



SHAKER HEIGHTS

2016 BUDGET BOOK *November 30, 2015* Table of Contents

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** The 2016 Capital Plan is presented in a separate document.*



SHAKER HEIGHTS

November 17, 2015

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

For the fourth year since 2012, we present to you an operating budget for the City of Shaker Heights which allows for revenues to be allocated to some of the significant unmet needs of the City. Over the years we have been able to manage our expenditures so that annual revenues fund not only our operating expenses, but can also be allocated toward infrastructure, housing, and economic development programs.

We continue to act on the recommendations in the 2012 Mayor's Financial Task Force Report, including identifying efficiencies and cost savings, and working toward collaborations with other governments. These actions enable us to manage operations so as to live within our means and retain the ability to invest in our future.

The four strategic goals adopted by Council in 2014 still guide our day-to-day decision-making:

Effective Cost – Efficient Government

Cost effective, efficient, financially sustainable government that provides excellent services with a high level of customer service; utilizing innovations in government collaboration, public/private partnerships and cutting edge technology.

Vibrant Commercial & Retail Development

Vibrant mixed use commercial and retail districts which are walkable, transit-friendly and provide a competitive environment for business and resident attraction and retention.

High Quality, High Functioning Neighborhoods

High quality, safe, distinctive and cohesive neighborhoods with well-maintained diverse housing which is competitive and attractive to current and new residents.

Attractive Desirable Quality of Life

Desirable, healthy, cosmopolitan quality of life with attractive amenities and programs and a strong sense of community.

You will see activities related to meeting these goals in the 2016 operating and capital budgets. Some of those include:

- Ongoing implementation of the 2015 Housing and Neighborhood Plan.
- Entry-level police officer hires, including anticipatory hires to fill upcoming vacancies in advance of known retirements.

- Approval of a development and use agreement for the construction of the new Van Aken district.
- Completion of the Warrensville/Van Aken road reconfiguration.
- Considering a 10-year capital plan that identifies a funding stream for the City's facilities, equipment, and infrastructure needs.
- Meeting Council's goal of having a General Fund operating reserve in excess of 20 percent.

The City's financial structure, which follows mandatory government accounting practices, results in a complex budget process. The 2016 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.

This year, we will present the 2016 budget at two successive meetings:

November 30, 2015 Council Meeting: An overview of the projected results of the 2015 General Fund budget (major revenue sources operating expenditures and ending balance), a summary of results for the other major operating funds of the City; A high level overview of the 2016 budget parameters with a focus on the General Fund revenues and expenditures budgeted for 2016 with details for each department, including 2015 accomplishments and 2016 operating and capital budget highlights.

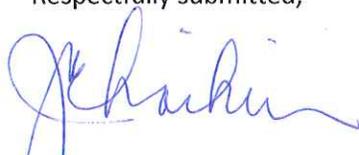
December 7, 2015: Detailed presentations of the requested 2016 capital budget.

There are challenges ahead:

- The City is required to change our income tax ordinance per HB5 passed by the state legislature. We are as yet unsure of how these changes will impact our revenue stream going forward.
- The future stability of the regional economy and projected conservative growth in revenue.
- Although the Ohio Supreme Court ruled in favor of the Northeast Ohio Sewer District's proposed Storm Water Management Program, an appeal may yet derail the implementation of that program particularly its \$4.3 million dams and lake project in Shaker Heights.
- The impact of collective bargaining agreements yet to be negotiated, starting in 2016.

The City of Shaker Heights will address these challenges with the same financial prudence and dedication to protecting the exceptional standards of excellence that our residents demand, expect, and value. We are honored to work with progressive and able leaders and a workforce of creative, diligent and committed public servants.

Respectfully submitted,



Jeri E. Chaikin
Chief Administrative Officer



Matt Rubino
Director of Finance

2016 Budget Process Timeline

<u>Date</u>	<u>Action</u>
May 18, 2015	Finance Committee recommends approval of 2015 Tax Budget, and presentation of first quarter update to Finance Committee.
May 26, 2015	Council approves 2016 Tax Budget
July 15, 2014	2016 Tax Budget submitted to Cuyahoga County Fiscal Officer
August 17, 2015	Presentation of second quarter update to Finance Committee
September	Finance Director prepares 2015 budget versus actual projections and update of five-year forecast
September - October	CAO, Finance Department, and Department Directors prepare 2016 budget based on revenue and expenditure parameters reviewed by Mayor, CAO, and Finance Director
November 9, 2015	Work Session re: updated income tax ordinances followed by special meeting for first reading of ordinances.
November 30, 2015	Joint Council/Finance Committee work session on 2016 operating and capital budgets. Overview of 2016 General Fund budget parameters: revenues/expenditures and five-year forecast; Departmental budgets, 2015 accomplishments, and 2016 budget highlights. Council Member Q&A / Public Comment on budget Regular Council meeting to follow.
December 7, 2015	Work session, individual departments' presentations of proposed 2016 capital budget items.
December 21, 2015	Regular Council meeting Council meeting, third presentation and vote on appropriation ordinances to adopt the 2016 operating and capital budgets.

City of Shaker Heights

Key Financial Policies

Budget Development Policies

General Fund operations will be financed with revenues produced during the year; the City will avoid budgetary and accounting procedures that balance the current budget at the expense of future budgets.

The City will develop budgets in which current revenues equal or exceed current expenditures and current expenditures, including transfers, cannot exceed current revenue and available resources.

The City will avoid budgetary procedures that balance the budget at the expense of meeting future years' expenses, such as: postponing expenditures, accruing future years' revenues, or funding current services with debt and/or drawing down the fund balance.

Charges for services shall reflect the full cost of providing a specific service unless designated otherwise by Council. The cost of providing specific services shall be recalculated periodically and the fees shall be adjusted accordingly.

The City will strive to maintain a General Fund balance which is 20% of current year General Fund expenditures. Any excess of General Fund revenue over expenditures will either be used to maintain the 20% General Fund balance or will be transferred to fund capital improvements, economic development and housing or other critical one-time needs.

All budgetary procedures will comply with existing state and local laws and regulations. The budget is balanced with estimated revenues plus beginning fund balances equal to or greater than appropriations.

The City's long range (five year) cash flow projection for the General Fund incorporating both revenues and expenditures will be updated, at a minimum, on a semi-annual basis.

Alternative service delivery methods will be reviewed periodically to ensure the quality services are being provided at the most reasonable costs.

The City shall develop a program to integrate performance measurement and productivity indicators with the budget. Where appropriate, comparisons with comparable cities may be made to ensure that quality services are provided at competitive and economical costs.

Capital Improvement Planning Policies

Capital improvement projects will not be financed over a period longer than the estimated life of the project. Additionally, the City will develop and update a Capital Improvement plan that will meet the anticipated growth of the City. Infrastructure needs are identified each year.

Capital improvement life cycle costs will be coordinated with the development of the operating budget. Future operating, maintenance, and replacement costs associated with new capital improvements shall be estimated for inclusion in the operating budget.

The Mayor, Chief Administrative Officer and Finance Director will recommend all the projects and determine which projects will be scheduled for the next budget development cycle.

Investment and Debt Management Policies

The investment of City funds shall be structured to insure the preservation of principal and liquidity of City Funds and provide the maximum return within the provisions of the City's investment policy.

The primary objective of the Debt Policy is to establish conditions for the use of debt and to create policies that minimize the City's debt service and issuance costs, retain the highest credit rating, and maintain full and complete financial disclosure and reporting.

The City will comply with the Ohio Revised Code regarding debt limitations for voted and unvoted bonds and notes. Long-term debt will not be issued to finance current operations or routine maintenance of the City.

The City will strive to maintain its bond ratings and weigh options for financing that take the impact on the ratings into account before implementation of debt issuance.

Financial Reporting Policies

The City's financial reporting systems shall be maintained in conformity with generally accepted accounting principles (GAAP), and the standards of the Governmental Accounting Standards Board (GASB).

A comprehensive annual audit will be performed by the Auditor of State or independent accounting firm designated by the City. City financial records shall be annually reviewed by the Finance Department.

Ongoing financial and budgetary reporting will be completed in a timely and accurate manner. Reports will be published on the City's website or by other electronic formats when available.

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.

2015 General Fund Revenue & Expenditure Results

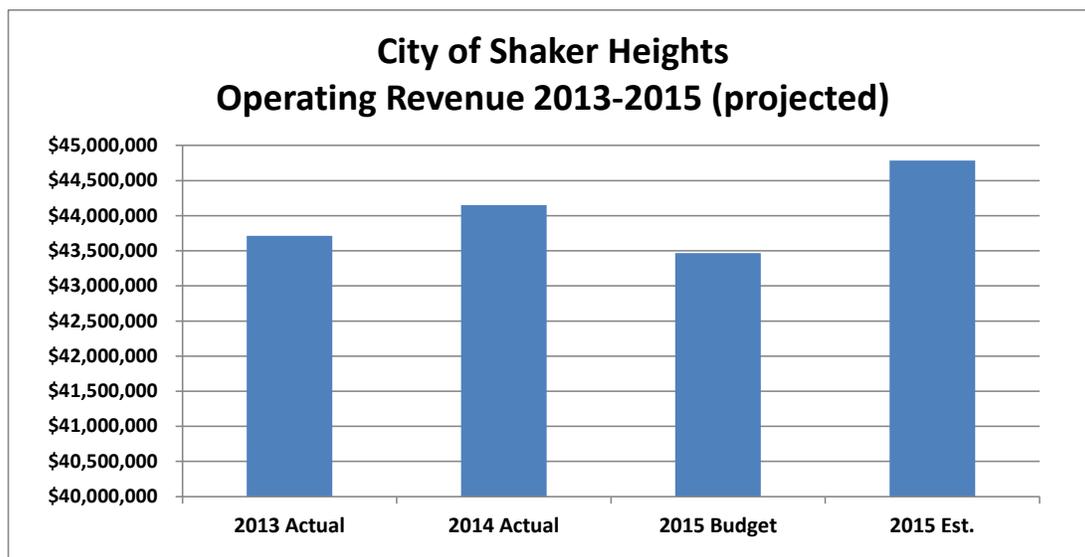
General Fund Revenue

Total revenue for 2015 was budgeted at \$43.5 million for General Fund sources and is projected at \$44.9 million exceeding the budget by 3.3%. Total 2015 General Fund operating revenue received through October 31st was \$36.4 million or 83.7% of the 2015 budget.

Summary of General Fund Operating Revenue *							
2014 Actual 2015 3rd Quarter Actual vs 2015 Budget							
Revenue Source	2013 Actual	2014 ACTUAL	2015 BUDGET	2015 Estimate	Budget Variance	Budget Var. %	% Chg from PY
Local Tax Revenue							
Income Tax	\$27,720,413	\$29,827,543	\$30,248,760	\$31,584,265	\$1,335,505	4.4%	5.9%
Property Tax	\$5,967,228	\$5,973,054	\$5,831,692	\$6,079,899	\$248,207	4.3%	1.8%
Estate Tax	\$2,823,240	\$844,330	\$0	\$0	\$0	0.0%	-100.0%
Other Taxes **	\$993,869	\$1,042,378	\$966,386	\$942,550	(\$23,836)	-2.5%	-9.6%
Local Government Fund	\$604,864	\$682,506	\$654,107	\$711,668	\$57,561	8.8%	4.3%
Intergovernmental Revenue	279,508	\$291,253	\$153,294	\$176,455	\$23,161	15.1%	-39.4%
Charges For Services	\$3,183,655	\$3,070,885	\$3,208,803	\$3,128,915	(\$79,888)	-2.5%	1.9%
Fines & Forfeitures	\$534,467	\$476,191	\$499,327	\$553,827	\$54,500	10.9%	16.3%
License & Permits	\$1,034,703	\$1,191,871	\$1,050,224	\$946,598	(\$103,627)	-9.9%	-20.6%
Investment Earnings	\$75,751	\$41,242	\$100,000	\$55,000	(\$45,000)	-45.0%	33.4%
Miscellaneous	\$494,547	\$709,281	\$756,182	\$736,550	(\$19,632)	-2.6%	3.8%
Total Operating Revenue	\$43,712,245	\$44,150,534	\$43,468,775	\$44,915,727	\$1,446,952	3.3%	1.7%

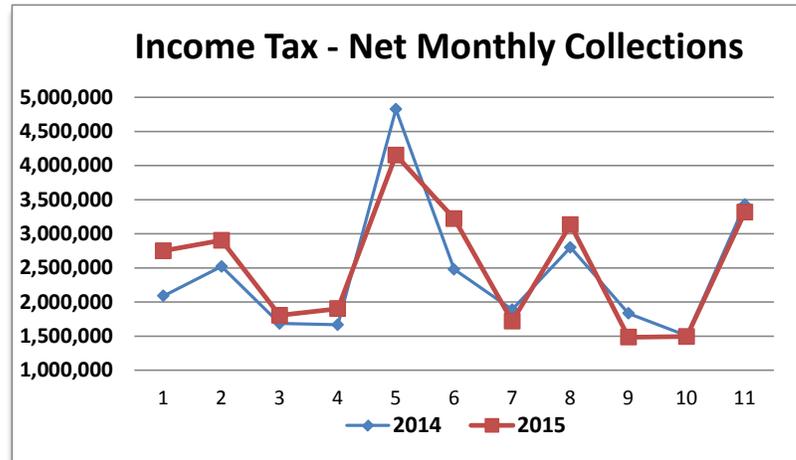
* Operating revenue only.
 ** Includes locally enacted taxes on admissions, alcohol, cigarettes and property tax reimbursements from the Stat

The increase is mostly attributable to stronger than expected results for income tax which is expected to exceed the budget by 4.4% and come in 5.9% over gross collections for 2015. The 2015 third quarter year-to-date revenue was 3.2% higher than the 2014 third quarter revenue. Total projected revenue for 2015 is expected to be 1.7% higher than the 2014 actual revenue.



- Total income tax revenue (gross) is projected to be \$31.6 million and is 5.9% over the 2014 actual exceeding the budget by 4.4%. Income tax collected from individuals is projected to increase by 6.2% from 2014 while Income tax from withholding is projected to grow by 2.9% from the prior year's collection.

- Monthly distributions have exceeded the prior year monthly actual in six of eleven months this year.



- The impact of the rate increase is assumed to be substantially phased in to the collection trend in 2015. The City received a retainer refund from RITA of \$465,000 for reimbursement of 2014 collection costs.

- Property tax is projected at \$6.1 million for the 2015 collection year. The estimate for 2015 is 1.8% higher than 2014 collections as a result of stable assessed values and the current collection rate increasing to almost 95% in 2015.

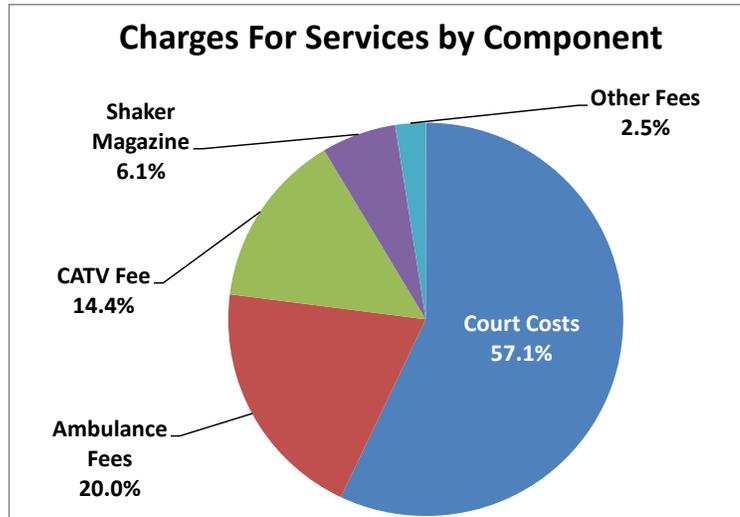
- The City is not expected to receive any estate tax revenue in 2015 and beyond now that the tax is completely phased out. The final expected distribution occurred in 2014.

- Local Government Fund (LGF) revenue is projected at \$712,000 or 4.3% above last year. The 2015 estimate includes a reduction in the State Municipal Direct Distribution that was included in the State 2016-2017 budget. The annualized impact of that reduction is about a \$104,000 loss in revenue.

- Total charges for services are projected to be \$3.1 million in 2015. The estimate for this revenue category for 2015 is 1.5% lower than the budget of \$3.3 million.

- Court cost revenue, the largest component of charges for services revenue, is projected to increase over prior year collections by 6.7%. Despite the increase Court revenue is still under budget by 3.7%. The fines collected by the Court on behalf of the City are projected to come in at \$554,000 in 2015 and will exceed 2014 receipts by 16.3% as a result of growth of traffic waiver fines.

- Revenue from other charges for services is slightly lower (4.0%) than 2014 actual but are only 0.8% lower than budget. Charges for EMS billing (\$623,000) have decreased by 7.0% from 2014 and cable franchise fee (\$433,000) revenue is projected to increase by 2.4% in 2015.



- Permit fee revenue was budgeted for a 12.0% decrease from 2014 actual receipts. The estimate of permit revenue of \$945,000 in 2015 is 20.6% lower than the prior year as a result of a 50% decrease in building permit values issues in 2015.

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 only slightly higher (5.7%) as compared with 2008 real dollar terms. Revenue growth since 2008 lagged the growth in real prices which increased by approximately 10.4% over that same time frame.

State & Local Tax Support of Shaker Heights 2008-2014 Actual | 2015 Estimate

Source	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Est.
Total State & Local Tax Revenue	33,798,647	31,685,427	33,383,974	31,882,551	33,103,345	36,975,923	37,749,220	39,221,407
Total City Revenue	36,586,769	39,641,815	37,161,771	39,305,587	37,163,516	43,712,246	44,150,534	44,915,727
% of Total City Revenue *	92.4%	79.9%	89.8%	81.1%	89.1%	84.6%	85.5%	87.3%
<i>Real \$'s **</i>	<i>37,215,980</i>	<i>35,013,670</i>	<i>36,295,290</i>	<i>33,602,270</i>	<i>34,181,540</i>	<i>37,629,070</i>	<i>37,749,220</i>	<i>39,354,260</i>
Change in Real Dollars Since 2008		-2,202,310	-920,690	-3,613,710	-3,034,440	413,090	533,240	2,138,280
% Change Since 2008		-5.9%	-2.5%	-9.7%	-8.2%	1.1%	1.4%	5.7%

* Average % of total revenue since 2008 is 86.3%

** In 2014 dollars, source: Bureau of Labor Statistics Inflation Calculator

2015 General Fund Operating Expenditure Update

The projected 2015 operating expenditures (excluding transfers) are 4.4% or \$1.5 million below the revised 2015 budget for General Fund. The approved 2015 budget anticipated an increase in operating costs over 2014 but the current year estimate is slightly below that anticipated level of increase. Actual operating results for 2015 are estimated at 2.0% above the 2014 actual operating expenditures.

Total expenditures including transfers out are expected to exceed the budget (0.4%) due to an increase in the transfer to the General Capital Fund to provide funding for the 2016 plan.

The total projected expected expenditures for personal services (wages and fringe benefits) are 3.7% below the revised budget. A sizeable portion of the budget surplus is a result of vacant position within the Police Department that are in process of being filled.

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 2015 are projected to be 6.3% (\$570,000) lower than the revised 2015 budget but 10.1% above the 2014 actual.

Summary of General Fund Operating Expenditures 2013-2014 Actual 2015 Estimate vs 2015 Budget							
General Fund Summary	2013 Actual	2014 Actual	2015 Budget *	2015 Estimate	Budget Variance	Budget Var. %	% Chg from PY
Personal Services	\$25,112,540	\$25,337,136	\$26,189,570	25,220,574	968,996	3.7%	-0.5%
Other Expenditures	\$6,937,851	\$7,674,167	\$9,016,698	8,446,596	570,101	6.3%	10.1%
Total Operating Expenditures	\$32,050,391	\$33,011,303	\$35,206,268	33,667,171	1,539,097	4.4%	2.0%

** Amended Budget as of 10/31/2014*

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

- Overall the City’s departmental operating expenditures will come in 4.4% below the original 2015 budget.
- Most departmental expenditures were at similar levels in comparison to the 2014 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 2014.
- As a result of harsh winter weather conditions operating costs for Public Works were \$121,000 or 13.2% higher than in 2014. The increased costs included overtime and materials costs including rock salt were necessary to maintain snow and ice removal services at required levels.
- Approximately \$540,000 of the projected surplus in the total compensation budget due to vacant positions within the uniformed divisions of the Police Department. An additional \$103,000 of the projected surplus is attributable to lower than budgeted salary costs in the Fire Department Budget.

- Much of the budget surplus in the other expenditures allocation is attributable to lower than expected expenditures for contractual services. Expenditures for this category are projected to be under budget in Housing Inspection, Communications & Marketing, Fire and CCSE.
- The budget for transfers out will be higher than anticipated due to an increase in the transfer to the Street Lighting Assessment and Sewer Maintenance Funds to support operating costs that have exceeded the original budget. A transfer to the Sewer Capital projects fund to fund the first round of emergency sewer repairs is included in the \$10.8 million estimate for transfers out.

2015 General Fund Operating Result and Ending Balance

The current estimates for operating revenue and expenditures indicate a net operating surplus in the General Fund for 2015. The positive net operating result in 2015 is a product of better than expected receipts from income tax and lower than budgeted departmental costs.

Summary of General Fund Operating Results							
2013-2014 Actual 2015 Estimate vs 2015 Budget							
General Fund Summary	2013 Actual	2014 Actual	2015 Budget *	2015 Estimate	Budget Variance	Budget Var. %	% Chg from PY
Total Revenue *	\$43,712,244	\$44,150,534	\$43,468,775	\$44,915,727	\$1,446,952	3.3%	1.7%
Personal Services	\$25,112,540	\$25,337,136	\$26,189,570	\$25,220,574	\$968,996	3.7%	-0.5%
Other Expenditures	\$6,937,851	\$7,674,167	\$9,016,698	\$8,446,596	\$570,101	6.3%	10.1%
Total Operating Expenditures	\$32,050,391	\$33,011,303	\$35,206,268	\$33,667,171	\$1,539,097	4.4%	2.0%
Total Transfers Out	\$9,350,431	\$9,165,731	\$9,109,837	\$10,818,537	(\$1,708,700)	-18.8%	18.0%
Total Expenditures	\$41,400,822	\$42,177,034	\$44,316,105	\$44,485,708	(\$169,603)	-0.4%	5.5%
<i>Net operating Result</i>	<i>\$2,311,422</i>	<i>\$1,973,500</i>	<i>(\$847,330)</i>	<i>\$430,019</i>			

City Council's policy of maintaining a General Fund cash reserve is measured as 20% of annual expenditures. The ending available balance in the General Fund grew to \$11.2 million as a result of a \$2.0 million operating surplus in 2014.

- Based on current revenue and expenditure trends a positive net operating result of approximately \$430,000 is projected for the General Fund by the end of 2015.
- The ending fund balance in the General Fund is estimated to be \$11.6 million or 26.2% of total annual expenditures (including all transfers) at the end of 2015.
- The projected reserve level is in compliance with the 20% reserve policy limit established by Council resolution.

2015 Revised Budget

As the City has reduced expenditures and eliminated positions over the past seven 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 2015 operating budget has been amended in several places to account for:

2015 Revised Budget Summary			
GENERAL FUND	2015 Orig. Bud.	2015 Revised Bud.	Change from 2015 Orig.
Revenues	43,468,775	43,468,775	-
Expenditures			
COMPENSATION	26,182,622	26,189,570	6,948
TRAVEL & EDUCATION	199,568	200,404	836
CONTRACTUAL SVCS	6,356,851	6,231,429	(125,422)
MATERIALS & SUPPLIES	1,631,294	1,782,089	150,795
CAPITAL OUTLAY	345,226	342,626	(2,600)
MISCELLANEOUS	395,150	460,150	65,000
Total Operating Expenditures	35,110,711	35,206,268	95,557
TRANSFERS-OUT	7,909,837	9,109,837	1,200,000
Total Expenditures	43,020,548	44,316,105	1,295,557
<i>Net Result</i>	<i>448,227</i>	<i>(847,330)</i>	

- Receipt of grant funds for State and Federal grants for Planning and Health Departments.
- The net increase in approved budget amendments of \$95,557 was almost entirely funded with outside revenue from grant reimbursements and payments for shared contractual services.
- Miscellaneous realignments to operating budgets were also approved as of October 31st for Human Resources and Building Inspection.
- The original budget anticipated a positive operating result of \$448,227 in 2015. A budget increase of \$1.2 million was approved to transfer additional funds related to the operating surplus in 2014 to the General Capital and Economic Development & Housing Funds. This one-time transfer of 2014 excess funds resulted in the appearance of an operating deficit being carried in the 2015 budget.

Additional budget amendments will be requested before year-end 2015 to provide for modest budget 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 lines 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 to the General Capital, Sewer Maintenance and Street Lighting Assessment Funds to cover anticipate 2015 expenditures.

2016 Budget Overview

The 2016 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 2016 and beyond. The final product is a funding policy and an operating plan that allocates limited resources to our priorities and investments and provides for an effective cost-efficient City government. The proposed budget for 2016 is \$45,309,881 for General Fund (including transfers out) and an all funds operating budget of \$58,202,009.

Summary of 2016 Operating Budget

Budget Summary	2014 Actual	2015 Original Bud	2015 Revised	2016 Budget	% Chg 2015 Org. Budget
General Fund					
Total Operating Revenue	\$ 44,150,534	\$ 43,468,775	\$ 43,468,775	\$ 46,102,853	6.1%
Total Operating Expenditures	\$ 33,011,303	\$ 35,110,711	\$ 35,206,268	\$ 35,425,306	0.9%
<i>Transfers To Other Funds</i>	<i>\$ 9,165,731</i>	<i>\$ 7,909,837</i>	<i>\$ 9,109,837</i>	<i>\$ 9,884,575</i>	<i>25.0%</i>
All Operating Funds					
Total Operating Revenue	\$ 59,552,294	\$ 59,585,570	\$ 59,585,570	\$ 60,971,973	2.3%
Total Operating Expenditures	\$ 61,760,615	\$ 58,142,713	\$ 58,500,270	\$ 58,202,009	0.1%

2016 General Fund Budget Overview

The recommended 2016 budget for the General Fund totals \$46,102,853 in operating revenue and \$45,309,881 for budgeted expenditures including transfers. The revenue estimate for 2016 includes modest growth for income tax and property tax revenue while most other sources are flat. Budgeted operating expenditures (excluding transfers out) are less than 1.0% higher than the 2015 original budget and include impacts related to wage increases and inflationary growth for other expenditure lines.

Summary of 2016 General Fund Budget

General Fund Summary	2014 Actual	2015 Original Bud	2015 Revised	2015 Estimate	2016 Budget	% Chg 2015 Org. Budget
Total Operating Revenue	\$ 44,150,534	\$ 43,468,775	\$ 43,468,775	\$ 44,915,727	\$ 46,102,853	6.1%
Total Operating Expenditures	\$ 33,011,303	\$ 35,110,711	\$ 35,206,268	\$ 33,667,171	\$ 35,425,306	0.9%
Transfers Out	\$ 9,350,431	\$ 7,909,837	\$ 9,109,837	\$ 10,818,537	\$ 9,884,575	25.0%
Total Expenditures	\$ 42,361,734	\$ 43,020,548	\$ 44,316,105	\$ 44,485,708	\$ 45,309,881	5.3%

2016 Budget Parameters

The 2016 budget development process started in earnest with the 2015 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 2016 operating budget. The main components of the base budget 2016 were developed based on the following assumptions and guidance:

- Revenue estimates were based on the trends used to project 2015 estimate. The current budget estimate includes the impacts of the latest collection trends for tax revenue, charges for services fees and other sources of revenue.
- The budgets for salary and fringe benefits are based on anticipated levels of staffing for 2016 and include increases pursuant to the terms of bargaining unit agreements that are in effect for 2016.
- A cost of living increase of 2% was applied to the wages of non-bargaining staff. There are no increases for Police, Fire and Recreation bargaining unit employees as the current contract for both groups expires in 2015. Subsequent wage increases for these units will be determined based on the outcome of contract negotiations.
- Health care costs were adjusted based on the expected change in premium equivalents for 2016. The budget includes increases of 3.16% (Medical Mutual and prescription drugs) and an increase of 20.53% for HealthSpan. The rates for dental insurance will not be changed for 2016.
- The employer and employee portions of the cost of healthcare premium equivalent payments will remain at an 85% / 15% apportionment in 2016.
- Contractual services and other expenditures were based on the 2015 original budget and adjusted based on departmental reviews.
- Inflationary parameters were applied to most budget lines for utilities (3.0%), fuel (3.0%) and materials & supplies (2.0%). In some cases this parameter was reviewed and modified by Finance based on the specifics of individual expenditure budgets.
- All special revenue fund budgets will be required to support ongoing operations within the constraints of available resources or from approved levels of General Fund support.

2016 General Fund Revenue Budget

The budget for General Fund revenue was based on trends refined as part of the second and third quarter updates in 2015. The budgeted revenue of \$46.1 million is 2.6% higher than the estimate for 2015. The overall trend in revenue includes expected growth for income tax collections (2.1%), property taxes (4.2%), license and permits (22.0%) and charges for services (1.4%). Other major sources of intergovernmental revenue (including local government fund) are budgeted 10.4% lower than 2015 projected levels. No revenue for estate tax has been included in the 2016 budget now that the tax has been phased out.

