts for same vendor)  
3.3.1 Space consolidation  
3.3.2 Develop Social Media guidelines to unify city message  
3.4.1 Oversee Online Checkbook publishing  
3.4.2 Oversee implementation of city metrics  
3.5.1 Oversee City goal of monetizing assets  
3.6.1 Oversee increased interdepartmental communication

4.1.1 Schedule Town Halls  
4.1.2 Develop a Cabinet volunteer plan  
4.1.3 Utilize crowd sourcing to help solve civic problems – Civic Hackathon  
4.1.4 Create a Speaker's Bureau  
4.1.5 Construction Communications plan  
4.1.6 Send out consistent press releases  
4.2.1 Create comprehensive communications plan  
4.2.2 Crisis Communications training  
4.3.1 Optimize social media presence  
4.3.2 Website evaluation  
4.3.3 Create e-newsletter  
4.3.4 Develop dashboard metrics & publish  
4.4.1 Open dialogue with all major employers and educators  
4.4.2 Visitation to all APS high schools

1.1.1 Monitor progress based on implementation of Strategic Map goals  
1.1.2 Finalize all maps by April 2016  
1.1.3 Attend 1 recognition per month  
1.1.4 Create description w/ HR by April 2016  
1.2.1 On-board 4 interns May 2016  
1.3.1 Sign deal in DT Akron in 2016  
1.3.2 Establish relationship w/ U of A Engineering and Polymer Schools  
1.4.1 Implement new technology to streamline process by EOY 2016  
1.5.1 Assure that each Dept have 1 or more people dedication to innovation w/in their Dept

2.1.1 Incorporate ED Strategic Plan findings into DT strategic Planning  
2.2.1 Check in with EPA at regular intervals  
2.2.2 Crowdfund and have definite names by July 2016  
2.2.3 Hold Summit in 2016  
2.3.1 Begin to implement one finding from DT Strategic Plan in 2016  
2.4.1 Incorporate Housing Plan findings into DT strategic plan

3.1.1 Increase the number of successful city-wide grants  
3.2.1 Reduce vendors to 1 contract each across all depts.  
3.3.1 Out of Ocasek building by EOY  
3.3.2 Monitor city-run sites for compliance  
3.4.1 Online Checkbook published  
3.4.2 Publish City metrics  
3.5.1 Look to free up \$500,000 FY 2016  
3.6.1 Check in at quarterly Cabinet retreats, poll depts to assess an increase in communication

4.1.1 Complete Town Halls  
4.1.2 Create form to record & report hours  
4.1.3 Implement 1 Hackathon idea  
4.1.4 2 Speakers Bureau by EOY 2016  
4.1.5 Institute \$20K plan by June 2016  
4.1.6 Goal of 2-3 PRs a week  
4.2.1 Plan complete by Q3  
4.2.2 Training complete by Q3  
4.3.1 Monitor analytics for Likes, Follows, Reach for increased numbers  
4.3.2 Assess budget needs and obtain quotes by EOY 2016 for implementation in 2017  
4.3.3 Send out first quarterly blast by Q3  
4.3.4 Assess budget needs and implement by EOY 2016  
4.4.1 Create checklist and reach out to all  
4.4.2 Assure every HS has been visited by EOY 2016

## Mayor's Office

	2013 Actual Expenditures	2014 Actual Expenditures	2015 Actual Expenditures	2016 Original Budget
ADMINISTRATION	939,258	866,335	827,797	1,358,600
DEPUTY MAYOR FOR PUBLIC SAFETY	589	-152	131,936	188,330
ECONOMIC DEVELOPMENT	1,037,475	1,053,087	965,864	1,013,320
LABOR RELATIONS	88,208	152,770	149,942	157,850
POLICE AUDITOR	64,709	70,026	65,271	89,670
<b>Total for Department:</b>	<b>2,130,239</b>	<b>2,142,066</b>	<b>2,140,810</b>	<b>2,807,770</b>



# Mayor's Office

## DETAILED SUMMARY OF EXPENDITURES - BY CATEGORY

	2013 Actual Expenditures	2014 Actual Expenditures	2015 Actual Expenditures	2016 Original Budget
Personal Services				
Labor	1,194,869	1,102,997	1,223,283	1,834,140
Fringe Benefits	554,846	739,468	573,608	681,810
<b>Total: Personal Services</b>	<b>1,749,715</b>	<b>1,842,466</b>	<b>1,796,892</b>	<b>2,515,950</b>
Other				
Current Expenditures - Other	251,423	186,729	256,286	190,650
Utilities Expenses	37,988	31,770	29,245	33,870
Insurance	19,246	20,727	4,640	5,000
Rentals and Leases	1,684	250	310	300
Interfund Service Charges	70,184	60,124	53,438	62,000
<b>Total: Other</b>	<b>380,524</b>	<b>299,600</b>	<b>343,919</b>	<b>291,820</b>
Capital Outlay				
Capital Outlay				
<b>Total: Capital Outlay</b>				
<b>Total for Department:</b>	<b>2,130,239</b>	<b>2,142,066</b>	<b>2,140,810</b>	<b>2,807,770</b>

## DEPARTMENT SOURCES AND USES OF FUNDS - BY FUND AND CATEGORY, 2016

	Personal Services	Other	Capital Outlay	Total
General Fund	2,515,950	244,370		2,760,320
Special Revenue Fund		37,450		37,450
Trust and Agency Fund		10,000		10,000
<b>Total for Department:</b>	<b>2,515,950</b>	<b>291,820</b>		<b>2,807,770</b>

## Mayor's Office

### DEPARTMENT SOURCES AND USES OF FUNDS - BY FUND

	2013 Actual Expenditures	2014 Actual Expenditures	2015 Actual Expenditures	2016 Original Budget
General Fund	2,068,468	2,096,285	2,061,352	2,760,320
Special Revenue Fund	55,911	34,488	72,761	37,450
Trust and Agency Fund	5,859	11,292	6,698	10,000
<b>Total for Department:</b>	<b>2,130,239</b>	<b>2,142,066</b>	<b>2,140,810</b>	<b>2,807,770</b>

### DEPARTMENT FULL-TIME EMPLOYEES - BY FUND

	2013 Actual Employees	2014 Actual Employees	2015 Actual Employees	2016 Budgeted Employees
General Fund	13.000	12.000	14.400	19.000
<b>Total for Department:</b>	<b>13.000</b>	<b>12.000</b>	<b>14.400</b>	<b>19.000</b>

**ADMINISTRATION**  
**Daniel Horrigan, Mayor**

**DESCRIPTION**

The Mayor of the City heads the Administrative Division of the Office of the Mayor. The primary responsibility of this division is to exercise control over all departments and divisions of the city as well as manage the Department of Public Safety.

**GOALS & OBJECTIVES**

- Improve operating efficiencies. The Personnel Coordinating Committee will continue to meet on a regular basis to find ways to manage personnel costs within the City's general budget fund.
- Pursue additional funding, especially for arts and cultural programs.
- Continue to improve the City's website and social media, and provide additional communications to residents.
- The City and County will continue to improve a cooperative Employee Wellness Program. The County and City will share wellness incentives and continue to develop first rate programs for employees and dependents to reduce overall medical costs.

**DEPUTY MAYOR FOR PUBLIC SAFETY**  
**Charles Brown, Deputy Mayor for Public Safety**

**DESCRIPTION**

By Charter, the Mayor serves as the Director for the Department of Public Safety. The responsibility for daily supervision of these divisions is split between the Deputy Mayor for Public Safety and the Director of Public Service. The Deputy Mayor for Public Safety primarily oversees the divisions of Police, Fire, Communications, Police/Fire Communications, Corrections and Disaster Services within the department.

**GOALS & OBJECTIVES**

- Assist division managers in the Department of Public Safety and interact with City Council.
- Provide administrative assistance to the Police Chief to support the efforts to ensure the department has access to training to utilize smart policing within the Department.



- Ensure that the City is represented on the various committees, boards, task forces, and other groups that have an impact on the safety and well-being of the citizens and employees of Akron.
- Work with Fire Administration to apply for grants to defray the cost of providing members with the most current firefighting techniques through training and equipment.
- Encourage division managers and their personnel to seek out innovative methods to serve citizens, look for alternative funding sources, and continue the long history of excellent service.

### SERVICE LEVELS

The Deputy Mayor for Public Safety functioned as the liaison between the Police and Fire Departments and the Divisions of Communications and Safety Communications to assist in obtaining the needed resources to meet their goals.

### ECONOMIC DEVELOPMENT

#### **Samuel D. DeShazor, Deputy Mayor for Economic Development**

### DESCRIPTION

The Mayor's Office of Economic Development provides staff services to facilitate the following functions in the City: business development, regional economic development, special economic projects and economic development initiatives including medical and technology-related projects and international marketing activities. In conjunction with the City's priorities, the division goal is to create attractive opportunities for existing Akron companies to successfully grow their businesses and to assist companies and entrepreneurs looking to startup or relocate new business operations in the Akron area.

### GOALS & OBJECTIVES

- Coordinate with the Greater Akron Chamber, Summit County, Summit Medina Business Alliance, the SCORE Association, Development Finance Authority, Economic Community Development Institute and the University of Akron to monitor and assist Akron area businesses.
- Serve as a liaison to the business and industrial community by providing information, responding to inquiries, and expanding our visibility as a resource to the business community.
- Facilitate business retention, creation, expansion and attraction through the administration and coordination of local, regional, state and federal programs.

- Develop and market industrial and office park land owned by the City, including the JEDDs, as well as assist in packaging individual project development sites.
- Assist small businesses in cooperation with existing service providers and collaborate with private developers and governmental agencies in implementing special urban economic development.

## SERVICE LEVELS

In 2015, the Mayor's Office of Economic Development along with its partners reached out to 489 companies located in Akron. Their first priority is to work with existing businesses to assure that Akron maintains and sustains the current investments in the City. New business creation was assisted by the Akron Global Business Center, the Summit Medina Business Alliance and the Minority Business Empowerment Center. These programs brought in 34 new businesses in 2015, which will bring new vitality to Akron. Just a few companies relocating to Akron are: Whole Foods at Wallhaven, Berran Industrial Group, Timocco, Mondall, Hartville Pet Insurance, Israel Water Industry Memoranda and Restaurant Depot.

In August 2015, President Obama named Akron the Tech Hire City. The City along with its partners, Summit County, Summit Workforce Solutions, University of Akron, Akron Public Schools and Stark State have begun the process to apply for funding to create an Information Technology workforce pipeline in 2016.

## LABOR RELATIONS

**Randy D. Briggs, Deputy Mayor for Labor Relations**

### DESCRIPTION

The Labor Relations Division handles all labor and management concerns such as contract negotiations, workplace safety, arbitrations, residency compliance, disciplinary matters, Civil Service appeals, traffic safety, Department of Transportation drug testing mandates and harassment complaints.

### GOALS & OBJECTIVES

- Complete negotiations with unions, finalization of union contracts and work with unions to reduce cost and create a more affective healthcare plan.
- Work with the Firefighters union to develop and institute an educational based promotional system and have it in effect this year.

## SERVICE LEVELS

In 2015, the Division negotiated a new three year wage agreement with all four City unions through 2018 and a new healthcare plan which is expected to generate savings to the City while still providing the employees with some of the best affordable healthcare in the State.

Throughout 2015, the Division continued to build a good working relationship with all four unions resulting in no labor arbitrations in 2015. The Division also worked with the Department of Human Resources to train and provide support to supervisors and managers on how to handle employee issues.

## **POLICE AUDITOR**

**Phillip L. Young, Assistant to the Mayor**

## DESCRIPTION

The Office of the Police Auditor conducts outreach about the complaint procedures and services provided to the community. It serves as an alternative location to file a complaint against an Akron police officer. The Office monitors and audits the Akron Police Department (APD) complaint investigations to ensure they are thorough, objective and fair. The Office also makes recommendations to enhance and improve policies and procedures of the APD. Finally, it responds to crime scenes and reviews officer-involved shootings and/or fatal investigations.

## GOALS & OBJECTIVES

- Develop ways for police officers and the community to partner proactively to solve community problems and to build respect, cooperation and trust between the police and community.
- Improve APD training, oversight, monitoring, accountability and hiring practices. Ensure fair, equitable, courteous and professional treatment for all.

## SERVICE LEVELS

In 2015, the Independent Police Auditor (IPA) attended various ward meetings, City Council meetings, block club meetings and the “National Night Out Against Crime”.

## STAFFING

The following table provides the year-end full-time staffing level for the past three years along with the budgeted full-time staffing level for the current budget year.

<b>By Department:</b>	<b>As of 12/31/13</b>	<b>As of 12/31/14</b>	<b>As of 12/31/15</b>	<b>Budget 2016</b>
<b>OFFICE OF THE MAYOR:</b>				
<i><b>Administration:</b></i>				
Assistant to the Mayor	3.00	3.00	2.00	3.00
Communications Director	0.00	0.00	1.00	1.00
Deputy Mayor for Administration	0.00	0.00	0.40	1.00
Secretary	1.00	1.00	1.00	2.00
Mayor	1.00	1.00	1.00	1.00
Total Administration	5.00	5.00	5.40	8.00
<i><b>Deputy Mayor for Public Safety:</b></i>				
Deputy Mayor for Public Safety	0.00	0.00	1.00	1.00
Total Deputy Mayor for Public Safety	0.00	0.00	1.00	1.00
<i><b>Economic Development:</b></i>				
Accounts Analyst	0.00	0.00	1.00	1.00
Administrative Assistant	0.00	1.00	0.00	1.00
Deputy Mayor for Economic Development	1.00	1.00	1.00	1.00
Development Engineering Manager	1.00	1.00	1.00	1.00
Development Manager	1.00	0.00	0.00	0.00
Economic Development Aide	0.00	0.00	1.00	1.00
Economic Development Officer	0.00	0.00	1.00	1.00
Economic Development Specialist	0.00	0.00	0.00	1.00
Manpower Program Analyst	1.00	1.00	0.00	0.00
Planning & Development Deputy Director	1.00	1.00	1.00	1.00
Secretary	1.00	0.00	0.00	0.00
Total Economic Development	6.00	5.00	6.00	8.00
<i><b>Labor Relations:</b></i>				
Deputy Mayor for Labor Relations	1.00	1.00	1.00	1.00
Total Labor Relations	1.00	1.00	1.00	1.00
<i><b>Police Auditor:</b></i>				
Assistant to the Mayor	1.00	1.00	1.00	1.00
Total Police Auditor	1.00	1.00	1.00	1.00
<b>TOTAL OFFICE OF THE MAYOR</b>	<b>13.00</b>	<b>12.00</b>	<b>14.40</b>	<b>19.00</b>

# **Planning & Urban Development**

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**DEPARTMENT OF PLANNING & URBAN DEVELOPMENT**  
**Jason Segedy, Director**

**DESCRIPTION**

The Department of Planning and Urban Development has the following areas of responsibility: provide plans for landscape work to be done by the City in parks and streets; study and investigate the general plan of the City; formulate zoning plans; investigate the need and suggest plans for the extension of water supply and sewage disposal; coordinate transportation, relief of traffic congestion and the extension and distribution of public utilities; advise City Council on locations for public buildings, structures, bridges, approaches, or other structures; provide the Planning Commission and Board of Zoning Appeals with technical advice and assistance; and annually prepare a five-year Capital Investment and Community Development Program. The Department carries out these duties with seven divisions: Administration, Akron Metropolitan Area Transportation Study (AMATS), Strategic Initiatives, Comprehensive Planning, Development Services, Housing and Community Services and Zoning.

**BUDGET COMMENTS**

The 2016 Operating Budget provides funding for the staffing of 47 full-time positions for the divisions of the Department of Planning & Urban Development. The operating budget provides adequate funding for the operations of the Department. These funding levels have been established in coordination with the City's overall goal of conservative fiscal responsibility.



# Department of Planning and Urban Development 2016 Strategy Map

Innovation Teams

Equity & Inclusion

Integrated Communications – CREATE THE MESSAGE

## Strategic Priorities

### 1. Education & Workforce Development

### 2. Economic & Neighborhood Development

### 3. Operational Efficiency

## Goal(s) We Are Working On

## Key Themes, Projects, Tasks

## Progress Indicators/ Metrics

<ul style="list-style-type: none"><li>• Capitalize on, and support, the strengths of our department employees<ul style="list-style-type: none"><li>• Cross-training between and within Planning</li><li>• Department divisions</li><li>• Succession planning</li><li>• Engagement with the community at-large geared toward learning (on our end) and educating others about our community-building work</li></ul></li><li>• Turn Planning Department into experiential learning laboratory</li></ul>	<ul style="list-style-type: none"><li>• Pivot from a department heavily focused on administrative and tactical work to strategic and visionary work<ul style="list-style-type: none"><li>• Work w/Mayor &amp; ED to launch the Economic &amp; Neighborhood Development Plan</li><li>• Attract and retain residents and jobs</li><li>• Update and finalize neighborhood definitions and socio-economic profiles</li><li>• Coordinate w/ED to create CDCs/Neighborhood Biz Associations</li><li>• Complete Downtown Strategic Plan (w/DAP)</li><li>• Prioritize improving &amp; increasing city's marketable housing stock</li><li>• Initiate comprehensive planning &amp; zoning process for Innerbelt redevelopment</li><li>• Begin process to reevaluate, modernize, and update zoning code</li><li>• Establish baseline metrics for job &amp; population growth w/ED</li></ul></li></ul>	<ul style="list-style-type: none"><li>• Enhance and grow revenue and Control Expenses</li><li>• Technology, Leverage assets, Consolidation (T.L.C.)</li><li>• Break out of silos</li><li>• Open Checkbook</li><li>• Pursue Blue Ribbon Commission recommendation for legacy cost reduction</li><li>• Create database to better track and collect accounts receivables</li></ul>
<ul style="list-style-type: none"><li>• Work w/managers to cross-train key employees in each division</li><li>• Launch an internal effort to groom staff-level employees for leadership/management roles w/HR</li><li>• Work w/Communications to engage and inform the community about urban planning and neighborhood development initiatives</li><li>• Work w/Mayor's Office on internship program</li><li>• Save money in operating budget by operating with two fewer manager (M-level) positions in the Department</li><li>• Hire three new entry-level planning positions, for the purpose of succession planning</li><li>• Hire one or more student interns</li></ul>	<ul style="list-style-type: none"><li>• Comprehensive Economic and Neighborhood Development Plan</li><li>• Track socio-economic indicators</li><li>• Work w/community partners to establish CDCs and "CDC-like" capacity</li><li>• DAP Strategic Plan</li><li>• Apply for AMATS Connecting Communities Grant for Innerbelt w/Public Service</li><li>• Strategic Housing Plan</li><li>• Develop strategy for monetizing/leveraging city-owned land</li><li>• Work w/peer cities to identify best zoning practices</li><li>• Complete Strategic Housing Plan</li><li>• Document 100 new single-family housing units in 2016</li><li>• Document 200 new multi-family housing units in 2016</li><li>• Increase city's population in 2016 census estimates</li><li>• Coordinate w/ED to create at least 1 new CDC/NBD association</li><li>• Save 50 properties from demolition, by getting them in the hands of people that can rehab them</li></ul>	<ul style="list-style-type: none"><li>• Coordination and sharing of services with Summit County Land Reutilization Corporation (Land Bank)</li><li>• Work w/Neighborhood Assistance and Land Bank to launch vacant property registry &amp; create framework to encourage reinvestment in vacant property</li><li>• Work w/communications, IT, &amp; public service to host interactive GIS data on city web site</li><li>• Revisit/reorganize UNDC non-profit framework, in order to improve its effectiveness</li><li>• Work more closely with Economic Development</li><li>• Work w/ED &amp; Communications to market Neighborhood Business Districts online</li><li>• Grow revenues by at least 1%</li><li>• Decrease expenses by at least 1%</li><li>• Complete at least one T.L.C. project</li><li>• Document cost savings to the city by inter-agency collaboration with the Summit County Land Bank, and with other community partners on demolition, acquisition, and UNDC</li><li>• Document \$1,000,000 in new revenue from sale of city-owned land</li></ul>
<ul style="list-style-type: none"><li>• Save money in operating budget by operating with two fewer manager (M-level) positions in the Department</li><li>• Hire three new entry-level planning positions, for the purpose of succession planning</li><li>• Hire one or more student interns</li></ul>	<ul style="list-style-type: none"><li>• Document 100 new single-family housing units in 2016</li><li>• Document 200 new multi-family housing units in 2016</li><li>• Increase city's population in 2016 census estimates</li><li>• Coordinate w/ED to create at least 1 new CDC/NBD association</li><li>• Save 50 properties from demolition, by getting them in the hands of people that can rehab them</li></ul>	<ul style="list-style-type: none"><li>• Grow revenues by at least 1%</li><li>• Decrease expenses by at least 1%</li><li>• Complete at least one T.L.C. project</li><li>• Document cost savings to the city by inter-agency collaboration with the Summit County Land Bank, and with other community partners on demolition, acquisition, and UNDC</li><li>• Document \$1,000,000 in new revenue from sale of city-owned land</li></ul>



