



SHAKER HEIGHTS

2015 Operating Budget

November 24, 2014



SHAKER HEIGHTS

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** The 2015-2019 Capital Plan is presented in a separate document.*



SHAKER HEIGHTS

November 24, 2014

Dear Mayor Leiken, Members of Council, Members of the Finance Committee and Citizens of Shaker Heights:

We are pleased to present to you a balanced operating budget for the City of Shaker Heights for calendar year 2015. Although revenues are projected to exceed anticipated operating expenditures, the margin of surplus is just over 1%. The surplus will help the City meet Council's adopted policy to have reserve funds available for unforeseen needs or catastrophic circumstances.

This budget reflects our commitment to provide quality services as the City continues to manage through a slow economic recovery with help of the voter-supported income tax increase which became effective on October 1, 2012. This recommended budget continues to provide high quality core services that our residents expect while allocating resources to grow the City's tax base.

Activities within Council's four goals are included in this budget. Examples of **Efficient, Cost-Effective Government** includes the study of joint police dispatch with five other cities; creative recruitment; hiring and promotional processes for police officers and firefighters; and pretreating streets with brine in advance of snow storms. We work to create **Vibrant Commercial and Retail Development** with the Warrensville/Van Aken road reconfiguration project; the design of the Van Aken district; and advocacy for funding from Cuyahoga County to demolish blighted residential and commercial properties.

High Quality, High Functioning Neighborhoods will be supported with 50% more dollars to resurface City streets, and with our soon-to-be updated Housing and Neighborhood Plan. Our offerings for an **Attractive, Desirable Quality of Life** include recreation amenities and programming to meet the desires and needs of our residents; community policing to ensure their safety; and regular and timely communication with residents to keep them informed on day-to-day matters and in times of emergency.

The organizational structure of the City continues to be very lean, operating with 13% less personnel than in 2008. Management of employee health care costs by increased employee contributions and plan design changes have resulted in a mere 1.5% increase in health care costs in 2015, an incredible feat considering that health care cost increases are trending between 6 – 10% for next year. These factors enable this budget to include a 2% wage increase for non-bargaining employees and for those bargaining unit employees with whom negotiated contracts are in place.

The City's financial structure, which follows mandatory government accounting practices, results in a complex budget process. The 2015 budget documents provide background information about the City's varied funding sources and explain how these sources relate to individual departmental functions. The departmental budget summaries included in the budget document for each City department were designed to better communicate the salient points of the annual budget and the budget development process. We welcome your comments on the presentations and background documents.

We will continue to work to maintain the quality of Shaker Heights despite challenges that are still before us, including:

- State of Ohio legislation that would impact our revenue stream;
- Unfunded infrastructure needs including \$4 million for mandated repairs to dams, and the dredging of our lakes; and sewer improvements, both those already identified as well as additional repairs uncovered during the July 2014 storm;
- The continuing impact of weather on City operations, especially harsher winters; and
- The need to invest in commercial redevelopment projects to augment the City's residential tax base.

With the continued vision of our Mayor and Council, and the dedication, effectiveness, and creativity of our department heads and employees, we will address these challenges with the same energy and fiscal prudence that we always have, honored that we have chosen public service and even more honored that we do so as Shaker Heights employees.

Respectfully submitted,



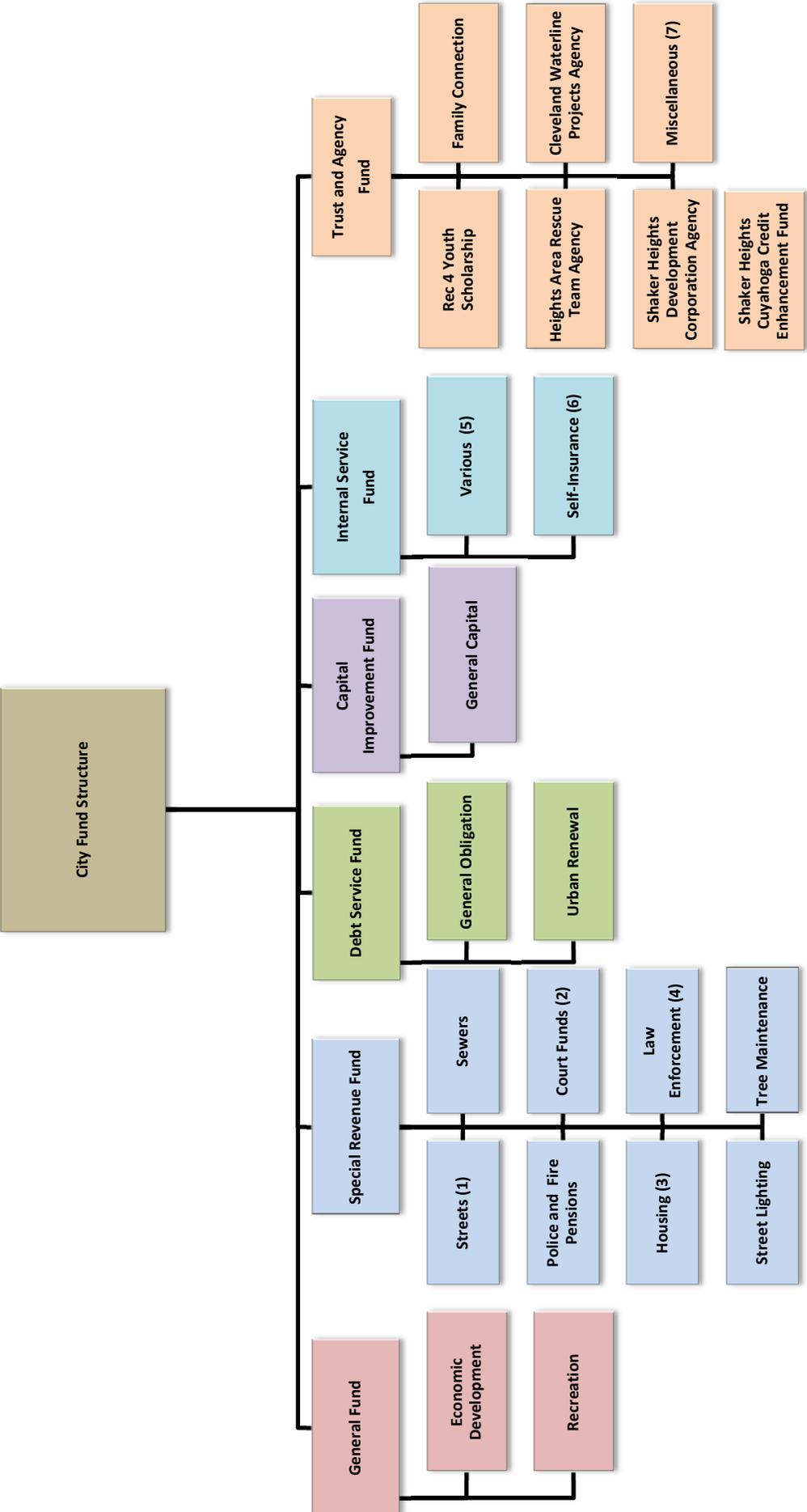
Jeri E. Chaikin
Chief Administrative Officer



Matt Rubino
Director of Finance

2015 Budget Process Timeline

<u>Date</u>	<u>Action</u>
May 19, 2014	Finance Committee recommends approval of 2015 Tax Budget, and presentation of first quarter update to Finance Committee.
May 27, 2014	Council approves 2015 Tax Budget
July 15, 2014	2015 Tax Budget submitted to Cuyahoga County Fiscal Officer
August 18, 2014	Presentation of second quarter update to Finance Committee
October - November	Finance Director prepares 2014 budget versus actual projections and update of five-year forecast
	CAO, Finance Department, and Department Directors prepare 2015 budget based on revenue and expenditure parameters reviewed by Mayor, CAO, and Finance Director
November 10, 2014	Council/Finance Committee Work Session – 2014 General Fund update; Overview of other operating funds revenue/ major sources and projected results of major operating funds
November 24, 2014	Mayor, CAO and Finance Director present proposed 2015 operating and capital budgets to Joint: Council/Finance Committee Work Session – Overview of 2015 General Fund Budget parameters: revenues/expenditures and five-year forecast; Departmental budgets, 2014 accomplishments, and 2015 budget highlights
	Council members Q & A
	Public input
	Regular Council meeting to follow
December 1, 2014	Council Work Session: Individual Departments’ presentations of proposed 2015 capital budget items
	Council members Q & A
	Public input
December 15, 2014	Regular Council meeting
	Public input
	Third presentation and vote on appropriation ordinances to adopt the 2015 operating and capital budgets



See next page for footnotes

- | | | | | | |
|-----|---|-----|--|-----|--|
| (1) | Street Maintenance and Repair
State Highway Maintenance | (5) | Uniform Carryover
Life Safety Transmitters
Central Store
Central Garage
Private Property Tree Removal
Utility Openings
Sidewalk Repair
Fire Hydrant Repair
Public Property Damages
Private Property Maintenance
RTA Snow Plowing, Shaker Line
and Van Aken Line Maintenance
Inactive Employee Benefits
Copier Management
Postage | (6) | Self-Insurance - General
Self-Insurance – Employee Health
Care |
| (2) | Indigent Driver Alcohol Treatment
Court Computer
Clerk’s Computerization
Court Alternative Dispute Resolution
Court Security Project
Indigent Driver Interlock | | | (7) | Public Art Trust
Obstruction Permit Deposit
Excavation Permit Deposit
Unclaimed Monies
Board of Building Standards |
| (3) | Housing Grants
Housing Nuisance Abatement
Fair Housing Grant
Preservation Services | | | | |
| (4) | Court Community Diversion
High Intensity Drug Trafficking Area
Law Enforcement Trust – Local
Law Enforcement Trust – Fed | | | | |

FUND STRUCTURE

The City uses funds to report on its financial position and the results of its operations. Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain City functions or activities.

A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts. Funds are classified into three categories: governmental, proprietary and fiduciary. Each category is divided into separate fund types.

The City uses the following categories and fund types:

Governmental Funds

Governmental funds are those through which most governmental functions of the City are financed. The acquisition, use and balances of the City's expendable financial resources and the related current liabilities are accounted for through governmental funds. The following are the City's governmental fund types:

General Fund

This fund is the primary operating fund of the City and is used to account for all financial resources except those required to be accounted for in another fund. The General Fund includes the Recreation Fund and the Economic Development Fund.

Special Revenue Funds

These funds are established and maintained for resources designated for specified purposes. Some Special Revenue Funds are those for which special assessments are collected, such as: Sewer Maintenance Fund; and Tree Maintenance Fund.

Debt Service Fund

This fund is used to budget payment of principal and interest, and related costs on all bonds and notes issued by the City. General Obligation Debt and Urban Renewal or Tax Increment Financing (TIF) debt are included.

Capital Improvement Fund

This fund is used to account for financial resources used for the acquisition or construction of major capital equipment or facilities and improvements.

Proprietary Funds

Proprietary funds account for activities in the City that are similar to businesses found in the private sector.

Internal Service Funds

An internal service fund is used to account for the provision of goods or services provided by one department to other departments, on a cost-reimbursement basis. Some functions in internal service funds include Copier Management; and City Garage. Internal Service Funds are also used to provide services to other governmental entities (RTA) and to citizens (sidewalk repair; private property tree removal).

Fiduciary Funds

Trust and agency funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations or other government units. The City currently has no trust funds (for individuals). These funds do not require appropriation by Council because the City is merely the custodian of these funds for other entities.

FUND DESCRIPTIONS

The General Fund

The General Fund is the City's main operating fund, from which most expenditures are paid and into which most revenues are deposited.

Several revenue sources in the General Fund serve as the primary funding sources for the City's basic governmental activities; with the municipal income tax being the biggest contributor followed by real estate (property) taxes, charges for services, licenses and permits and the Local Government Fund. Estate taxes, which have been eliminated by the Ohio State legislature effective for deaths on and after 1/1/13, were once a significant part of the City's General Fund revenues but are expected to be non-existent in the very near future.

The City's **income tax** applies to income earned within the City as well as on income of residents earned outside the City. The current rate, by voter authorization, is 2.25%.

This tax on both business income and individuals' salaries and wages is collected and administered by the Regional Income Tax Agency (RITA) on behalf of the City. Residents are currently permitted to take a credit against their City income tax liability of amounts paid as municipal income tax to another municipal corporation equal to 50% of tax paid on taxable income earned in or attributable to the other municipality taxed at a rate not exceeding 1% of such income or .5% of taxable income.

Income tax is collected on net profits, taxes paid by employers on behalf of their employees (withholding tax) and by individuals.

Property taxes include amounts levied against all real, public utility, and tangible personal property located in the City. Property tax payments received during one calendar year for real and public utility property taxes represents tax collections levied in the preceding year. For example, taxes levied in 2012 will be collected in 2013. Real property taxes are calculated as the product of the assessed value of the property and the tax rate (expressed in dollars of tax per \$1,000 of assessed value or mills). In Ohio, assessed value is calculated as 35% of the estimated market value for all real property. The Cuyahoga County Treasurer collects property taxes on behalf of all taxing districts in the county, including the City of Shaker Heights. The Cuyahoga County Fiscal Officer periodically remits to the City its portion of the taxes. Approximately 7.99% of the total residential property tax bill for City of Shaker Heights taxpayers goes to the City. The remainder is levied for other governmental entities that overlap all or a portion of the territory of the City, including:

- Cuyahoga County
- The portion of Shaker Heights City School District which is within the City
- Greater Cleveland Regional Transit Authority
- Cleveland-Cuyahoga County Port Authority
- Cuyahoga Community College
- Cleveland Metropolitan Park District
- Shaker Heights Library District

Each of these entities operates independently, with its own separate budget, taxing power and sources of revenue.

Charges for services include mainly costs assessed by the Shaker Heights Municipal Court and fees collected for emergency medical service (EMS) rescue squad runs. Also included is advertising revenue for Shaker Magazine, various zoning fees, Health Department charges for immunizations, and cable television fees paid by the providers.

License and Permits include those for snow plows, burglar alarms, bicycles, food handling, restaurants, swimming pools, dogs, point-of-sale inspections, various other housing inspections, certificates of occupancy for residential rentals, and solid waste haulers. In total, the City issues over 36 different types of license or permits. Fees charged to contractors for inspections and for commercial building plan reviews are also included in this category.

The **Local Government Fund** was established by the State of Ohio to provide general assistance to Ohio subdivisions. The Local Government Fund is comprised of state revenues from personal income taxes, sales taxes and corporate franchise taxes. In 2011, the State adopted its biennial budget that reduced the Local Government Fund by 25% in the first year of the biennium and by 50% thereafter.

Fines and Forfeitures are derived from fines levied by the Shaker Heights Municipal Court.

Intergovernmental Revenue includes certain Federal grants (such as for senior transportation and emergency preparedness), the state Health Department subsidy and payments for the costs of running the Shaker Heights Municipal Court paid by other governments participating in the Court.

Miscellaneous Revenues include interest earnings on the City's investments, refunds and the payment of the excess retainage by the Regional Income Tax Agency after their determination of actual income tax collection costs. Also considered miscellaneous revenues are admission taxes and other state shared taxes derived from liquor and beer permits, and cigarette taxes.

The **Economic Development Fund** (a subfund of the General Fund) is funded from a cash reserve put aside for the City's economic development and housing initiatives. This reserve was funded from extraordinary large estate tax receipts in 2003 and 2006. Revenue from the lease or sale of City-owned commercial property is added to this reserve to help fund future economic development projects. The unspent 2013 appropriation from this fund allocated to Housing Inspection for private property demolitions and emergency repairs will be re-appropriated in the 2014 budget. Also, the unspent balance of the Avalon Station Mortgage Assistance Program will be re-appropriated in 2014 for the Planning Department.

The **Recreation Fund** (also a subfund of the General Fund) includes revenues received for programs offered by the Recreation Department such as sports, leisure activities, school-age care, swimming, and skating.

Special Revenue Funds

Street Maintenance and Repair Fund

This fund is legally required by the Ohio Revised Code to account for revenue from the state gasoline tax and motor vehicle registration fees. The Revised Code requires that 92.5% of these revenues be used for the maintenance and repair of streets within the City. It funds the Police Department Traffic Signal Maintenance and Public Works Department Street Repair. In addition, each year the City's General Fund adds to this fund to augment the annual budget for street repair.

State Highway Maintenance Fund

This fund is legally required by the Ohio Revised Code to account for revenue from the state gasoline tax and motor vehicle registration fees. The Revised Code requires that 7.5% of these revenues be used exclusively for the maintenance and repair of state highways within the City. State highways in Shaker Heights are Chagrin, Shaker, and Northfield.

Police and Fire Pension Fund

This fund accounts for the payment of current and accrued police and fire pension liability to the Police and Firemen's Disability and Pension Fund of Ohio. The Ohio Revised Code requires that the City levy .3 mills of property tax annually for the partial payment of this liability. The remaining liability is financed by a transfer from the City's General Fund.

Housing Grant Fund

This fund accounted for federal Neighborhood Stabilization Program (NSP) grant funds for stabilizing communities which had housing foreclosure and abandonment.

Fair Housing Grant Fund

Monies received from the Department of Housing and Urban Development are deposited into this fund, to be used to monitor and promote fair housing practices within the City.

Preservation Services Fund

Originally created with cash reserves from the Economic Development Fund, the remaining cash balance was transferred into the General Fund at the end of 2014. Per GASB Statement No. 54 requirements, this fund no longer qualifies as a Special Revenue Fund since it does not have its own dedicated revenue source. The activities of this fund will be budgeted within the Neighborhood Revitalization budget in 2015.

Housing Nuisance Abatement Fund

This fund included special assessments for abatement by the City of private residential property nuisances and demolitions.

Street Lighting Fund

The City levies special assessments against property with frontage on public streets for the legally restricted purpose of paying the cost of street lighting with the City. The current assessment is \$.88/foot, which has not been changed for a number of years. The City also makes a transfer from the General Fund into this fund to make up for insufficient revenues from assessments.

Sewer Fund

The City levies a surcharge in the amount of \$10.50 per MCF on all users of the City sewer system, which has not been changed for a number of years. This surcharge pays for sewer system maintenance, replacement and repair. Funds can be spent on storm and sanitary sewers and on lakes management. The surcharge is levied in addition to the treatment and disposal rate set by the Northeast Ohio Regional Sewer District.

Indigent Driver/Alcohol Treatment Fund

Reinstatement fees collected by the State Bureau of Motor Vehicles and \$1.50 per traffic case paid in connection with driving under the influence offenses are collected in this fund. The Ohio Revised Code Section 4511.191(L) provides that payments are to be made only upon order of the Municipal Court Judge for alcohol and other drug treatment costs for indigent drivers.

Court Computer Fund

This fund accounts for revenues from court costs assessed under the authority of Ohio Revised Code Section 1901.261(A) by the Municipal Court on the filing of each cause of action or appeal for the purposes of computerizing the court and to make available computerized legal research services.

Clerk's Computerization Fund

This fund accounts for revenues from court costs assessed under the authority of Ohio Revised Code Section 1901.261(B) by the Municipal Court on the filing of each cause of action or appeal, certificate of judgment or modification of judgment for the purpose of procuring and maintaining computer systems for the office of the clerk of the Municipal Court.

Court Alternate Dispute Resolution Fund

An additional court cost is imposed by the Shaker Heights Municipal Court, under the authority of Ohio Revised Code Section 1901.26, on each civil and small claims case to fund alternate dispute resolution programming and materials.

Court Security Project Fund

This fund accounts for \$1.00 collected per each criminal and traffic case that is filed in the Municipal Court and is used for Court security equipment and training.

Indigent Driver Interlock Fund

Funds received from court costs that are collected on each DUI offense are deposited into this fund. The fund was created for the purpose of funding interlock and SCRAM (Secure Continuous Remote Alcohol Monitoring) for indigent drivers. In addition, the court receives monthly checks from the Bureau of Motor Vehicles for reinstatement fees collected.

County Community Diversion Program Fund

These grant funds from Cuyahoga County pay for a program to divert juvenile first-time misdemeanors and status offenders from official court action.

High Intensity Drug Trafficking Area (HIDTA) Grant Fund

The City via the Police Department is the grantee and acts as the fiscal agent for the federally funded Ohio HIDTA. The HIDTA Program functions as a coordination umbrella by forging partnerships among local, state, and federal law enforcement agencies in designated areas to combine resources and efforts in order to reduce drug trafficking and distribution.

Law Enforcement Trust Fund – Local**Law Enforcement Trust Fund - Federal**

These separate funds account for the proceeds of property deemed contraband by the courts and ordered forfeited to the City. The Ohio Revised Code permits these funds to be expended only for the cost of protracted or complex investigations or prosecutions, to provide reasonable technical training or expertise or other such law enforcement purposes. The funds may not be used to meet operating costs of the City that are not related to law enforcement. Proceeds are received as a result of either local or federal prosecutions.

Tree Maintenance Fund

The City levies special assessments against property with frontage on public streets for the legally restricted purpose of paying the cost of trees and tree maintenance on the City's public right-of-way. The current assessment is \$1.16/foot, which has not been changed for a number of years.

Debt Service Funds**General Obligation Debt Fund**

This includes resources for, and the payment of, all General Obligation Long Term Debt Principal and Interest, except for Urban Renewal Debt.

Urban Renewal Debt Fund

This includes resources for, and the payment of, Urban Renewal Debt issued pursuant to Ohio Revised Code Section 725 to finance improvements secured by tax increment financing (TIF) payments including the Sussex Area Revitalization Project (Sussex Courts condos) and the Shaker Towne Centre Community Development District Revitalization Project (public improvements and Avalon Station).

General Capital Fund

Transfers from the General Fund and grants fund the purchase of equipment, facilities improvements, and construction of City assets.

Internal Service Funds**Uniform Carryover Fund**

This fund accounts for uniform allowance obligations for officers that can be carried over from year to year. The fund was eliminated after 2011 and the uniform allowances are now accounted for in the General Fund.

Life Safety Transmitters Fund

Fees for installation and maintenance by the Fire Department life safety alert systems for residents who are elderly, disabled or medically at risk.

Central Stores Fuel – (Internal Chargeback)

This fund provides a central cost center for the purchase of fuel that is charged back to the individual City departments.

Central Garage Fund – (Internal Chargeback)

This fund accounts for the cost of repairing and maintaining the City's fleet of vehicles and heavy equipment. Operating costs are charged back to City departments based upon the number of vehicles and equipment maintained and upon the department's actual utilization of the garage.

Private Property Tree Removal Fund

Includes payments and assessments from property owners for the City's abatement of nuisance trees on private property.

Utility Openings Fund

Includes payments from private utility companies, particularly the Cleveland Water Division, for the closing of openings in the public right-of-way by City forces.

Sidewalk Repair Fund

Includes costs paid by private property owners to repair/replace sidewalks in front of their property and in the public right-of-way.

Fire Hydrant Repair Fund

This fund receives reimbursements from individuals and insurance companies to repair or replace damaged fire hydrants.

Public Property Damages Fund

This fund includes costs paid by individuals and insurance companies for the repair of public property for damages caused by those individuals.

Private Property Maintenance Fund

This fund accounts for payment of the City's abatement of nuisance conditions of private property, such as yard cleanup and the removal of refuse and debris not done by the responsible private party.

RTA Snow Plowing, Shaker Line, and Van Aken Line Maintenance Fund

The Greater Cleveland Regional Transit Authority pays for the expenses of maintaining areas along GCRTA's Shaker (Green) and Van Aken (Blue) rapid transit lines in Shaker.

Inactive Employee Benefits

Employees who retire from the City are able to continue the life insurance benefit that the City offers at the retiree's expense. At one time, the retiree paid the City and the City then paid the life insurance company. Now retirees pay the life insurance company directly. Seven retirees remain under the old payment program.

Copier Management Fund

This central cost center accounts for the cost of copying performed by City departments. Individual departments reimburse this fund.

Postage Fund

This central cost center accounts for the cost of postage used by City departments. Individual departments reimburse this fund.

Self-Insurance Fund

Self-Insurance - General

This fund pays insurance, including property and liability insurance premiums; judgments and claims, and the City's self-insured workers' compensation program. A transfer from the General Fund is made to this fund.

Self-Insurance - Employee Health Care

This fund pays insurance, including medical coverage via an HMO and a commercial hospitalization insurance carrier; dental; and vision coverage. Both the City's and the employees' share of their health care, is appropriated in department's budgets and transferred to this fund.

Trust and Agency Funds

Recreation Scholarship Fund

The City solicits donations to be used to provide financial aid and/or services to youth who otherwise could not afford to participate in various Recreation Department programs. The scholarship program is a non-profit corporation established under the authority of section 501(c) of the Internal Revenue Service Code.

Heights Area Special Rescue Team Fund

The assets of the Heights Area Special Rescue Team (HASRT) are held by the City as HASRT's fiscal agent. HASRT, comprised of Shaker Heights, Cleveland Heights, South Euclid, University Heights and Beachwood Fire Departments, provides rescue for extraordinary rescue situations such as trench collapse and confined space entry.

Shaker Heights Development Corporation (SHDC) Fund

This fund accounts for the activities of the Community Improvement Corporation, also known as the Shaker Heights Development Corporation which includes seeking corporate and other private sponsorships and contributions and foundation, federal and state grants to be used for economic development in the City. The City is the fiscal agent for the SHDC.

Shaker Cuyahoga Credit Enhancement Fund

A fiduciary fund that was created pursuant to an agreement with Cuyahoga County for the City County SBA loan Program. Funding from the City and County for forgivable loans is deposited into the fund. Loan payments are made from the fund for credit enhanced SBA loans to local businesses.

Shaker Family Resource Center (Family Connections) Fund

The assets held by the City as fiscal agent for the Shaker Family Center Resource, Inc. (now Family Connections) are in this fund. The purpose of this non-profit corporation is to enhance the quality of life for families with young children in the Shaker Heights City

School District by providing educational, social, and recreational and support programs and services.

Cleveland Waterline Projects Fund

In 2007, the City transferred ownership and replacement responsibilities of its waterlines to the City of Cleveland. The City also entered into an agreement with the Cleveland Division of Water under which the City of Shaker Heights would manage and design the projects for which the Division of Water would pay the costs. This fund is to account for funds received from the Division of Water to be expensed for the design and construction of such projects by the City.

Miscellaneous

Public Art Deposit Fund

Revenues in this fund account for donations for public art throughout the City and donations in honor of services rendered by various City departments.

Obstruction Permit Deposit Fund

This fund includes refundable deposits required of individuals to insure that obstructions or openings in public property created during construction are returned to pre-construction condition.

Excavating Permit Deposit Fund

This fund accounts for the receipt of refundable deposits required of individuals who wish to excavate and/or haul material over public property. The deposit is to guarantee that the public property will be cleaned and restored to its original condition and that the excavation, if any, will be properly guarded in accordance with applicable provisions of the City Code.

Unclaimed Monies Fund

This fund is required by Ohio Revised Code to account for monies received or collected and not otherwise paid out according to law. Monies that are deemed to be unclaimed and credited to this fund that are not claimed within a five year period revert to the General Fund.

Board of Building Standards Fund

State mandated fees deposited into this fund are collected by the City's Building Department relating to the acceptance, review and approval of building plans and specifications. An amount equal to 3% of fees imposed must be remitted on a monthly basis to the State of Ohio Department of Industrial Relations.

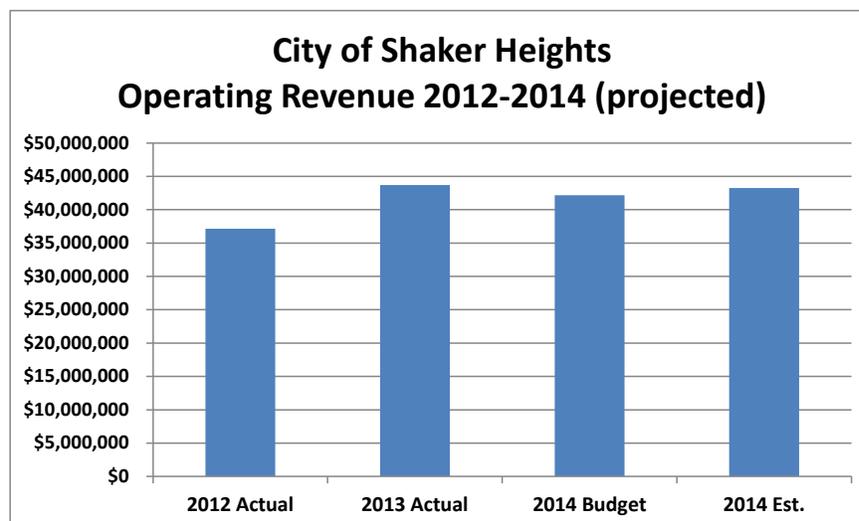
2014 General Fund Revenue & Expenditure Results

General Fund Revenue

Total revenue for 2014 was budgeted at \$42,187,031 for General Fund sources and is projected at \$43.3 million exceeding the budget by 2.6%. Total 2014 General Fund operating revenue through October 31st was \$37.1 million or 87.8% of the 2014 budget.

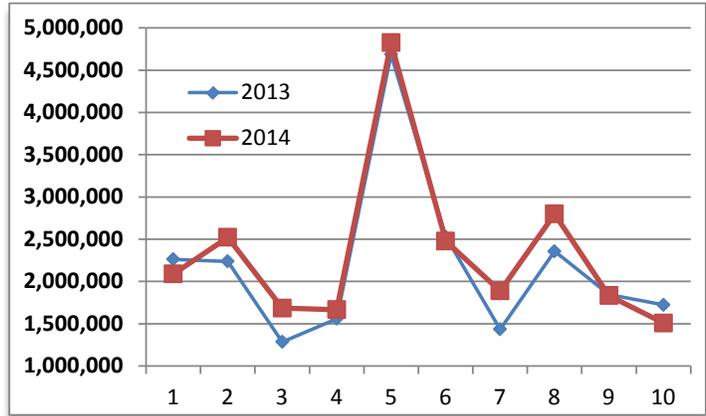
Summary of General Fund Operating Revenue *							
2012 - 2013 Actual 2014 Third Quarter Actual vs 2014 Budget							
Revenue Source	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 Estimate	Budget Variance	Budget Var. %	% Chg from PY
Local Tax Revenue							
Income Tax	\$21,099,130	\$27,720,413	\$28,668,334	\$29,503,872	\$835,538	2.9%	6.4%
Property Tax	\$6,345,161	\$5,967,228	\$5,967,228	\$5,831,692	(\$135,536)	-2.3%	-2.3%
Estate Tax	\$2,106,428	\$2,823,240	\$500,000	\$844,330	\$344,330	68.9%	-70.1%
Other Taxes **	\$1,029,737	\$993,869	\$973,005	\$966,704	(\$6,301)	-0.6%	-2.7%
Local Government Fund	\$924,528	\$604,864	\$670,000	\$644,441	(\$25,559)	-3.8%	6.5%
Intergovernmental Revenue	\$373,205	\$279,508	\$207,397	\$220,581	\$13,184	6.4%	-21.1%
Charges For Services	\$3,290,753	\$3,183,655	\$3,190,312	\$3,042,403	(\$147,909)	-4.6%	-4.4%
Fines & Forfeitures	\$539,590	\$534,467	\$550,000	\$475,549	(\$74,451)	-13.5%	-11.0%
License & Permits	\$690,817	\$1,034,703	\$977,915	\$1,036,526	\$58,611	6.0%	0.2%
Investment Earnings	\$224,178	\$75,751	\$70,500	\$46,601	(\$23,899)	-33.9%	-38.5%
Miscellaneous	\$539,984	\$494,547	\$412,340	\$660,569	\$248,229	60.2%	33.6%
Total Operating Revenue	\$37,163,511	\$43,712,245	\$42,187,031	\$43,273,268	\$1,086,237	2.6%	-1.0%
* Operating revenue only.							
** Includes locally enacted taxes on admissions, alcohol, cigarettes and property tax reimbursements from the State.							

The increase is mostly attributable to stronger than expected results for income tax which is expected to exceed the budget by 2.9% and an additional collection for estate tax (\$344,000). The 2014 third quarter year-to-date revenue was \$231,000 less (0.6%) than the 2013 third quarter revenue. The revenue estimate for 2014 is 1.0% lower than 2013 actual revenue.



- Total income tax revenue (gross) is projected to be \$29.5 million projected and revenue is 6.4% over 2013 exceeding the budget by 2.9%. Income tax collected from individuals is projected to increase by 7.3% from 2013 while Income tax from withholding has remained flat.

- Monthly distributions have exceeded the prior year monthly actual in eight of ten months this year.

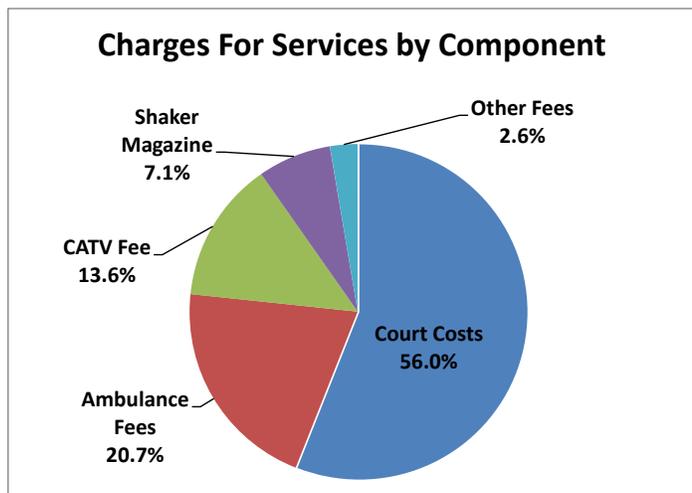


- The budgeted income tax estimate reflects estimates received from RITA of the impact on collections as a result of the rate increase. The City expected to see an additional \$400,000 in collections in 2014 from the remaining impact of the rate increase.

- Property tax is projected at \$5.8 million for the 2014 collection. The estimate for 2014 is 2.3% lower than 2013 collection as a result of slightly lower assessed values (tax year 2013) and a flat collection rate.

- The City received \$844,000 of estate tax revenue as compared to \$2.8 million distributed in 2013. The revenue received in 2013 was used to fund the transfer to the General Capital Fund in 2014. Estate tax receipts were budgeted at \$500,000 for 2014 with the expectation that this revenue source will be completely phased out by 2015.

- Local Government Fund (LGF) revenue is projected at 6.5% above last year. The increase is the result of timing of distribution of revenue from the State. A 50% reduction in LGF revenue is now fully phased in and revenue will rise or fall based on the level of State tax revenues. Shaker receives about 0.9% of the County LGF distribution annually.



- Charges for services are projected to be \$3.0 million in 2014 and the estimate for this revenue category for 2014 is 4.6% lower than the budget.

- Court cost revenue, the largest component of charges for services revenue, is projected to decrease from prior year collections by 7.7% or \$126,000. Decreases in court case filings and traffic cases are the main factors for the lower revenue. The fines collected by the Court are also trailing 2013 actual amounts and are projected to be 11.0% lower than the prior year collection.
- Revenue from other charges for services is slightly higher than the 2013 actual. Charges for EMS billing are up over last year and are projected to come in at \$628,000 in 2014, an increase of 8.5% over the prior year actual.
- Permit fee revenue is projected to remain flat but will exceed the 2014 budget by \$59,000 or 6.0%. Much of the increase in permit fees is related to growth in certificate of occupancy and other fee revenue related to housing inspection operations during 2014.

State and local revenue sources account for approximately 87% of General Fund revenue. These sources include income tax, property tax, local government fund revenue and estate tax. Even with the increase in income tax approved in 2012 the purchasing power of our dollars is less than it was in 2008 – about 1.2% lower.

It is also important to note that the inflation adjusted difference will increase in 2015 when estate tax revenue is effectively zero.

State & Local Tax Support of Shaker Heights 2008-2013 Actual | 2014 Budget

Source	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Budget	2014 Estimate
Total State & Local Tax Revenue	33,798,647	31,685,427	33,383,974	31,882,551	33,103,345	36,975,923	36,703,247	36,761,614
% of Total City Revenue *	92.4%	79.9%	89.8%	81.1%	89.1%	84.6%	87.0%	87.2%
Real \$'s **	37,215,980	35,013,670	36,295,290	33,602,270	34,181,540	37,629,070	36,703,247	36,761,614
Change in Real Dollars Since 2008		-2,202,310	-920,690	-3,613,710	-3,034,440	413,090	-512,733	-454,366
		-5.9%	-2.5%	-9.7%	-8.2%	1.1%	-1.4%	-1.2%

** Source: Bureau of Labor Statistics Inflation Calculator

General Fund Operating Expenditures

The projected 2014 operating expenditures (excluding transfers) were 2.5% or \$851,000 below the revised 2014 budget for General Fund. 2014 actual operating results are estimated at 4.6% above the 2013 actual operating expenditures. The approved 2014 budget anticipated an increase in operating costs over 2013 but the current year estimate is slightly below that anticipated level of increase. Total expenditures including transfers out are expected to exceed the current budget slightly (0.7%) due to an increase in the transfer to the General Capital Fund.

The total projected expected expenditures for personal services (wages and fringe benefits) are slightly above the revised budget (0.1%). There were projected overages in the personal services budgets for several departments but the total projection for total General Fund compensation is close to the budgeted amount.

Budgetary surpluses were mainly concentrated in the City's administrative departments and were attributable to a variety of reasons. The majority of the underspending was in expenditure categories for contractual services and other expenditures. The actual levels for non-payroll expenditures for 2014 are projected to be 9.7% (\$868,000) lower than the revised 2014 budget but 17.2% above the 2013 actual.

The following table summarizes operating expenditure results by expenditure category for the General Fund operating budget.

Summary of General Fund Operating Expenditures

2012 - 2013 Actual | 2014 Third Quarter Actual vs 2014 Budget

General Fund Summary	2012 Actual	2013 Actual	2014 Original	2014 Amended	2014 Estimate	Budget Variance	Budget Var. %	% Chg from PY
Personal Services	\$24,607,887	\$25,112,540	\$25,374,943	\$25,369,313	\$25,386,556	(\$17,243)	-0.1%	1.1%
Other Expenditures	\$6,874,871	\$6,937,851	\$8,864,198	\$8,996,369	\$8,127,885	\$868,484	9.7%	17.2%
Total Operating Expenditures	\$31,482,758	\$32,050,391	\$34,239,141	\$34,365,682	\$33,514,441	\$851,241	2.5%	4.6%

* Amended Budget as of 10/31/2014

- Overall the City's departmental operating expenditures will come in slightly below (2.1%) the original 2014 budget.
- Most departmental expenditures were at similar levels in comparison to the 2013 third quarter year to date.
- The exceptions were in Public Works, Fire and Police where expenditures through October exceeded the rate through the same period in 2013.
- As a result of harsh winter weather conditions operating costs for Public Works were \$257,500 or 17.6% higher than in 2013. The increased costs included overtime and materials costs necessary to maintain snow and ice removal services at necessary levels.

- Police and Fire have also had to utilize higher than expected levels of overtime during 2014. Overtime costs are projected at approximately \$282,000 and \$170,000 over the original budget for Police and Fire respectively.
- Much of the budget surplus is attributable to lower than expected expenditures for contractual services. Expenditures for this category are projected to be under budget in Housing, Communications & Marketing, Law, and CCSE.
- Transfers out will be higher than anticipated due to a transfer of an additional \$1 million to the General Capital Fund and additional transfers to the Street Lighting Assessment, and Economic Development & Housing Fund, all for the 2015 budget.