Summary of General Fund Operating Revenue *

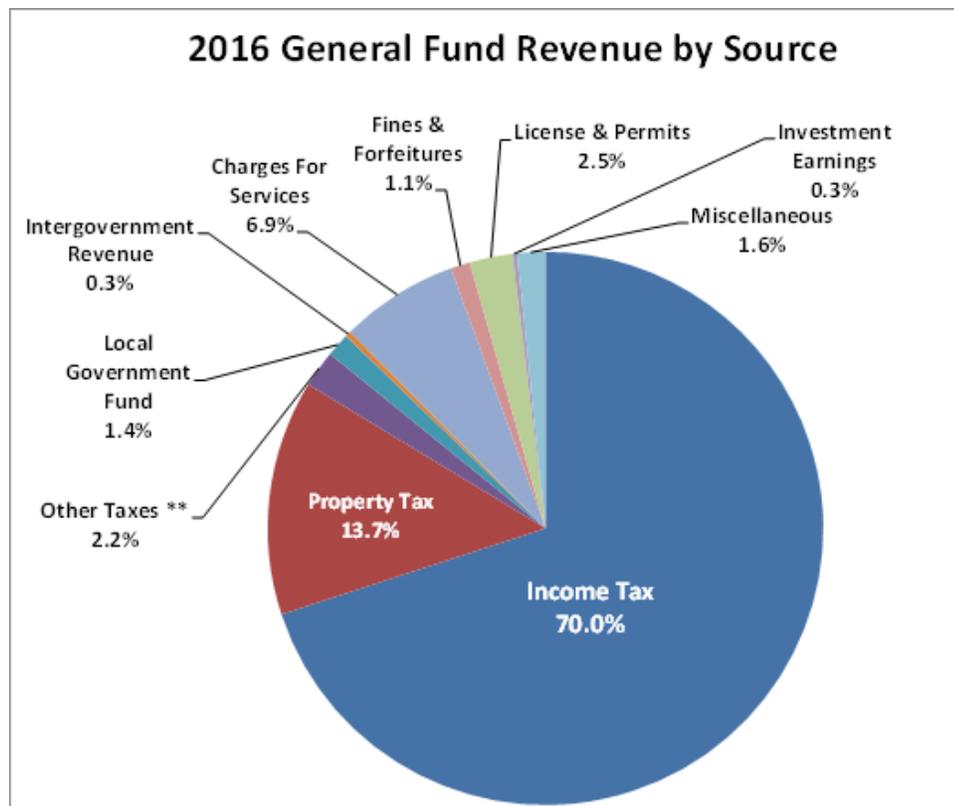
2013 - 2014 Actual | 2015 Estimate | 2016 Budget

Revenue Source	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	% Chg 2015 Est.
Local Tax Revenue						
Income Tax	\$27,720,413	\$29,827,543	\$30,248,760	\$31,584,265	\$32,257,825	2.1%
Property Tax	\$5,967,228	\$5,973,054	\$5,831,692	\$6,079,899	\$6,332,795	4.2%
Estate Tax	\$2,823,240	\$844,330	\$0	\$0	\$0	
Other Taxes **	\$993,869	\$1,042,378	\$966,386	\$942,550	\$994,655	5.5%
Local Government Fund	\$604,864	\$682,506	\$654,107	\$711,668	\$636,991	-10.5%
Intergovernmental Revenue	\$279,508	\$291,253	\$153,294	\$176,455	\$158,923	-9.9%
Charges For Services	\$3,183,655	\$3,070,885	\$3,208,803	\$3,128,915	\$3,173,380	1.4%
Fines & Forfeitures	\$534,467	\$476,191	\$499,327	\$553,827	\$520,000	-6.1%
License & Permits	\$1,034,703	\$1,191,871	\$1,050,224	\$946,598	\$1,154,584	22.0%
Investment Earnings	\$75,751	\$41,242	\$100,000	\$55,000	\$125,000	127.3%
Miscellaneous	\$494,547	\$709,281	\$756,182	\$736,550	\$748,699	1.6%
Total Operating Revenue	\$43,712,245	\$44,150,534	\$43,468,775	\$44,915,727	\$46,102,853	2.6%

- Income tax revenue is budgeted at \$32.3 million in 2016 based on the assumption of a 2.1% increase in collections from the 2015 estimate. The projection for 2015 includes a 2.5% increase in tax receipts from individuals and a 1.5% increase in revenue received from withholding. Income tax revenue is the largest source of revenue providing 70% of total funding for general operations.
- Property tax revenue was based on the preliminary updated values for both residential and commercial properties. The County completed a three-year update of property values that will go into effect with the 2016 collection year. The 2016 estimate for property tax revenue is based on the 6.0% increase in residential values and a 1.1% increase in commercial valuation. The budgeted increase of 4.2% assumes a current collection rate of 95%.
- Local Government Fund (LGF) revenue is budgeted to decrease by 10.5% in 2016. The County portion of LGF is 3.9% higher than 2015 and was set based on the 2016 certified estimate from the County Budget Commission. The municipal direct distribution portion of LGF was reduced as a result of a reduction approved in the State's 2016-2017

budget. The annualized impact of the State revenue reduction is a loss of approximately \$104,000 or a 70% cut in this portion of LGF revenue.

- Charges for services are budgeted at \$3.2 million in the 2016 budget. The major component of charges revenue, Court costs, is budgeted to be slightly lower as compared to the 2015 estimate. The budget for EMS billing (\$630,000), cable franchise fees (\$430,000) and Shaker Life advertising revenue (\$190,000) were held at the 2015 estimated levels.
- The City’s share of fines collected by the Municipal Court is budgeted at \$520,000 in 2016 as a result of the Court’s assumption that fine revenue will remain flat in comparison to 2015 receipts.

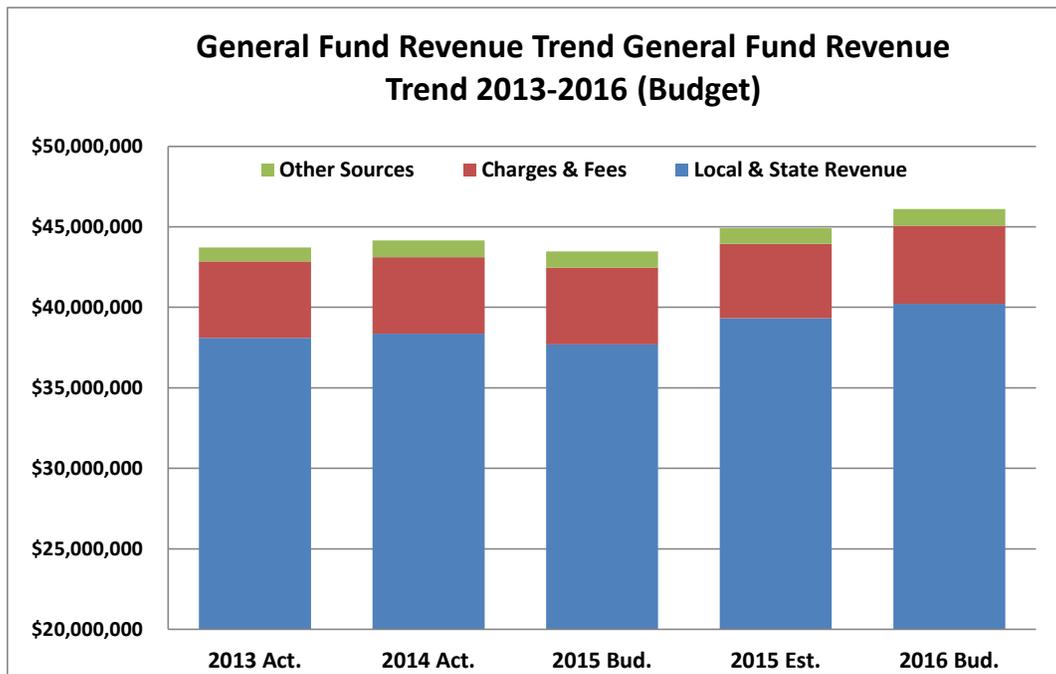


- License and permit revenue is budgeted 22.0% higher than the 2015 estimate. The budget includes \$125,000 in additional building inspection permit revenue as a result of several major development construction projects that are commencing in late 2015 and early 2016.
- The budget for investment earnings is \$125,000 and represents a marked increase from the projected 2015 revenue of \$55,000. The estimate assumes short-term interest rates will increase slightly by the second half of 2016. Additional interest earnings pick-up will be realized from a shift of City holdings into interim deposit products and insured

certificates of deposit that earn comparably better rates of return than previously used options.

- The 2016 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.

Overall revenue is budgeted at slightly higher levels as compared to the 2015 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 tax is factored into the budget.



- The slight upward trend in total revenue since 2013 has been mostly attributable to the increase in the municipal income tax rate and continued growth in income tax collections.
- That impact from the income tax 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.

2016 General Fund Expenditure Budget

The budget for operating expenditures is \$35,425,306 for personal services and other expenditures combined. The operating budget was developed based on the 2015 budgeted levels and adjusted using the previously discussed parameters.

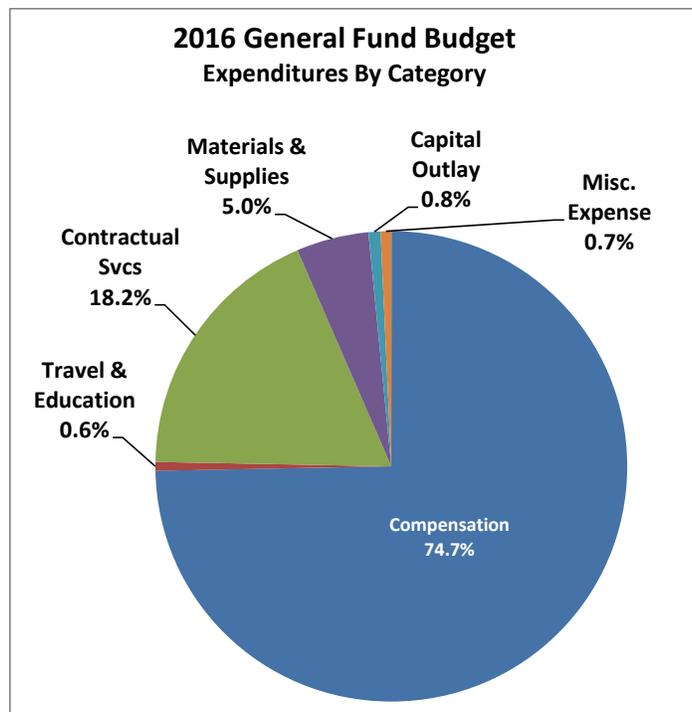
Summary of 2016 General Fund Budget

General Fund Summary	2014 Actual	2015 Original Bud	2015 Revised	2015 Estimate	2016 Budget	% Chg 2015 Org. Budget	% Chg 2015 Estimate
Total Operating Revenue	\$ 44,150,534	\$ 43,468,775	\$ 43,468,775	\$ 44,915,727	\$ 46,102,853	6.1%	2.6%
Total Operating Expenditures	\$ 33,011,303	\$ 35,110,711	\$ 35,206,268	\$ 33,667,171	\$ 35,425,306	0.9%	5.2%
Transfers Out	\$ 9,350,431	\$ 7,909,837	\$ 9,109,837	\$ 10,818,537	\$ 9,884,575	25.0%	-8.6%
Total Expenditures	\$ 42,361,734	\$ 43,020,548	\$ 44,316,105	\$ 44,485,708	\$ 45,309,881	5.3%	1.9%

The resulting recommended 2016 budget is 0.9% higher than the 2015 original and 5.2% higher than the projected 2015 expenditures. The reason for the difference between these two comparisons is that 2015 actual expenditures are expected to come in below the approved budget for 2015 (See 2015 General Fund Operating Expenditure Update).

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 74.7% of budgeted operating expenditures in 2016.
- 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 of operating expenditures and accounts for 18.2% of the General Fund operating budget. Contractual services include allocations for services, consulting, and utilities.



- The remaining expenditure categories including materials costs, training and capital expenditures (non-capital plan) account for 7.1% of the operating budget. The largest portion of this remaining group is materials and supplies and is budgeted at \$1.75 million in 2016.
- The budget for personal services (compensation) is 1.1% higher than the 2015 budget as a result of the impact of 2% wage increases included for non-bargaining and Public Works bargaining unit employees (2%) and the increase in healthcare costs.
- The 2016 budget as presented does not include salary increases for bargaining unit employees in Police (uniform and dispatch staff) Fire and Recreation as the contracts for these employees end in 2015 and have not yet been renegotiated.

2016 General Fund Budget Summary by Category

GENERAL FUND	2014 ACTUAL	2015 ORIG BUD	2015 REVISED BUD	2015 ACTUAL	2015 PROJECTION	2016 Budget	% Chg 2015 Bud.	% Chg 2015 Est.
Expenditures								
Compensation	25,337,136	26,182,622	26,189,570	21,089,352	25,220,574	26,460,309	1.1%	4.9%
Travel & Education	102,471	199,568	200,404	106,988	111,721	214,481	7.5%	92.0%
Contractual Svcs	5,657,677	6,356,851	6,231,429	4,977,031	6,302,944	6,447,360	1.4%	2.3%
Materials & Supplies	1,424,469	1,631,294	1,782,089	1,496,345	1,618,290	1,755,784	7.6%	8.5%
Capital Outlay	296,620	345,226	342,626	138,781	159,906	288,955	-16.3%	80.7%
Misc. Expense	192,930	395,150	460,150	240,924	253,736	258,417	-34.6%	1.8%
Total Operating Expenditure	33,011,304	35,110,711	35,206,268	28,049,421	33,667,171	35,425,306	0.9%	5.2%

- The budget for compensation includes the impact of increases in health care costs (See 2016 Budget Parameters) and additional employees taking City coverage. The total increase in healthcare costs is about \$340,000 in the 2016 General Fund budget.
- The budget includes the impact of filling eleven vacant positions in the Police department during the first half of 2016. Budgeted overtime for Police was based on the actual levels incurred in 2015. Overtime for Fire was increased by 8% to maintain adequate shift staffing in 2016
- Budget allocations were included for two additional part-time staff in Building Inspection, and one additional part-time staff each in Planning and Communications & Marketing. The cost of the staff in Building will be offset by additional permit fee revenue. In addition the part-time staff in Planning will be offset with a reduction on outsourcing costs.
- Overall other expenditures are budgeted at \$8,964,997 and are increasing slightly (0.4%) when compared to the 2015 budget.
- The budget 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 (3.0%), utilities (2.0%) and other supplies (3.0%). Additional funding was included for snow and ice removal supplies (\$86,500). These changes result in a 7.6% increase in the total General Fund budget for this category over the 2015 original budget.
- Travel and education was based on the 2015 budget with slight increases for additional employee training to maintain our high quality service delivery.
- Miscellaneous expenditures were based on the 2015 budgeted level include increases for various fees for banking services, legal services and property tax collections.

Transfers from the General Fund to other Funds are budgeted at \$9,884,575 in 2016 or a 25.0% increase over the 2015 budgeted use of funds for other purposes. The budgeted transfers from the General Fund to other funds include:

- \$3.85 million to the fund the 2017 General Capital Plan. A transfer from the General Fund of \$3.36 million made in 2015 will fund the 2016 capital plan requests.
- An additional transfer of \$250,000 to support sewer infrastructure improvements
- \$1.7 million to fund the City's share of Police and Fire pension costs in 2016.
- A transfer of \$1,333,000 to fund the 2016 debt service payments for outstanding bonds and notes and for planned debt issuance expected to occur in 2016.
- A transfer of \$793,925 for operational support of the Recreation Fund budget.
- \$235,000 to support operating costs in the Street Lighting Assessment Fund.
- \$945,000 transferred to the Self Insurance Fund to contribute funding for workers' compensation, general liability insurance costs and related administrative expenditures.
- General Fund support of the Street (\$200,000) and Sewer Maintenance (\$502,000) Funds.
- A transfer of expected income tax withholding received from forgivable loan repayments in 2016 (\$50,000)

2016 Net Operating Result and General Fund Balance

The 2016 General Fund budget includes a positive operating result of \$793,000 meaning ongoing revenue will exceed total budget expenditures (including transfers) by that amount. An objective of developing the annual operating budget is to achieve structural balance between sources and uses of funding.

Summary of General Fund Operating Expenditures

2014 Actual | 2015 Est. | 2016 Budget

General Fund Summary	2014 Actual	2015 Original Bud	2015 Revised	2015 Estimate	Budget Variance	Budget Var. %	2016 Budget	% Chg 2015 Org. Budget
Total Operating Revenue	\$ 44,150,534	\$ 43,468,775	\$ 43,468,775	\$ 44,915,727	\$ 1,446,952	3.3%	\$ 46,102,853	6.1%
Personal Services	\$ 25,337,136	\$ 26,182,622	\$ 26,189,570	\$ 25,220,574	\$ 968,996	3.7%	\$ 26,460,309	1.1%
Other Expenditures	\$ 7,674,167	\$ 8,928,089	\$ 9,016,698	\$ 8,446,596	\$ 570,101	6.3%	\$ 8,964,997	0.4%
Total Operating Expenditures	\$ 33,011,303	\$ 35,110,711	\$ 35,206,268	\$ 33,667,171	\$ 1,539,097	4.4%	\$ 35,425,306	0.9%
Transfers Out	\$ 9,165,731	\$ 7,909,837	\$ 9,109,837	\$ 10,818,537	\$ (1,708,700)	-18.8%	\$ 9,884,575	25.0%
Total Expenditures	\$ 42,177,034	\$ 43,020,548	\$ 44,316,105	\$ 44,485,708	\$ (169,603)	-0.4%	\$ 45,309,881	5.3%
<i>Net Operating Result</i>	<i>\$ 1,973,500</i>	<i>\$ 448,227</i>	<i>\$ (847,330)</i>	<i>\$ 430,019</i>	<i>\$ (18,208)</i>		<i>\$ 792,973</i>	

The 2016 ending General Fund balance is expected to be \$12.4 million based on the budgeted levels of operating revenue and expenditures. The reserve level as a percentage of annual expenditures would be 27.4% at the end of 2016 and in compliance with the City's ending reserve policy for the General Fund.

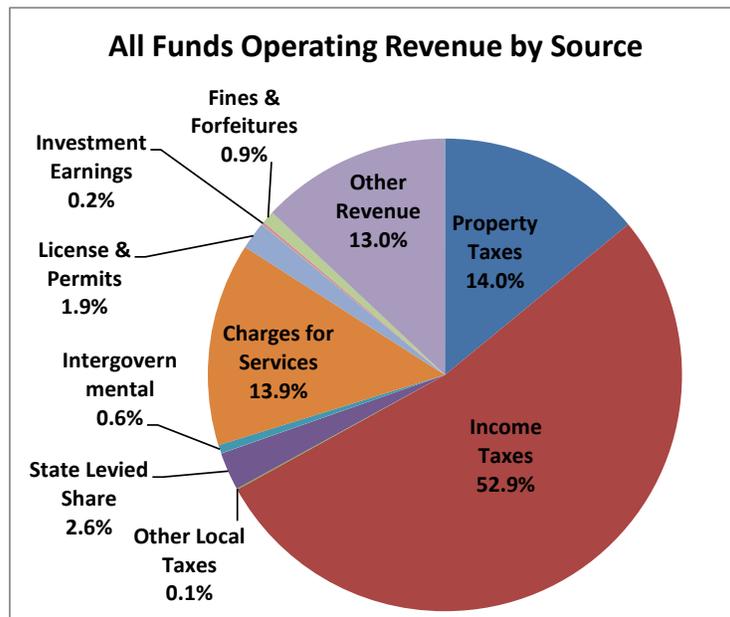
While the 2016 budget does anticipate a positive operating result the amount of the budgeted surplus is relatively small at only 1.8% of total expenditures. A net change in revenue downward or an increase in expenditures of 1.8% in 2016 would effectively eliminate the budgeted operating surplus.

It is important to note that the budgeted surplus does not include the impact of increases for Fire or Police personnel nor does it factor in additional General Fund support of Economic Development that will commence in 2016. In addition, the commitment of funds to begin addressing the substantial capital needs related to City infrastructure have not yet been included in the 2016 capital plan.

Other Operating Fund Budgets

The total all funds operating budget for 2016 totals \$58.2 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 various operating funds of the City are rely on a variety of sources including user charges and and State assessed fees that are designated for specified uses. The majority of operating revenue on an all funds basis is comprised of revenue from income tax and property tax collections.



Some significant revenue sources budgeted in other operating funds include:

- The City's share of State gasoline and auto vehicle registration fees totaling \$1.1 million for the maintenance of City streets.
- Property tax revenue of \$454,000 will be used to fund a portion of Police and Fire pension costs.
- Special assessment revenue of \$1.3 million to fund the cost of tree maintenance and the operation of street lighting in City right-of-ways.
- Sewer user fees revenue of \$1.05 million budgeted to fund maintenance of the City's sewers.
- Program and other fee revenue related to recreation and school aged care programs of \$1.8 million to support Recreation Fund operations.

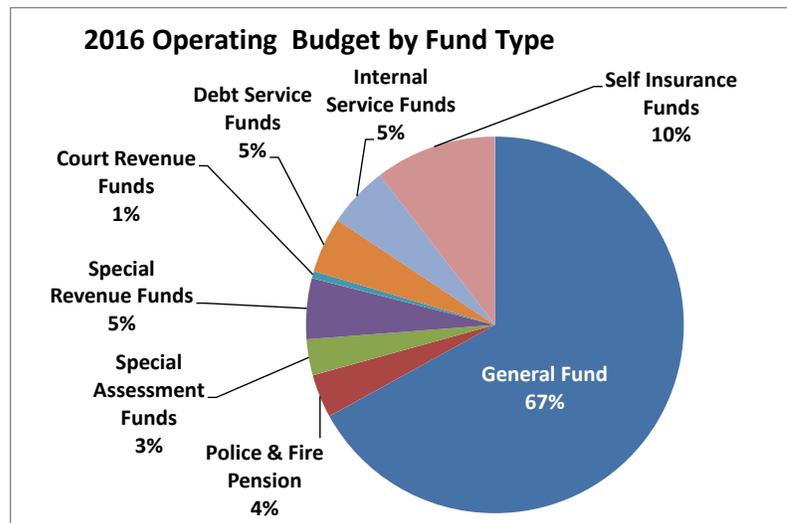
The all funds operating budget includes individual fund budgets that are separate and distinct from the General Fund. There are twenty-six other operating fund budgets that are in addition to the General Fund budget.

Summary of 2016 Budget by Fund Type

Fund Type	2015 Original Budget	2016 Operating	% Chg from 2015
General Fund	\$ 38,831,809	\$ 38,969,267	0.4%
Police & Fire Pension	2,273,646	2,174,092	-4.4%
Special Assessment Funds	1,697,158	1,794,932	5.8%
Special Revenue Funds	3,112,318	3,046,738	-2.1%
Court Revenue Funds	338,565	349,378	3.2%
Debt Service Funds	3,020,595	2,765,334	-8.5%
Internal Service Funds	2,912,129	3,046,249	4.6%
Self Insurance Funds	5,956,493	6,056,019	1.7%
Total All Funds	\$ 58,142,713	\$ 58,202,009	0.1%

Each fund budget is included in one or more budgets of the departments that manage the programs or projects associated with the fund.

- The General Fund operating budget is two-thirds of the total 2016 budget and includes the budgets for the Recreation Fund (\$2.8 million) and the Economic Development & Housing Fund (\$714,000).
- The next largest fund budget is for the Self-Insurance Fund (\$6.1 million) and accounts for approximately 10% of the all funds operating budget.
- The budgets for the various special revenue funds for the City, Court, Pensions and Assessment funds total \$7.4 million in 2016 and account for about 13% of the operating budget.



The individual other fund budgets are presented in the corresponding departmental section of the 2016 budget document.

City of Shaker Heights
General Fund Revenue Summary
 Actual 2013-2015 | 2016 Budget

Source of Revenue	2013 Actual	2014 Actual	2015 BUDGET	2015 Estimate	% Chg from PY	2016 Budget	% Chg 2015 Est.
Local Taxes							
Real Estate & Public Utility	\$5,967,228	\$5,973,054	\$5,831,692	6,079,899	1.8%	\$6,332,795	4.2%
Rollback/Homestead	897,686	889,089	890,662	878,089	-1.2%	941,244	7.2%
Tangible Personal Property	36	72,698			-100.0%		
Income Tax	27,720,413	29,827,543	30,248,760	31,584,265	5.9%	32,257,825	2.1%
Admission Tax	80,501	65,337	62,404	51,857	-20.6%	53,412	3.0%
State Shared Tax							
Local Government	604,864	682,506	654,107	711,668	4.3%	636,991	-10.5%
Estate Tax	2,823,240	844,330	0	0	-100.0%	0	
Liquor & Beer Permits	15,128	14,735	13,000	12,083	-18.0%	7,250	-40.0%
Cigarette Tax	519	520	320	520	0.0%	320	-38.4%
Intergovernmental Revenue							
Title IIIB - Senior Adults	14,056	20,264	15,000	16,570	-18.2%	15,857	-4.3%
Other Federal Grants	153,045	89,826	32,000	34,722	-61.3%	34,204	-1.5%
State Health Subsidy	5,314	5,347	5,800	5,328	-0.4%	5,328	0.0%
State Grants	19,234	31,559	18,617	37,553	19.0%	33,848	-9.9%
Local Governments	87,859	144,256	81,877	82,282	-43.0%	82,282	0.0%
Charges For Services							
Court Costs	1,845,178	1,691,847	1,874,199	1,804,798	6.7%	1,800,000	-0.3%
Ambulance Fees	579,135	670,176	647,345	623,070	-7.0%	629,846	1.1%
CATV Fee	442,248	423,102	414,523	433,163	2.4%	430,000	-0.7%
Shaker Magazine	227,576	203,921	192,000	190,641	-6.5%	192,000	0.7%
Other Fees	89,518	81,840	80,736	77,242	-5.6%	98,056	26.9%
Fines							
Fines & Forfeitures	534,467	476,191	499,327	553,827	16.3%	520,000	-6.1%
Licenses							
Licenses & Permits	1,034,703	1,191,871	1,050,224	946,598	-20.6%	1,154,584	22.0%
Miscellaneous							
Interest	75,751	41,242	100,000	55,000	33.4%	125,000	127.3%
Local Grants & Donations	8,993	7,742	5,230	3,467	-55.2%	3,571	3.0%
Refunds & Rebates	349,853	582,843	618,340	632,890	8.6%	633,602	0.1%
Rents & Leases - Governmental	0	0	0	0		0	
Rents & Leases - Non-Govt.	52,912	52,915	52,912	52,912	0.0%	52,912	0.0%
Sale of Public Property	82,789	65,782	79,700	47,281	-28.1%	61,926	31.0%
Total Operating Revenue	\$43,712,244	\$44,150,534	\$43,468,775	\$44,915,727	1.7%	\$46,102,853	2.6%
<i>% Chg From Prior Year</i>	<i>17.6%</i>	<i>1.0%</i>	<i>-1.5%</i>	<i>1.7%</i>		<i>2.6%</i>	
Transfers In From							
Law Enforcement Grants S.R. Fund	\$0	\$0	\$0	\$0		\$0	
H.I.D.T.A. Grant S.R. Fund	0	0	0	80,000		0	
Drug Free Comm. Grant S.R. Fund	9,345	0	0	0		0	
Advance Repayment From Spc Rev Fund	0	169,151	0	0		0	
Repayment of Advance from Fund 601	0	31,000	0	0		0	
Economic Development & Housing Fund	35,400	0	0	0		0	
Unclaimed Moneys Trust Fund	19,955	7,450	0	0		0	
Total Transfers In	\$64,700	\$207,601	\$0	\$80,000		\$0	

City of Shaker Heights, Ohio
General Operating Fund Summary
Actual 2013-2014 | 2015 - 2016 Budget

Department	2013 Actual	2014 Budget	2014 Actual	2015 Orig. Budget	2015 Rev. Budget	2016 Budget	% Chg 2015 Budget
Operating Expenditures							
Police							
Personal Services	\$8,166,641	8,388,400	\$8,445,482	\$9,055,349	\$9,055,349	\$8,997,966	-0.6%
Other	683,463	870,126	\$642,294	\$853,173	\$853,173	\$1,002,909	17.6%
Police	\$8,850,104	9,258,526	\$9,087,776	\$9,908,522	\$9,908,522	\$10,000,875	0.9%
Fire							
Personal Services	\$5,770,425	5,617,827	\$5,690,147	\$5,686,291	\$5,686,291	\$5,647,641	-0.7%
Other	618,688	713,509	\$664,925	\$734,061	\$734,061	\$725,382	-1.2%
Fire	\$6,389,113	6,331,336	\$6,355,072	\$6,420,352	\$6,420,352	\$6,373,023	-0.7%
Public Works							
Personal Services	\$3,949,929	3,927,350	\$3,907,153	\$3,977,170	\$3,977,170	\$4,055,955	2.0%
Other	2,779,614	3,325,549	\$3,120,903	\$3,366,751	\$3,366,751	\$3,531,088	4.9%
Public Works	\$6,729,543	7,252,899	\$7,028,056	\$7,343,921	\$7,343,921	\$7,587,043	3.3%
Municipal Court							
Personal Services	\$2,002,232	2,092,480	\$1,942,041	\$2,052,861	\$2,052,861	\$2,076,534	1.2%
Other	93,828	103,186	\$82,513	\$102,979	\$102,979	\$102,488	-0.5%
Municipal Court	\$2,096,060	2,195,666	\$2,024,554	\$2,155,840	\$2,155,840	\$2,179,022	1.1%
Health							
Personal Services	\$389,619	396,556	\$361,771	\$375,311	\$407,259	\$376,290	-7.6%
Other	35,908	70,891	\$50,072	\$70,919	\$74,528	\$73,280	-1.7%
Health	\$425,527	467,447	\$411,843	\$465,543	\$481,787	\$449,570	-6.7%
Recreation							
Personal Services	\$286,386	289,400	\$332,287	\$322,100	\$322,100	\$275,570	-14.4%
Other	151,250	191,150	\$174,136	\$197,821	\$197,821	\$165,937	-16.1%
Recreation	\$437,636	480,550	\$506,423	\$519,921	\$519,921	\$441,507	-15.1%
Building Inspection							
Personal Services	\$329,066	317,700	\$309,049	\$298,598	\$273,598	\$394,874	44.3%
Other	51,621	62,282	\$42,979	\$61,714	\$86,714	\$114,313	31.8%
Building Inspection	\$380,687	379,982	\$352,029	\$360,312	\$360,312	\$509,187	41.3%
Housing Inspection							
Personal Services	793,057	854,300	\$828,543	\$867,907	\$867,907	\$895,805	3.2%
Other	131,505	293,480	\$228,788	\$124,731	\$124,731	\$76,880	-38.4%
Housing Inspection	\$924,562	1,147,780	\$1,057,331	\$992,638	\$992,638	\$972,685	-2.0%
City Council							
Personal Services	\$128,128	128,600	\$128,354	\$129,681	\$129,681	\$130,875	0.9%
Other	10,674	14,951	\$12,777	\$14,951	\$14,951	\$15,083	0.9%
City Council	\$138,802	143,551	\$141,131	\$144,632	\$144,632	\$145,958	0.9%
Mayor							
Personal Services	\$190,705	185,400	\$184,960	\$187,384	\$187,384	\$203,973	8.9%
Other	24,381	28,400	\$23,263	\$28,467	\$28,467	\$32,805	15.2%
Mayor	\$215,086	213,800	\$208,222	\$215,851	\$215,851	\$236,778	9.7%
Chief Administrative Officer							
Personal Services	\$224,526	223,800	\$223,432	\$227,900	\$227,900	\$232,672	2.1%
Other	9,157	67,645	\$64,628	\$13,899	\$13,899	\$13,979	0.6%
Chief Administrative Officer	\$233,683	\$291,445	\$288,060	\$241,799	\$241,799	\$246,651	2.0%
Law							
Personal Services	\$562,342	569,000	\$586,186	\$590,442	\$590,442	\$575,982	-2.4%
Other	159,169	194,120	\$123,396	\$160,470	\$160,470	\$144,867	-9.7%
Law	\$721,511	763,120	\$709,582	\$750,912	\$750,912	\$720,849	-4.0%
Finance							
Personal Services	\$642,110	629,900	\$622,647	\$640,002	\$640,002	\$678,033	5.9%
Other	122,617	154,118	\$145,681	\$135,876	\$135,876	\$152,433	12.2%
Finance	\$764,727	784,018	\$768,329	\$775,878	\$775,878	\$830,466	7.0%

City of Shaker Heights, Ohio
General Operating Fund Summary
Actual 2013-2014 | 2015 - 2016 Budget