# Planning

	2013 Actual Expenditures	2014 Actual Expenditures	2015 Actual Expenditures	2016 Original Budget
ADMINISTRATION	88,319	74,180	75,214	78,200
A.M.A.T.S.	1,668,982	1,797,892	1,601,831	1,633,210
STRATEGIC INITIATIVES	30,747,325	32,492,170	33,497,408	34,598,250
COMPREHENSIVE PLANNING	364,151	267,424	255,072	233,090
DEVELOPMENT SERVICES	3,367,678	4,146,460	4,083,733	3,365,220
HOUSING AND COMMUNITY SERVICES	1,347,065	1,250,824	1,167,593	1,897,130
TAX RECEIPTS AND EXPENDITURES	225,500	101,000	920,000	300,000
ZONING	663,436	823,157	853,124	751,950
PLANNING - NON-OPERATING	11,137,521	7,032,269	5,181,913	4,922,680
<b>Total for Department:</b>	<b>49,609,977</b>	<b>47,985,376</b>	<b>47,635,888</b>	<b>47,779,730</b>

# Planning

## DETAILED SUMMARY OF EXPENDITURES - BY CATEGORY

	2013 Actual Expenditures	2014 Actual Expenditures	2015 Actual Expenditures	2016 Original Budget
Personal Services				
Labor	3,094,053	3,125,680	3,035,953	3,104,440
Fringe Benefits	1,561,210	1,744,166	1,544,789	1,398,120
<b>Total: Personal Services</b>	<b>4,655,263</b>	<b>4,869,847</b>	<b>4,580,742</b>	<b>4,502,560</b>
Other				
Current Expenditures - Other	13,570,507	10,352,683	8,629,134	8,420,290
Utilities Expenses	44,351	44,477	40,917	41,100
Debt Service	24,554,534	24,458,309	28,950,183	30,660,720
Insurance	39,547	12,738	38,378	37,510
State/County Charges	132,769	99,449	67,790	68,330
Rentals and Leases	5,465,095	7,418,383	4,069,272	3,359,350
GAAP Accounts	0			
Interfund Service Charges	1,147,911	729,491	1,252,687	638,870
<b>Total: Other</b>	<b>44,954,714</b>	<b>43,115,529</b>	<b>43,048,361</b>	<b>43,226,170</b>
Capital Outlay				
Capital Outlay	0	0	6,785	51,000
<b>Total: Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>6,785</b>	<b>51,000</b>
<b>Total for Department:</b>	<b>49,609,977</b>	<b>47,985,376</b>	<b>47,635,888</b>	<b>47,779,730</b>

## DEPARTMENT SOURCES AND USES OF FUNDS - BY FUND AND CATEGORY, 2016

	Personal Services	Other	Capital Outlay	Total
General Fund	983,900	177,980		1,161,880
Special Revenue Fund	3,518,660	43,048,190	51,000	46,617,850
<b>Total for Department:</b>	<b>4,502,560</b>	<b>43,226,170</b>	<b>51,000</b>	<b>47,779,730</b>

# Planning

## DEPARTMENT SOURCES AND USES OF FUNDS - BY FUND

	2013 Actual Expenditures	2014 Actual Expenditures	2015 Actual Expenditures	2016 Original Budget
General Fund	1,041,761	1,239,004	1,260,471	1,161,880
Special Revenue Fund	48,568,216	46,746,372	46,375,417	46,617,850
<b>Total for Department:</b>	<b>49,609,977</b>	<b>47,985,376</b>	<b>47,635,888</b>	<b>47,779,730</b>

## DEPARTMENT FULL-TIME EMPLOYEES - BY FUND

	2013 Actual Employees	2014 Actual Employees	2015 Actual Employees	2016 Budgeted Employees
General Fund	10.030	10.030	10.030	10.030
Special Revenue Fund	42.600	39.600	38.600	36.100
<b>Total for Department:</b>	<b>52.630</b>	<b>49.630</b>	<b>48.630</b>	<b>46.130</b>

**ADMINISTRATION**  
**Jason Segedy, Director**

**DESCRIPTION**

The Administration Division is responsible for mid- and long-range planning for the City and providing administrative support to the Department.

**AKRON METROPOLITAN AREA TRANSPORTATION STUDY DIVISION**  
**Curtis Baker, Interim Director**

**DESCRIPTION**

The Department of Planning and Urban Development provides the staff for the Akron Metropolitan Area Transportation Study (AMATS). The AMATS Policy Committee, composed of locally elected officials from Summit and Portage Counties and portions of Wayne County, is responsible for regional transportation planning and the programming of certain categories of federal transportation funding.

**GOALS & OBJECTIVES**

- Finalize a round of funding for the years 2021 and 2022 with approximately 20 million dollars to be awarded to communities for transportation projects.
- AMATS will complete a Bicycle Plan, Transit Plan, Road Preservation Plan and a Freight Plan in 2016, which will help identify needs for Transportation Outlook 2040.
- Continue to collect traffic data this summer with its traffic counting program and bicycle counting program. Over 200 roadway locations are expected to be counted.
- Work together with the City of Akron to program another Jane's Walk event in early May, and host other planned neighborhood walks for downtown Akron and other city neighborhoods.
- AMATS will work with other Municipal Planning Organizations (MPOs) around the state to improve its online carpool network, "OhioRideshare."
- Complete a new traffic crash report looking at crashes from 2013-2015.
- Continue to work with the Towpath effort in downtown Akron to improve the Ohio and Erie Canal Towpath Trail.

## SERVICE LEVELS

In 2015, AMATS completed its Transportation Improvement Program (TIP) for fiscal years 2016-2019 in May. AMATS, Knight Foundation and the City of Akron developed and held a “Better Block” event in North Hill.

AMATS received applications for over \$20 million of federal transportation funds in the fall of 2015. Project funding will be awarded in January 2016. The funding will be available for the years 2021 and 2022.

The City of Akron and AMATS programmed another Jane’s Walk event in May. Fourteen walks took place and drew hundreds of people in various neighborhoods in Akron. They also hosted an Open Street initiative which temporarily closed Main Street from downtown to North Hill. Only pedestrians and bicyclists were able to use the corridor and the event included street performances and food trucks. AMATS continued its traffic counting program in the spring and summer of 2015. Traffic counters completed over 200 counts in the greater Akron area.

## **STRATEGIC INITIATIVES DIVISION**

**Helen Tomic, Comprehensive Planning Administrator**

### DESCRIPTION

The Strategic Initiatives Division administers the City’s program of capital improvements and develops and prepares an annual five-year Capital Investment and Community Development Program for improvements to parks, sewers, streets and bridges throughout the city.

### GOALS & OBJECTIVES

- Develop an annual Capital Investment and Community Development Program to provide improvements during 2017 for City streets, sidewalks, sewers, water lines, parks, public facilities, and economic development projects for presentation to the Planning Commission on December 9, 2016. Develop and publish a five-year Capital Investment Plan for 2016-2020.
- Prepare applications to the Summit County Infrastructure Committee (District 8) for Ohio Public Works Commission funding of infrastructure projects. Also assist in analyzing and evaluating applications received from throughout Summit County.
- Identify and utilize available funding sources at the federal, state, regional and local levels to meet the City’s immediate and long term needs for capital improvements.

## SERVICE LEVELS

The Division budgeted and monitored \$244,143,226 in federal, state, regional, and local funds for the 2015 Capital Investment and Community Development Program. Sources include Income Tax (\$34.9 million); Federal & State Transportation Program (\$38.2 million); Community Development Block Grant (CDBG) (\$5.5 million); Water & Sewer Capital Funds (\$27.5 million); Water Pollution Control Fund (\$75.8 million); and Special Assessments (\$2.1 million). The Division also reviewed over 400 requests for 2016 capital improvement projects, presented the 2016 program to the Planning Commission, and published the 2015-2019 Capital Investment and Community Development Program with a total budget of \$1.4 billion.

The Division submitted seven Ohio Public Works Commission applications totaling \$15.1 million in requested funds under Ordinance 174-2015. As a result, Akron was awarded \$6.4 million for six projects. The Division reviewed eight project applications submitted by six communities within Summit County.

The Strategic Initiatives Division represented the City of Akron on the Urban Design & Fine Arts Committee, OPWC District 8 Technical Advisory Committee, Open Streets, Akron Active Transportation Committee, Ohio & Erie National Heritage Canalway, Scenic Byway, Summit County Trail & Greenway Plan, iTowpath Committee, National Resources Assistance Council TAC Committee and Cascade Locks Park Association.

The Division also served as the project manager for capital improvements to Summit Lake and Balch Street Community Centers and the Downtown & Neighborhood Sign Committee. The Division increased collections under the deferred loan rehabilitation program by 30% for a grand total of \$124,952.

## **COMPREHENSIVE PLANNING DIVISION**

**Helen Tomic, Comprehensive Planning Administrator**

### DESCRIPTION

The Comprehensive Planning Division formulates long-range strategies for land use, housing and socio-economic activities within the City of Akron.

### GOALS & OBJECTIVES

- Secure funding to advance redevelopment in the City of Akron.
- Oversee expenditures and monitor reporting of activities to assure the expeditious drawdown of funds and compliance with federal regulations.
- Develop community plans, including Renewal Plans and Economic Development Plans, to strengthen neighborhoods and facilitate new development.

- Observe trends and undertake research to assess housing needs and opportunities for new development.
- Administer programs to enhance community life.

### SERVICE LEVELS

In 2015, Comprehensive Planning successfully secured funding to advance redevelopment. The Division received \$7.2 million in federal funds for the implementation of the 2015 Consolidated Plan and began preparation for a 2016 Consolidated Plan for \$7 million for 2016.

The Division prepared urban renewal and development plans for various City projects. It prepared the Amended Wallhaven Redevelopment Area Plan and prepared contracts and oversaw the completion of six Neighborhood Business Program projects for exterior improvements to area businesses.

Comprehensive Planning conducted land use planning by reviewing and making recommendations on land use proposals and continuing land research and studies. The Division reviewed and made recommendations to the Zoning Division on Planning Commission items regarding land use proposals.

The Division administered and assisted on a variety of programs to improve quality of life for Akron residents, facilitate new development and assure compliance to regulations. It established budgets and oversaw the disbursement of federal funding including CDBG funds, HOME funds, ESG funds, HCRP funds, TANF/PRC funds, Continuum of Care Program funds and Neighborhood Stabilization Rounds 1 and 3 funds.

### DEVELOPMENT SERVICES DIVISION

**Abraham L. Wescott, Jr., Development Manager**

#### DESCRIPTION

The Development Services Division implements programs and activities CDBG funds and other funding sources through land acquisition, site improvements, relocation and land marketing. The Division provides engineering technical assistance to various divisions in the Department of Planning and Urban Development, Mayor's Office of Economic Development and the Public Utilities Bureau and also provides real estate services for various City departments.

#### GOALS & OBJECTIVES

- Acquire real estate for improvements to streets, highways, bikeways, sidewalks, water, sewer, parks, airports, neighborhood renewal, economic development

projects and the Neighborhood Stabilization program and provide relocation services to households and businesses.

- Contract, inspect and generally oversee the clearance of 500 vacant, deteriorated houses, garages and commercial buildings and provide management services for over eight City of Akron owned buildings for the Neighborhood Stabilization Program.
- Contract and oversee the construction and marketing of seven new homes in the City neighborhoods. Most of the new construction will be coordinated through the non-profit agency Urban Neighborhood Development Corporation.
- Provide staff services and assistance in support of Economic Development activities and assist various departments with appraisals, titles, site selections and comparable sites. Review allotment submittals, potential developments, and various capital project plans.

### SERVICE LEVELS

The Development Services Division acquired 31 real estate parcels needed for twelve projects to proceed. Project areas include: Hickory, Seiberling Way and the CSO Ohio Canal Interceptor Tunnel, Dudley-Laird, Neighborhood Stabilization Program, Summit Lake, CSO Rack 36, CSO Rack 5, CSO Rack 7, Wilbeth Road, Main/Broadway, W. Emerling Avenue, Evans Avenue, and Shullo Drive.

The Division marketed ten new and rehabilitated homes, sold three homes and donated seven homes in the Neighborhood Stabilization Program. Private developers and non-profits purchased 61 parcels for new housing, business expansion and parking expansion in the City.

Development Services provided relocation assistance and management to seven residences and businesses, razed 493 structures, and oversaw maintenance of over 500 land sites in various Land Banking, Renewal, Petition Areas and Neighborhood Stabilization programs. It also provided staff services and assistance in support of various projects including Joint Economic Development Districts, Edgewood Avenue, Hickory Street, Akron Biomedical Corridor, Neighborhood Stabilization Program, Summit Lake, Dudley and Laird Streets, Community Land Banking, and CSO Projects.

### **HOUSING AND COMMUNITY SERVICES DIVISION**

**Thomas A. Tatum, Human Resources Administrator**

### DESCRIPTION

The Housing and Community Services Division implements various housing and related programs and activities under CDBG, HOME and other funding sources by means of



housing rehabilitation programs, service contracts with local social agencies and neighborhood housing groups.

### GOALS & OBJECTIVES

- Implement first year of a three year \$3.7 million Lead Hazard Reduction Demonstration Grant Program. Akron Department of Planning and Urban Development and partner agencies are scheduled to enroll 100 and complete the lead remediation of 60 housing units for low-income families with children under the age of six by the end of 2016.
- Assist 90 very low-income, primarily elderly or disabled occupants city-wide, with grants for emergency or minor home repair through a contract with Rebuilding Together of Summit County.
- Provide grants to service organizations to deliver home security, accessibility, and house painting services to low-income residents through agencies including Greater West Side Council of Block Clubs, West Side Neighborhood Development Corporation, and others.
- Implement any additional grants related to housing that may become available and secure additional funding from philanthropic groups to use in conjunction with the Healthy Homes programs.
- Provide representation on boards and committees as appropriate or requested, and training for staff and contractors regarding residential rehabilitation issues.

### SERVICE LEVELS

In 2015, Housing and Community Services completed the third year of a \$3 million Lead Hazard Reduction Demonstration Grant Program in conjunction with Akron's partner agencies, and submitted a competitive \$3.7 million grant application to the Federal Department of Housing and Urban Development. It began this new project in October 2015 which will end in October 2018. It also provided five original inspections and blight assessments through the Neighborhood Stabilization Program (NSP). The Division concluded and prepared the closeout report for the \$1.8 million Healthy Homes Grant which assisted over 240 homes through its duration in 2015.

The Division implemented an Emergency Roofing Program to assist low to moderate income homeowners with actively leaking roofing issues. They processed 88 applications and completed roof repair/replacement for 28 units. The Division also assisted 90 low-income, primarily elderly or disabled occupants with grants for emergency or minor home repair through contract with Rebuilding Together of Summit County.

The Division provided City representation on boards and committees for Rebuilding Together, Akron Lead Safe Coalition, United Way of Summit County, and various other

organizations. It also provided technical assistance and support for the development of new housing in Akron, and monitored CDC/CHDO related cases.

## **TAX RECEIPTS AND EXPENDITURES DIVISION**

**Jason Segedy, Planning Director**

### **DESCRIPTION**

The Tax Receipts and Expenditures Division represents the capital portion of local income tax revenue. The expenditures are used to develop, prepare and implement an annual five-year Capital Investment Plan for improvements such as parks, sewers, streets and bridges.

## **ZONING DIVISION**

**Michael Antenucci, Zoning Manager**

### **DESCRIPTION**

The Zoning Division administers the Zoning Code, subdivision regulations, street vacations and dedications and assists in formulating long-range strategies for zoning, land use, housing and socio-economic activities within the City of Akron.

### **GOALS & OBJECTIVES**

- Perform zoning and allotment regulation duties and responsibilities mandated by the City Charter and Code with approved budget.
- Maintain computerized databases containing zoning related information on properties by address and incorporate into a Geographic Information System (GIS).
- Develop a web-based portrayal of GIS data to be utilized for decision making within the Department and update the socio-economic profile of Akron's neighborhoods for the 2010 census and American Community Survey.
- Prepare zoning amendments to the zoning map to conform to changing land use and the Land Use and Development Guide Plan.
- Revise the existing Zoning Code and subdivision regulations to address changing conditions with contemporary standards and to encourage "Green" land use practices in conjunction with the overall CSO plan.
- Prioritize and expedite Zoning Code compliance activities and violations, through the use of CityWorks 311 software.

- Revise the existing Allotment and Subdivision Regulations to conform with changing conditions, both locally and nationwide, and contemporary standards.
- Create new databases for recording and tracking plats and annexations and boundary line adjustments. Update and improve procedures and new systems for the review of plans and issuance of zoning permits. Continue to develop the GIS database entry of capital improvements for web-based portrayal.
- Schedule the Department's public records for retention and dispose of obsolete records, provide Plans and Permits and Building Division's vault documents for to the public, and provide reference and research services to city departments and the public.

### SERVICE LEVELS

The Zoning Division prepared comments and recommendations on 84 Planning Commission items and 42 Board of Zoning Appeals items. The Zoning Map was updated and amended to reflect rezoning of property within urban renewal and community development areas. Databases were also upgraded throughout the year to reflect the most recent zoning information.

The Division also prepared over 59 pieces of legislation for Council, making recommendations on all legislative items and presenting testimony at public hearings. It produced 200 special topic maps for City Council and other members of City Administration, including Consolidated Plan renewal areas and other City grant applications.

During the year the Zoning Division assisted various city departments. It continued to update the Department's website to the new server, prepared to develop a records retention schedule and dispose of obsolete records for the department, and assisted the Department of Public Service in preparation of license agreements. It worked in cooperation with the Plans and Permits Center to investigate and process 384 violations, 94 zoning certifications, 43 Ohio Department of Liquor Control Verification letters, four performance bonds, 650 plan reviews, and 60 former Building Department vault searches.

### **PLANNING NON-OPERATING DIVISION**

**Jason Segedy, Planning Director**

#### DESCRIPTION

The Non-Operating Division administers the capital expenditures within the Department of Planning and Urban Development. The majority of the expenditures are related to housing rehabilitation funded by the Community Development Block Grant.

## STAFFING

The following table provides the year-end full-time staffing level for the past three years along with the budgeted full-time staffing level for the current budget year.