The current estimates for operating revenue and expenditures indicate a net operating surplus for 2014. The positive net operating result in 2014 is a product of better than expected receipts from income tax and estate tax combined with stable current year operating costs.

Summary of General Fund Operating Results*

2012 - 2013 Actual | 2014 Third Quarter Actual vs 2014 Budget

General Fund Summary	2012 ACTUAL	2013 ACTUAL	2014 Budget	2014 Estimate	Budget Variance	Budget Var. %	% Chg from PY
Total Revenue *	\$37,163,511	\$43,776,944	\$42,191,031	\$43,273,268	\$1,082,237	2.6%	-1.2%
Personal Services	\$24,607,887	\$25,112,540	\$25,369,313	\$25,386,556	(\$17,243)	-0.1%	1.1%
Other Expenditures	\$6,874,871	\$6,937,851	\$8,996,369	\$8,127,885	\$868,484	9.7%	17.2%
Total Operating Expenditures	\$31,482,758	\$32,050,391	\$34,365,682	\$33,514,441	\$851,241	2.5%	4.6%
Total Transfers Out	\$6,603,058	\$9,350,431	\$7,690,524	\$8,855,524	(\$1,165,000)	-15.1%	-5.3%
Total Expenditures	\$38,085,816	\$41,400,822	\$42,056,206	\$42,369,965	(\$313,759)	-0.7%	2.3%
<i>Net operating Result</i>	<i>(\$922,305)</i>	<i>\$2,376,122</i>	<i>\$134,825</i>	<i>\$903,303</i>	<i>\$768,478</i>	<i>570.0%</i>	<i>-62.0%</i>

* Operating Revenue plus transfers in from other funds.

- Based on current revenue and expenditure trends a positive net operating result of approximately \$903,000 is projected in the General Fund by the end of 2014.
- The ending fund balance in the General Fund is estimated to be \$9.9 million or 23.4% of total annual expenditures (including transfers).
- The projected reserve level is in compliance with the 15%-20% reserve policy limit established by Council.

General Fund Ending Balance

City Council's policy of maintaining a General Fund cash reserve in the 15%-20% range of annual expenditures was exceeded with a 21.8% reserve at the end of 2013. The ending available balance in the General Fund grew to \$9.0 million as a result of a \$2.4 million operating surplus

in 2013. The ending balance for 2014 is expected to increase by the amount of the projected operating result , \$903,000 to approximately \$9.9 million or 23.4% of annual expenditures.

2014 Revised Budget

As the City has reduced expenditures and eliminated positions over the past five years, every departmental budget has been reduced. Even the largest departmental budgets, such as Police and Fire, had very little, if any, discretionary appropriations. The 2014 operating budget has been amended in several places to account for:

- Receipt of State and Federal grants for Fire and Health Department.
- Shared contracts for RTA planning study (Planning) and aerial deer surveying for the Eastside Wildlife Management Partnership (CAO).
- Miscellaneous corrections to operating budgets were also approved as of October 31st for Public Works and Fire.
- The net increase in approved budget amendments of \$126,500 was almost entirely funded with outside revenue from grant reimbursements and payments for shared contractual services.

Additional budget amendments will be requested before year-end 2014 to address budget shortfalls in the Police and Fire compensation budgets as well as modest corrections in other General Fund Departmental budgets to cover expenditures through the end of the year. The objective is to fund budget corrections with reductions in other budget line with no net increase to the total budgeted levels in the General Fund. The budget for transfers out will be increased to allocate additional funding for the Capital Fund transfer for 2015 expenditures.

2015 General Fund Budget Overview

The 2015 operating budget will serve as the City’s financial plan for the next year. The goal of developing the budget is to craft a plan that funds the City’s priorities and preserves existing service levels for 2015. The final product is an operating plan for 2015 that funds our priorities and investments and provides for an effective cost-efficient City government.

The recommended 2015 budget for the General Fund totals \$43,468,775 in operating revenue and \$42,950,157 for budgeted expenditures. The revenue estimate for 2015 includes modest growth for income tax and various charges for service revenue while most other sources are flat. Budgeted operating expenditures (excluding transfers out) are 2.4% higher than the 2014 original budget and include impacts related to wage increases and inflationary growth for other expenditure lines.

Summary of 2015 General Fund Budget

General Fund Summary	2013 Actual	2014 Original	2014 Amended	2014 Estimate	2015 Budget	% Chg 2014 Org. Budget
Total Operating Revenue	\$ 43,712,245	\$ 42,187,031	\$ 42,187,031	\$ 43,273,268	\$ 43,468,775	3.0%
Total Operating Expenditures	\$ 32,050,391	\$ 34,239,141	\$ 34,365,682	\$ 33,514,441	\$ 35,068,072	2.4%
Transfers Out	\$ 9,350,431	\$ 7,690,524	\$ 7,690,524	\$ 8,855,524	\$ 7,882,085	2.5%
Total Expenditures	\$ 41,400,822	\$ 41,929,665	\$ 42,056,206	\$ 42,369,965	\$ 42,950,157	2.4%

2015 Budget Parameters

The 2015 budget development process started in earnest with the 2014 second quarter review of the General Fund and other operating fund budgets. The Finance Department used the mid-year assessment to establish the recommended starting parameters for the 2015 operating budget. The main components of the base budget 2015 were developed based on the following assumptions and guidance:

- Revenue estimates are based on the trends used to project 2014 estimate. The current budget estimate includes the impacts of the latest collection trends for income tax revenue, charges for services, fees and other sources of revenue.
- The budget for salary and fringe benefits is based on anticipated levels of staffing for 2015 and includes increases from approved bargaining unit agreements. A 2% increase was applied to non-bargaining salaries for 2015.
- Fringe benefits including employer health care costs were adjusted based on the expected change in premiums for 2015. The budget includes increases of 1.23% (Medical Mutual & HealthSpan) and 5.2% (dental) to the employer share of these costs.

- Contractual services and other expenditures are based on the 2014 original budget and were adjusted based on departmental review.
- Inflationary parameters were applied to most budget lines for utilities (2.0%), fuel (5.0%) and supplies (1.5%). In some cases this parameter was reviewed and modified according to the specifics of individual departmental expenditure budgets.
- All self-funded and special revenue fund budgets are required to support ongoing operations within the constraints of available resources or from approved General Fund support.

2015 General Fund Revenue

The budget for General Fund revenue was based on trends refined as part of the second and third quarter updates in 2014. The budgeted revenue of \$43.5 million is 0.5% higher than the estimate for 2014. The overall trend in revenue includes expected growth for income tax collections (2.5%), local government fund (1.5%), charges (5.5%), and fines (5.0%). Other major sources including property tax, license & permit revenue, and other taxes are presumed to be flat in the 2015 budget. No revenue for estate tax has been included in the 2015 budget now that the tax has been phased out.

Summary of General Fund Operating Revenue *

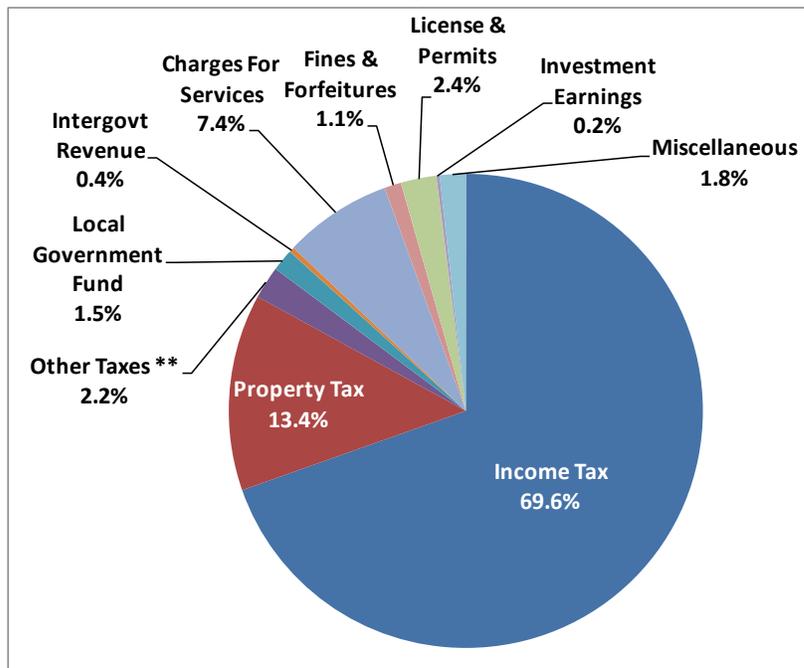
2012 - 2013 Actual | 2014 Estimate | 2015 Budget

Revenue Source	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 Estimate	Budget Variance	Budget Var. %	% Chg from PY	2015 Budget	% Chg 2014 Est.
Local Tax Revenue									
Income Tax	\$21,099,130	\$27,720,413	\$28,668,334	\$29,503,872	\$835,538	2.9%	6.4%	\$30,248,760	2.5%
Property Tax	\$6,345,161	\$5,967,228	\$5,967,228	\$5,831,692	(\$135,536)	-2.3%	-2.3%	\$5,821,866	-0.2%
Estate Tax	\$2,106,428	\$2,823,240	\$500,000	\$844,330	\$344,330	68.9%	-70.1%	\$0	-100.0%
Other Taxes **	\$1,029,737	\$993,869	\$973,005	\$966,704	(\$6,301)	-0.6%	-2.7%	\$966,386	0.0%
Local Government Fund	\$924,528	\$604,864	\$670,000	\$644,441	(\$25,559)	-3.8%	6.5%	\$654,107	1.5%
Intergovernmental Revenue	373,205	\$279,508	\$207,397	\$220,581	\$13,184	6.4%	-21.1%	\$153,294	-30.5%
Charges For Services	\$3,290,753	\$3,183,655	\$3,190,312	\$3,042,403	(\$147,909)	-4.6%	-4.4%	\$3,208,803	5.5%
Fines & Forfeitures	\$539,590	\$534,467	\$550,000	\$475,549	(\$74,451)	-13.5%	-11.0%	\$499,327	5.0%
License & Permits	\$690,817	\$1,034,703	\$977,915	\$1,036,526	\$58,611	6.0%	0.2%	\$1,050,224	1.3%
Investment Earnings	\$224,178	\$75,751	\$70,500	\$46,601	(\$23,899)	-33.9%	-38.5%	\$100,000	114.6%
Miscellaneous	\$539,984	\$494,547	\$412,340	\$660,569	\$248,229	60.2%	33.6%	\$766,007	16.0%
Total Operating Revenue	\$37,163,511	\$43,712,245	\$42,187,031	\$43,273,268	\$1,086,237	2.6%	-1.0%	\$43,468,775	0.5%

- Income tax revenue is budgeted at \$30.2 million in 2015 based on the assumption of a 2.5% increase in collections from the 2014 estimate. The projection for 2015 includes a 3% increase in tax receipts from individuals and a flat level of revenue received from withholding. Income tax revenue is the largest source of revenue providing about 70% of total funding for general operations.

- Property tax revenue was based on the estimate for 2014 and assumes that assessed real property values will remain stable for collection in 2015. 2014 collections declined by 2.3% from 2013 due to a small decline in assessed values. The estimate for 2015 could change if the final assessed values for collection decrease.
- Local Government Fund (LGF) revenue is budgeted to increase by 1.5% in 2015 based on the outlook for State tax revenue growth. The budget for 2015 assumes no policy changes at the State level related to how LGF revenue is allocated to local governments.
- Charges for services are increased by 5.5% in the 2015 budget. The increase includes a rebound of court cost revenue (10%) and EMS billing increasing by 3%. The other charges will be mostly flat.

2015 General Fund Revenue by Source

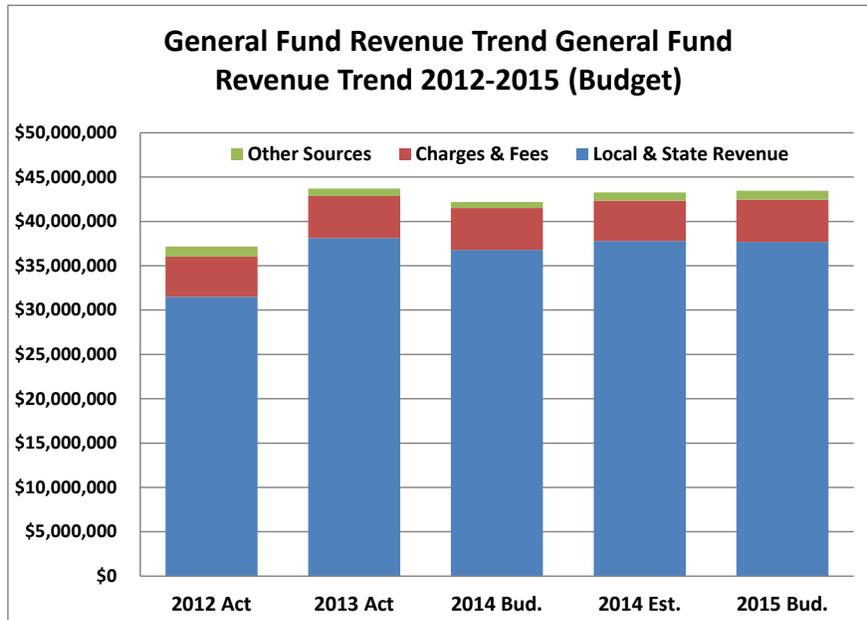


** Includes locally enacted taxes on admissions, alcohol, cigarettes and property tax reimbursements from the State.

- The City's share of fines collected by the Municipal Court is expected to increase by 5% to \$499,000 in 2015 if the volume of traffic cases rebounds to the historic average.
- The budget for investment earnings is \$100,000 and represents a marked increase from the projected 2014 revenue of \$47,000. The estimate assumes short-term interest rates will increase in 2015 and a portion of investable balances will be shifted to interest bearing accounts that have not been utilized in the past.
- The 2015 budget includes no revenue for estate tax distribution. Estate tax revenue was phased out for any decedents who died on or after January 1, 2013. The collection in

2014 of \$844,000 is assumed to be the last revenue the City will receive from this source.

Overall revenue is budgeted at a flat levels compared to the 2014 estimate. The largest funding source received by the City is revenue from local and State sources. Income tax and property tax revenue are the largest components of this source that will remain flat when the loss of estate is factored into the budget.



- The slight upward trend in total revenue since 2012 was a direct result of the increase in the municipal income tax rate.
- That impact from the increase has been tempered by the drop in other local and state sources including estate tax, property tax and local government funding.
- Future prospects for increases in the revenue trend will rely on recovery of the local tax base (property and income) and the stability of other sources including charges for services and other fees collected by the City.

2015 General Fund Expenditures

The budget for operating expenditures is \$35,068,072 for personal services and other expenditures combined. The operating budget was developed based on the 2014 budgeted levels and adjusted using the previously discussed parameters.

Summary of General Fund Operating Expenditures

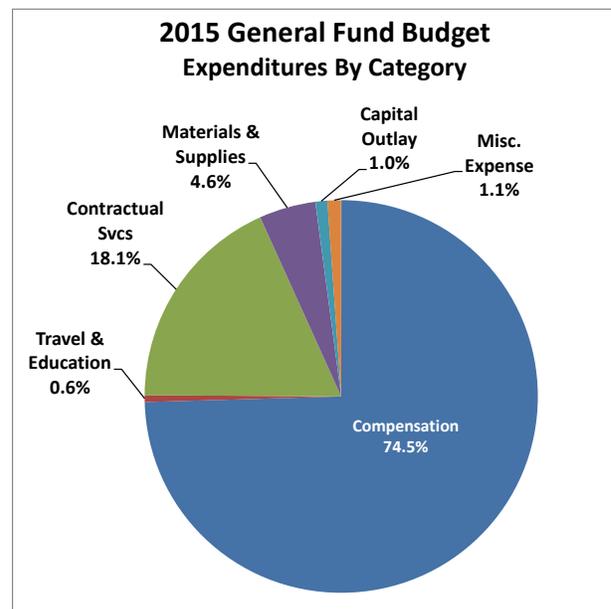
2013 Actual | 2014 Est. | 2015 Budget

General Fund Summary	2013 Actual	2014 Original Budget	2014 Amended Budget	2014 Estimate	Budget Variance	Budget Var. %	2015 Budget	% Chg 2014 Orig. Budget
Total Operating Revenue	\$ 43,712,245	\$ 42,187,031	\$ 42,187,031	\$ 43,273,268	\$ 1,086,237	2.6%	\$ 43,468,775	3.0%
Personal Services	\$ 25,112,540	\$ 25,374,943	\$ 25,369,313	\$ 25,386,556	\$ (17,243)	-0.1%	\$ 26,139,983	3.0%
Other Expenditures	\$ 6,937,851	\$ 8,864,198	\$ 8,996,369	\$ 8,127,885	\$ 868,484	9.7%	\$ 8,928,089	0.7%
Total Operating Expenditures	\$ 32,050,391	\$ 34,239,141	\$ 34,365,682	\$ 33,514,441	\$ 851,241	2.5%	\$ 35,068,072	2.4%

The resulting recommended 2015 budget is 2.4% higher than the 2014 original budget. 2015 budgeted operating expenditures are 4.6% higher than the projected 2014 operating expenditures.

Much of the difference between the 2014 projected results and the 2015 budget is related to under spending in the other expenditure category in 2014. The 2015 budget allocations for other expenditures used 2014 budget levels as a base rather than actual expenditure levels because the existing budget levels provide a needed level of flexibility within departmental budgets. Operating expenditures are budgeted in categories for personal services and other operating expenditures. Personal services is the largest budget category and includes allocations for regular salaries, overtime and employee fringe benefits.

- Compensation is the largest component of the General Fund operating budget accounts for 74.5% of budgeted operating expenditures in 2015.
- Other expenditures include budget allocations for contractual services, materials and supplies, employee training and development and miscellaneous expenditures.
- Contractual services is the second largest category and accounts for 18.1% of budgeted operating expenditures.
- The remaining expenditure categories



including materials costs, training and capital expenditures (non-capital plan) are between 1% and 5% of the operating budget.

- The budget for personal services is 3.0% higher than the 2014 budget as a result of the impact of 2% wage increases included for bargaining and non-bargaining employees and slight increases for employer health (1.23%) and dental insurance (5.2%) contributions.
- The increase includes the budget impact of 2% cost of living increases for and the filling of six vacant positions in the Police department the first half of 2015. Budgeted overtime for Police was based on the actual levels incurred in 2014 and was not reset to the 2014 budget level. Approximately \$670,000 of the increase in General Fund compensation from the 2014 budget is attributable to these changes.
- The compensation budget for Fire includes full staffing levels and uses the 2014 budget for overtime in 2015.

Budget by Expenditure Category	2012	2013	2014	2014 Rev.	2015	% Chg
GENERAL FUND	Actual	Actual	Budget	Budget	Budget	2014 Bud
REVENUE	\$ 37,291,189	\$ 43,718,468	\$ 42,215,919	\$ 42,215,919	\$ 43,468,775	3.0%
Compensation	24,586,880	25,072,206	25,374,943	25,369,313	26,139,983	3.0%
Travel & Education	73,297	121,444	165,583	165,583	199,568	20.5%
Contractual Svcs	4,315,706	4,448,516	6,602,907	6,626,194	6,356,851	-3.7%
Materials & Supplies	1,276,315	1,177,929	1,456,740	1,560,979	1,631,294	12.0%
Capital Outlay	5,095	69,978	397,888	402,533	345,226	-13.2%
Misc. Expense	82,045	83,702	241,080	241,080	395,150	63.9%
Other Exp.	5,752,458	5,901,569	8,864,198	8,996,369	8,928,089	0.7%
Total Operating Exp.	\$ 30,339,338	\$ 30,973,775	\$ 34,239,141	\$ 34,365,682	\$ 35,068,072	2.4%
Transfers Out	6,612,403	9,350,431	7,690,524	7,690,524	7,882,085	2.5%
TOTAL EXPENDITURES	\$ 36,951,741	\$ 40,324,206	\$ 41,929,665	\$ 42,056,206	\$ 42,950,157	2.4%

- The personal services budgets for all other City departments were based on current staffing levels with the impact of wage increases and corresponding fringe benefits impacts applied to the budget for 2015.
- The final allocation for contractual services is 3.7% lower than the 2014 original budget. The budget for contractual services was based on 2014 budgeted levels and adjusted using guidance from departments on the anticipated level of ongoing contracts in 2015.
- Materials and supplies budget lines were based on actual levels of expenditures and increased by the aforementioned parameters. Increases were applied to fuel (5%), utilities (2%) and other supplies (1.5%). Additional funding was included for snow and ice removal supplies (\$125,000). These changes result in a 12.0% increase in the total General Fund budget for this category over the 2014 budget.

- Travel and education was based on the 2014 budget and includes additional funding for City-wide customer service and diversity training in 2015.
- Miscellaneous expenditures were based on the 2014 budgeted level and include a one-time appropriation to fund the anticipated settlement payment in 2015.
- Overall other expenditures are budgeted at \$8,928,089 and are increasing slightly (0.7%) when compared to the 2014 budget.

Transfers from the General Fund to other Funds are budgeted at \$7,882,085 in 2015. The budgeted transfers out include:

- \$2.6 million to the fund the 2016 General Capital Plan. The 2015 plan is being funded with a \$3.6 million transfer in 2014 that was increased due to higher than expected estate tax revenue receipts.
- \$1.8 million to fund the City's share of Police and Fire pension costs in 2015.
- A transfer of \$1,060,000 to fund the 2015 debt service payments for outstanding bonds and notes of the City.
- A transfer of \$625,000 for operational support of the Recreation Fund budget.
- \$155,000 to support operating costs in the Street Lighting Assessment Fund
- \$918,000 transferred to the Self Insurance Fund to contribute funding for medical, workers compensation, and general liability insurance.
- General Fund support of the Street (\$400,000) and Sewer Maintenance (\$250,000) Funds.
- A transfer of expected income tax withholding received from forgivable loan repayments in 2015 (\$40,000)

Net Operating Result and General Fund Balance

The General Fund revenue is expected to exceed expenditures by \$519,000 in 2015. An objective of developing the annual operating budget is to achieve structural balance between sources and uses of funding. While the 2015 budget does anticipate a positive operating result the amount of the budgeted surplus is relatively small. A net change in revenue downward of one percent or increase in expenditures of one percent in 2015 would effectively eliminate the budgeted operating surplus.

Summary of General Fund Operating Expenditures
2013 Actual | 2014 Est. | 2015 Budget

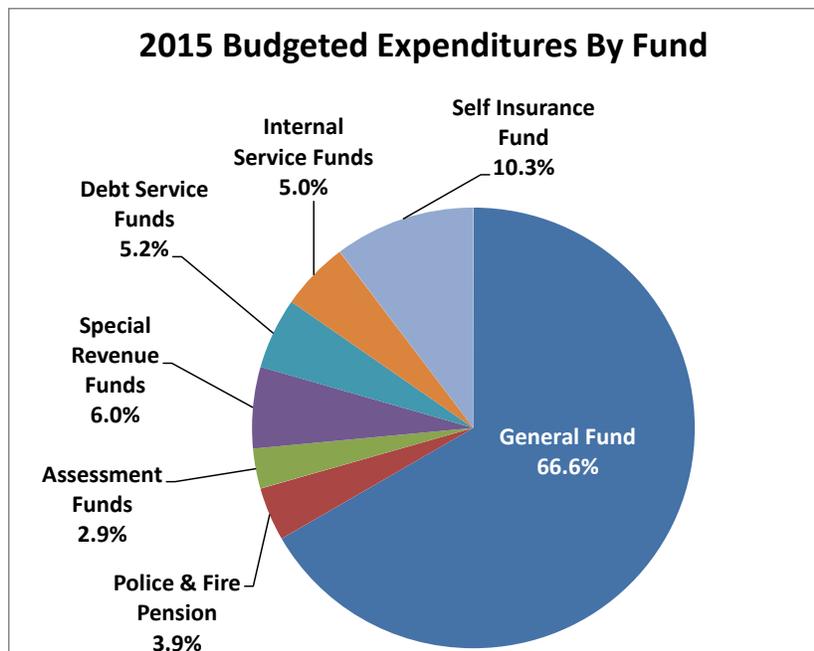
General Fund Summary	2013 Actual	2014 Original Budget	2014 Amended Budget	2014 Estimate	Budget Variance	Budget Var. %	2015 Budget	% Chg 2014 Orig. Budget
Total Operating Revenue	\$ 43,712,245	\$ 42,187,031	\$ 42,187,031	\$ 43,273,268	\$ 1,086,237	2.6%	\$ 43,468,775	3.0%
Personal Services	25,112,540	25,374,943	25,369,313	25,386,556	(17,243)	-0.1%	26,139,983	3.0%
Other Expenditures	6,937,851	8,864,198	8,996,369	8,127,885	868,484	9.7%	8,928,089	0.7%
Total Operating Expenditures	\$ 32,050,391	\$ 34,239,141	\$ 34,365,682	\$ 33,514,441	\$ 851,241	2.5%	\$ 35,068,072	2.4%
Transfers Out	9,350,431	7,690,524	7,690,524	8,855,524	(1,165,000)	-15.1%	7,882,085	2.5%
Total Expenditures	\$ 41,400,822	\$ 41,929,665	\$ 42,056,206	\$ 42,369,965	(313,759)	-0.7%	\$ 42,950,157	2.4%
<i>Net Operating Result</i>	<i>\$ 2,311,423</i>	<i>\$ 257,366</i>	<i>\$ 130,825</i>	<i>\$ 903,303</i>	<i>\$ 645,937</i>		<i>\$ 518,618</i>	

The 2015 ending General Fund balance is expected to be \$10.4 million based on the budgeted levels of operating revenue and expenditures. The reserve level as a percentage of annual expenditures would be 24.3% at the end of 2015 and in compliance with City reserve policy.

Other Operating Funds

The total all funds budget operating for 2015 totals \$57.9 million (excluding transfers out) and is comprised of fund budgets for special revenue funds, public works, debt service, public safety pension, self-insurance, and internal service functions.

- The General Fund operating budget is two-thirds of the total all funds budget for 2015.
- The individual other fund budgets are presented in the corresponding departmental section of the 2015 budget document.



City of Shaker Heights
General Fund Revenue Forecast
Actual 2012-2013 | 2014 Estimate | Budget 2015

Source of Revenue	2012 ACTUAL	2013 Actual	2014 BUDGET	2014 Projection	2015 BUDGET	% Chg 2014 Estimate
Local Taxes						
Real Estate & Public Utility	\$6,345,161	\$5,967,228	\$5,967,228	\$5,831,692	\$5,821,866	-0.2%
Rollback/Homestead/Disability	962,734	\$897,686	897,685	890,662	890,662	0.0%
Tangible Personal Property	191	36	-	-	-	
Income Tax	21,099,130	\$27,720,413	28,668,334	29,503,872	30,248,760	2.5%
Admission Tax	53,100	\$80,501	60,000	62,404	62,404	0.0%
State Shared Tax						
Local Government	924,528	604,864	670,000	644,441	654,107	1.5%
Estate Tax	2,106,428	2,823,240	500,000	844,330	0	-100.0%
Liquor & Beer Permits	13,229	15,128	15,000	13,318	13,000	-2.4%
Cigarette Tax	483	519	320	320	320	0.0%
Intergovernmental Revenue						
Title IIIB - Senior Adults	37,685	14,056	15,000	19,152	15,000	-21.7%
Other Federal Grants	141,085	153,045	82,270	75,145	32,000	-57.4%
State Health Subsidy	5,320	5,314	5,564	5,347	5,800	8.5%
State Grants	48,759	19,234	34,856	31,434	18,617	-40.8%
Local Governments	140,356	87,859	69,707	89,503	81,877	-8.5%
Charges For Services						
Court Costs	1,897,933	1,845,178	1,900,000	1,703,818	1,874,199	10.0%
Ambulance Fees	576,322	579,135	600,000	628,491	647,345	3.0%
CATV Fee	409,350	442,248	442,248	414,523	414,523	0.0%
Shaker Magazine	303,186	227,576	172,170	214,836	192,000	-10.6%
Other Fees	103,962	89,518	75,894	80,736	80,736	0.0%
Fines						
Fines & Forfeitures	539,590	534,467	550,000	475,549	499,327	5.0%
Licenses						
Licenses & Permits	690,817	1,034,703	977,915	1,036,526	1,050,224	1.3%
Miscellaneous						
Interest	224,178	75,751	70,500	46,601	100,000	114.6%
Local Grants & Donations	10,779	8,993	8,080	5,230	5,230	0.0%
Refunds & Rebates	330,805	349,853	323,754	521,442	628,165	20.5%
Rents & Leases - Governmental	0	0	0	0	0	
Rents & Leases - Non-Governmental	82,033	52,912	26,456	52,912	52,912	0.0%
Sale of Public Property	116,367	82,789	54,050	80,985	79,700	-1.6%
Total Operating Revenue	\$37,163,511	\$43,712,244	\$42,187,031	\$43,273,268	\$43,468,775	0.5%
	-5.4%	17.6%	-3.5%	-1.0%	0.5%	
Transfers In From						
Law Enforcement Grants S.R. Fund	\$0	\$0	\$0	\$0	\$0	
H.I.D.T.A. Grant S.R. Fund	16	0	0	0	0	
Drug Free Comm. Grant S.R. Fund	0	9,345	0	0	0	
Advance Repayment From Spc Rev Fund	108,176	0	0	0	0	
General Capital Fund	0	0	0	0	0	
Economic Development & Housing Fund	0	35,400	0	0	0	
Unclaimed Moneys Trust Fund	4,571	19,955	4,000	0	0	
Total Transfers In	\$112,763	\$64,700	\$4,000	\$0	\$0	
Total Revenue	\$37,276,274	\$43,776,944	\$42,191,031	\$43,273,268	\$43,468,775	
Prior Yr. Encumb. Recovery	140,464	175,060	100,000			
Balance Prior Year	7,251,832	6,472,734	9,023,915	9,023,915	9,927,217	
Total Resources	\$44,668,570	\$50,424,738	\$51,314,946	\$52,297,182	\$53,395,992	

CITY OF SHAKER HEIGHTS, OHIO

General Operating Fund

Actual 2012-2013 | 2014 Estimate | Budget 2015

Amended

	2012 Actual	2013 Actual	2014 BUDGET	2014 Projection	Budget Variance	2015 BUDGET	% Chg From 2014 Budget
Operating Expenditures							
Police							
Personal Services	\$7,943,889	\$8,166,641	8,388,400	8,497,231	(\$108,831)	\$9,055,349	8.0%
Other	699,137	683,463	870,126	713,580	\$156,546	\$853,173	-1.9%
Police	\$8,643,026	\$8,850,104	9,258,526	9,210,811	\$47,715	\$9,908,522	7.0%
Fire							
Personal Services	\$5,682,632	\$5,770,425	5,617,827	5,705,216	(\$87,389)	\$5,686,291	1.2%
Other	559,547	618,688	713,509	724,025	(\$10,516)	\$734,061	2.9%
Fire	\$6,242,179	\$6,389,113	6,331,336	6,429,241	(\$97,905)	\$6,420,352	1.4%
Public Works							
Personal Services	\$3,754,911	\$3,949,929	3,927,350	3,878,495	\$48,855	\$3,977,170	1.3%
Other	3,103,967	2,779,614	3,325,549	3,365,828	(\$40,279)	\$3,366,751	1.2%
Public Works	\$6,858,878	\$6,729,543	7,252,899	7,244,323	\$8,576	\$7,343,921	1.3%
Municipal Court							
Personal Services	\$2,032,077	\$2,002,232	2,092,480	1,992,592	\$99,888	\$2,052,861	-1.9%
Other	82,438	93,828	103,186	103,186	\$0	\$102,979	-0.2%
Municipal Court	\$2,114,515	\$2,096,060	2,195,666	2,095,778	\$99,888	\$2,155,840	-1.8%
Health							
Personal Services	\$392,403	\$389,619	396,556	362,824	\$33,732	\$375,311	-5.4%
Other	66,617	35,908	70,891	64,711	\$6,180	\$70,919	0.0%
Health	\$459,020	\$425,527	467,447	427,535	\$39,912	\$446,230	-4.5%
Recreation							
Personal Services	\$366,050	\$286,386	289,400	332,873	(\$43,473)	\$288,900	-0.2%
Other	204,788	151,250	191,150	183,029	\$8,121	\$197,821	3.5%
Recreation	\$570,838	\$437,636	480,550	515,901	(\$35,351)	\$486,721	1.3%
Building Inspection							
Personal Services	\$330,413	\$329,066	317,700	304,982	\$12,718	\$298,598	-6.0%
Other	44,570	51,621	62,282	47,801	\$14,481	\$61,714	-0.9%
Building Inspection	\$374,983	\$380,687	379,982	352,783	\$27,199	\$360,312	-5.2%
Housing Inspection							
Personal Services	822,572	793,057	854,300	824,589	\$29,711	\$867,907	1.6%
Other	41,425	131,505	293,480	214,318	\$79,162	\$124,731	-57.5%
Housing Inspection	\$863,997	\$924,562	1,147,780	\$1,038,907	\$108,873	\$992,638	-13.5%
City Council							
Personal Services	\$134,285	\$128,128	128,600	127,818	\$782	\$129,681	0.8%
Other	9,943	10,674	14,951	12,829	\$2,122	\$14,951	0.0%
City Council	\$144,228	\$138,802	143,551	140,647	\$2,904	\$144,632	0.8%
Mayor							
Personal Services	\$191,085	\$190,705	185,400	184,792	\$608	\$187,384	1.1%
Other	19,230	24,381	28,400	28,400	\$0	\$28,467	0.2%
Mayor	\$210,315	\$215,086	213,800	213,192	\$608	\$215,851	1.0%
Chief Administrative Officer							
Personal Services	\$219,823	\$224,526	223,800	224,742	(\$942)	\$227,900	1.8%
Other	55,769	9,157	67,645	64,400	\$3,245	\$13,899	-79.5%
Chief Administrative Officer	\$275,592	\$233,683	\$291,445	\$289,142	\$2,303	\$241,799	-17.0%
Law							
Personal Services	\$500,613	\$562,342	569,000	562,641	\$6,359	\$590,442	3.8%
Other	169,481	159,169	194,120	126,358	\$67,762	\$160,470	-17.3%
Law	\$670,094	\$721,511	763,120	688,999	\$74,121	\$750,912	-1.6%
Finance							
Personal Services	\$589,740	\$642,110	629,900	625,683	\$4,217	\$640,002	1.6%
Other	119,049	122,617	154,118	146,312	\$7,806	\$135,876	-11.8%
Finance	\$708,789	\$764,727	784,018	771,995	\$12,023	\$775,878	-1.0%

CITY OF SHAKER HEIGHTS, OHIO

General Operating Fund

Actual 2012-2013 | 2014 Estimate | Budget 2015

Amended

	2012 Actual	2013 Actual	2014 BUDGET	2014 Projection	Budget Variance	2015 BUDGET	% Chg From 2014 Budget
Human Resources							
Personal Services	\$206,074	\$202,019	199,800	218,933	(\$19,133)	\$222,801	11.5%
Other	47,225	63,608	77,198	76,826	\$372	\$112,969	46.3%
Human Resources	\$253,299	\$265,627	276,998	295,759	(\$18,761)	\$335,770	21.2%
Civil Service							
Personal Services	\$21,749	\$22,241	22,400	24,118	(\$1,718)	\$23,753	6.0%
Other	1,844	24,363	66,884	30,857	\$36,027	\$37,137	-44.5%
Civil Service	\$23,593	\$46,603	89,284	54,975	\$34,309	\$60,890	-31.8%
Information Technology							
Personal Services	\$385,335	\$335,390	401,700	424,834	(\$23,134)	\$395,390	-1.6%
Other	110,891	117,980	142,389	117,583	\$24,806	\$139,115	-2.3%
Information Technology	\$496,226	\$453,370	544,089	542,417	\$1,672	\$534,505	-1.8%
CCSE							
Personal Services	\$32,907	\$35,051	35,500	35,500	\$0	\$35,500	0.0%
Other	1,047,466	1,268,638	1,584,969	1,365,340	\$219,629	\$1,714,362	8.2%
CCSE	\$1,080,373	\$1,303,688	1,620,469	1,400,840	\$219,629	\$1,749,862	8.0%
Communications and Marketing							
Personal Services	\$343,974	\$297,461	300,100	286,957	\$13,143	\$286,172	-4.6%
Other	440,708	415,476	506,203	422,437	\$83,766	\$504,783	-0.3%
Communications & Marketing	\$784,682	\$712,936	806,303	709,394	\$96,909	\$790,955	-1.9%
Planning							
Personal Services	\$0	\$493,136	480,900	470,508	\$10,392	\$486,183	1.1%
Other	0	46,554	277,672	122,862	\$154,810	\$236,333	-14.9%
Planning	\$0	\$539,690	758,572	593,370	\$165,202	\$722,516	-4.8%
Neighborhood Revitalization							
Personal Services	\$472,683	\$137,385	135,700	135,504	\$196	\$138,085	1.8%
Other	45,342	7,348	109,087	95,109	\$13,978	\$227,977	109.0%
Neighborhood Revitalization	\$518,025	\$144,734	244,787	230,613	\$14,174	\$366,062	49.5%
Economic Development							
Personal Services	\$184,672	\$154,691	172,500	165,724	\$6,776	\$174,304	1.0%
Other	5,434	122,012	142,560	102,095	\$40,465	\$89,601	-37.1%
Economic Development	\$190,106	\$276,702	315,060	267,819	\$47,241	\$263,905	-16.2%
Total Operating Expenditures	\$31,482,758	\$32,050,391	\$34,365,682	\$33,514,441	\$851,241	\$35,068,072	2.0%
Transfers Out *	\$6,603,058	\$9,350,431	\$7,690,524	\$8,855,524	(\$1,165,000)	\$7,882,085	2.5%
Recreation Fund Subsidy	749,710	792,000	792,000	792,000	0	625,000	-21.1%
Police & Fire Pensions	1,721,226	1,685,630	1,751,888	1,751,888	0	1,834,085	4.7%
Street Lighting Assessment Fund	112,100	112,100	120,000	155,000	(35,000)	155,000	29.2%
Self Insurance		807,000	900,000	900,000	0	918,000	2.0%
Debt Service Fund	930,364	791,910	1,126,636	1,126,636	0	1,060,000	-5.9%
Economic Development Loan Fund	1,340,965		0	130,000	(130,000)	40,000	
General Capital Fund	1,659,035	4,200,000	2,600,000	3,600,000	(1,000,000)	2,600,000	0.0%
Sewer Maintenance Fund						250,000	
Street Maintenance Fund		400,000	400,000	400,000	0	400,000	0.0%
Total Disbursements	\$38,085,816	\$41,400,822	\$42,056,206	\$42,369,965	(\$313,759)	\$42,950,157	2.1%
				2.3%		1.4%	
Total Revenue	\$37,276,274	\$43,776,944	\$42,191,031	\$43,273,268	\$1,082,237	\$43,468,775	3.0%
				-1.2%		0.5%	
Revenue Over/Under Expenditures	(809,542)	2,376,122	134,825	903,303	768,478	518,618	
Oper. Result as % of Expenditures	-2.1%	5.7%	0.3%	2.1%		1.2%	
Ending Balance December 31	\$6,472,733	\$9,023,915	\$9,158,740	\$9,927,217		\$10,445,835	
Ending Balance % Reserve	17.00%	21.80%	21.78%	23.43%		24.32%	