Department	2013 Actual	2014 Budget	2014 Actual	2015 Orig. Budget	2015 Rev. Budget	2016 Budget	% Chg 2015 Budget
Human Resources							
Personal Services	\$202,019	199,800	\$219,138	\$222,801	\$222,801	\$227,640	2.2%
Other	63,608	77,198	\$55,361	\$112,969	\$112,969	\$113,012	0.0%
Human Resources	\$265,627	276,998	\$274,499	\$335,770	\$335,770	\$340,652	1.5%
Civil Service							
Personal Services	\$22,241	22,400	\$24,181	\$23,753	\$23,753	\$21,440	-9.7%
Other	24,363	66,884	\$67,959	\$37,137	\$37,137	\$62,656	68.7%
Civil Service	\$46,603	89,284	\$92,140	\$60,890	\$60,890	\$84,096	38.1%
Information Technology							
Personal Services	\$335,390	401,700	\$431,506	\$403,328	\$403,328	\$412,393	2.2%
Other	117,980	142,389	\$109,340	\$139,115	\$139,115	\$140,618	1.1%
Information Technology	\$453,370	544,089	\$540,846	\$542,443	\$542,443	\$553,011	1.9%
CCSE							
Personal Services	\$35,051	35,500	\$34,323	\$35,500	\$35,500	\$36,000	1.4%
Other	1,268,638	1,584,969	\$1,302,215	\$1,714,362	\$1,714,362	\$1,451,674	-15.3%
CCSE	\$1,303,688	1,620,469	\$1,336,538	\$1,749,862	\$1,749,862	\$1,487,674	-15.0%
Communications and Marketing							
Personal Services	\$297,461	300,100	\$296,735	\$286,172	\$286,172	\$316,319	10.5%
Other	415,476	506,203	\$416,550	\$504,783	\$504,783	\$485,164	-3.9%
Communications & Marketing	\$712,936	806,303	\$713,285	\$790,955	\$790,955	\$801,483	1.3%
Planning							
Personal Services	\$493,136	480,900	\$469,207	\$486,183	\$486,183	\$582,109	19.7%
Other	46,554	277,672	\$176,249	\$236,333	\$296,333	\$257,778	-13.0%
Planning	\$539,690	758,572	\$645,456	\$782,516	\$782,516	\$839,887	7.3%
Neighborhood Revitalization							
Personal Services	\$137,385	135,700	\$135,567	\$139,585	\$139,585	\$144,732	3.7%
Other	7,348	109,087	\$70,607	\$227,977	\$227,977	\$213,016	-6.6%
Neighborhood Revitalization	\$144,734	244,787	\$206,174	\$367,562	\$367,562	\$357,748	-2.7%
Economic Development							
Personal Services	\$154,691	172,500	\$164,426	\$174,304	\$174,304	\$177,506	1.8%
Other	122,012	142,560	\$99,531	\$89,601	\$89,601	\$89,635	0.0%
Economic Development	\$276,702	315,060	\$263,957	\$263,905	\$263,905	\$267,141	1.2%
Total Operating Expenditures	\$32,050,391	\$34,365,682	\$33,011,303	\$35,150,367	\$35,206,268	\$35,425,306	0.6%
Transfers Out *	\$9,350,431	\$7,690,524	\$9,165,731	\$9,109,837	\$9,109,837	\$9,884,575	
Recreation Fund Subsidy	792,000	792,000	742,000	625,000	625,000	793,925	27.0%
Police & Fire Pensions	1,685,630	1,751,888	1,751,888	1,834,085	1,834,085	1,724,410	-6.0%
Street Lighting Assessment Fund	112,100	120,000	120,000	155,000	155,000	235,000	51.6%
Self Insurance	807,000	900,000	900,000	918,000	918,000	945,540	3.0%
Debt Service Fund	791,910	1,126,636	1,126,636	1,087,752	1,087,752	1,333,700	22.6%
Economic Development Fund		0	145,207	740,000	740,000	50,000	-93.2%
General Capital Fund	4,200,000	2,600,000	3,600,000	3,100,000	3,100,000	3,850,000	24.2%
Central Stores & Printing	31,000		30,000	0	0	0	
Sewer Maintenance Fund			350,000	250,000	250,000	502,000	100.8%
Sewer Capital Fund	0	0	0	0	0	250,000	
Street Maintenance Fund	400,000	400,000	400,000	400,000	400,000	200,000	-50.0%
Total Disbursements	\$41,400,822	\$42,056,206	\$42,177,034	\$44,299,861	\$44,316,105	\$45,309,881	2.2%
				4.2%	4.2%	4.2%	
Total Revenue	\$43,776,944	\$42,191,031	\$44,358,135	\$43,468,775	\$43,468,775	\$46,102,853	6.1%
Revenue Over/Under Expenditures	2,376,122	134,825	2,181,101	(831,086)	(847,330)	792,972	-21.5%
Oper. Result as % of Expenditures	5.7%	0.3%		-1.9%	-1.9%	1.8%	
Ending Balance December 31	\$9,023,915	\$9,158,740	\$11,205,015	\$10,373,929	\$10,373,929	\$12,428,007	
Ending Balance % Reserve	21.80%	21.78%	26.75%	23.42%	23.41%	27.43%	

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2013-2016 DEPARTMENTAL EXPENDITURE SUMMARIES - All Funds

	2013 Actual	2014 Actual	2015 Budget	2016 Budget
Police				
General Fund				
Crime Control	1,463,137	1,351,910	1,452,157	1,539,274
Crime Suppression	4,953,971	5,358,642	5,837,431	5,503,952
Auxiliary Services	1,389,862	1,381,069	1,438,003	1,758,615
Police Administration	638,467	631,294	711,498	813,521
Safety Patrol	122,065	98,065	119,364	110,063
Jail Holding Facility	282,602	266,795	350,069	275,450
Total General Fund	8,850,104	9,087,775	9,908,522	10,000,875
Special Revenue Funds				
Police Pension	184,926	200,204	219,446	222,025
County Community Diversion Program	5,082	5,337	13,522	13,624
Street Maintenance and Repair - Traffic Signals	106,693	111,322	143,340	145,142
HIDTA	4,027,520	4,000,033	5,138,257	1,762,662
Law Enforcement Trust - Local	42,441	76,529	101,200	101,200
Law Enforcement Trust - Federal	48,824	115,103	188,950	172,301
Total Special Revenue Funds	4,415,486	4,508,528	5,804,715	2,416,954
Internal Service Funds				
Uniform Carryover	0	0	0	0
Total Internal Service Funds	0	0	0	0
General Capital Fund				
Equipment	386,793	465,050	433,500	410,000
Total General Capital Fund	386,793	465,050	433,500	410,000
Total Police	13,652,383	14,061,353	16,146,737	12,827,829
Fire				
General Fund				
Fire Suppression/EMS	5,228,822	5,247,647	5,227,770	5,179,442
Fire Prevention	142,332	134,368	143,837	146,542
Fire Administration	1,017,959	973,057	1,048,745	1,047,039
Total General Fund	6,389,113	6,355,072	6,420,352	6,373,023
Special Revenue Funds				
Fire Pension	220,964	187,528	220,115	223,678
Total Special Revenue Funds	220,964	187,528	220,115	223,678
Internal Service Funds				
Life Safety Transmitters	17,088	20,356	21,443	21,630
Total Internal Service Funds	17,088	20,356	21,443	21,630
General Capital Fund				
Equipment	103,000	136,500	153,000	186,500
Total General Capital Fund	103,000	136,500	153,000	186,500
Total Fire	6,730,165	6,699,456	6,814,910	6,804,831
Public Works				
General Fund				
Animal Control	61,669	61,400	61,619	61,619
Parks & Public Land Maintenance	971,944	877,223	989,352	1,022,491
Tree Maintenance	18,357	12,218	19,000	19,000
Leaf Collection	479,541	407,789	434,712	445,953
Commercial District Maintenance	28,135	34,009	61,385	58,142
Waterline Maintenance	114,222	42,340	45,000	46,351
Refuse Collection & Disposal	1,769,096	2,014,566	2,034,803	2,080,792
Recycling	113,984	114,067	109,361	111,487
Brush Collection & Disposal	650,524	621,973	629,534	631,074
Sidewalk Maintenance	10,600	36,085	10,000	10,201
Ice & Snow Control	667,995	899,688	858,063	956,665
Public Service Administration	624,520	699,446	697,643	712,117
Public Building Cleaning	345,577	337,918	379,212	390,408
Public Building Maintenance	876,076	869,333	1,014,237	1,040,743
Total General Fund	6,732,240	7,028,055	7,343,921	7,587,043
Special Revenue Funds				

2013-2016 DEPARTMENTAL EXPENDITURE SUMMARIES - All Funds

	2013 Actual	2014 Actual	2015 Budget	2016 Budget
Street Maintenance and Repair	1,415,945	1,424,258	1,561,996	1,329,746
State Highway Maintenance	40,363	51,715	67,669	69,023
Sewer Fund -Storm Sewer Maintenance	578,860	524,718	664,523	725,137
Sewer Fund - Sanitary Sewer Maintenance	527,143	870,701	548,671	606,464
Sewer Fund - Lakes Management	37,600	24,847	23,000	24,500
Street Lighting	681,541	689,738	712,872	812,872
Tree Maintenance	999,590	782,538	984,286	982,060
Total Special Revenue Funds	4,281,042	4,368,515	4,563,017	4,549,802
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	10,700	12,355	12,000	12,000
Utility Openings	54,121	96,704	111,350	131,730
Sidewalk Repair	374,522	309,146	352,420	397,144
Fire Hydrant Repairs		0	9,987	9,987
Public Property Damages		0	3,940	4,027
Private Property Maintenance	63,425	60,108	70,770	73,515
RTA Snow Plowing	10,381	22,384	29,240	33,804
RTA Shaker Line Maintenance	123,936	136,698	118,248	117,452
RTA Van Aken Line Maintenance	109,698	106,290	121,882	114,863
Total Internal Service Funds	746,783	743,685	829,837	894,522
General Capital Fund				
Equipment and Projects	340,000	695,000	379,000	366,000
Street Maintenance and Repair	2,101,700	2,008,000	1,700,000	3,400,000
Facilities Repair	628,000	784,200	893,000	733,000
Sewer improvements	550,000		920,000	
Total General Capital Fund	3,619,700	3,487,200	3,892,000	4,499,000
Total Public Works	15,379,765	15,627,455	16,628,775	17,530,367
Municipal Court				
General Fund				
Municipal Court	2,096,060	2,024,554	2,155,840	2,179,022
Municipal Court - Housing Case Srvc				
Total General Fund	2,096,060	2,024,554	2,155,840	2,179,022
Special Revenue Funds				
Indigent Driver Alcohol Treatment	4,734	32,704	45,350	45,358
Court Computer	13,261	19,564	83,452	68,452
Clerk's Computerization	110,638	69,356	162,415	162,415
Court Alternate Dispute Resolution	23,476	23,064	24,054	24,545
Court Security Project	14,182	773	14,294	9,608
Indigent Driver Interlock	10,000	12,974	9,000	9,000
Total Special Revenue Funds	176,291	158,435	338,565	319,378
Total Municipal Court	2,272,351	2,182,989	2,494,405	2,498,400
Public Health				
General Fund				
Public Health	400,991	377,428	412,086	410,263
West Nile Virus Prevention	10,475	14,567	15,500	15,811
Community Responsive Initiative Grant	4,476	4,598	8,095	4,207
Public Health Readiness grants	9,585	15,249	46,106	19,289
Total General Fund	425,527	411,842	481,787	449,570
Total Public Health	425,527	411,842	481,787	449,570
Recreation				
General Fund				
Office For Senior Adults	200,845	229,058	240,779	210,487
Administration	176,797	196,267	212,994	170,138
Community Events	59,994	81,097	66,148	60,882

2013-2016 DEPARTMENTAL EXPENDITURE SUMMARIES - All Funds

	2013 Actual	2014 Actual	2015 Budget	2016 Budget
Total General Fund	437,636	506,422	519,921	441,507
General Recreation Fund				
Administration	245,437	157,779	193,405	280,421
Promotion	5,190	9,478	13,059	23,527
School Age Care	480,833	488,245	477,829	474,925
Building Monitors	25,828	21,435	38,662	31,314
Playgrounds	33,972	42,191	32,088	70,689
Youth Programs	88,555	89,631	93,894	89,314
Teen Programs		1,879	100	
Summer Camps	140,780	170,200	178,241	174,900
Adult Programs	27,073	56,698	47,923	47,777
Safety Town	6,381	8,569	19,431	16,056
Tennis	31,580	30,122	44,476	45,087
Field Maintenance	92,579	88,626	101,109	86,161
Sports Programs	168,978	190,746	166,112	183,960
Ice Skating Programs	791,584	785,732	832,473	785,174
Swimming Programs	303,910	319,391	391,660	455,549
Concessions	2,362	2,289	3,649	3,683
Thornton Park Amenities	10,952	15,206	65,681	61,135
Total General Recreation Fund	2,455,994	2,478,217	2,699,792	2,829,672
Special Revenue Funds				
Housing Grant Fund		0	0	0
Total Special Revenue Funds	0	0	0	0
General Capital Fund				
Equipment and Facilities	668,000	126,000	122,000	60,000
Residential Demos			375,000	
Total General Capital Fund	668,000	126,000	497,000	60,000
Total Recreation	3,561,630	3,110,639	3,716,713	3,331,179
Building Inspection				
General Fund				
Building Inspection	380,687	352,029	360,312	509,187
Total General Fund	380,687	352,029	360,312	509,187
Total Building Inspection	380,687	352,029	360,312	509,187
Housing Inspection				
General Fund				
Housing Inspection	924,562	1,057,331	992,638	972,685
Total General Fund	924,562	1,057,331	992,638	972,685
Economic Development Fund				
Private Property Demo and Emergency Repairs	90,000	0	0	0
Total Economic Development Fund	90,000	0	0	0
Special Revenue Funds				
Nuisance Abatement		0	0	30,000
Total Special Revenue Funds	0	0	0	30,000
Total Housing Inspection	1,014,562	1,057,331	992,638	1,002,685
Council				
General Fund				
Council	138,802	141,132	144,632	145,958
Total General Fund	138,802	141,132	144,632	145,958
Total Council	138,802	141,132	144,632	145,958
Mayor				
General Fund				
Mayor's Office	215,086	208,222	215,851	231,278
Total General Fund	215,086	208,222	215,851	231,278
Total Mayor	215,086	208,222	215,851	231,278

2013-2016 DEPARTMENTAL EXPENDITURE SUMMARIES - All Funds

	2013 Actual	2014 Actual	2015 Budget	2016 Budget
Chief Administrative Officer				
General Fund				
Chief Administrative Officer	233,683	288,060	241,799	246,651
Total General Fund	233,683	288,060	241,799	246,651
Total Chief Administrative Office	233,683	288,060	241,799	246,651
Information Technology				
General Fund				
Information Technology	453,370	540,846	542,443	553,011
Total General Fund	453,370	540,846	542,443	553,011
General Capital Fund				
Hardware and Software	335,000	189,000	235,000	157,000
Total General Capital Fund	335,000	189,000	235,000	157,000
Total Information Technology	788,370	729,846	777,443	710,011
Law				
General Fund				
Legal Administration	721,511	709,582	750,912	720,849
Total General Fund	721,511	709,582	750,912	720,849
Special Revenue Funds				
Fair Housing Grant	19,836	33,557	48,600	17,104
Total Special Revenue Funds	19,836	33,557	48,600	17,104
Total Law	741,347	743,139	799,512	737,953
Finance				
General Fund				
Finance Administration	764,727	768,329	775,878	835,966
Total General Fund	764,727	768,329	775,878	835,966
Total Finance	764,727	768,329	775,878	835,966
Human Resources				
General Fund				
Human Resource Administration	265,627	274,499	321,770	340,652
Civil Service Commission	46,603	92,140	74,890	84,096
Total General Fund	312,230	366,639	396,660	424,748
Internal Service Funds				
Inactive Employee Benefits	5,295	4,388	3,600	3,600
Self-Insurance - General	751,553	972,210	1,032,493	1,012,019
Self-Insurance - Employee Healthcare	0	0	0	0
Total Internal Service Funds	756,848	976,598	1,036,093	1,015,619
Total Human Resources	1,069,078	1,343,237	1,432,753	1,440,367
Communication and Marketing				
General Fund				
Communications & Marketing	517,737	533,759	606,485	583,140
Shaker Life Magazine	195,199	179,527	184,470	218,344
Total General Fund	712,936	713,286	790,955	801,484
Total Communications and Outreach	712,936	713,286	790,955	801,484
Planning				
General Fund				
Planning	273,970	341,634	343,886	388,144
Planning Commission	78,418	62,094	63,468	61,056
Landmark Commission	19,096	16,939	15,414	31,790
Architectural Board of Review	92,717	88,254	98,797	103,867
Housing Assistance Programs	75,489	136,534	200,951	204,797
Housing & Accessibility Gratr			60,000	50,233
Total General Fund	539,690	645,455	782,516	839,887
Economic Development Fund				

2013-2016 DEPARTMENTAL EXPENDITURE SUMMARIES - All Funds

	2013 Actual	2014 Actual	2015 Budget	2016 Budget
Avalon Station Mortgage Assistance	109,000	0	109,000	104,000
Total Economic Development Fund	109,000	0	109,000	104,000
Special Revenue Funds				
Housing Grant Fund	127,800	25,000	127,800	102,801
Preservation Services Fund	0	0		
Total Special Revenue Funds	127,800	25,000	127,800	102,801
General Capital Fund				
Bike Racks & Signage		15,000	725,000	
Lake to Lakes Trail		688,000		
Total General Capital Fund	0	703,000	725,000	0
Total Planning	776,490	1,373,455	1,744,316	1,046,688

Neighborhood Revitalization

General Fund				
Neighborhood Revitalization	144,734	206,174	367,562	357,748
Total General Fund	144,734	206,174	367,562	357,748
Special Revenue Funds				
Housing Grant Fund	94,231	(500)	13,197	13,197
Preservation Services Fund	104,860	0		
Total Special Revenue Funds	199,091	(500)	13,197	13,197
Economic Development Fund				
Economic Development			100,000	24,500
Total Economic Development Fund	0	0	100,000	24,500
Total Neighborhood Revitalization	343,825	205,674	480,759	395,445

Economic Development

General Fund				
Economic Development	276,702	263,957	263,905	267,141
Total General Fund	276,702	263,957	263,905	267,141
Economic Development Fund				
Economic Development	1,559,812	172,328	942,306	585,789
Total Economic Development Fund	1,559,812	172,328	942,306	585,789
Total Economic Development	1,836,514	436,285	1,206,211	852,930

Misc. Funds

General Fund				
Contract Charges and Statutory Expenses	1,303,688	1,336,539	1,789,162	1,487,674
CCSE-Transfers				
Total General Fund	1,303,688	1,336,539	1,789,162	1,487,674
Debt Service Funds				
General Obligation	2,476,716	1,992,865	1,664,695	1,403,634
Urban Renewal	1,347,288	1,351,361	1,355,900	1,361,700
Total Debt Service Funds	3,824,004	3,344,226	3,020,595	2,765,334
Internal Service Funds-Chargeback Expenditures				
Copier Management				
Postage				
Total Internal Service Funds-Chargeback Expenditures	0	0	0	0
Total Miscellaneous	5,127,692	4,680,765	4,809,757	4,253,008
TOTAL ALL DEPARTMENTS	56,165,620	55,134,524	61,056,143	56,651,787

Some or all expenses are included in other department budgets

2013-2016 DEPARTMENTAL EXPENDITURE SUMMARIES - All Funds

	2013	2014	2015	2016
	Actual	Actual	Budget	Budget
Totals by Fund Type				
General	32,053,088	33,011,301	35,245,568	35,425,307
Recreation	2,455,994	2,478,217	2,699,792	2,829,672
Economic Develop	1,758,812	172,328	1,051,306	689,789
Special Revenue	9,440,510	9,281,063	11,216,009	7,697,414
Debt Service	3,824,004	3,344,226	3,020,595	2,765,334
General Capital *	5,112,493	5,106,750	5,935,500	5,312,500
Internal Service	1,520,719	1,740,639	1,887,373	1,931,771
Total All Funds	56,165,620	55,134,524	61,056,143	56,651,787

*General Capital includes Sewer Capital Fund (No. 402)

POLICE DEPARTMENT

	2013 Actual	2014 Actual	2015 Budget	2016 Budget	% Chg
General Fund	9,655,954	9,940,970	10,873,259	10,859,916	-0.1%
Other Funds	1,252,596	1,326,586	1,516,195	1,396,032	-7.9%
All Funds	\$ 10,908,550	\$ 11,267,556	\$ 12,389,454	\$ 12,255,948	-1.1%

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.

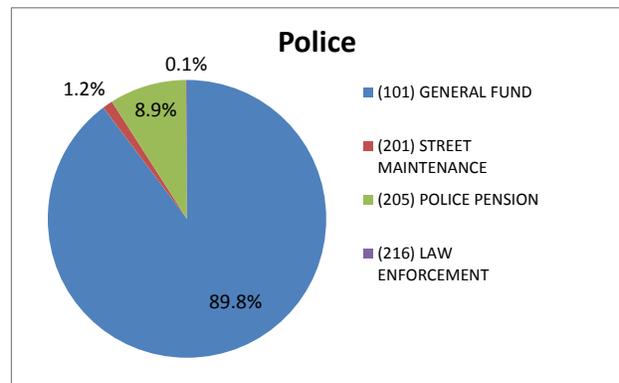
Funding Sources

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

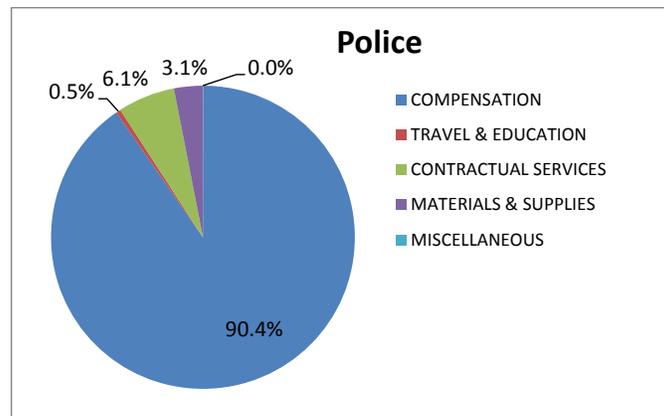
- **Jail Management** - Maintains sanitation, security, cleanliness and habitability of twenty-four (24) hour, twelve (12) day holding facility. Process adult inmates, as well as certain juvenile offenders. Transport, and assists with the transportation/transferring of inmates, as well as provide the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

2015 Accomplishments

- Upgraded/installed new Digital Imaging Management System
- Impaneled Directive Review Committee from all three (3) Bureaus of Department
- Completed two (2) of 4 phases of CCTV Upgrade Project
- Incorporated Emergency CallWorks equipment and new telephone recording equipment into Communications Center
- Solved Aggravated Vehicular Homicide on South Park; Charged suspect sentenced to 11 years
- Investigative Bureau personnel attended training in social media investigations and HIDTA tools
- Investigated and successfully identified Shaker Heights High School student making terrorist threats
- Created/integrated Case Management System; better track cases, witness statements, audio and video
- Implemented L3 new in-car camera system into all cruisers
- Police South lot striped and marked with cruiser numbers
- FLIR Night Vision equipment installed in cruiser number 6725
- External vest carriers authorized and issued to members of the Department
- Body-worn cameras issued to Sworn Officers
- Mobile Field Force Team in pre-planning stages with EDGE members
- New prisoner transport seats installed in all cruisers
- Secondary weapons approved for officers to carry on-duty
- Numerous surveillance cameras updated throughout station
- New monitors installed in Communications Center
- New cruisers purchased and updated with state-of-the-art equipment
- Three officers promoted to Sergeant

- ◇ Attended various first-line supervision classes throughout year
- Five (5) new officers hired
- One Sergeant was promoted to Lieutenant
- One Lieutenant was promoted to Commander
- A Lieutenant attended FBI Leadership class - Niagara Falls, NY
- A Sergeant attended three (3) month Public Safety Leadership Academy - Columbus, OH
- Three officers were promoted to Investigative Bureau
 - ◇ Attended various investigative related courses throughout year
- Collaborated with Chief Prosecutor and SHMC to implement PC affidavit process
- One officer was transferred to the Community Policing Unit
- A K-9 officer attended OPOTA to become K-9 Team Evaluator
- An officer in our Traffic Unit was named 2014 Rotary Officer of the Year
- Citizen Patrol Alumni Association assisted Department with extra sets of watchful eyes during numerous vehicle and foot patrols throughout the community; to date approximately 2,500 hours
- Police Officer Entry Level examination completed in November; 181 applicants sat for test
- First three quarters of 2015, Part I Crime reduced 12% as compared to same period previous year
- Uniform Bureau implemented foot patrols to remind residents about unlocked property
- 811 Preventative Patrol cards issued to residents to reduce crime and remind residents of criminal antecedents
- Conducted complete audit of Property Room; 8,298 pieces audited
- Public Auction held August 1, 2015; over 150 items sold
- 438 drug items and 72 guns were disposed of from Property Room
- The Property Custodian located owner of U.S. Savings Bond; in Property Room 25 years
- Achieved "Full Compliance" with Ohio Jail Standards from State of Ohio Department of Rehabilitation and Corrections; 12-day facility annual inspection
- Coordinated with SHMC, the Court, Chief Prosecutor, Uniform Division, Detective Bureau, and Solon jail staff for smooth transition of outsourcing jail operations
- Cross-trained Jailers in multiple areas; moving towards implementing armed Jailers for prisoner transport; contracted out the majority of jail services to the City of Solon.
- Five employees completed LEANOHIO boot camp training
- Regular weekly crime analysis reports published for crime prevention purposes
- Court/SHPD Warrant Audit completed; 100% location rate for warrants in records and LEADS
- Cleared 66% of Part 1 Crimes investigated in Investigative Bureau-Adult Unit; 10% increase as compared to last year
- Increased number of Arrest Warrants issued by nearly 4%
- Increased workload of Investigative Bureau-Adult Unit Detectives by assigning an average two (2) additional cases per Detective per month

- Increased number of Part 1 Crimes directly investigated by Strike Force Detectives by 22%
- Cleared more than 100% of Part 1 Crimes investigated by Investigative Bureau-Juvenile Unit
- Since May, officers conducted over 4,500 Laser (static patrol) Enforcement Details
- Officers spent 166 hours on night time patrol (1800-0600 hours) and 35 hours on day time patrol (0600-1800 hours)
- Participated in the OVI Task Force:
 - ◊ 397 traffic stops
 - ◊ 10 OVI arrests
 - ◊ 101 citations for distracted driving violations (cell phone use and fulltime & attention)
 - ◊ 383 total traffic citations issued
- All sworn officers trained in use of Narcan and issued kits to combat Heroin and other opiate overdoses
- Awarded the 2015 AAA Community Traffic Safety Silver Award



2013 - 2016 Budget

	ACTUAL 2013	ACTUAL 2014	BUDGET 2015	BUDGET 2016
POLICE DEPARTMENT				

101 GENERAL FUND				

CRIME CONTROL (DETECTIVE)				

COMPENSATION	1,458,761	1,344,984	1,444,221	1,531,227
CONTRACTUAL SVCS	882	850	2,522	2,522
MATERIALS & SUPPLIES	3,495	6,076	5,414	5,525
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL CRIME CONTROL (DETECTIVE)	1,463,137	1,351,910	1,452,157	1,539,274
CRIME SUPPRESSION (PATROL)				

COMPENSATION	4,855,604	5,265,051	5,723,857	5,358,810

	ACTUAL 2013	ACTUAL 2014	BUDGET 2015	BUDGET 2016
POLICE DEPARTMENT				
CONTRACTUAL SVCS	34,253	36,805	35,253	35,253
MATERIALS & SUPPLIES	64,114	56,787	78,321	109,889
TOTAL CRIME SUPPRESSION (PATROL)	4,953,971	5,358,643	5,837,431	5,503,952
AUXILIARY SERVICES				

COMPENSATION	1,241,603	1,230,164	1,233,815	1,550,422
CONTRACTUAL SVCS	131,191	130,559	179,677	184,707
MATERIALS & SUPPLIES	17,068	20,346	24,511	23,486
TOTAL AUXILIARY SERVICES	1,389,862	1,381,069	1,438,003	1,758,615
POLICE ADMINISTRATION				

COMPENSATION	314,396	332,549	350,579	447,444
TRAVEL & EDUCATION	46,766	35,624	55,090	55,590
CONTRACTUAL SVCS	123,894	121,649	139,224	139,174
MATERIALS & SUPPLIES	152,886	141,472	166,605	171,313
MISCELLANEOUS	525	0	0	0
TRANSFERS-OUT	805,850	853,194	964,737	859,041
TOTAL POLICE ADMINISTRATION	1,444,317	1,484,488	1,676,235	1,672,562
SAFETY PATROL				

COMPENSATION	122,065	98,065	119,364	110,063
TOTAL SAFETY PATROL	122,065	98,065	119,364	110,063
JAIL HOLDING FACILITY				

COMPENSATION	174,212	174,669	183,513	
CONTRACTUAL SVCS	69,593	68,094	118,338	266,500
MATERIALS & SUPPLIES	38,797	24,032	48,218	8,950
TOTAL JAIL HOLDING FACILITY	282,602	266,795	350,069	275,450
TOTAL GENERAL FUND	<u>9,655,954</u>	<u>9,940,970</u>	<u>10,873,259</u>	<u>10,859,916</u>

201 STREET MAINTENANCE AND REPAIR

TRAFFIC SIGNAL MAINTENANCE

	ACTUAL 2013	ACTUAL 2014	BUDGET 2015	BUDGET 2016
POLICE DEPARTMENT				

COMPENSATION	66,618	66,278	69,191	70,588
CONTRACTUAL SVCS	24,913	33,390	52,221	55,405
MATERIALS & SUPPLIES	15,162	11,654	21,928	19,149
	<u>106,693</u>	<u>111,322</u>	<u>143,340</u>	<u>145,142</u>
TOTAL TRAFFIC SIGNAL MAINTENANCE				
	<u>106,693</u>	<u>111,322</u>	<u>143,340</u>	<u>145,142</u>
TOTAL STREET MAINTENANCE AND REPAIR	<u>106,693</u>	<u>111,322</u>	<u>143,340</u>	<u>145,142</u>
205 POLICE PENSION				

POLICE PENSION				

COMPENSATION	990,652	1,053,277	1,184,033	1,080,916
CONTRACTUAL SVCS	124	121	150	150
	<u>990,776</u>	<u>1,053,398</u>	<u>1,184,183</u>	<u>1,081,066</u>
TOTAL POLICE PENSION				
	<u>990,776</u>	<u>1,053,398</u>	<u>1,184,183</u>	<u>1,081,066</u>
TOTAL POLICE PENSION	<u>990,776</u>	<u>1,053,398</u>	<u>1,184,183</u>	<u>1,081,066</u>
216 LAW ENFORCEMENT GRANTS				

COUNTY COMMUNITY DIVERSION PRO				

COMPENSATION	4,080	3,837	7,300	7,300
CONTRACTUAL SERVICES		0	0	0
MATERIALS & SUPPLIES	1,002	1,500	5,022	5,124
MISCELLANEOUS & TRANSFERS	0	0	1,200	1,200
	<u>5,082</u>	<u>5,337</u>	<u>13,522</u>	<u>13,624</u>
TOTAL COUNTY COMMUNITY DIVERSION PRO				
	<u>5,082</u>	<u>5,337</u>	<u>13,522</u>	<u>13,624</u>
TOTAL LAW ENFORCEMENT GRANTS	<u>5,082</u>	<u>5,337</u>	<u>13,522</u>	<u>13,624</u>
701 LAW ENFORC TRUST-LOCAL 291				