<b>By Department:</b>	<b>As of 12/31/13</b>	<b>As of 12/31/14</b>	<b>As of 12/31/15</b>	<b>Budget 2016</b>
<b>PLANNING:</b>				
<i><b>Administration:</b></i>				
Planning Director	0.40	0.40	0.40	0.40
Total Administration	0.40	0.40	0.40	0.40
<i><b>AMATS:</b></i>				
Account Clerk	1.00	0.00	0.00	0.00
Administrative Assistant	0.00	1.00	1.00	2.00
City Planner	7.00	5.00	4.00	4.00
Public Information Specialist	1.00	1.00	1.00	1.00
Secretary	1.00	0.00	0.00	0.00
Transportation Designer	2.00	2.00	2.00	2.00
Transportation Engineer	1.00	1.00	1.00	1.00
Transportation Planner	2.00	2.00	2.00	2.00
Transportation Planning Administrator	0.00	1.00	1.00	1.00
Transportation Planning Regional Manager	1.00	1.00	1.00	1.00
Total AMATS	16.00	14.00	13.00	14.00
<i><b>Strategic Initiatives:</b></i>				
Administrative Assistant	0.00	1.00	1.00	1.00
Capital Planning Manager	1.00	1.00	1.00	1.00
City Planner	1.00	1.00	1.00	1.00
Economist	1.00	1.00	1.00	1.00
Landscape Architect	1.00	0.00	0.00	0.00
Land Marketing Officer	0.00	0.50	0.50	0.50
Planning Director	0.60	0.60	0.60	0.60
Secretary	1.00	0.00	0.00	0.00
Total Strategic Initiatives	5.60	5.10	5.10	5.10
<i><b>Comprehensive Planning:</b></i>				
Administrative Assistant	0.00	0.75	0.75	0.75
City Planner	1.25	1.25	1.25	1.25
Comprehensive Planning Adm.	1.00	1.00	1.00	1.00
Secretary	0.75	0.00	0.00	0.00
Total Comprehensive Planning	3.00	3.00	3.00	3.00

<b>By Department:</b>	<b>As of 12/31/13</b>	<b>As of 12/31/14</b>	<b>As of 12/31/15</b>	<b>Budget 2016</b>
<b><i>Development Services:</i></b>				
Acquisition Officer	1.00	1.00	1.00	1.00
Administrative Assistant	0.00	1.00	1.00	1.00
City Planner	1.00	1.00	1.00	1.00
Community Development Specialist	2.00	2.00	2.00	2.00
Community Resource Specialist	1.00	1.00	1.00	1.00
Demolition Site Improvement Inspector	2.00	2.00	2.00	2.00
Development Manager	1.00	1.00	1.00	1.00
Real Estate Negotiator	1.00	1.00	1.00	1.00
Secretary	1.00	0.00	0.00	0.00
Total Development Services	10.00	10.00	10.00	10.00
<b><i>Housing and Community Services:</i></b>				
Administrative Assistant	0.00	0.25	1.25	1.25
City Planner	0.75	0.75	0.75	0.75
Housing Rehab. Administrator	0.00	1.00	1.00	1.00
Housing Rehab. Loan Specialist	2.00	2.00	2.00	2.00
Housing Rehab. Manager	1.00	1.00	1.00	1.00
Housing Rehab. Specialist	3.00	4.00	3.00	3.00
Housing Rehab. Supervisor	1.00	0.00	0.00	0.00
Human Resources Administrator	1.00	1.00	1.00	1.00
Land Marketing Officer	1.00	0.50	0.50	0.00
Sanitarian Supervisor	0.50	0.50	0.50	0.00
Secretary	1.25	0.00	0.00	0.00
Total Housing and Community Services	11.50	11.00	11.00	10.00
<b><i>Zoning:</i></b>				
Administrative Assistant	0.00	1.00	1.00	1.00
Assistant Librarian	1.00	1.00	1.00	1.00
Building Inspector	1.00	1.00	1.00	1.00
City Planner	3.00	3.00	3.00	3.00
Librarian	1.00	0.00	0.00	0.00
Zoning Manager	1.00	1.00	1.00	1.00
Total Zoning	7.00	7.00	7.00	7.00
<b>TOTAL PLANNING</b>	<b>53.50</b>	<b>50.50</b>	<b>49.50</b>	<b>47.00</b>

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**Police**

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## **POLICE DEPARTMENT**

### **James Nice, Chief**

#### **DESCRIPTION**

The Akron Police Department (APD), by City Charter, administratively falls within the Department of Public Safety. For operating budget purposes, however, this division is treated as a separate department. The Police Department is divided into three subdivisions: Uniform, Investigative and Services. The Police Department's mission is to serve the community of Akron in a collaborative effort to enhance the quality of life through crime prevention, enforcement of laws, promotion of safety and reduction of fear.

#### **BUDGET COMMENTS**

The budget provides for a base level of 504 positions charged to the operating budget. The actual number of uniformed positions fluctuates during the year, but the City strives to maintain adequate staffing levels by hiring and starting new police classes at the earliest possible date.

#### **UNIFORM SUBDIVISION**

##### **Paul Calvaruso, Police Deputy Chief**

The Uniform Subdivision is the largest of the three Subdivisions and has the primary responsibility of patrolling cruiser districts throughout the City and responding to the thousands of calls received for service and other traffic-related assignments.

This Subdivision includes the Patrol Bureau that allows for 24-hour coverage in the City's 23 cruiser districts. The assigned officers utilize vehicles, foot beats and bikes to patrol the City neighborhoods, business districts and the downtown area. The Patrol Bureau is also responsible for the Court/Building Security Detail, the Community-Oriented Policing Services Unit, the K-9 Unit, the Gang Unit and the Reserve Officers Unit. Each of these units serves a special purpose for the community. The Court/Building Security Detail provides the security in the Stubbs Justice Center.

#### **INVESTIGATIVE SUBDIVISION**

##### **Kenneth Ball, Police Deputy Chief**

The Investigative Subdivision is responsible for investigating unsolved crimes, apprehending offenders, preparing cases for trial, processing crime scenes and recovering stolen property. The Crimes Against Persons Unit includes homicide, robbery, rape/sexual assault, felonious/aggravated assault, kidnapping/abduction, patient abuse/neglect and felony domestic violence.

## **SERVICES SUBDIVISION**

### **Melissa Schnee, Police Captain**

The Services Subdivision is responsible for preparing and managing the Police Department's annual operating budget, capital budget and various grants. This Subdivision encompasses the Training Bureau, Community Relations, Planning, Research and Development Unit, Records Room, Safety Communications, Civil Liabilities, Information Systems and Benefits. The Planning, Research and Development Unit maintains an interactive website, which allows information to be exchanged freely with the community.

### **GOALS & OBJECTIVES**

- Improve quality and documentation of all training provided, and assess training needs for all units within the department.
- Increase staff levels to meet the needs of the subdivisions.
- Continue moving forward with the digitization conversion process, and upgrade the HVAC and electrical systems to ensure safe operations of the Call Center.

### **SERVICE LEVELS**

The Akron Police Training Bureau ran various training programs including a seven week academy for new hires and four annual range sessions for various gun qualifications. The Bureau also continued to review use of force incidents, police shootings, and driving activities to aid in determining training needs and secured approval for the purchase of new duty pistols.

In 2015, the Anti-Violence Bureau investigated 315 cases, arrested 274 individuals and recovered 299 firearms. Officers and Narcotics Detectives continued to aggressively locate and shut down 82 meth labs. The Bureau also hosted a drug diversion and prescription abuse training for several officers around the region.

The total citizen-generated calls for service to the Akron Police Department in 2015 were 154,270. Throughout the year, the records room worked with Document Technology systems to begin moving towards total digitization of police reports.

## STAFFING

The following table provides the year-end full-time staffing level for the past three years along with the budgeted full-time staffing level for the current budget year.

<b>By Funding Sources:</b>	<b>As of 12/31/13</b>	<b>As of 12/31/14</b>	<b>As of 12/31/15</b>	<b>Budget 2016</b>
<b>POLICE:</b>				
Accounts Analyst	1.00	1.00	1.00	1.00
Account Clerk	3.00	0.00	0.00	0.00
Administrative Assistant	0.00	31.00	31.00	32.00
Assistant Police Chief	1.00	1.00	1.00	0.00
Crime Analyst	3.00	4.00	4.00	4.00
Health Education Specialist	1.00	1.00	1.00	1.00
Law Enforcement Planner	1.00	1.00	1.00	1.00
Police Captain	9.00	8.00	10.00	10.00
Police Chief	1.00	1.00	1.00	1.00
Police Deputy Chief	0.00	0.00	2.00	2.00
Police Lieutenant	15.00	14.00	18.00	18.00
Police Officer	325.00	370.00	356.00	374.00
Police Records Supervisor	1.00	1.00	1.00	1.00
Police Sergeant	61.00	57.00	58.00	58.00
Safety Communications Supervisor	1.00	0.00	0.00	0.00
Safety Communication Tech	1.00	3.00	1.00	1.00
Secretary	30.00	0.00	0.00	0.00
<b>TOTAL POLICE</b>	<b>454.00</b>	<b>493.00</b>	<b>486.00</b>	<b>504.00</b>

## Police

ADMINISTRATION

**Total for Department:**

2013 Actual Expenditures	2014 Actual Expenditures	2015 Actual Expenditures	2016 Original Budget
52,404,795	56,971,197	56,534,239	61,358,710
<b>52,404,795</b>	<b>56,971,197</b>	<b>56,534,239</b>	<b>61,358,710</b>

# Police

## DETAILED SUMMARY OF EXPENDITURES - BY CATEGORY

	2013 Actual Expenditures	2014 Actual Expenditures	2015 Actual Expenditures	2016 Original Budget
Personal Services				
Labor	31,202,695	32,682,283	32,968,295	35,216,760
Fringe Benefits	15,418,269	18,158,042	17,519,897	17,655,430
<b>Total: Personal Services</b>	<b>46,620,964</b>	<b>50,840,325</b>	<b>50,488,192</b>	<b>52,872,190</b>
Other				
Current Expenditures - Other	2,275,222	2,428,836	2,559,995	2,853,330
Utilities Expenses	73,572	75,266	99,527	107,200
Debt Service	254,638	353,838	353,338	351,090
Insurance	171,945	162,167	146,980	174,200
State/County Charges	40,531	21,620	22,084	23,000
Rentals and Leases	101,500	75	122,907	50,500
Interfund Service Charges	2,678,410	2,923,835	2,636,913	4,822,200
<b>Total: Other</b>	<b>5,595,819</b>	<b>5,965,637</b>	<b>5,941,744</b>	<b>8,381,520</b>
Capital Outlay				
Capital Outlay	188,013	165,235	104,303	105,000
<b>Total: Capital Outlay</b>	<b>188,013</b>	<b>165,235</b>	<b>104,303</b>	<b>105,000</b>
<b>Total for Department:</b>	<b>52,404,795</b>	<b>56,971,197</b>	<b>56,534,239</b>	<b>61,358,710</b>

## DEPARTMENT SOURCES AND USES OF FUNDS - BY FUND AND CATEGORY, 2016

	Personal Services	Other	Capital Outlay	Total
General Fund	49,123,920	5,429,500		54,553,420
Special Revenue Fund	3,748,270	2,936,020	105,000	6,789,290
Trust and Agency Fund		16,000		16,000
<b>Total for Department:</b>	<b>52,872,190</b>	<b>8,381,520</b>	<b>105,000</b>	<b>61,358,710</b>

# Police

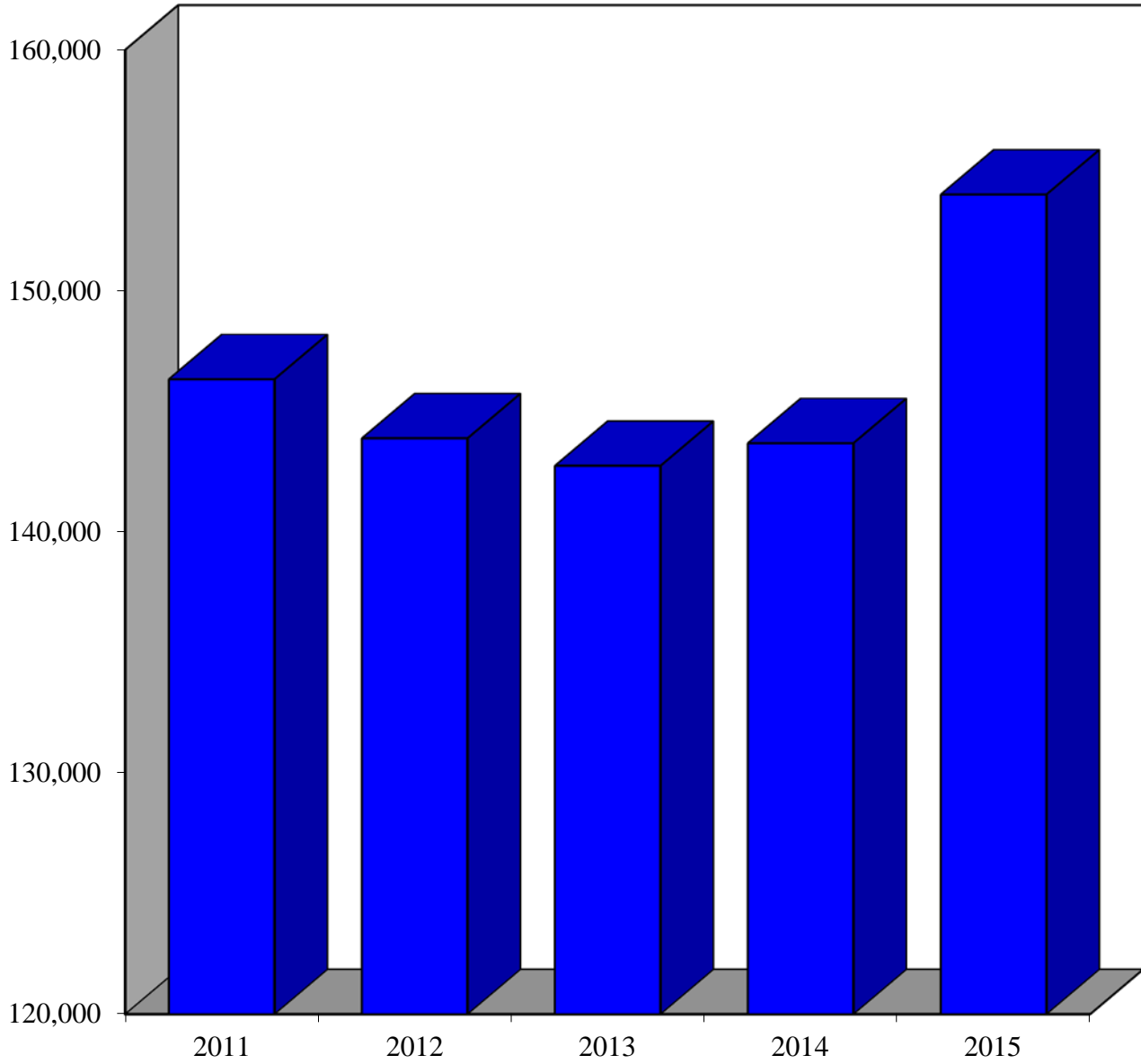
## DEPARTMENT SOURCES AND USES OF FUNDS - BY FUND

	2013 Actual Expenditures	2014 Actual Expenditures	2015 Actual Expenditures	2016 Original Budget
General Fund	48,933,274	51,424,851	50,984,316	54,553,420
Special Revenue Fund	3,471,522	5,546,346	5,549,923	6,789,290
Trust and Agency Fund	0	0	0	16,000
<b>Total for Department:</b>	<b>52,404,795</b>	<b>56,971,197</b>	<b>56,534,239</b>	<b>61,358,710</b>

## DEPARTMENT FULL-TIME EMPLOYEES - BY FUND

	2013 Actual Employees	2014 Actual Employees	2015 Actual Employees	2016 Budgeted Employees
General Fund	436.000	454.000	448.000	466.000
Special Revenue Fund	18.000	39.000	38.000	38.000
<b>Total for Department:</b>	<b>454.000</b>	<b>493.000</b>	<b>486.000</b>	<b>504.000</b>

**POLICE**  
**2011 - 2015**  
**CALLS FOR SERVICE**



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# **Public Health**

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## **DEPARTMENT OF PUBLIC HEALTH**

### **DESCRIPTION**

Effective January 1, 2011, the City of Akron Department of Public Health consolidated with the Summit County Health District.

## Health

### CONSOLIDATED HEALTH

**Total for Department:**

2013 Actual Expenditures	2014 Actual Expenditures	2015 Actual Expenditures	2016 Original Budget
4,144,316	4,820,810	4,188,568	4,222,390
<b>4,144,316</b>	<b>4,820,810</b>	<b>4,188,568</b>	<b>4,222,390</b>

# Health

## DETAILED SUMMARY OF EXPENDITURES - BY CATEGORY

	2013 Actual Expenditures	2014 Actual Expenditures	2015 Actual Expenditures	2016 Original Budget
Personal Services				
Labor	16,139	16,303	16,467	17,410
Fringe Benefits	285,490	126,502	30,794	53,190
<b>Total: Personal Services</b>	<b>301,629</b>	<b>142,806</b>	<b>47,261</b>	<b>70,600</b>
Other				
Current Expenditures - Other	3,822,008	4,641,313	4,038,344	4,040,000
Insurance	4,930	5,896	5,573	5,580
Rentals and Leases	13,337	30,050	97,139	105,950
Interfund Service Charges	2,412	745	251	260
<b>Total: Other</b>	<b>3,842,687</b>	<b>4,678,004</b>	<b>4,141,307</b>	<b>4,151,790</b>
<b>Total for Department:</b>	<b>4,144,316</b>	<b>4,820,810</b>	<b>4,188,568</b>	<b>4,222,390</b>

## DEPARTMENT SOURCES AND USES OF FUNDS - BY FUND AND CATEGORY, 2016

	Personal Services	Other	Capital Outlay	Total
General Fund	70,600	4,151,790		4,222,390
Special Revenue Fund				
<b>Total for Department:</b>	<b>70,600</b>	<b>4,151,790</b>		<b>4,222,390</b>

## Health

### DEPARTMENT SOURCES AND USES OF FUNDS - BY FUND

	2013 Actual Expenditures	2014 Actual Expenditures	2015 Actual Expenditures	2016 Original Budget
General Fund	3,869,447	4,540,071	4,188,568	4,222,390
Special Revenue Fund	274,870	280,739		
<b>Total for Department:</b>	<b>4,144,316</b>	<b>4,820,810</b>	<b>4,188,568</b>	<b>4,222,390</b>

# **Public Safety**

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**DEPARTMENT OF PUBLIC SAFETY**  
**Charles A. Brown, Deputy Mayor of Public Safety**

**DESCRIPTION**

By Charter, the Mayor serves as the Director of the Department of Public Safety. The responsibility for daily supervision of the divisions within this department is split between the Deputy Mayor for Public Safety and the Director of Public Service. The following divisions are included in the Department of Public Safety: Building Inspection, Communications, Corrections, Disaster Services, Police/Fire Communications, and Weights and Measures. The Department of Public Safety also includes the Police and Fire Divisions, but for budget purposes Police and Fire are considered separate departments due to their size.

**BUDGET COMMENTS**

The 2016 Operating Budget provides funding for the staffing of 78 full-time positions for the divisions of the Department of Public Safety. Funding levels have been established in coordination with the City's overall goal of conservative fiscal responsibilities.



# Public Safety : 2016 Strategy Map

Innovation Teams

Equity & Inclusion

## Strategic Priorities

1. Education & Workforce Development

2. Economic & Neighborhood Development

Integrated Communications – CREATE THE MESSAGE

3. Operational Efficiency

## Goal(s) We Are Working On

## Key Themes, Projects, Tasks

## Progress Indicators/ Metrics

- 1.1 Promote partnerships that will increase educational attainment across the board.
- 1.2 Invest in innovation.
- 1.3 Capitalize on, and support, the strengths of the employees of the City of Akron.
- 1.4 Turn every department into an experiential learning lab.