DEPARTMENTAL EXPENDITURE SUMMARIES - All Funds

	2012 Actual	2013 Actual	2014 Budget	2015 Budget
Police				
General Fund				
Crime Control	1,386,844	1,463,137	1,495,191	1,452,157
Crime Suppression	4,736,837	4,953,971	4,984,102	5,837,431
Auxiliary Services	1,438,737	1,389,862	1,497,399	1,438,003
Police Administration	658,074	638,467	708,037	711,498
Safety Patrol	119,629	122,065	192,800	119,364
Jail Holding Facility	302,905	282,602	380,997	350,069
Total General Fund	8,643,026	8,850,104	9,258,526	9,908,522
Special Revenue Funds				
Police Pension	189,155	184,926	197,956	219,446
County Community Diversion Program	11,409	5,082	11,743	13,522
Street Maintenance and Repair - Traffic Signals	104,452	106,693	137,661	143,340
HIDTA	3,663,663	4,027,520	5,592,968	1,762,662
Law Enforcement Trust - Local	51,031	42,441	101,115	101,200
Law Enforcement Trust - Federal	45,712	48,824	170,000	170,000
Total Special Revenue Funds	4,065,422	4,415,486	6,211,443	2,410,170
Internal Service Funds				
Uniform Carryover	0	0	0	0
Total Internal Service Funds	0	0	0	0
General Capital Fund				
Equipment	255,000	310,000	445,500	333,500
Total General Capital Fund	255,000	310,000	445,500	333,500
Total Police	12,963,448	13,575,590	15,915,469	12,652,192
Fire				
General Fund				
Fire Suppression/EMS	5,245,715	5,228,822	5,278,056	5,227,770
Fire Prevention	185,438	142,332	141,492	143,837
Fire Administration	811,026	1,017,959	911,788	1,048,745
Total General Fund	6,242,179	6,389,113	6,331,336	6,420,352
Special Revenue Funds				
Fire Pension	192,877	220,964	197,956	220,115
Total Special Revenue Funds	192,877	220,964	197,956	220,115
Internal Service Funds				
Life Safety Transmitters	15,244	17,088	20,643	21,443
Total Internal Service Funds	15,244	17,088	20,643	21,443
General Capital Fund				
Equipment	75,000	60,000	136,500	153,000
Total General Capital Fund	75,000	60,000	136,500	153,000
Total Fire	6,525,300	6,687,165	6,686,435	6,814,910
Public Works				
General Fund				
Animal Control	61,298	61,669	61,619	61,619
Parks & Public Land Maintenance	873,196	971,944	1,001,982	989,352
Tree Maintenance	21,184	18,357	19,000	19,000
Leaf Collection	425,732	479,541	396,929	434,712
Commercial District Maintenance	39,358	28,135	63,529	61,385
Waterline Maintenance	37,842	114,222	42,000	45,000
Refuse Collection & Disposal	2,202,079	1,769,096	2,037,789	2,034,803
Recycling	115,469	113,984	103,831	109,361
Brush Collection & Disposal	702,245	650,524	611,344	629,534
Sidewalk Maintenance	2,528	10,600	36,187	10,000
Ice & Snow Control	538,159	667,995	767,449	858,063
Public Service Administration	620,882	624,520	697,093	697,643
Public Building Cleaning	330,263	345,577	382,612	379,212
Public Building Maintenance	888,644	876,076	1,031,535	1,014,237

DEPARTMENTAL EXPENDITURE SUMMARIES - All Funds				
	2012	2013	2014	2015
	Actual	Actual	Budget	Budget
Total General Fund	6,858,878	6,732,240	7,252,899	7,343,921
Special Revenue Funds				
Street Maintenance and Repair	1,214,680	1,415,945	1,451,405	1,461,996
State Highway Maintenance	61,528	40,363	67,439	67,669
Sewer Fund -Storm Sewer Maintenance	703,915	578,860	618,911	664,523
Sewer Fund - Sanitary Sewer Maintenance	582,502	527,143	546,571	548,671
Sewer Fund - Lakes Management	38,295	37,600	22,715	23,000
Street Lighting	712,764	681,541	712,872	712,872
Tree Maintenance	836,842	999,590	1,149,008	984,286
Total Special Revenue Funds	4,150,526	4,281,042	4,568,921	4,463,017
Internal Service Funds-Chargeback Expenditures				
Central Stores Fuel				
Central Garage				
Total Internal Service Funds-Chargeback Expenditures	0	0	0	0
Internal Service Funds				
Private Property Tree Removal	21,175	10,700	9,090	12,000
Utility Openings	70,633	54,121	71,615	79,350
Sidewalk Repair	316,747	374,522	350,620	352,420
Fire Hydrant Repairs	0		9,987	9,987
Public Property Damages	0		3,890	3,940
Private Property Maintenance	66,068	63,425	85,480	70,770
RTA Snow Plowing	6,043	10,381	22,760	29,240
RTA Shaker Line Maintenance	159,474	123,936	119,668	118,248
RTA Van Aken Line Maintenance	100,143	109,698	122,882	121,882
Total Internal Service Funds	740,282	746,783	795,992	797,837
General Capital Fund				
Equipment and Projects	522,500	340,000	1,168,000	301,000
Street Maintenance and Repair	1,779,012	2,000,000	1,820,000	1,700,000
Facilities Repair	292,000	628,000	781,000	893,000
City owned property, demo, landscape, fence	400,000		0	
Total General Capital Fund	2,593,512	2,968,000	3,769,000	2,894,000
Total Public Works	14,343,199	14,728,065	16,386,812	15,498,775
Municipal Court				
General Fund				
Municipal Court	2,108,353	2,096,060	2,183,286	2,155,840
Municipal Court - Housing Case Srv	6,161		12,380	
Total General Fund	2,114,515	2,096,060	2,195,666	2,155,840
Special Revenue Funds				
Indigent Driver Alcohol Treatment	13,919	4,734	44,659	45,350
Court Computer	18,366	13,261	83,497	83,452
Clerk's Computerization	62,896	110,638	162,415	162,415
Court Alternate Dispute Resolution	22,535	23,476	23,750	24,054
Court Security Project	4,687	14,182	14,294	14,294
Indigent Driver Interlock	10,718	10,000	13,000	9,000
Total Special Revenue Funds	133,121	176,291	341,615	338,565
Total Municipal Court	2,247,636	2,272,351	2,537,281	2,494,405
Public Health				
General Fund				
Public Health	428,062	400,991	407,823	412,086
West Nile Virus Prevention	13,306	10,475	17,700	15,500
State Public Health Infrastructure/Emerg Prepare Grant				
Community Responsive Initiative Grant	1,055	4,476	8,608	3,888
Public Health Readiness grants	16,597	9,585	33,316	14,756
Total General Fund	459,020	425,527	467,447	446,230
Special Revenue Funds				
Drug Free Community Grant Program	84,315		0	0

DEPARTMENTAL EXPENDITURE SUMMARIES - All Funds

	2012 Actual	2013 Actual	2014 Budget	2015 Budget
Total Special Revenue Funds	84,315	0	0	0
Total Public Health	543,335	425,527	467,447	446,230
Recreation				
General Fund				
Office For Senior Adults	233,021	200,845	237,747	240,779
Administration	257,818	176,797	183,726	179,794
Community Events	79,999	59,994	59,077	66,148
Total General Fund	570,838	437,636	480,550	486,721
General Recreation Fund				
Administration	209,127	245,437	236,534	231,503
Promotion	(2,741)	5,190	4,355	13,059
School Age Care	463,246	480,833	509,707	477,829
Building Monitors	27,107	25,828	35,762	38,662
Playgrounds	39,637	33,972	35,544	32,908
Youth Programs	109,369	88,555	105,392	93,902
Teen Programs	8,167		0	100
Summer Camps	164,793	140,780	173,595	178,241
Adult Programs	26,622	27,073	25,650	47,923
Safety Town	5,515	6,381	17,411	19,431
Tennis	28,232	31,580	40,481	44,476
Field Maintenance	97,320	92,579	102,162	101,109
Sports Programs	165,704	168,978	165,703	166,112
Ice Skating Programs	804,174	791,584	784,584	823,179
Swimming Programs	320,976	303,910	339,162	393,528
Concessions	3,030	2,362	3,901	3,649
Thornton Park Amenities	12,717	10,952	14,830	65,681
Total General Recreation Fund	2,482,996	2,455,994	2,594,773	2,731,292
Special Revenue Funds				
Housing Grant Fund	231,508		0	0
Total Special Revenue Funds	231,508	0	0	0
General Capital Fund				
Equipment and Facilities	105,000	658,000	126,000	122,000
Total General Capital Fund	105,000	658,000	126,000	122,000
Total Recreation	3,390,341	3,551,630	3,201,323	3,340,013
Building Inspection				
General Fund				
Building Inspection	374,982	380,687	379,982	360,312
Total General Fund	374,982	380,687	379,982	360,312
Total Building Inspection	374,982	380,687	379,982	360,312
Housing Inspection				
General Fund				
Housing Inspection	863,997	924,562	1,147,780	992,638
Total General Fund	863,997	924,562	1,147,780	992,638
Economic Development Fund				
Private Property Demo and Emergency Repairs	95,289	90,000	5,100	0
Total Economic Development Fund	95,289	90,000	5,100	0
Special Revenue Funds				
Nuisance Abatement	111,385		0	0
Total Special Revenue Funds	111,385	0	0	0
Total Housing Inspection	1,070,671	1,014,562	1,152,880	992,638
Council				
General Fund				
Council	144,228	138,802	143,551	144,632
Total General Fund	144,228	138,802	143,551	144,632

DEPARTMENTAL EXPENDITURE SUMMARIES - All Funds

	2012 Actual	2013 Actual	2014 Budget	2015 Budget
Total Council	144,228	138,802	143,551	144,632
Mayor				
General Fund				
Mayor's Office	210,314	215,086	213,800	215,851
Total General Fund	210,314	215,086	213,800	215,851
Total Mayor	210,314	215,086	213,800	215,851
Chief Administrative Officer				
General Fund				
Chief Administrative Officer	275,592	233,683	291,445	241,799
Total General Fund	275,592	233,683	291,445	241,799
Total Chief Administrative Office	275,592	233,683	291,445	241,799
Information Technology				
General Fund				
Information Technology	496,225	453,370	544,089	534,505
Total General Fund	496,225	453,370	544,089	534,505
General Capital Fund				
Hardware and Software	239,500	335,000	189,000	235,000
Total General Capital Fund	239,500	335,000	189,000	235,000
Total Information Technology	735,725	788,370	733,089	769,505
Law				
General Fund				
Legal Administration	670,094	721,511	763,120	750,912
Total General Fund	670,094	721,511	763,120	750,912
Special Revenue Funds				
Fair Housing Grant	60,816	19,836	73,000	48,600
Total Special Revenue Funds	60,816	19,836	73,000	48,600
Total Law	730,910	741,347	836,120	799,512
Finance				
General Fund				
Finance Administration	708,789	764,727	784,018	775,878
Total General Fund	708,789	764,727	784,018	775,878
Total Finance	708,789	764,727	784,018	775,878
Human Resources				
General Fund				
Human Resource Administration	253,298	265,627	276,998	335,770
Civil Service Commission	23,593	46,603	89,284	60,890
Total General Fund	276,891	312,230	366,282	396,660
Internal Service Funds				
Inactive Employee Benefits	5,295	5,295	5,300	3,600
Self-Insurance - General	653,061	751,553	956,936	1,013,458
Self-Insurance - Employee Healthcare	0	0	0	0
Total Internal Service Funds	658,356	756,848	962,236	1,017,058
Total Human Resources	935,247	1,069,078	1,328,518	1,413,718
Communication and Marketing				
General Fund				
Communications & Marketing	551,879	517,737	630,918	610,685
Shaker Life Magazine	232,802	195,199	175,385	180,270
Total General Fund	784,682	712,936	806,303	790,955
Total Communications and Outreach	784,682	712,936	806,303	790,955

DEPARTMENTAL EXPENDITURE SUMMARIES - All Funds

	2012 Actual	2013 Actual	2014 Budget	2015 Budget
Planning				
General Fund				
Planning	349,747	273,970	364,517	328,672
Planning Commission	61,368	78,418	63,163	63,526
Landmark Commission	15,914	19,096	30,217	30,474
Architectural Board of Review	90,996	92,717	100,915	98,893
Housing Assistance Programs	0	75,489	199,760	200,951
Total General Fund	518,025	539,690	758,572	722,516
Economic Development Fund				
Avalon Station Mortgage Assistance	36,000	109,000	109,000	109,000
Total Economic Development Fund	36,000	109,000	109,000	109,000
Special Revenue Funds				
Housing Grant Fund	754	127,800	127,800	127,800
Preservation Services Fund	39,375	0	0	
Total Special Revenue Funds	40,129	127,800	127,800	127,800
General Capital Fund				
Bike Racks & Signage	0	15,000	15,000	
Total General Capital Fund	0	15,000	15,000	0
Total Planning	594,154	776,490	1,010,372	959,316
Neighborhood Revitalization				
General Fund				
Neighborhood Revitalization	190,111	144,734	244,787	366,062
Total General Fund	190,111	144,734	244,787	366,062
Special Revenue Funds				
Housing Grant Fund	240,249	94,231		13,197
Preservation Services Fund	25,000	104,860	0	
Total Special Revenue Funds	265,249	199,091	0	13,197
General Capital Fund				
Housing Initiatives	0	0	0	0
Total General Capital Fund	0	0	0	0
Total Neighborhood Revitalization	455,360	343,825	244,787	379,259
Economic Development				
General Fund				
Economic Development	0	276,702	315,060	263,905
Total General Fund	0	276,702	315,060	263,905
Economic Development Fund				
Economic Development	819,345	1,559,812	912,000	662,306
Total Economic Development Fund	819,345	1,559,812	912,000	662,306
Total Economic Development	819,345	1,836,514	1,227,060	926,211
Misc. Funds				
General Fund				
Contract Charges and Statutory Expenses	1,080,372	1,303,688	1,620,469	1,749,862
CCSE-Transfers				
Total General Fund	1,080,372	1,303,688	1,620,469	1,749,862
Debt Service Funds				
General Obligation	2,795,208	2,476,716	1,996,145	1,664,695
Urban Renewal	15,302,199	1,347,288	1,359,088	1,355,900
Total Debt Service Funds	18,097,407	3,824,004	3,355,233	3,020,595
Internal Service Funds-Chargeback Expenditures				
Copier Management				
Postage				
Total Internal Service Funds-Chargeback Expenditures	0	0	0	0
Total Miscellaneous	19,177,780	5,127,692	4,975,702	4,770,457

DEPARTMENTAL EXPENDITURE SUMMARIES - All Funds

	2012	2013	2014	2015
	Actual	Actual	Budget	Budget
TOTAL ALL DEPARTMENTS	67,031,036	55,384,127	59,322,394	54,786,568

Some or all expenses are included in other department budgets

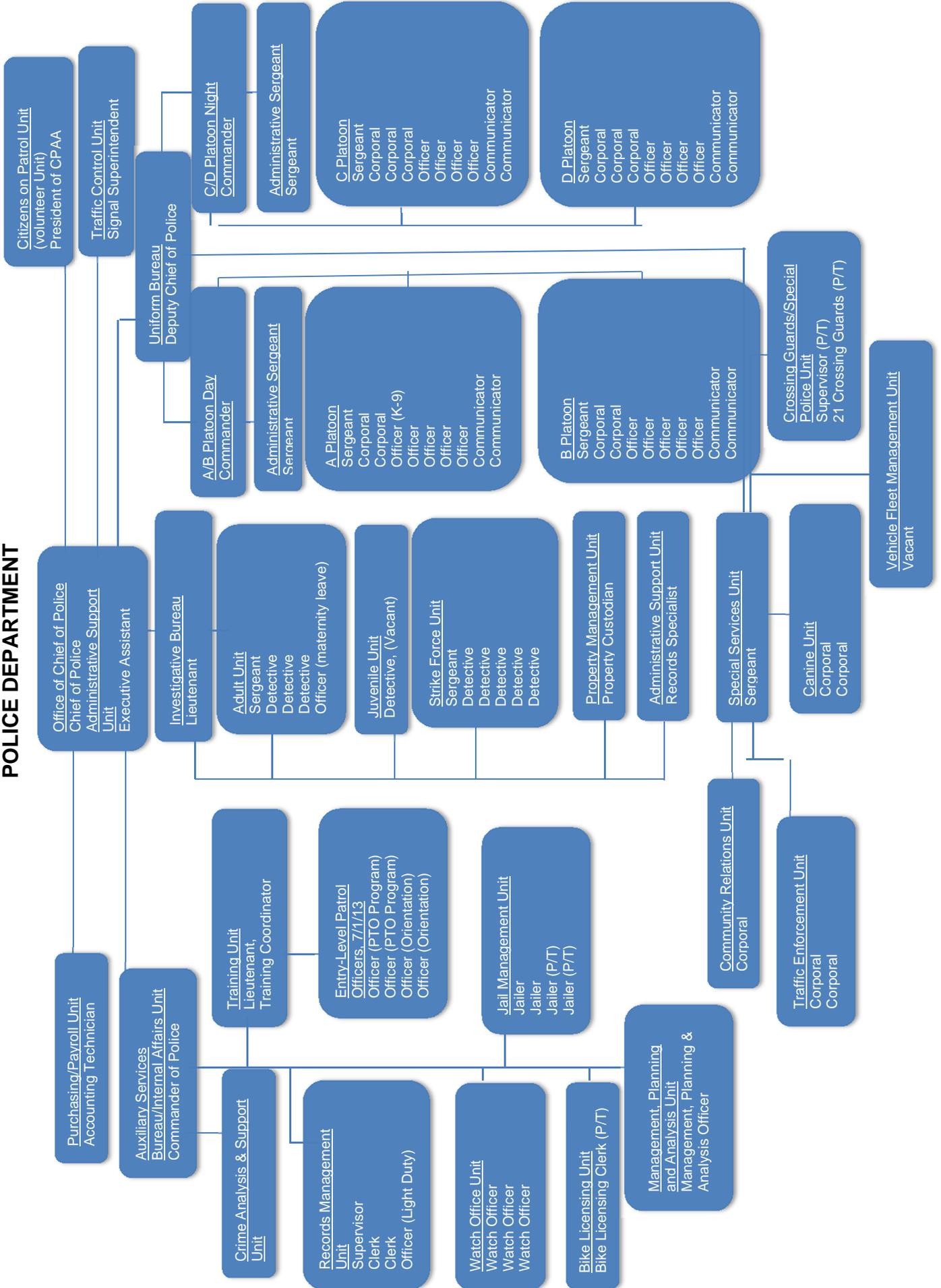
Totals by Fund Type	2012	2013	2014	2015
	Actual	Actual	Budget	Budget
General	31,482,757	32,053,088	34,365,682	35,068,073
Recreation	2,482,996	2,455,994	2,594,773	2,731,292
Economic Develop	950,634	1,758,812	1,026,100	771,306
Special Revenue	9,335,349	9,440,510	11,520,735	7,621,464
Debt Service	18,097,407	3,824,004	3,355,233	3,020,595
General Capital	3,268,012	4,331,000	4,681,000	3,737,500
Internal Service	1,413,882	1,520,719	1,778,871	1,836,338
Total All Funds	67,031,036	55,384,127	59,322,394	54,786,568



SHAKER HEIGHTS

2015 Operating Budget Departmental Budget Summaries

CITY OF SHAKER HEIGHTS POLICE DEPARTMENT



POLICE DEPARTMENT

	2012 Actual	2013 Actual	2014 Budget	2015 Budget	% Chg
General Fund	9,449,387	9,655,954	10,111,720	10,873,259	7.5%
Other Funds	1,208,120	1,252,556	1,471,669	1,612,245	9.6%
All Funds	\$ 10,657,507	\$ 10,908,510	\$ 11,583,389	\$ 12,485,504	7.8%

Department Description

The Shaker Heights Police Department is an internationally accredited law enforcement agency whose members are committed to the service and protection of all persons and property throughout the City. The department's various units and specialized services are committed to enhancing the quality of life and promoting a safe and secure environment.

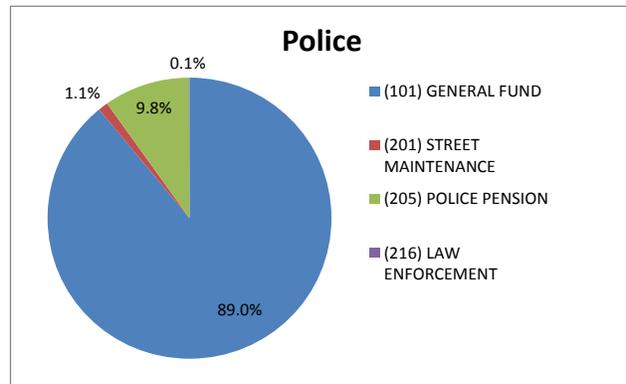
Funding Sources

General Fund

All functions receive funding from the General Fund. The department charges some fees for services, such as snow plow permits, false alarms fees, and bicycles licenses.

Special Revenue

- **Police Pension**
- **County Community Diversion Program**
- **Street Maintenance and Repair**
- **Traffic Signal Maintenance**
- **Law Enforcement Trust and Local and Federal**
- **General Capital Fund**



Functions

Crime Control

- **Investigative Bureau** - Provides the successful disposition of reported criminal cases occurring within the City through effective investigation and prosecution.
- **Adult** - Adult Unit detectives are charged with the responsibility of investigating crimes committed by adults, which are not considered "street crimes." The Adult Unit detectives also handle more serious cases involving sexual assaults, felonious assaults, domestic violence and homicides.
- **Juvenile** - Juvenile Unit detective(s) are charged with the responsibility of investigating cases involving a juvenile suspect or victim. Juvenile Unit detective(s) will also intervene in county child abuse cases where the main investigation is conducted by the Cuyahoga County Department of Children and Family Services
- **Strike Force** - Strike Force Unit detectives are charged with the responsibility of investigating street/property crime and drug cases. The Strike Force Unit is unique from the other two units in the Investigative Bureau due to the large amount of time spent on surveillance and unmarked patrol.

- **Property Management** - Operate the Property Room efficiently through effective processing of in-custody property and prompt release, disposal or auction of forfeited property.
- **Administrative Support Unit** – Clerical support.

Crime Suppression

- **Uniform Bureau/Patrol Services** – Preventative patrol and field activity to identify and investigate suspicious circumstances and individuals. Timely response to 911 calls, arresting offenders and collecting evidence. Enforce violations of City ordinances which detract from quality of life such as traffic violations, noise violations, disorderly conduct, nuisance animal calls, etc.
- **Uniform Bureau/Special Services** - Contains K-9 teams, traffic enforcement officers, Community Policing officer, **Safety Patrol (Crossing Guards)** and Fleet Maintenance. These officers support the Uniform Bureau mission by employing their special abilities, enforcing Criminal Nuisance Activity violations, mediating neighbor disputes, attending neighborhood association meetings, safely crossing school children, and daily checking and inspecting cruisers.

Auxiliary Services

- **Internal Affairs** - Maintains department integrity and insures accountability by investigating allegations of impropriety.
- **Crime Analysis and Support** – Assigns and evaluates crime prevention resources, including the monitoring of home alarm licenses and auditing of inmate activity.
- **Records Management** – Provides responses to and processes public inquiries, provides accurate and timely clerical, statistical, and technical service, clears warrants, performs data audits, reviews and delivers traffic and criminal citations and summonses, audits and disposes of records within the Department.
- **Watch Office** - Receives and memorializes information from community members related to traffic accidents and non-violent, less serious, criminal offenses and nuisance complaints. Prepares and completes applications for permits to engage in licensed, mobile businesses, within the City. Acts as Deputy Clerks for the Court during all non-business hours.
- **Bike Licensing** - Issues, inspects and affixes licenses; prepares records to assist in the recovery of lost, stolen and damaged bicycles.
- **Training** – Insures that personnel are thoroughly trained and meet the minimum standards required by the Ohio Peace Officer Training Academy. Facilitate continuous training for all members of the department. Monitor the progress of officers who are in training. Identify and address individual training needs and encourage career development among personnel.
- **Management, Planning and Analysis** - Reviews, researches and updates policies while maintaining accreditation for the entire Department. Assists Training Coordinator with analytical recommendations for evaluating crime trends.

Police Administration

- **Police Administration** - Manages the overall operations of the Police Department in an efficient and effective manner that is responsive to the needs of the community, while maintaining a staff of quality personnel who are kept up-to-date through annual training programs.
- **Payroll/Purchasing** - Manages payroll function, prepares accounts payables and receivables, and prepares bid specifications.
- **Traffic Control Unit** - Provide management and operation of the citywide traffic pattern and flow. Maintain traffic and pedestrian signals and other equipment. Maintain proper signage. Maintain the traffic line markings program in coordination with the Public Works' Street Program.

Jail

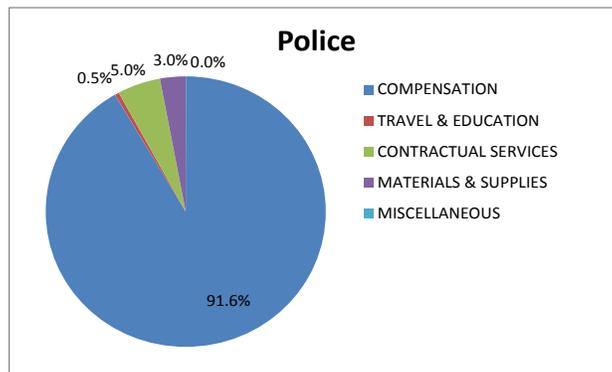
- **Jail Management** - Maintains sanitation, security, cleanliness and habitability of twenty-four (24) hour, twelve (12) day holding facility. Process adult inmates, as well as certain juvenile offenders. Transport, and assists with the transportation/transferring of inmates, as well as provide the inmate with the opportunity for visitation and communication.

2014 Accomplishments

- Four new officers successfully completed Police Training Officer program
- Two additional officers hired
- Received 8th Commission on Accreditation of Law Enforcement Agencies (CALEA) reaccreditation July 2014
- Anti-Crime/Burglary Detail
 - Crime down over 25% May – August
- Numerous suspects identified/charged through crime scene processing and procurement of quality fingerprints and DNA evidence
- Team of 7 Detectives/Officers recipient of 2014 FBI's Citizens Academy Foundation Safety Forces Hero Award for outstanding performance on February 5, 2013
 - Pulled suspect from Marshall Lake, otherwise succumbed to cold temperatures and freezing water
- Shaker Heights Police Department officer appointed Assistant Commander of EDGE SWAT team
- Implemented weekly crime analysis report
 - More effectively direct officers' stationary patrols and anti-crime detail
- Obtained additional grant money for operating a vehicle while intoxicated (OVI) patrol and seat belt enforcement
- Newest K-9, Fox, trained in-house saving \$13,000
 - Ohio Peace Officer Training Academy certified basic training curriculum
- Provided 5 vehicles recycled from fleet to Public Works for use by other departments

- Citizens Police Academy Association (CPAA) conducted foot patrols in Chagrin business district and continued conducting street light checks
 - Reduction in numbers reported
- Integrated new thermal imaging technology to assist in locating persons and evidence involved in crimes
- Created “Daily Police Blotter”
 - Refer “media” to blotter on webpage
 - Saves approximately 3 hours per week responding to media
- Decreased average number of cases assigned per detective per quarter
 - Reduced over 7 cases per detective - 3rd quarter
- Promotion of 2 Officers to Investigative Bureau
- Investigative Bureau averaged Part I clearance rate of approximately 42% for first 3 quarters of 2014
- Completed multiple composites for other law enforcement agencies for Robbery and Rape cases
 - One composite instrumental in conviction of Aggravated Robbery suspect in Garfield Heights
- Implementation of BrightSign notification system and renovation of roll call room
- Development of Lateral Entry recruitment and testing processes with Human Resources Department
- Installed additional fencing in Property area separating Weapons, Drugs, and Currency from general property within inventory providing additional security measures for handling of exceptional property
- Property Room hours expanded to include one day with extended hours
- Reduced overall food costs in Jail
 - > \$20,000
 - Healthier diet for prisoners
- Purchased blood pressure kit and trained staff on equipment use
 - Assist emergency medical responders by expediting assessment of inmates’ medical concerns
- Continued work with Shaker Heights Municipal Court
 - Decreased cost of medical care through furlough program
 - Decreased costs of external inmate housing
 - Strictly monitored days inmates held in foreign facilities
 - Applied for/utilized home monitoring systems
 - Decreased cost(s) - \$75.00/day to \$10.00/day
- Efficiencies to prepare for Court Docket (Law Department)
 - Ensures internal police documents readily available 1 week prior to court date
- Purchased filing system from Municipal Court
 - Better organization of stored records
 - CPAA assist with organization and filing of records
- Cross-trained Watch Office Personnel with Records Personnel

- Computer entry of Driving Under Suspensions (DUS), Operating Vehicles Under the Influence (OVI) and parking tickets
- Cross-trained Police Support Specialist in bond taking procedures, telephone protocols and entering parking tickets
- Developed Directives Review Committee
 - Review all general orders
 - Created protocols ensuring expediency in addressing, abandoning and/or improving procedures utilizing broader resources within/outside Police Department
- Renovated Police Department lobby providing more suitable environment for residents/guests
- Increased Watch Office weekday hours of operation
 - 13 hour shifts to 15 hour shifts
- Developed electronic home vacation watch reporting system for residents (with Communications & Marketing Department) for use by CPAA patrols
- Developed informal mandatory in-car camera recording guidelines
 - Responses To Threats, Pursuits, OVI's and traditionally more litigated areas of police/citizen encounters



2012 - 2015 Budget

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015
POLICE DEPARTMENT				

101 GENERAL FUND				

CRIME CONTROL (DETECTIVE)				

COMPENSATION	1,382,437	1,458,761	1,486,200	1,444,221
CONTRACTUAL SVCS	1,222	882	2,545	2,522
MATERIALS & SUPPLIES	3,185	3,495	6,446	5,414
TOTAL CRIME CONTROL (DETECTIVE)	1,386,844	1,463,137	1,495,191	1,452,157

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015
POLICE DEPARTMENT				
CRIME SUPPRESSION (PATROL)				

COMPENSATION	4,674,069	4,855,604	4,886,300	5,723,857
CONTRACTUAL SVCS	11,469	34,253	35,131	35,253
MATERIALS & SUPPLIES	51,298	64,114	62,671	78,321
TOTAL CRIME SUPPRESSION (PATROL)	4,736,837	4,953,971	4,984,102	5,837,431
AUXILIARY SERVICES				

COMPENSATION	1,284,629	1,241,603	1,279,700	1,233,815
CONTRACTUAL SVCS	136,924	131,191	182,714	184,677
MATERIALS & SUPPLIES	17,184	17,068	34,985	19,511
TOTAL AUXILIARY SERVICES	1,438,737	1,389,862	1,497,399	1,438,003
POLICE ADMINISTRATION				

COMPENSATION	309,858	314,396	364,200	350,579
TRAVEL & EDUCATION	28,454	46,766	50,130	55,090
CONTRACTUAL SVCS	148,089	123,894	133,636	139,224
MATERIALS & SUPPLIES	171,673	152,886	160,071	166,605
MISCELLANEOUS	0	525	0	0
TRANSFERS-OUT	806,361	805,850	853,194	964,737
TOTAL POLICE ADMINISTRATION	1,464,435	1,444,317	1,561,231	1,676,235
SAFETY PATROL				

COMPENSATION	119,629	122,065	192,800	119,364
TOTAL SAFETY PATROL	119,629	122,065	192,800	119,364
JAIL HOLDING FACILITY				

COMPENSATION	173,267	174,212	179,200	183,513
CONTRACTUAL SVCS	82,655	69,593	155,338	118,338
MATERIALS & SUPPLIES	46,983	38,797	46,459	48,218
TOTAL JAIL HOLDING FACILITY	302,905	282,602	380,997	350,069

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015
POLICE DEPARTMENT				
TOTAL GENERAL FUND	9,449,387	9,655,954	10,111,720	10,873,259
201 STREET MAINTENANCE AND REPAIR				

TRAFFIC SIGNAL MAINTENANCE				

COMPENSATION	64,892	66,618	68,200	69,191
CONTRACTUAL SVCS	29,006	24,913	55,209	52,221
MATERIALS & SUPPLIES	10,554	15,162	14,252	21,928
TOTAL TRAFFIC SIGNAL MAINTENANCE	104,452	106,693	137,661	143,340
TOTAL STREET MAINTENANCE AND REPAIR	104,452	106,693	137,661	143,340
205 POLICE PENSION				

POLICE PENSION				

COMPENSATION	995,394	990,652	1,051,000	1,184,033
CONTRACTUAL SVCS	122	124	150	150
TOTAL POLICE PENSION	995,516	990,776	1,051,150	1,184,183
TOTAL POLICE PENSION	995,516	990,776	1,051,150	1,184,183
216 LAW ENFORCEMENT GRANTS				

COUNTY COMMUNITY DIVERSION PRO				

COMPENSATION	7,452	4,080	7,043	7,300
CONTRACTUAL SERVICES			0	0
MATERIALS & SUPPLIES	1,601	1,002	3,500	5,022
MISCELLANEOUS & TRANSFERS	2,356	0	1,200	1,200
TOTAL COUNTY COMMUNITY DIVERSION PRO	11,409	5,082	11,743	13,522
TOTAL LAW ENFORCEMENT GRANTS	11,409	5,082	11,743	13,522

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015
POLICE DEPARTMENT				
701 LAW ENFORC TRUST-LOCAL 291				

LOCAL LAW ENFORCEMENT				

COMPENSATION	16,871	22,752	28,845	28,930
CONTRACTUAL SVCS	33,544	3,388	27,270	27,270
MATERIALS & SUPPLIES	0	9,542	0	0
CAPITAL OUTLAY	0	0	45,000	45,000
MISCELLANEOUS	615	6,760	0	0
TOTAL LOCAL LAW ENFORCEMENT	51,030	42,441	101,115	101,200
TOTAL LAW ENFORC TRUST-LOCAL 291	51,030	42,441	101,115	101,200
702 LAW ENFORC TRUST-FED 292				

FEDERAL LAW ENFORCEMENT				

COMPENSATION	0	0	0	0
TRAVEL & EDUCATION	0	2,380	0	0
CONTRACTUAL SVCS	35,889	0	170,000	170,000
MATERIALS & SUPPLIES	9,592	44,596	0	0
MISCELLANEOUS	231	0	0	0
CAPITAL OUTLAY		1,848		
Advance to HIDTA	0	58,780	0	0
TOTAL FEDERAL LAW ENFORCEMENT	45,712	107,604	170,000	170,000
TOTAL LAW ENFORC TRUST-FED 292	45,712	107,604	170,000	170,000
INTERNAL SERVICE				

UNIFORM CARRYOVER	0.00	0.00	0.00	0.00
TOTAL INTERNAL SERVICE	0.00	0.00	0.00	0.00
TOTAL POLICE DEPARTMENT	10,657,507	10,908,551	11,583,389	12,485,504
GRAND TOTAL	10,657,507	10,908,551	11,583,389	12,485,504

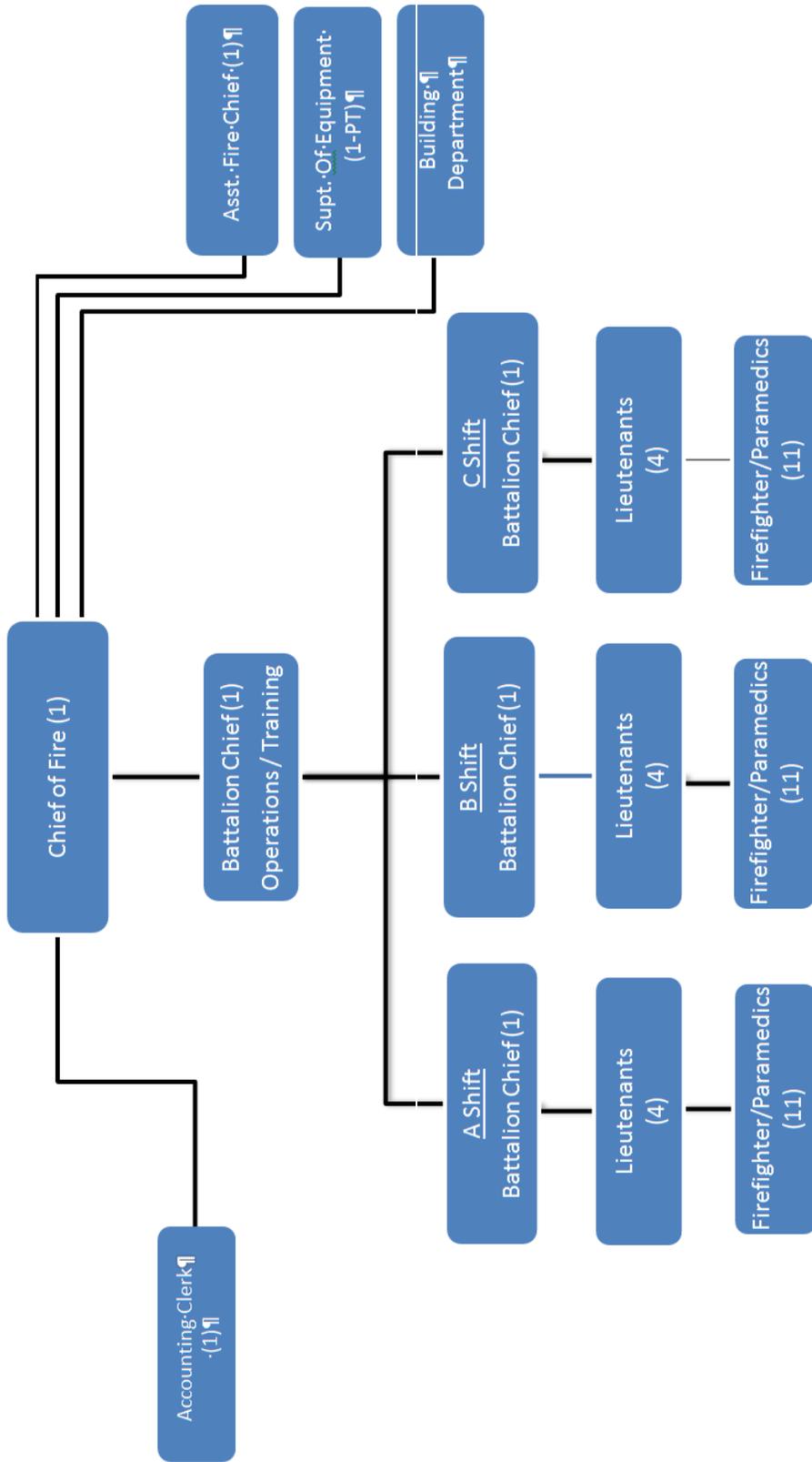
2015 Budget Highlights

- Overtime budget comparable to projected 2014 expenditures at \$534,000.
 - Additional \$192,300
- Increase uniformed officers to 70, including 2 anticipatory hires to replace 2 retiring officers, for manpower count of 68, utilizing lateral entry hiring process
- Includes raises negotiated in 2014 for patrol officers and detectives; and supervisors
- Other expenses reduced:
 - (\$37,000) from Prisoner Board and Meds
 - (\$10,000) from phone lines
- Continued planning for joint dispatch with Beachwood, Cleveland Heights, South Euclid, and University Heights
- Sergeant and lieutenant promotions

2015 Capital Budget

Replacement Police Vehicles	\$180,000
Replacement Digital Video/Audio Recordings System	100,000
Replacement of Traffic-Counting Equipment	3,500
Replacement of Signage and Poles	<u>50,000</u>
Total Police Capital	\$333,500

CITY OF SHAKER HEIGHTS FIRE DEPARTMENT



11

FIRE DEPARTMENT

	2012 Actual	2013 Actual	2014 Budget	2015 Budget	% Chg
General Fund	7,159,544	7,268,893	7,230,030	7,289,700	0.8%
Other Funds	1,122,987	1,117,832	1,117,293	1,110,906	-0.6%
All Funds	\$ 8,282,531	\$ 8,386,725	\$ 8,347,323	\$ 8,400,606	0.6%

Department Description

The Shaker Heights Fire Department promotes life safety for all citizens by ensuring a ready fire and emergency medical response 24/7. This is further supported through education, code enforcement and non-emergency support services.