LOCAL LAW ENFORCEMENT				

COMPENSATION	22,752	15,071	28,930	28,930
TRAVEL & EDUCATION	0	4,337	0	0
CONTRACTUAL SVCS	3,388	36,557	27,270	27,270
MATERIALS & SUPPLIES	9,542	0	0	0
CAPITAL OUTLAY	0	19,500	45,000	45,000
MISCELLANEOUS	6,760	1,064	0	0

	ACTUAL 2013	ACTUAL 2014	BUDGET 2015	BUDGET 2016
POLICE DEPARTMENT				
TOTAL LOCAL LAW ENFORCEMENT	42,441	76,529	101,200	101,200
TOTAL LAW ENFORC TRUST-LOCAL 291	<u>42,441</u>	<u>76,529</u>	<u>101,200</u>	<u>101,200</u>
702 LAW ENFORC TRUST-FED 292				

FEDERAL LAW ENFORCEMENT				

TRAVEL & EDUCATION	2,380	0	0	0
CONTRACTUAL SVCS	0	0	73,950	55,000
MATERIALS & SUPPLIES	44,596	0	0	0
CAPITAL OUTLAY	1,848	0	0	0
Advance to HIDTA	58,780	80,000	0	0
TOTAL FEDERAL LAW ENFORCEMENT	<u>107,604</u>	<u>80,000</u>	<u>73,950</u>	<u>55,000</u>
TOTAL LAW ENFORC TRUST-FED 292	<u>107,604</u>	<u>80,000</u>	<u>73,950</u>	<u>55,000</u>
1120 CRIME SUPPRESSION (PATROL)				
GRAND TOTAL	<u>10,908,551</u>	<u>11,267,556</u>	<u>12,389,454</u>	<u>12,255,948</u>
General Fund	9,655,954	9,940,970	10,873,259	10,859,916
Other Funds	1,252,596	1,326,586	1,516,195	1,396,032
	10,908,551	11,267,556	12,389,454	12,255,948

2016 Budget Highlights

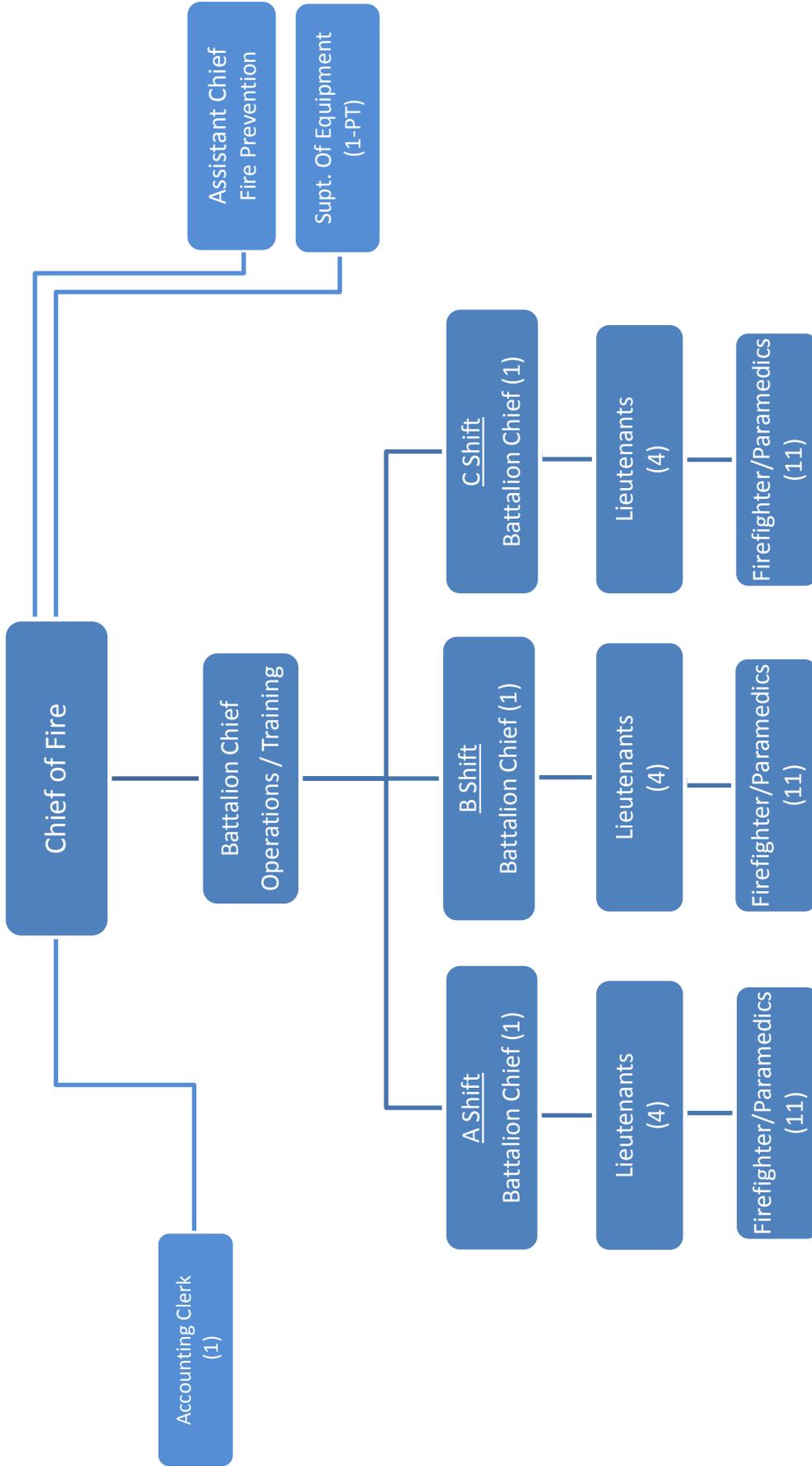
- 9 entry level hires to replace 9 vacant positions plus 2 hires in anticipation of expected retirements, for a total of 11 new hires.
- Additional \$20,000 for overtime for PTO training for new hires.
- Continued use of social media including the SHPD Facebook page.
- Monitoring of jail services contract with the City of Solon to ensure efficiencies and ultimately cost savings.

2016 Capital Budget

Replacement Police Vehicles	\$190,000
Replacement of K-9 Carlos	20,000
Replace/Upgrade Motorola Gold Radio System	30,000
Replacement Mobile Radar Units	20,000
Replacement of Portable Radios, Lapel Mics and Holster	100,000
Replacement of Signage and Poles	50,000
Total Police Capital	<u>\$410,000</u>

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Fire Department



FIRE DEPARTMENT

	2013 Actual	2014 Actual	2015 Budget	2016 Budget	% Chg
General Fund	7,268,893	7,253,766	7,289,700	7,238,392	-0.7%
Other Funds	1,117,832	1,106,578	1,110,906	1,114,656	0.3%
All Funds	\$ 8,386,725	\$ 8,360,344	\$ 8,400,606	\$ 8,353,048	-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.

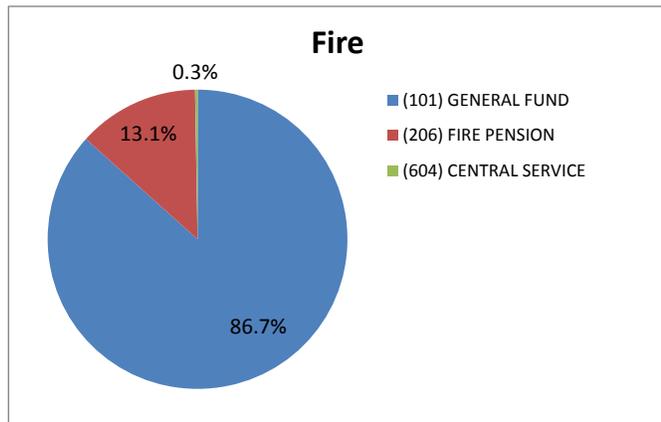
Funding Sources

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**



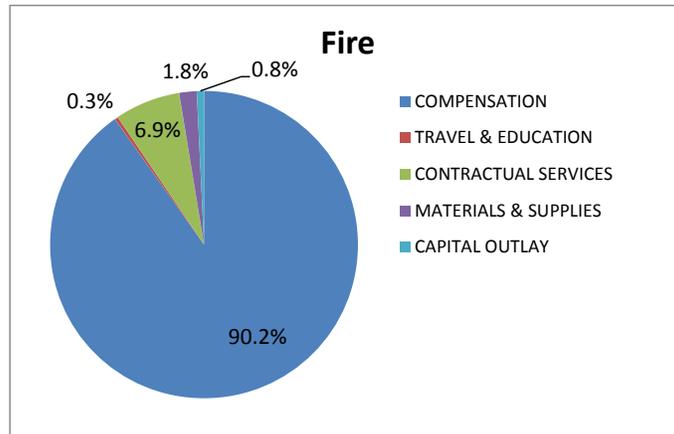
Functions

- **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.

2015 Accomplishments

- Four new recruits hired from the Civil Service Commission certified list to replace vacancies due to retirements.
- Lieutenant and Battalion Chief promotional exam process and promotion of 3 lieutenants and 1 Battalion Chief.
- Acquisition of replacement Life Pack 15 Advance Life Support Cardiac Monitors.
- 1st year of 5 year self-contained breathing apparatus (SCBA) emergency breathing air cylinder replacement project.
- Replacement SCBA air filling unit at Fire Station #2, paid by a FEMA grant.
- Projected 2015 emergency response incidents of 4000 calls.
- Projected 2015 3:50 minute average response time



2013 - 2016 Budget

	ACTUAL 2013	ACTUAL 2014	BUDGET 2015	BUDGET 2016
FIRE DEPARTMENT				

101 GENERAL FUND				

FIRE SUPPRESSION				

COMPENSATION	5,227,448	5,189,682	5,170,069	5,123,012
MATERIALS & SUPPLIES	0	211	0	0
TOTAL FIRE SUPPRESSION	5,227,448	5,189,893	5,170,069	5,123,012

	ACTUAL 2013	ACTUAL 2014	BUDGET 2015	BUDGET 2016
FIRE DEPARTMENT				
FIRE PREVENTION				

COMPENSATION	142,332	134,368	143,837	146,542
TOTAL FIRE PREVENTION	142,332	134,368	143,837	146,542
EMERGENCY MEDICAL SERVICES				

CAPITAL OUTLAY	1,374	57,754	57,701	56,430
TOTAL EMERGENCY MEDICAL SERVICES	1,374	57,754	57,701	56,430
FIRE ADMINISTRATION				

COMPENSATION	400,646	366,097	372,385	378,087
TRAVEL & EDUCATION	12,217	10,779	14,115	26,014
CONTRACTUAL SVCS	498,759	466,462	536,779	514,488
MATERIALS & SUPPLIES	102,663	127,844	125,466	128,450
MISCELLANEOUS	3,675	1,875	0	0
TRANSFERS-OUT	879,780	898,694	869,348	865,369
TOTAL FIRE ADMINISTRATION	1,897,739	1,871,751	1,918,093	1,912,408
TOTAL GENERAL FUND	7,268,893	7,253,766	7,289,700	7,238,392
206 FIRE PENSION				

FIRE PENSION				

COMPENSATION	1,100,620	1,086,100	1,089,313	1,092,876
CONTRACTUAL SVCS	124	121	150	150
TOTAL FIRE PENSION	1,100,744	1,086,222	1,089,463	1,093,026
TOTAL FIRE PENSION	1,100,744	1,086,222	1,089,463	1,093,026
604 CENTRAL SERVICES OPERATION				

LIFE SAFETY SYSTEM				

FIRE DEPARTMENT	ACTUAL 2013	ACTUAL 2014	BUDGET 2015	BUDGET 2016

COMPENSATION	8,421	11,850	12,098	12,098
MATERIALS & SUPPLIES	8,667	8,506	9,345	9,532
MISCELLANEOUS	0	0	0	0
TOTAL LIFE SAFETY SYSTEM	17,088	20,356	21,443	21,630
TOTAL CENTRAL SERVICES OPERATION	<u>17,088</u>	<u>20,356</u>	<u>21,443</u>	<u>21,630</u>
TOTAL FIRE DEPARTMENT	<u>8,386,725</u>	<u>8,360,344</u>	<u>8,400,606</u>	<u>8,353,048</u>
GRAND TOTAL	<u>8,386,725</u>	<u>8,360,344</u>	<u>8,400,606</u>	<u>8,353,048</u>
General Fund	7,268,893	7,253,766	7,289,700	7,238,392
Other Funds	1,117,832	1,106,578	1,110,906	1,114,656
	8,386,725	8,360,344	8,400,606	8,353,048

2016 Budget Highlights

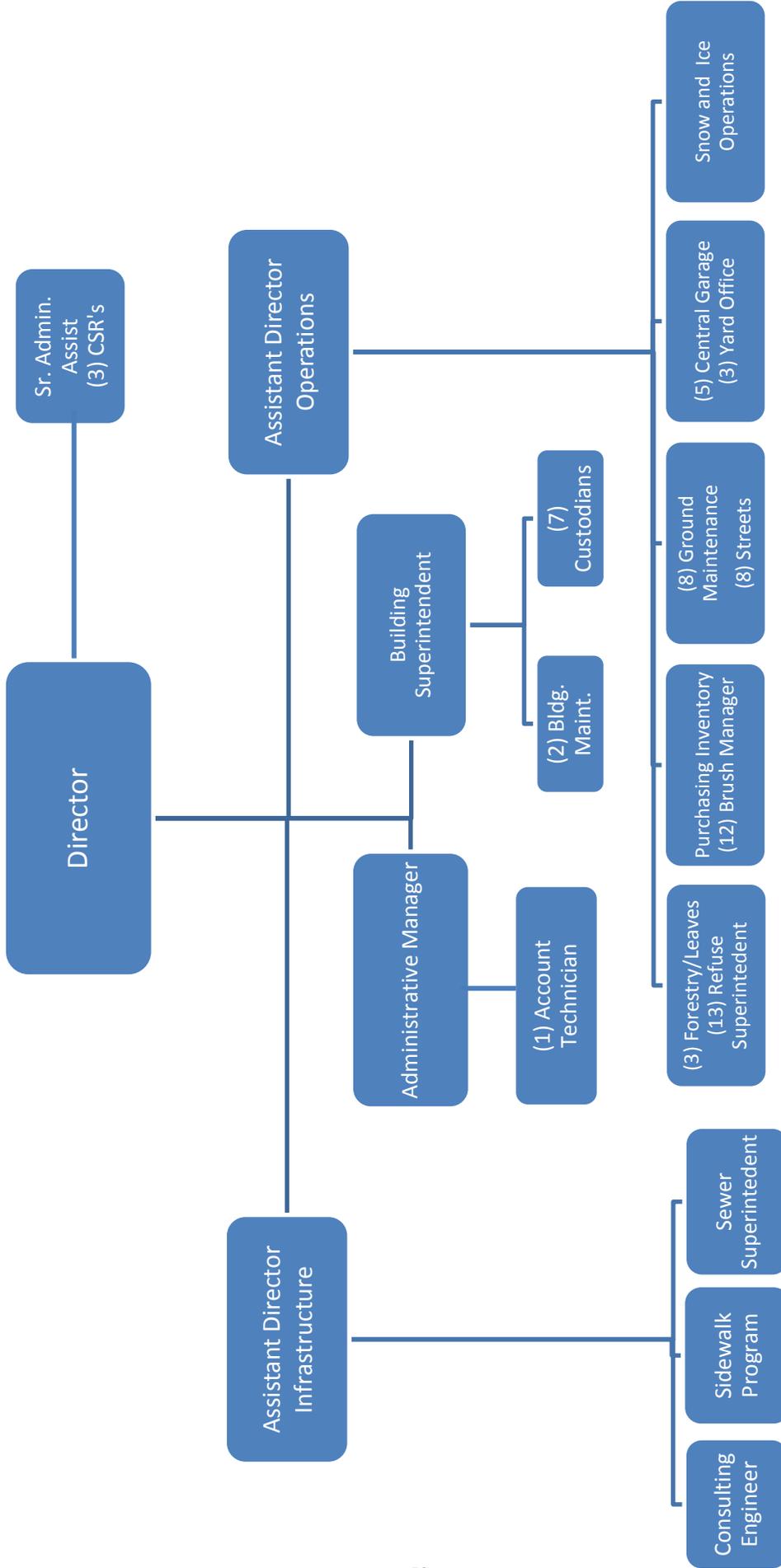
- Evaluation of replacement apparatus needs especially new Quint Fire Engine to replace 1991 Quint and 1994 Ladder Truck.
- Review of Automatic External Defibrillator (AED) technology to select replacements for current AED's located in all City facilities.
- Participation in evaluation of an expanded joint dispatch center.
- Additional \$12,000 for training of newly-promoted officers and medics added to the Eastside Departments (EDGE) SWAT Team.
- \$50,000 added to overtime to match 2015 expenditures to keep shifts at 12.

2016 Capital Budget

Replacement of expired SCBA Cylinders (5 year program)	\$10,000
Portable Truck Lift System - Fire Station #2	\$106,500
Replacement FD Vehicle (2007 Dodge Charger)	\$35,000
Replacement of Department and City's AEDs	\$35,000
Total Fire Capital	<u>\$186,500</u>

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Public Works



(10) Labor Pool

PUBLIC WORKS DEPARTMENT

	2013 Actual	2014 Actual	2015 Budget	2016 Budget	% Chg
General Fund	6,732,240	7,028,056	7,343,921	7,587,043	3.3%
Other Funds	7,209,338	7,228,994	7,644,514	7,712,463	0.9%
All Funds	\$ 13,941,578	\$ 14,257,050	\$ 14,988,435	\$ 15,299,506	2.1%

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

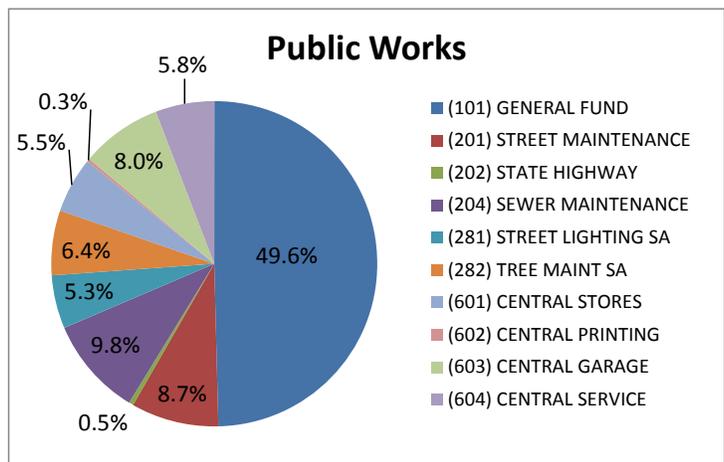
Funding Sources

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 2016.

Special Revenue

- **Street Maintenance 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**

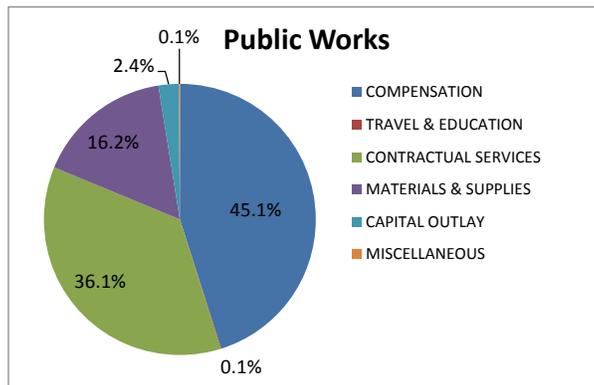


Functions

- **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.
-

2015 Budget Accomplishments:

- Addressed another back-to-back intense winter with over 85” of snow; coldest February on record, constant ice due to the temperatures in spite of these extenuating circumstances, crews kept streets and sidewalks safe; absorbed over \$200,000 budget shortfall.
- Created on-line link for residents for response for Sidewalk Violations saving close to \$1,000 in postage
- Oversaw more than \$6M in street resurfacing including Van Aken Blvd.
- Managed \$1,250,000 in Waterline Improvements on two streets.
- Oversaw \$500,000 in Sewer system work.
- Renewed 3-year Maintenance Agreement with RTA
- Received \$5,000 grant for Recycling education, created brochure and rolled out new Recycling app jointly with Communications & Marketing.
- New fuel-efficient Refuse Packers.
- Clear Span recycling dome at Service Center constructed with in-house crews saving \$35,000.
- Managed over \$500,000 in Energy Audit Improvements.
- 20 vacant lots, Avalon Orchard, and Lakes to Lakes Trail added to ground maintenance inventory.



2013-2016 Budget

	ACTUAL 2013	ACTUAL 2014	BUDGET 2015	BUDGET 2016
PUBLIC WORKS DEPARTMENT				

101 GENERAL FUND				

ANIMAL CONTROL				

CONTRACTUAL SVCS	61,669	61,400	61,619	61,619
TOTAL ANIMAL CONTROL	61,669	61,400	61,619	61,619

	ACTUAL 2013	ACTUAL 2014	BUDGET 2015	BUDGET 2016
PUBLIC WORKS DEPARTMENT				
PARKS AND PUBLIC LAND MAINT.				

COMPENSATION	619,173	533,869	607,120	616,828
TRAVEL & EDUCATION	95	0	576	576
CONTRACTUAL SVCS	261,559	268,902	291,395	312,758
MATERIALS & SUPPLIES	88,414	74,453	87,541	89,609
CAPITAL OUTLAY	2,680	0	2,720	2,720
MISCELLANEOUS	22	0	0	0
TOTAL PARKS AND PUBLIC LAND MAINTENA	971,944	877,223	989,352	1,022,491
TREE MAINTENANCE				

MATERIALS & SUPPLIES	18,357	12,218	19,000	19,000
TOTAL TREE MAINTENANCE	18,357	12,218	19,000	19,000
LEAF COLLECTION				

COMPENSATION	325,152	236,122	266,000	268,960
CONTRACTUAL SVCS	91,547	105,437	105,030	105,030
MATERIALS & SUPPLIES	62,842	66,230	63,682	71,963
TOTAL LEAF COLLECTION	479,541	407,789	434,712	445,953
COMMERCIAL PROPERTY MAINTENANCE				

COMPENSATION	14,888	20,992	46,000	42,673
CONTRACTUAL SVCS	10,431	10,530	11,530	11,530
MATERIALS & SUPPLIES	2,817	2,487	3,855	3,939
TOTAL COMMERCIAL PROPERTY MAINTENANCE	28,135	34,009	61,385	58,142
WATERLINE MAINTENANCE				

CONTRACTUAL SVCS	114,222	42,340	42,000	46,351
TOTAL WATERLINE MAINTENANCE	114,222	42,340	42,000	46,351
REFUSE COLLECTION AND DISPOSAL				

COMPENSATION	1,049,485	1,057,312	1,084,200	1,134,682
TRAVEL & EDUCATION	0	0	259	259

	ACTUAL 2013	ACTUAL 2014	BUDGET 2015	BUDGET 2016
PUBLIC WORKS DEPARTMENT				
CONTRACTUAL SVCS	623,434	827,857	655,003	759,161
MATERIALS & SUPPLIES	96,147	129,396	120,339	111,688
CAPITAL OUTLAY	0	0	75,002	75,002
MISCELLANEOUS	30	0	0	0
TOTAL REFUSE COLLECTION AND DISPOSAL	<u>1,769,096</u>	<u>2,014,566</u>	<u>1,934,803</u>	<u>2,080,792</u>
SOLID WASTE RECYCLING				

COMPENSATION	96,526	96,026	85,000	86,810
CONTRACTUAL SVCS	6,997	9,519	12,961	12,961
MATERIALS & SUPPLIES	10,461	8,521	11,400	11,716
TOTAL SOLID WASTE RECYCLING	<u>113,984</u>	<u>114,067</u>	<u>109,361</u>	<u>111,487</u>
BRUSH COLLECTION AND DISPOSAL				

COMPENSATION	443,408	387,330	389,010	372,195
CONTRACTUAL SVCS	138,079	151,650	157,904	173,588
MATERIALS & SUPPLIES	69,037	82,993	67,120	85,291
TOTAL BRUSH COLLECTION AND DISPOSAL	<u>650,524</u>	<u>621,973</u>	<u>614,034</u>	<u>631,074</u>
STREET SWEEPING				

COMPENSATION	0	0	0	0
TOTAL STREET SWEEPING	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
SIDEWALK MAINTENANCE				

CONTRACTUAL SVCS	1,100	35,000	0	0
MATERIALS & SUPPLIES	9,500	1,085	10,000	10,201
TOTAL SIDEWALK MAINTENANCE	<u>10,600</u>	<u>36,085</u>	<u>10,000</u>	<u>10,201</u>
ICE AND SNOW CONTROL				

COMPENSATION	267,767	439,029	352,700	358,002
CONTRACTUAL SVCS	82,696	105,787	101,460	106,005
MATERIALS & SUPPLIES	317,532	354,873	559,903	492,658
TOTAL ICE AND SNOW CONTROL	<u>667,995</u>	<u>899,688</u>	<u>1,014,063</u>	<u>956,665</u>

	ACTUAL 2013	ACTUAL 2014	BUDGET 2015	BUDGET 2016
PUBLIC WORKS DEPARTMENT				
PUBLIC WORKS ADMINISTRATION				

COMPENSATION	567,876	651,528	616,880	630,778
TRAVEL & EDUCATION	6,241	7,138	6,393	6,393
CONTRACTUAL SVCS	29,509	22,496	51,396	51,487
MATERIALS & SUPPLIES	18,196	18,283	21,474	23,459
MISCELLANEOUS	2,698	0	0	0
TOTAL PUBLIC WORKS ADMINISTRATION	<u>624,520</u>	<u>699,446</u>	<u>696,143</u>	<u>712,117</u>
PUBLIC BUILDING CLEANING				

COMPENSATION	324,037	316,988	348,600	359,377
CONTRACTUAL SVCS	2,102	1,304	9,721	9,721
MATERIALS & SUPPLIES	19,437	19,626	20,891	21,310
TOTAL PUBLIC BUILDING CLEANING	<u>345,577</u>	<u>337,918</u>	<u>379,212</u>	<u>390,408</u>
PUBLIC BUILDING MAINTENANCE				

COMPENSATION	242,106	167,957	181,660	185,650
CONTRACTUAL SVCS	544,243	603,753	670,414	716,123
MATERIALS & SUPPLIES	89,728	97,623	126,163	138,970
TOTAL PUBLIC BUILDING MAINTENANCE	<u>876,076</u>	<u>869,333</u>	<u>978,237</u>	<u>1,040,743</u>
TOTAL GENERAL FUND	<u><u>6,732,240</u></u>	<u><u>7,028,056</u></u>	<u><u>7,343,921</u></u>	<u><u>7,587,043</u></u>
201 STREET MAINTENANCE AND REPAIR				

GENERAL STREET MAINTENANCE				

COMPENSATION	636,353	658,393	665,090	729,333
TRAVEL & EDUCATION	0	500	500	500
CONTRACTUAL SVCS	571,634	532,333	671,090	371,774
MATERIALS & SUPPLIES	104,484	133,032	125,316	128,139
CAPITAL OUTLAY	103,474	100,000	100,000	100,000
TOTAL GENERAL STREET MAINTENANCE	<u>1,415,945</u>	<u>1,424,258</u>	<u>1,561,996</u>	<u>1,329,746</u>
TOTAL STREET MAINTENANCE AND REPAIR	<u><u>1,415,945</u></u>	<u><u>1,424,258</u></u>	<u><u>1,561,996</u></u>	<u><u>1,329,746</u></u>

	ACTUAL 2013	ACTUAL 2014	BUDGET 2015	BUDGET 2016
PUBLIC WORKS DEPARTMENT				
202 STATE HIGHWAY				

STATE HIGHWAY				

COMPENSATION	0	6,807	9,980	10,353
CONTRACTUAL SVCS	2,113	8,600	8,689	8,689
MATERIALS & SUPPLIES	38,250	36,307	49,000	49,981
	<u>40,363</u>	<u>51,715</u>	<u>67,669</u>	<u>69,023</u>
TOTAL STATE HIGHWAY				
TOTAL STATE HIGHWAY	<u>40,363</u>	<u>51,715</u>	<u>67,669</u>	<u>69,023</u>
204 SEWER MAINTENANCE				

STORM SEWER MAINTENANCE				

COMPENSATION	274,505	226,236	204,600	252,721
TRAVEL & EDUCATION	0	1,000	1,000	1,000
CONTRACTUAL SVCS	263,485	248,917	369,793	328,793
MATERIALS & SUPPLIES	40,870	48,566	51,629	105,122
CAPITAL OUTLAY	0	0	37,501	37,501
	<u>578,860</u>	<u>524,718</u>	<u>664,523</u>	<u>725,137</u>
TOTAL STORM SEWER MAINTENANCE				
TOTAL STORM SEWER MAINTENANCE	<u>578,860</u>	<u>524,718</u>	<u>664,523</u>	<u>725,137</u>
SANITARY SEWER MAINTENANCE				

COMPENSATION	29,360	70,371	76,900	77,177
CONTRACTUAL SVCS	469,193	792,572	447,792	504,739
MATERIALS & SUPPLIES	28,590	7,758	23,979	24,548
TRANSFERS-OUT	365,106	188,178	167,411	146,642
	<u>892,249</u>	<u>1,058,878</u>	<u>716,082</u>	<u>753,106</u>
TOTAL SANITARY SEWER MAINTENANCE				
TOTAL SANITARY SEWER MAINTENANCE	<u>892,249</u>	<u>1,058,878</u>	<u>716,082</u>	<u>753,106</u>
LAKES MANAGEMENT				

CONTRACTUAL SVCS	19,600	6,926	5,000	6,500
MISCELLANEOUS	18,000	17,922	18,000	18,000
	<u>37,600</u>	<u>24,847</u>	<u>23,000</u>	<u>24,500</u>
TOTAL LAKES MANAGEMENT				
TOTAL LAKES MANAGEMENT	<u>37,600</u>	<u>24,847</u>	<u>23,000</u>	<u>24,500</u>
TOTAL SEWER MAINTENANCE	<u>1,508,709</u>	<u>1,608,444</u>	<u>1,403,605</u>	<u>1,502,743</u>

	ACTUAL 2013	ACTUAL 2014	BUDGET 2015	BUDGET 2016
PUBLIC WORKS DEPARTMENT				
281 STREET LITING SPEC ASSESSMENT				

STREET LIGHTING				

CONTRACTUAL SVCS	681,541	689,738	712,872	812,872
TOTAL STREET LIGHTING	681,541	689,738	712,872	812,872
TOTAL STREET LITING SPEC ASSESSMENT	681,541	689,738	712,872	812,872
282 TREE MAINT SPEC ASSESSMENT				

TREE MAINTENANCE				

COMPENSATION	419,903	410,244	472,600	468,234
TRAVEL & EDUCATION	1,190	1,385	2,000	1,801
CONTRACTUAL SVCS	245,864	184,858	323,840	325,341
MATERIALS & SUPPLIES	38,790	30,069	34,324	35,162
CAPITAL OUTLAY	293,844	155,481	151,522	151,522
MISCELLANEOUS	0	500	0	0
TOTAL TREE MAINTENANCE	999,590	782,538	984,286	982,060
TOTAL TREE MAINT SPEC ASSESSMENT	999,590	782,538	984,286	982,060
601 CENTRAL STORES PURCHASING				

CENTRAL STORES				

CONTRACTUAL SVCS	14,838	20,419	27,490	27,490
MATERIALS & SUPPLIES	704,998	759,078	797,309	818,697
TRANSFERS-OUT	0	20,000	0	0
TOTAL CENTRAL STORES	719,835	799,497	824,799	846,187
TOTAL CENTRAL STORES PURCHASING	719,835	799,497	824,799	846,187
602 CENTRAL PRINTING OPERATION				