- 1.1.1 Work with area universities to promote internship opportunities.
- 1.1.2 Work with PS partners on collaborative training initiatives.
- 1.1.3 Develop mentor program to further the growth and development of all employees.
- 1.1.4 Develop a standardized temporary assignment program to expand employee development.
- 1.2.1 Implement the use of software to enable an employee early warning system and increase transparency.
- 1.2.2 Participate in the Hackathon with Launch League.
- 1.2.3 Proceed with the development of electronic reporting for CIT response events.
- 1.3.1 Encourage employees to take available training and educational opportunities.
- 1.3.2 Further develop our internal training options.
- 1.4.1 Complete participation in Kent State University's body worn camera study.
- 1.4.2 Continue University partnerships that use the police department as a study subject.

- 2.1 A new strategic plan for Economic and Neighborhood Development.
- 2.2 Attract and retain jobs and people.
- 2.3 A new strategic plan for Downtown.

- 2.1.1 Work with Mayor to launch the Economic & Neighborhood Development strategic plan.
- 2.1.2 Partner with area hospitals, social services agencies, Health District, Akron Fire/EMS and APS to educate residents in zip code 44310 on what constitutes a medical emergency.
- 2.1.3 Increase use of social media to reach residents and learn of issues facing the neighborhoods.
- 2.1.4 Continue grass roots efforts for public safety officers' presence in neighborhoods.
- 2.1.5 Use surveys to gain knowledge of citizen concerns.
- 2.2.1 Review and enhance recruitment program.
- 2.2.2 Use data to determine crime patterns and hotspots.
- 2.2.3 Continue to develop relationships with the community through block watch groups and participation in community events.
- 2.2.4 Focus on marketing positive events.
- 2.3.1 Participate in the strategic plan for Downtown.
- 2.3.2 Reinstitute the Bicycle Unit and utilize it downtown during summer months.

- 3.1 Enhance and grow revenue.
- 3.2 Control expenses.
- 3.3 Technology, Leverage assets, Consolidation. (T.L.C.)
- 3.4 Appropriately monetize assets.
- 3.5 Break out of our silos.

- 3.1.1 Seek out and apply for additional operating grants.
- 3.1.2 Reinstate in-house police and fire academies.
- 3.1.3 Charge students for attending the police or fire academy.
- 3.1.4 Charge non city employees for attending training classes
- 3.1.5 Charge outside agencies for use of mobile radios for special events.
- 3.1.6 Install emergency radios and mobile computers in outside agency public safety vehicles.
- 3.2.1 Utilize internal instructors for academy classes.
- 3.2.2 Bring outside instructors to our training locations to eliminate travel expenses.
- 3.3.1 Advertise police and fire academies and training classes on social media and website
- 3.3.2 Use video recordings for departmental/roll call enhancement training.
- 3.3.3 Promote the LEAN concept and utilize LEAN tools (ex. Kaizen events).
- 3.4.1 Research and charge the market rate for open source academies.
- 3.5.1 Collectively (police/fire) advertise for the public safety forces.
- 3.5.2 Improve communication between city departments.

- 1.1.1 Create DB noting the type and number of internships.
- 1.1.2 Create DB to record collaborative training – conduct at least one collaborative training session.
- 1.1.3 Create DB to track mentor assignments and activities.
- 1.1.4 Create DB to track employees assigned to temporary assignments.
- 1.2.1 Utilize statistics created by early warning software.
- 1.2.2 Follow up on at least one Hackathon event reference hiring, succession plans, EMS services, and performance evaluations.
- 1.2.3 Compile statistics available due to CIT electronic reporting.
- 1.3.1 Each employee should experience at least 1 training or educational opportunity.
- 1.3.2 Expand in-service training to two/two day sessions – one in spring, one in fall.
- 1.4.1 Apply study information to our use of force/complaint data for training purposes.
- 1.4.2 Approach a local university with at least one proposed project.

- 2.1.1 Participate in meetings with the mayor and ED team.
- 2.1.2 Reduce the number of non-emergency calls to zip code 44310 during a 30, 60, and 90 day period.
- 2.1.3 Collect feedback from residents during block watch or ward meetings as to whether their concerns were resolved and looping them continuously.
- 2.1.4 Create a DB that reports the dates and time spent by public safety officers in the neighborhood.
- 2.1.5 Resend survey to customers with concerns post resolution to determine their satisfaction.
- 2.2.1 Engage CDC's/Neighborhood Assoc. in the recruiting process and collect the data on how many referrals they made.
- 2.2.2 Collect and measure the crime in the hotspot area on 30, 60, and 90 day intervals.
- 2.2.3 Collect statistical data on the number of attendees at block meetings and the number of new start-ups.
- 2.2.4 Create DB noting the number of positive events reported.
- 2.3.1 Note the number of meetings attended and actions items completed.
- 2.3.2 Create DB noting the number of hours ridden in downtown area.

- 3.1 Grow revenues by at least 1% - host at least two training classes with outside participants, put on at least one basic training academy.
- 3.2 Decrease expenses by at least 1% - reduce "preventable" vehicle crashes.
- 3.3.1 Use Google analytics to measure engagement as a result of advertisement.
- 3.3.2 Create follow up measures for monitoring behavior after exposure to training.
- 3.3.3 Measure/report on at least new process after the LEAN event.
- 3.4.1 Establish base line for the revenue streams.
- (What are the streams, Where are the revenue streams and How can we grow them)
- 3.5.1 Share resources and ideas for recruiting within public safety.
- 3.5.2 Provide shadowing opportunities for employees that have workflow relationships.

## Safety

	2013 Actual Expenditures	2014 Actual Expenditures	2015 Actual Expenditures	2016 Original Budget
BUILDING INSPECTION	87,647	67,588	131,680	117,460
COMMUNICATIONS	1,812,111	2,005,899	1,749,778	2,009,830
CORRECTIONS	8,721,509	8,125,479	7,849,569	8,016,000
DISASTER SERVICES	464	560	272	600
POLICE/FIRE COMMUNICATIONS	4,946,039	5,128,373	5,641,419	5,547,920
WEIGHTS AND MEASURES	54,744	52,166	56,160	60,000
<b>Total for Department:</b>	<b>15,622,514</b>	<b>15,380,067</b>	<b>15,428,879</b>	<b>15,751,810</b>



# Safety

## DETAILED SUMMARY OF EXPENDITURES - BY CATEGORY

	2013 Actual Expenditures	2014 Actual Expenditures	2015 Actual Expenditures	2016 Original Budget
Personal Services				
Labor	3,688,027	3,784,906	3,731,862	4,150,040
Fringe Benefits	2,106,383	2,229,953	2,097,225	2,243,690
<b>Total: Personal Services</b>	<b>5,794,410</b>	<b>6,014,860</b>	<b>5,829,087</b>	<b>6,393,730</b>
Other				
Current Expenditures - Other	9,522,296	9,143,022	8,683,626	9,041,090
Utilities Expenses	152,614	85,634	110,080	113,310
Insurance	17,419	18,272	16,916	18,040
Rentals and Leases	4,419	4,419	3,481	4,470
Interfund Service Charges	131,355	113,859	112,359	129,170
<b>Total: Other</b>	<b>9,828,104</b>	<b>9,365,207</b>	<b>8,926,462</b>	<b>9,306,080</b>
Capital Outlay				
Capital Outlay	0	0	673,330	52,000
<b>Total: Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>673,330</b>	<b>52,000</b>
<b>Total for Department:</b>	<b>15,622,514</b>	<b>15,380,067</b>	<b>15,428,879</b>	<b>15,751,810</b>

## DEPARTMENT SOURCES AND USES OF FUNDS - BY FUND AND CATEGORY, 2016

	Personal Services	Other	Capital Outlay	Total
General Fund	5,533,710	8,585,880		14,119,590
Special Revenue Fund	515,020	217,200		732,220
Internal Service Fund	345,000	503,000	52,000	900,000
<b>Total for Department:</b>	<b>6,393,730</b>	<b>9,306,080</b>	<b>52,000</b>	<b>15,751,810</b>

## Safety

### DEPARTMENT SOURCES AND USES OF FUNDS - BY FUND

	2013 Actual Expenditures	2014 Actual Expenditures	2015 Actual Expenditures	2016 Original Budget
General Fund	14,377,521	12,427,851	13,511,676	14,119,590
Internal Service Fund	873,956	611,698	761,665	900,000
Special Revenue Fund	371,037	2,340,517	1,155,538	732,220
<b>Total for Department:</b>	<b>15,622,514</b>	<b>15,380,067</b>	<b>15,428,879</b>	<b>15,751,810</b>

### DEPARTMENT FULL-TIME EMPLOYEES - BY FUND

	2013 Actual Employees	2014 Actual Employees	2015 Actual Employees	2016 Budgeted Employees
General Fund	69.000	67.000	70.000	74.000
Special Revenue Fund	4.000	4.000	3.000	4.000
Internal Service Fund			0.000	0.000
<b>Total for Department:</b>	<b>73.000</b>	<b>71.000</b>	<b>73.000</b>	<b>78.000</b>

## **BUILDING INSPECTION**

### **DESCRIPTION**

Effective in 2009, this division combined with the Summit County Department of Building Standards. The city contracts with a consultant for plan reviews.

## **COMMUNICATIONS DIVISION**

**Malcolm Valentine, Interim Communications Manager**

### **DESCRIPTION**

The Communications Division is responsible for the acquisition, installation, maintenance and repair of equipment to support the communication needs of all City departments. The Division maintains an outside cable plant consisting of underground and aerial wires, telephone cables, fiber optic cables, and wires in City buildings connecting to the City's mainframe and municipal telephone system. The Division also provides installation and maintenance service for the municipal fire alarm system and security alarms in various City-owned buildings.

### **GOALS & OBJECTIVES**

- Provide timely and efficient services for all radio, telecommunications, video surveillance systems, voice processing and local area networks for the City.
- Install fiber optic cables throughout the City to meet the growing need for additional bandwidth and reduce maintenance costs.
- Pursue additional agencies to join the Regional Radio System to further develop interoperability throughout Summit County and reduce costs for all users.

### **SERVICE LEVELS**

In 2015, the Communications Division responded to over 2,230 requests for service. Overall telecommunications costs have been lowered by monitoring usage and making adjustments where necessary. The Division installed five Automatic Vehicle Location (AVL) units in 2015 (218 units overall) to pooled data plans resulting in cost savings.

The Division conducted monthly testing of the outside cable plant to prevent service-affecting problems. Quarterly fire alarm tests and preventive maintenance, weekly transmitter site checks, alarm monitoring, and antenna maintenance took place throughout the year to avoid downtime and ensure the systems and equipment are functioning properly. The Division also extended fiber optic cables to six new locations and is working with both the Engineering Bureau and Sewer Division to provide fiber optic networking for the Combined Sewer Overflow (CSO) project.

In 2015 an acquired grant made it possible to upgrade the existing system radio's P25 compatibility and added three new sites to the system. The Communications Division provided cellular air cards for mobile laptop computing, video surveillance, heart monitors, utility monitoring, traffic light controls, SCADA modems and AVL modems. The Division added 53 new cameras to the existing internet protocol video system, five analog cameras, and two DVRs for monitoring. There are 1193 wireless devices currently in use throughout the City of Akron.

## **CORRECTIONS**

### **DESCRIPTION**

In 1994, the City entered into a contract with Summit County to provide for the detention of persons arrested in Akron on misdemeanor charges. The City also contracts with the Oriana House and Interval Brotherhood Home, both of which are non-profit organizations that provide drug and alcohol rehabilitation and confinement. In addition, Oriana House provides home-incarceration and day-reporting programs for non-violent misdemeanor offenders, along with case management services in Family Violence Court.

## **DISASTER SERVICES**

### **DESCRIPTION**

The Disaster Services Division was created to provide funding for services in the unlikely event that some form of natural or other disaster occurs within the City. This divisional category represents the City's share of the disaster vehicle used by the Summit County Disaster Service Coordinator. The City pays the costs of repairs while the County pays for operating expenses.

## **POLICE/FIRE SAFETY COMMUNICATIONS**

**Jesse Leaser, Police Captain**

### **DESCRIPTION**

Police/Fire Safety Communications serves as the City's emergency 911 dispatch center, which provides dispatch service to both the Police and Fire Departments.

### **GOALS & OBJECTIVES**

- Fund and deploy upgraded mobile data browsers in all Police and Fire vehicles.

- Increase staff numbers in an effort to decrease overtime and reduce strain on current staff.
- Purchase Priority Dispatch software for Police and Fire protocols.

### **SERVICE LEVELS**

In 2015, the Safety Communications Center handled 294,995 calls for service (CFS) incidents. These incidents included both citizen-generated calls and officer/firefighter-generated calls. In addition, 176,266 calls came in through 9-1-1.

### **WEIGHTS AND MEASURES**

#### **DESCRIPTION**

Per Akron City Council Ordinance 619-2006, the services of the Weights and Measures Division were outsourced to the Summit County Auditor's Office, Division of Weights and Measures. Services are provided on an annual, renewable contract basis. The amount budgeted here reflects payments to the County of Summit.

### **PUBLIC SAFETY NON-OPERATING DIVISION**

#### **DESCRIPTION**

The Non-Operating Division administers the equipment replacement for the Department of Public Safety, funded through the Capital Investment program.



## STAFFING

The following table provides the year-end full-time staffing level for the past three years along with the budgeted full-time staffing level for the current budget year.

<b>By Department:</b>	<b>As of 12/31/13</b>	<b>As of 12/31/14</b>	<b>As of 12/31/15</b>	<b>Budget 2016</b>
<b>PUBLIC SAFETY:</b>				
<i><b>Communications:</b></i>				
Administrative Assistant	0.00	0.00	0.00	1.00
Communications Supervisor	1.00	2.00	2.00	2.00
Communications Technician	5.00	4.00	4.00	4.00
Radio Communications Supervisor	1.00	1.00	1.00	1.00
Radio Technician	5.00	5.00	3.00	4.00
Signal Line Foreman	1.00	1.00	1.00	1.00
Signal Lineworker	2.00	2.00	2.00	2.00
Wireless Services Coordinator	1.00	1.00	1.00	1.00
Total Communications	16.00	16.00	14.00	16.00
<i><b>Police-Fire Communications Center:</b></i>				
Administrative Assistant	0.00	1.00	1.00	1.00
Database Administrator	3.00	3.00	3.00	3.00
Safety Communication Supervisor	2.00	2.00	2.00	2.00
Safety Communication Technician	51.00	49.00	53.00	56.00
Secretary	1.00	0.00	0.00	0.00
Total Police-Fire Communications Center	57.00	55.00	59.00	62.00
TOTAL PUBLIC SAFETY	73.00	73.00	73.00	78.00

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# **Public Service**

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**DEPARTMENT OF PUBLIC SERVICE**  
**John Moore, Director of Public Service**  
**Chris Ludle, Deputy Director of Public Service**

**DESCRIPTION**

The Department of Public Service is the largest City of Akron department and is staffed with approximately 30% of the municipal workforce. The Department provides water and sewer utilities, maintains streets, parks, public facilities, the motorized equipment fleet and pick-up of waste and recyclable materials. This Department also provides all building maintenance services and performs all engineering activities. In addition, both municipal golf courses and the City-owned airport are part of this Department.

**BUDGET COMMENTS**

The 2016 Operating Budget funds 555 full-time positions for the Department of Public Service. Funding levels have been established in coordination with the City's overall goal of conservative fiscal responsibility.



# Public Service Administration: 2016 Strategy Map

Innovation Teams

Equity & Inclusion

Integrated Communications – CREATE THE MESSAGE

1. Education & Workforce Development

2. Economic & Neighborhood Development

3. Operational Efficiency

## Strategic Priorities

Goal(s) We Are Working On

Key Themes, Projects, Tasks

Progress Indicators/ Metrics

<ul style="list-style-type: none"> <li>Capitalize on, and support, the strengths of our department employees</li> </ul>		<ul style="list-style-type: none"> <li>Enhance and grow revenue</li> <li>Control expenses</li> <li>Technology, Leverage assets, Consolidation (T.L.C.)</li> </ul>
<ol style="list-style-type: none"> <li>Increase the number of licensed operators at the Water Reclamation Facility and Water Plant.</li> <li>Provide CDL training.</li> <li>Provide internship opportunities in all Public Service divisions.</li> </ol>	<ol style="list-style-type: none"> <li>Collaborate with other City departments to remove lead water services.</li> <li>Provide rain barrels to neighborhood organizations to eliminate the need for temporary fire hydrant water connections for community gardens and flowerscapes.</li> </ol>	<ol style="list-style-type: none"> <li>Increase water production by expanding service to existing customers or providing service to neighboring communities.</li> <li>Reduce parking deck subsidy by establishing a demand oriented rate structure and by converting decks to automated tellers.</li> <li>Increase revenue at the Water Reclamation Facility by creating a septic program.</li> </ol>
<ol style="list-style-type: none"> <li>Train and tutor to the point of licensure passage; one existing employee at the Water Reclamation Facility and one existing employee at the Water Plant.</li> <li>Train and tutor six City residents to the point of CDL license passage.</li> <li>Hire and train 10 interns divided between Public Works, Engineering, Water Supply and Water Reclamation.</li> </ol>	<ol style="list-style-type: none"> <li>Remove 2% of the remaining lead water services.</li> <li>Eliminate the need for 10 temporary hydrant connections.</li> </ol>	<ol style="list-style-type: none"> <li>Increase water sales by 10%.</li> <li>Decrease parking subsidy by 50%.</li> <li>Generate \$50,000 through the treatment of septic water.</li> </ol>

## Service

	2013 Actual Expenditures	2014 Actual Expenditures	2015 Actual Expenditures	2016 Original Budget
AIRPORT	565,086	729,818	1,059,536	1,059,580
BUILDING MAINTENANCE	2,150,785	4,834,886	5,127,666	4,724,870
ENGINEERING BUREAU	4,576,383	4,779,110	4,323,265	5,368,310
ENGINEERING SERVICES	212,847	228,851	226,287	234,200
GOLF COURSE	1,348,629	1,353,447	1,535,751	1,597,260
HIGHWAY MAINTENANCE	11,123,793	8,669,209	7,485,183	7,737,560
LANDFILL	546,256	581,171	539,072	600,000
MOTOR EQUIPMENT	9,020,955	9,720,404	7,543,701	7,696,160
OFF-STREET PARKING	4,676,751	4,642,563	4,696,830	5,196,950
OIL AND GAS	235,018	349,639	330,876	115,280
PARKS MAINTENANCE	3,956,640	3,498,712	3,371,648	3,829,440
PLANS AND PERMITS	193,870	137,690	146,952	156,610
PUBLIC WORKS ADMINISTRATION	451,284	501,090	438,788	545,230
RECREATION		612	0	
RECYCLING	1,224,691	1,421,828	1,463,905	1,441,260
SANITATION	18,518,954	10,427,963	10,678,806	10,816,230
SERVICE DIRECTOR'S OFFICE	1,364,632	2,062,301	2,219,184	2,265,430
SEWER	40,219,792	47,694,659	55,214,611	55,199,770
STREET AND HIGHWAY LIGHTING	5,960,161	6,376,621	6,778,102	6,584,090
STREET CLEANING	16,473,878	19,230,148	19,906,698	18,683,810
WATER	21,602,589	24,063,669	24,417,370	24,447,310
CUSTOMER SERVICE REQUEST	284			
TRAFFIC ENGINEERING	2,379,862	2,666,487	2,336,147	2,509,020
DOWNTOWN DISTRICT HEATING SYSTEM	3,573,375	3,150,098	1,734,493	1,745,300
PUBLIC SERVICE - NON-OPERATING	84,892,866	90,823,944	99,599,474	117,397,160
<b>Total for Department:</b>	<b>235,269,381</b>	<b>247,944,918</b>	<b>261,174,343</b>	<b>279,950,830</b>