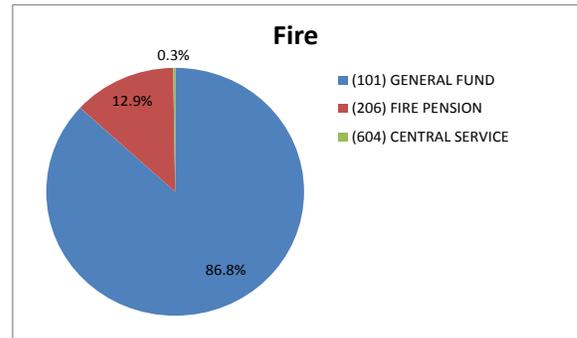
Funding Sources

General Fund

All functions receive funding from the General Fund. The department collects fees for rescue squad runs.

Special Revenue

- **Fire Pension Fund Internal Service Fund**
- **Life Safety Transmitters General Capital Fund**



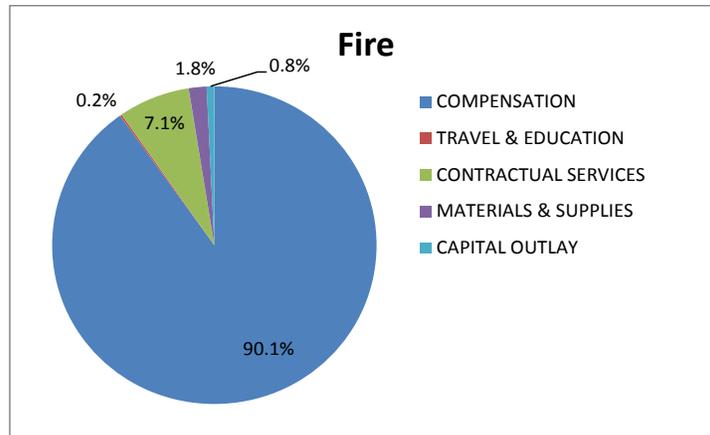
Functions

- **Fire Suppression/EMS** - The Shaker Heights Fire Department proudly protects over 28,000 people living in an area approximately 6 square miles. Operating out of 2 fire stations that protect a primarily residential area, the department is staffed by full-time career firefighter/paramedics. A wide range of services are offered to the community including Emergency Medical Services, Firefighting, Vehicle Extrication, and Ice Rescue. Members of the department belong to the Heights Area Special Rescue Team which provides technical rescue capabilities such as Confined Space Rescue, High Angle Rope Rescue, Trench Collapse Rescue, and Structural Collapse Rescue.
- **Fire Prevention** - The Fire Prevention Bureau is responsible for building inspections (excluding one and two-family dwellings); reviewing permit applications for hazardous substances and fire protection systems; reviewing plans for new construction and building renovation; ensuring safety at public assemblies and enforcing local, state and federal laws pertaining to fire and life safety. Additionally, The Fire Prevention Bureau works directly with the public, teaching fire prevention and safety. The Bureau's Juvenile Fire Setters Program teaches and provides counsel to youth who have incidences of setting fires- no matter how small.
- **Fire Administration** - Fire Administration provides direction and exercises all operational, support, and administrative control for Fire and Emergency Medical Services along with all Fire Prevention Bureau activities. Functions include supervising, budgeting and payroll responsibilities. Fire Administration analyzes operations for cost effectiveness and

represents the Department with government entities and other fire divisions and personnel. Additionally, the Administration establishes, reviews, and updates operational directives, policies and procedures.

2014 Accomplishments

- With Human Resources Department developed an entry level testing process for new firefighter recruits.
- With Communications and Marketing Department developed a recruitment campaign that attracted 244 applicants for the Firefighter/Paramedic entrance exam.
- Hired 6 new recruits who have been assigned to shift duty since July 2014.
- All three rescue squads outfitted with Stryker Power Cot Systems which will have a significant impact on a reduction of employee lifting injuries and the associated costs.
- Worked with Cleveland Heights, University Heights, University Hospitals, Shaker Heights Health Department, and others on coordinated response to Ebola.
- New 2015 EMS Chase Vehicle purchased and placed in-service in the spring of 2015, replacing 1998 GMC Safari.
- Installed 2000 photoelectric smoke detectors in homes of Shaker Heights residents funded with FEMA grant.
- Replaced 2001 Advance Life Support Rescue Squad with a new 2015 Horton Rescue Squad currently in-service at Fire Station No. 2 on Warrensville Center Road.
- Received FEMA Grant for a replacement emergency breathing air system fill station.
- Projected 2014 emergency response incidents in excess of 4,000 calls.
- Projected 2014 average response time is 3:32 minutes.



2012 - 2015 Budget

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015
FIRE DEPARTMENT				

101 GENERAL FUND				

FIRE SUPPRESSION				

COMPENSATION	5,245,715	5,227,448	5,216,981	5,170,069
TOTAL FIRE SUPPRESSION	5,245,715	5,227,448	5,216,981	5,170,069
FIRE PREVENTION				

COMPENSATION	185,438	142,332	141,492	143,837
TOTAL FIRE PREVENTION	185,438	142,332	141,492	143,837
EMERGENCY MEDICAL SERVICES				

CAPITAL OUTLAY	2,500	1,374	61,075	57,701
TOTAL EMERGENCY MEDICAL SERVICES	2,500	1,374	61,075	57,701
FIRE ADMINISTRATION				

COMPENSATION	253,979	400,646	259,354	372,385
TRAVEL & EDUCATION	11,373	12,217	14,014	14,014
CONTRACTUAL SVCS	429,014	498,759	506,806	536,880
MATERIALS & SUPPLIES	113,885	102,663	131,614	125,466
MISCELLANEOUS	2,775	3,675	0	0
TRANSFERS-OUT	914,865	879,780	898,694	869,348

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015
FIRE DEPARTMENT				
TOTAL FIRE ADMINISTRATION	1,725,891	1,897,739	1,810,482	1,918,093
TOTAL GENERAL FUND	7,159,544	7,268,893	7,230,030	7,289,700
206 FIRE PENSION				

FIRE PENSION				

COMPENSATION	1,107,620	1,100,620	1,096,500	1,089,313
CONTRACTUAL SVCS	122	124	150	150
TOTAL FIRE PENSION	1,107,742	1,100,744	1,096,650	1,089,463
TOTAL FIRE PENSION	1,107,742	1,100,744	1,096,650	1,089,463
604 CENTRAL SERVICES OPERATION				

LIFE SAFETY SYSTEM				

COMPENSATION	7,906	8,421	12,073	12,098
MATERIALS & SUPPLIES	6,388	8,667	8,570	9,345
MISCELLANEOUS	950	0	0	0
TOTAL LIFE SAFETY SYSTEM	15,244	17,088	20,643	21,443
TOTAL CENTRAL SERVICES OPERATION	15,244	17,088	20,643	21,443
TOTAL FIRE DEPARTMENT	8,282,531	8,386,725	8,347,323	8,400,606
GRAND TOTAL	8,282,531	8,386,725	8,347,323	8,400,606

2015 Budget Highlights

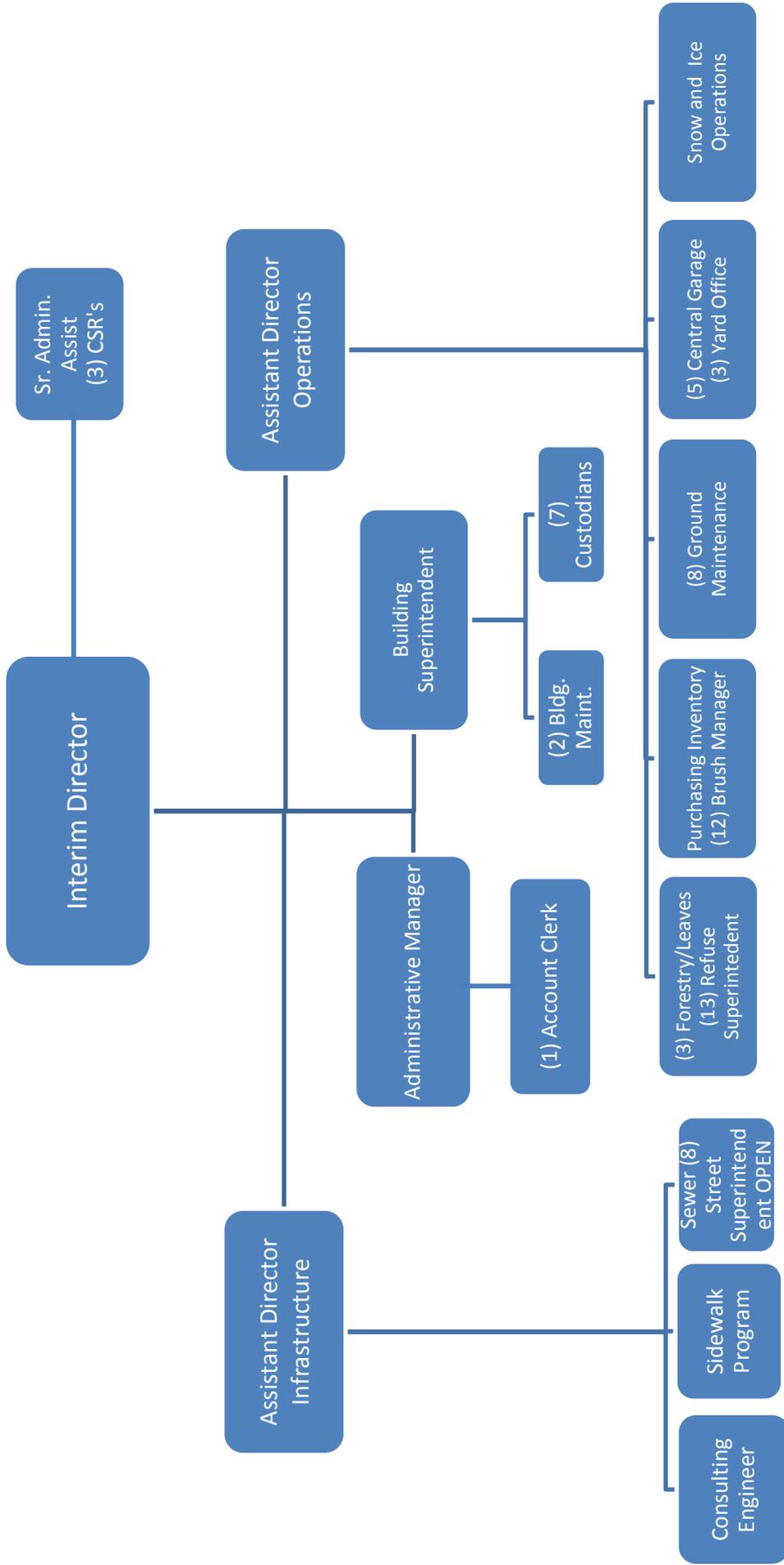
- Complete Records Management System Upgrade - Remaining data conversion portions of this project center around custom reports utilized for daily management activities within the Fire Department.

- In conjunction with Human Resources Department and the Civil Service Commission, conduct a battalion chief promotional exam to establish Civil Service list in anticipation of vacancies due to retirements.
- Continue to explore opportunities to collaborate with our neighboring departments including co-purchase of a Quint Fire Apparatus.

2015 Capital Budget

Replacement of Twelve Lead Cardiac Monitors	\$110,000
Replacement Vehicle (2004 Ford Taurus)	33,000
Replacement of expired SCBA Cylinders (year 1 of 5)	<u>10,000</u>
Total Fire Capital	\$153,000

Public Works Organizational Chart



(10) Labor Pool

PUBLIC WORKS DEPARTMENT

	2012 Actual	2013 Actual	2014 Budget	2015 Budget	% Chg
General Fund	6,858,878	6,732,240	7,252,899	7,343,921	1.3%
Other Funds	6,956,954	7,209,338	7,582,392	7,533,281	-0.6%
All Funds	\$ 13,815,832	\$ 13,941,578	\$ 14,835,291	\$ 14,877,202	0.3%

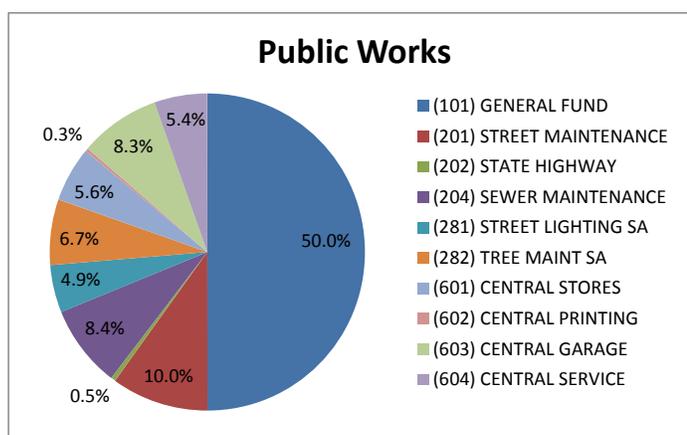
Department Description

The Public Works Department is responsible for performing maintenance, repair and improvements to the City-owned infrastructure. The Department maintains community appearance and public buildings and assures the safe and proper mechanical condition of City vehicles, equipment, and facilities. This includes roadways, sewers, snow and ice control, weed and grass mowing, litter pickup, street-sweeping, landscape maintenance, equipment and vehicle maintenance, building maintenance, brush and leaf collection, street maintenance, refuse collection and forestry operations. These duties are performed through planned, self-initiated, preventive maintenance actions as well as the ability to respond to weather events, and other random occurrences

Funding Sources

General Fund

Most functions receive funding from the General Fund. The department collects some charges for service in the General Fund, such as fees for certain animal control calls. The General Fund will also contribute to the Street Lighting Assessment Fund in 2014.



Special Revenue

- **Street Maintenance and Repair Fund**
- **State Highway Maintenance Fund**
- **Sewer Fund**
- **Street Lighting Fund**
- **Tree Maintenance Fund**

Internal Service Funds

- **Central Stores (fuel)**
- **Central Garage**
- **Private Property Tree Removal**
- **Utility Openings**
- **Sidewalk Repair**
- **Fire Hydrant Repair**
- **Public Property Damages**
- **Private Property Maintenance**
- **RTA Snow Plowing, Shaker Line, and Van Aken Line Maintenance**

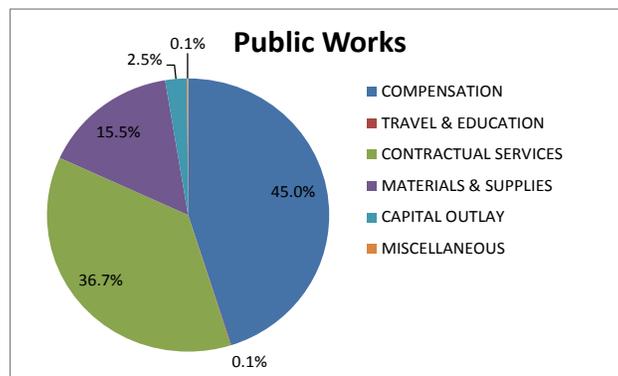
General Capital Fund

Functions

- **Animal Control** – Outsourced animal control services responding to dogs at large or wild dogs; lost or found dogs or cats; injured dogs and cats; removal of bats from living facilities; and management of geese control program.
- **Parks and Public Land Maintenance** – Cleaning and mowing of public areas; annual inspection of guardrails/fences, and benches; maintenance of City-owned vacant lots; and hanging basket program.
- **Tree maintenance** – Purchase of trees; tree planting and pruning; ensure tree protection on construction projects; and identify and address hazardous trees.
- **Leaf collection** – Peak season leaf pickup from all tree lawns and public grounds; and manage leaf stockpile at Service Center via leaf hauling.
- **Commercial district maintenance** – Streetscape maintenance in various commercial areas including planters, hanging baskets, and trash receptacle pick up.
- **Water line maintenance** – Annual charge for water used by City hydrants.
- **Refuse collection and disposal** – Backyard collection of residential refuse; resident drop off of large items at the Service Center; and Community Shredding days.
- **Recycling** – Backyard collection of recyclables: mixed paper, cans, plastic and glass. Resident drop off of recyclables at the Service Center.
- **Brush Collection and Disposal** – Tree lawn pick up and disposal of brush.
- **Sidewalk Maintenance** – Installation of concrete and sandstone sidewalks in connection with sewer and street maintenance work; oversight of private property owner sidewalk repair/replacement.
- **Ice and Snow control** – City-wide snow/ice removal on streets and City parking lots; sidewalk plowing when snow reaches 6” deep.
- **Public Service Administration** – Construction project management; procurement; budget; safety; disaster preparedness; chargebacks to other departments; inventory; and customer service.
- **Public Building Cleaning** – Cleaning of City Hall, Police Court Building; Service Center; Stephanie Tubbs Jones Community Building.
- **Public Building maintenance** – Management of private contractors for Shaker Family Center building custodial service, pest control, floor mats, carpet cleaning and window cleaning for City facilities; implementation of Capital Budget repair and renovation projects, including ADA improvements; and correction of safety violations in City buildings.
- **Street Repair and State Highway Maintenance** – Annual street resurfacing, large area repair; sinkhole repair; crack sealing; street striping; and pothole repairs.
- **Storm and Sanitary Sewer Maintenance and Lake Management** – Manage EPA-mandated storm water maintenance plan and EPA storm water Pollution Prevention Program; street sweeping to prevent debris from entering catch basins; manage outsourced catch basin cleaning, catch basin repair; and sewer main cleaning. Inspection and repair of manholes. Lakes cleanup and spillway monitoring. Dam repairs.
- **Street Lighting** – Collection of assessments to pay for First Energy-owned street lights on public right-of-way.

2014 Budget Accomplishments

- Addressed the 7th snowiest winter in Cleveland area with extenuating circumstances such as inability to obtain road salt in a timely manner; absorbed over \$100,000 budget shortfall and kept the City streets safe
- Upgraded snow and ice capabilities by adding liquid de-icing equipment and new sidewalk plowing equipment to our fleet
- Responded immediately to the July 27, 2014 50 year storm by providing debris clean up and removal, service to over 600 calls for service, investigated and developing recommendations for short and long term improvements
- Outsourced mowing of 130+ City owned lots, resulting in \$30,000 savings
- Performed bio-augmentation of Green Lake with in-house licensed staff saving \$15,000.
- Recycling Town Hall Meeting
- Have under contract over \$500,000 in Energy Audit Improvements as well as an additional \$260,000 out to bid
- Resurfaced more than 2.25 miles of roadway
- Performed Large Area Repair on over 2.30 miles of roadway



2012 - 2015 Budget

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015
PUBLIC WORKS DEPARTMENT				

101 GENERAL FUND				

ANIMAL CONTROL				

CONTRACTUAL SVCS	61,298	61,669	61,619	61,619
TOTAL ANIMAL CONTROL	61,298	61,669	61,619	61,619

PARKS AND PUBLIC LAND MAINTENA				

COMPENSATION	526,753	619,173	629,750	607,120
TRAVEL & EDUCATION	0	95	576	576
CONTRACTUAL SVCS	245,008	261,559	281,395	291,395

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015
PUBLIC WORKS DEPARTMENT				
MATERIALS & SUPPLIES	100,035	88,414	87,541	87,541
CAPITAL OUTLAY	1,400	2,680	2,720	2,720
MISCELLANEOUS	0	22	0	0
TOTAL PARKS & PUBLIC LAND MAINT	873,196	971,944	1,001,982	989,352
TREE MAINTENANCE				

CONTRACTUAL SVCS	5,458	0	0	0
MATERIALS & SUPPLIES	15,726	18,357	19,000	19,000
TOTAL TREE MAINTENANCE	21,184	18,357	19,000	19,000
LEAF COLLECTION				

COMPENSATION	243,792	325,152	256,700	266,000
CONTRACTUAL SVCS	102,456	91,547	105,030	105,030
MATERIALS & SUPPLIES	79,484	62,842	35,199	63,682
TOTAL LEAF COLLECTION	425,732	479,541	396,929	434,712
COMMERCIAL PROPERTY MAINTENANCE				

COMPENSATION	28,781	14,888	49,800	46,000
CONTRACTUAL SVCS	10,237	10,431	10,287	11,530
MATERIALS & SUPPLIES	341	2,817	3,442	3,855
TOTAL COMMERCIAL PROPERTY MAINT	39,358	28,135	63,529	61,385
WATERLINE MAINTENANCE				

CONTRACTUAL SVCS	37,842	114,222	42,000	45,000
MATERIALS & SUPPLIES	0	0	0	0
TOTAL WATERLINE MAINTENANCE	37,842	114,222	42,000	45,000
REFUSE COLLECTION AND DISPOSAL				

COMPENSATION	1,147,961	1,049,485	1,066,750	1,084,200
TRAVEL & EDUCATION	0	0	259	259
CONTRACTUAL SVCS	941,628	623,434	788,003	755,003
MATERIALS & SUPPLIES	112,489	96,147	130,339	120,339
CAPITAL OUTLAY	0	0	52,438	75,002
MISCELLANEOUS	0	30	0	0

PUBLIC WORKS DEPARTMENT	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015
TOTAL REFUSE COLLECTION & DISPOSAL	2,202,079	1,769,096	2,037,789	2,034,803
SOLID WASTE RECYCLING				

COMPENSATION	102,201	96,526	84,400	85,000
CONTRACTUAL SVCS	5,192	6,997	7,961	12,961
MATERIALS & SUPPLIES	8,075	10,461	11,470	11,400
TOTAL SOLID WASTE RECYCLING	115,469	113,984	103,831	109,361
BRUSH COLLECTION & DISPOSAL				

COMPENSATION	467,406	443,408	370,820	389,010
CONTRACTUAL SVCS	155,662	138,079	165,404	173,404
MATERIALS & SUPPLIES	79,177	69,037	75,120	67,120
TOTAL BRUSH COLLECTION & DISPOSAL	702,245	650,524	611,344	629,534
SIDEWALK MAINTENANCE				

CONTRACTUAL SVCS	0	1,100	25,000	0
MATERIALS & SUPPLIES	2,528	9,500	11,187	10,000
TOTAL SIDEWALK MAINTENANCE	2,528	10,600	36,187	10,000
ICE AND SNOW CONTROL				

COMPENSATION	150,480	267,767	322,700	352,700
CONTRACTUAL SVCS	87,960	82,696	101,460	101,460
MATERIALS & SUPPLIES	299,719	317,532	343,289	403,903
TOTAL ICE AND SNOW CONTROL	538,159	667,995	767,449	858,063
PUBLIC WORKS ADMINISTRATION				

COMPENSATION	575,733	567,876	617,310	616,880
TRAVEL & EDUCATION	6,041	6,241	6,393	6,393
CONTRACTUAL SVCS	23,565	29,509	50,416	51,396
MATERIALS & SUPPLIES	15,544	18,196	22,974	22,974
MISCELLANEOUS	0	2,698	0	0
TOTAL PUBLIC WORKS ADMINISTRATION	620,882	624,520	697,093	697,643

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015
PUBLIC WORKS DEPARTMENT				
PUBLIC BUILDING CLEANING				

COMPENSATION	305,231	324,037	352,000	348,600
TRAVEL & EDUCATION	0	0	0	0
CONTRACTUAL SVCS	1,614	2,102	9,721	9,721
MATERIALS & SUPPLIES	23,419	19,437	20,891	20,891
	<hr/>			
TOTAL PUBLIC BUILDING CLEANING	330,263	345,577	382,612	379,212
PUBLIC BUILDING MAINTENANCE				

COMPENSATION	206,574	242,106	177,120	181,660
CONTRACTUAL SVCS	614,095	544,243	733,238	696,414
MATERIALS & SUPPLIES	67,975	89,728	121,177	136,163
	<hr/>			
TOTAL PUBLIC BUILDING MAINTENANCE	888,644	876,076	1,031,535	1,014,237
	<hr/>			
TOTAL GENERAL FUND	6,858,878	6,732,240	7,252,899	7,343,921
<hr/>				
201 STREET MAINTENANCE AND REPAIR				

GENERAL STREET MAINTENANCE				

COMPENSATION	582,276	636,353	647,510	665,090
TRAVEL & EDUCATION	0	0	500	500
CONTRACTUAL SVCS	521,866	571,634	588,090	571,090
MATERIALS & SUPPLIES	110,538	104,484	115,305	125,316
CAPITAL OUTLAY	110,538	103,474	100,000	100,000
	<hr/>			
TOTAL GENERAL STREET MAINTENANCE	1,214,680	1,415,945	1,451,405	1,461,996
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TOTAL STREET MAINTENANCE & REPAIR	1,214,680	1,415,945	1,451,405	1,461,996
<hr/>				
202 STATE HIGHWAY				

STATE HIGHWAY				

COMPENSATION	7,990	0	9,750	9,980
CONTRACTUAL SVCS	2,315	2,113	8,689	8,689
MATERIALS & SUPPLIES	51,223	38,250	49,000	49,000
	<hr/>			
TOTAL STATE HIGHWAY	61,528	40,363	67,439	67,669
	<hr/>			

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015
PUBLIC WORKS DEPARTMENT				
TOTAL STATE HIGHWAY	<u>61,528</u>	<u>40,363</u>	<u>67,439</u>	<u>67,669</u>
204 SEWER MAINTENANCE				

STORM SEWER MAINTENANCE				

COMPENSATION	375,591	274,505	201,900	204,600
TRAVEL & EDUCATION	0	0	1,000	1,000
CONTRACTUAL SVCS	263,329	263,485	317,593	318,793
MATERIALS & SUPPLIES	64,995	40,870	58,418	102,629
CAPITAL OUTLAY	0	0	40,000	37,501
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TOTAL STORM SEWER MAINTENANCE	<u>703,915</u>	<u>578,860</u>	<u>618,911</u>	<u>664,523</u>
SANITARY SEWER MAINTENANCE				

COMPENSATION	101,612	29,360	74,800	76,900
CONTRACTUAL SVCS	462,842	469,193	447,792	447,792
MATERIALS & SUPPLIES	17,448	28,590	23,979	23,979
MISCELLANEOUS	600	0	0	0
TRANSFERS-OUT	157,303	365,106	188,178	188,178
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TOTAL SANITARY SEWER MAINTENANCE	<u>739,805</u>	<u>892,249</u>	<u>734,749</u>	<u>736,849</u>
LAKES MANAGEMENT				

CONTRACTUAL SVCS	20,295	19,600	4,715	5,000
MISCELLANEOUS	18,000	18,000	18,000	18,000
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TOTAL LAKES MANAGEMENT	<u>38,295</u>	<u>37,600</u>	<u>22,715</u>	<u>23,000</u>
TOTAL SEWER MAINTENANCE	<u>1,482,015</u>	<u>1,508,709</u>	<u>1,376,375</u>	<u>1,424,372</u>
281 STREET LITING SPEC ASSESSMENT				

STREET LIGHTING				

CONTRACTUAL SVCS	712,764	681,541	712,872	712,872
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TOTAL STREET LIGHTING	<u>712,764</u>	<u>681,541</u>	<u>712,872</u>	<u>712,872</u>
TOTAL STREET LITING SPEC ASSESSMENT	<u>712,764</u>	<u>681,541</u>	<u>712,872</u>	<u>712,872</u>

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015
PUBLIC WORKS DEPARTMENT				
282 TREE MAINT SPEC ASSESSMENT				

TREE MAINTENANCE				

COMPENSATION	401,591	419,903	470,000	472,600
TRAVEL & EDUCATION	1,594	1,190	2,000	2,000
CONTRACTUAL SVCS	268,397	245,864	323,840	323,840
MATERIALS & SUPPLIES	37,488	38,790	34,324	34,324
CAPITAL OUTLAY	127,772	293,844	318,844	151,522
TOTAL TREE MAINTENANCE	836,842	999,590	1,149,008	984,286
TOTAL TREE MAINT SPEC ASSESSMENT	836,842	999,590	1,149,008	984,286
601 CENTRAL STORES PURCHASING				

CENTRAL STORES				

CONTRACTUAL SVCS	15,008	14,838	27,490	27,490
MATERIALS & SUPPLIES	692,787	704,998	756,050	797,309
TRANSFERS-OUT	30,892	0	0	0
TOTAL CENTRAL STORES	738,687	719,835	783,540	824,799
TOTAL CENTRAL STORES PURCHASING	738,687	719,835	783,540	824,799
602 CENTRAL PRINTING OPERATION				

CENTRAL PRINTING OPERATION				

CONTRACTUAL SVCS	41,107	42,880	46,000	46,000
TRANSFERS-OUT	27,284	0	0	0
TOTAL CENTRAL PRINTING OPERATION	68,391	42,880	46,000	46,000
TOTAL CENTRAL PRINTING OPERATION	68,391	42,880	46,000	46,000
603 CENTRAL GARAGE OPERATION				

CENTRAL GARAGE				

COMPENSATION	801,258	752,842	840,900	847,800
TRAVEL & EDUCATION	1,209	565	2,402	2,402

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015
PUBLIC WORKS DEPARTMENT				
CONTRACTUAL SVCS	228,795	236,683	306,693	290,308
MATERIALS & SUPPLIES	70,502	63,601	49,766	72,940
TOTAL CENTRAL GARAGE	1,101,764	1,053,691	1,199,761	1,213,450
TOTAL CENTRAL GARAGE OPERATION	1,101,764	1,053,691	1,199,761	1,213,450
604 CENTRAL SERVICES OPERATION				

TREE MAINTENANCE				

CONTRACTUAL SVCS	21,175	10,700	9,090	12,000
TOTAL TREE MAINTENANCE	21,175	10,700	9,090	12,000
SIDEWALK MAINTENANCE				

MATERIALS & SUPPLIES	844	777	0	0
TOTAL SIDEWALK MAINTENANCE	844	777	0	0
UTILITY PAVEMENT STREET OPENIN				

COMPENSATION	54,438	42,289	49,300	52,350
MATERIALS & SUPPLIES	16,195	11,832	22,315	27,000
TOTAL UTILITY PAVEMENT STREET OPENIN	70,633	54,121	71,615	79,350
RTA SNOW PLOWING				

COMPENSATION	1,342	1,871	14,250	14,240
MATERIALS & SUPPLIES	4,701	8,510	8,510	15,000
TOTAL RTA SNOW PLOWING	6,043	10,381	22,760	29,240
RTA SHAKER LINE MAINTENANCE				

COMPENSATION	65,013	71,428	65,440	64,020
CONTRACTUAL SVCS	21,614	27,722	28,078	28,078
MATERIALS & SUPPLIES	22,847	24,786	26,150	26,150
TRANSFERS-OUT	50,000	0	0	0
TOTAL RTA SHAKER LINE MAINTENANCE	159,474	123,936	119,668	118,248

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015
PUBLIC WORKS DEPARTMENT				
RTA VAN AKEN LINE MAINTENANCE				

COMPENSATION	42,440	54,543	65,600	64,600
CONTRACTUAL SVCS	18,669	17,905	16,352	16,352
MATERIALS & SUPPLIES	39,034	37,250	40,930	40,930
TOTAL RTA VAN AKEN LINE MAINTENANCE	100,143	109,698	122,882	121,882
SIDEWALK REPAIR PROGRAM				

COMPENSATION	93,820	83,292	96,100	97,900
CONTRACTUAL SVCS	222,084	290,453	254,520	254,520
MATERIALS & SUPPLIES	0	0	0	0
TOTAL SIDEWALK REPAIR PROGRAM	315,903	373,745	350,620	352,420
FIRE HYDRANT MAINTENANCE				

CONTRACTUAL SVCS	0	0	9,987	9,987
TOTAL FIRE HYDRANT MAINTENANCE	0	0	9,987	9,987
PUBLIC PROPERTY DAMAGE				

COMPENSATION	0	0	3,890	3,940
TOTAL PUBLIC PROPERTY DAMAGE	0	0	3,890	3,940
PRIVATE PROPERTY MAINT				

COMPENSATION	41,910	47,347	54,170	64,740
CONTRACTUAL SVCS	24,158	16,078	31,310	6,030
TOTAL PRIVATE PROPERTY MAINT	66,068	63,425	85,480	70,770
TOTAL CENTRAL SERVICES OPERATION	740,282	746,783	795,992	797,837
TOTAL PUBLIC WORKS DEPARTMENT	13,815,832	13,941,578	14,835,291	14,877,202
GRAND TOTAL	13,815,832	13,941,578	14,835,291	14,877,202

2015 Budget Highlights

- Manage \$1,200,000 in Cleveland Waterline Improvements
- Oversee \$3,360,000 in federal grant funding for the resurfacing of Van Aken Blvd.
- Begin the process for resurfacing Shaker Blvd. with the selection and award of design
- Roll out new Refuse Packers with better fuel efficiency, and single stream recycling with storage capacity of 60/40
- Implement Snow Parking Ban
- RTA 3-year Maintenance Agreement

2015 Capital Budget

Public Works Equipment:

Truck No. 44 (2003)	\$25,000
Loader No. 215 (1996)	100,000
Scooter – Diesel (2)	55,000
Refurbish Vac Truck No. 78 (2004)	56,000
Snow Plows (1)	10,000
Tire machine	10,000
Vehicle scanner	10,000
Sedans (2000 and 2003) – 2	<u>35,000</u>
Total New Equipment	\$301,000

Public Works Streets:

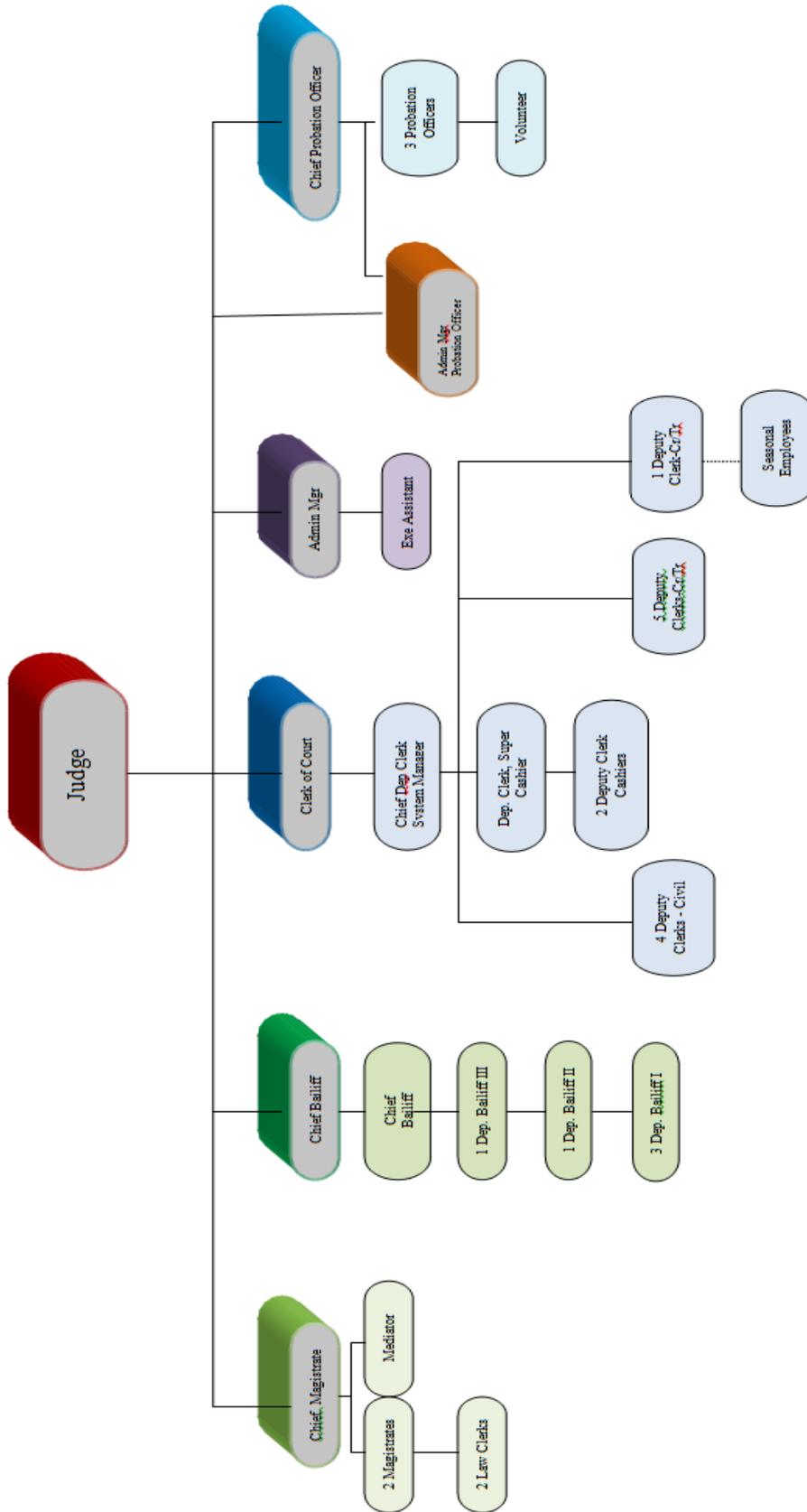
Street Resurfacing	\$1,530,000
Design of Shaker Boulevard	<u>170,000</u>
Total Streets	\$1,700,000

Public Works Facilities Maintenance:

City Facility Repairs and Renovations	\$200,000
Furniture and Equipment – Replacement	25,000
City Hall Flat Roof Curb Replacements – Additional funds	20,000
Fire Station #2 Northeast Wall Waterproofing	30,000
Jail Cell Plumbing	40,000
Replace Flat Roof Areas of Police Station	375,000
Replacement Carpet Detective Bureau	15,000
Service Center Employee Parking Lot Brick Wall Front	18,000
Service Yard Pavement Repairs	30,000
Shaker Family Center Building Parking Lot Resurfacing	100,000
Fire Station No. 1 HVAC Controls	<u>40,000</u>
Total Facilities Maintenance	\$893,000

Total Public Works Capital Budget	\$2,894,000
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SHAKER HEIGHTS MUNICIPAL COURT



MUNICIPAL COURT

	2012 Actual	2013 Actual	2014 Budget	2015 Budget	% Chg
General Fund	2,114,515	2,096,060	2,195,666	2,155,840	-1.8%
Other Funds	133,121	176,292	341,615	338,565	-0.9%
All Funds	\$ 2,247,636	\$ 2,272,352	\$ 2,537,281	\$ 2,494,405	-1.7%

Department Description

A municipal court is a creature of statute. This means that the court's authority and duties are controlled by the Ohio Revised Code. Those laws require this court district to include the municipalities of Beachwood, Hunting Valley, Pepper Pike, Shaker Heights and University Heights and be physically situated in Shaker Heights. State laws require that there be one judge in the jurisdiction and limit the types of cases that the judge can hear. This Court's duties to collect fines, fees and costs and to disburse them to the state, county or court communities are similarly directed by statute. The laws provide that Court costs be paid to Shaker Heights to help that City pay for the costs of operating a municipal court. They require that "fines" be paid to Ohio or the court municipality by whose authority a criminal or traffic case is filed. And, they require that certain "fees" be assessed against every Shaker Heights Municipal Court case to fund many state programs and one county-run program.