CENTRAL PRINTING OPERATION				

CONTRACTUAL SVCS	42,880	36,347	46,000	46,000
TRANSFERS-OUT	0	11,000	0	0

PUBLIC WORKS DEPARTMENT	ACTUAL 2013	ACTUAL 2014	BUDGET 2015	BUDGET 2016
TOTAL CENTRAL PRINTING OPERATION	42,880	47,347	46,000	46,000
TOTAL CENTRAL PRINTING OPERATION	<u>42,880</u>	<u>47,347</u>	<u>46,000</u>	<u>46,000</u>
603 CENTRAL GARAGE OPERATION				
----- CENTRAL GARAGE -----				
COMPENSATION	752,842	739,816	847,800	852,843
TRAVEL & EDUCATION	565	565	2,402	2,402
CONTRACTUAL SVCS	236,683	274,587	290,308	300,960
MATERIALS & SUPPLIES	63,601	66,806	72,940	73,105
TOTAL CENTRAL GARAGE	<u>1,053,691</u>	<u>1,081,773</u>	<u>1,213,450</u>	<u>1,229,310</u>
TOTAL CENTRAL GARAGE OPERATION	<u>1,053,691</u>	<u>1,081,773</u>	<u>1,213,450</u>	<u>1,229,310</u>
604 CENTRAL SERVICES OPERATION				
----- TREE MAINTENANCE -----				
CONTRACTUAL SVCS	<u>10,700</u>	<u>12,355</u>	<u>12,000</u>	<u>12,000</u>
TOTAL TREE MAINTENANCE	<u>10,700</u>	<u>12,355</u>	<u>12,000</u>	<u>12,000</u>
SIDEWALK MAINTENANCE				
----- MATERIALS & SUPPLIES	<u>777</u>	<u>424</u>	<u>0</u>	<u>0</u>
TOTAL SIDEWALK MAINTENANCE	<u>777</u>	<u>424</u>	<u>0</u>	<u>0</u>
UTILITY PAVEMENT STREET OPENIN				
----- COMPENSATION	42,289	75,229	52,350	71,730
MATERIALS & SUPPLIES	<u>11,832</u>	<u>21,475</u>	<u>59,000</u>	<u>60,000</u>
TOTAL UTILITY PAVEMENT STREET OPENIN	<u>54,121</u>	<u>96,704</u>	<u>111,350</u>	<u>131,730</u>
RTA SNOW PLOWING				
----- COMPENSATION	1,871	1,047	14,240	14,008
MATERIALS & SUPPLIES	<u>8,510</u>	<u>21,337</u>	<u>15,000</u>	<u>19,796</u>

	ACTUAL 2013	ACTUAL 2014	BUDGET 2015	BUDGET 2016
PUBLIC WORKS DEPARTMENT				
TOTAL RTA SNOW PLOWING	<u>10,381</u>	<u>22,384</u>	<u>29,240</u>	<u>33,804</u>
RTA SHAKER LINE MAINTENANCE				

COMPENSATION	71,428	92,239	64,020	62,683
CONTRACTUAL SVCS	27,722	26,219	28,078	28,078
MATERIALS & SUPPLIES	<u>24,786</u>	<u>18,240</u>	<u>26,150</u>	<u>26,691</u>
TOTAL RTA SHAKER LINE MAINTENANCE	<u>123,936</u>	<u>136,698</u>	<u>118,248</u>	<u>117,452</u>
RTA VAN AKEN LINE MAINTENANCE				

COMPENSATION	54,543	57,550	64,600	64,754
CONTRACTUAL SVCS	17,905	17,129	16,352	16,352
MATERIALS & SUPPLIES	<u>37,250</u>	<u>31,612</u>	<u>40,930</u>	<u>33,757</u>
TOTAL RTA VAN AKEN LINE MAINTENANCE	<u>109,698</u>	<u>106,290</u>	<u>121,882</u>	<u>114,863</u>
SIDEWALK REPAIR PROGRAM				

COMPENSATION	83,292	73,735	97,900	97,144
CONTRACTUAL SVCS	<u>290,453</u>	<u>234,988</u>	<u>254,520</u>	<u>300,000</u>
TOTAL SIDEWALK REPAIR PROGRAM	<u>373,745</u>	<u>308,723</u>	<u>352,420</u>	<u>397,144</u>
FIRE HYDRANT MAINTENANCE				

CONTRACTUAL SVCS	<u>0</u>	<u>0</u>	<u>9,987</u>	<u>9,987</u>
TOTAL FIRE HYDRANT MAINTENANCE	<u>0</u>	<u>0</u>	<u>9,987</u>	<u>9,987</u>
PUBLIC PROPERTY DAMAGE				

COMPENSATION	<u>0</u>	<u>0</u>	<u>3,940</u>	<u>4,027</u>
TOTAL PUBLIC PROPERTY DAMAGE	<u>0</u>	<u>0</u>	<u>3,940</u>	<u>4,027</u>
PRIVATE PROPERTY MAINT				

COMPENSATION	47,347	57,471	64,740	67,485
CONTRACTUAL SVCS	<u>16,078</u>	<u>2,637</u>	<u>6,030</u>	<u>6,030</u>
TOTAL PRIVATE PROPERTY MAINT	<u>63,425</u>	<u>60,108</u>	<u>70,770</u>	<u>73,515</u>

	ACTUAL 2013	ACTUAL 2014	BUDGET 2015	BUDGET 2016
PUBLIC WORKS DEPARTMENT				
TOTAL CENTRAL SERVICES OPERATION	<u>746,783</u>	<u>743,685</u>	<u>829,837</u>	<u>894,522</u>
TOTAL PUBLIC WORKS DEPARTMENT	<u>13,941,578</u>	<u>14,257,050</u>	<u>14,988,435</u>	<u>15,299,506</u>
GRAND TOTAL	<u>13,941,578</u>	<u>14,257,050</u>	<u>14,988,435</u>	<u>15,299,506</u>

2016 Budget Highlights

- Additional \$20,000 for contracted landscape services and supplies to maintain growing inventory of vacant lots and green space.
- Budgeting for 11% increase in custodial services for Shaker Family Center lease obligation.
- Additional \$200,000 for rock salt and street lighting electricity balanced by \$200,000 reduction in large area repairs (LAR).

2016 Capital Budget

Public Works Equipment:

Replacement Dump Truck No. 44 (2003)	\$30,000
Replacement Leaf Vac (1999)	400,00
Scooter – Diesel (1)	30,000
Replacement Snow Plow (1)	10,000
Replacement Dump Truck Tandem No. 54 (2003)	185,000
Replacement Skid Steer No. 207 (2000)	33,000
Replacement Sedan No. 1801 (2002)	19,000
Replacement Sedan No. 1815 (2002)	19,000
Total New Equipment	<u>\$366,000</u>

Public Works Streets:

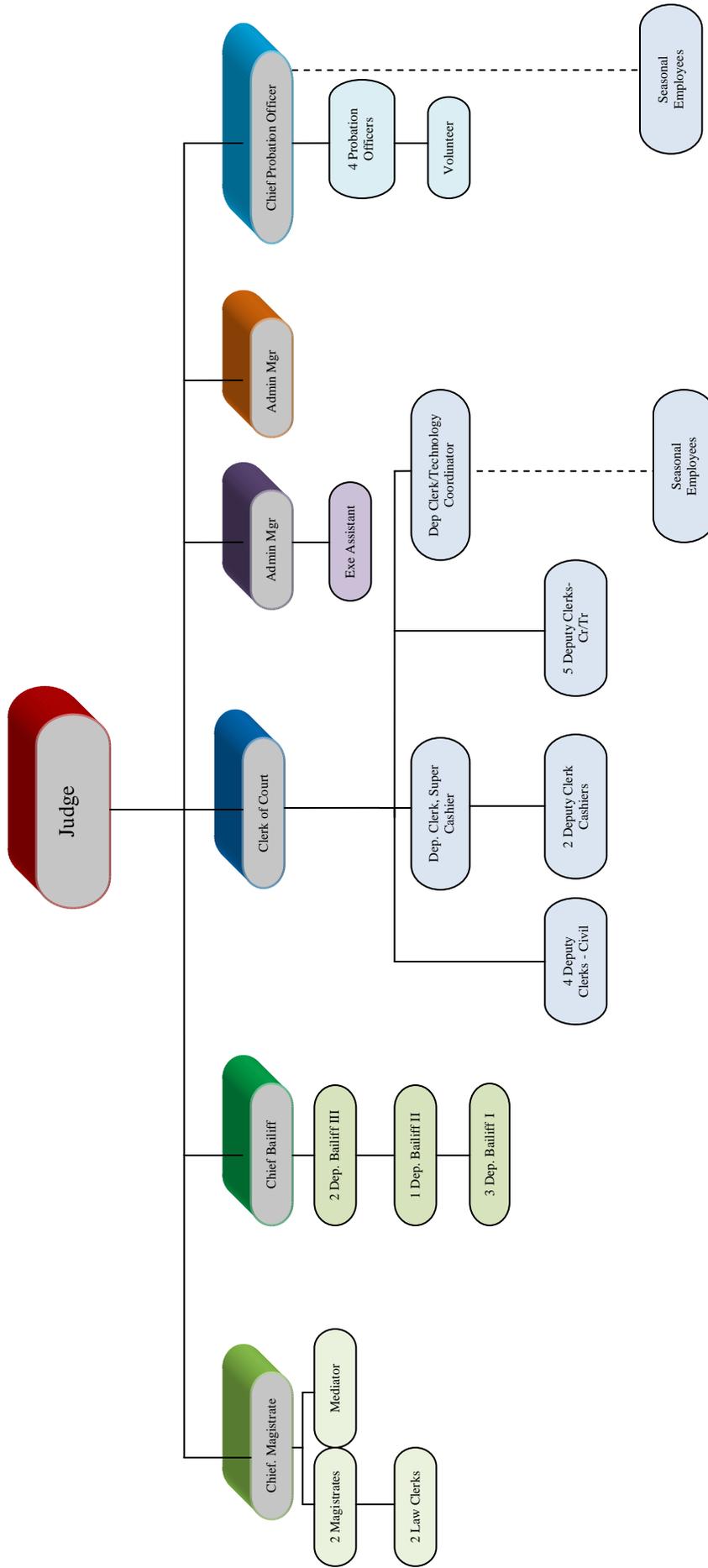
2016 Street Resurfacing	\$2,000,000
Shaker Boulevard Resurfacing City Share	1,400,00
Total Streets	<u>\$3,607,500</u>

Public Works Facilities Maintenance:

City Facility Repairs and Renovations	\$300,000
Consulting Engineer	6,000
City Hall Replace Generator and Transfer Switch	150,000
City Hall Replace Fire Alarm System	35,000
Community Building Flat Roof Replacement and Gutters	75,000
Service Center Weight Scale Replacement	75,000
Shaker Family Center Dry Systems Sprinkler Replacement	90,000
Total Facilities Maintenance	<u>\$733,000</u>

Total Public Works Capital Budget	<u>\$4,706,500</u>
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SHAKER HEIGHTS MUNICIPAL COURT ORGANIZATIONAL CHART



MUNICIPAL COURT

	2013 Actual	2014 Actual	2015 Budget	2016 Budget	% Chg
General Fund	2,096,060	2,024,555	2,155,840	2,179,022	1.1%
Other Funds	176,292	158,434	338,565	319,378	-5.7%
All Funds	\$ 2,272,352	\$ 2,182,989	\$ 2,494,405	\$ 2,498,400	0.2%

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

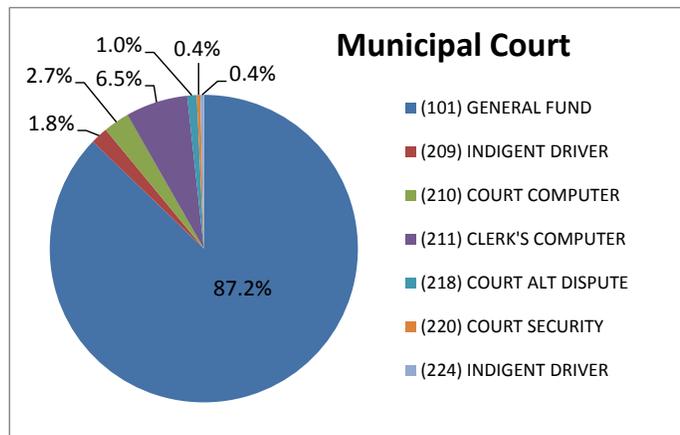
- **Indigent Driver Alcohol**

Treatment

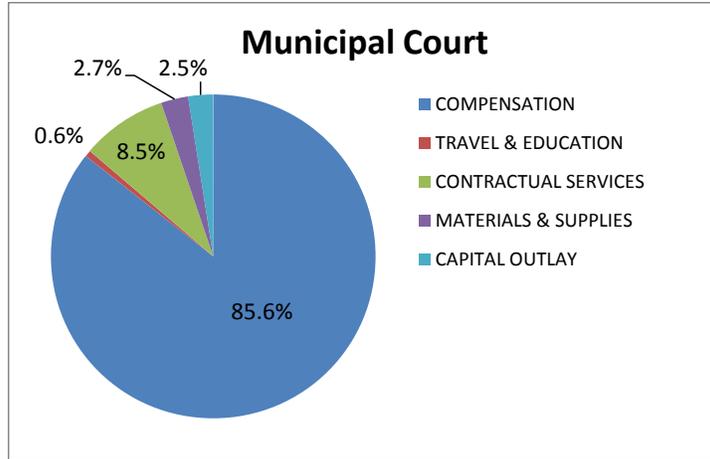
- **Court Computer Legal Research**
- **Clerk’s Computation**
- **Alternative Dispute Resolution**

Fund

- **Ohio Court Security Project Fund**
- **Indigent Driver Interlock Device**



For Functions and Accomplishments please refer to the 2014 Shaker Heights Municipal Court Annual Report at <http://www.shakerheightscourt.org/general/2014AnnualReport.pdf>



2013 - 2016 Budget

	ACTUAL 2013	ACTUAL 2014	BUDGET 2015	BUDGET 2016
MUNICIPAL COURT				

101 GENERAL FUND				

MUNICIPAL COURT				

COMPENSATION	2,002,233	1,942,042	2,052,861	2,076,534
TRAVEL & EDUCATION	9,646	6,706	12,025	12,025
CONTRACTUAL SVCS	24,528	32,555	44,003	43,853
MATERIALS & SUPPLIES	42,153	43,252	45,456	46,610
CAPITAL OUTLAY	17,500		1,495	
	<u>2,096,060</u>	<u>2,024,555</u>	<u>2,155,840</u>	<u>2,179,022</u>
TOTAL MUNICIPAL COURT	<u>2,096,060</u>	<u>2,024,555</u>	<u>2,155,840</u>	<u>2,179,022</u>
TOTAL GENERAL FUND	<u>2,096,060</u>	<u>2,024,555</u>	<u>2,155,840</u>	<u>2,179,022</u>
209 INDIGENT DRIVR ALCOHL TREATMNT				

INDIGENT DRIVER ALCOHOL TREATM				

CONTRACTUAL SVCS	4,734	32,630	45,000	45,000
MATERIALS & SUPPLIES		74	350	358
	<u>4,734</u>	<u>32,704</u>	<u>45,350</u>	<u>45,358</u>
TOTAL INDIGENT DRIVER ALCOHOL TREATM	<u>4,734</u>	<u>32,704</u>	<u>45,350</u>	<u>45,358</u>
TOTAL INDIGENT DRIVR ALCOHL TREATMNT	<u>4,734</u>	<u>32,704</u>	<u>45,350</u>	<u>45,358</u>

210 COURT COMPUTER

 COURT COMPUTER

COMPENSATION	7,860	5,390	39,255	39,255
TRAVEL & EDUCATION	0	0		
CONTRACTUAL SVCS	4,121	10,449	16,637	16,637
MATERIALS & SUPPLIES		590	7,560	7,560
CAPITAL OUTLAY	<u>1,280</u>	<u>3,134</u>	<u>20,000</u>	<u>5,000</u>
 TOTAL COURT COMPUTER	 <u>13,261</u>	 <u>19,563</u>	 <u>83,452</u>	 <u>68,452</u>
 TOTAL COURT COMPUTER	 <u>13,261</u>	 <u>19,563</u>	 <u>83,452</u>	 <u>68,452</u>

211 CLERK'S COMPUTERIZATION

 CLERKS COMPUTERIZATION

TRAVEL & EDUCATION		1,032	1,968	1,968
CONTRACTUAL SVCS	46,629	38,302	93,580	93,580
MATERIALS & SUPPLIES	6,999	17,010	9,867	9,867
CAPITAL OUTLAY	<u>57,011</u>	<u>13,012</u>	<u>57,000</u>	<u>57,000</u>
 TOTAL CLERKS COMPUTERIZATION	 <u>110,639</u>	 <u>69,356</u>	 <u>162,415</u>	 <u>162,415</u>
 TOTAL CLERK'S COMPUTERIZATION	 <u>110,639</u>	 <u>69,356</u>	 <u>162,415</u>	 <u>162,415</u>

218 COURT ALT DISPUTE RESOLUTION

 ALTERNATE DISPUTE RESOLUTION

COMPENSATION	23,476	23,064	23,304	23,795
TRAVEL & EDUCATION		0	750	750
 TOTAL ALTERNATE DISPUTE RESOLUTION	 <u>23,476</u>	 <u>23,064</u>	 <u>24,054</u>	 <u>24,545</u>
 TOTAL COURT ALT DISPUTE RESOLUTION	 <u>23,476</u>	 <u>23,064</u>	 <u>24,054</u>	 <u>24,545</u>

220 COURT SECURITY PROJECT FUND

 COURT SECURITY PROJECT

TRAVEL & EDUCATION	772	0	1,000	1,000
CONTRACTUAL SVCS	6,550	275	4,994	5,308
MATERIALS & SUPPLIES	950	498	3,300	3,300
CAPITAL OUTLAY	<u>5,910</u>	<u>0</u>	<u>5,000</u>	
TOTAL COURT SECURITY PROJECT	<u>14,182</u>	<u>773</u>	<u>14,294</u>	<u>9,608</u>
TOTAL COURT SECURITY PROJECT FUND	<u><u>14,182</u></u>	<u><u>773</u></u>	<u><u>14,294</u></u>	<u><u>9,608</u></u>

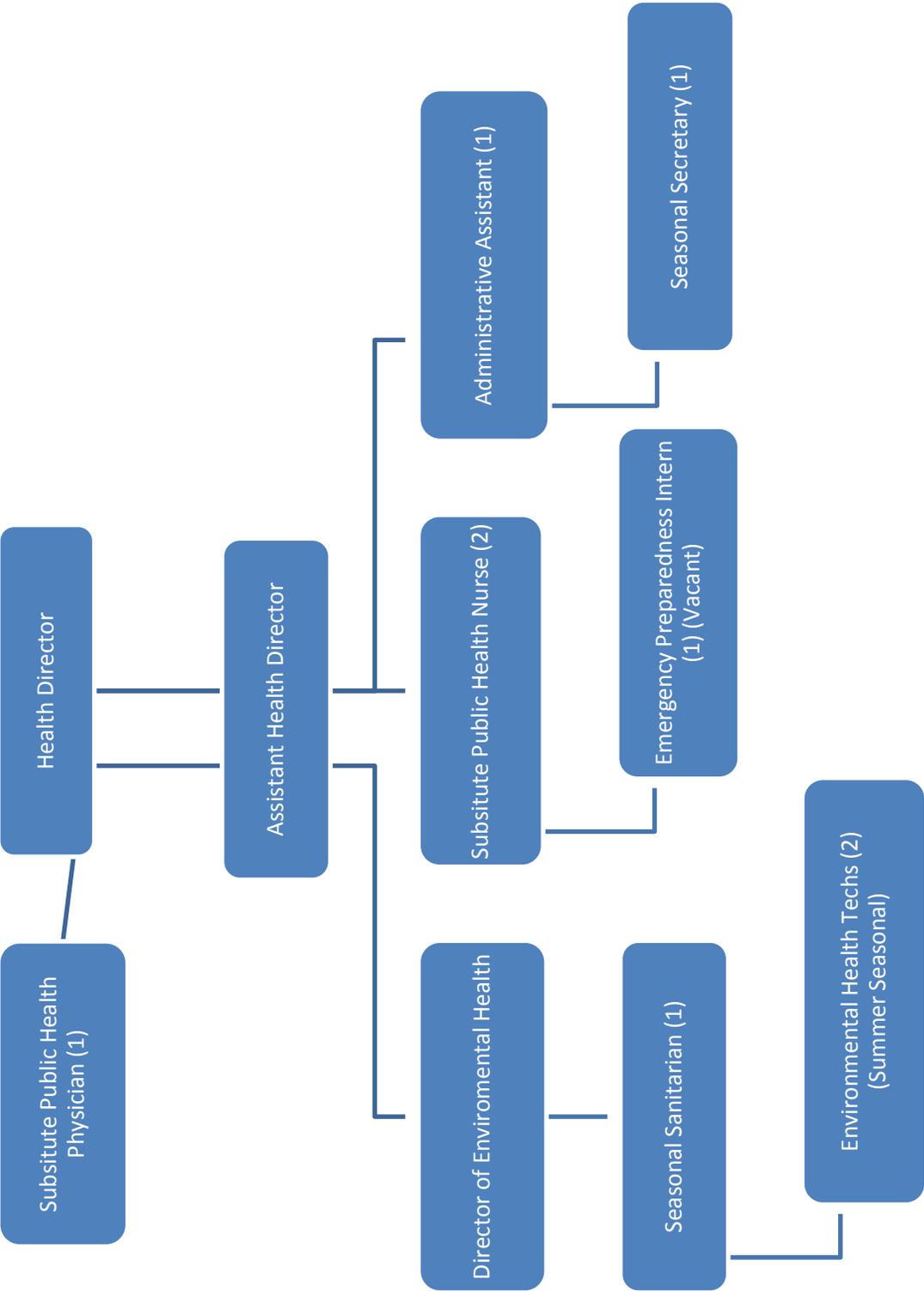
224 INDIGENT DRIVER INTERLOCK

 UNDEFINED

CONTRACTUAL SVCS	<u>10,000</u>	<u>12,974</u>	<u>9,000</u>	<u>9,000</u>
TOTAL UNDEFINED	<u>10,000</u>	<u>12,974</u>	<u>9,000</u>	<u>9,000</u>
TOTAL INDIGENT DRIVER INTERLOCK	<u><u>10,000</u></u>	<u><u>12,974</u></u>	<u><u>9,000</u></u>	<u><u>9,000</u></u>
TOTAL MUNICIPAL COURT	<u><u>2,272,352</u></u>	<u><u>2,182,989</u></u>	<u><u>2,494,405</u></u>	<u><u>2,498,400</u></u>
GRAND TOTAL	<u><u>2,272,352</u></u>	<u><u>2,182,989</u></u>	<u><u>2,494,405</u></u>	<u><u>2,498,400</u></u>

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Health Department



HEALTH DEPARTMENT

	2013 Actual	2014 Actual	2015 Budget	2016 Budget	% Chg
General Fund	426,882	411,842	481,787	449,570	-6.7%
Other Funds	9,345				
All Funds	\$ 436,227	\$ 411,842	\$ 481,787	\$ 449,570	-6.7%

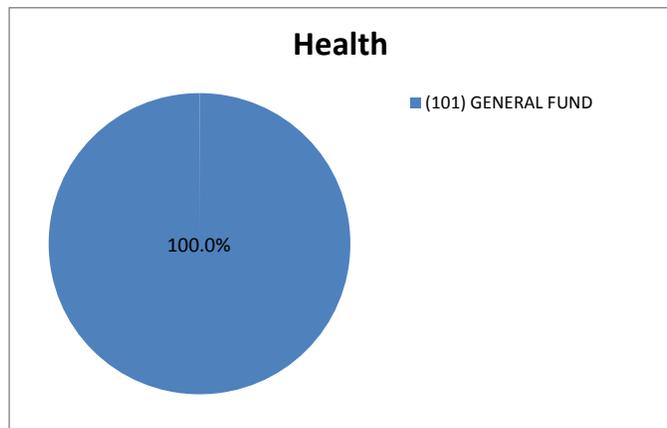
Department Description

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. Cross jurisdictional collaboration allows the department to address public health issues that do not respect municipal boundaries.

Funding Sources

General Fund

All functions receive funding from the General Fund. The departmental charges fees for administering immunizations and from bike helmet sales. There are fee revenues associated with food, pool and clean indoor air inspections. There is a small subsidy from the Ohio Department of Health. The department also receives federal grants for disaster preparedness.



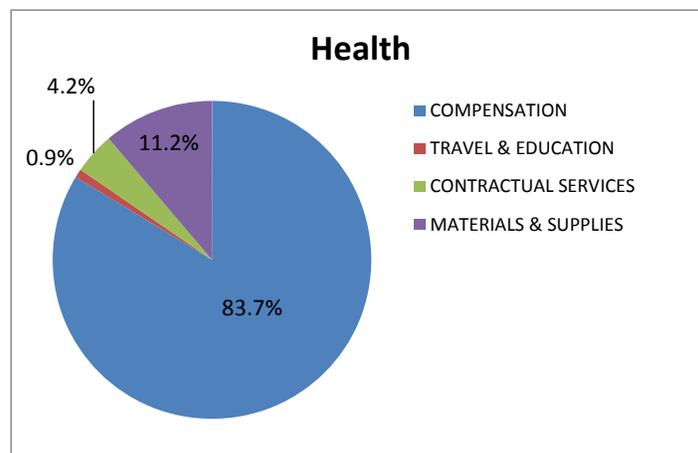
Functions

- **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

2015 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: First Responder Prophylaxis drill (October 2015); real-life emergency preparedness policies and procedures updated and practiced during and Ebola exposure in Shaker Heights and Northeast Ohio (quarter 1 2015)
- Participated in leadership of the Health Improvement Partnership-Cuyahoga (HIP-C), including priority setting, action planning, and grant writing
- Emergency preparedness grants 2015/2016: total \$32,271.00 (increase of \$13,654 due to receipt of one time PHEP Ebola grant.
 - Public Health Emergency Preparedness (PHEP): \$12,642
 - PHEP Ebola: \$15,427 (new and one time only)
 - Cities Readiness Initiative (CRI): \$4202
- Health partnership with Shaker Heights School District, serving medical and public health needs of the schools.
- 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
- Active participation in Cuyahoga County Bed Bug Task Force
- Active participation in the Northeast Ohio Regional Food Roundtable



2013 - 2016 Budget

	ACTUAL 2013	ACTUAL 2014	BUDGET 2015	BUDGET 2016
HEALTH DEPARTMENT				

101 GENERAL FUND				

PUBLIC HEALTH				
COMPENSATION	371,917	343,029	357,434	354,946
TRAVEL & EDUCATION	1,521	2,854	3,939	3,939
CONTRACTUAL SVCS	19,919	26,098	18,379	18,379
MATERIALS & SUPPLIES	7,634	5,447	32,334	32,999
OTHER				
TRANSFERS-OUT	1,355			
	<u>402,346</u>	<u>377,428</u>	<u>412,086</u>	<u>410,263</u>
TOTAL PUBLIC HEALTH				
PUBLIC HEALTH GRANTS				

COMPENSATION	12,696	18,742	49,825	21,344
CONTRACTUAL SVCS	801	410	1,107	597
MATERIALS & SUPPLIES	564	695	869	1,555
CAPITAL OUTLAY			2,400	
	<u>14,061</u>	<u>19,847</u>	<u>54,201</u>	<u>23,496</u>
TOTAL PUBLIC HEALTH GRANTS				
WEST NILE VIRUS PREVENTION				

COMPENSATION	5,006			
MATERIALS & SUPPLIES	5,469	14,567	15,500	15,811
	<u>10,475</u>	<u>14,567</u>	<u>15,500</u>	<u>15,811</u>
TOTAL WEST NILE VIRUS PREVENTION				
TOTAL GENERAL FUND	<u><u>426,882</u></u>	<u><u>411,842</u></u>	<u><u>481,787</u></u>	<u><u>449,570</u></u>

0222 DRUG FREE COMMUNITY GRANT

PUBLIC HEALTH GRANTS

COMPENSATION
TRAVEL & EDUCATION
CONTRACTUAL SVCS

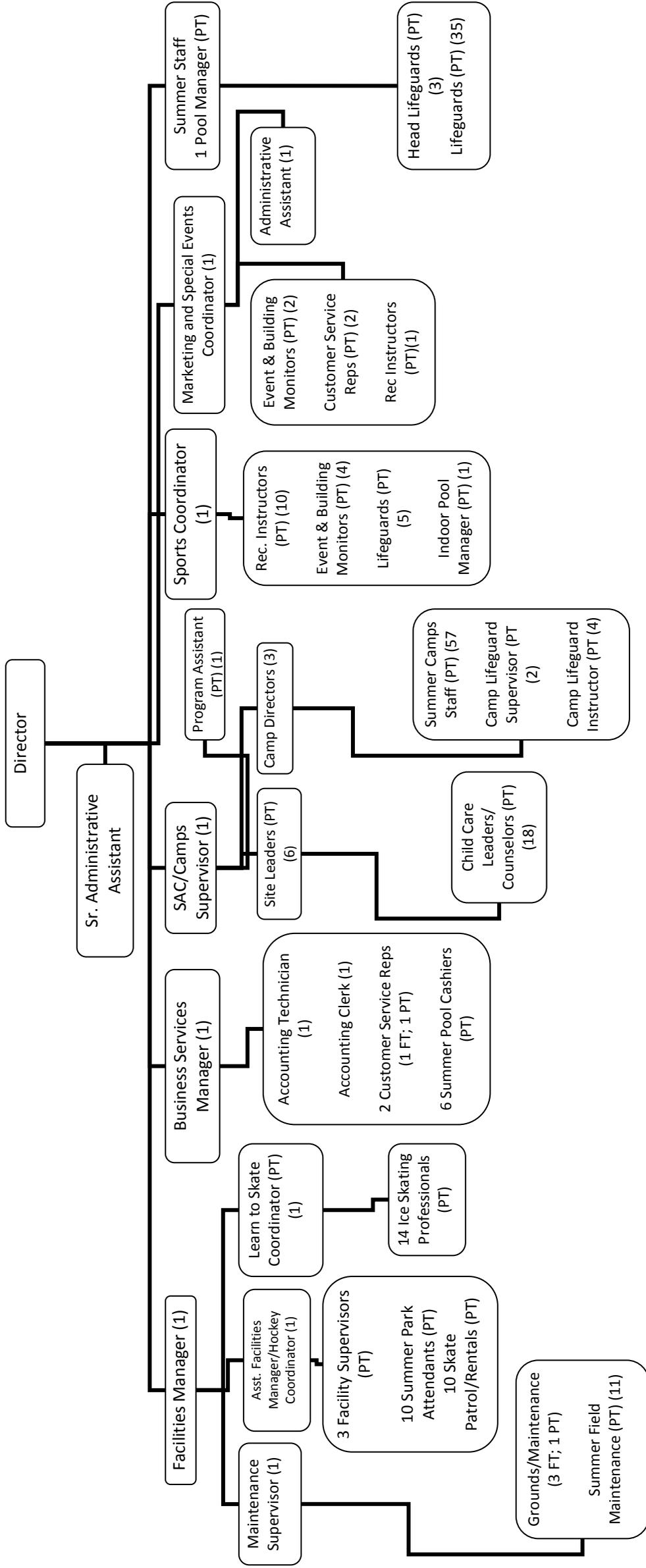
	ACTUAL 2013	ACTUAL 2014	BUDGET 2015	BUDGET 2016
HEALTH DEPARTMENT				
MATERIALS & SUPPLIES				
MISCELLANEOUS				
ADVANCES OUT	9,345			
	9,345	0	0	0
TOTAL PUBLIC HEALTH GRANTS				
TOTAL DRUG FREE COMMUNITY GRANT	9,345			
TOTAL HEALTH DEPARTMENT	436,227	411,842	481,787	449,570
GRAND TOTAL	436,227	411,842	481,787	449,570
general fund	426,882	411,842	481,787	449,570
other funds	9,345	0	0	0
total	436,227	411,842	481,787	449,570

2016 Budget Highlights

- Status quo budget
- Some grant revenue unknown at this time

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**ORGANIZATIONAL CHART
RECREATION DEPARTMENT 2014**



RECREATION DEPARTMENT

	2013 Actual	2014 Actual	2015 Budget	2016 Budget	% Chg
General Fund	437,636	506,423	519,921	441,507	-15.1%
Other Funds	2,455,994	2,478,217	2,699,792	2,829,672	4.8%
All Funds	\$ 2,893,630	\$ 2,984,640	\$ 3,219,713	\$ 3,271,179	1.6%

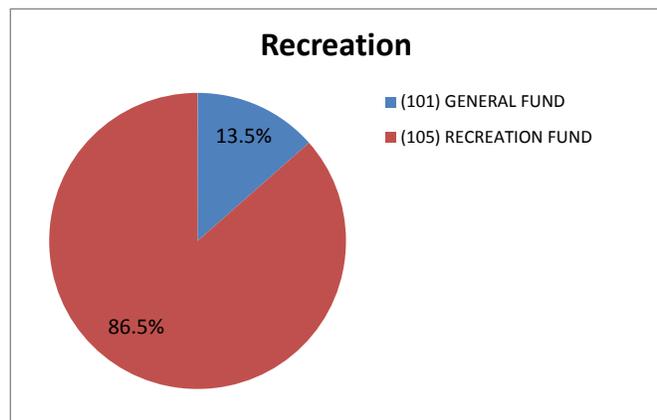
Department Description

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.