# Service

## DETAILED SUMMARY OF EXPENDITURES - BY CATEGORY

	2013 Actual Expenditures	2014 Actual Expenditures	2015 Actual Expenditures	2016 Original Budget
Personal Services				
Labor	27,856,575	29,420,895	29,575,090	32,277,530
Fringe Benefits	14,880,519	17,250,920	16,775,127	16,951,520
<b>Total: Personal Services</b>	<b>42,737,094</b>	<b>46,671,816</b>	<b>46,350,217</b>	<b>49,229,050</b>
Other				
Current Expenditures - Other	90,515,060	88,977,816	105,825,318	119,909,360
Income Tax Refunds/Tax Share	3,945,977	4,288,439	4,281,342	4,281,370
Utilities Expenses	12,397,319	12,394,263	12,139,904	11,961,970
Debt Service	33,566,721	45,992,493	48,649,759	48,742,510
Insurance	940,608	960,920	934,240	958,390
State/County Charges	906,959	2,171,866	1,444,284	1,403,910
Rentals and Leases	4,015,943	3,466,008	3,201,231	3,360,470
Interfund Service Charges	23,067,366	22,372,726	22,643,689	21,007,260
<b>Total: Other</b>	<b>169,355,952</b>	<b>180,624,532</b>	<b>199,119,767</b>	<b>211,625,240</b>
Capital Outlay				
Capital Outlay	23,176,335	20,648,570	15,704,359	19,096,540
<b>Total: Capital Outlay</b>	<b>23,176,335</b>	<b>20,648,570</b>	<b>15,704,359</b>	<b>19,096,540</b>
<b>Total for Department:</b>	<b>235,269,381</b>	<b>247,944,918</b>	<b>261,174,343</b>	<b>279,950,830</b>

## DEPARTMENT SOURCES AND USES OF FUNDS - BY FUND AND CATEGORY, 2016

	Personal Services	Other	Capital Outlay	Total
General Fund	9,363,560	14,634,450		23,998,010
Special Revenue Fund	11,712,280	60,052,910	1,800,000	73,565,190
Capital Projects	183,550	14,060,940	12,448,810	26,693,300
Enterprise Fund	20,871,590	116,910,040	4,847,730	142,629,360
Internal Service Fund	7,098,070	5,966,400		13,064,470
Trust and Agency Fund		500		500
<b>Total for Department:</b>	<b>49,229,050</b>	<b>211,625,240</b>	<b>19,096,540</b>	<b>279,950,830</b>



## Service

### DEPARTMENT SOURCES AND USES OF FUNDS - BY FUND

	2013 Actual Expenditures	2014 Actual Expenditures	2015 Actual Expenditures	2016 Original Budget
Capital Projects	20,444,364	26,789,818	16,738,305	26,693,300
Enterprise Fund	109,142,384	116,114,371	139,126,771	142,629,360
General Fund	30,586,502	23,470,954	22,979,576	23,998,010
Internal Service Fund	13,597,338	14,499,513	11,866,966	13,064,470
Special Revenue Fund	61,498,793	67,070,261	70,462,725	73,565,190
Trust and Agency Fund			0	500
<b>Total for Department:</b>	<b>235,269,381</b>	<b>247,944,918</b>	<b>261,174,343</b>	<b>279,950,830</b>

### DEPARTMENT FULL-TIME EMPLOYEES - BY FUND

	2013 Actual Employees	2014 Actual Employees	2015 Actual Employees	2016 Budgeted Employees
General Fund	113.000	113.000	110.400	116.200
Special Revenue Fund	114.250	120.250	118.500	124.000
Capital Projects	1.750	1.750	1.500	0.000
Enterprise Fund	234.370	233.370	225.770	239.570
Internal Service Fund	77.000	66.000	70.200	76.100
<b>Total for Department:</b>	<b>540.370</b>	<b>534.370</b>	<b>526.370</b>	<b>555.870</b>

## **AIRPORT DIVISION**

**Stephen A. Dubetz, Manager**

### **DESCRIPTION**

During 2012, the City of Akron entered into an agreement with Summit Airport Services, LLC, doing business as Summit Air to maintain and operate the Akron Fulton Municipal Airport. The amount budgeted here reflects payments made to Summit Airport Services.

## **BUILDING MAINTENANCE DIVISION**

**Gary Arman, Manager**

### **DESCRIPTION**

The Building Maintenance Division is responsible for the maintenance of all City-owned buildings, park buildings, recreation equipment and parking facilities.

### **GOALS & OBJECTIVES**

- Review and re-write various maintenance, service and custodial specifications to reflect a more dedicated commitment by our contractors to provide a higher quality of service.
- Increase in-house custodial inspection scores to 83% or above.
- Review and develop cost effective methods to increase parking revenue and decrease parking expenses.

### **SERVICE LEVELS**

In 2015, the Building Maintenance Division completed various improvements after identifying areas to enhance the CitiCenter and Municipal Buildings. The Division also completed various projects at the Akron Centre, High-Market, and Cascade parking decks.

## **ENGINEERING BUREAU**

**James Hewitt, City Engineer**

### **DESCRIPTION**

The Engineering Bureau is responsible for the design and construction activities related to City streets, sidewalks, sewer and water utilities, bridges, facilities and properties. The Engineering Bureau oversees Airport, Civil Engineering, Landfill Oversight, Oil and Gas Well Operations, and Street and Highway Lighting.

## GOALS & OBJECTIVES

- Review and update the City of Akron Construction and Material Specification (2008 edition) and all associated standard drawings while issuing a 2017 edition.
- Implement full scale use of the B2GNow diversity compliance tracking software and the LCP Tracker wage compliance tracking software purchased in 2015 for consultant and construction contracts.
- Work with the Department of Law to develop a current set of templates for bid books and contract books, including the development of funding source and local hiring requirements.
- Research available new software to update current software that will allow plan submittals via the web and allow designers to track their submittals.
- Research available remote school flashing lights systems that will be sustainable and provide immediate implementation into the existing units in the field for all current school zones.
- Continue to meet all requirements of the Consent Decree (entered January 17, 2014) and the US EPA approved CSO Long Term Control Plan Update dated November 15, 2011 and ensure regulatory compliance.

## SERVICE LEVELS

In 2015, the Engineering Bureau completed the Integrated Plan for all Consent Decree projects, including receiving approval for modifications to the plan to include green solutions for various projects. The Bureau managed over \$500M in Water Pollution Control Loan Fund loans from successful design and construction nominations submitted to the Ohio EPA. The Bureau completed the design and bid process for the Ohio Canal Interceptor Tunnel project, with construction beginning in November. Lastly, the Bureau worked with the Ohio & Erie Canalway Coalition to implement the iTowpath connection from the Bartges Street Trailhead to the Akron Zoo.

## ENGINEERING SERVICES DIVISION

**Stephen A. Dubetz, Manager**

## DESCRIPTION

The Engineering Services Division administratively reports to the Engineering Bureau. The Division provides civil and electrical engineering for the operation and maintenance of City streets, expressways, parks and airport.

## GOALS & OBJECTIVES

- Review proposed construction submittals from the maintenance perspective when requested and issue comments within five business days of receipt.

## SERVICE LEVELS

Engineering Services performed reviews of construction submittals from Plans and Permits, Zoning and the Engineering Design and Construction Divisions.

## **GOLF COURSE DIVISION**

**Dante D'Andrea, Golf Operations Coordinator**

## DESCRIPTION

The Golf Course Division owns and operates the J. Edward Good Park Golf Course and the Mud Run Golf Course and Training Facility. The Good Park Golf Course is an 18-hole facility with a pro-shop, clubhouse and full banquet facilities to accommodate golf outings. The Mud Run Golf Course is a 9-hole course that is home to the First Tee of Akron program. The amenities include a clubhouse with a pro-shop, snack bar and banquet facility. The Training Facility includes a driving range and several practice greens and chipping areas.

## GOALS & OBJECTIVES

- Revamping the website and Point of Sale systems to better market the facilities and be able to accommodate tee-times online and reach a larger audience.
- Increase green initiative research and use environmentally safe products on the greens at the golf courses.

## SERVICE LEVELS

The Golf Course Division acquired more email addresses through its website and Point of Sale system and created a database to communicate with customers and ultimately increase revenues. During 2015, both Good Park and Mud Run Golf courses hosted numerous tournaments, golf outings and local high school matches.

## **HIGHWAY MAINTENANCE**

**Anthony Dolly, Interim Superintendent**

### **DESCRIPTION**

The Highway Maintenance Division is responsible for maintaining approximately 900 miles of streets, expressways and bridges within the City of Akron. This work includes fence and guardrail maintenance, crash attenuator maintenance and repairs, pavement repairs, expressway mowing, bridge maintenance, roadway crack sealing, street resurfacing and snow and ice control. In addition, Highway Maintenance performs street restoration repairs for the City's Water and Sewer divisions and maintains the thousands of trees, shrubs and plant beds that have been installed and planted along the City's expressway system in recent years.

### **GOALS & OBJECTIVES**

- Bid and complete all resurfacing and pavement maintenance projects by August 31, 2016. The projects include milling surfaces, resurfacing of streets, crack sealing, strip patching and road rejuvenation.
- Collaborate and form partnerships with neighboring communities and governmental agencies including the University of Akron, the City of Fairlawn, the County of Summit and the Ohio Department of Transportation for goods and services.

### **SERVICE LEVELS**

The Highway Maintenance Division completed the 2015 resurfacing program late in the fourth quarter of the year. The program was expanded to include more projects with additional funding and good weather.

## **LANDFILL**

### **DESCRIPTION**

On November 9, 1998, the City of Akron turned over operations of the Hardy Road Landfill for disposal of solid waste to the Akron Regional Landfill, Inc. Pursuant to a ruling by the Ohio EPA, the Hardy Road Landfill officially closed on June 30, 2002. On October 4, 2004, the City entered into an Agreement with the Summit/Akron Solid Waste Management Authority (Authority) implementing a \$1.20 per ton increase in the waste management generation fee by the Authority to help fund the closure and post-closure operations of the landfill.

## **MOTOR EQUIPMENT DIVISION**

**Michael W. Shumway, Interim Motor Equipment Superintendent**

### **DESCRIPTION**

The Motor Equipment Division is responsible for the maintenance and repair of the City's motorized equipment fleet. The division operates three locations to maintain the 1,900 piece fleet. The Division provides fuel to all City vehicles, and sells fuel to Summit County and other miscellaneous organizations. The division participates in the acquisition of new City equipment by assessing needs, developing specifications, analyzing competitive bids and recommending purchases.

### **GOALS & OBJECTIVES**

- Expand Motor Equipment Garage operations to absorb Water Distribution equipment for preventative maintenance and repairs.
- Continue and expand the use of retread tires on the medium and heavy-duty fleet, resulting in a cost savings of 50% compared to new casings.
- Continue to collaborate and form partnerships with neighboring communities and governmental agencies including St. Vincent – St. Mary High School, Akron Metropolitan Housing Authority, the University of Akron, the County of Summit and the Ohio Department of Transportation for goods and services.

### **SERVICE LEVELS**

In 2015, the Motor Equipment Division removed obsolete inventory from both the Municipal Service Center and the Central Services Facility. Parts were returned for credit and replaced with current inventory that could be used on existing equipment.

For the year, the Division performed 8,792 service related work orders. It sold 6,490 gallons of used oil and 46 tons of scrap metal.

## **OFF-STREET PARKING DIVISION**

**Gary Arman, Manager**

### **DESCRIPTION**

The Off-Street Parking Division is responsible for providing parking facilities and meters throughout the city.

## GOALS & OBJECTIVES

- Review and develop cost effective methods to increase parking revenue and decrease parking expenses.
- Continue to conduct quarterly inspections of the City parking facilities to address safety concerns and enhance appearances.

## SERVICE LEVELS

The Off-Street Parking Division operates and maintains (via contract) eight parking garages and several surface lots with more than 8,000 total parking spaces, as well as over 1,500 parking meters.

## **OIL AND GAS DIVISION**

**Stephen A. Dubetz, Manager**

## DESCRIPTION

The Oil and Gas Division is responsible for the operation, maintenance and regulatory compliance of the 13 city-owned oil and gas wells and the leasing of City oil and gas mineral rights.

## GOALS & OBJECTIVES

- Continue to review proposed leases of city-owned oil and gas mineral rights and send suggested lease terms to the Director of Public Service within five business days of receipt.

## SERVICE LEVELS

The City's oil and gas well system consists of 13 well heads, seven tank batteries, and underground piping near the intersection of Akron Peninsula and Bath Road.

## **PARKS MAINTENANCE**

**John Nutter, Superintendent**

## DESCRIPTION

The Parks Maintenance Division is responsible for providing and maintaining clean, safe and functional park facilities for the citizens of Akron. The Division is responsible for mowing grass, controlling weeds, planting flowers, cleaning parking lots and athletic courts and picking up litter and debris. The Division also maintains all City-owned ball fields. Parks Maintenance assists in many special events sponsored by the city of Akron working closely with other departments to ensure success of events. In addition, Parks

Maintenance is responsible for tree trimming and removal and assisting with snow and ice control activities on City property.

### **GOALS & OBJECTIVES**

- Rotary mowing of all athletic fields opposed to tractor flail mowing.
- Continue addition of soil to Joy Park to fill depressions and removal of play equipment at Suddieth Park for new equipment install.
- Continue to seek and develop partnerships with Community groups and organizations for goods and services at parks and recreational facilities.

### **SERVICE LEVELS**

In 2015, the Parks Maintenance rebuilt five ball fields at Davenport Park and the Airport ball field #6 to accommodate 90 foot bases. They re-graded the field at Diamond Crystal with the addition of 400 tons of soil. The Division cleared tree obstructions citywide for stop signs and traffic lights.

### **PLANS AND PERMITS**

#### **DESCRIPTION**

The Plans and Permits Division is responsible for reviewing all plans and projects submitted by developers, consultants, contractors and the general public in the City of Akron. The Division is also responsible for the issuance of house numbers, grading and paving permits, in-ground and above ground pool permits, over-sized load permits, razing permits, sanitary and storm sewer permits, sidewalk café permits, street occupancy permits, valet parking permits, and pit bull registration and tags. The Summit County Department of Building Standards has taken over the responsibility for all City of Akron building permit inspections (HVAC, electrical, plumbing and structural), and performs simultaneous reviews of City projects.

#### **SERVICE LEVELS**

In 2015, Plans and Permits processed 1,286 plan reviews and issued 1,294 permits.



**PUBLIC WORKS ADMINISTRATION**  
**Jim Hall, Interim Public Works Manager**

**DESCRIPTION**

Public Works Administration is responsible for managing and providing clerical support for all divisions within the Public Works Bureau. The Public Works Bureau oversees Building Maintenance, Highway Maintenance, Parks Maintenance, Sanitation Services (including Recycling), Street Cleaning, and Motor Equipment. Among the Bureau's primary responsibilities are managing snow and ice control, storm damage cleanup, trash pickup and disposal, leaf removal and street repairs.

**GOALS & OBJECTIVES**

- Implement CityWorks work orders in all divisions of Public Works to better track service request costs. This excludes the Motor Equipment Division, which has a system already to track maintenance and repairs of motor vehicle inventory.
- Continue to seek out and collaborate with surrounding communities, governmental jurisdictions and public entities for increased purchasing power of materials, increased efficiencies in operations and improved customer service.

**RECREATION BUREAU**

**DESCRIPTION**

During 2012, the Recreation Bureau was re-assigned from the Department of Public Service to the Department of Neighborhood Assistance. The 2013 and 2014 expenditures relate to open purchase orders during the transition.

**RECYCLING DIVISION**

**Robert L. Harris Jr., Solid Waste & Recycling Manager**

**DESCRIPTION**

The Recycling Division is responsible for the curbside collection of residential recyclable materials in the City of Akron. This division collects items such as metal cans, plastic bottles, glass bottles, mixed paper, corrugated cardboard, white paper, etc. Rigid plastics marked #1 through #7 are collected. The Division is also responsible for public awareness and promotion of waste-reduction practices.

## GOALS & OBJECTIVES

- Increase downtown business district recycling participants and recycle tonnages this year.
- Continue to decrease the amount of trash residue below 25% going to the Waste Management Recycle Center. Continued recycle education to customers with water bill inserts, newspaper articles, City brochure/flyer, and the City website will reduce fewer contamination levels in the city recycle containers.

## SERVICE LEVELS

In 2015, the Division did not hit below the 25% trash residue mark going to the Waste Management Recycle Center but will continue to work on reducing these numbers. In 2015, there were a 24 downtown business partners who participated in recycling efforts partnering with the City of Akron and produced 79 tons of recyclables.

## SANITATION DIVISION

### Robert L. Harris Jr., Solid Waste & Recycling Manager

## DESCRIPTION

The Sanitation Division is responsible for the curbside collection and disposal of residential solid waste in the City of Akron. This Division has entered into a new era, converting from a manual pickup service to an automated collection pickup system. The Division is also responsible for trash pickup and snow removal services for the elderly and disabled, tire pickup service and bulk item pickup service. Approximately 25% of the City of Akron's solid waste is collected by a private contractor annually. This Division is also responsible for public awareness and promotion of waste-reduction practices.

## GOALS & OBJECTIVES

- Staff will monitor the overall curb service customers who violate our rules and regulations. Those in violation are subject to assessment fines as a result.
- Continue to investigate and evaluate opportunities to provide additional services to customers that will reduce the amount of materials going to landfills, enhance the environment, and increase revenue opportunities to cover the expenses of these services.

## SERVICE LEVELS

In 2015, 530 curb service customers were assessed with violation fines. The division assessed 92 residents for leaving empty city carts on the curb days after their normal collection day.

## SERVICE DIRECTOR'S OFFICE

**John Moore, Director**

**Christopher Ludle, Deputy Director**

## DESCRIPTION

The Director of Public Service is responsible for establishing policies and providing direction for all bureaus and divisions within the Department of Public Service.

## GOALS & OBJECTIVES

- The Department of Public Service is heavily invested in incorporating the following three operating initiatives in 2016 in order to continue providing a high level of service to our citizens in the wake of the economic decline (lower revenues & budgets), a decline in staffing levels, and anticipated future cuts to state funding:
  - 1) Consolidation/Collaboration: internal and external
  - 2) Leveraging Assets: human and physical
  - 3) Technology Enhancements: mobile computing and software/hardware upgrades

## SEWER BUREAU

**Brian Gresser, Manager**

## DESCRIPTION

The Sewer Bureau includes Sewer Utilities Field Operations and Water Pollution Control (WPC). The Sewer Utilities Field Operations Division ensures the proper operation of the storm water and sanitary sewer collection system. Water Pollution Control processes wastewater and returns it safely to the environment in accordance with EPA regulations and National Pollutant Discharge Elimination System (NPDES) permit requirements. The Divisions also performs operations and maintenance functions, reporting and monitoring of the NPDES permit requirements. The Sewer Bureau budget is the source for debt service payments associated with sewer-related improvements, including the long-term control plan, as well as other expenses including legal, inter-fund charges, etc.

## SERVICE LEVELS

Through its participation in the Akron Global Water Alliance (AGWA), the Sewer Bureau hopes to leverage installed assets and institutional knowledge to attract start-up companies in the water play to Akron. The long-term control plan for combined sewer overflows will dramatically expand the responsibilities of the Bureau, thus creating many new opportunities for optimization to help lessen the financial impact of this new infrastructure.