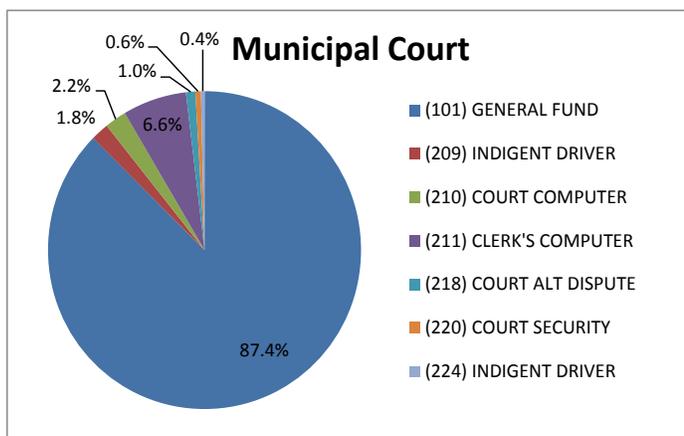
Funding Sources

General Fund

Shaker Heights is the host City for the Shaker Heights Municipal Court and thus receives all "court costs" charged to individuals and deposited into the City's General Fund.

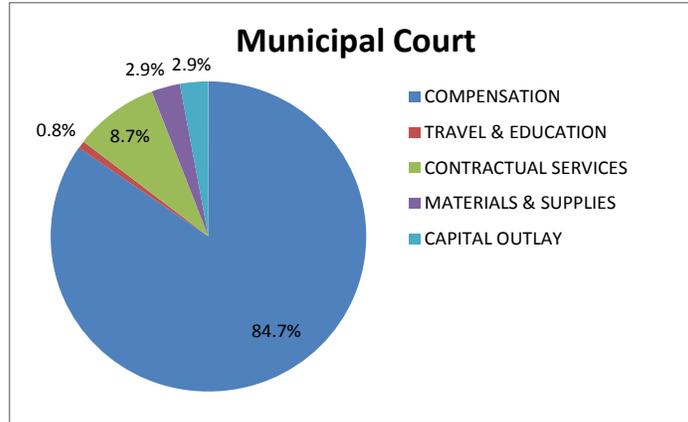
Special Revenue Fund

- **Indigent Driver Alcohol Treatment**
- **Court Computer Legal Research**
- **Clerk's Computation**
- **Alternative Dispute Resolution Fund**
- **Ohio Court Security Project Fund**
- **Indigent Driver Interlock Device**



For Functions and Accomplishments please refer to the 2013 Shaker Heights Municipal Court Annual Report at

<http://www.shakerheightscourt.org/general/2013AnnualReport.pdf>



2012 - 2015 Budget

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015
MUNICIPAL COURT				

101 GENERAL FUND				

MUNICIPAL COURT				

COMPENSATION	2,032,077	2,002,233	2,092,480	2,052,861
TRAVEL & EDUCATION	9,026	9,646	12,025	12,025
CONTRACTUAL SVCS	32,658	24,528	42,710	42,503
MATERIALS & SUPPLIES	40,754	42,153	48,451	48,451
CAPITAL OUTLAY		17,500		
TOTAL MUNICIPAL COURT	2,114,515	2,096,060	2,195,666	2,155,840
TOTAL GENERAL FUND	2,114,515	2,096,060	2,195,666	2,155,840
209 INDIGENT DRIVR ALCOHL TREATMNT				

INDIGENT DRIVER ALCOHOL TREATM				

CONTRACTUAL SVCS	13,719	4,734	44,309	45,000
MATERIALS & SUPPLIES	200		350	350
TOTAL INDIGENT DRIVER ALCOHOL TREATM	13,919	4,734	44,659	45,350
TOTAL INDIGENT DRIVR ALCOHOL TREATMNT	13,919	4,734	44,659	45,350

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015
MUNICIPAL COURT				
210 COURT COMPUTER				

COURT COMPUTER				

COMPENSATION	10,663	7,860	39,300	39,255
TRAVEL & EDUCATION	0	0	0	
CONTRACTUAL SVCS	6,646	4,121	18,637	18,637
MATERIALS & SUPPLIES	1,057		10,560	10,560
CAPITAL OUTLAY	0	1,280	15,000	15,000
TOTAL COURT COMPUTER	18,366	13,261	83,497	83,452
TOTAL COURT COMPUTER	18,366	13,261	83,497	83,452
211 CLERK'S COMPUTERIZATION				

CLERKS COMPUTERIZATION				

TRAVEL & EDUCATION	1,514		1,968	1,968
CONTRACTUAL SVCS	43,971	46,629	93,580	93,580
MATERIALS & SUPPLIES	17,411	6,999	9,867	9,867
CAPITAL OUTLAY	0	57,011	57,000	57,000
TOTAL CLERKS COMPUTERIZATION	62,896	110,639	162,415	162,415
TOTAL CLERK'S COMPUTERIZATION	62,896	110,639	162,415	162,415
218 COURT ALT DISPUTE RESOLUTION				

ALTERNATE DISPUTE RESOLUTION				

COMPENSATION	22,535	23,476	23,000	23,304
TRAVEL & EDUCATION	0		750	750
TOTAL ALTERNATE DISPUTE RESOLUTION	22,535	23,476	23,750	24,054
TOTAL COURT ALT DISPUTE RESOLUTION	22,535	23,476	23,750	24,054
220 COURT SECURITY PROJECT FUND				

COURT SECURITY PROJECT				

TRAVEL & EDUCATION	0	772	5,000	5,000

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015
MUNICIPAL COURT				
CONTRACTUAL SVCS	4,437	6,550	5,994	5,994
MATERIALS & SUPPLIES	250	950	3,300	3,300
CAPITAL OUTLAY	0	5,910	0	
TOTAL COURT SECURITY PROJECT	4,687	14,182	14,294	14,294
TOTAL COURT SECURITY PROJECT FUND	4,687	14,182	14,294	14,294
224 INDIGENT DRIVER INTERLOCK				

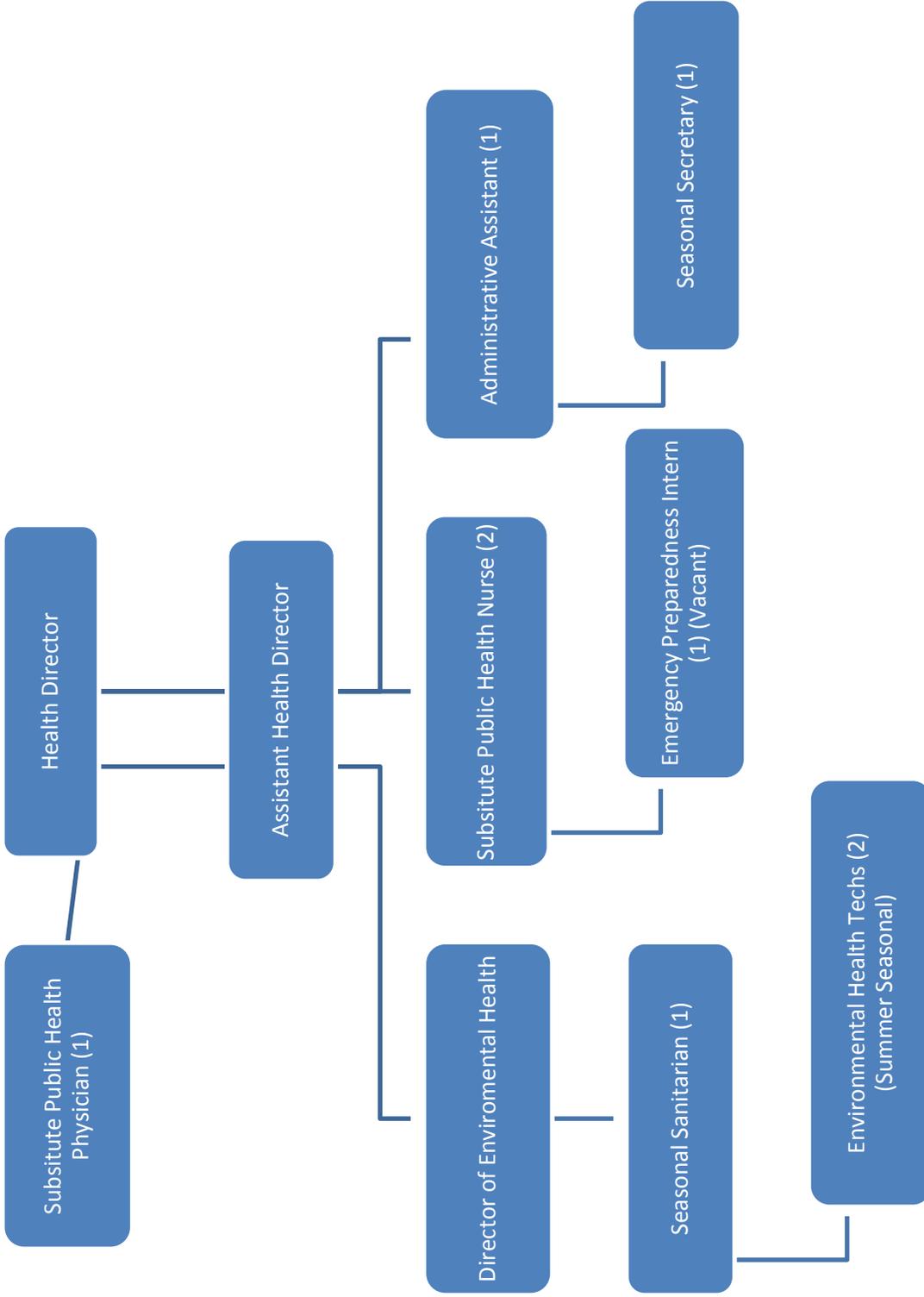
UNDEFINED				

CONTRACTUAL SVCS	10,718	10,000	13,000	9,000
TOTAL UNDEFINED	10,718	10,000	13,000	9,000
TOTAL INDIGENT DRIVER INTERLOCK	10,718	10,000	13,000	9,000
TOTAL MUNICIPAL COURT	2,247,636	2,272,352	2,537,281	2,494,405

2015 Budget Highlights

- Revenues are down almost \$200,000 due to Shaker filing \$1,000 fewer tickets in 2014.
- The Court's total General Fund Budget is 1.8% lower than the 2014 original budget.
- Court was able to reorganize various employee positions resulting in a decrease of \$40,000 from the 2014 budget.

Health Department Organizational Chart



HEALTH DEPARTMENT

	2012 Actual	2013 Actual	2014 Budget	2015 Budget	% Chg
General Fund	459,019	426,882	467,447	446,230	-4.5%
Other Funds	84,316	9,345	-	-	
All Funds	\$ 543,335	\$ 436,227	\$ 467,447	\$ 446,230	-4.5%

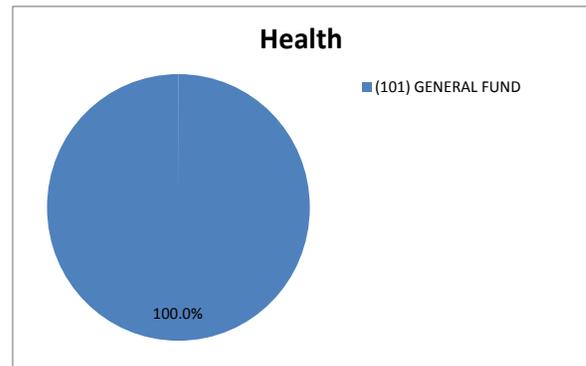
Department Description

The Health Department provides health screenings and immunizations, works closely with the Shaker public and private schools, supervises jail health, conducts sanitation inspections, supervises environmental health issues including West Nile Virus and raccoon rabies, and receives emergency preparedness grants to fund Shaker preparedness. The department also provides employee health services, including pre-employment and random drug testing, health consultations, and return-to-work evaluations.

Funding Sources

General Fund

All functions receive funding from the General Fund. The departmental charges fees for administering immunizations and from bike helmet sales. The department also receives federal grants for disaster preparedness.



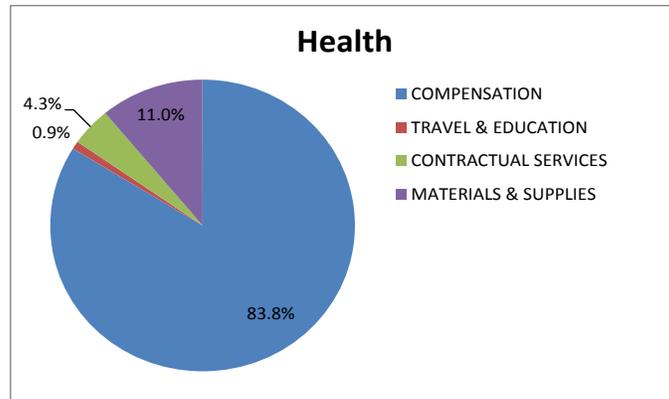
Functions

- **Public Health**
 - Adult and childhood immunizations.
 - Screening
 - Disease surveillance and prevention
 - Health promotion/outreach
 - Bike helmet program
 - Employee pre-employment drug testing and random drug testing Department of Transportation (DOT)
 - Employee consultations and return to work exams
 - 24/7 nursing and physician calls for medical needs of prisoners in City jail
- **Environmental Health**
 - **West Nile Virus prevention**
 - Raccoon and rabies prevention
 - Monitoring of Smoke Free Ohio Law
 - Monitor and decrease impact of lead poisoning among children in Shaker
 - Inspections: food service; retail food establishments; public pools; nuisance, rubbish, and rodent complaints; black mold; City transfer station; and bedbugs
- **Emergency Preparedness**
 - Public health preparedness for biological or chemical terrorism

- Pandemic flu planning and mass vaccination efforts

2014 Accomplishments

- Continued blood pressure screening, with increased emphasis on employee blood pressure monitoring
- Participation and collaboration with senior adult events: Blood pressure clinic at Library Court (March) Senior Adult picnic (June), Senior Adult Halloween Ball (October)
- Emergency Preparedness Activities: formal drill postponed; real-life emergency preparedness policies and procedures updated and practiced during Enterovirus D68 and Ebola exposure in Shaker Heights and Northeast Ohio (September to November 2014)
- Participated in leadership of the Health Improvement Partnership-Cuyahoga (HIP-C), including priority setting, action planning, and grant writing
- Emergency preparedness grants 2014/2015: total \$18,617.00 (increase of \$1173, or 9%)
 - Public Health Emergency Preparedness (PHEP): \$14,729
 - Cities Readiness Initiative (CRI): \$3888
- Health partnership with Shaker Heights School District, serving medical and public health needs of the schools. The value of this partnership was again demonstrated through recent infectious disease exposures (EV-D68 and Ebola) that required coordinated and effective risk communication
- Collaborated with Human Resources to offer Tobacco Cessation programming to employees
- Effective West Nile Virus prevention. Larvicided all 2630 catch basins with extended release tablets, which provided coverage for the entire season in only one application
- Conducted school health inspections, coordinating efforts to improve student safety
- Increasing involvement in nuisance abatement inspections, such as rodents, garbage, hoarding, bed bugs, and roaches
- Conducted bicycle use and pedestrian survey (report pending).
- Active participation in Cuyahoga County Bed Bug Task Force
- Active participation in the Northeast Ohio Regional Food Roundtable
- Middle School YRBS surveillance (Spring 2014)
- Presentation of analysis of Shaker YRBS related findings at the American Public Health Association Annual meeting.



2012 - 2015 Budget

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015
HEALTH DEPARTMENT				

101 GENERAL FUND				

PUBLIC HEALTH				
COMPENSATION	370,312	371,917	353,134	357,434
TRAVEL & EDUCATION	1,283	1,521	3,939	3,939
CONTRACTUAL SVCS	35,504	19,919	18,379	18,379
MATERIALS & SUPPLIES	11,618	7,634	32,371	32,334
OTHER	0		0	
TRANSFERS-OUT	9,345	1,355	0	
TOTAL PUBLIC HEALTH	428,062	402,346	407,823	412,086
PUBLIC HEALTH GRANTS				

COMPENSATION	14,985	12,696	39,722	17,877
CONTRACTUAL SVCS	1,351	801	1,007	767
MATERIALS & SUPPLIES	1,316	564	1,195	
ADDITIONS & IMPROVEMENTS	0		0	
TOTAL PUBLIC HEALTH GRANTS	17,652	14,061	41,924	18,644
WEST NILE VIRUS PREVENTION				

COMPENSATION	7,105	5,006	3,700	
MATERIALS & SUPPLIES	6,200	5,469	14,000	15,500
TOTAL WEST NILE VIRUS PREVENTION	13,305	10,475	17,700	15,500
TOTAL GENERAL FUND	459,019	426,882	467,447	446,230

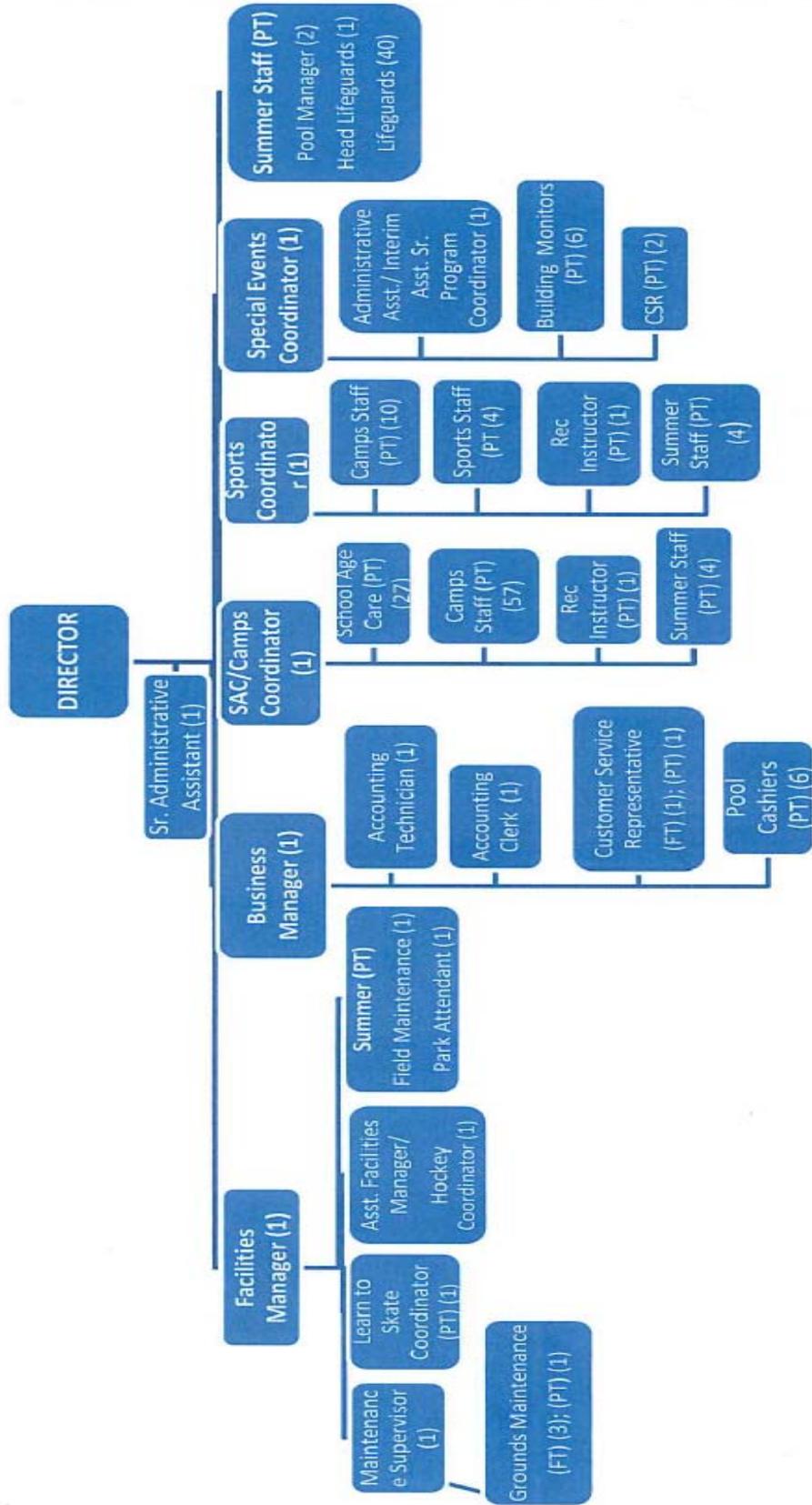
HEALTH DEPARTMENT	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>BUDGET 2014</u>	<u>BUDGET 2015</u>
0222 DRUG FREE COMMUNITY GRANT				

PUBLIC HEALTH GRANTS				
COMPENSATION	56,100			
TRAVEL & EDUCATION	71			
CONTRACTUAL SVCS	20,722			
MATERIALS & SUPPLIES	7,340			
MISCELLANEOUS	83			
ADVANCES OUT		9,345		
	<u>84,316</u>	<u>9,345</u>	<u>0</u>	<u>0</u>
TOTAL PUBLIC HEALTH GRANTS				
TOTAL DRUG FREE COMMUNITY GRANT	<u>84,316</u>	<u>9,345</u>		
TOTAL HEALTH DEPARTMENT	<u>543,335</u>	<u>436,227</u>	<u>467,447</u>	<u>446,230</u>

2015 Budget Highlights

- Reduced West Nile Virus expenses by \$7,400 in personnel costs via use of extended release larvicide tablets in catch basins.

SHAKER HEIGHTS RECREATION DEPARTMENT



RECREATION DEPARTMENT

	2012 Actual	2013 Actual	2014 Budget	2015 Budget	% Chg
General Fund	570,838	437,636	480,550	486,721	1.3%
Other Funds	2,714,503	2,455,995	2,594,773	2,731,292	5.3%
All Funds	\$ 3,285,341	\$ 2,893,631	\$ 3,075,323	\$ 3,218,013	4.6%

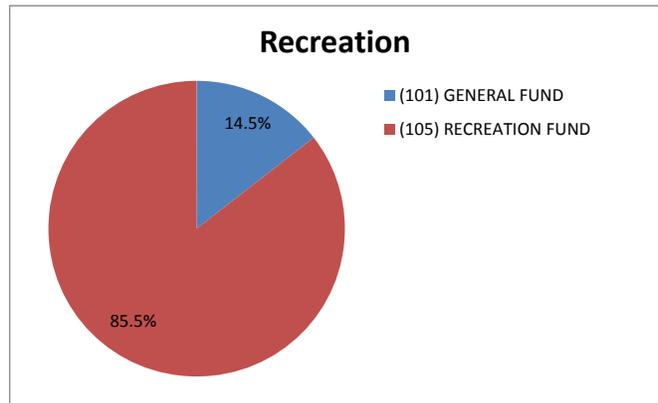
Department Description

The Recreation Department provides leisure time and recreational activities for residents and non-residents of all ages, including child care, sports and services for senior adults 50⁺.

Funding Sources

General Fund

The General Fund supports the Recreation Department's office for Senior adults, Administration, and Community Events, plus a transfer out of the General Fund into the Recreation subfund of the General Fund. The Recreation subfund receives fees for services from program participants.



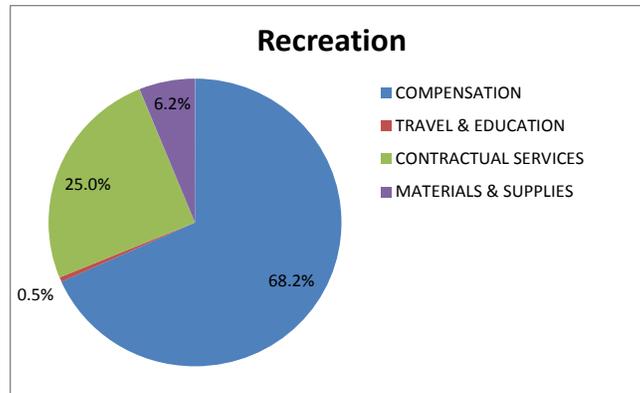
Functions

- **Office for Senior Adults** – Leisure learning; referral and emergency intervention services for the frail elderly; senior transportation services.
- **Community Events** – Memorial Day Parade; Colonnade programming.
- **Administration** – Management; procurement; accounting; budget; customer service; special events and marketing.
- **Promotion** – Recreation Book design.
- **School Age Care** – Before and after school care in Shaker schools (Boulevard; Fernway; Lomond; Mercer; Onaway; Woodbury) and Fundaze activities during school holidays.
- **Building Monitors** – For programs offered in school and City facilities.
- **Playgrounds** – Attendants at Horseshoe Lake Park and Shaker Town Center sports field.
- **Youth Programs** – Band and theater camps.
- **Summer Camps** – Various summer camps; and before and after camp care.
- **Adult Programs** – Adult sports activities.
- **Safety Town** – Child safety program with Police officers.
- **Tennis** - Summer Youth Tennis Program.
- **Field Maintenance** – Maintenance of City and some schools' fields for spring, summer, and fall sports; field scheduling.
- **Sports Programs** – Sports camps, basketball, girls softball, men's softball, t-ball, coach pitch, swimming soccer, football, golf and other sports programs; indoor swimming.
- **Ice Skating Programs** – Hockey and Learn to Skate programs; ice show; summer camps; Thornton Park Ice arena maintenance.

- **Swimming Programs** – Outdoor swimming program including Learn to Swim lessons, lifeguards, special events at Thornton Park pool.
- **Concession** – Management of outsourced concession at Thornton Park.
- **Thornton Park Amenities** – Seasonal supervision and supplies for Thornton Park pool and outdoor amenities.

2014 Accomplishments

- Analyzed the existing registration systems and researched ideas to streamline all systems into one
- Implementation of No-Show Policy enforcement to reduce program costs for senior transportation due to billing from Senior Transportation Connections.
- Creation of a policy and procedures for departmental cash handling using acceptable accounting practices to reduce the opportunity for financial errors.
- Developed a community needs assessment to better understand the desires of residents as it relates to programs and special events
- The website was streamlined to add navigation menus and centralize content with static pages. Thornton Park, School Age Care and facilities have their own pages and key information such as schedules and registration is now available online to increase ease of use for visitors.
- A new reservation system for Horseshoe Lake Park was implemented that allows residents the ability to view pavilion availability online. The community can also reserve the facility 364 days in advance which eliminated the awkward, manual, early morning reservation process of past years.
- The City worked collaboratively with the school district on the lease agreement for the new school IC center located in the basement of the Community Building. To accommodate this move, the first floor of the building was resurfaced to allow for more program types.
- The Recreation Department partners with other communities to offer high level programs. A few of these partners include Hathaway Brown, Orange School District and Beachwood.
- New Zamboni batteries were installed in January 2014 following 2013 year end equipment difficulties.
- A Kubota brand multipurpose vehicle was purchased in March 2014 to provided safer transportation of fields' crew and will be used for snow plowing at Thornton Park during the winter months
- Improved adult engagement in programs through programs like bike safety, Zumba and Pilates
- Researched Thornton tennis court repair and replacement ideas.



2012 - 2015 Budget

	Actual 2012	Actual 2013	Budget 2014	Budget 2015
RECREATION				

101 GENERAL FUND				

COMMUNITY LIFE ADMINISTRATION				

COMPENSATION	366,050	286,386	289,400	288,900
TRAVEL & EDUCATION	9	658	2,430	2,430
CONTRACTUAL SVCS	197,038	144,937	179,839	188,615
MATERIALS & SUPPLIES	6,246	5,655	7,381	5,276
MISCELLANEOUS	1,495		1,500	1,500
TOTAL COMMUNITY LIFE ADMINISTRATION	570,838	437,636	480,550	486,721
TOTAL GENERAL FUND	570,838	437,636	480,550	486,721

RECREATION				

105 RECREATION FUND				

RECREATION ADMINISTRATION				

COMPENSATION	316,052	351,923	329,000	323,400
TRAVEL & EDUCATION	2,885	1,811	7,772	8,606
CONTRACTUAL SVCS	56,666	59,393	73,024	72,420
MATERIALS & SUPPLIES	18,109	17,762	16,990	17,329
MISCELLANEOUS	(184,585)	(185,452)	(190,252)	(190,252)
TOTAL RECREATION ADMINISTRATION	209,127	245,437	236,534	231,503

RECREATION PROMOTION

	Actual 2012	Actual 2013	Budget 2014	Budget 2015
RECREATION				
CONTRACTUAL SVCS	11,676	17,782	17,862	23,993
MATERIALS & SUPPLIES	7,550	7,875	8,460	11,033
MISCELLANEOUS	(21,967)	(20,467)	(21,967)	(21,967)
TOTAL RECREATION PROMOTION	(2,741)	5,190	4,355	13,059
SCHOOL AGED CHILD CARE				

COMPENSATION	349,228	365,423	401,400	356,200
TRAVEL & EDUCATION	2,327	3,835	4,033	4,252
CONTRACTUAL SVCS	27,164	29,562	20,167	29,831
MATERIALS & SUPPLIES	28,177	25,661	27,755	31,194
MISCELLANEOUS	56,350	56,352	56,352	56,352
TOTAL SCHOOL AGED CHILD CARE	463,246	480,833	509,707	477,829
TENNIS				

COMPENSATION	21,184	23,208	32,500	36,000
CONTRACTUAL SVCS	0		1,422	
MATERIALS & SUPPLIES	3,857	5,209	3,397	5,314
MISCELLANEOUS	3,190	3,162	3,162	3,162
TOTAL TENNIS	28,231	31,579	40,481	44,476
BUILDING MONITORS				

COMPENSATION	26,647	25,366	35,300	38,200
MISCELLANEOUS	460	462	462	462
TOTAL BUILDING MONITORS	27,107	25,828	35,762	38,662
PLAYING FIELDS MAINTENANCE				

COMPENSATION	41,650	44,167	42,800	50,500
TRAVEL & EDUCATION	0		145	
CONTRACTUAL SVCS	46,336	37,780	48,036	40,076
MATERIALS & SUPPLIES	6,954	8,228	8,777	8,129
MISCELLANEOUS	2,380	2,404	2,404	2,404
TOTAL PLAYING FIELDS MAINTENANCE	97,320	92,579	102,162	101,109

RECREATION	Actual 2012	Actual 2013	Budget 2014	Budget 2015
PLAYGROUNDS				

COMPENSATION	21,978	14,101	18,600	4,300
TRAVEL & EDUCATION	0	1,099	0	
CONTRACTUAL SVCS	11,129	15,879	12,263	20,896
MATERIALS & SUPPLIES	6,070	2,430	4,219	7,250
MISCELLANEOUS	460	462	462	462
TOTAL PLAYGROUNDS	39,637	33,971	35,544	32,908
YOUTH PROGRAM				

COMPENSATION	54,284	10,523	8,100	17,500
TRAVEL & EDUCATION	0		12	
CONTRACTUAL SVCS	42,155	59,651	82,856	62,665
MATERIALS & SUPPLIES	359	5,619	1,662	975
MISCELLANEOUS	12,570	12,762	12,762	12,762
TOTAL YOUTH PROGRAM	109,368	88,555	105,392	93,902
SPORTS PROGRAMS				

COMPENSATION	95,452	96,116	91,500	95,800
TRAVEL & EDUCATION	396	2,072	0	
CONTRACTUAL SVCS	39,753	32,272	37,178	34,192
MATERIALS & SUPPLIES	13,123	21,545	20,052	19,147
MISCELLANEOUS	16,980	16,973	16,973	16,973
TOTAL SPORTS PROGRAMS	165,704	168,978	165,703	166,112
TEEN PROGRAMS				

COMPENSATION	8,167	0	0	0
TRAVEL & EDUCATION				50
MATERIALS & SUPPLIES		0	0	50
TOTAL TEEN PROGRAMS	8,167	0	0	100

	Actual 2012	Actual 2013	Budget 2014	Budget 2015
RECREATION				
SUMMER CAMPS				

COMPENSATION	108,128	86,617	115,800	122,700
TRAVEL & EDUCATION			0	
CONTRACTUAL SVCS	25,679	25,944	27,781	22,935
MATERIALS & SUPPLIES	9,756	7,003	8,798	11,390
MISCELLANEOUS	21,230	21,216	21,216	21,216
TOTAL SUMMER CAMPS	164,793	140,780	173,595	178,241
ADULT PROGRAMS				

COMPENSATION	7,671	8,454	8,900	9,200
CONTRACTUAL SVCS	14,625	14,396	12,527	34,500
MISCELLANEOUS	4,327	4,223	4,223	4,223
TOTAL ADULT PROGRAMS	26,623	27,073	25,650	47,923
SAFETY TOWN				

COMPENSATION	4,992	5,173	14,700	17,800
CONTRACTUAL SVCS		727	1,728	1,150
MATERIALS & SUPPLIES	63		502	
MISCELLANEOUS	460	481	481	481
TOTAL SAFETY TOWN	5,515	6,381	17,411	19,431
ICE SKATING RINK				

COMPENSATION	436,604	419,545	420,200	437,200
TRAVEL & EDUCATION	2,190	3,631	1,486	1,474
CONTRACTUAL SVCS	244,200	255,335	244,028	259,197
MATERIALS & SUPPLIES	51,502	43,590	49,386	55,824
MISCELLANEOUS	69,679	69,484	69,484	69,484
TOTAL ICE SKATING RINK	804,175	791,585	784,584	823,179
SWIMMING POOL				

COMPENSATION	217,932	202,822	218,900	293,500
TRAVEL & EDUCATION	285	408	1,498	100
CONTRACTUAL SVCS	55,012	56,375	69,305	53,118

	Actual 2012	Actual 2013	Budget 2014	Budget 2015
RECREATION				
MATERIALS & SUPPLIES	26,517	23,089	28,243	25,594
MISCELLANEOUS	21,230	21,216	21,216	21,216
TOTAL SWIMMING POOL	320,976	303,910	339,162	393,528
CONCESSIONS				

CONTRACTUAL SVCS	1,692	633	1,779	982
MATERIALS & SUPPLIES	268	689	1,081	1,626
MISCELLANEOUS	1,070	1,041	1,041	1,041
TOTAL CONCESSIONS	3,030	2,363	3,901	3,649
THORNTON PARK AMENITIES				

COMPENSATION	11,182	10,471	11,900	64,200
MATERIALS & SUPPLIES	1,075		2,449	1,000
MISCELLANEOUS	460	481	481	481
TOTAL THORNTON PARK AMENITIES	12,717	10,952	14,830	65,681
TOTAL 105 RECREATION FUND	2,482,995	2,455,994	2,594,773	2,731,292
FUND 213				

CAPITAL OUTLAY	231,508	0	0	0
TOTAL fund 213	231,508	0	0	0
GRAND TOTAL RECREATION	3,285,341	2,893,631	3,075,323	3,218,013

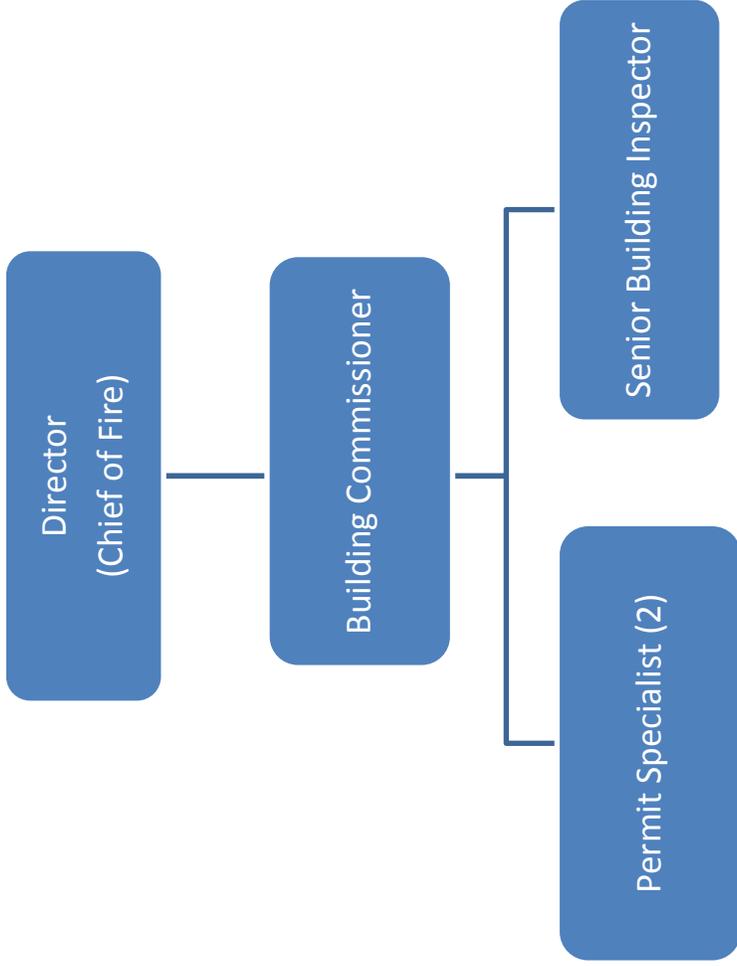
2015 Budget Highlights

- The City will be the first in the state to add a “Look-Up” line to the ice rink to improve ice skating safety. This will take place in the early part of the summer and the idea was originally presented to the City by a resident.
- Implement 2014 capital projects to replace fitness equipment at Southerly Park, replace thatched roofs at Around the World Playground and repair the Co-Ray Vac heat system at Thornton Park. These projects were delayed due additional research and planning.
- Thornton Park facilities will receive attention the summer of 2015 with the replacement of the skate sharpener and snack bar equipment. Also, the Pool Building Roof will be repaired.
- Minimum wage and pay ranges adjusted first time since 2007 for part-time seasonal employees at a cost of \$41,000, including benefits.
- Following the analysis of the registration systems and the difficulty in the transfer of data, a new system will be selected for 2015 that incorporates all modules from the current systems.
- Review results of the Community Recreation Assessment and develop a plan to update programs based upon the results of the study.
- Replace existing older Gator style utility vehicle with a Kubota multipurpose vehicle.
- Research Thornton tennis court repair and replacement.

2015 Capital Budget

Utility Vehicle Replacement	\$23,000
Swimming Pool Replacement of Shingled Roof	20,000
Swimming Pool Public Restroom Upgrades	6,000
Ice Arena Floor Scrubber	10,000
Ice Arena Skate Sharpener	8,000
Snack Bar Equipment	5,000
Online Registration Project	<u>50,000</u>
Total Recreation Capital	\$122,000

**CITY OF SHAKER HEIGHTS
BUILDING DEPARTMENT**



BUILDING DEPARTMENT

	2012 Actual	2013 Actual	2014 Budget	2015 Budget	% Chg
General Fund	374,982	380,687	379,982	360,312	-5.2%
Other Funds	0	0	0	0	
All Funds	\$ 374,982	\$ 380,687	\$ 379,982	\$ 360,312	-5.2%

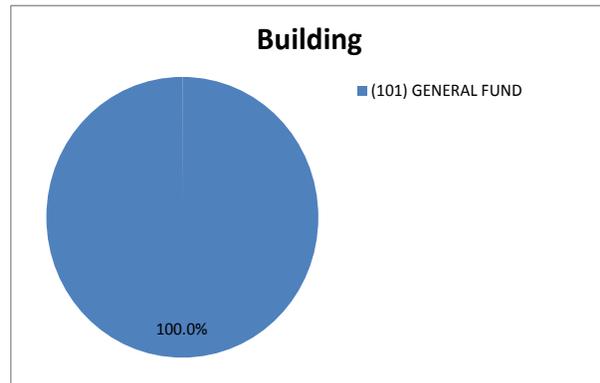
Department Description

The Building Department reviews plans and issues permits for all new commercial and residential construction and building alterations. Issues commercial Certificate of Occupancy permits and manages inspections for the Commercial Properties Maintenance program.