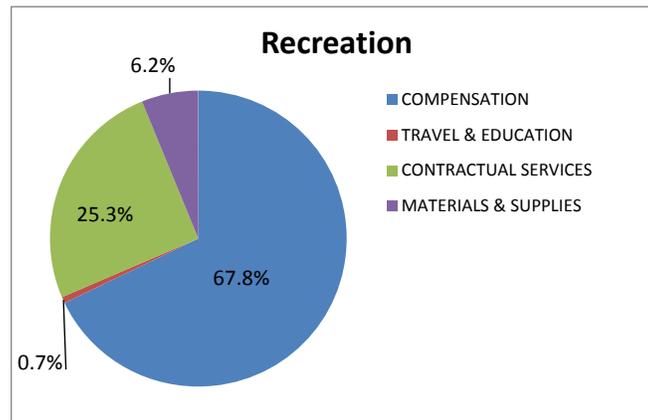
Functions

- **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.

2015 Accomplishments

- Thornton Park Ice Arena was the first in the state to add a Look-Up line to the ice rink to improve ice skating safety.
- Capital projects included the replacement of thatched roofs at Around the World Playground and repair of the Co-Ray Vac heat system at Thornton Park.
- Thornton Park pool building roof replaced and the pool restrooms were updated. In the ice arena snack bar equipment was replaced and one of the skate sharpeners was replaced.
- Specifications prepared and proposals received for a new registration system.
- Community Recreation Assessment undertaken and results reviewed for program improvement.
- Replaced older Gator style utility vehicle with a Kubota multipurpose vehicle.
- Decrease in Senior Transportation rides.
- Creation of Shaker Heights Recreation Department Facebook page.
- Program monitor at Shaker Town Center soccer field and parking lot to manage youth behavior.
- Resumed Woodbury indoor swimming pool program.



2013 - 2016 Budget

	Actual 2013	Actual 2014	Budget 2015	Budget 2016
RECREATION				

101 GENERAL FUND				

COMMUNITY LIFE ADMINISTRATION				

	Actual 2013	Actual 2014	Budget 2015	Budget 2016
RECREATION				
COMPENSATION	286,386	332,286	322,100	275,570
TRAVEL & EDUCATION	658	250	2,430	2,430
CONTRACTUAL SVCS	144,937	167,581	188,615	156,615
MATERIALS & SUPPLIES	5,655	6,214	5,276	5,392
MISCELLANEOUS		92	1,500	1,500
TOTAL COMMUNITY LIFE ADMINISTRATION	<u>437,636</u>	<u>506,423</u>	<u>519,921</u>	<u>441,507</u>
TOTAL GENERAL FUND	<u>437,636</u>	<u>506,423</u>	<u>519,921</u>	<u>441,507</u>

RECREATION

105 RECREATION FUND

RECREATION ADMINISTRATION

COMPENSATION	351,923	253,538	285,200	361,610
TRAVEL & EDUCATION	1,811	3,100	8,606	14,244
CONTRACTUAL SVCS	59,393	65,775	72,420	78,323
MATERIALS & SUPPLIES	17,762	19,055	17,431	16,496
MISCELLANEOUS	<u>(185,452)</u>	<u>(183,689)</u>	<u>(190,252)</u>	<u>(190,252)</u>
TOTAL RECREATION ADMINISTRATION	245,437	157,779	193,405	280,421

RECREATION PROMOTION

TRAVEL & EDUCATION		314		
CONTRACTUAL SVCS	17,782	18,718	23,993	35,300
MATERIALS & SUPPLIES	7,875	10,913	11,033	10,194
MISCELLANEOUS	<u>(20,467)</u>	<u>(20,467)</u>	<u>(21,967)</u>	<u>(21,967)</u>

TOTAL RECREATION PROMOTION	5,190	9,478	13,059	23,527
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SCHOOL AGED CHILD CARE

COMPENSATION	365,423	369,614	356,200	356,566
TRAVEL & EDUCATION	3,835	2,488	4,252	4,252
CONTRACTUAL SVCS	29,562	26,337	29,831	26,824
MATERIALS & SUPPLIES	25,661	33,453	31,194	30,931
MISCELLANEOUS	<u>56,352</u>	<u>56,352</u>	<u>56,352</u>	<u>56,352</u>

TOTAL SCHOOL AGED CHILD CARE	480,833	488,244	477,829	474,925
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	Actual 2013	Actual 2014	Budget 2015	Budget 2016
RECREATION				
TENNIS				

COMPENSATION	23,208	22,122	36,000	36,504
CONTRACTUAL SVCS				
MATERIALS & SUPPLIES	5,209	4,838	5,314	5,421
MISCELLANEOUS	3,162	3,162	3,162	3,162
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL TENNIS	31,579	30,122	44,476	45,087
BUILDING MONITORS				

COMPENSATION	25,366	20,973	38,200	30,852
MISCELLANEOUS	462	462	462	462
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL BUILDING MONITORS	25,828	21,435	38,662	31,314
PLAYING FIELDS MAINTENANCE				

COMPENSATION	44,167	41,796	50,500	35,386
TRAVEL & EDUCATION				
CONTRACTUAL SVCS	37,780	34,773	40,076	40,076
MATERIALS & SUPPLIES	8,228	9,653	8,129	8,295
MISCELLANEOUS	2,404	2,404	2,404	2,404
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL PLAYING FIELDS MAINTENANCE	92,579	88,626	101,109	86,161
PLAYGROUNDS				

COMPENSATION	14,101	20,230	4,300	45,934
TRAVEL & EDUCATION	1,099	3,308		
CONTRACTUAL SVCS	15,879	12,313	20,896	16,896
MATERIALS & SUPPLIES	2,430	5,878	6,430	7,397
MISCELLANEOUS	462	462	462	462
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL PLAYGROUNDS	33,971	42,191	32,088	70,689
YOUTH PROGRAM				

COMPENSATION	10,523	17,481	17,500	17,500
TRAVEL & EDUCATION				
CONTRACTUAL SVCS	59,651	58,985	62,665	58,165
MATERIALS & SUPPLIES	5,619	403	967	887
MISCELLANEOUS	12,762	12,762	12,762	12,762
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	Actual 2013	Actual 2014	Budget 2015	Budget 2016
RECREATION				
TOTAL YOUTH PROGRAM	88,555	89,631	93,894	89,314
SPORTS PROGRAMS				

COMPENSATION	96,116	115,525	95,800	109,913
TRAVEL & EDUCATION	2,072	10		
CONTRACTUAL SVCS	32,272	35,841	34,192	34,313
MATERIALS & SUPPLIES	21,545	22,397	19,147	22,761
MISCELLANEOUS	16,973	16,973	16,973	16,973
TOTAL SPORTS PROGRAMS	168,978	190,746	166,112	183,960
TEEN PROGRAMS				

COMPENSATION	0	1,797	0	0
TRAVEL & EDUCATION		30	50	0
MATERIALS & SUPPLIES	0	22	50	0
MISCELLANEOUS	0	30		
TOTAL TEEN PROGRAMS	0	1,879	100	0
SUMMER CAMPS				

COMPENSATION	86,617	114,334	122,700	117,777
TRAVEL & EDUCATION		168		
CONTRACTUAL SVCS	25,944	21,831	22,935	24,186
MATERIALS & SUPPLIES	7,003	12,651	11,390	11,721
MISCELLANEOUS	21,216	21,216	21,216	21,216
TOTAL SUMMER CAMPS	140,780	170,200	178,241	174,900
ADULT PROGRAMS				

COMPENSATION	8,454	20,963	9,200	9,054
TRAVEL & EDUCATION		190		
CONTRACTUAL SVCS	14,396	31,322	34,500	34,500
MISCELLANEOUS	4,223	4,223	4,223	4,223
TOTAL ADULT PROGRAMS	27,073	56,698	47,923	47,777
SAFETY TOWN				

	Actual 2013	Actual 2014	Budget 2015	Budget 2016
RECREATION				
COMPENSATION	5,173	7,107	17,800	14,425
CONTRACTUAL SVCS	727	962	1,150	1,150
MATERIALS & SUPPLIES		19		
MISCELLANEOUS	481	481	481	481
TOTAL SAFETY TOWN	6,381	8,569	19,431	16,056
ICE SKATING RINK				

COMPENSATION	419,545	415,553	443,200	394,863
TRAVEL & EDUCATION	3,631	2,307	1,474	1,403
CONTRACTUAL SVCS	255,335	239,914	259,197	264,301
MATERIALS & SUPPLIES	43,590	58,475	59,118	55,123
MISCELLANEOUS	69,484	69,484	69,484	69,484
TOTAL ICE SKATING RINK	791,585	785,733	832,473	785,174
SWIMMING POOL				

COMPENSATION	202,822	221,852	294,200	353,036
TRAVEL & EDUCATION	408	438	100	0
CONTRACTUAL SVCS	56,375	46,617	53,118	55,809
MATERIALS & SUPPLIES	23,089	29,268	23,026	25,488
MISCELLANEOUS	21,216	21,216	21,216	21,216
TOTAL SWIMMING POOL	303,910	319,391	391,660	455,549
CONCESSIONS				

CONTRACTUAL SVCS	633	683	982	982
MATERIALS & SUPPLIES	689	565	1,626	1,660
MISCELLANEOUS	1,041	1,041	1,041	1,041
TOTAL CONCESSIONS	2,363	2,289	3,649	3,683
THORNTON PARK AMENITIES				

COMPENSATION	10,471	10,234	64,200	60,154
CONTRACTUAL SVCS		1,350		
MATERIALS & SUPPLIES		3,141	1,000	500
MISCELLANEOUS	481	481	481	481

RECREATION	Actual 2013	Actual 2014	Budget 2015	Budget 2016
TOTAL THORNTON PARK AMENITIES	10,952	15,206	65,681	61,135
TOTAL 105 RECREATION FUND	2,455,994	2,478,217	2,699,792	2,829,672
GRAND TOTAL RECREATION	2,893,631	2,984,640	3,219,713	3,271,179
Gf	437,636	506,423	519,921	441,507
other funds	2,455,994	2,478,217	2,699,792	2,829,672
Total	2,893,631	2,984,640	3,219,713	3,271,179

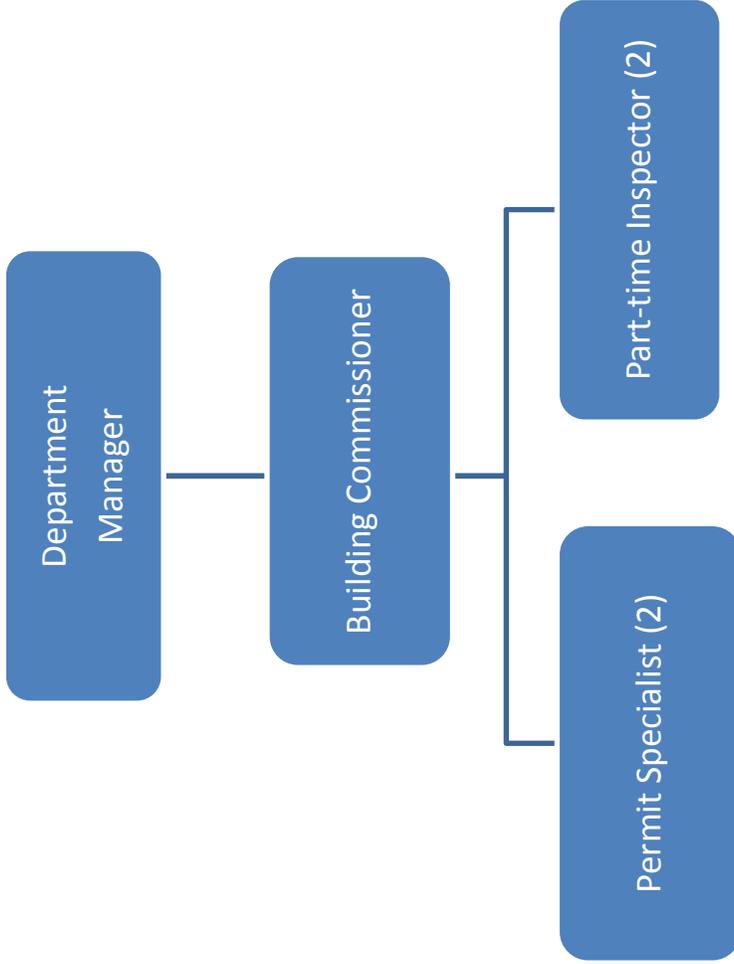
2016 Budget Highlights

- At the suggestion of a resident, the department will purchase an in-field groomer to improve the quality of the baseball program.
- Eliminating pre-season discounted sales of non-resident pool passes and adjusting non-resident hours to facilitate better service to residents.
- Implementation of a program based evaluation to obtain feedback for future program offerings.
- Improved to camp offerings including half-day options, before and aftercare for select camps and the expansion of adventure camp.
- Addition of a new community event to enhance neighborhoods connecting programs.
- Standardized hiring practices for all seasonal positions. Career events at local expansion of recruitment opportunities.
- Park signage and the walking trail markers at Southerly Park and to be placed to compliment the fitness station and rehabbed trail.
- Pickleball lines will be painted on some of the Thornton Park tennis courts.
- Adjustment in compensation line to accurately reflect staffing in General Fund and Recreation Fund.

2016 Capital Budget

Around the World Playground – Staining	\$ 5,000
Infield Grooming	5,000
Asphalt Overlay – Southerly Park Walking Trail	50,000
Total Recreation Capital	\$60,000

**CITY OF SHAKER HEIGHTS
BUILDING DEPARTMENT**



BUILDING DEPARTMENT

	2013 Actual	2014 Actual	2015 Budget	2016 Budget	% Chg
General Fund	380,687	352,029	360,312	509,187	41.3%
Other Funds	0	0	0	0	
All Funds	\$ 380,687	\$ 352,029	\$ 360,312	\$ 509,187	41.3%

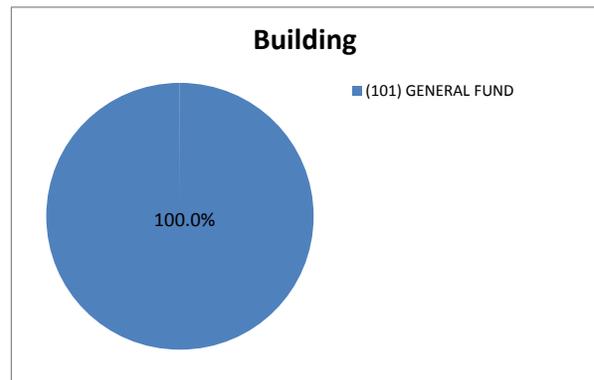
Department Description

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

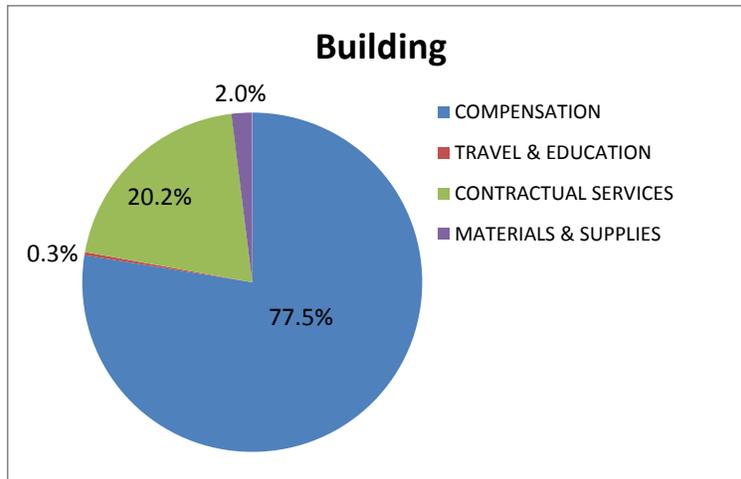
General Fund

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



2015 Accomplishments

- Contracted with SAFEbuilt, an independent building services contractor, to provide the City with building code inspection services due to temporary reduction in staffing.
- In collaboration with Economic Department initiated a pre-review process for new businesses submitting plans for review and approval to shorten the timeline for owners and contractors to obtain approval for their projects.
- Updated existing inspection software system to provide residents with live up-to-date registered contractor information
- In cooperation with several other departments reviewed the inspection and approval process for building demolitions.
- Implemented phone tree system to process and direct the high volume of phone calls.
- Collaborated with Housing Inspection Dept. to share inspections and approvals for select zoning permits.
- Review of preliminary plans for the Van Aken district development.
- 2,312 Residential permits issued year to date
- 128 Commercial permits issued year to date
- 890 Contractor registrations issued year to date



2013 - 2016 Budget

	<u>ACTUAL 2013</u>	<u>ACTUAL 2014</u>	<u>BUDGET 2015</u>	<u>BUDGET 2016</u>
BUILDING INSPECTION				

101 GENERAL FUND				

BUILDING INSPECTION				

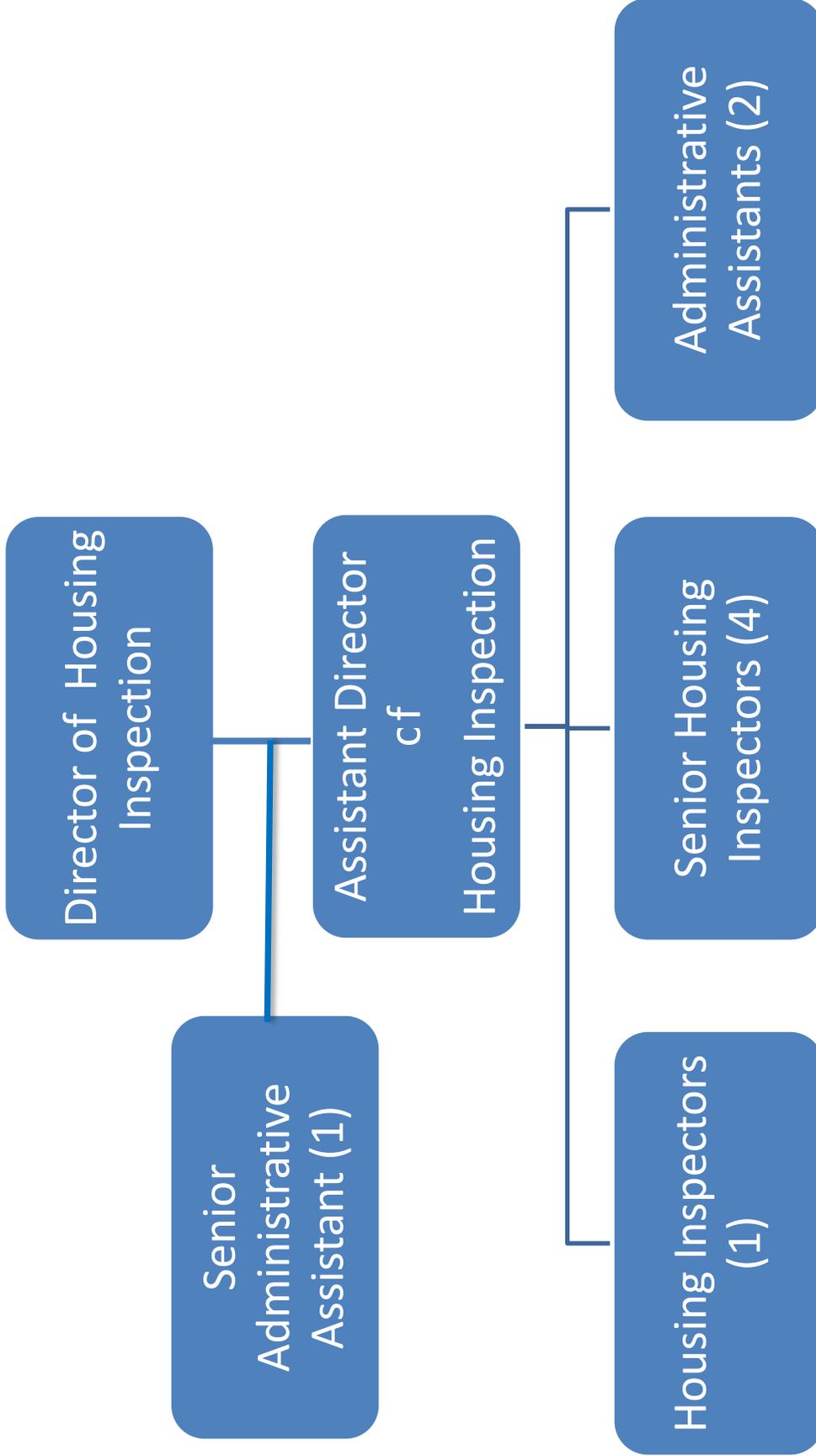
COMPENSATION	329,066	309,049	273,598	394,874
TRAVEL & EDUCATION	743	958	1,517	1,517
CONTRACTUAL SVCS	42,846	34,938	75,932	102,809
MATERIALS & SUPPLIES	6,046	5,989	9,265	9,987
MISCELLANEOUS	<u>1,985</u>	<u>1,094</u>		
TOTAL BUILDING INSPECTION	<u>380,687</u>	<u>352,029</u>	<u>360,312</u>	<u>509,187</u>
TOTAL GENERAL FUND	<u>380,687</u>	<u>352,029</u>	<u>360,312</u>	<u>509,187</u>

2016 Budget Highlights

- Additional \$50,000 for contracted inspection services.
- Additional \$74,443 for 2 part-time inspectors offset by \$77,682 in permit fees revenue from Van Aken District and other new developments.
- Evaluation of process improvements and updated technology for Building and Housing Inspection Departments.

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Housing Inspection



HOUSING INSPECTION DEPARTMENT

	2013 Actual	2014 Actual	2015 Budget	2016 Budget	% Chg
General Fund	924,562	1,057,331	992,638	972,685	-2.0%
Other Funds	160,900			30,000	#DIV/0!
All Funds	\$ 1,085,462	\$ 1,057,331	\$ 992,638	\$ 1,002,685	1.0%

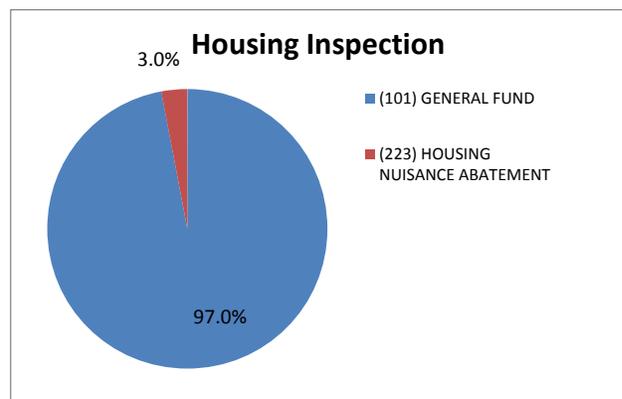
Department Description

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

2015 Accomplishments

New Inspections

- Point of Sale 503
- Interior/Exterior for Rental Properties 255
- Exterior Systematics 1299
- Complaint 175

Re-inspections

- Point of Sale 1094
- Rental 760
- Exterior Systematic 353
- Court 368
- Complaint 460

Exterior Systematics

- Inspected all owner-occupied homes in the Lomond and Sussex neighborhoods

Point of Sale Escrow

- 115 accounts established and \$1,488,262 (\$12,941 average) held on deposit for the correction of assumed Point of Sale violations

Memorandum of Understanding with CMHA

- Reviewed 29 units proposed to be occupied by Section 8 tenants
- Sent copies of Police Reports that involved program participants
- Provided CMHA with a list of Shaker landlords who are in foreclosure or tax delinquent

Certificates of Occupancy

(Issued 1,387 certificates for rental property)

- Apartment Buildings 100
- Condominium Units 179
- Single-family 411
- Two-family 697

Foreclosure Registration

- Received fees exceeding \$20,000 to cover the cost of monitoring foreclosed properties

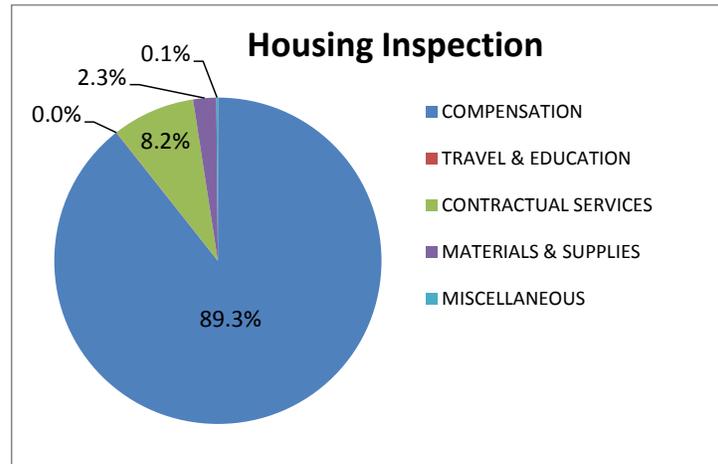
Nuisance Abatement

- 25 properties were declared public nuisances and actions taken to abate blighting or unsafe conditions
- Supervised the City's nuisance abatement contractor in the securing of 22 vacant homes
- Certified 21 vacant homes for Round 2 of County Demo funding.
- Worked with other departments to coordinate the demolition of 15 dilapidated houses; 5 were City owned and 10 were privately owned

Vacant Homes

- 360 vacant homes were inspected and checked at least once a month to ensure they were secure and the yard areas maintained
- Sent letters to owners/lenders to apprise them of their responsibilities under the City's Vacant Property Ordinance
- Collaborated with the Shaker schools on residency issues

- Notified the County of owners improperly receiving the owner-occupancy tax credit



2013 - 2016 Budget

	ACTUAL 2013	ACTUAL 2014	BUDGET 2015	BUDGET 2016
HOUSING INSPECTION				

101 GENERAL FUND				

HOUSING INSPECTION				

COMPENSATION	793,057	828,543	867,907	895,805
TRAVEL & EDUCATION	0	221	430	430
CONTRACTUAL SVCS	23,735	12,194	51,862	52,062
MATERIALS & SUPPLIES	21,620	21,317	22,359	22,888
CAPITAL OUTLAY	84,750	193,606	50,000	0
MISCELLANEOUS	1,400	1,450	80	1,500
	<u>924,562</u>	<u>1,057,331</u>	<u>992,638</u>	<u>972,685</u>
TOTAL HOUSING INSPECTION				
	<u>924,562</u>	<u>1,057,331</u>	<u>992,638</u>	<u>972,685</u>
TOTAL GENERAL FUND				
	<u>924,562</u>	<u>1,057,331</u>	<u>992,638</u>	<u>972,685</u>
103 ECONOMIC DEVELOPMENT				

HOUSING-EMERGENCY NUISANCE ABATE				

CAPITAL OUTLAY	90,000		0	0
	<u>90,000</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL HOUSING-EMERGENCY				
	<u>90,000</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL ECONOMIC DEVELOPMENT				
	<u>90,000</u>	<u>0</u>	<u>0</u>	<u>0</u>

	ACTUAL 2013	ACTUAL 2014	BUDGET 2015	BUDGET 2016
HOUSING INSPECTION				
TOTAL HOUSING INSPECTION	<u>1,014,562</u>	<u>1,057,331</u>	<u>992,638</u>	<u>972,685</u>
0223 HOUSING NUISANCE ABATE				

0000 UNDEFINED				

80 TRANSFERS-OUT	<u>70,900</u>	<u>0</u>	<u>0</u>	<u>30,000</u>
TOTAL UNDEFINED	<u>70,900</u>	<u>0</u>	<u>0</u>	<u>30,000</u>
TOTAL HOUSING NUISANCE ABATE	<u>70,900</u>	<u>0</u>	<u>0</u>	<u>30,000</u>
GRAND TOTAL	<u>1,085,462</u>	<u>1,057,331</u>	<u>992,638</u>	<u>1,002,685</u>
General Fund	924,562	1,057,331	992,638	972,685
Other Funds	160,900	0	0	30,000
	1,085,462	1,057,331	992,638	1,002,685

2016 Budget Highlights

- Status quo budget.
- Continued implementation of the 2015 Housing and Neighborhood Plan focusing on small scale nuisance abatement, improved vacant property monitoring and securing; and new ways to educate and manage out of town landlords.
- Partner with Building Department Manager on process and technology improvements for information management and inspection services.
- \$30,000 for small scale nuisance abatement of private properties in Special Assessment Fund.
- No funds allocated for property demolition due to availability of County funds and carryover balances in General Capital Fund.

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CITY COUNCIL

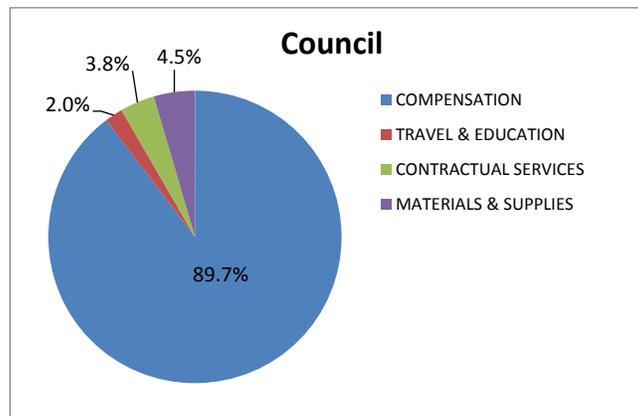
	2013 Actual	2014 Actual	2015 Budget	2016 Budget	% Chg
General Fund	138,802	141,131	144,632	145,958	0.9%
Other Funds	-	-	-	-	
General Fund	\$ 138,802	\$ 141,131	\$ 144,632	\$ 145,958	0.9%

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, Council holds a work session meeting on the second Monday of the month.