## **SEWER UTILITY FIELD OPERATIONS** **Rob Scarlatelli, Sewer Maintenance Superintendent**

### DESCRIPTION

The Sewer Utility Field Operations Division operates and maintains the City of Akron's sewer collection system. The sewer collection system includes over 1,352 total miles of sanitary, storm and combined sewers that collect and transport sanitary and combined sewage to the Water Reclamation Facility on Akron-Peninsula Road. The storm water sewers collect and convey storm water to points of stream discharge. The overall collection system consists of main sewer lines, manholes, inlets, inlet leads, lateral connections, combined sewer overflow racks and overflows, pump stations, force mains and two storm detention tanks. In addition to the aforementioned items, this division also maintains dedicated ditches that receive storm water from dedicated storm sewers.

### GOALS & OBJECTIVES

- Provide an operator training certification program to assist and support staff seeking certification from the State of Ohio.
- Complete cleaning and inspection of at least 140 miles of the sewer collection system to meet or exceed requirements of the consent decree.
- Continue collaboration amongst Sewer Utility Field Operations and Water Reclamation Facility staff in operating and maintaining Long Term Control Plan assets.

## SERVICE LEVELS

In 2015 the Sewer Utility Field Operations started the second five-year cleaning and inspection cycle of the 847-mile sanitary and combination sewer system, performing 16% above the cleaning and inspection goals for the year. Only 17 sewer overflows were caused by the mainline blockages in 2015, 51% below the "low" industry benchmark of 35, with the "high" benchmark being 61. During the year the Cuyahoga Street Storage Facility and the Rack 15 Storage Basin were able to capture 202,000,000 gallons and

750,000 gallons of raw sewage mixed with rainwater that was previously discharged to the Little Cuyahoga River.

**SEWER - WATER POLLUTION CONTROL (WPC)**  
**Vince Zampelli, Wastewater Plant Superintendent**

**DESCRIPTION**

Water Pollution Control is responsible for the proper treatment of wastewater and the reuse of biosolids through anaerobic digestion and generation of electricity. The Division also performs water quality control throughout the sewer system and the wastewater treatment plant through a rigorous wastewater sampling, analysis and industrial pretreatment program.

**GOALS & OBJECTIVES**

- Continue to operate and maintain the treatment plant and collections systems in such a manner to be eligible for a Gold Award (no effluent violations) from the National Association of Clean Water Agencies (NACWA).
- As a consolidation initiative, create a combined warehouse for supplying parts and materials for both Sewer Maintenance and the Water Reclamation Facility located at the treatment plant.
- Increase revenue by further leveraging existing treatment capacity by implementing a merchant facility for receipt of septage waste.

**SERVICE LEVELS**

Water Pollution Control continues to outperform utilities of comparable size and operation. In 2015, the facility qualified for the Silver Award from NACWA for having just three uncontrollable permit exceedances due to high flows. Testing of a continuous nutrient analyzer was completed during the year and it was decided to look for alternate technology to perform as desired. Throughout the year, the Renewable Energy Facility generated approximately 8,000 MWh of electricity, marking the largest annual output since going on-line in 2013.

**STREET AND HIGHWAY LIGHTING DIVISION**  
**James Hewitt, Engineering Bureau Manager**

**DESCRIPTION**

The Street and Highway Lighting Division is responsible for operation and maintenance of the City's street lighting system. The system consists of street lights on city streets

and expressway lighting on State Route 8 and State Route 59. The City's Department of Finance arranges for payment for the electricity used by the City's street lighting system. The Ohio Department of Transportation is responsible for operation and maintenance of interstate lighting within Akron.

### GOALS & OBJECTIVES

- Review each repair invoice or maintenance activity and approve payment of appropriate costs within five business days of receiving the invoice.
- Issue each street lighting repair work order within two business days of receiving the problem report.

### SERVICE LEVELS

Although most of the street lights in Akron are owned, operated and maintained by the Ohio Edison Company, the City of Akron is responsible to pay Ohio Edison for repairs of those lights per Ohio Edison's Energy Savings Incentive Program. The Street Lighting Division reviews the Ohio Edison repair invoices. The Division also issues work orders to Ohio Edison to repair problems with Ohio Edison owned lighting reported to the City.

A growing number of street lights, primarily expressway and light emitting diode (LED) lights, are owned by the City of Akron because LED street lights are not included in the Energy Savings Incentive Program. The Street Lighting Division prepares bid documents to select private contractors to maintain and repair City owned street lights, and manages the resulting contracts. Contracts for assessed street lighting are separate from contracts for unassessed street lighting. City owned unassessed street lights are primarily expressway lighting and lighting on bridges.

## **STREET CLEANING DIVISION**

### **Kevin Miller, Superintendent**

### DESCRIPTION

The Street Cleaning Division is responsible for street sweeping, expressway sweeping, emptying street litter containers, providing leaf removal and providing snow and ice removal from primary and residential streets within the City limits. The Division also responds to emergency cleanups of accidental spills of building materials and litter. In addition, the Division is responsible for the removal of all carcasses within the City right-of-ways.

### GOALS & OBJECTIVES

- Complete the mapping of the residential snow and ice removal routes.

- Enable all supervisors to switch to smart phones that will allow them to receive emails and weather updates in the field of work.
- Study the cost of Street Cleaning purchasing specialized equipment to be able to recycle street sweepings under new EPA guidelines. This will help reduce the City's carbon footprint, reduce materials sent to the landfills, and may provide for low cost materials for use in concrete and asphalt in other City operations.
- Continue to investigate opportunities for collaboration with surrounding communities and other governmental agencies to reduce the costs of goods and services, improve customer service and increase revenue opportunities.

### SERVICE LEVELS

In 2015, the Street Cleaning Division worked to change the mapping procedures for how and where Street Cleaning plows residential streets as part of a route optimization plan.

## **WATER SUPPLY BUREAU**

**Jeff Bronowski, Water Supply Manager**

### DESCRIPTION

The Water Supply Bureau is broken down into four distinct divisions: Water Supply Administration, Water Distribution (formerly Water Utilities Field Operations), Water Plant (formerly Water Supply) and Water Shed. These four divisions work closely to provide the citizens of Akron and the metropolitan Akron area with an uninterrupted supply of high-quality drinking water and essential field operations, customer service and engineering.

### SERVICE LEVELS

The Water Supply Bureau has been following recommendations of a blue ribbon committee, action plans and the continuous improvement initiative on an on-going basis in an effort to provide the best possible service while reducing expenses. The Bureau is re-engineering itself to become a world-class, cost-effective organization that rivals the best private-sector operators. Successful implementation of best practices relies on on-going cooperation between management and the bargaining units

**WATER ADMINISTRATION**  
**Jeff Bronowski, Water Bureau Manager**

**DESCRIPTION**

Water Administration is the administrative staff under the direction of the Director of Public Service, who is responsible for the direction and oversight of the four water divisions.

**GOALS & OBJECTIVES**

- Operate and maintain the Akron Water Supply Bureau throughout 2016 in a manner to insure compliance and to not exceed any EPA drinking water quality standards.
- Identify and implement new technologies within the Watershed, Water Plant and Water Distribution to improve Akron drinking water quality and address concerns with emerging water issues.
- Utilize water distributions recently installed automated control system to optimize water distribution water quality, performance and system reliability.
- Investigate and identify for implementation new water revenue opportunities to address the limited availability for capital investment.

**SERVICE LEVELS**

In 2015, the City of Akron Department of Public Service and Economic Development continued to develop the Akron Global Water Alliance (AGWA) working with multiple companies for the purpose of improving drinking water quality, generating revenues and promoting economic development. In April, AGWA hosted the 2015 Algal Toxin Conference, bringing over 200 visitors from throughout the world to Akron, Ohio. The Water Bureau also participated in and hosted multiple educational events for high school students with the Akron Public Schools to promote drinking water education. As a unique development project, UbiQtex and Akron Watershed staff jointly developed a new and innovative mobile Watershed application to improve the watershed protection and management of Akron's watershed properties.



## **WATER DISTRIBUTION**

### **Shawn Needham, Water Distribution Superintendent**

#### **DESCRIPTION**

The Water Distribution Division operates and maintains the City's water distribution system. This system includes the underground network of force mains, transmission mains, feeder mains and local water mains and their associated valves, fire hydrants and service connections. It also includes the normal service storage reservoirs, the high-service booster pumping stations and their corresponding standpipes and elevated tanks.

#### **GOALS & OBJECTIVES**

- Identify and implement new technologies to improve Akron drinking water quality and address concerns with emerging water issues.
- Utilize the recently installed automated control system to optimize water quality, performance, and system reliability.

#### **SERVICE LEVELS**

In 2015 the Akron Water Distribution successfully relocated to its new Triplett location. The facility has proven to be a valuable asset in improving workplace operation.

## **WATER PLANT**

### **Jessica Glowczewski, Interim Watershed Superintendent**

### **Bob Geiser, Acting Water Plant Administrator**

#### **DESCRIPTION**

The Water Plant manages, operates and maintains the City's watershed lands and reservoirs in Portage and Geauga Counties and the drinking water treatment plant located at Lake Rockwell in Portage County. The Division's mission is to provide consumers with an ample supply of safe, potable and high-quality drinking water that exceeds all regulatory requirements at affordable rates.

#### **GOALS & OBJECTIVES**

- Operate and maintain the water plant throughout 2016 in a manner to insure compliance and meet EPA drinking water quality standards.
- Identify and implement new technologies to improve Akron drinking water quality and address concerns with emerging water issues.

## SERVICE LEVELS

In 2015, Akron completed its first full year operating newly installed Variable Frequency Driven (VFD's) high service pumps. The installation of the VFD's has proven to be an excellent addition to improving treatment and pumping operations.

## **CUSTOMER SERVICE REQUEST**

### DESCRIPTION

During 2012, the Customer Service Request Division was re-assigned from the Department of Public Service to the Department of Neighborhood Assistance.

## **TRAFFIC ENGINEERING**

**David Gasper, Traffic Engineer**

### DESCRIPTION

The Traffic Engineering Division is responsible for the safe and efficient movement of vehicles and pedestrians on the City of Akron's transportation system as well as assisting in the planning of additions or upgrades to that system. The Division is also responsible for maintenance of the transportation system including bulb and sign replacements, painting and accident repairs. Traffic Engineering also reviews construction plans and approves permit requests, performs maintenance of traffic plans and issues traffic-related news releases along with a weekly traffic disruption list. The Division is also involved with city-sponsored events including the Rubber City Race Series, Arts Expo, Komen Race for the Cure, WGC Bridgestone Invitational, Art in the Square and the All-American Soap Box Derby.

### GOALS & OBJECTIVES

- Establish a process, using mapping and spreadsheet management, to track and archive yearly pavement marking placements on Akron managed roads and the 58 current active school zones.
- Continue a four year cycle for review of all traffic signals for optimization. Benefits will include: improved efficiency and safety of intersections, removal of unwarranted signs, energy and cost savings, and increased grant funding.
- Continue implementation of the Akron Public Schools Safe Routes to School (SRTS) Travel Plan which includes improving school crossing locations and visibility of school zones.

## SERVICE LEVELS

Traffic Engineering receives over 110 service requests per month relating to traffic issues concerning signage, pavement markings and traffic signalization. The Division also analyzes high-crash locations and implements improvements or seeks outside funding. The Division works with consultants and contractors on the CSO related projects and is involved with the design and implementation of green projects.

## DOWNTOWN DISTRICT HEATING SYSTEM

### DESCRIPTION

The Downtown District Heating System is the City-owned system that produces steam heat and chilled water for downtown buildings and two of Akron's hospitals.

### STAFFING

The following tables provide the year-end full-time staffing level for the past three years along with the budgeted full-time staffing level for the current budget year.

	As of 12/31/13	As of 12/31/14	As of 12/31/15	Budget 2016
<b>By Department:</b>				
<b>PUBLIC SERVICE:</b>				
<i><b>Building Maintenance:</b></i>				
Building Electrician	1.00	1.00	1.00	1.00
Building Maintenance Foreman	1.00	1.00	1.00	1.00
Custodial Foreman	1.00	1.00	1.00	1.00
Custodian	13.00	13.00	11.00	13.00
Facilities & Maintenance Supervisor	1.00	1.00	1.00	1.00
Facilities Maintenance Manager	1.00	1.00	1.00	1.00
Heating & Air Conditioning Repairer	1.00	1.00	1.00	2.00
Maintenance Repairer	3.50	3.50	3.50	5.00
Semi-Skilled Laborer	2.00	2.00	2.00	2.00
Total Building Maintenance	24.50	24.50	22.50	27.00

<b>By Department:</b>	<b>As of 12/31/13</b>	<b>As of 12/31/14</b>	<b>As of 12/31/15</b>	<b>Budget 2016</b>
<b><i>Engineering Bureau:</i></b>				
Account Clerk	1.00	0.00	0.00	0.00
Administrative Assistant	0.00	4.00	4.00	4.00
Cartographer	1.00	1.00	0.00	0.00
CIO/Assistant to the Mayor	0.00	0.00	0.10	0.00
City Engineer	0.00	1.00	1.00	1.00
Civil Engineer	5.00	5.00	5.00	7.00
Construction Materials Lab Supervisor	1.00	1.00	1.00	1.00
Drafter	1.00	1.00	1.00	1.00
Engineering Construction Manager	1.00	0.00	1.00	1.00
Engineering Design Manager	0.00	1.00	1.00	1.00
Engineering Environmental Manager	1.00	1.00	1.00	1.00
Engineering Project Coordinator	3.00	2.00	3.00	3.00
Engineering Technician	15.00	14.00	14.00	15.00
Equal Employment Officer	1.00	1.00	1.00	1.00
GIS Coordinator	0.00	0.00	1.00	1.00
GIS Technician	0.00	0.00	2.00	4.00
Landscape Technician	1.00	1.00	1.00	1.00
Plans And Permits Manager	1.00	0.00	0.00	0.00
Secretary	3.00	0.00	0.00	0.00
Senior Engineer	4.00	3.00	2.00	2.00
Service Director	0.00	0.00	0.10	0.10
Surveyor	1.00	1.00	1.00	1.00
Water & Sewers Systems Manager	1.00	0.00	0.00	0.00
Total Engineering Bureau	41.00	37.00	40.20	45.10
<b><i>Engineering Services:</i></b>				
Engineering Technician	2.00	2.00	2.00	2.00
Total Engineering Services	2.00	2.00	2.00	2.00
<b><i>Golf Course:</i></b>				
Golf Course Maintenance Worker	0.00	1.00	1.00	1.00
Golf Course Manager	0.00	0.00	1.00	1.00
Golf Course Superintendent	1.00	1.00	1.00	1.00
Golf Course Supervisor	0.00	1.00	1.00	1.00
Golf Operations Coordinator	1.00	1.00	0.00	0.00
Laborer	1.00	0.00	0.00	0.00
Public Projects Crew Leader	0.00	0.00	0.00	1.00
Total Golf Course	3.00	4.00	4.00	5.00

<b>By Department:</b>	<b>As of 12/31/13</b>	<b>As of 12/31/14</b>	<b>As of 12/31/15</b>	<b>Budget 2016</b>
<b><i>Highway Maintenance:</i></b>				
Administrative Assistant	0.00	0.00	1.00	1.00
Collection Supervisor	1.00	1.00	1.00	1.00
Equipment Operator	17.00	19.00	18.00	19.00
Highway Maintenance Emergency Worker	3.00	3.00	3.00	4.00
Highway Maintenance Foreman	3.00	1.00	1.00	1.00
Highway Maintenance Superintendent	1.00	0.00	0.00	0.00
Landscaper	5.00	5.00	5.00	5.00
Maintenance Repairer	1.00	0.00	0.00	0.00
Mason	4.00	5.00	5.00	5.00
Public Works Supervisor	5.75	7.00	7.00	7.00
Semi-Skilled Laborer	16.00	16.00	16.00	16.00
Sewer Maintenance Supervisor	0.00	1.00	0.00	0.00
Storekeeper	1.00	1.00	1.00	1.00
Tree Trimmer	1.00	1.00	1.00	1.00
Total Highway Maintenance	58.75	60.00	59.00	61.00
<b><i>Motor Equipment:</i></b>				
Administrative Assistant	0.00	0.00	1.00	1.00
Customer Service Request Agent	1.00	1.00	1.00	1.00
Equipment Mechanic	12.00	13.00	14.00	15.00
Equipment Mechanic Foreman	3.00	2.00	2.00	2.00
Equipment Serviceworker	1.00	1.00	1.00	1.00
Equipment Storekeeper	1.00	1.00	1.00	1.00
Fire Equipment Foreman	1.00	0.00	0.00	0.00
Fire Equipment Mechanic	3.00	0.00	0.00	0.00
Master Equipment Mechanic	7.00	6.00	5.00	5.00
Master Equipment Mechanic Foreman	0.00	1.00	1.00	1.00
Master Equipment Shop Supervisor	1.00	1.00	1.00	1.00
Master Fire Equipment Mechanic	3.00	0.00	0.00	0.00
Motor Equipment Superintendent	1.00	1.00	1.00	1.00
Welder	2.00	2.00	2.00	2.00
Total Motor Equipment	36.00	29.00	30.00	31.00
<b><i>Oil &amp; Gas:</i></b>				
Permit Inspector	1.00	1.00	1.00	0.00
Public Works Engineering Services Manager	0.50	0.50	0.50	0.00
Total Oil & Gas	1.50	1.50	1.50	0.00

<b>By Department:</b>	<b>As of 12/31/13</b>	<b>As of 12/31/14</b>	<b>As of 12/31/15</b>	<b>Budget 2016</b>
<b><i>Parks Maintenance:</i></b>				
Administrative Assistant	0.00	1.00	1.00	1.00
Account Clerk	1.00	0.00	0.00	0.00
Equipment Operator	11.00	12.00	11.00	11.00
Golf Course Maintenance Worker	1.00	1.00	1.00	1.00
Landscaper	4.00	4.00	5.00	5.00
Parks Maintenance Foreman	1.00	1.00	1.00	1.00
Parks Maintenance Superintendent	1.00	1.00	1.00	1.00
Public Works Supervisor	2.00	2.00	2.00	2.00
Semi-Skilled Laborer	5.00	5.00	5.00	5.00
Tree Trimmer	5.00	5.00	5.00	5.00
Total Parks Maintenance	31.00	32.00	32.00	32.00
<b><i>Plans &amp; Permits:</i></b>				
Engineering Technician	0.00	1.00	1.00	1.00
Permit Clerk	1.00	1.00	1.00	1.00
Total Plans & Permits	1.00	2.00	2.00	2.00
<b><i>Public Works Administration:</i></b>				
Account Clerk	1.50	0.00	0.00	0.00
Administrative Assistant	0.00	2.00	2.00	1.50
Civil Engineer	0.00	0.70	0.70	0.70
Executive Assistant	1.00	1.00	1.00	1.00
Highway Maintenance Supervisor	0.00	1.00	1.00	0.00
Messenger	1.00	0.00	0.00	0.00
Operations Research Analyst	1.00	0.00	0.00	0.00
Permit Inspector	0.00	0.00	0.00	1.00
Public Works Deputy Manager	0.00	0.00	0.00	1.00
Public Works Manager	0.70	0.00	0.00	0.00
Secretary	0.50	0.00	0.00	0.00
Total Public Works Administration	5.70	4.70	4.70	5.20
<b><i>Recycling Bureau:</i></b>				
Collection Foreman	0.00	1.00	1.00	1.00
Equipment Operator	5.00	6.00	5.00	6.00
Public Works Supervisor	1.00	0.00	0.00	0.00
Sanitation Services Superintendent	0.25	0.00	0.00	0.00
Solid Waste And Recycling Manager	0.00	0.25	0.25	0.25
Total Recycling Bureau	6.25	7.25	6.25	7.25