Funding Sources

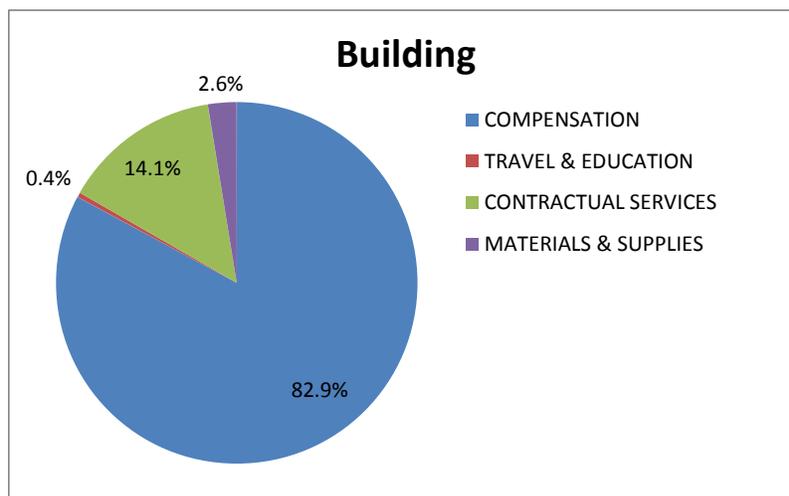
General Fund

The entire department is funded by the General Fund. The department collects fees for contractor registration, commercial occupancy permits, and residential and commercial inspections.



2014 Accomplishments

- All residential plans reviewed and all permit inspections conducted within 24-48 hours.
- State mandatory code courses for inspector's certification have been completed.
- Permit driven field inspections: 3,872.
- Commercial Occupancy Inspections: 10.
- In 2014, 267 Commercial Occupancies were processed.
- Vacant building inspections: 15
- Stop work orders issued: 6 for work without permits, 4 for unregistered contractors.



2012 - 2015 Budget

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015
BUILDING INSPECTION				

101 GENERAL FUND				

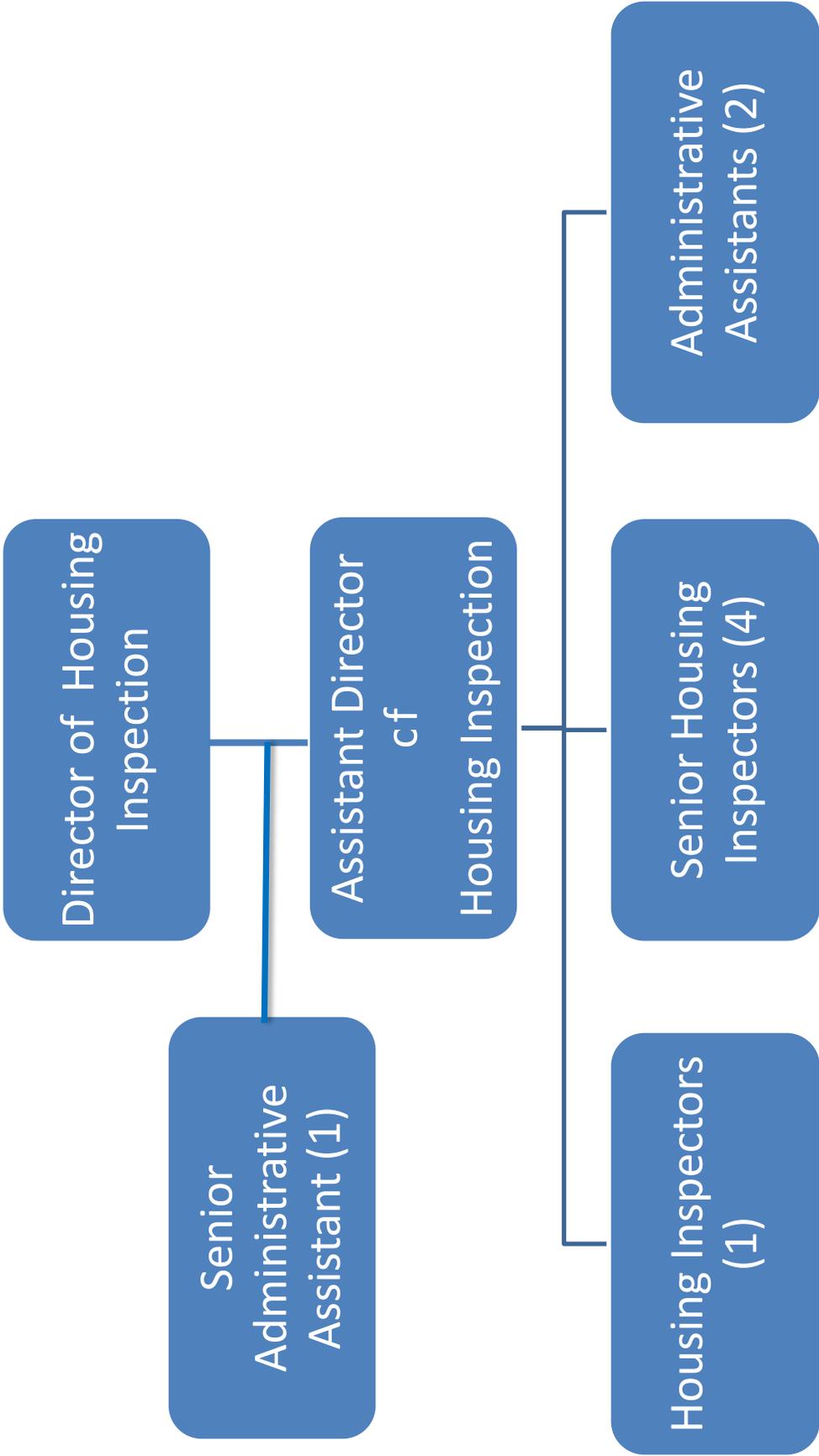
BUILDING INSPECTION				

COMPENSATION	330,413	329,066	317,700	298,598
TRAVEL & EDUCATION	331	743	1,517	1,517
CONTRACTUAL SVCS	34,556	42,846	50,932	50,932
MATERIALS & SUPPLIES	8,786	6,046	9,833	9,265
MISCELLANEOUS	897	1,985	0	0
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TOTAL BUILDING INSPECTION	374,982	380,687	379,982	360,312
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TOTAL GENERAL FUND	374,982	380,687	379,982	360,312

2015 Budget Highlights

- Evaluation of department structure in light of retirement of Building Commissioner.
- Working with Economic Development and Planning Department on planning for Van Aken district redevelopment
- 2015 contractor registration applications will be mailed out.

City of Shaker Heights
Housing Department



HOUSING DEPARTMENT

	2012 Actual	2013 Actual	2014 Budget	2015 Budget	% Chg
General Fund	863,997	924,562	1,147,780	992,638	-13.5%
Other Funds	206,674	160,900	5,100	-	-100.0%
All Funds	\$ 1,070,671	\$ 1,085,462	\$ 1,152,880	\$ 992,638	-13.9%

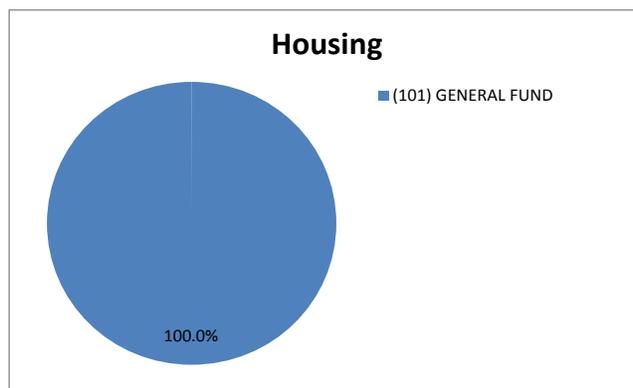
Department Description

The Housing Inspection Department works to sustain and protect Shaker's most fundamental asset: its housing stock. The department is responsible for inspecting all residential properties for compliance with code standards relating to health, safety and general maintenance.

Funding Sources

General Fund

The entire department is funded by the General Fund. The department collects fees for Point-of-sale inspections, certificate of occupancy for rental properties and foreclosure registrations.



Functions

- Conduct Point of Sale inspections and manage Point of Sale escrow program
- Triennial interior/exterior inspection of rental properties to ensure compliance with standards of safety, habitability, and maintenance
- Ensure that landlords are properly registered to conduct business via annual certificates of Occupancy
- Conduct exterior inspections of owner-occupied properties on a five year cycle
- Encourage homeowners to proactively maintain properties
- Chair Neighborhood Revitalization Committee
- Chair Interdepartmental Housing Forum
- Collaborate with the schools on residency issues
- Monitor foreclosure filings and properties sold at Sheriff's sale
- Pursue opportunities that add value to properties and/or return properties to productive use
- Collaborate with other departments to eliminate blight and discourage activities that negatively impact quality of life in neighborhoods
- Monitor and secure vacant residential properties
- Notify owners and lenders of vacant properties of their responsibilities under the City's Vacant Property Ordinance
- Closely monitor at-risk or problem properties and resolve neighborhood concerns
- Initiate nuisance abatement action on private properties as needed
- Collaborate with CMHA and Parma Public Housing on MOU agreement

2014 Accomplishments

New Inspections

- Point of Sale 535
- Interior/Exterior for rental properties 138
- Exterior Systematics 850
- Complaint 319

Reinspections

- Point of Sale 1105
- Rental 852
- Exterior Systematic 836
- Court 424
- Complaint 439

Exterior Systematics

- Resumed the exterior systematic program with the inspection of owner-occupied properties in Moreland and Boulevard

Escrow

- 120 accounts established and \$1,597,759 (\$13,315 average) held on deposit for the correction of assumed Point of Sale violations

Memorandum of Understanding with CMHA

- Reviewed 47 units proposed to be occupied by Section 8 tenants
- Provided copies of Police Reports to CMHA that involved program participants

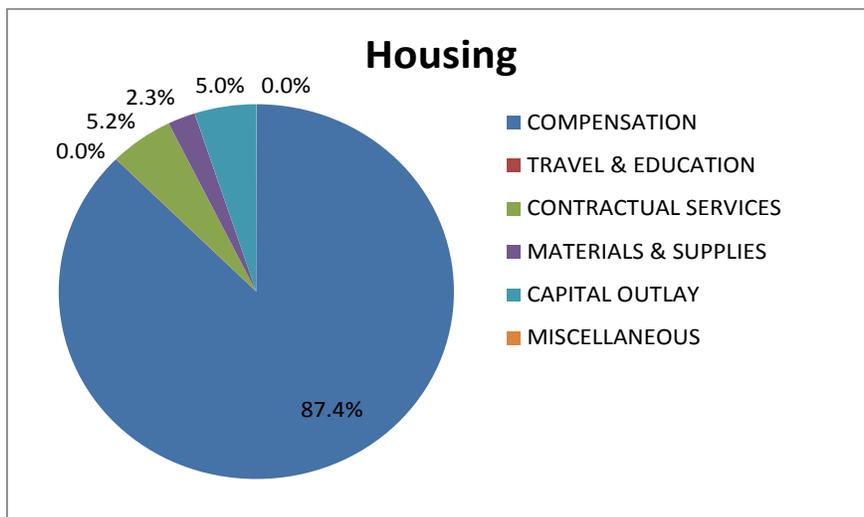
Certificates of Occupancy

(Issued 1,386 Certificates for Rental Property)

- Apartment Buildings 103
- Condominiums 161
- Single-family 437
- Two-family 685
- Exceeded revenue budget with funds over \$500,000
- 27 properties were declared public nuisances and actions taken to abate blighting or unsafe conditions
- Hired roofing contractor to install asphalt shingles over an unfinished portion of the house roof as a temporary measure to stop extensive roof leaks at 2834 Courtland
- Supervised the City's nuisance abatement contractor in the securing of 21 vacant homes
- Worked with participants in the Shaker Renovator Program and other rehabbers doing high quality work to identify acquisition opportunities
- Proposed legislation that was adopted relating to electrical service in garages to clarify minimum requirements and ensure consistent application of code standards
- Chaired the Neighborhood Revitalization Committee and the Interdepartmental Housing Forum
- Worked with other departments to coordinate the demolition of 17 dilapidated houses; 6 were City owned and 11 were privately owned

Vacant Homes

- 315-330 vacant homes were inspected and checked at least once a month to ensure they are secure and the yard areas are maintained
- Letters sent to owners/lenders to apprise them of their responsibilities under the City’s Vacant Property Ordinance
- Notified the Police Department when vacant homes were found to be broken into or vandalized
- Created new report to track Housing Warrants issued by the Court
- Collaborated on residency issues with Shaker schools
- Notified the County Fiscal Office when owners were found to be improperly receiving the Homestead exemption tax benefit



2012 - 2015 Budget

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015
HOUSING INSPECTION				

101 GENERAL FUND				

HOUSING INSPECTION				

COMPENSATION	822,572	793,057	854,300	867,907
TRAVEL & EDUCATION	193	0	430	430
CONTRACTUAL SVCS	15,121	23,735	17,900	51,862
MATERIALS & SUPPLIES	25,411	21,620	25,070	22,359
CAPITAL OUTLAY	0	84,750	250,000	50,000
MISCELLANEOUS	700	1,400	80	80
TOTAL HOUSING INSPECTION	863,997	924,562	1,147,780	992,638
TOTAL GENERAL FUND	863,997	924,562	1,147,780	992,638

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015
HOUSING INSPECTION				
103 ECONOMIC DEVELOPMENT				

HOUSING-EMERGENCY NUISANCE				

CAPITAL OUTLAY	95,289	90,000	5,100	0
TOTAL HOUSING-EMERGENCY	95,289	90,000	5,100	0
TOTAL ECONOMIC DEVELOPMENT	95,289	90,000	5,100	0
TOTAL HOUSING INSPECTION	959,286	1,014,562	1,152,880	992,638
0223 HOUSING NUISANCE ABATE				

0000 UNDEFINED				

80 TRANSFERS-OUT	111,385	70,900	0	0
TOTAL UNDEFINED	111,385	70,900	0	0
TOTAL HOUSING NUISANCE ABATE	111,385	70,900	0	0
GRAND TOTAL	1,070,671	1,085,462	1,152,880	992,638

2015 Budget Highlights

- Implementation of new Housing and Neighborhood Plan with Neighborhood Revitalization, Planning and Communication & Marketing Departments
- Additional \$10,000 for securing of vacant properties
- Additional \$30,000 for small scale nuisance abatement of private properties
- \$50,000 for private property demolitions versus the \$250,000 allocated in 2014 that is in the process of being spent.

CITY COUNCIL

General Fund	144,228	138,802	143,551	144,632	<i>0.8%</i>
Other Funds	-	-	-	-	
General Fund	\$ 144,228	\$ 138,802	\$ 143,551	\$ 144,632	<i>0.8%</i>

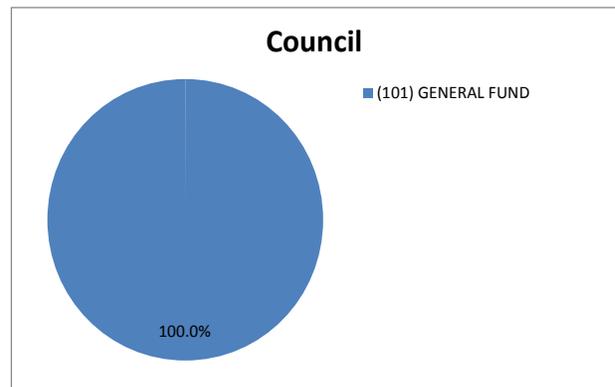
Department Description

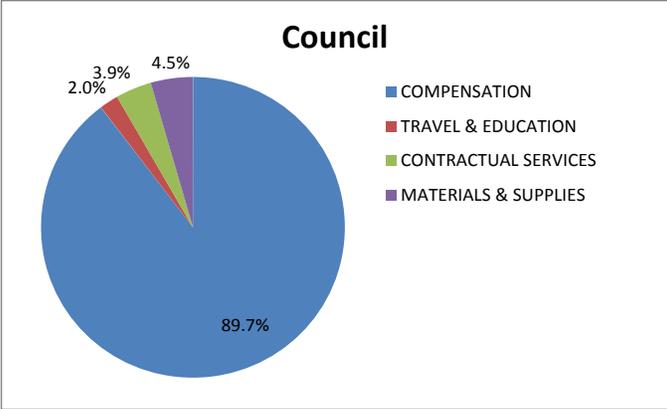
Legislative authority in Shaker Heights is vested in a seven member Council. All council members are elected at-large and serve for four-year terms. Council terms are staggered with four members being elected in one election and three members being elected in the next election two years following. City Council holds its regular monthly council meeting on the fourth Monday of the month. In addition, the Council holds a work session meeting on the second Monday of the month.

Funding Sources

General Fund

The General Fund supports the Council budget.





2012 - 2015 Budget

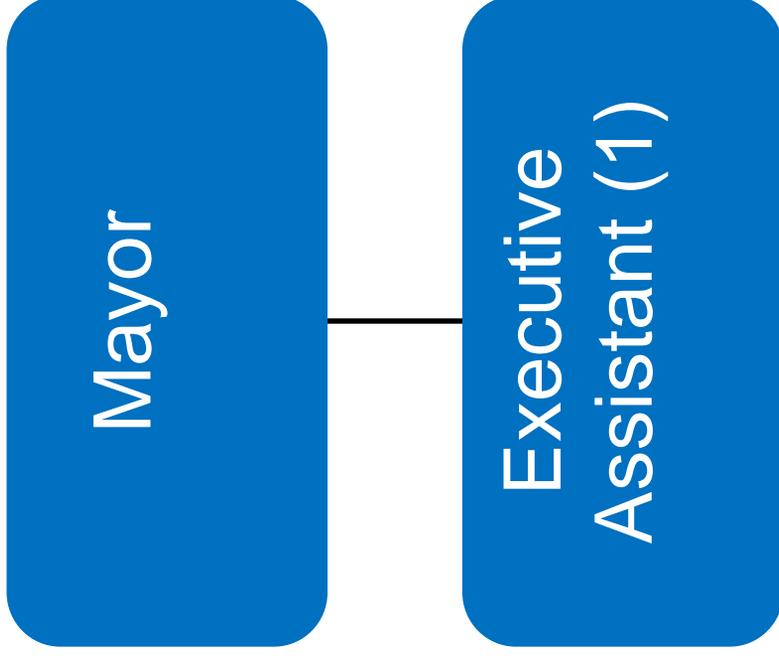
	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015
COUNCIL				

101 GENERAL FUND				

COUNCIL				

COMPENSATION	134,285	128,128	128,600	129,681
TRAVEL & EDUCATION	960	2,528	2,918	2,918
CONTRACTUAL SVCS	6,164	3,252	5,574	5,574
MATERIALS & SUPPLIES	2,750	4,858	6,459	6,459
MISCELLANEOUS	70	35	0	
	<hr/>			
TOTAL COUNCIL	144,228	138,802	143,551	144,632

Organizational Chart
Mayor's Office



MAYOR

	2012 Actual	2013 Actual	2014 Budget	2015 Budget	% Chg
General Fund	210,314	215,086	213,800	215,851	1.0%
Other Funds	-	-	-	-	
All Funds	\$ 210,314	\$ 215,086	\$ 213,800	\$ 215,851	1.0%

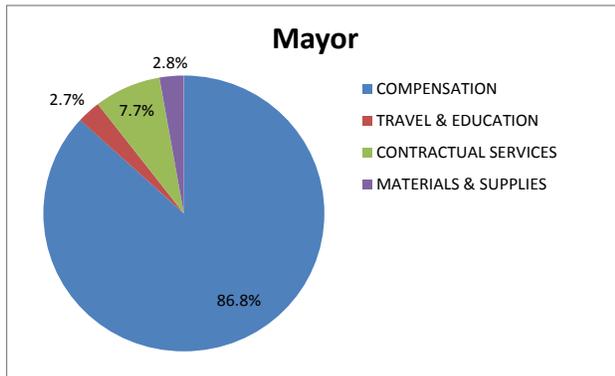
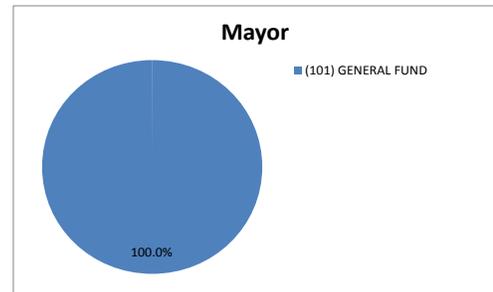
Department Description

As provided by Ohio law, the City operates under the auspices of its own charter, which was adopted by the voters in 1931. The Charter provides for the City to operate under the Mayor-Council form of government with the Mayor serving as the President of Council. The Mayor serves as the City's Chief Executive Officer and appoints, subject to confirmation by City Council, and removes the City's Chief Administrative Officer and appoints and removes all department heads.

Funding Sources

General Fund

The General Fund supports the Mayor's budget.



2012 - 2015 Budget

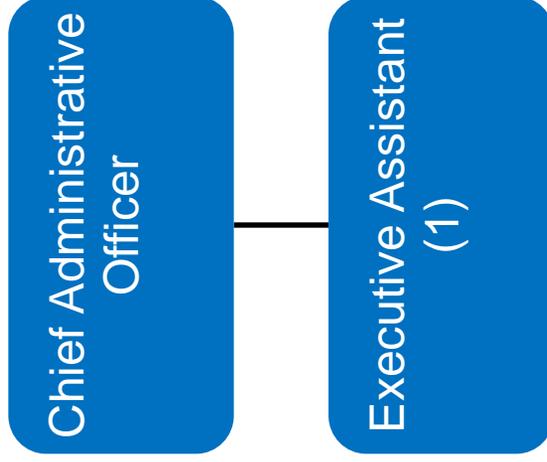
	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015
MAYOR'S OFFICE				

101 GENERAL FUND				

COMPENSATION	191,085	190,705	185,400	187,384
TRAVEL & EDUCATION	5,845	8,134	11,006	5,875
CONTRACTUAL SVCS	7,518	9,743	10,495	16,544
MATERIALS & SUPPLIES	5,866	6,504	6,899	6,048
MISCELLANEOUS	0	0	0	
TOTAL MAYOR'S OFFICE	210,314	215,086	213,800	215,851

Organizational Chart

Chief Administrative Office



CHIEF ADMINISTRATIVE OFFICE

	2012 Actual	2013 Actual	2014 Budget	2015 Budget	% Chg
General Fund	275,592	233,683	291,445	241,799	-17.0%
Other Funds	-	-	-	-	
All Funds	\$ 275,592	\$ 233,683	\$ 291,445	\$ 241,799	-17.0%

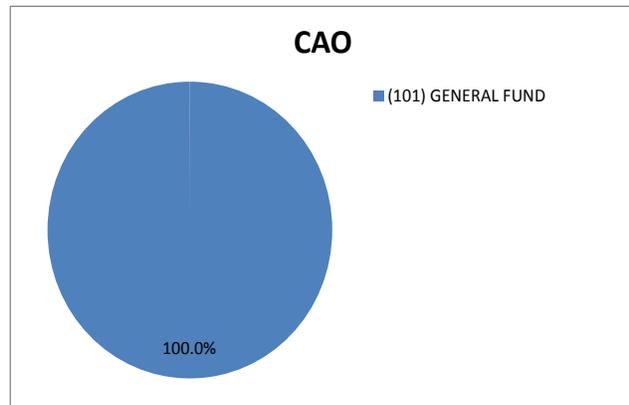
Department Description

Responsible for the City’s day-to-day operations, works closely with the Mayor and Council and committee meetings and public hearings, and serves as the Clerk of Council. Reviews departmental operating and capital budgets and approves hiring of personnel, expenditure of City funds and use of City facilities. Also serves as the Human Resources Director/Civil Service Commission Secretary.

Funding Sources

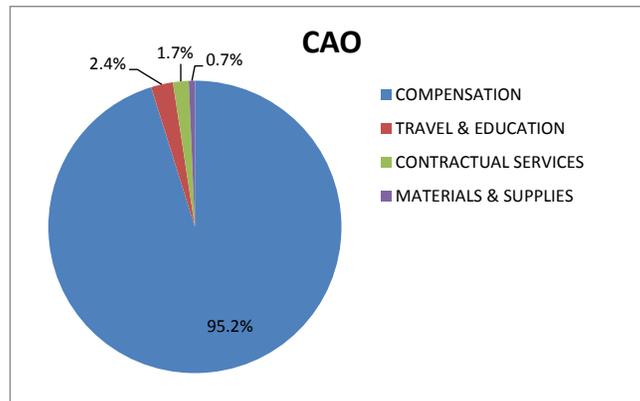
General Fund

The General Fund supports the CAO’s budget.



2014 Accomplishments

- Contract with Davis Aviation on behalf of the Eastside Wildlife Management Partnership (EWMP) for an aerial infrared survey of deer in 8 EWMP communities in winter 2014/2015.
- Coordinated response to exceptionally cold and snowy 2013/2014 winter season including purchase of additional equipment; snow parking ban; plans to encourage property owners to keep their sidewalk clear and to deal with snow plow contractors who do not follow permit and plowing requirements.
- Facilitated Shaker Arts Council lease of space in the Stephanie Tubbs Jones Community Building.
- Updated lease with Family Connections for use of Shaker Family Center building.
- Facilitated consultants and departments in developing update to the City’s Housing and Neighborhood Plan.
- Selected Cuyahoga County’s ReadyNotify application as the City’s “Reverse 9-1-1” emergency communication systems.
- Added E-cigarettes to the City’s Tobacco-Free Grounds Policy.
- Worked with Shaker Schools and City departments on lease of basement of the Stephanie Tubbs Jones Community Building for the Schools Innovation Center.
- Worked with Police, Planning and Public Works on safety improvements for Van Aken/Lee intersection (bollards in front of Gimme Java; additional “STOP” signs on Lee Road).
- Implemented a “finder’s fee” for City employees who personally refer candidates who are ultimately hired by the City.



2012 - 2015 Budget

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015
CHIEF ADMINISTRATIVE OFFICER'S				

101 GENERAL FUND				

CHIEF ADMINISTRATIVE OFFICER'S				

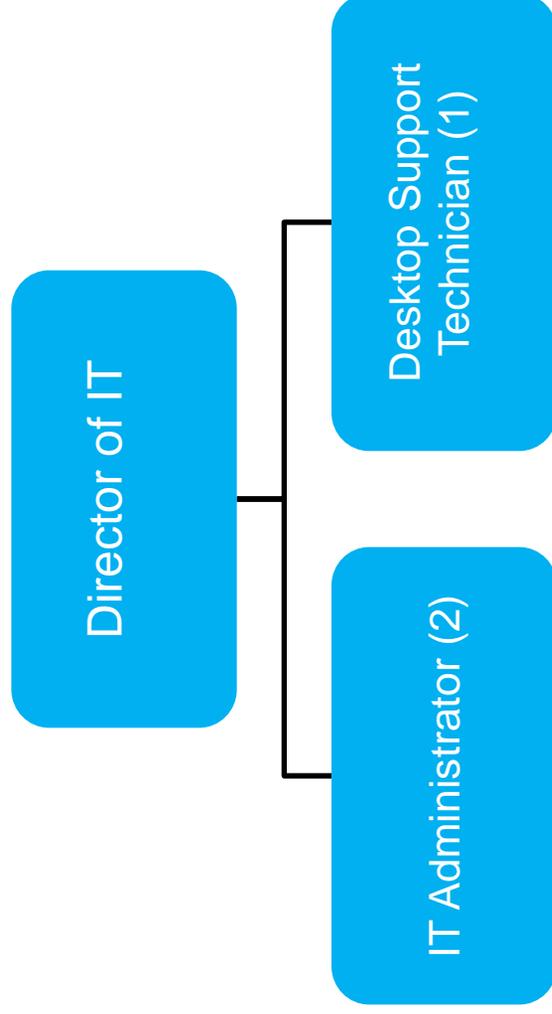
COMPENSATION	219,823	224,526	223,800	227,900
TRAVEL & EDUCATION	1,925	3,789	5,800	5,800
CONTRACTUAL SVCS	52,516	3,427	57,846	4,172
MATERIALS & SUPPLIES	1,327	1,941	3,999	3,927
TOTAL CHIEF ADMINISTRATIVE OFFICER'S	275,592	233,683	291,445	241,799

2015 Budget Highlights

- EWMP next steps after receiving results of aerial infrared deer survey.
- Development of a 10-year capital plan with realistic funding sources.
- Continued implementation of 2011 Energy Audit recommendations especially re: lighting improvements in City facilities.

Organizational Chart

Information Technology Department



INFORMATION TECHNOLOGY DEPARTMENT

	2012 Actual	2013 Actual	2014 Budget	2015 Budget	% Chg
General Fund	496,225	453,370	544,089	534,505	-1.8%
All Funds	\$ 496,225	\$ 453,370	\$ 544,089	\$ 534,505	-1.8%

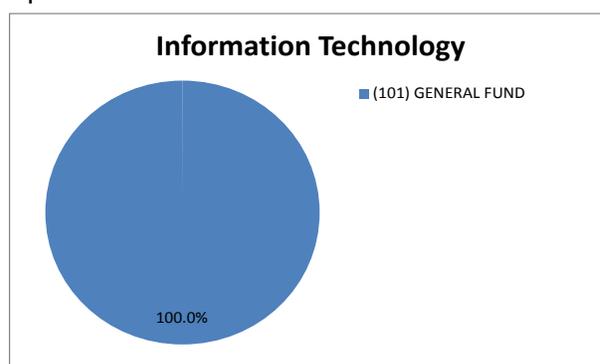
Department Description

The Information Technology Department delivers information technology (IT) and telecommunication services to all City operating departments. Collaborates and facilitates access to City technology and telecommunications resources with partner organizations: Shaker Heights Municipal Court, Eastcom (Joint Fire Dispatch Center) and High Intensity Drug Trafficking Association (HIDTA). Operates and maintains IT and telecommunications hardware, and related software for information processing, sharing and storing. Strives to improve the effectiveness and efficiency of City government via products and services related to IT

Funding Sources

General Fund

The General Fund supports the IT Department budget.



Functions

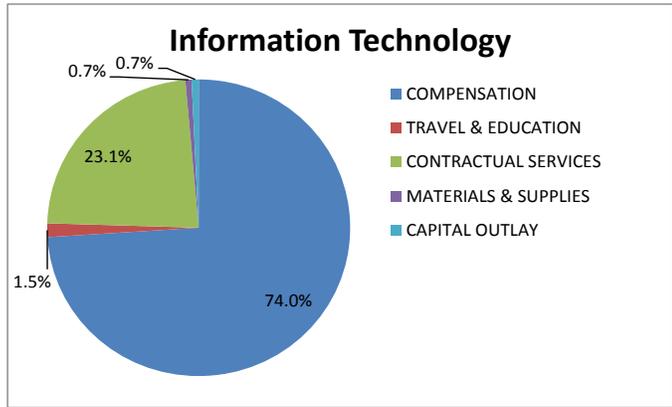
- **Help Desk** – Operate Help Desk that provides timely technical assistance to staff. Resolve hardware or software conflicts, maximizing the employee’s ability to provide services.
- **Equipment** – Maintain reliable IT equipment through a managed program of hardware service and improvements. Minimize lost productivity that results when equipment is not available or is inefficient.
- **Security** – Secure data and equipment. Minimize risk of disruption in the ability to deliver service due to security incident.
- **Copiers** – Manage and administer City digital copier services program.
- **Manage and Secure Data** – Safeguard data to minimize negative productivity impact resulting from data loss.
- **Server/Storage Equipment** – Maintain highly reliable servers.
- **Software Application Support** – Oversee software applications and manage software access rights for staff.
- **Operations** – Provide IT management and planning of technology to meet the business needs and goals of the City.
- **Network Security** – Secure the City network through effective management of the equipment that connects the City’s computers.

- **Network Hardware** – Monitor the equipment that connects the City’s computers to ensure that data can be shared by staff, yet be managed centrally to safeguard the data.
- **Cabling** – Provide management of the cable network that provides the transmission of data between computers.
- **Wireless Networking** – Maintain the City’s investment in wireless technology. This provides guests with free access to the internet at Thornton Park, City Hall Council Chambers, Shaker Town Center public spaces and the Stephanie Tubbs Jones Community Building.
- **Phone Services** – Manage telecommunications services centrally, resolving service problems more promptly and lowering costs through economies of scale purchasing.
- **Telephone System Equipment** – Operate and administer a comprehensive reliable communications system infrastructure providing staff with essential voice communications.
- **Purchasing Assistance** – Assist departments with the purchase of technology for individual or special departmental use.
- **Collaboration** – Pursue collaborative initiatives that reduce administrative cost or improve service delivery efficiency.
- **Technical Advice** – Provide technical advice to staff as may be encountered in their assignments.

2014 Accomplishments

- Replaced Virtualization Server Hardware, consolidating five systems to three and consolidated two Anti-Virus System servers to one and two Windows Update Servers to one. These efficiencies resulted from the merging of City and Police IT environments.
- Added two new Public Safety System Servers and upgraded and replaced 4 others.
- Desktop Computer Workstation Replacement/Installations (44). Windows XP systems removed.
- Police Network Firewall Replacement completed.
- Help Desk Support (2,000+ requests completed; 900+ for Police and Fire)
- Telecommunications Circuit services coordinated for Police Radio Communications systems safety improvements and circuit cost reductions. Projected savings of \$5,000/year.
- Fire Station #2 telephone circuits replaced. Projected savings of \$5,000/year.
- Managed Digital Copier Lease and Maintenance Contract.
- Replaced Police Two-Factor Authentication tokens and renewed Server software maintenance.
- Connected University Heights and Cleveland Heights Fire utilizing new circuits purchased by EASTCOM Joint Fire Dispatch.
- Public Works Civicall System data conversion/replacement.
- Completed network connectivity and configuration of new Police Digital Signage System.
- Worked with Police personnel on the replacement of the Security Video recording system and upgrade of Police Dispatch video surveillance displays.

- Worked with Recreation on the replacement of the Thornton Park Security Video recording system, upgrade of video surveillance displays and addition of IP cameras.
- Coordinated County E-911 equipment replacement contractors.
- Public Works Civicall System data conversion/replacement.
- Software Upgrades
 - New World Systems CAD, Records and Mobile
 - VMware ESX virtualization software
 - Alpine Red Alert Fire Records Software Upgraded– Fire
 - City Munis Financial System Software Upgraded– Finance
 - Appasure Data Replication Software Upgraded
 - Backup Exec Software upgraded
 - Health CHC Software
 - Haines Criss+Cross Software
 - Trend Micro Worry Free Business Security Software
- Maintained Software Patching program for security updates and bug fixes to MS Windows, Windows 7, Internet Explorer, Windows Sever, SQL, Exchange, Java and Adobe Flash.
- Maintained and managed security systems, including network firewall, anti-spam system, anti-virus system, internet content filter, VPN and intrusion protections systems.
- System Hardware Updates
 - Storage Area Network (SAN) replaced (Public Safety & City)
 - Data center Uninterruptable Power Supplies upgraded with new batteries.
 - Switch Cabinet UPS upgrades
- Collaboration and Technical Advice provided in the areas of:
 - Body Worn Cameras– Police Department
 - E-911 Equipment Replacement– Police Department
 - In-Car Video Equipment Replacement Evaluation – Police Department
 - Closed caption TV – Police Department and Recreation
 - PCI Compliance – Finance and Recreation
 - File transfer communications from Shaker Heights Municipal Court to Ohio Bureau of Motor Vehicles configured.
 - Public Works HVAC controller networking requirements
 - Addition of mobile computers for University Heights Fire Department
 - Implementation of an Integrated Property-based Information System.
- New World Software Ohio Users Group Meeting Attendance (Fall Meeting)
- 160 Hours Technical Staff Training on Windows Active Directory Services, Windows Server 2012, VMware vSphere Optimization and Windows Exchange Server 2013.



2012 - 2015 Budget

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015
INFORMATION TECHNOLOGY				

101 GENERAL FUND				

INFORMATION TECHNOLOGY				

COMPENSATION	385,335	335,390	401,700	395,390
TRAVEL & EDUCATION	4,411	6,742	8,100	8,100
CONTRACTUAL SVCS	95,269	104,663	125,899	123,522
MATERIALS & SUPPLIES	3,707	3,064	4,090	3,493
CAPITAL OUTLAY	7,504	3,511	4,300	4,000
TOTAL INFORMATION TECHNOLOGY	496,225	453,370	544,089	534,505
TOTAL GENERAL FUND	496,225	453,370	544,089	534,505

2015 Budget Highlights

Continued management of the City’s Data and Telecommunications resources in support of City Department operations, while developing staff on existing and new technologies.