Funding Sources

General Fund - The General Fund supports the Council budget.



2013 - 2016 Budget

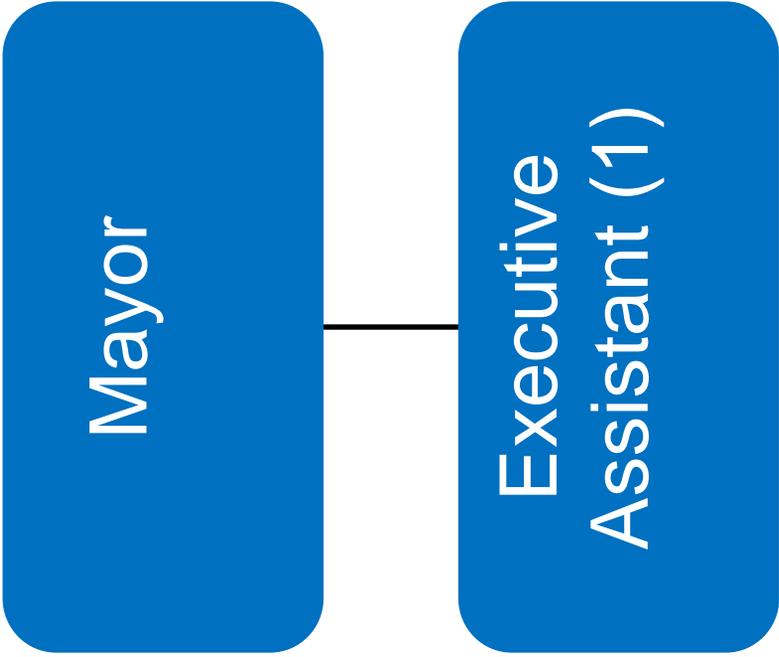
	ACTUAL 2013	ACTUAL 2014	BUDGET 2015	BUDGET 2016
COUNCIL				
101 GENERAL FUND				

COUNCIL				

COMPENSATION	128,128	128,354	129,681	130,875
TRAVEL & EDUCATION	2,528	370	2,918	2,918
CONTRACTUAL SVCS	3,252	8,788	5,574	5,574
MATERIALS & SUPPLIES	4,858	3,549	6,459	6,591
MISCELLANEOUS	35	70		
	138,802	141,131	144,632	145,958
TOTAL COUNCIL	138,802	141,131	144,632	145,958

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Organizational Chart
Mayor's Office



MAYOR

	2013 Actual	2014 Actual	2015 Budget	2016 Budget	% Chg
General Fund	215,086	208,222	215,851	231,278	7.1%
Other Funds	-	-	-	-	
All Funds	\$ 215,086	\$ 208,222	\$ 215,851	\$ 231,278	7.1%

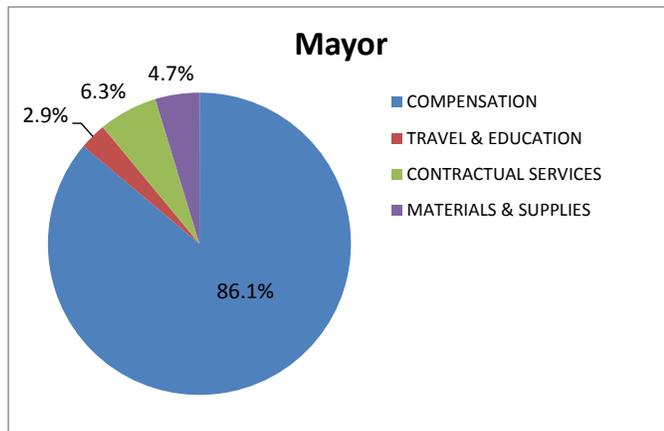
Department Description

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.



2013 - 2016 Budget

	ACTUAL 2013	ACTUAL 2014	BUDGET 2015	BUDGET 2016
MAYOR'S OFFICE				

101 GENERAL FUND				

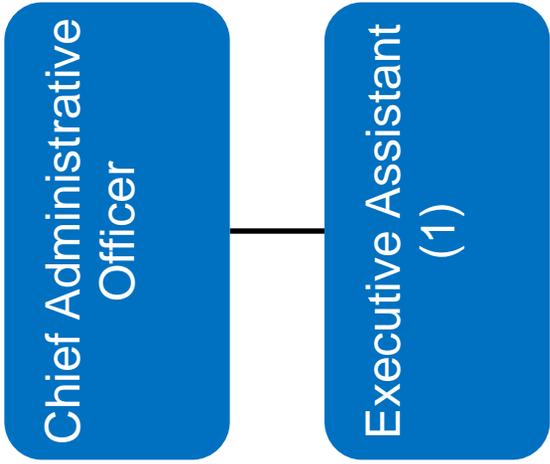
MAYOR'S OFFICE				

COMPENSATION	190,705	184,960	187,384	203,973
TRAVEL & EDUCATION	8,134	5,238	5,875	6,800
CONTRACTUAL SVCS	9,743	11,400	16,544	14,805
MATERIALS & SUPPLIES	6,504	6,625	6,048	5,700
	215,086	208,222	215,851	231,278
TOTAL MAYOR'S OFFICE	215,086	208,222	215,851	231,278

2015 Budget Highlights

- Includes Mayor's salary increase from \$75,000 to \$87,000 effective January 1, 2016.

Organizational Chart
Chief Administrative Office



CHIEF ADMINISTRATIVE OFFICER (CAO)

	2013 Actual	2014 Actual	2015 Budget	2016 Budget	% Chg
General Fund	233,683	288,060	241,799	246,651	2.0%
Other Funds	-	-	-	-	
All Funds	\$ 233,683	\$ 288,060	\$ 241,799	\$ 246,651	2.0%

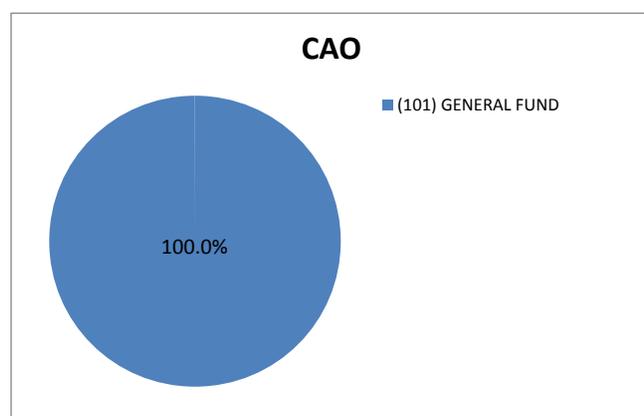
Department Description

Responsible for the City's day-to-day operations, works closely with the Mayor and Council and oversee agendas for Council committees. 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

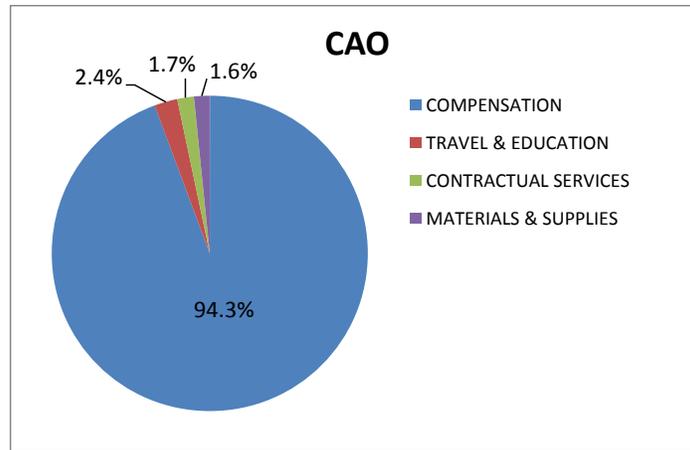
General Fund

The General Fund supports the CAO's budget.



2015 Accomplishments

- Coordinated work and drafted report of Deer Task Force.
- Worked with Chair to facilitate work of Climate Change Task Force and its Town Hall Forum on "Building a Resilient City".
- Oversaw Human Resources' civil service activities including police and fire hires and promotional testing processes.
- Worked with individual departments in implementation of Housing and Neighborhood Plan.
- Oversee implementation of ReadyNotify, our resident and employee emergency communication system.
- Updated Building Department Manager position job description and recruited new manager who will also lead process and technology improvements in several departments.
- Worked with Public Works, Law, and Finance to update maintenance plans for City sanitary and storm sewers.
- Evaluated parking needs at Shaker Family Center with Police, Public Works, and Planning.



2013 - 2016 Budget

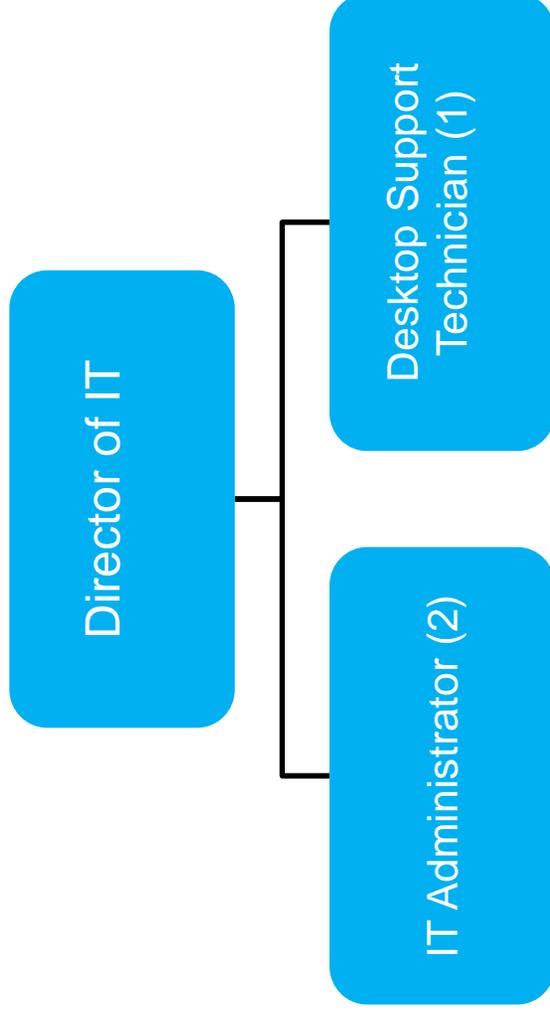
	ACTUAL 2013	ACTUAL 2014	BUDGET 2015	BUDGET 2016
CHIEF ADMINISTRATIVE OFFICER'S -----				
101 GENERAL FUND -----				
CHIEF ADMINISTRATIVE OFFICER'S -----				
COMPENSATION	224,526	223,432	227,900	232,672
TRAVEL & EDUCATION	3,789	4,765	5,800	5,800
CONTRACTUAL SVCS	3,427	58,275	4,172	4,172
MATERIALS & SUPPLIES	1,941	1,588	3,927	4,007
TOTAL CHIEF ADMINISTRATIVE OFFICER'S	<u>233,683</u>	<u>288,060</u>	<u>241,799</u>	<u>246,651</u>

2016 Budget Highlights

- Status quo budget.
- Implement tobacco-free hiring policy for all new employees.
- Oversee actions recommended by Deer Task Force.
- Work with Finance Director on 10-year capital plan to be recommended to Council.

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Organizational Chart Information Technology Department



INFORMATION TECHNOLOGY DEPARTMENT

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	% Chg
General Fund	453,370	540,846	542,443	553,011	1.9%
All Funds	\$ 453,370	\$ 540,846	\$ 542,443	\$ 553,011	1.9%

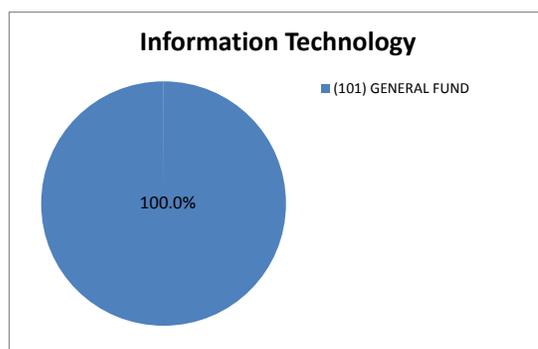
Department Description

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.

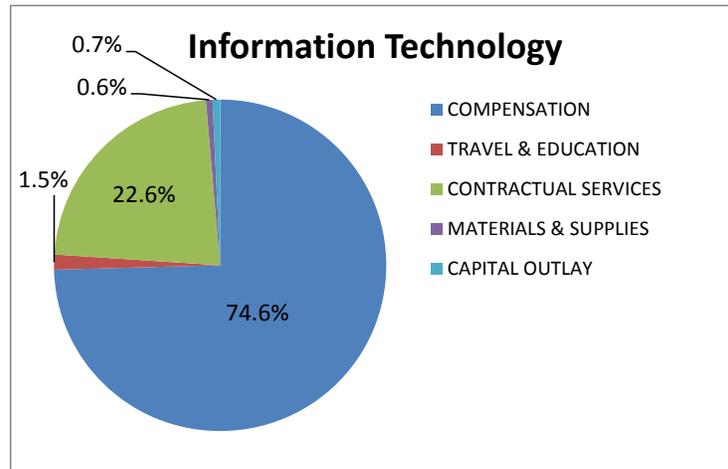
- **Cabling** – Provide management of the cable network that provides the transmission of data between computers.
- **Wireless Networking** – Maintain the City’s investment in wireless technology. This provides guests with free access to the internet at Thornton Park, City Hall Council Chambers, Shaker 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.

2015 Accomplishments

- Replaced Domain Controller Server
- Network Firewall Replacement completed – Joint Fire Dispatch WAN.
- Desktop Computer Workstation Replacements completed (10)
- Additional computer workstations added/deployed (15) (new technology)
- Help Desk Support (2,000+ requests completed; 1000+ for Police and Fire)
- Worked with Police personnel on the deployment of remote access to the new Security Video recording system and additional camera installations.
- Assisted Police personnel and County technicians with final implementation of the new Emergency Call Works E-911 system.
 - Configured Network for access to remote training
 - Coordinated New World Systems CAD ANI/ALI data interface update for Police and Joint Fire Dispatch operations.
 - Installed Quad-Monitor Mounts
- Maintained and managed security systems, including network firewall, anti-spam system, anti-virus system, internet content filter, VPN and intrusion protections systems.
- Maintained Software Patching program for security updates and bug fixes to MS Windows, Internet Explorer, Windows Sever, SQL, Exchange, Java and Adobe Flash.
- Software Upgrades
 - 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

- Edgewave iPrism Software upgraded
- Haines Criss+Cross Software upgraded
- Trend Micro Worry Free Business Security Software upgraded
- Barracuda Anti-Spam System Software upgraded
- New Software Deployed
 - New Software Application – Police –Adobe Premier Pro (video editing software)
 - New Software Application – Comm. & Marketing – MakeltOne MP3 Album Maker
 - New Software Application – Police – ESRI ArcGIS for Desktop Basic
 - New Software Application – Police – MS Windows Movie Maker
 - New Software Application – Police Adobe Premier Pro
 - New Software Application – Recreation - Turning Point Polling Software
- System Hardware Updates
 - Data center Uninterruptable Power Supplies replace in Public Safety Server Rack
 - Data center Uninterruptable Power Supplies replaced in City Hall Server Racks
 - Switch Cabinet UPS replacements for
 - Public Works Network Switch
 - Stephanie Tubbs-Jones Community Building Network Switch
 - Fire Station #2 Network Switch
 - Thornton Park network Switch
 - Fire Station #1 Network Switch
 - Installed two new 10 GB Network Switches for Storage Network Communications
- Managed Digital Copier Lease and Maintenance Contract.
- 80 Hours Technical Staff Training on Deploying and Managing Windows 10 Using Enterprise Services and VMware® vSphere: Install, Configure, Manage v6.0
- Collaboration and Technical Advice provided in the areas of:
 - Video Arraignment Communications – Shaker Municipal Court
 - Provided Hosting space for new Web server - Shaker Municipal Court
 - ALPR software repairs and interfaces – PD
 - Linear Digital Image Management Server Replacement- PD
 - Linear Digital Image Management Backup Server Replacement – PD
 - Linear Interview Room Recording System – PD
 - L3 In-Car Video and Body Camera System Installation – PD
 - Body Camera Network Switch (2) Installation (new technology)
 - Network Cabling (2) (new technology)
 - Body Camera (70) deployment (new technology)
 - In-Car Video Wireless Networking System Replacement
 - In-Car Camera and Recorder Replacements
 - In-Car Video Server Replacement
 - Video Storage System (new technology)
 - Video Server Equipment Rack Installation (new technology)
 - Video System Battery Backup System Installation (new technology)
 - Co-Location of Shaker Schools Networking Core Switch Replacement – SHMSD
 - Mobile Forensic System Implementation and Upgrade – PD (new technology)

- Upgraded Vehicle Diagnostic Tool Software – PW (new technology)
- Coordinated Networking for new HVAC Control Equipment – PW (new technology)
- LEADS technical Security Audit assistance – PD
- Police Voice Recording System Replacement - PD
- Telecommunications Circuit services coordinated for Police Dispatch. Circuit reductions completed following E911 system upgrade for a projected savings of \$4,000/year.
- Implemented Dynamic Multi-Point VPN with the State of Ohio as required for continued access to the LEADS (Law Enforcement Automated Data System).
- Conducted trial of mobile VPN service tracking software and implemented software after proving value in determining performance issues related to the Public Safety Mobile systems.
- Implemented e-mail domain for Shaker Heights Development Council
- Removed old analog CCTV equipment from Police Department



2013 - 2016 Budget

	ACTUAL 2013	ACTUAL 2014	BUDGET 2015	BUDGET 2016
INFORMATION TECHNOLOGY				

101 GENERAL FUND				

INFORMATION TECHNOLOGY				

COMPENSATION	335,390	431,506	403,328	412,393
TRAVEL & EDUCATION	6,742	5,100	8,100	8,100
CONTRACTUAL SVCS	104,663	95,800	123,522	124,951
MATERIALS & SUPPLIES	3,064	4,140	3,493	3,567
CAPITAL OUTLAY	3,511	4,300	4,000	4,000

	ACTUAL 2013	ACTUAL 2014	BUDGET 2015	BUDGET 2016
INFORMATION TECHNOLOGY				
TOTAL INFORMATION TECHNOLOGY	453,370	540,846	542,443	553,011
TOTAL GENERAL FUND	453,370	540,846	542,443	553,011

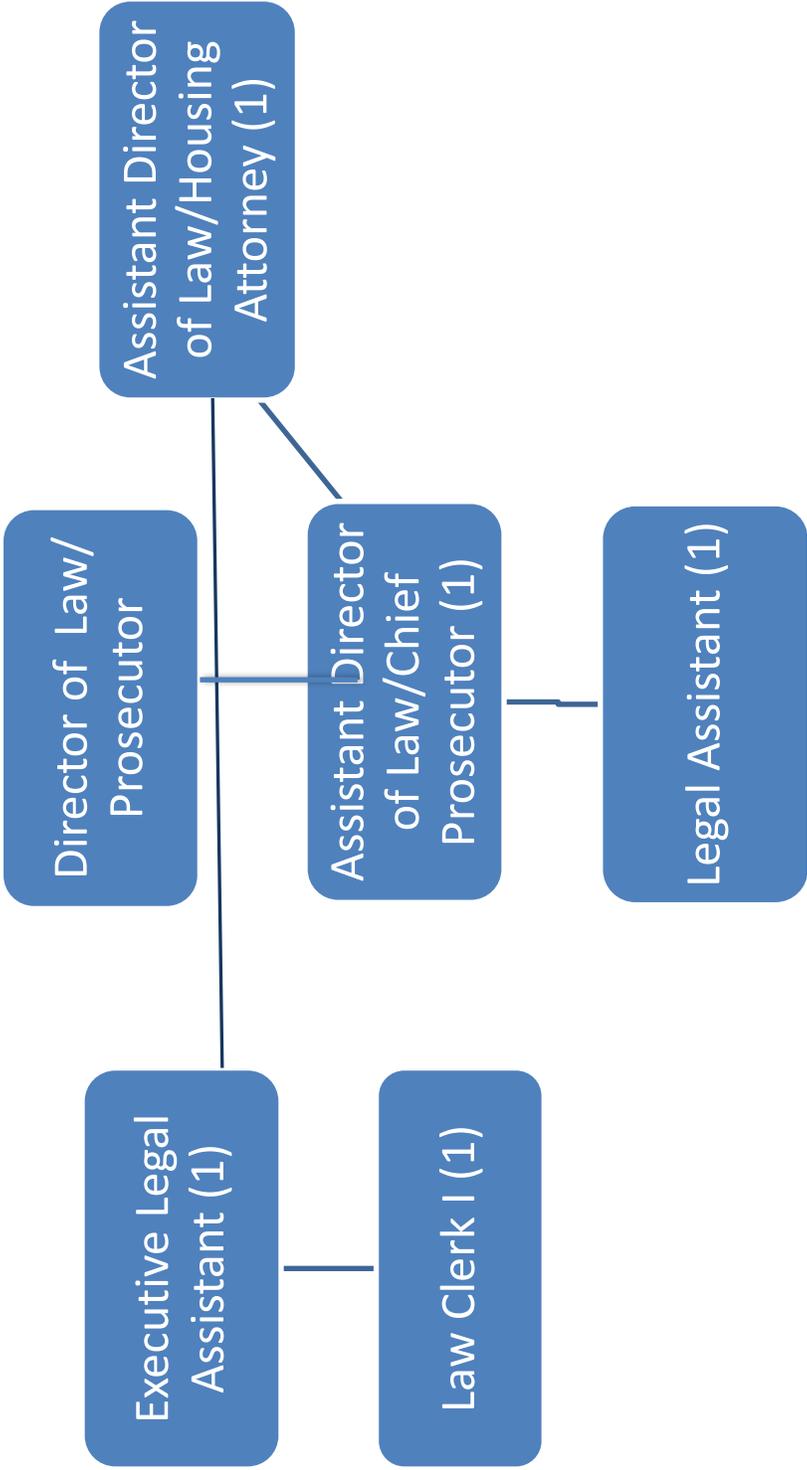
2016 Budget Highlights

- Status quo operating budget.
- 60 workstation replacements.
- Carryover 2015 capital projects: upgrade City wifi locations; network replacement.
- Assist with implementation of Recreation’s replacement registration system.

2016 Capital Budget

Software - Replacement and Upgrade Assurance	25,000
Hardware - Workstation Replacements	110,000
Hardware - Police Dispatch CAD workstation Replacement	7,000
Hardware - Internet Monitoring System Replacement	15,000
Hardware - Storage Network Replacement/Upgrade	<u>\$157,000</u>

**CITY OF SHAKER HEIGHTS
LAW DEPARTMENT**



LAW DEPARTMENT

	2013 Actual	2014 Actual	2015 Budget	2016 Budget	% Chg
General Fund	721,511	709,582	750,912	720,849	-4.0%
Other Funds	19,836	33,557	48,600	17,104	-64.8%
All Funds	\$ 741,347	\$ 743,139	\$ 799,512	\$ 737,953	-7.7%

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

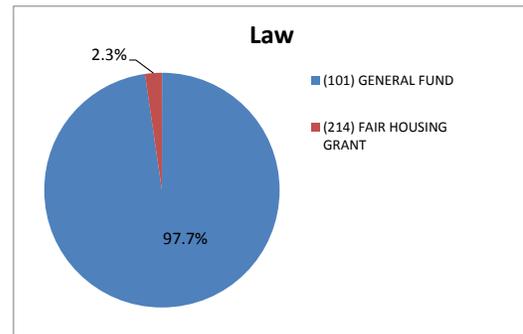
Funding Sources

General Fund

The General Fund supports all function of the Law Department

Special Revenue Fund

- Fair Housing Fund



Functions:

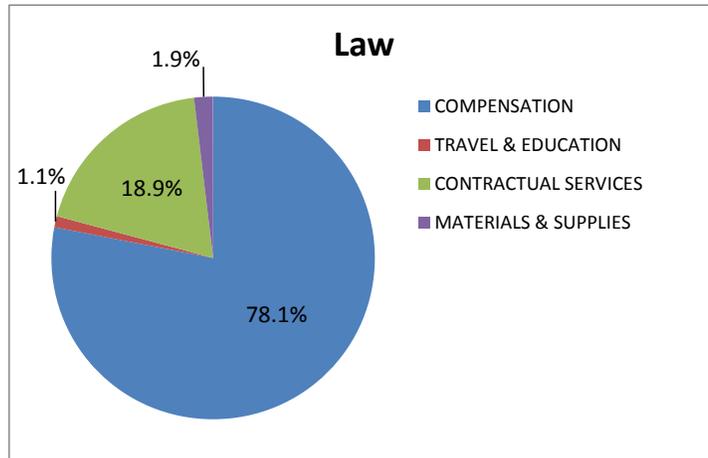
- Provide legal advice to all departments, particularly in housing and economic development matters.
- Prepare ordinances and resolutions, and amendments to the Codified Ordinances.
- Review bid specifications and requests for proposals (RFPs). Prepare contracts.
- Handle real estate transactions, including 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.

2015 Accomplishments

- Prosecution of Traffic and Criminal Cases – over 8,470 criminal and traffic cases have been handled; 184 trials were scheduled; 69 felony warrants prepared; 145 misdemeanor warrants issued; 8 misdemeanor summons issued; and 85 investigative subpoenas and 39 investigative court orders issued.
- Annual Training of Police
- Implementation of New Criminal Charging Process - A ruling by the Ohio Supreme Court caused a complete change in the way criminal charges and their resulting prosecutions must be filed with the Court. This involved a great deal of background work and due diligence to implement this new process, the creation of a new criminal complaint and affidavit, and the preparation of new documentation by the Police in every criminal case filed. It also caused a complete change in the internal protocols of the Police Department and Court, how individuals are charged and the processing of defendants through the Police Department, Court, and Jail.
- Enforcement of Code Violation Cases – 64 housing, and 3 dog prosecutions (i.e. criminal cases) have been filed in the Shaker Heights Municipal Court to enforce these codes; also handled: 93 pre-trials, 25 contempt and probation violation hearings, 78 progress reports to the Court for those found guilty of code violations, and 36 sentencing hearings, and prepared for 29 trials. There were 60 pre-prosecution hearings scheduled for failure to obtain certificates of occupancy, and 28 pre-prosecution hearings for housing code violations.
- Pursued 8 administrative search warrants to enable inspections of vacant/abandoned residential properties.
- Assisted Public Works to issue 3 Dangerous Dog and 2 Vicious Dog Orders, and handle one administrative appeal for a dog order.
- Assisted Health Department with a nuisance orders and an appeal.
- Fair Housing Program:
 - Receiving \$60,050 in grants from the U.S. Department of Housing and Urban Development (HUD).
 - Worked with the Housing Research and Advocacy Center (HRAC) to coordinate 2 housing fairs and one substantive training for housing providers regarding accessibility in housing.
- Provided technical assistance in 10 instances regarding ADA issues of residents/employees.

- Prepared amendments to the Codified Ordinances adopted by City Council regarding deposit of City funds, the Tree Advisory Board, Thornton Park pool fees, and updates to the General Offenses and Traffic Codes. Also prepared a new City income tax code based on the RITA model, and changes to the Zoning Code (regarding compensation for Planning Commission/Board of Zoning Appeals members) and dog ordinances.
- Prepared and/or reviewed over 235 contracts.
- Negotiated a lease amendment and extension with AT&T for the cell tower at City Hall.
- Worked with supplier to set the price of gas for the City's natural gas aggregation program through March 2016, and negotiated with suppliers for a new contract to serve the City's large electric accounts.
- Assisted in the oversight of right-of-way uses, including meeting with Fibertech and reviewing Dominion Gas' proposals for new above-ground regulating stations.
- Reviewed 60 first-half year property tax bills and 24 second-half year property tax bills for City-owned properties. Filed and argued one case before the County's Board of Revision regarding valuation of properties for tax purposes.
- Assisted in the acquisition of 19 properties, and transfer of 1 property.
- Assisted in various activities for real estate development at Van Aken Center and Shaker Plaza, Avalon Station II, Transit Village, 3550 Warrensville, 16112 Chagrin Blvd., and 3350 Warrensville, and the sale of 3535 Lee Rd.
- Handled 27 appeals to the Board of Appeals, involving 20 hearings.
- Handled one appeal in the Ohio Supreme Court, and participated in a second; filed four eviction cases in Municipal Court (one completed); handled one administrative appeal to Common Pleas Court from the Board of Appeals, and participated with outside counsel in another administrative appeal from the Board of Zoning Appeals won by the City; handled a mandamus action against the Civil Service Commission, and participated with outside counsel in a mandamus action against the Board of Zoning Appeals, with both being dismissed; handled an appeal to the Board of Building Appeals (resolved); filed an won a County Board of Revision case to revalue a residential property; participated in a successful receivership case in Common Pleas Court; oversaw three civil rights actions in federal court handled by outside counsel (two completed with one judgment for the City and one settlement); oversaw outside counsel in resolving two works compensation cases in Common Pleas Court.