<b>By Department:</b>	<b>As of 12/31/13</b>	<b>As of 12/31/14</b>	<b>As of 12/31/15</b>	<b>Budget 2016</b>
<b><i>Sanitation:</i></b>				
Collection Foreman	3.00	2.00	2.00	2.00
Equipment Operator	21.00	20.00	21.00	20.00
Public Works Supervisor	0.00	1.00	1.00	1.00
Sanitation Services Superintendent	0.75	0.00	0.00	0.00
Sanitation Serviceworker	10.00	10.00	10.00	10.00
Solid Waste And Recycling Manager	0.00	0.75	0.75	0.75
Total Sanitation	34.75	33.75	34.75	33.75
<b><i>Service Director's Office:</i></b>				
CIO/Assistant to the Mayor	0.00	0.00	0.20	0.00
Deputy Service Director	1.00	1.00	1.00	1.00
Downtown Operations Manager	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Recreation Supervisor	1.00	3.00	2.00	2.00
Service Director	1.00	1.00	0.20	0.20
Total Service Director's Office	5.00	7.00	5.40	5.20
<b><i>Sewer Utility Field Operations:</i></b>				
Assistant Law Director	0.00	0.00	1.00	1.00
CIO/Assistant to the Mayor	0.00	0.00	0.50	0.00
Civil Engineer	1.00	1.00	1.00	1.00
Engineering Project Coordinator	1.00	1.00	1.00	1.00
Engineering Technician	4.00	4.00	3.00	3.00
Equipment Mechanic	2.00	2.00	2.00	5.00
Equipment Mechanic Foreman	1.00	1.00	1.00	1.00
Equipment Operator	3.00	3.00	3.00	3.00
Laborer	0.00	1.00	1.00	1.00
Plant Electrician	1.00	1.00	1.00	1.00
Pumping System Maintenance Foreman	1.00	1.00	1.00	1.00
Pumping System Mechanic	5.00	5.00	5.00	5.00
Service Director	0.00	0.00	0.50	0.50
Sewer Maintenance Dispatcher	4.00	4.00	4.00	4.00
Sewer Maintenance Foreman	2.00	2.00	2.00	2.00
Sewer Maintenance Superintendent	1.00	1.00	1.00	1.00
Sewer Maintenance Supervisor	2.00	1.00	1.00	1.00
Sewer Maintenance Worker	14.00	12.00	10.00	11.00
Sewer Serviceworker	15.00	15.00	15.00	16.00
Sewer Telemonitoring Technician	4.00	4.00	3.00	4.00
Transportation Engineer	0.00	0.00	0.00	1.00
Total Sewer Utility Field Operations	61.00	59.00	57.00	63.50

<b>By Department:</b>	<b>As of 12/31/13</b>	<b>As of 12/31/14</b>	<b>As of 12/31/15</b>	<b>Budget 2016</b>
<b><i>Sewer - WPC:</i></b>				
Account Clerk	1.00	0.00	0.00	0.00
Administrative Assistant	0.00	2.00	1.00	1.00
Applications Programmer	1.00	0.00	0.00	0.00
Engineering Project Coordinator	1.00	1.00	1.00	1.00
Engineering Technician	1.00	1.00	1.00	1.00
Environmental Services Aide	0.00	1.00	1.00	1.00
Industrial Pretreatment Engineer	1.00	1.00	1.00	1.00
Lab Analyst	0.00	0.00	1.00	1.00
Lab Analyst Wastewater	7.00	5.00	4.00	5.00
Laborer	0.00	0.00	1.00	1.00
Planner/Scheduler-WPC	2.00	2.00	2.00	2.00
Plant Electrician	1.00	1.00	1.00	1.00
Public Utility Commissioner	0.00	1.00	1.00	1.00
Secretary	1.00	0.00	0.00	0.00
Senior Engineer	1.00	0.00	0.00	0.00
Sewer Bureau Manager	1.00	1.00	1.00	1.00
Storekeeper	0.00	0.00	0.00	1.00
Stores Clerk	1.00	1.00	1.00	2.00
Team Ldr.-Admin. & Tech-WPC	1.00	1.00	1.00	1.00
Team Ldr.-Environ. Compliance-WPC	1.00	1.00	1.00	1.00
Team Ldr.-Opns. & Maint.-WPC	2.00	1.00	1.00	1.00
Treatment Plant Mechanic	4.00	4.00	3.00	3.00
Treatment Plant Utilityworker	3.00	2.00	6.00	6.00
Treatment Process Controller	0.00	1.00	1.00	1.00
Wastewater Plant Lead Operator	6.00	6.00	5.00	5.00
Wastewater Plant Operator	4.00	3.00	5.00	6.00
Wastewater Plant Superintendent	1.00	1.00	1.00	1.00
WRF Instrument Technician	0.00	0.00	0.00	1.00
Total Sewer - WPC	41.00	37.00	41.00	46.00
<b><i>Street &amp; Highway Lighting:</i></b>				
Administrative Assistant	0.00	0.50	0.50	0.00
Airport Supervisor	1.00	1.00	1.00	1.00
Civil Engineer	0.00	0.10	0.10	0.10
Public Works Engineering Services Manager	0.50	0.50	0.50	1.00
Public Works Manager	0.10	0.00	0.00	0.00
Secretary	0.50	0.00	0.00	0.00
Total Street & Highway Lighting	2.10	2.10	2.10	2.10

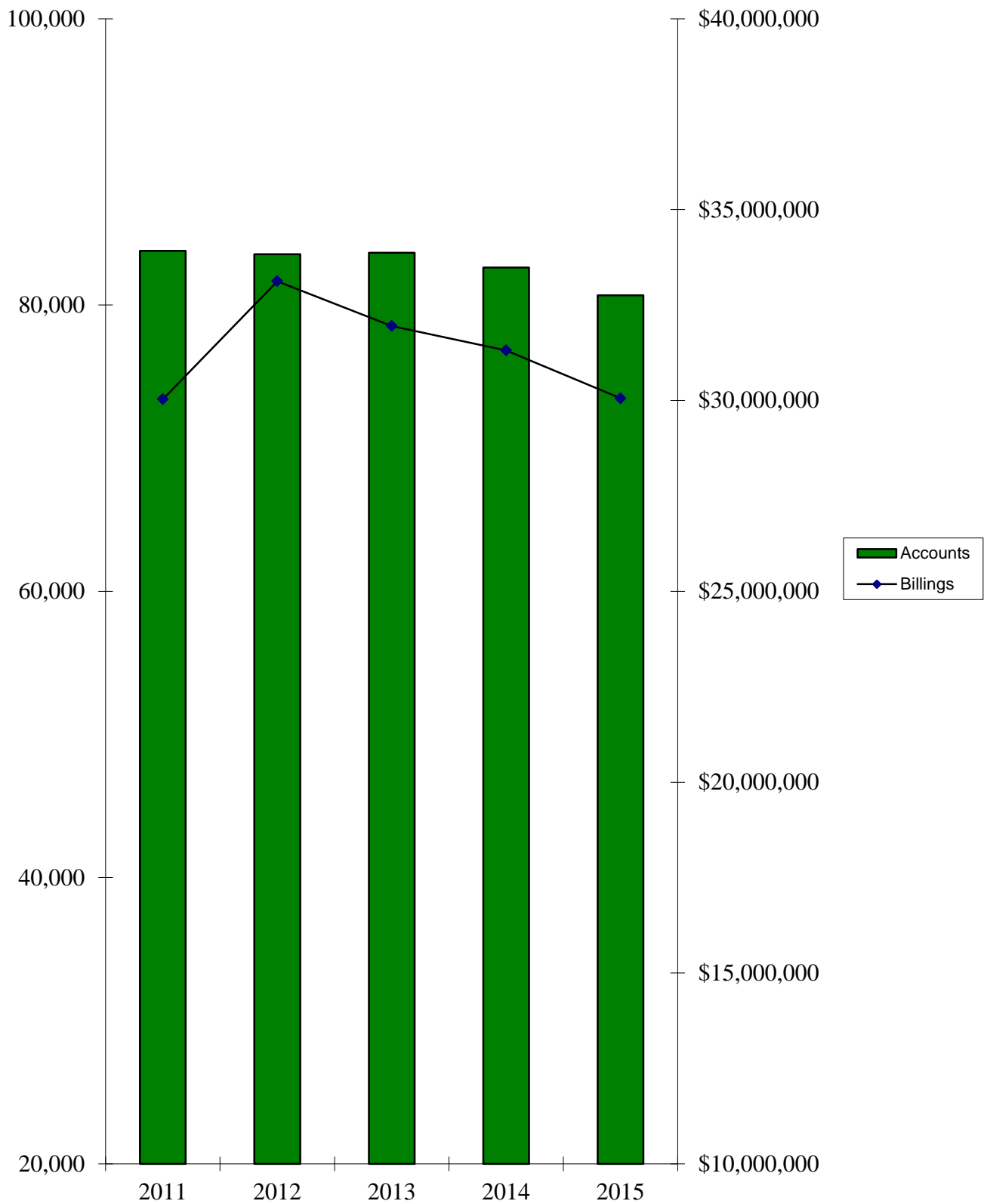


<b>By Department:</b>	<b>As of 12/31/13</b>	<b>As of 12/31/14</b>	<b>As of 12/31/15</b>	<b>Budget 2016</b>
<b><i>Street Cleaning:</i></b>				
Account Clerk	0.50	0.00	0.00	0.00
Administrative Assistant	0.00	0.50	0.50	0.50
Broommaker-Equipment Operator	4.00	4.00	4.00	4.00
Civil Engineer	0.00	0.20	0.20	0.20
Equipment Operator	19.00	22.00	21.00	21.00
Landscaper	1.00	1.00	2.00	2.00
Public Works Manager	0.20	0.00	0.00	0.00
Public Works Supervisor	2.25	3.00	3.00	3.00
Semi-Skilled Laborer	9.00	10.00	10.00	10.00
Street Cleaning Superintendent	1.00	1.00	1.00	1.00
Total Street Cleaning	36.95	41.70	41.70	41.70
<b><i>Traffic Engineering:</i></b>				
Account Clerk	1.00	0.00	0.00	0.00
Administrative Assistant	0.00	1.00	1.00	0.00
Cable & Line Utilityworker	1.00	1.00	1.00	1.00
Civil Engineer	1.00	1.00	0.00	0.00
Electronics Technician	4.00	4.00	4.00	6.00
Signal Line Foreman	1.00	1.00	1.00	1.00
Signal Lineworker	1.00	1.00	1.00	1.00
Traffic Engineer	1.00	1.00	1.00	1.00
Traffic Marker	5.00	5.00	4.00	5.00
Traffic Marking Foreman	1.00	1.00	1.00	1.00
Traffic Operations Supervisor	1.00	0.00	0.00	0.00
Traffic Sign Fabricator	1.00	1.00	1.00	1.00
Traffic Signal Supervisor	1.00	0.00	0.00	0.00
Traffic System Design Technician	1.00	1.00	1.00	1.00
Traffic System Engineer	0.00	0.00	1.00	2.00
Traffic Technician	1.00	1.00	1.00	1.00
Total Traffic Engineering	21.00	19.00	18.00	21.00
<b><i>Water Supply Bureau Administration:</i></b>				
Assistant Law Director	1.00	1.00	0.00	0.00
CIO/Assistant to the Mayor	0.00	0.00	0.20	0.00
Service Director	0.00	0.00	0.20	0.20
Total Water Supply Bureau Administration	1.00	1.00	0.40	0.20

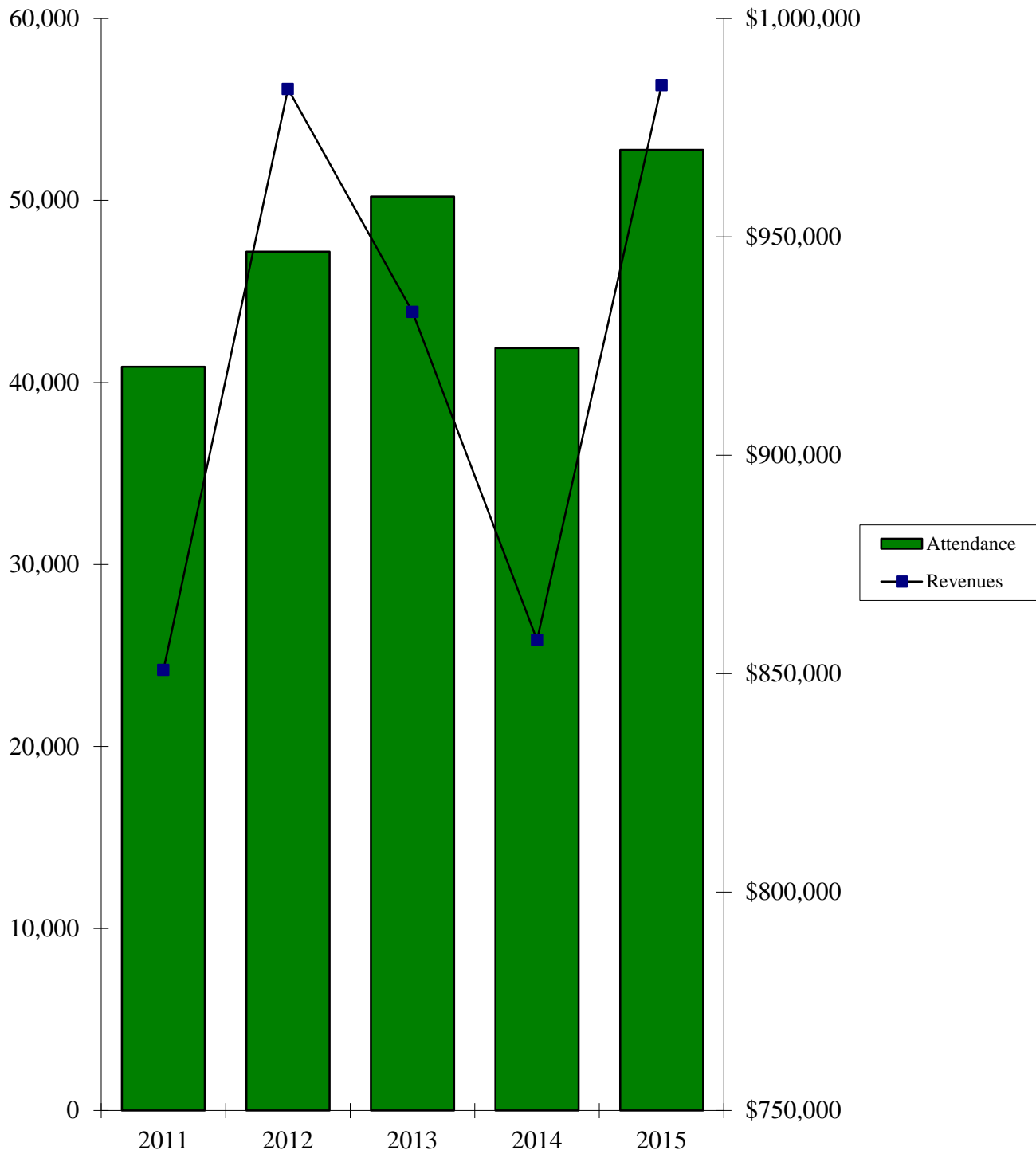
<b>By Department:</b>	<b>As of 12/31/13</b>	<b>As of 12/31/14</b>	<b>As of 12/31/15</b>	<b>Budget 2016</b>
<b><i>Water Distribution:</i></b>				
Administrative Assistant	0.00	1.00	1.00	1.00
Capital Planning Manager	0.00	0.00	0.00	1.00
Civil Engineer	1.00	1.00	1.00	0.00
Consumer Services Clerk	3.00	3.00	3.00	3.00
Domestic Meter Reading Supervisor	1.00	1.00	1.00	1.00
Domestic Meter Reading Foreman	0.00	0.00	1.00	1.00
Engineering Technician	13.00	13.00	12.00	11.00
Equipment Mechanic	2.00	2.00	2.00	0.00
Equipment Operator	5.00	5.00	4.00	4.00
Fire Hydrant Maintenance Worker	3.00	3.00	0.00	0.00
Industrial Meterworker	4.00	4.00	4.00	4.00
Master Equipment Operator	2.00	2.00	2.00	2.00
Pumping System Maintenance Foreman	1.00	1.00	1.00	1.00
Pumping System Mechanic	2.00	2.00	2.00	2.00
Regulatory Compliance Coordinator	1.00	1.00	1.00	1.00
Secretary	1.00	0.00	0.00	0.00
Senior Engineer	1.00	1.00	1.00	1.00
Sewer Maintenance Worker	1.00	1.00	1.00	1.00
Storekeeper	1.00	1.00	1.00	1.00
Stores Clerk	1.00	1.00	1.00	1.00
Water Customer Serviceworker	8.00	11.00	8.00	10.00
Water Distribution Crew Leader	5.00	5.00	5.00	5.00
Water Distribution Dispatcher	3.00	3.00	4.00	4.00
Water Distribution Foreman	3.00	3.00	4.00	3.00
Water Distribution Lead Dispatcher	1.00	1.00	0.00	0.00
Water Distribution Superintendent	1.00	1.00	1.00	1.00
Water Distribution Supervisor	1.00	1.00	1.00	1.00
Water Maintenance Worker	20.00	20.00	18.00	20.00
Water Meter Supervisor	1.00	1.00	1.00	1.00
Water Supply Maintenance Foreman	1.00	1.00	0.00	0.00
Total Water Distribution	87.00	90.00	81.00	81.00

<b>By Department:</b>	<b>As of 12/31/13</b>	<b>As of 12/31/14</b>	<b>As of 12/31/15</b>	<b>Budget 2016</b>
<i><b>Water Plant:</b></i>				
Account Clerk	2.00	0.00	0.00	0.00
Administrative Assistant	0.00	2.00	1.00	2.00
Automated Control Technician	0.00	1.00	1.00	1.00
Civil Engineer	1.00	1.00	2.00	2.00
Drafter	1.00	0.00	0.00	0.00
Equipment Operator	1.00	1.00	1.00	1.00
Forestry Worker	1.00	1.00	0.00	0.00
Lab Analyst Water	5.00	5.00	5.00	5.00
Plant Electrician	1.00	1.00	1.00	1.00
Recreation Supervisor	1.00	1.00	1.00	1.00
Senior Engineer	1.00	1.00	1.00	1.00
Treatment Plant Utilityworker	4.00	4.00	5.00	7.00
Treatment Process Controller	0.00	1.00	1.00	1.00
Water Bureau Manager	1.00	1.00	1.00	1.00
Water Plant Lead Operator	8.00	7.00	7.00	7.00
Water Plant Maint. Supervisor	1.00	1.00	2.00	2.00
Water Plant Mechanic	2.00	2.00	2.00	2.00
Water Plant Operations Foreman	1.00	1.00	1.00	1.00
Water Plant Operator	5.00	6.00	6.00	6.00
Water Supply Maintenance Foreman	1.00	1.00	0.00	0.00
Water Shed Assistant Superintendent	1.00	1.00	1.00	1.00
Watershed Ranger	1.00	1.00	1.00	1.00
Total Water Plant	39.00	40.00	40.00	43.00
<b>TOTAL PUBLIC SERVICE</b>	<b>539.50</b>	<b>534.50</b>	<b>525.50</b>	<b>555.00</b>