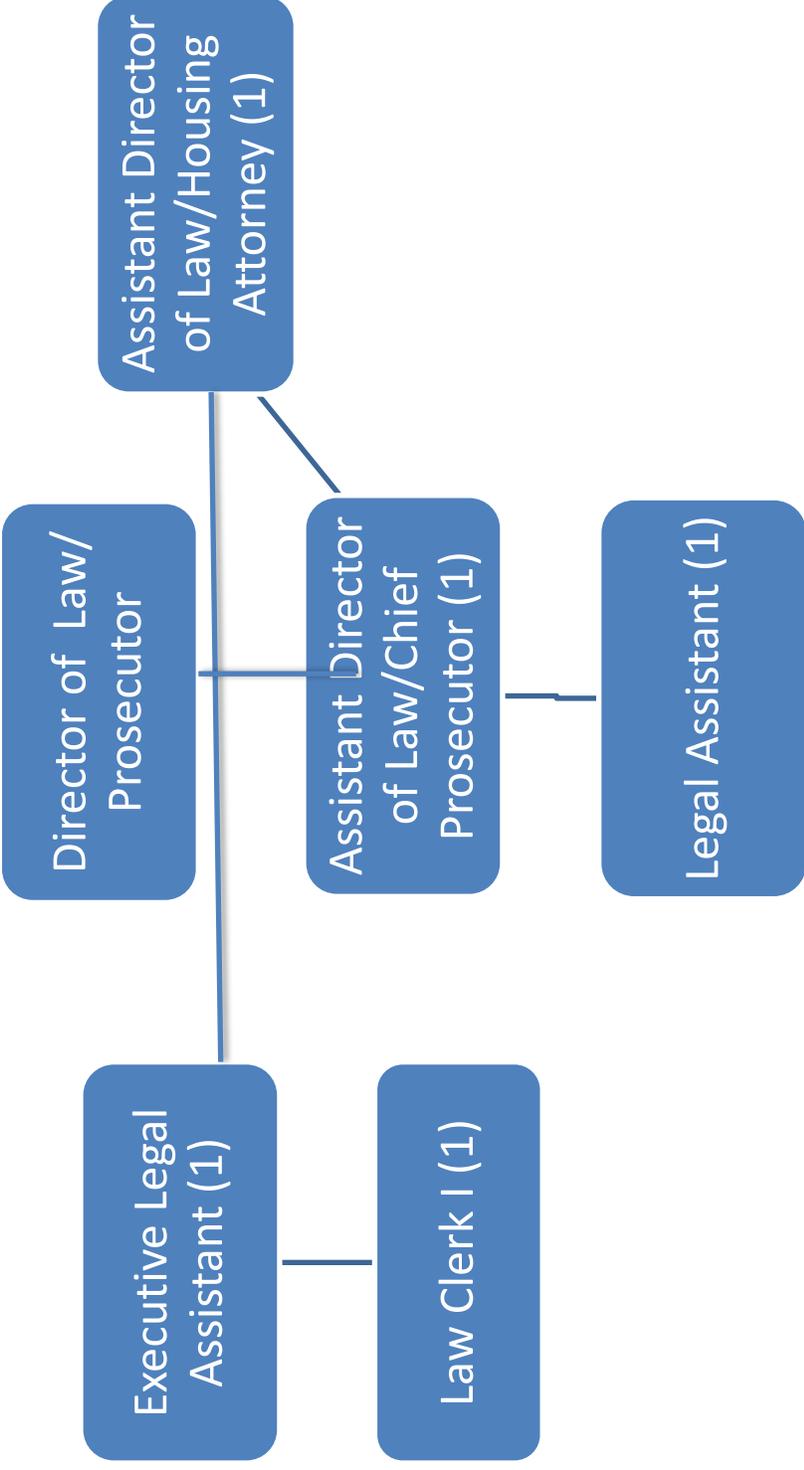
- Operate User Help Desk
- Maintain Computer Hardware Resources
 - Personal Computer Maintenance
 - Mobile and In-Car Video Maintenance
 - Digital Multi-Function Copier and Printer Maintenance
 - Server Hardware/Storage System Maintenance
- Contract/manage Communications services for voice and data network
 - Local and Long Distance Phone Service
 - Fiber Optic Network Maintenance
 - Wide Area Network Services
 - Internet and Leased Lines
 - LAN cabling maintenance and upgrades
- Manage Network Security

- Maintain Network Firewall/Intrusion Prevention Systems
- Maintain Anti-Spam System
- Maintain Anti-Virus System
- Maintain Internet Use Filter
- Maintain Two-factor Authentication System
- Manage VPN connections/systems
- Manage Network Switches
- Maintain Software Patch management system
- Maintain Data Backups
- Software Application Support
 - Ensure Functionality of Departmental Applications
 - New World Systems Public Safety
 - Munis Financials
 - CLASS Recreation System
 - Alpine Red Alert Fire Records
 - Franklin Systems BDS Building Department Software
 - EZ Care Child Care Management Software
 - CityLaw Law Records System
 - Operate and Maintain Server Software Applications
 - MS Windows Server, AD and Group Policy
 - VMware vSphere ESX and vCenter virtualization
 - Exchange Email
 - SQL Database
 - Backup Exec and Appassure Backup software
 - Ensure Personal Computer Software Functionality
 - Microsoft Office and Windows OS
 - Adobe Software

2015 Capital Budget

Software – Upgrade – Virus Protection	\$15,000
Software – Replacement and Upgrade Assurance	30,000
Hardware – Server Replacements – Domain Controller	9,000
Hardware – Network Core Switch Replacement	110,000
Software – Email Software Upgrade Project	10,000
Hardware – Server Replace - GIS App Server and WS	25,000
Hardware – City Hall DVR/Camera Replacement	6,000
Hardware – Council Chambers Displays	<u>30,000</u>
Total IT Capital	\$235,000

**CITY OF SHAKER HEIGHTS
LAW DEPARTMENT**



LAW DEPARTMENT

	2012 Actual	2013 Actual	2014 Budget	2015 Budget	% Chg
General Fund	670,094	721,511	763,120	750,912	-1.6%
Other Funds	60,816	19,836	73,000	48,600	-33.4%
All Funds	\$ 730,910	\$ 741,347	\$ 836,120	\$ 799,512	-4.4%

Department Description

The Law Department provides legal services to the City, including legal counsel to the Mayor, CAO, City Council, City departments, boards, agencies, and commissions, the Shaker Heights Development Corporation, and the Shaker Heights Municipal Court

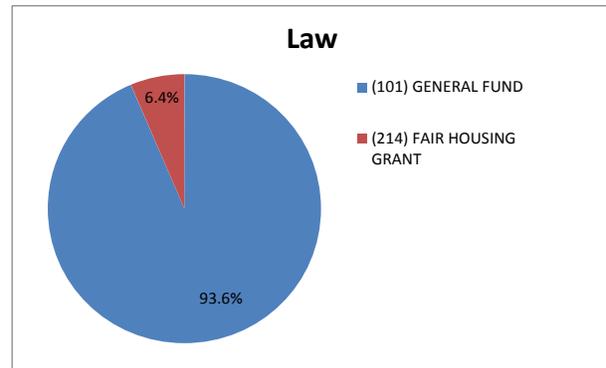
Funding Sources

General Fund

The General Fund supports all function of the Law Department

Special Revenue Fund

- Fair Housing Fund



Functions:

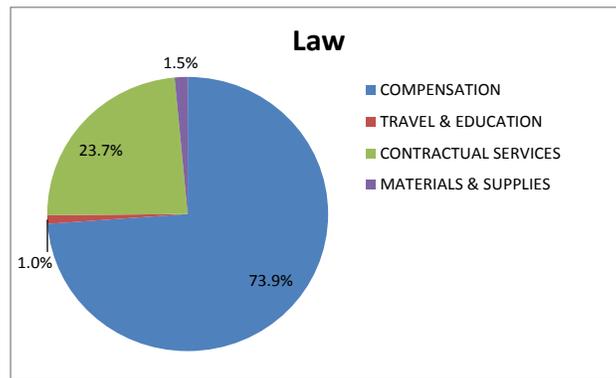
- Provide legal advice to all departments, particularly in housing and economic development matters.
- Prepare ordinances and resolutions, and amendments to the Codified Ordinances.
- Review bid specifications and requests for proposals (RFPs). Prepare contracts.
- Handle real estate transactions, including acquisitions, transfers, and tax issues.
- Handle criminal matters, including: prosecutions, traffic violations, investigations, felony charges, misdemeanor complaints, pre-trials, trials, temporary protection orders, sentencing and probation hearings, motor vehicle accident rulings, warrants and subpoenas.
- Advise Police Department in criminal, administrative and personnel matters, and provide training.
- Handle enforcement of the Housing, Building, Zoning, Fire and Health Codes.
- Provide counsel on personnel matters for all departments, and to the Civil Service Commission, including workers' compensation matters, grievances and unfair labor practice (ULP) claims.
- Defend the City in civil lawsuits and administrative and criminal appeals, and manage outside counsel hired to handle particular cases.
- Bring civil actions to enforce codes and collect debts owed to the City.
- Serve as legal counsel to the Shaker Heights Development Corporation.
- Provide legal counsel in animal control matters with Police and Public Works.
- Provide legal advice on claims against the City.
- Provide public records response coordination and training.

- Respond to requests for technical assistance involving the Americans with Disabilities Act (ADA).
- Conduct the City's Fair Housing Program, including complaint investigation.
- Act as secretary to the Board of Appeals, and handle appeals from orders or actions of City officials, including Housing, Fire, Public Works (grass and sidewalks), and Criminal Activity Nuisances.
- Coordinate the City's natural gas aggregation program, and act as liaison for the electric aggregation program with the Northeast Ohio Public Energy Council (NOPEC).
- Handle matters involving the City's right-of-way, including issues involving the electric, gas, and telephone utilities serving the City.

2014 Accomplishments

- Prosecution of Criminal Cases – over 6,164 criminal and traffic cases have been handled. Also, 201 trials were scheduled, 52 felony warrants prepared, 25 misdemeanor warrants issued, 7 misdemeanor summons issued, 37 investigative subpoenas and 7 investigative court orders issued.
- Prosecution of Code Violation Cases – 94 housing, 4 building and 6 dog prosecutions (i.e. criminal cases) have been handled to enforce these codes; and Law also handled 116 progress reports to the Court for those already found guilty of code violations; conducted and/or prepared for 136 pre-trials, 28 sentencing hearings, and 33 contempt hearings; and 57 trials were scheduled.
- Prepared Codified Ordinances amending the Building/ABR Code, City's gun laws, and Housing Code, and enacting a cellphone ban while driving, and snow parking ban.
- Negotiated a Franchise Agreement with One Community for the provision of high speed Internet service in the City.
- Worked with supplier to set the price of gas for the City's natural gas aggregation program for the summer, and later for the winter, through March 2015.
- Fair Housing Program:
 - Obtained \$55,500 in grants from U.S. Housing and Urban Development (HUD).
 - Presented at two Landlord Training seminars and one CLE for attorneys.
 - Provided staffing to Fair Housing Review Board, which met 4 times.
 - Investigated and worked on conciliation of two Fair Housing complaints.
 - Planned night at the Cleveland Playhouse, attended by 24 Shaker Heights residents, to see Clybourne Park
 - Completed and presented a study of accessibility in multi-family housing in Shaker Heights.
- Reviewed property tax bills for City-owned properties.
- Assisted in acquisition of 20 properties, and transfer of 4 properties.
- Prepared 12 administrative search warrants to enable inspections of vacant/abandoned residential properties
- Handled 38 appeals to the Board of Appeals, involving 31 hearings.
- Prepared over 84 ordinances and resolutions for presentation to Council.
- Prepared and/or reviewed over 165 contracts.

- Worked to settle, or oversaw outside counsel settlements, of 8 lawsuits (including civil lawsuits and workers compensation cases); won several judgments in civil matters and a court of appeals decision in a criminal appeal.
- Handled the change of name of the Shaker Heights Development Corporation.
- Coordinated the cleanout of a former medical building acquired by the City through tax foreclosure.
- Negotiated a resolution with John Carroll University of concerns over student housing in university owned apartment buildings in the City.
- Conducted a comprehensive training program for all Police personnel covering a number of topics and updates; also conducted training for Police assigned to conduct background checks on potential new hires, and orientation for new officers.
- Law Department attorneys gave presentations to the Citizen Police Academy, Northeast Ohio Fire Prevention Association, Cleveland Metropolitan Bar Association, Housing & Development Law Institute, and the Lomond Community Association.



2012 - 2015 Budget

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015
LAW DEPARTMENT				

101 GENERAL FUND				

LEGAL ADMINISTRATION				

COMPENSATION	500,613	562,342	569,000	590,442
TRAVEL & EDUCATION	329	919	1,000	1,000
CONTRACTUAL SVCS	143,415	135,159	182,470	147,770
MATERIALS & SUPPLIES	25,737	23,091	10,650	11,700
	<hr/>			
TOTAL LEGAL ADMINISTRATION	670,094	721,511	763,120	750,912
	<hr/>			
TOTAL GENERAL FUND	670,094	721,511	763,120	750,912
	<hr/> <hr/>			

LAW DEPARTMENT	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>BUDGET 2014</u>	<u>BUDGET 2015</u>
214 FAIR HOUSING GRANT				

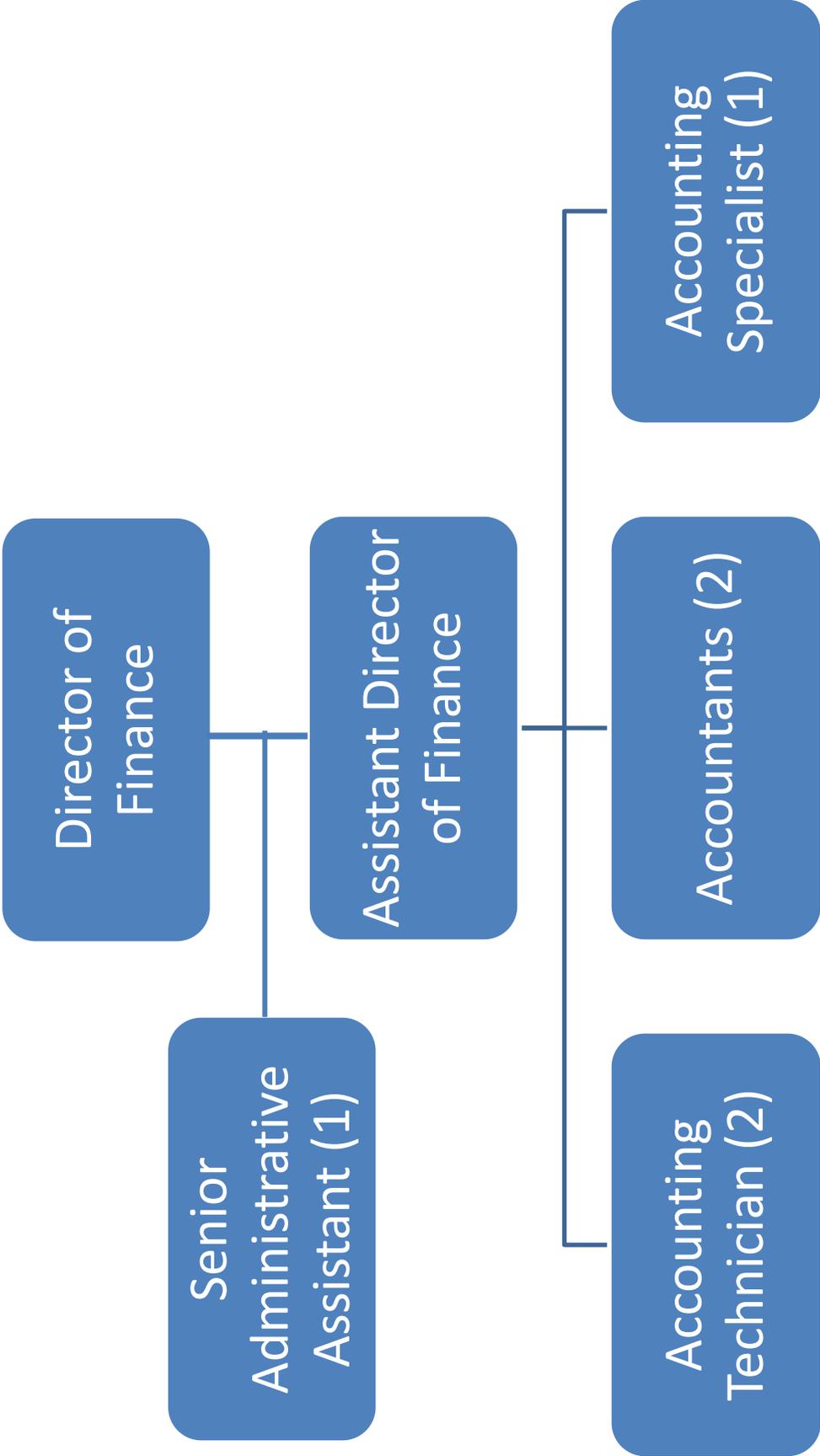
FAIR HOUSING				

COMPENSATION	14,383	18,051	18,300	0
TRAVEL & EDUCATION	0	1,785	6,100	7,000
CONTRACTUAL SVCS	46,154	0	48,500	41,500
MATERIALS & SUPPLIES	278	0	100	100
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TOTAL FAIR HOUSING	60,816	19,836	73,000	48,600
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TOTAL FAIR HOUSING GRANT	<u>60,816</u>	<u>19,836</u>	<u>73,000</u>	<u>48,600</u>
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL LAW DEPARTMENT	<u>730,910</u>	<u>741,347</u>	<u>836,120</u>	<u>799,512</u>

2015 Budget Highlights

- Reduction of \$35,000 in the outside counsel budget, as we continue to reduce dependence on outside counsel as possible.
- Additional \$18,000 for Assistant Law Director salary due to lower Fair Housing Fund revenues.

Finance Department Organizational Chart



FINANCE DEPARTMENT

	2012 Actual	2013 Actual	2014 Budget	2015 Budget	% Chg
General Fund	708,789	764,727	784,018	775,878	-1.0%
All Funds	\$ 708,789	\$ 764,727	\$ 784,018	\$ 775,878	-1.0%

Department Description

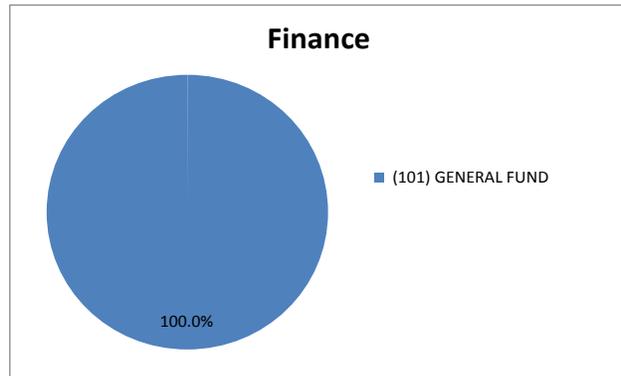
The Finance Department is responsible for the financial affairs of the City, handling the accounting, budgeting, purchasing, taxation, debt and treasury functions of the City.

Funding Sources

General Fund

The General Fund supports all operations of the Finance Department.

The other functions are budgeted in the CCSE and debt service budgets.



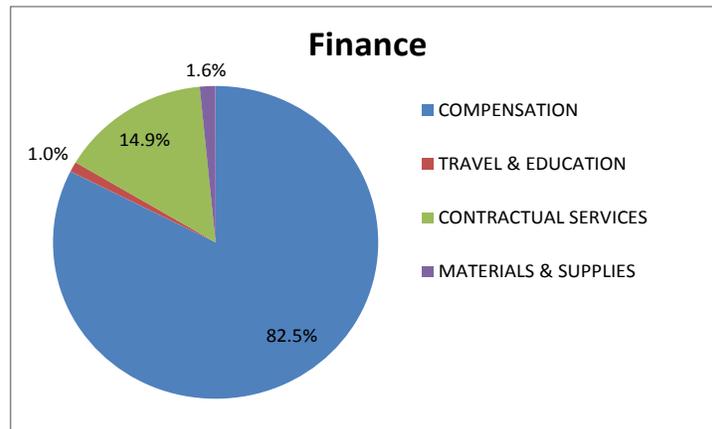
Functions

- **Financial Services** - Process departmental purchase orders for procurement of goods and service and complete payment of invoices. Deposit daily cash receipts from departments within 24 hours of receipt. Process City payroll and manage ongoing maintenance of payroll records. Evaluate and maintaining banking and cash management services on behalf of City. Manage credit card program for City departments.
- **Accounting and Analysis** – Reconcile City bank accounts. Serve as fiscal agent to HIDTA, Shaker Heights Development Corporation, and payroll processor for Family Connections. Maintain Certificate of Resources submit ORC required budget reports with County Fiscal Office. Ongoing analysis of departmental and operating fund budgets. Continual monitoring of major revenues and fund resources.
- **Procurement** – Coordinate formal bidding and request for proposals to final . approval and requisition. Deposition of used City equipment through online sale.
- **Financial Reporting** – Quarterly budget review and communication of results to Finance Committee. Develop financial projections. Implement Government Accounting Standards Board provisions as they required.
- **Annual Budget Preparation Activities** – Tax Budget Information, Annual Operating Budget, Capital Budget and Capital Plan.
- **Investments and Cash Management** – Develop and update cash flow analysis. Invest idle City funds within the confines of City invest policy.
- **Munis Financial Information System** – Operate and maintain financial system on behalf of City departments.

- **Assessments** – Work with various City departments to process assessments for sidewalks and nuisance abatement.
- **Debt Management** – Prepare semi-annual debt service payments. Prepare and file Annual Information Statement. Coordinate issuance of notes and bonds and evaluate operating impact of long term financings.
- **Annual Audit** – Generally Accepted Accounting Principles (GAAP) conversion of annual financial data for annual audit. Prepare and review financial statements. Complete Comprehensive Annual Financial Report (CAFR) and Single Audit Report with State Auditor and the Data Collection Form to the Federal Audit Clearinghouse.

2014 Accomplishments

- Issued request for information for investment broker dealers and updated the eligible list with ten broker dealer firms.
- Issued request for proposals for banking service and selected banks to provide cash management and depository services for City.
- Worked with City administration and underwriter to reaffirm City AAA bond rating with Fitch Ratings.
- Received Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting award for 2012 CAFR and submitted 2013 CAFR for GFOA award.
- Granted the Ohio Auditor of State Award with Distinction from the Auditor of State Dave Yost for the Comprehensive Annual Financial Report for the year ended 2012.
- Issued \$1.23 million Various Street Improvement refunding notes through competitive bid process.
- Entered into a 5 year lease with US Bank to finance the purchase of Public Works Refuse packer Trucks and Street Sweeper.
- Completed audit of 2013 financial statements with a clean audit result.
- Completed GAAP conversion of Shaker Heights Development Corporation (SHDC) financial data for 2013. Completed cash basis reporting for Council to Protect Ohio Communities (CPOC) and Heights Area Special Rescue Team (HASRT).
- Filed Arbitrage report with Internal Revenue Service (IRS) as required by federal tax law.
- Started upgrade of Munis financial system to next major release beginning in January of 2015.
- Began monthly posting of fund budget summary report on Finance Department website.



2012 - 2015 Budget

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015
FINANCE DEPARTMENT				

101 GENERAL FUND				

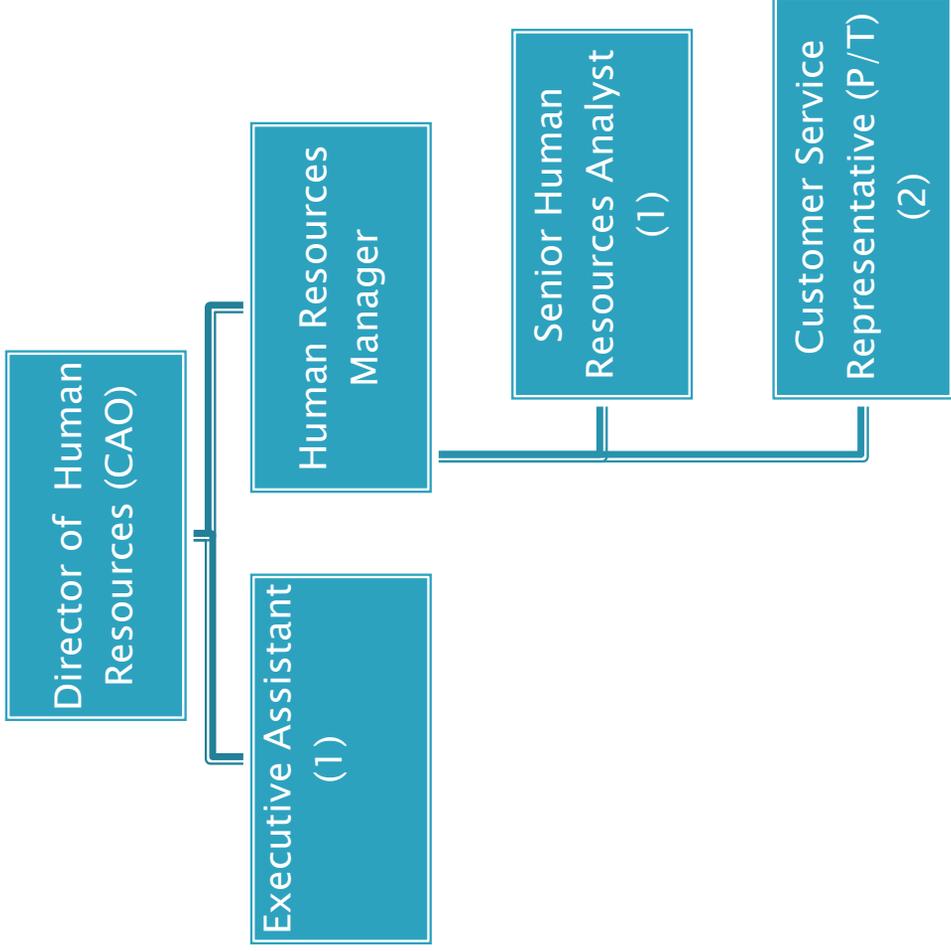
FINANCE ADMINISTRATION				

COMPENSATION	589,740	642,110	629,900	640,002
TRAVEL & EDUCATION	4,075	4,641	7,394	8,050
CONTRACTUAL SVCS	102,801	108,875	131,955	115,765
MATERIALS & SUPPLIES	12,173	9,101	14,769	12,061
TOTAL FINANCE ADMINISTRATION	708,789	764,727	784,018	775,878

2015 Budget Highlights

- Complete update of procurement policy and procedures and submit recommendations to amend City procurement ordinance.
- Implement City Purchasing Card program and related policies and procedures.
- Issue requests for proposals for financial advisor, bond underwriter and bond counsel in conjunction with debt issuance activities planned for 2015.
- Coordinate debt issuance process for long-term financing planned for City infrastructure needs.
- Complete roll out of next major release of Munis and conduct user training for City departments.
- Submit 2015 Budget Plan to GFOA for Distinguished Budget Presentation Award.
- Work with various City departments to evaluate financial and budgetary impact of economic development financing and energy conservation projects.
- Reduction of \$16,000 in Contractual Services.

**CITY OF SHAKER HEIGHTS
HUMAN RESOURCES DEPARTMENT**



HUMAN RESOURCES DEPARTMENT

	2012 Actual	2013 Actual	2014 Budget	2015 Budget	% Chg
General Fund	276,891	312,230	366,282	396,660	8.3%
Other Funds	5,247,526	5,063,714	5,879,736	5,960,093	1.4%
All Funds	\$ 5,524,417	\$ 5,375,944	\$ 6,246,018	\$ 6,356,753	1.8%

Department Description

The Human Resources Department supports the goals and objectives of the City through effectively and equitably administering personnel policies, ordinances, federal and state laws, while at the same time understanding, explaining, and representing the needs of employees. Staff handle all risk management for the City (workers' compensation, unemployment compensation; employee health and life insurance, and general liability insurance)

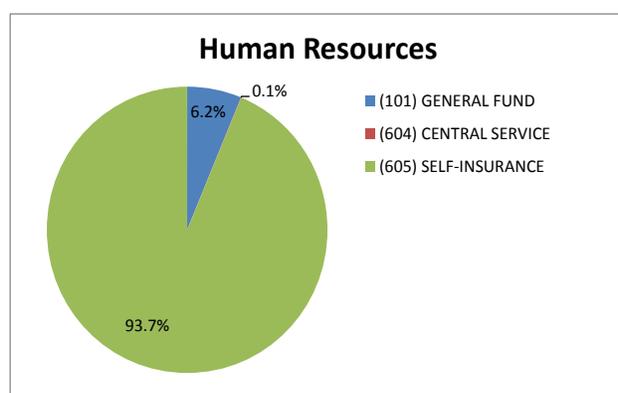
Funding Sources

General Fund

The General Fund supports all operations of the Human Resources Department

Internal Service Funds

- **Inactive Employee Benefits**
- **Risk Management**



Functions

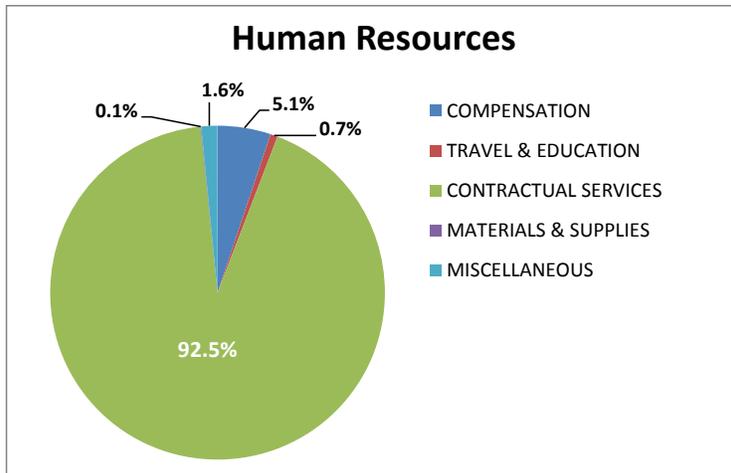
- **Recruitment and Selection** – Coordinate recruitment and selection procedures with hiring departments for all positions to be filled. Coordinate applicant background investigations, e.g., employer references, pre-employment drug testing, criminal background checks, driving records, etc.
- **Classification and Compensation** – Review and update classification and pay plan for full-time employees, as well as necessary housekeeping changes due to elimination or adoption of classifications. Maintain accurate, up-to-date job descriptions for all classifications within the City.
- **Employee Relations/Labor Relations** – Maintain and update non-bargaining *Employment Policies & Guidelines Manual*, as needed. Conduct employee orientations for all new regular full-time (RFT) and regular part-time (RPT) employees. Coordinate a responsive and effective employee assistance program. Provide program to recognize outstanding contributions made by employees.
- **Benefits Administration** – Conduct open enrollment period for employee health insurance. Administer employee wellness program. Manage self-insured employee health care program for Preferred Provider Organization (PPO), medical, and dental plans, coordinating with consultants and third party administrator. Coordinate administration of all other employee insurances: Health Maintenance Organization (HMO), vision, life, accidental death and dismemberment (AD&D), short term disability

(STD), long term disability (LTD) and Flexible Spending Accounts. Administer Family and Medical Leave Act policy City-wide.

- **Training and Performance Evaluation** - Provide periodic general and supervisory and management training City-wide. Review opportunities for leadership development, mentoring and succession planning within the City workforce. Administer performance appraisal system.
- **Risk Management** – Coordinate efforts with outside legal counsel in regard to pending lawsuits on various Workers’ Compensation claims. Administer self-insured Workers’ Compensation program. Coordinate random, post-accident, and reasonable suspicion drug and alcohol testing. Administer all lines of City insurance (liability, property, etc.).
- **Civil Service** - Research and implement fair and valid assessment procedures for entry-level and promotional candidates. Manage Police and Fire promotional processes and hiring processes.

2014 Accomplishments

- Managed recruitment, interview and hiring process for all full-time and part-time (seasonal) positions.
- Managed changes in employee healthcare plan design for both bargaining and non-bargaining employees which helped to keep our 2015 increase to 1.23% for medical coverage.
- Jointly with Fire and Police developed new recruitment and entry level fire and lateral entry police hiring processes.
- Directed and administered changes to the police promotional process.
- Amendments to Civil Service Rules.
- Led Employee Recognition program team.
- Ensure Family Medical Leave Act (FMLA) laws are applied to all employees as needed.



2012 - 2015 Budget

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015
HUMAN RESOURCES/RISK MANAGEMENT				

101 GENERAL FUND				

HUMAN RESOURCES ADMINISTRATION				

COMPENSATION	206,074	202,019	199,800	222,801
TRAVEL & EDUCATION	1,800	6,623	8,959	43,959
CONTRACTUAL SVCS	44,398	52,195	65,882	66,948
MATERIALS & SUPPLIES	1,027	1,945	2,357	2,062
MISCELLANEOUS		2,845	0	0
TOTAL HUMAN RESOURCES ADMINISTRATION	253,298	265,627	276,998	335,770
CIVIL SERVICE				

COMPENSATION	21,749	22,241	22,400	23,753
CONTRACTUAL SVCS	1,558	24,063	66,237	36,237
MATERIALS & SUPPLIES	286	300	647	900
MISCELLANEOUS	0	0	0	0
TOTAL CIVIL SERVICE	23,593	46,603	89,284	60,890
TOTAL GENERAL FUND	276,891	312,230	366,282	396,660

HUMAN RESOURCES/RISK MANAGEMENT	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015
604 CENTRAL SERVICES OPERATION				

INACTIVE EMPLOYEE BENEFITS				

COMPENSATION	5,295	5,295	5,300	3,600
TOTAL INACTIVE EMPLOYEE BENEFITS	5,295	5,295	5,300	3,600
TOTAL CENTRAL SERVICES OPERATION	5,295	5,295	5,300	3,600
605 SELF-INSURANCE RESERVE				

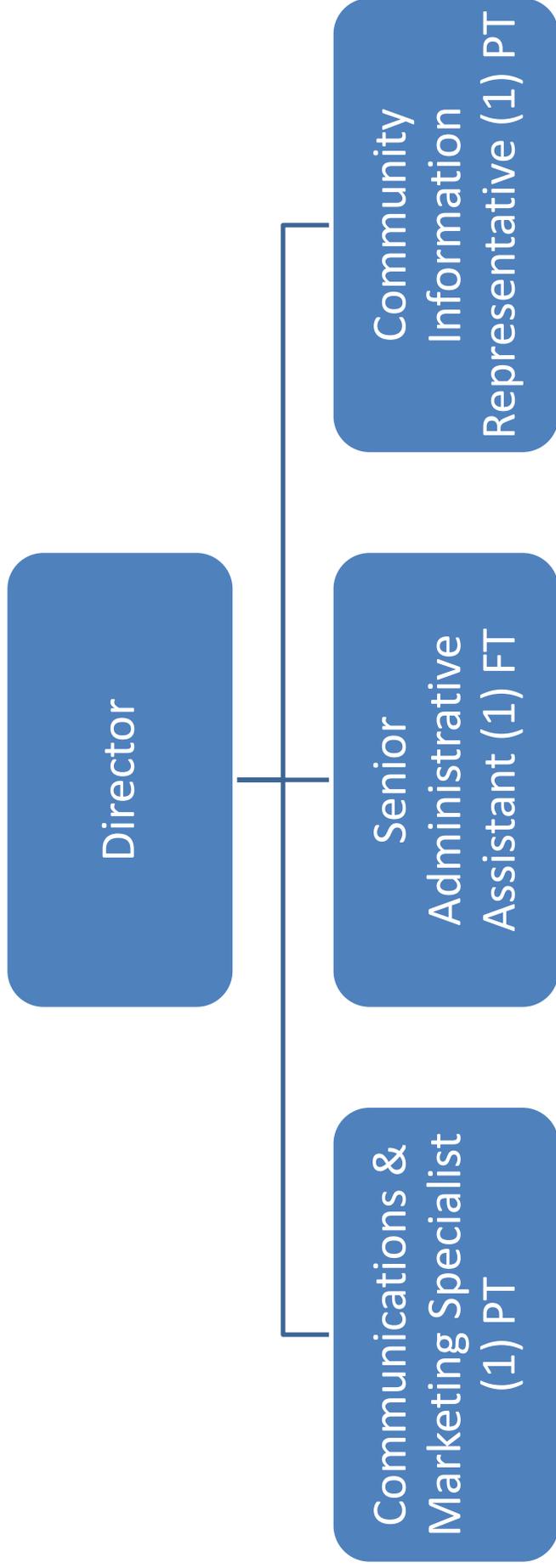
RISK MANAGEMENT				

COMPENSATION	67,353	68,749	70,000	76,139
TRAVEL & EDUCATION	0	190	453	453
CONTRACTUAL SVCS	5,083,941	4,942,454	5,727,778	5,779,047
MATERIALS & SUPPLIES	752	838	1,205	854
MISCELLANEOUS	90,186	46,189	75,000	100,000
TOTAL RISK MANAGEMENT	5,242,232	5,058,419	5,874,436	5,956,493
TOTAL SELF-INSURANCE RESERVE	5,242,232	5,058,419	5,874,436	5,956,493
TOTAL HR/RISK MANAGEMENT	5,524,417	5,375,944	6,246,018	6,356,753
GRAND TOTAL	5,524,417	5,375,944	6,246,018	6,356,753

2015 Budget Highlights

- \$35,000 added for employee diversity training and customer service training.
- Civil Service Commission expenses reduced by \$30,000 due to only 1 testing process in 2015 (Fire Department Battalion Chief promotional testing).

City of Shaker Heights
Communications & Marketing Department



COMMUNICATION AND MARKETING DEPARTMENT

	2012 Actual	2013 Actual	2014 Budget	2015 Budget	% Chg
General Fund	784,682	712,936	806,303	790,955	-1.9%
Other Funds	-	-	-	-	
All Funds	\$ 784,682	\$ 712,936	\$ 806,303	\$ 790,955	-1.9%

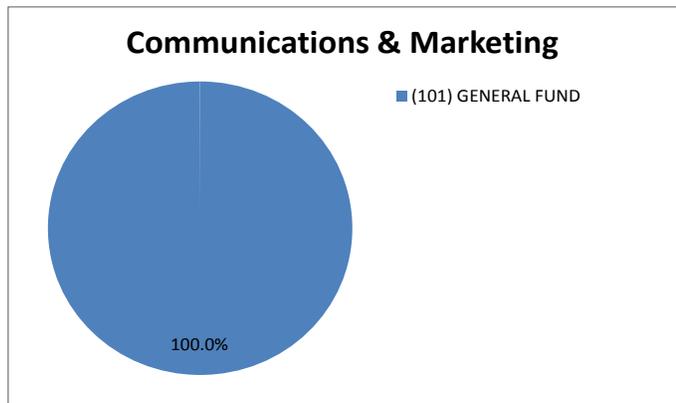
Department Description

The Communications & Marketing Department leads the City’s efforts to attract and retain residents and businesses through its marketing communications. The department develops and implements a marketing plan designed to distinguish Shaker Heights as a desirable destination for relocation by a population committed to its preservation and future.

Funding Sources

General Fund

The General Fund supports all operations of the Communications & Marketing Department. Advertising revenue is received for Shaker Life magazine.



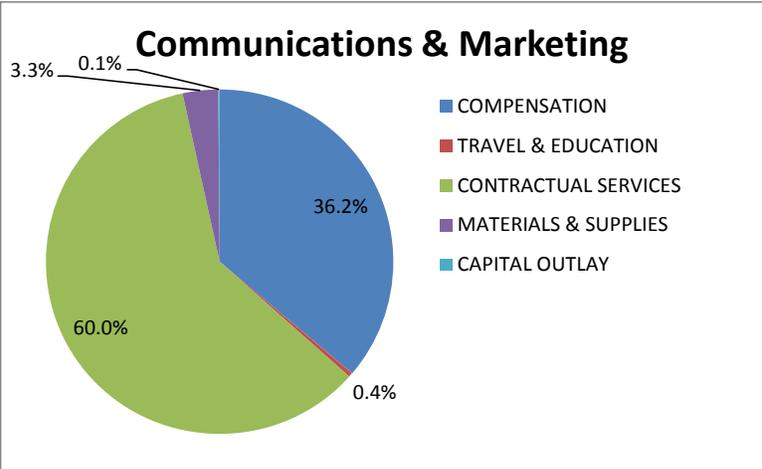
Functions

- Develop and implement marketing plans which identify Shaker Heights as a desirable destination for relocation by populations that value a walkable and cosmopolitan city with superior schools, quality amenities and a commitment to future growth. Provide relocation services to prospective residents who wish to tour or learn more about the City and the Schools.
- Implement marketing of Shaker Heights as an appropriate destination for segments of the business community identified in the Economic Development (ED) marketing plan. Provide marketing services to promote events, which support Shaker businesses, including home-based businesses. Develop outreach to Shaker resident and alumni networks to attract new businesses to Shaker.
- Provide communication opportunities with Shaker Residents: Publish Shaker Life and Contemporary Living (every 4 years) magazines and manage shakeronline.com to educate and inform the Shaker Heights community and the community of prospective residents and business owners. Employ the full spectrum of marketing communication tools (programs and events, public relations via local, national and social media channels, and E-communications) to highlight the Shaker brand to prospective and current residents and the business community and to be responsive to hot-button issues and questions. Support new opportunities to provide topics of interest for E-News lists.
- Provide Communications/Marketing consultation to City departments. Create marketing/promotion plans for events planned, brochure production, recruitment, etc., as needed. Support opportunities and provided content for promotion of staff and projects for awards and distinctions and in response to survey requests.

- Provide Marketing consultation to the Shaker Heights Development Corporation as a member of the Board.

2014 Accomplishments

- Developed and implemented marketing plans which identify Shaker Heights as a desirable destination for relocation by populations that value a walkable and cosmopolitan city with superior schools, quality amenities and a commitment to future growth. Provided relocation services to prospective residents who wish to tour or learn more about the City and the Schools.
- Implemented marketing of Shaker Heights as an appropriate destination for segments of the business community identified in the Economic Development (ED) marketing plan. Provided marketing services to promote events, which support Shaker businesses, including home-based businesses. Developed outreach to Shaker resident and alumni networks to attract new businesses to Shaker.
- Provided communication opportunities with Shaker Residents: Publish Shaker Life and Contemporary Living (every 4 years) magazines and manage shakeronline.com to educate and inform the Shaker Heights community and the community of prospective residents and business owners. Employed the full spectrum of marketing communication tools (programs and events, public relations via local, national and social media channels, and E-communications) to highlight the Shaker brand to prospective and current residents and the business community and to be responsive to hot-button issues and questions. Sought out new opportunities to provide topics of interest for E-News lists.
- Provided Communications/Marketing consultation to City departments. Created marketing/promotion plans for events planned, brochure production, recruitment, etc., as needed. Sought opportunities and provided content for promotion of staff and projects for awards and distinctions and in response to survey requests.
- Provided marketing consultation to the Shaker Heights Development Corporation as a member of the Board.



2012 - 2015 Budget

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015
COMMUN & MARKETING				

101 GENERAL FUND				

PUBLIC OUTREACH				

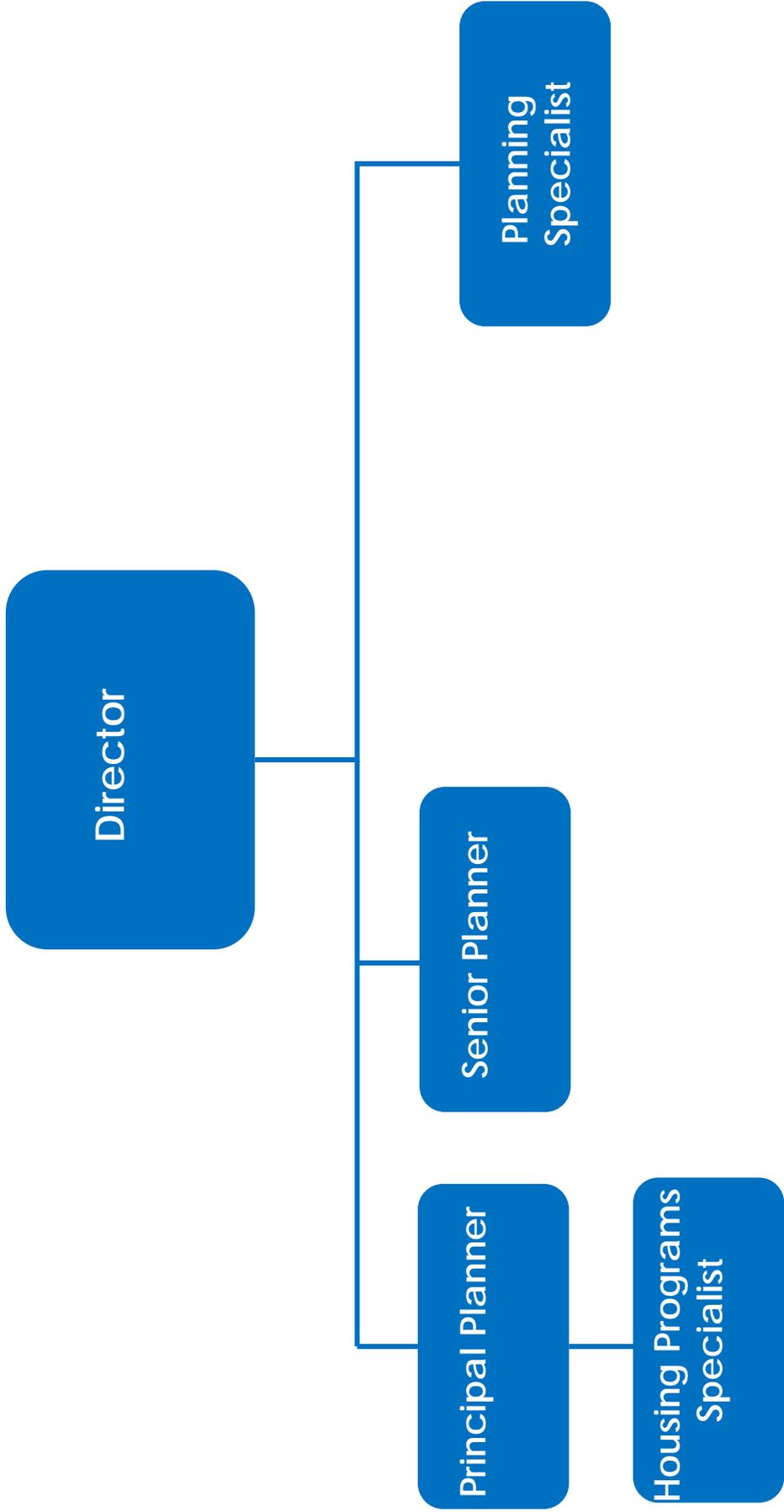
COMPENSATION	343,974	297,461	300,100	286,172
TRAVEL & EDUCATION	1,181	818	3,168	3,168
CONTRACTUAL SVCS	187,612	214,212	318,424	315,424
MATERIALS & SUPPLIES	18,158	4,692	8,226	4,921
CAPITAL OUTLAY	954	555	1,000	1,000
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TOTAL PUBLIC OUTREACH	551,879	517,737	630,918	610,685
	<hr/>	<hr/>	<hr/>	<hr/>
SHAKER LIFE				

CONTRACTUAL SVCS	202,102	167,504	154,797	159,097
MATERIALS & SUPPLIES	30,700	27,696	20,588	21,173
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TOTAL SHAKER LIFE	232,802	195,199	175,385	180,270
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL GENERAL FUND	784,682	712,936	806,303	790,955
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
TOTAL COMMUN & MARKETING	784,682	712,936	806,303	790,955

2015 Budget Highlights

- Develop and implement marketing and advertising plans to address the specific goals identified and prioritized in the updated Housing and Neighborhood Plan.
- Re-design all prospective resident marketing materials. Materials currently in use were designed in 2001.
- Develop and implement a marketing plan to share the online relocation materials with appropriate staff at corporate contacts for their new and prospective hires.
- Prepare 2016 issue of Shaker Contemporary Living.

Organizational Chart Planning Department



PLANNING DEPARTMENT

	2012 Actual	2013 Actual	2014 Budget	2015 Budget	% Chg
General Fund	518,025	539,690	758,572	722,516	-4.8%
Other Funds	76,129	236,800	236,800	236,800	0.0%
All Funds	\$ 594,154	\$ 776,490	\$ 995,372	\$ 959,316	-3.6%

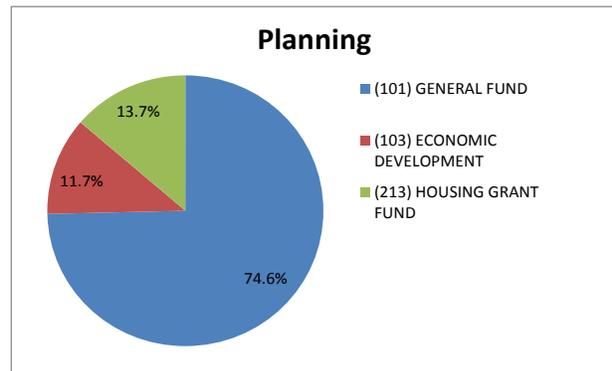
Department Description

The Planning Department provides support for current and long range planning studies; staffs boards and commissions charged with preserving the aesthetic quality of character of Shaker Heights; and manages certain housing programs.

Funding Sources

General Fund

The General Fund provides support for this Department. The department also received revenue from fees. Programs previously budgeted in the Preservation Services Fund are now included in the General Fund.



Functions

- Planning** - The Planning Department provides support for current and long-range planning studies, including: comprehensive/strategic plans; transit-oriented development plans; bicycle plans; Zoning Code modifications; traffic studies; streetscape plans; park plans; and new home construction. The Department staffs Boards and Commissions charged with preserving the aesthetic quality and character of Shaker Heights: The Department encourages property owners to invest in and maintain their properties so that they meet the highest quality standards and provides technical and financial assistance, and incentive programs for housing maintenance.
- City Planning Commission/Board of Zoning Appeals** – The City Planning Commission (CPC) approves amendments to the zoning code, conditional use permits, and site plan review. The CPC makes recommendations to council on adopting strategic and comprehensive plans, land use policies and specific projects. The Board of Zoning Appeals makes decisions on applications for variances to the zoning code such as to height and area.
- Landmark Commission** - The Landmark Commission is a seven-member board that preserves, protects, and perpetuates buildings, structures, sites, works of art, and other objects having special historical, community or aesthetic interest or value. Exterior changes to local landmark properties require review by the Landmark Commission. This includes building changes and environmental/landscape changes.
- Architectural Board of Review (ABR)** – The ABR consists of three architects who are registered and licensed to practice in the State of Ohio and are residents of the City of Shaker Heights. The ABR approves any new construction, addition, or alteration which changes the exterior appearance of a building.

- **Housing Assistance Programs** – Technical and financial assistance to income eligible residential property owners to invest in and maintain their properties, including exterior maintenance and paint program; landlord training and tenant screening services.

2014 Accomplishments

Van Aken District

- Warrensville/Van Aken roadway reconfiguration construction began in April 2014
- State Capital Grant of \$500,000 awarded for open space improvements
- RTA Station Area Plan funded by 3 agencies: City, RTA and RMS; hired Baker International to lead study for permanent and temporary stations
- RMS site plan review and convened Design Focus Group
- Worked with RMS and LANDstudio on public art opportunities for district
- Utility Plans update underway to reflect RMS development
- Small community reinvestment area (CRA) district created to support development; application forwarded to the State

Shaker Town Center

- Considering two proposals received from developers to construct Avalon Station
- RTA Lee/Van Aken station under reconstruction

Transit Village – working with a potential developer for a 27 unit townhome development. CRA district phase under study

Larchmere Streetscape completed

Bike Infrastructure

- Reviewed/contributed to Bicycle Friendly Community application that resulted in Honorable Mention designation.
- Worked with Bike Shaker to implement their crowd-sourced bike rack program. 23 racks installed and 3 are pending.
- Worked with Police to finalize installation of Share the Road and Bikes May Use Full Lane signs on South Park, South Woodland and Shaker Boulevards.
- Conducted bike counts.

Grants – prepared and submitted three grant applications:

- Ohio EPA SWIF Grant - \$130,398 Hildana Parking Lot (not funded)
- NEORS Green Infrastructure Grant - \$164,963 Hildana Lot (pending)
- Cuyahoga County Muni Grant - \$150,000 Lee/Lomond (pending)

Landlord Training - Held 3 separate training sessions for a total of 48 participants.

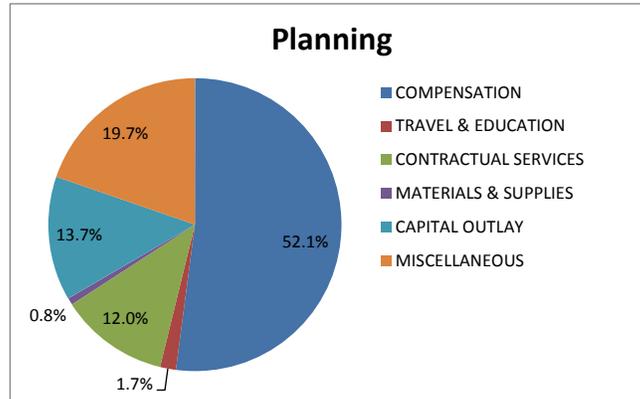
Housing Programs

- Partnered with Home Repair Resource Center to provide residents with educational seminars.
- Expended \$3,403 of \$3,500 budget to 9 recipients of the paint program.
- One Senior Emergency Grant provided.
- 26 Exterior Grants provided to address exterior home violations.

Boards and Commissions – processed 435 reviews for all boards during first 6 months of 2014

Two new homes were approved by City Planning Commission and Architectural Board of Review; 1 on Lansmere, 1 on Douglas.

Lake to Lakes Trail – completed design process to prepare for bidding and construction in 2015. Included 3 public meetings.



2012 - 2015 Budget

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015
PLANNING				

101 GENERAL FUND				

PLANNING & DEVELOPMENT ADMINIS				

COMPENSATION	311,393	234,925	243,300	248,083
TRAVEL & EDUCATION	4,331	8,228	14,919	14,919
CONTRACTUAL SVCS	30,562	28,969	102,284	62,207
MATERIALS & SUPPLIES	3,460	1,848	4,014	3,463
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TOTAL PLANNING & DEVELOPMENT ADMINIS	349,747	273,970	364,517	328,672
<hr/>				
PLANNING AND ZONING COMMISSION				

COMPENSATION	56,042	73,229	56,600	57,060
TRAVEL & EDUCATION	244	181	403	403
CONTRACTUAL SVCS	4,249	3,683	4,385	4,444
MATERIALS & SUPPLIES	833	1,250	1,775	1,619
MISCELLANEOUS	0	75	0	
	<hr/>			
TOTAL PLANNING AND ZONING COMMISSION	61,368	78,418	63,163	63,526
<hr/>				
LANDMARK COMMISSION				

COMPENSATION	15,275	17,991	8,800	9,031
TRAVEL & EDUCATION	32		350	350

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015
PLANNING				
CONTRACTUAL SVCS	91	317	20,150	20,150
MATERIALS & SUPPLIES	517	788	917	943
TOTAL LANDMARK COMMISSION	15,914	19,096	30,217	30,474
ARCHITECTURAL BOARD REVIEW				

COMPENSATION	89,974	91,744	98,600	97,269
TRAVEL & EDUCATION	11		103	103
CONTRACTUAL SVCS	449	82	416	416
MATERIALS & SUPPLIES	562	891	1,796	1,105
OTHER	0		0	
TOTAL ARCHITECTURAL BOARD REVIEW	90,996	92,717	100,915	98,893
HOUSING ASSISTANCE PROGRAMS				

COMPENSATION		75,248	73,600	74,740
TRAVEL & EDUCATION		191	450	450
CONTRACTUAL SVCS			50,710	50,710
MATERIALS & SUPPLIES		50	0	51
MISCELLANEOUS			75,000	75,000
TOTAL HOUSING ASSISTANCE PROGRAMS	0	75,489	199,760	200,951
TOTAL GENERAL FUND	518,025	539,690	758,572	722,516
103 ECONOMIC DEVELOPMENT				

PLANNING & DEVELOPMENT ADMINIS				

MISCELLANEOUS	36,000	109,000	109,000	109,000
TOTAL PLANNING & DEVELOPMENT ADMINIS	36,000	109,000	109,000	109,000
TOTAL ECONOMIC DEVELOPMENT	36,000	109,000	109,000	109,000
213 HOUSING GRANT FUND				

ADDITIONS & IMPROVEMENTS	754	127,800	127,800	127,800
TOTAL HOUSING GRANT	754	127,800	127,800	127,800

PLANNING	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015
FORMER FUND 215 -----				
OTHER	39,375			
TOTAL FORMER FUND 215	39,375			
TOTAL PLANNING	594,154	776,490	995,372	959,316
GRAND TOTAL	594,154	776,490	995,372	959,316

2015 Budget Highlights

- RTA Station Area Plan as part of the Van Aken district
- Warrensville/Van Aken road reconfiguration engineering updates
- Submit grant to NOACA for Public Realm Improvements in the Van Aken District
- Request for proposals for design for Farnsleigh Streetscape
- Avalon Station 2 – Choose development partner, and enter in development and use agreement for new residential construction
- Transit Village – Proceed with developer to construct townhomes, re-appropriate grants for Transit Village match to grant funds - \$127,800
 - \$51,350 - Northeast Ohio Public Energy Council (NOPEC)
 - \$76,450 - First Suburbs Consortium (FSC)
- One-time \$30,000 additional for contracted services for planning consultants.
- Re-appropriate \$109,000 in ED/Housing Fund for Avalon Station 1 incentives and Avalon Station 2 predevelopment costs.

Organizational Chart
Neighborhood Revitalization Department



NEIGHBORHOOD REVITALIZATION DEPARTMENT

	2012 Actual	2013 Actual	2014 Budget	2015 Budget	% Chg
General Fund	190,111	144,733	244,787	366,062	49.5%
Other Funds	265,249	199,091	168,149	13,197	-92.2%
All Funds	\$ 455,360	\$ 343,824	\$ 412,936	\$ 379,259	-8.2%

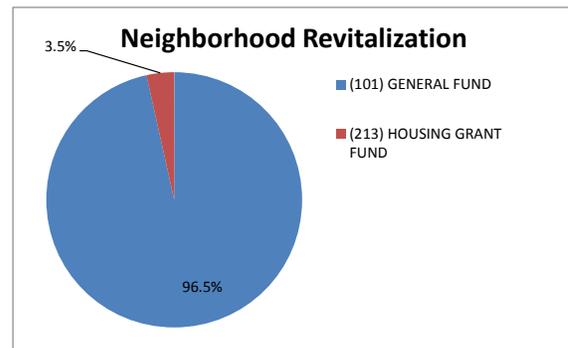
Department Description

The Department of Neighborhood Revitalization promotes stable, desirable, and diverse neighborhoods, characterized by housing of the highest quality.

Funding Sources

General Fund

The General Fund supports all operations of the Neighborhood Revitalization Department. Programs previously budgeted in the Preservation Services Fund are now included in the General Fund. Federal Neighborhood Stabilization program (NSP) Funds are expected to be expended in 2015.



Functions

- **Strengthen the City Tax Base** - Work with County to increase property tax collection rate. Identify tax delinquent properties for City land bank. Monitor County forfeited land sales & tax lien certificate sale
- **Reinvestment in the housing stock & neighborhoods** - Manage City side lot program. Encourage creative re-use of vacant lots. Encourage quality rehabs of properties.
- **Strengthen Competitive Position: New housing products** - Identify senior housing opportunities.
- **Build Strong Neighborhood Fabric: Increased owner occupancy of two family houses** - Administer two family owner-occupancy program on Winslow Road.
- **Prevent Vacancy, Abandonment & Blight** - Acquire obsolete or deteriorated housing for demolition. Manage Cuyahoga County Land Reutilization Corporation (CCLRC) demolitions. Work with regional partners on issues of vacant properties. Work with regional partners to identify funding for Northeast Ohio to carry out demolitions.

2014 Accomplishments

Strengthening the Neighborhood:

- Sold two (2) City owned vacant lots to neighbors as side lots. City's vacant lot program profiled in Alliance for Innovation's July newsletter.
- Rehabbed and sold one (1) land trust house on Pennington.
- Organized free tax preparation service which assisted 21 tax payers, netting a total of \$34,382 in income tax refunds and saving them approx. \$9,450 in filing fees.
- Worked with County Council to legislatively require a County Housing Policy, setting the stage for a County Housing Plan in 2015.

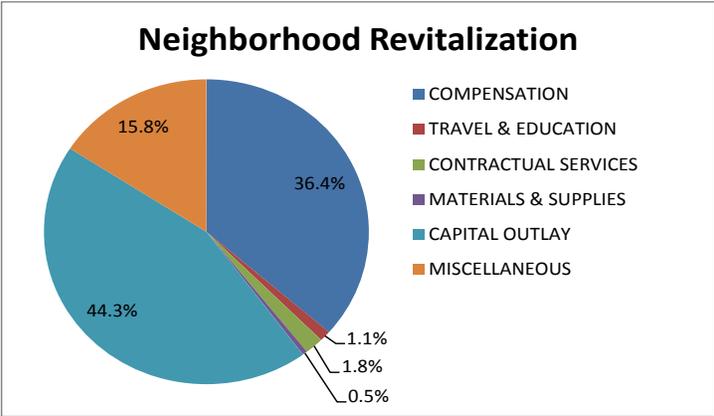
- Conducted background research and data gathering for City’s Housing and Neighborhood Plan.
- Worked with County Fiscal Office to reinstate administrative practices that facilitated land banking of tax delinquent properties.

Building the Tax Base:

- Four (4) properties rehabbed & sold through Shaker Renovator program, creating \$746,738 of new property value; an additional three (3) properties rehabbed and on the market.
- Drafted report analyzing 2011-2013 County tax lien sales to improve process effectiveness.

Blight Removal:

- 9 residential demolitions through the County Land Bank.
- Acquired 19 low value properties and removed from the marketplace, including five (5) donations from banks.
- Advocated for modified criteria and structure for County Demolition Bond fund and State Hardest Hit Demolition funds, to maximize Shaker access to these funds, which should provide demolition funding for next 2-3 years.



2012 - 2015 Budget

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015
NEIGHBORHOOD REVITALIZATION				

101 GENERAL FUND				

NEIGHBORHOOD REVITALIZATION AD				

COMPENSATION	184,677	137,385	135,700	138,085
TRAVEL & EDUCATION	2,461	3,803	4,300	4,300
CONTRACTUAL SVCS	2,096	1,888	6,998	6,998
MATERIALS & SUPPLIES	877	1,622	1,789	1,876
MISCELLANEOUS		35	96,000	60,000
CAPITAL OUTLAY				154,803
TOTAL NEIGHBORHOOD REVITALIZATION AD	<u>190,111</u>	<u>144,733</u>	<u>244,787</u>	<u>366,062</u>

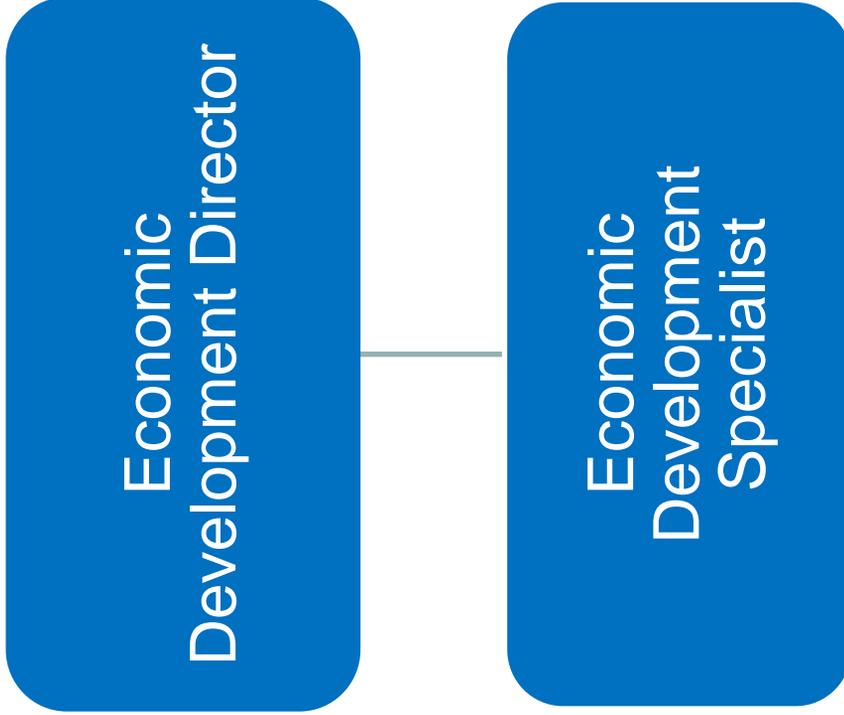
	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015
NEIGHBORHOOD REVITALIZATION				
TOTAL GENERAL FUND	190,111	144,733	244,787	366,062
FORMER FUND 215				

CAPITAL OUTLAY		12,943		
MISCELLANEOUS	25,000	91,917		
TRANSFER OUT			168,149	
TOTAL FORMER FUND 215	25,000	104,860	168,149	0
213 HOUSING GRANT FUND				
ADDITIONS & IMPROVEMENTS	240,249	94,231		13,197
TOTAL HOUSING GRANT FUND 213	240,249	94,231	0	13,197
TOTAL NEIGHBOR REVITALIZATION ALL FUNDS	455,360	343,824	412,936	379,259

2015 Budget Highlights

- Finalize updated Housing and Neighborhood Plan.
- Work with Law, Housing Inspection, Planning and other departments to implement Housing and Neighborhood Plan.
- Continued advocacy for solutions to strengthen neighborhoods.
- Continue two-family incentive program on Winslow (\$10,000).
- Oversee Cleveland Restoration Society Heritage Home Loan Program (\$20,000).
- Side lot incentive program (\$30,000).
- Appropriation of 2014 reimbursement from sale of rehabbed house to residential purchase/rehab program (\$154,803).

Organizational Chart Economic Development



ECONOMIC DEVELOPMENT DEPARTMENT

	2012 Actual	2013 Actual	2014 Budget	2015 Budget	% Chg
General Fund	-	276,702	315,060	263,905	-16.2%
Other Funds	819,345	1,871,915	1,162,000	662,306	-43.0%
All Funds	\$ 819,345	\$ 2,148,617	\$ 1,477,060	\$ 926,211	-37.3%

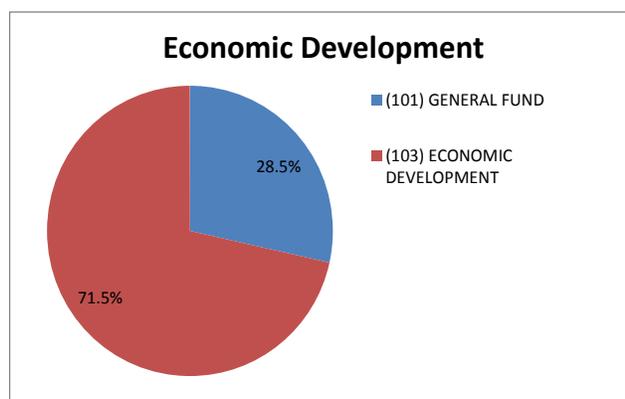
Department Description

The Economic Development Department’s goal is to bring the character and quality of Shaker Heights’ neighborhoods into the commercial districts. The department works with professional and retail businesses to grow their companies in Shaker Heights and acts as a single point of contact for businesses interested in moving into the community. Programs like the Vision Fund are in place to incentivize property owners to make building improvements. Developers and brokers are encouraged to look to the economic development department as a resource in working with their clients. The Shop Shaker program encourages residents and businesses to support the Shaker business community.

Funding Sources

General Fund

The **General Fund** supports the day-to-day operations of the Economic Development Department. **General Fund, Economic Development subfund** provides funding for one-time Economic Development expenses such as Van Aken district predevelopment; Shaker Vision Fund forgivable loans; Shaker Ignition Fund microloans; and property purchases.



Functions

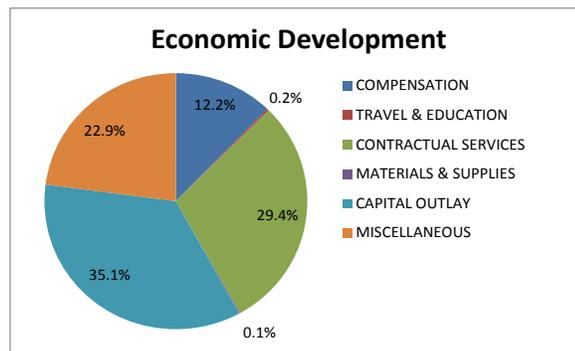
- **Business Attraction** - Attract businesses that fall within the Economic Development Plan industry segments: Ambulatory Care; Professional Services Technology including information services; and Design & Engineering. Develop relationships with brokers. Develop and implement an office strategy for the Van Aken District. Build on the successes of Shaker LaunchHouse to attract new second stage companies to the Chagrin/Lee area. Market Ignition microloan fund to local restaurants and retailers.
- **Business Retention and Expansion and Relationship Building** – Business relationship plan. Foster City’s relationship with large employers. Strategy to retain Shaker LaunchHouse companies growing from seed to second stage.
- **Financial Incentives & Programs** - Commercial Development Financing Tools. Identify financing and development partners for Van Aken district and Lee Road. Develop a Commercial Building Revitalization incentive. Pursue County, State, Federal and Foundation financing programs.

- **Marketing** – Work with Communications & Marketing Department on an integrated economic development and residential marketing campaign. Implement Shop Shaker events.
- **Real Estate Development: Placemaking** - Pre-development phase of the Van Aken District Development. Lee/Chagrin corridor.
- **Shaker Heights Development Corporation** - Assist with business development and fundraising. Supervise the work of the fund development consultant.

2014 Accomplishments

- Business Attraction
 - Utilized the Vision Fund Forgivable loan program to bring two new businesses to Tower East, Leopold Immigration Law Firm and Small Business Finance Exchange. To date, approximately \$130K of the \$262K loaned has been returned to the Economic Development and Housing Reserve fund; much of it ahead of schedule.
 - Selected as a pilot site for the Cuyahoga County, Small Business Administration Municipal Loan Program. The program makes \$250K of County Economic Development funds available to companies interested in relocating or expanding in Shaker Heights.
 - 2014 saw the opening of Juma Café, Sweet Melissa, The House Warmings, Eclectic Eccentric, Two Crows for Joy, Big J's International Sandwich Shop, Seth and Sasha, Rainbow, Pink Pineapple Home and Master Marr's Taekwondo; all businesses that are interested in investing in the community.
 - Tower East added Smart Hotels Group, International Piano Competition, Leopold Immigration Law Firm and Small Business Finance Exchange.
 - In 2014, the Shaker Home Based business list, the most active users of Shop Shaker, grew to 150.
- Business Retention & Expansion
 - Partnered with the Heights Regional Chamber of Commerce to hold the first Shaker Heights Business Appreciation Mixer (SH-BAM) in the old City Hall fire bay, with over 100 attendees and local businesses supplying the food.
 - Developed a relationship with many businesses and property owners on Lee Road, paving the way for the Shaker Heights Development Corporation's (SHDC) 2015 strategic focus on Lee Road.
 - Increased business participation in both the Memorial Day Parade and Fire Station Open House.
- Shaker Heights Development Corporation (SHDC)
 - Facilitated the SHDC strategic planning process.
 - Worked with Communications & Marketing (C&M) to develop messaging, marketing materials and a website for the SHDC
 - Managed the implementation of the fund development strategy for the LaunchHouse Institute (LHI) program and the larger SHDC strategy
 - Guided the LHI program to a sustainable business plan for 2015
- Van Aken district

- Signed a Letter of Intent with Fox Family Management to sell 3550 Warrensville Center Road to the company as part of a larger development
- Worked with RMS and Planning to develop a Van Aken district Phase One site plan that will create a great gathering place for the community today and set the stage for diversifying the City’s tax base in the future.
- Furthered plans to transform Christ Episcopal Church into the performing arts venue for the Van Aken district
- Worked with Planning Department to develop a commercial community reinvestment area district in Van Aken for key development sites.
- Worked with Planning and the Mayor’s office to secure a \$500K grant to the project from the State Capital budget.
- Public engagement
 - Worked with Planning, Communications & Marketing and RMS on a March 2014 public meeting. Followed up with a business-specific open house at Tower East
 - Held smaller business breakfasts to further engage community stakeholders in the Van Aken district
- Worked with RMS and the City to develop a branding package for the Van Aken district, retail and office leasing kits, a social media guerilla marketing campaign and www.thevanakendistrict.com website.



2012 - 2015 Budget

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015
ECONOMIC DEVELOPMENT				

101 GENERAL FUND				

ECONOMIC DEVELOPMENT				

COMPENSATION	0	154,691	172,500	174,304
TRAVEL & EDUCATION	0	5,590	5,000	3,500
CONTRACTUAL SVCS	0	114,631	134,560	84,560
MATERIALS & SUPPLIES	0	1,690	3,000	1,541
CAPITAL OUTLAY	0	100	0	0
MISCELLANEOUS	0	0	0	0

ECONOMIC DEVELOPMENT	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015
TOTAL GENERAL FUND	0	276,702	315,060	263,905

103 ECONOMIC DEVELOPMENT

ECONOMIC DEVELOPMENT

COMPENSATION	127,372	0	0	0
TRAVEL & EDUCATION	746	26	0	0
CONTRACTUAL SVCS	289,660	440,072	285,000	335,000
MATERIALS & SUPPLIES	1,444	476	0	306
CAPITAL OUTLAY	18,800	1,005,940	50,000	0
MISCELLANEOUS	276,567	390,000	577,000	327,000
TRANSFERS-OUT	0	35,400	250,000	0
TOTAL ECONOMIC DEVELOPMENT	714,588	1,871,915	1,162,000	662,306

203 ECONOMIC DEVELOPMENT

ECONOMIC DEVELOPMENT

TRANSFERS-OUT	104,757	0	0	0
TOTAL ECONOMIC DEVELOPMENT	104,757	0	0	0
TOTAL ECONOMIC DEVELOPMENT	819,345	2,148,617	1,477,060	926,211

2015 Budget Highlights

- Van Aken district
 - Develop and execute a Development & Use Agreement with RMS
 - Coordinate events in the current Van Aken Center to generate excitement and bring people back to the area as the project starts
 - Close public financing for RMS Phase One development
 - Complete the rapid station area plan with RMS and RTA
 - Support Planning process for site plan and architecture review
 - Work with Planning and County to support existing businesses through Phase 2 of the Warrensville/Van Aken road construction and support existing businesses
 - Develop a long term maintenance and programming plan for the district
 - Hold a business plan competition with Huntington Bank and Economic Community Development Institute to attract new businesses to the Chagrin/Lee Corridor

- Work with SHDC Board and proposed new Executive Director to implement strategic plan
- Continue to promote and develop Shop Shaker in new ways, especially as it relates to independently owned and home based businesses
- \$335,000 in ED/Housing Fund for Van Aken district pre-development costs
 - \$100,000 Real Estate Attorneys and Bond Counsel
 - \$168,000 Consultants including real estate & financial advisor, engineering/design
 - \$ 67,000 Business assistance during construction
- Re-appropriation of \$327,000 in ED/Housing Fund for Vision Fund Forgivable Loan Program and E2G loan

CONTRACTUAL AND COMPENSATORY STATUTORY EXPENDITURES (CCSE)

	2012 Actual	2013 Actual	2014 Budget	2015 Budget	% Chg
General Fund	5,962,205	8,962,769	7,559,105	7,797,862	3.2%
All Funds	\$ 5,962,205	\$ 8,962,769	\$ 7,559,105	\$ 7,797,862	3.2%

Department Description

Miscellaneous category budgets for certain employee programs, certain contractual services, organizational memberships, support to non-profit organizations, and various transfers out.

Funding Sources

General Fund

The General Fund supports all expenditures in the CCSE budget. The other functions are budgeted in the debt service fund budgets.

Functions

- **Employee programs** – Unemployment compensation; Employee Assistance Program; Employee Recognition Program.
- **Regional Income Tax Agency** – Collection expenses
- **Contractual Services** – Annual audit fee; filing fees; delinquent income tax collection costs; Fiscal Office fees for property tax collection.
- **Organizational Memberships** – Greater Cleveland Partnership; First Suburbs Consortium.
- **Transfers Out** - transfers from the General Fund in support of other functions.
- **Support of Local Programs**

2012 - 2015 Budget

CONTRACTUAL CHARGES & STATUTORY EXPENDITURES	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015

COMPENSATION	32,907	35,051	35,500	35,500
CONTRACTUAL SVCS	963,505	1,191,539	1,478,641	1,451,428
MATERIALS & SUPPLIES	4,760	4,523	6,828	4,364
CAPITAL OUTLAY	1,593	157	0	0
MISCELLANEOUS	77,608	72,576	99,500	258,570
TRANSFERS-OUT	4,881,832	7,663,446	5,938,636	6,048,000
TOTAL CONTRACTUAL CHARGES & STATUTORY EXP.	5,962,205	8,967,292	7,559,105	7,797,862

2015 Budget Highlights

	Transfers out:
\$ 625,000	2015 Recreation Subsidy
918,000	2015 Self-Insurance Fund
155,000	2015 Street Lighting
1,060,000	Debt Service (2015)
2,600,000	2016 General Capital
400,000	2016 Street Maintenance
250,000	2015 Sewer Maintenance
40,000	2015 Economic Development (forgivable loan income tax revenue)
\$6,048,000	Total*
	Support of Local Programs:
\$69,500	Shaker Youth Center (annual)
9,070	Family Connections
\$78,570	Total

*Note: the transfer from the General Fund to the Police and Fire Pension Fund (\$1,834,086) is reflected in the division budget for Police and Fire.

2014-2019 Debt Service Schedule							
Annual Debt Service - Current Year	2014	2015	2016	2017	2018	2019	
A. General Capital Fund Debt							
Existing Debt:							
A. 2002 \$1.299m Water Line Improvement Loan (OPWC)	64,950	64,950	64,950	64,950	64,950	64,950	64,950
B. 2002 \$2.796m Water Line Improvement Loan (OPWC)	139,817	139,817	139,817	139,817	139,817	139,817	139,817
C. 2004 Traffic Signalization Project	50,500						
D. 2004 \$455k Waterline Street Improvements (10 yr - 2014)	45,450						
E. 2004 \$395k Lee Road Reconstruction - Local Share (10 yr-2014)	40,400						
F. 2010 \$2.050m Street Resurfacing	219,350	217,266	215,222	213,177	211,133	209,089	
G. 2013 Rescue Squad Lease	52,180	52,180	52,180	52,180	26,090		
H. 2014 Equipment Lease	0	112,502	112,502	112,502	112,502	112,502	
* Misc. Debt Services Expenses	17,500	12,000	12,000	12,000	12,000	12,000	
Total General Capital Fund Debt	\$630,147	\$598,715	\$596,671	\$594,626	\$566,492	\$538,358	
B. Debt Financed by Tax Increment Financing Revenue	2014	2015	2016	2017	2018	2019	
2009 Bond Issue (Maturity 2031)							
A. Urban Renewal Bonds, Series 2009 (Shaker Towne Center)	340,700	341,438	341,237	340,463	339,513	337,950.00	
2012 Refunding Bond Issue (Maturity 2031)							
B. Urban Renewal Refunding Bonds, Series 2012 (Firehouse, Sussex, Shaker Towne Center)	1,010,388	1,006,463	1,012,463	1,008,238	993,938	1,000,100.00	
Total Debt Service Financed by TIF Revenue	\$1,351,088	\$1,347,901	\$1,353,700	\$1,348,701	\$1,333,451	\$1,338,050	
Less TIF Revenue	(726,833)	(710,000)	(710,000)	(710,000)	(732,490)	(732,490)	
General Capital TIF Subsidy	624,255	637,901	643,700	638,701	600,961	605,560	
Total - General Capital Debt Service Requirement	\$1,254,402	\$1,236,616	\$1,240,371	\$1,233,327	\$1,167,453	\$1,143,918	
C. Debt Financed by Sewer Fund							
A. 1994 \$807,500 Shelburne Sanitary Sewer (OPWC)	40,375	20,188					
B. 2008 \$1.7M S. Woodland Project (OPWC)	88,278	88,278	88,278	88,278	88,278	88,278	
C. 2011 \$573,000 Hildana-Ludgate Project (OPWC)	28,650	28,650	28,650	28,650	28,650	28,650	
D. 2013 Van Aken Sewer Improvements	30,875	30,295	29,715	34,063	33,338	32,613	
E. 2014 Street Sweeper	40,000	40,000	40,000	40,000	40,000	40,000	
Total Annual Debt Service from Sewer Fund	\$228,178	\$167,411	\$146,643	\$150,991	\$150,266	\$149,541	
Total All Funds Debt Service	\$1,482,580	\$1,404,026	\$1,387,014	\$1,384,318	\$1,317,719	\$1,293,459	

* Includes legal and consulting fees related to review of lease financing documents and annual disclosure filing.



SHAKER
HEIGHTS