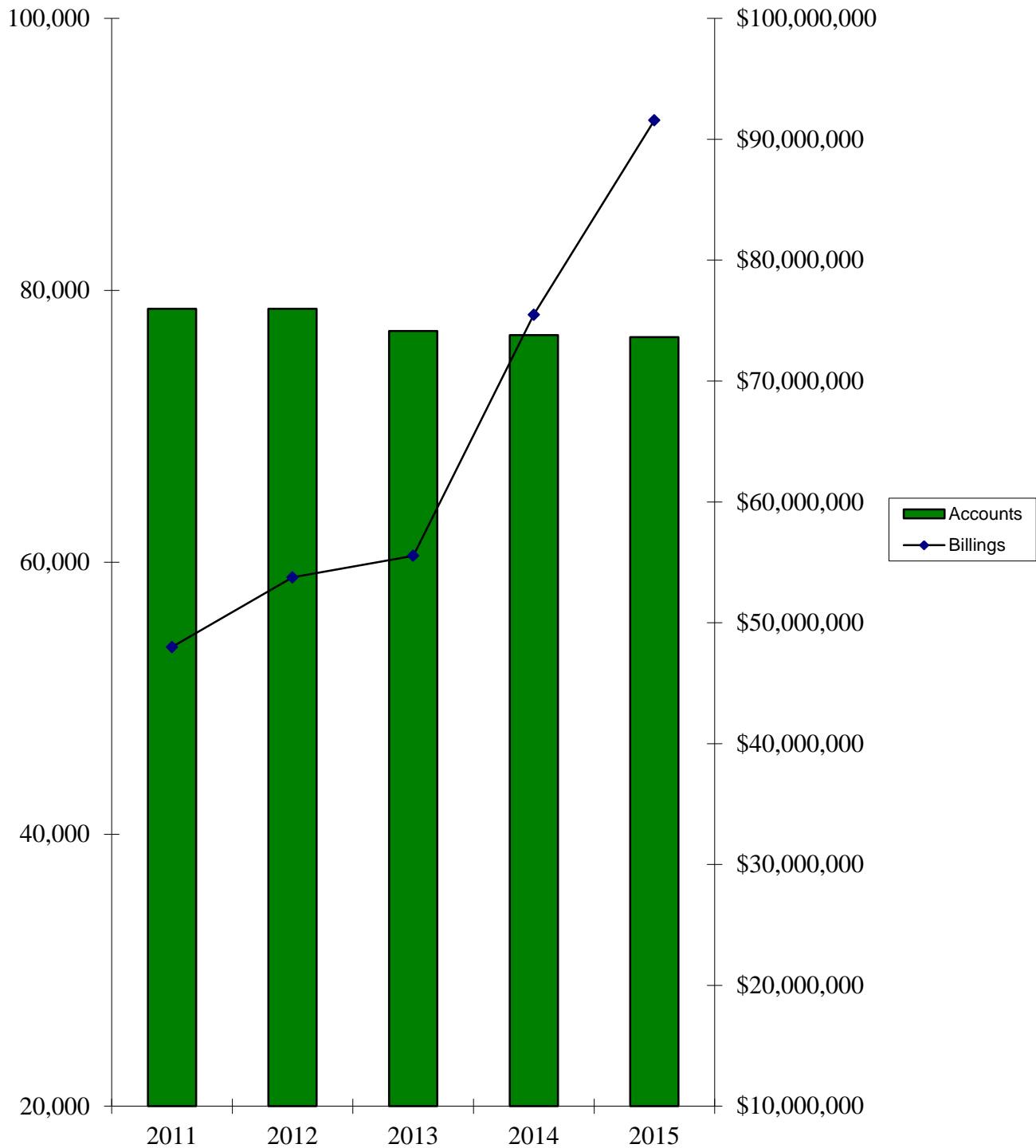
**WATER BUREAU**  
**2011 - 2015 NUMBER OF WATER ACCOUNTS**  
**AND TOTAL ANNUAL DOLLARS BILLED**



**MUD RUN AND GOOD PARK GOLF COURSES**  
**2011 - 2015**  
**ATTENDANCE & REVENUES**



**SEWER BUREAU**  
**2011 - 2015 NUMBER OF SEWER ACCOUNTS**  
**AND TOTAL ANNUAL DOLLARS BILLED**



# Glossary

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## **GLOSSARY OF TERMS**

**ABIA** – Austen Bioinnovation Institute is a collaboration with the original founding members as follows: Summa Health System, Akron General Health System, Children’s Hospital, NEOMED (the school of medicine and pharmacy), and The University of Akron to bringing innovative minds together to create economic and personal vitality by inspiring patient-centered discovery and invention.

**ACCRUAL** – The accrual basis of accounting recognizes revenues when they are earned and expenses are recorded when they are incurred.

**AGBA** – Akron Global Business Accelerator which provides entrepreneurial support to technology-based start-ups in diverse fields, including: biomedical, energy, advanced materials, IT, instruments, controls and electronics.

**AKRON MUNICIPAL COURT INFORMATION SYSTEM (AMCIS)** – Funds used to support technology upgrade for the Akron Municipal Court System.

**AKRON METROPOLITAN HOUSING AUTHORITY (AMHA)** – A public agency chartered by the state to provide subsidized housing for eligible citizens of Summit County.

**AMATS** – Akron Metropolitan Area Transportation Study (AMATS) is an association of various local political subdivisions in the Akron area whose purpose is to develop and implement a comprehensive and continuing transportation plan for Summit, Portage, and parts of Wayne counties.

**ANNUAL INFORMATIONAL STATEMENT (AIS)** – The Annual Informational Statement (AIS) is a report to provide, as of its date, financial and other information relating to the City.

**APCO** – Association of Public-Safety Communications Officials

**APPROPRIATION** – An authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation is limited in amount and to the time when it may be expended.

**ASSESSED VALUATION** – A valuation set upon real estate or other property by a government as a basis for levying taxes.

**AVL** – Automatic Vehicle Location

**BALANCED BUDGET** – The budgeted expenditure/expense amounts do not exceed the actual year-end accumulated fund balance plus current year estimated revenues.

**BOND ANTICIPATION NOTES (BANs)** – Notes issued in anticipation of issuance of general obligation bonds.

**BUDGET – ADOPTED AND PROPOSED** – The Mayor submits to the City Council a recommended expenditure and revenue level for all City operations for the coming fiscal year as the Proposed Budget. When the City Council agrees upon the revenue and expenditure levels, the Proposed Budget becomes the Adopted Budget, funds are appropriated, and legal expenditure limits are established.

**CAFR** – The Comprehensive Annual Financial Report (CAFR) is a report prepared by the Department of Finance containing financial and operating information for the City’s activities for the year.

**CAPITAL IMPROVEMENT PROGRAM (CIP)** – Annual appropriations from specific funding sources are shown in the City’s budget for certain capital purposes such as street improvements, economic development projects and other projects. These appropriations are supported by a five-year allocation plan detailing all projects, fund sources, and expenditure amounts, including many multi-year projects that require funding beyond the one-year period of the annual budget. The allocation plan covers a five-year period and is produced as a separate document from the budget document.

**CAPITAL OUTLAY** – The purchase of lands, buildings, furniture, or equipment where the asset has an estimated useful life of one year or more or extends the useful life of an existing capital asset one year or more and has an individual unit purchase price of \$10,000 or more.

**CAPITAL PROJECTS FUNDS** – Established to account for all resources, principally bond proceeds and construction grants, which are used for the acquisition of capital facilities.

**CATEGORY AND CLASSIFICATION ITEMS** – These items are broken down by account types in the following manner:

<u>Category</u>	<u>Type</u>	<u>Description</u>	<u>Account Numbers</u>
Personal Services	61	Salaries and Wages	61000 - 61999
	62	Fringe Benefits	62000 - 62999
Other	70	Direct Expenditures	70000 - 70999
	71	Income Tax Refunds	71000 - 71999
	72	Utilities	72000 - 72999
	73	Debt Service	73000 - 73999
	74	Insurance	74000 - 74999
	75	State/County Charges	75000 - 75999
	76	Rentals and Leases	76000 - 76999
Capital Outlay	80	Interfund Charges	80000 - 80999
	78	Capital Outlay	78000 - 78999

**CFS** – Calls for Service

**CHART OF ACCOUNTS** – A list of expenditure, revenue, and other accounts describing and categorizing financial transactions.

**CLC** – Community Learning Centers (CLCs) are remodeled or rebuilt Akron Public School Buildings co-owned by the City of Akron. During regular school hours, CLCs serve as modern school facilities. After school, on weekends and during the summer, CLCs can be used by the public for recreation, adult education, after-school and summer school programs and a wide variety of community activities.

**CLEAN OHIO REVITALIZATION FUND** – This fund provides assistance to designated brownfields with grant monies to fund various activities, including Asbestos Surveys, Phase II Environmental Assessments, demolition, removal of contaminate soil and groundwater and a host of other remediation strategies.

**COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)** – A U.S. Department of Housing and Urban Development (HUD) annual grant to Akron and other local governments to support economic development projects, human services, low-income housing, and services in low-income neighborhoods.

**CSO** – Combined Sewer Overflow

COPS – Certificates of Participation are issued by a bank to finance the cost of a capital construction project. Lease payments are appropriated annually by City Council through the normal budget process.

DEBT SERVICE FUNDS – Debt Service Funds are used to account for the accumulation of financial resources for, and the payment of, general long-term debt principal, interest and related costs.

D.E.T.E.R. – Drivers with Excessive Tickets Excluded from Registration.

DIRECT EXPENDITURES – Expenditures by an operating division in which the division has control over the level of expenditure. Examples are office supplies, travel, consulting contracts.

DOWNTOWN AKRON PARTNERSHIP (DAP) – A non-profit organization dedicated to bringing people, activity, business and a thriving civic life to the heart of Akron.

EMERGENCY MEDICAL SERVICE (EMS) – EMS is a division within the Fire Department to provide emergency medical care for the victims of sudden and serious illness or injury.

EMERGENCY SHELTER GRANTS (ESG) PROGRAM – Provides grants by formula to States, metropolitan cities, urban counties and U.S. territories for eligible activities, generally including essential services related to emergency shelter, rehabilitation and conversion of buildings to be used as emergency shelters, operation of emergency shelters, and homelessness prevention services.

ENCUMBRANCES – Commitments related to unperformed contracts, purchase orders and requisitions for goods or services.

ENTERPRISE FUNDS – Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

ESTATE TAXES – An Ohio estate tax is levied by the State of Ohio on the entire estate (including both probate and non-probate property) of a decedent who was a resident of Ohio at the time of death.

EXPENDABLE TRUST AND AGENCY FUNDS – Disbursements from Expendable Trust Funds are made in accordance with the applicable trust agreements. Agency Funds include assets held for other funds or governments, largely payroll taxes and other employee withholdings, which are consolidated into one agency fund for ease of payment.

EXPENDITURES – Decreases in net financial resources. Expenditures include current operating expenses which require the current or future use of net current assets, debt service and capital outlays.

FDA – United States Food and Drug Administration

FREE BALANCE – The accumulated cash balance less encumbrances. The term is used interchangeably with the encumbered balance.

FULL-TIME EQUIVALENT (FTE) – A term expressing the amount of time for which a position has been budgeted in relation to the amount of time a regular, full-time employee normally works in a year. Most full-time employees (1.00 FTE) are paid for 2080 hours in a year.

FUND – A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

FUND BALANCE – The difference between the assets and liabilities of a particular fund. This incorporates the accumulated difference between the revenues and expenditures each year.

FUND TYPE – In governmental accounting, all funds are classified into eight generic fund types: The following are the City's Governmental Fund Types: General Fund, Special Revenue Funds, Debt Service Funds, Capital Projects Funds. The following are the City's Proprietary Fund Types: Enterprise Funds and Internal Service Funds. The City also has Special Assessment Funds and Expendable Trust and Agency Funds.

GAAP – Generally Accepted Accounting Principles (GAAP) are the accounting standards as prescribed by the Governmental Accounting Standards Board (GASB).

GASB – Governmental Accounting Standards Board.

GENERAL FUND – The General Fund is the general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in other funds.

GENERAL OBLIGATION DEBT – General obligation debt is backed by the full faith and credit of the City.

GIS – Geographic Information System

GPS – Global Positioning System

GOAL – A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless; that is, it is not concerned with a specific achievement in a given time period.

GOVERNMENTAL FUNDS – Are used to account for operations that do not function in a manner similar to a business. They are further classified as either General Fund, Special Revenue Funds, Debt Service Funds, Capital Project Funds, or Permanent Funds (the City does not currently utilize permanent Funds).

HOME INVESTMENT PARTNERSHIPS PROGRAM (HOME) – Provides formula grants to States and localities that communities use - often in partnership with local nonprofit groups - to fund a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income people.

HOMELESS CRISIS RESPONSE PROGRAM (HCRP) – Designed to prevent individuals and families from entering homelessness, provide for emergency shelter operations and rapidly move persons from homelessness to permanent housing. HCRP consists of two components: 1) emergency shelter operations; and 2) housing stability which includes homelessness prevention and rapid re-housing activities.

INCOME TAX BONDS – A special obligation of the City payable from income tax revenues and are not general obligations of the City.

**INCOME TAX RATE** – The City of Akron, pursuant to Council action and vote authorization, currently levies the tax at a rate of 2.25% on both corporate income and employee wages and salaries. 2.0% is used for City services while .25% of the taxes collected is dedicated to the Community Learning Centers.

**INHERITANCE TAXES** – A tax levied by the State of Ohio, collected by the county, and 80% is distributed to the municipality, pro-rated by the amount of time the decedent lived in the municipality.

**INTERFUND TRANSFERS** – During the course of normal operations, the City records numerous transactions between funds including expenditures and transfers of resources to provide services, subsidize operations and service debt. The Governmental Fund Types and Enterprise Funds financial statements generally reflect such transactions as transfers. The Internal Service Funds record charges for service to City departments as operating revenue. All City funds record these payments to the Internal Service Funds as operating expenses. Transfers are appropriated as "Interfund Charges" (Type 80). The primary interfund transfer by dollar value and City importance is the transfer of income tax collected to the General Fund (73%) and to the Capital Improvements Fund (27%).

**INTERNAL SERVICE FUNDS** – Internal Service Funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City, or to other governmental units, on a cost-reimbursement basis.

**IVR** – Interactive Voice Response

**JEDDs** – Joint Economic Development Districts are areas approved in an election by the voters within the township. The City extends water and sanitary sewer service to areas of the townships that are currently zoned for business use. A 2.25% tax in all four of the JEDDS is collected on net business profits and wages on all people working in the district and is remitted to the City.

**JOB READY SITES PROGRAM** – A program in the State of Ohio that was created to increase the state's portfolio of commercial and industrial developable sites. Properties in this program are strategically chosen for their ability to provide optimal infrastructure capabilities and attract economy shifting investment.

**LT2** – Long Term 2 refers to the EPA Enhanced Surface Water Treatment Rule. This rule increases the amount of disinfectants maintained in our water distribution system and decreases the amount of byproducts in the system from disinfection.

**MAJOR FUNDS** – Funds that meet the criteria as identified in the City's CAFR. The test is a two prong where the fund must meet both criteria to be identified as a major fund.

**MANAGEMENT INFORMATION SYSTEM (MIS)** – The City's Information Technology division; a part of the Finance Department.

**MOU** – Memorandum of Understanding

**MODIFIED ACCRUAL** – The modified accrual basis of accounting recognizes revenues when they are both measurable and available to finance current expenditures and records a liability when it is expected that the liability will be paid from revenues recognized during the current period.

**MODIFIED CASH** – Encumbrances outstanding at year-end are carried over into the following year as both an addition to the budget and an encumbrance of the budget along with the appropriation of the current year.

**NENA** – National Emergency Number Association

NEOMED – Northeast Ohio Medical University

NEOSCC – Northeast Ohio Sustainable Communities Consortium

NON MAJOR FUNDS – Funds that do not meet the criteria as identified in the City’s CAFR. The test is a two prong test where the fund must meet both criteria to be identified as a major fund.

NONTAX REVENUE BONDS – A special obligation of the City payable from Nontax Revenue (including fees of licenses, fines, interest earnings) and are not general obligations of the City.

OBJECTIVE – Desired output-oriented accomplishments which can be measured and achieved within a given time frame. Achievement of the objective advances the activity and organization toward a corresponding goal.

ODOT – Ohio Department of Transportation

OPERATING BUDGET – Plans of current expenditures and the proposed means of financing them. The annual operating budget (or, in the case of some state governments, the biennial operating budget) is the primary means by which most of the financing acquisition, spending, and service delivery activities of a government are controlled. The use of annual operating budgets is usually required by law.

OPERS – Ohio Public Employees Retirement System

PGA – Pro Golfers Association

PROPERTY TAX LEVY – The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance.

PROPERTY TAX RATE – The amount of tax levied for each \$100 of assessed valuation.

PROPRIETARY FUNDS – Are used to account for the operations that are financed and operated in a manner similar to private businesses and are classified as either Enterprise Funds or Internal Service Funds.

RECEIPTS – Actual cash received.

RESOURCES – The revenue sources available to the City.

REVENUES – (1) Increases in governmental fund type net current assets from other than expenditure refunds and residual equity transfers. (2) Increases in proprietary fund type net total assets from other than expense refunds, capital contributions, and residual equity transfers.

ROLLING STOCK – Motor equipment that can be used on and off roads (e.g., passenger cars, pickup trucks, fire trucks, air compressors on trailers).

SDO – Service Director’s Office

SPECIAL ASSESSMENT FUNDS – Special Assessment Funds are used to account for the financing of public improvements or services deemed to benefit the properties against which special assessments are levied.

SPECIAL REVENUE BONDS – Special obligations of the City payable from JEDD revenues and are not general obligations of the City.

**SPECIAL REVENUE FUNDS** – Special Revenue Funds are used to account for the proceeds of specific revenue sources. The uses and limitations of each Special Revenue Fund are specified by City ordinances and/or federal and state statutes.

**STATE INFRASTRUCTURE BANK LOANS (SIB)** – A direct loan and bond financing program for the purpose of developing transportation facilities.

**STRATEGY MAP** – List of strategic priorities by department that includes goals for 2016, as well as key themes, projects and progress indicators.

**STEM** – Science, Technology, Engineering and Mathematics

**STREET ASSESSMENT FUND** – The Street Assessment Fund is used to account for the expenditures relating to the extensive street cleaning and lighting programs. The programs are funded by special assessments, levied against each property owner deemed to benefit from the programs.

**SUMMIT/AKRON SOLID WASTE MANAGEMENT AUTHORITY (SASMWA)** – The Summit/Akron Solid Waste Management Authority provides solutions and leadership to empower our community, institutions and businesses to develop and utilize environmentally sound, cost-effective recycling and waste management strategies.

**TANF/PRC** – Temporary Assistance to Needy Families/Prevention, Retention and Contingency Program

**TAX DUPLICATE** – List of property tax rate assessments by taxing districts within a county unit.

**TAX INCREMENT FINANCING (TIF)** – Tax Increment Financing (TIF) is an economic development mechanism available to local governments in Ohio to finance public infrastructure improvements and, in certain circumstances, residential rehabilitation. A TIF works by locking in the taxable worth of real property at the value it holds at the time the authorizing legislation was approved. Payments derived from the increased assessed value of any improvement to real property beyond that amount are directed towards a separate fund to finance the construction of public infrastructure defined within the TIF legislation.

**UNEMCUMBERED BALANCE** – The accumulated cash balance less encumbrances. The term is used interchangeable with free balance.

**UNIVERSITY PARK ALLIANCE** – The mission of University Park Alliance (UPA) is to revitalize the diverse neighborhood in a 50-block area immediately surrounding The University of Akron, through engaging the community and catalyzing real estate and business investment.

**USER FEES** – The payment of a fee for direct receipt of a public service by the party benefiting from the service.

**WATECH** – Entrepreneurship and Partnership Center for Water Technologies



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