2013 - 2016 Budget

	ACTUAL 2013	ACTUAL 2014	BUDGET 2015	BUDGET 2016
LAW DEPARTMENT				

101 GENERAL FUND				

LEGAL ADMINISTRATION				

COMPENSATION	562,342	586,186	590,442	575,982
TRAVEL & EDUCATION	919	0	1,000	1,300
CONTRACTUAL SVCS	135,159	112,360	147,770	129,770
MATERIALS & SUPPLIES	23,091	11,037	11,700	13,797
	<u>721,511</u>	<u>709,582</u>	<u>750,912</u>	<u>720,849</u>
TOTAL LEGAL ADMINISTRATION				
	<u>721,511</u>	<u>709,582</u>	<u>750,912</u>	<u>720,849</u>
TOTAL GENERAL FUND	<u>721,511</u>	<u>709,582</u>	<u>750,912</u>	<u>720,849</u>
214 FAIR HOUSING GRANT				

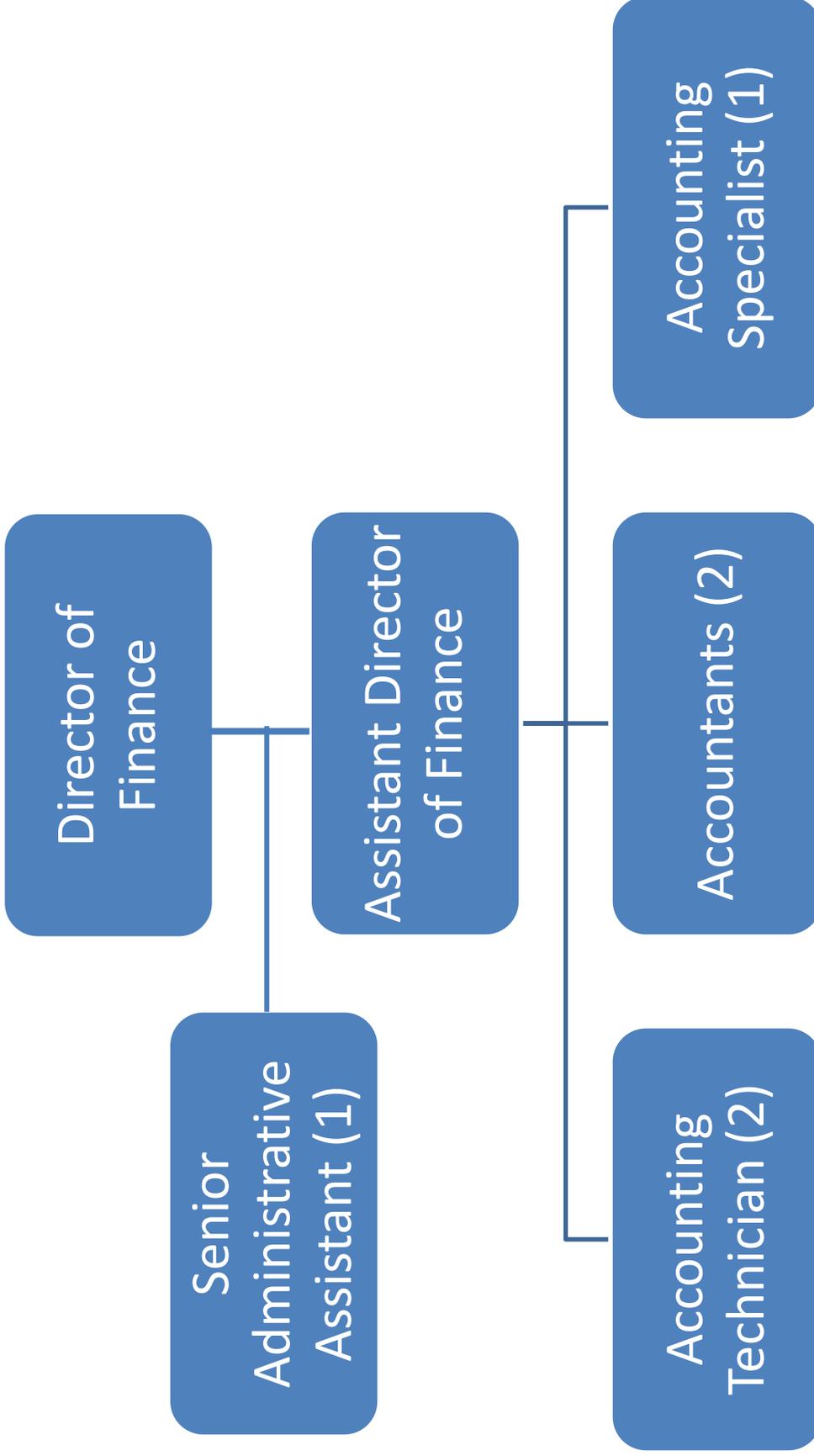
FAIR HOUSING				

COMPENSATION	18,051	17,864	0	0
TRAVEL & EDUCATION	1,785	412	7,000	7,000
CONTRACTUAL SVCS	0	15,281	41,500	10,000
MATERIALS & SUPPLIES	0	0	100	104
	<u>19,836</u>	<u>33,557</u>	<u>48,600</u>	<u>17,104</u>
TOTAL FAIR HOUSING				
	<u>19,836</u>	<u>33,557</u>	<u>48,600</u>	<u>17,104</u>
TOTAL FAIR HOUSING GRANT	<u>19,836</u>	<u>33,557</u>	<u>48,600</u>	<u>17,104</u>
TOTAL LAW DEPARTMENT	<u>741,347</u>	<u>743,139</u>	<u>799,512</u>	<u>737,953</u>

2016 Budget Highlights

- Work with other departments on 2015 Housing and Neighborhood Plan implementation including updates to criminal nuisance activity ordinance, review of broadband options.
- \$18,000 in legal fees moved to Human Resources/Self-Insurance Fund where expenses related to lawsuits are budgeted.
- Continue to review and reduce expenses for research material and administrative operation (e.g. eliminate City Law service found to be no longer necessary).

Finance Department Organizational Chart



FINANCE DEPARTMENT

	2013 Actual	2014 Actual	2015 Budget	2016 Budget	% Chg
General Fund	764,727	768,329	775,878	835,966	7.7%
Other Fund	921	1,008	5,000	5,000	0.0%
All Funds	\$ 765,648	\$ 769,337	\$ 780,878	\$ 840,966	7.7%

Department Description

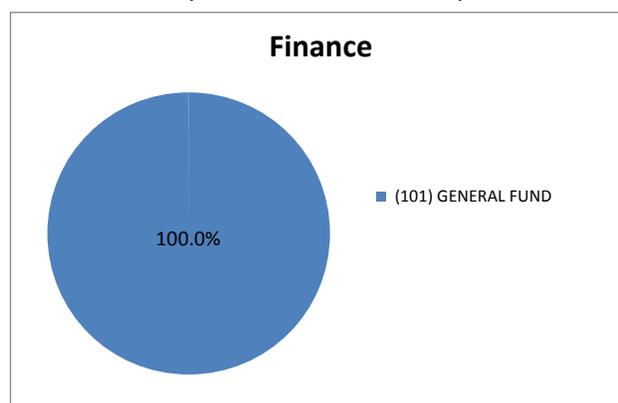
The Finance Department is responsible for the financial affairs of the City, handling the accounting, budgeting, purchasing, taxation, debt and treasury functions of the City.

Funding Sources

General Fund

The General Fund supports all operations of the Finance Department.

The other functions are budgeted in the CCSE General Fund and Debt Service Fund budgets.



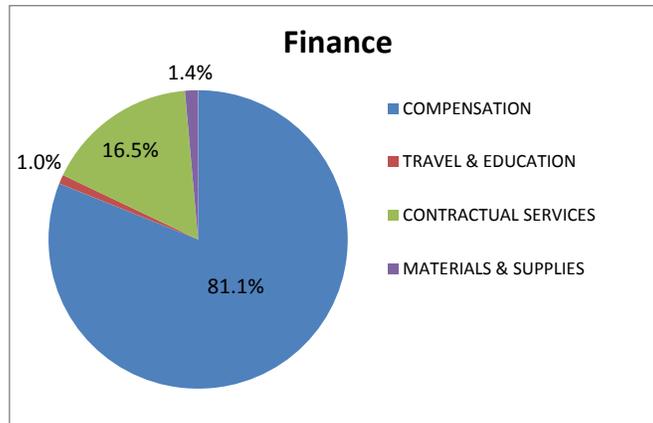
Functions

- **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 Ohio HIDTA, Shaker Heights Development Corporation, and payroll processor for Family Connections. Maintain Certificate of Resources submit ORC required budget reports to 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.

2015 Accomplishments

- Implemented a new depository agreement and reduced number of bank accounts.
- Updated City investment portfolio holdings to include higher earning interim investment products and CD holdings permitted by updates to City ordinances.
- Submitted financial data and operating information to Standard & Poor's to reaffirm AA+ bond rating.
- Completed audit of 2014 financial statements with a clean audit result.
- Completed financial audits for the Shaker Heights Development Corporation (SHDC) and Heights Area Special Rescue Team (HASRT) for reporting years 2013-2014.
- Received Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting award for 2013 and 2014 CAFR's for GFOA Excellence in Financial Reporting 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 2013 and 2014.
- Issued \$1.025 million Various Street Improvement refunding notes through a competitive bid process.
- Completed upgrade of Munis financial system to next major release (10.5) for all City users
- Updated City website to include links to the Regional Income Tax Agency for taxpayer information.



2013 - 2016 Budget

	ACTUAL 2013	ACTUAL 2014	BUDGET 2015	BUDGET 2016
FINANCE DEPARTMENT				

101 GENERAL FUND				

FINANCE ADMINISTRATION				

COMPENSATION	642,110	622,647	640,002	678,033
TRAVEL & EDUCATION	4,641	7,660	8,050	8,230
CONTRACTUAL SVCS	108,875	127,908	115,765	137,832
MATERIALS & SUPPLIES	9,101	10,114	12,061	11,871
	<u>764,727</u>	<u>768,329</u>	<u>775,878</u>	<u>835,966</u>
TOTAL FINANCE ADMINISTRATION				
604 CENTRAL SERVICES OPERATION				

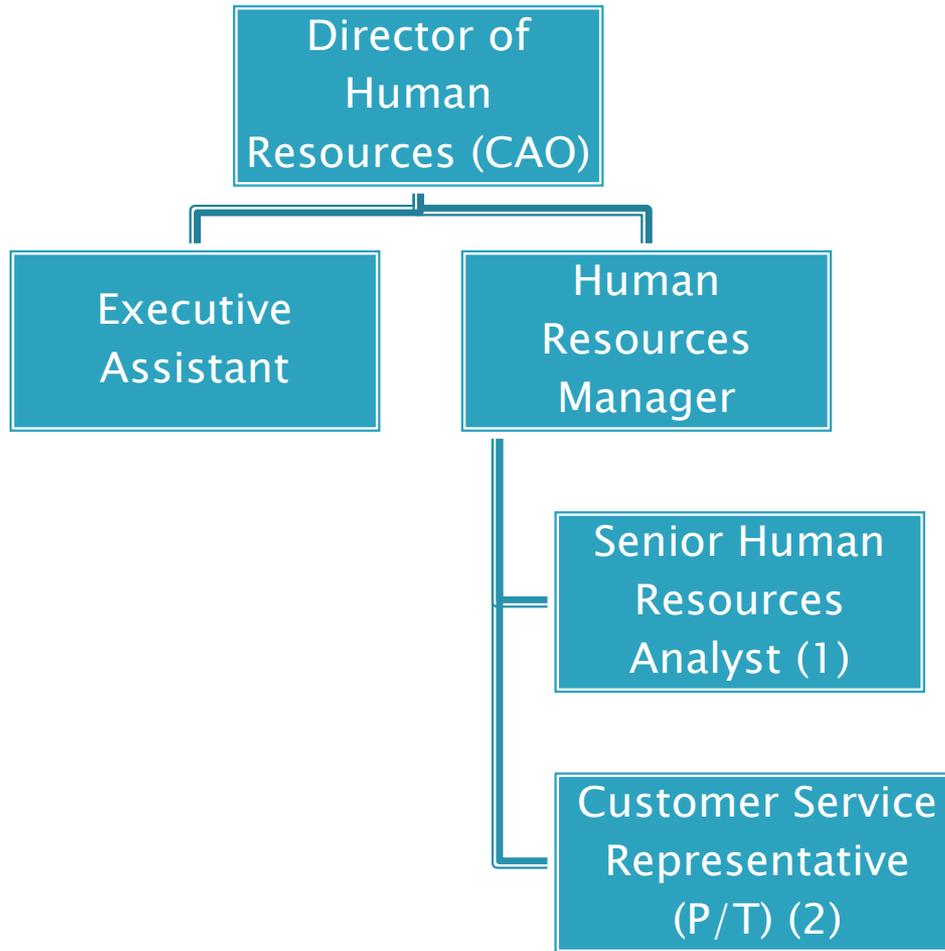
FINANCE ADMINISTRATION				

CONTRACTUAL SVCS	921	1,008	5,000	5,000
	<u>921</u>	<u>1,008</u>	<u>5,000</u>	<u>5,000</u>
TOTAL FINANCE ADMINISTRATION				
	<u>921</u>	<u>1,008</u>	<u>5,000</u>	<u>5,000</u>
TOTAL CENTRAL SERVICES OPERATION	<u>921</u>	<u>1,008</u>	<u>5,000</u>	<u>5,000</u>

2016 Budget Highlights

- Increase in bank fees of \$10,500 offset with interest in new investment vehicles.
- \$5,087 increase for support and licensing of MUNIS Financial System.
- Work with CAO on 10 year Capital Plan.
- Financing for major capital projects and Van Aken district.

**CITY OF SHAKER HEIGHTS
HUMAN RESOURCES DEPARTMENT**



HUMAN RESOURCES DEPARTMENT

	2013 Actual	2014 Actual	2015 Budget	2016 Budget	% Chg
General Fund	312,230	366,639	396,660	424,748	7.1%
Other Funds	5,063,714	5,359,077	5,960,093	6,059,619	1.7%
All Funds	\$ 5,375,944	\$ 5,725,716	\$ 6,356,753	\$ 6,484,367	2.0%

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)

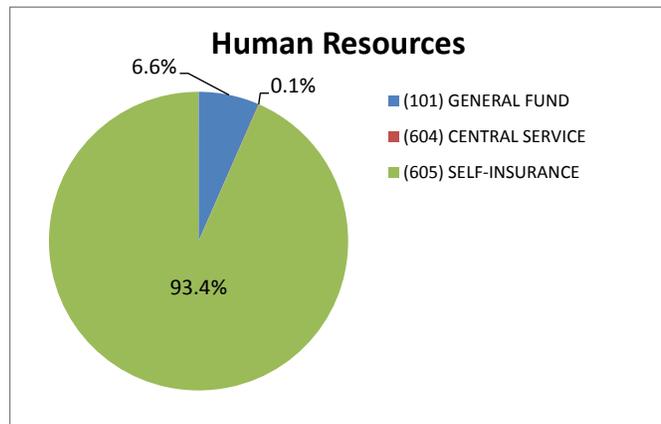
Funding Sources

General Fund

The General Fund supports all operations of the Human Resources Department

Internal Service Funds

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



Functions

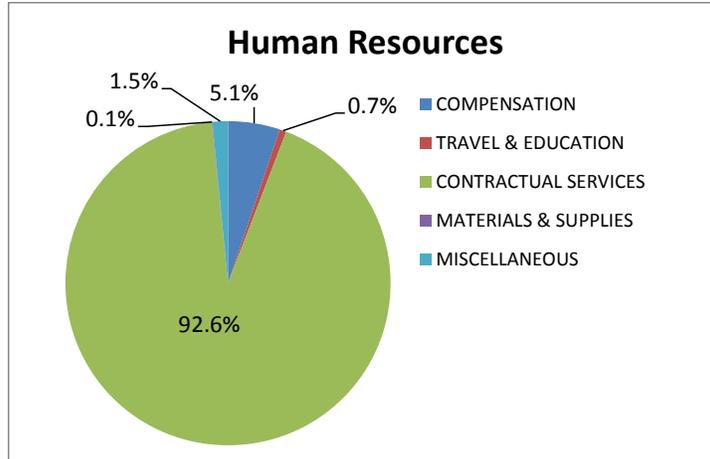
- **Recruitment and Selection** – Coordinate recruitment and selection procedures with hiring departments for all positions to be filled. Coordinate applicant background investigations, e.g., employer references, pre-employment drug testing, criminal background checks, driving records, etc.
- **Classification 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.

2015 Accomplishments

- Managed recruitment, interview and hiring process for all full-time and part-time positions. Hired 29 replacement employees through September (21 full-time; 8 regular part-time).
- Bargaining and Non-Bargaining employees are all contributing 15% of the premium equivalents for medical and dental insurance. Both groups are also paying co-insurance rates of 15%.
- Conducted a LEANOhio Bootcamp with 12 employees from 8 different departments. These employees are being utilized to help streamline procedures in various departments.
- Received an \$85,000 subrogation award against a large Workers’ Compensation claim.
- Collected employee contact information for the City’s ReadyNotify system.
- Facilitated Police lateral entry process; four Police Officers were hired from this Civil Service list.
- Facilitated Fire Battalion Chief and Lieutenant promotional process.
- Participated in negotiations for Public Works Teamsters Local Union No. 507 labor contract and Recreation AFL-CIO, Local 1363 labor contract.
- Facilitated annual employee Winterfest luncheon and Employee Recognition program.
- Managed Wellness Program promoting employee physicals, Health Assessments, being non-smokers and various Wellness Activities.
- Facilitating Police entry level process; 223 applications received.



2013 - 2016 Budget

	ACTUAL 2013	ACTUAL 2014	BUDGET 2015	BUDGET 2016
HUMAN RESOURCES/RISK MANAGEMENT				

101 GENERAL FUND				

HUMAN RESOURCES ADMINISTRATION				

COMPENSATION	202,019	219,138	222,801	227,640
TRAVEL & EDUCATION	6,623	8,428	43,959	43,959
CONTRACTUAL SVCS	52,195	44,682	52,948	66,948
MATERIALS & SUPPLIES	1,945	2,251	2,062	2,105
MISCELLANEOUS	2,845	0	0	0
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL HUMAN RESOURCES ADMINISTRATION	265,627	274,499	321,770	340,652
CIVIL SERVICE				

COMPENSATION	22,241	24,181	23,753	21,440
CONTRACTUAL SVCS	24,063	67,174	50,237	61,737
MATERIALS & SUPPLIES	300	760	900	919
MISCELLANEOUS	0	25	0	0
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL CIVIL SERVICE	46,603	92,140	74,890	84,096
TOTAL GENERAL FUND	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
	312,230	366,639	396,660	424,748

	ACTUAL 2013	ACTUAL 2014	BUDGET 2015	BUDGET 2016
HUMAN RESOURCES/RISK MANAGEMENT				
604 CENTRAL SERVICES OPERATION				

INACTIVE EMPLOYEE BENEFITS				

COMPENSATION	5,295	4,388	3,600	3,600
TOTAL INACTIVE EMPLOYEE BENEFITS	5,295	4,388	3,600	3,600
TOTAL CENTRAL SERVICES OPERATION	5,295	4,388	3,600	3,600
605 SELF-INSURANCE RESERVE				

RISK MANAGEMENT				

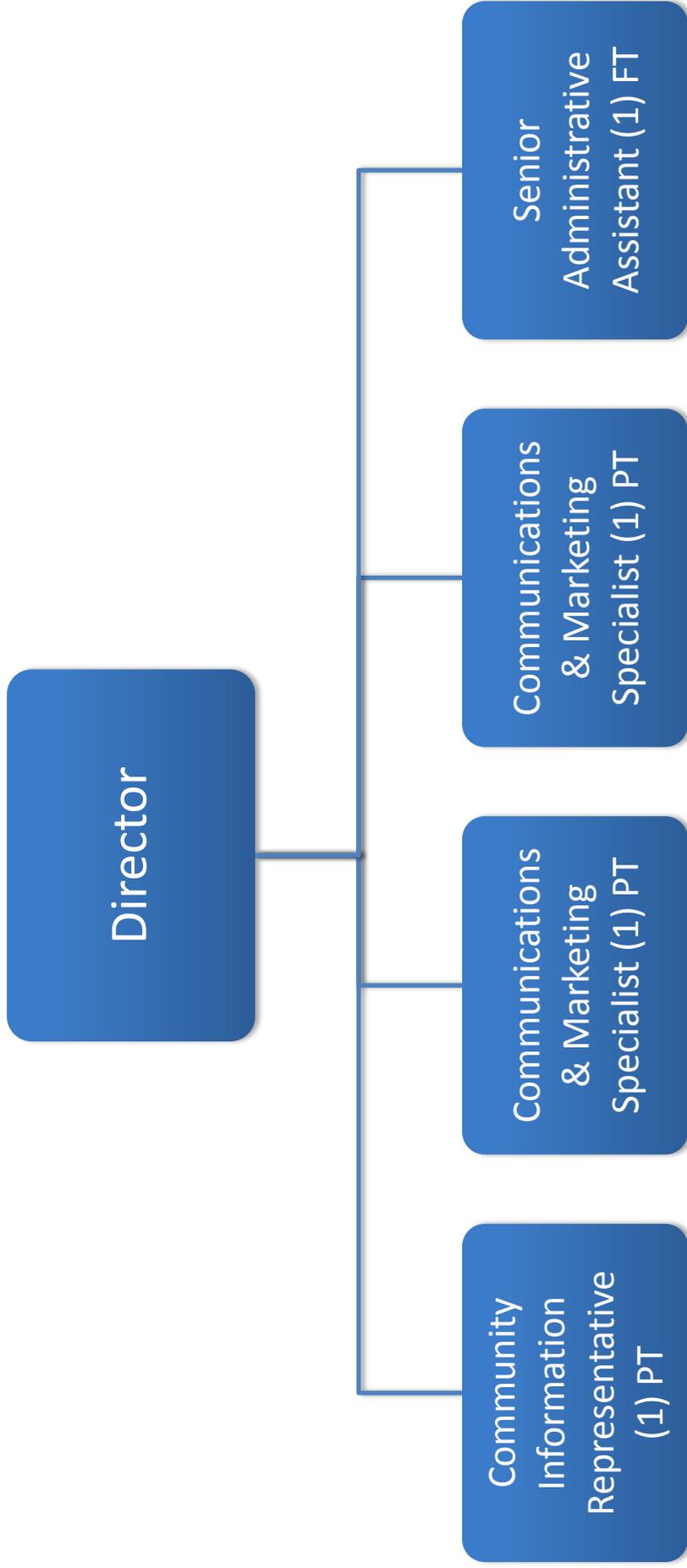
COMPENSATION	68,749	77,465	76,139	81,254
TRAVEL & EDUCATION	190	115	453	453
CONTRACTUAL SVCS	4,942,454	5,178,388	5,779,047	5,873,440
MATERIALS & SUPPLIES	838	939	854	872
MISCELLANEOUS	46,189	97,782	100,000	100,000
TOTAL RISK MANAGEMENT	5,058,419	5,354,689	5,956,493	6,056,019
TOTAL SELF-INSURANCE RESERVE	5,058,419	5,354,689	5,956,493	6,056,019
TOTAL HUMAN RESOURCES/RISK MANAGEMENT	5,375,944	5,725,716	6,356,753	6,484,367
GRAND TOTAL	5,375,944	5,725,716	6,356,753	6,484,367

2016 Budget Highlights

- Additional \$11,500 for police and fire entry level hiring processes.
- Elimination of \$3,600/year pay for Civil Service Commissioners.
- \$120,000 additional increase in HealthSpan (formerly Kaiser) health insurance rates.
- Review Employee Wellness Program with Employee Health Care Committee.

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Communications & Marketing



COMMUNICATION AND MARKETING DEPARTMENT

	2013 Actual	2014 Actual	2015 Budget	2016 Budget	% Chg
General Fund	712,936	713,285	790,955	801,483	1.3%
Other Funds	-	-	-	-	
All Funds	\$ 712,936	\$ 713,285	\$ 790,955	\$ 801,483	1.3%

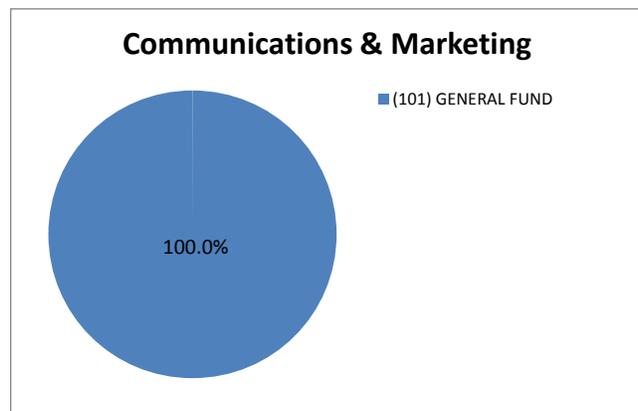
Department Description

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.



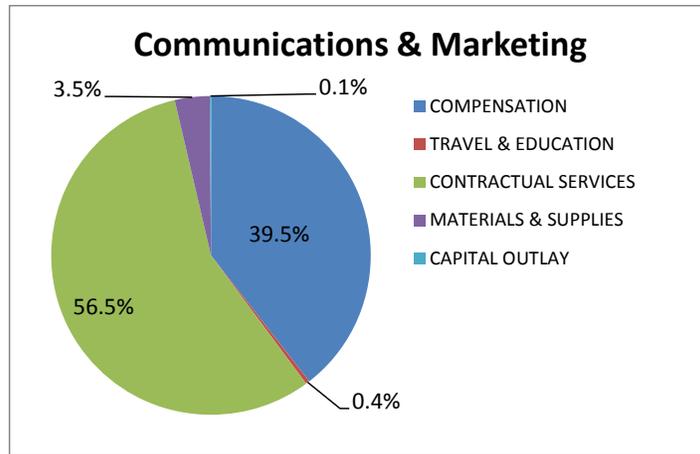
Functions

- 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.

2015 Accomplishments

- Began a branding campaign and creation of a new section in Shaker Life in support of goals identified and prioritized in the 2015 Housing & Neighborhood Plan. Began preparation of an RFP to identify a creative marketing firm to assist in development of a new marketing plan to address ongoing goals of attracting new audiences to the full diversity of Shaker's housing and neighborhoods.
- Prepared a new marketing brochure to replace prospective resident marketing materials designed and in use since 2001. Hired a designer to create the piece with a new and modern approach.
- Significant resident engagement on Facebook, building the community of engaged participants by 43 percent and maintaining a relationship demonstrating reliability and responsiveness of City staff in communicating with residents. Engagement centered around roadwork construction and traffic concerns, Van Aken development, and miscellaneous others.
- Shaker Life received the APEX 2015 Grand Award in Design and Illustration for the feature "Living (in) History."
- Contact with 439 prospective residents, conducting 11 tours and distributing 292 relocation packets (201 hard copy, 92 electronic). Provided 159 new resident packets in response to requests (through 10/28/15). Of the 439 contacts, we were able to ascertain that 124 bought and 57 rented.
- Produced four videos to better explain the importance of the roadwork at Chagrin and Warrensville to the Van Aken District development.
- Worked with Public Works to finalize and implement ShakeRecycles, an online tool with a downloadable app to facilitate educating residents about collection schedules, guidelines and special events. In tandem, prepared an all-city mailer explaining new single-stream collection practices, introduction of both the ShakeRecycles tools, and new loaders and carts.
- Moved the Shaker Heights Arts & Music Festival to a new location at Shaker Middle School, arranging for new layouts, new procedures and some new partnerships.



2013 - 2016 Budget

	ACTUAL 2013	ACTUAL 2014	BUDGET 2015	BUDGET 2016
COMMUN & MARKETING				

101 GENERAL FUND				

COMMUN & MARKETING				

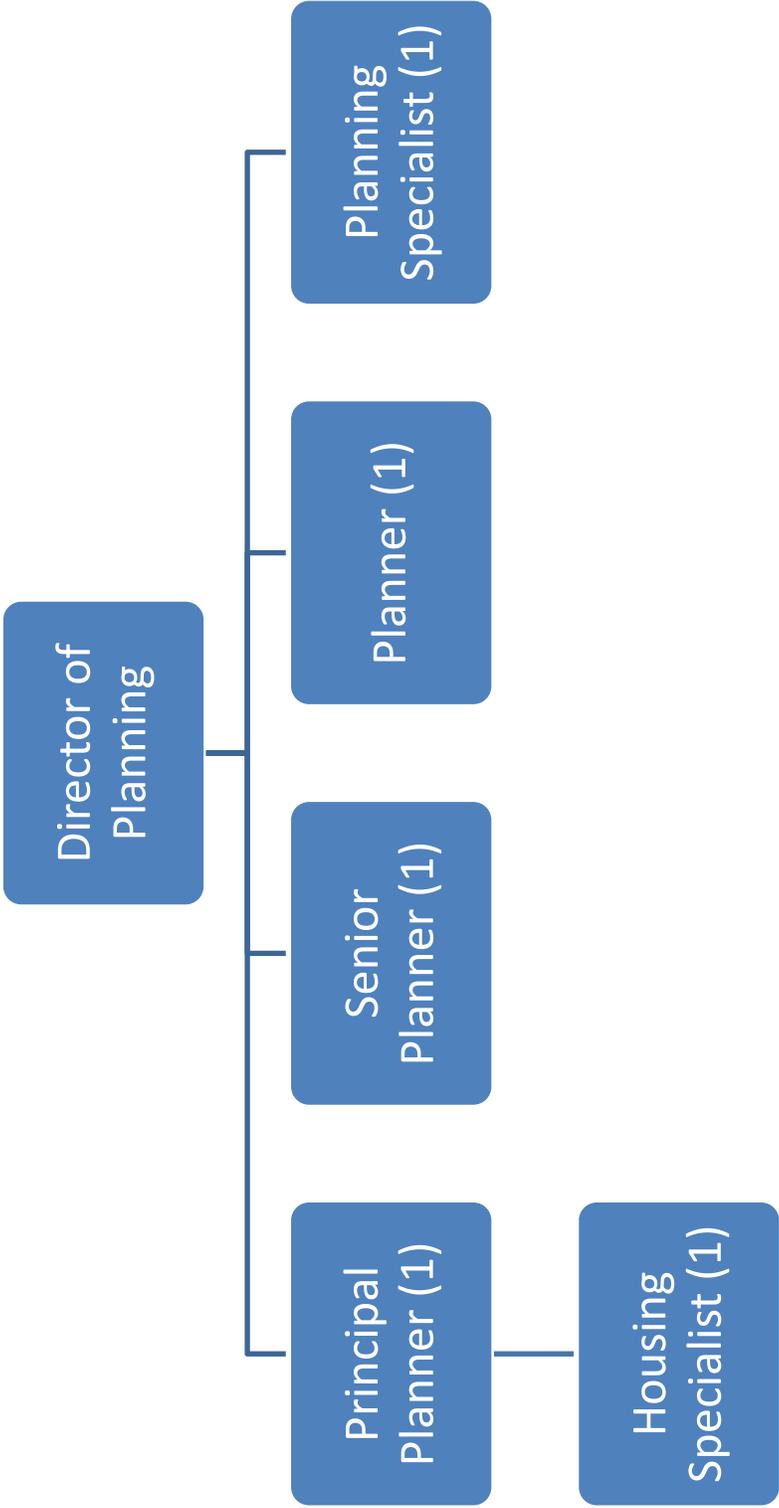
COMPENSATION TRAVEL & EDUCATION	297,461	296,735	286,172	316,319
CONTRACTUAL SVCS	818	715	3,168	3,168
MATERIALS & SUPPLIES	214,212	226,840	311,224	258,081
CAPITAL OUTLAY	4,692	9,469	4,921	4,571
	555	0	1,000	1,000
TOTAL COMMUN & MARKETING	517,737	533,759	606,485	583,139
SHAKER LIFE				

CONTRACTUAL SVCS	167,504	158,985	161,197	194,697
MATERIALS & SUPPLIES	27,696	20,541	23,273	23,647
	195,199	179,527	184,470	218,344
TOTAL SHAKER LIFE	195,199	179,527	184,470	218,344
TOTAL GENERAL FUND	712,936	713,285	790,955	801,483
TOTAL COMMUN & MARKETING	712,936	713,285	790,955	801,483

2016 Budget Highlights

- Request for proposals for creative marketing firm to assist in development of a new marketing plan to address ongoing goals of attracting new audiences to the full diversity of Shaker's housing and neighborhoods. Begin implementation of the plan including messaging, branding and advertising campaigns.
- Complete design of new marketing materials to include a new city map and provide an improved online, digital version for wider distribution. Both products will reduce costs associated with previous packet of materials.
- Continue to provide marketing and public relations support as needed to the Van Aken District development, to various city departments (i.e., recruitment efforts, etc.) and to the SHDC.
- 1 outsourced contractor to become part-time employee; no budget impact.

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PLANNING DEPARTMENT

	2013 Actual	2014 Actual	2015 Budget	2016 Budget	% Chg
General Fund	539,690	645,456	782,516	839,887	7.3%
Other Funds	236,800	25,000	236,800	206,801	-12.7%
All Funds	\$ 776,490	\$ 670,456	\$ 1,019,316	\$ 1,046,688	2.7%

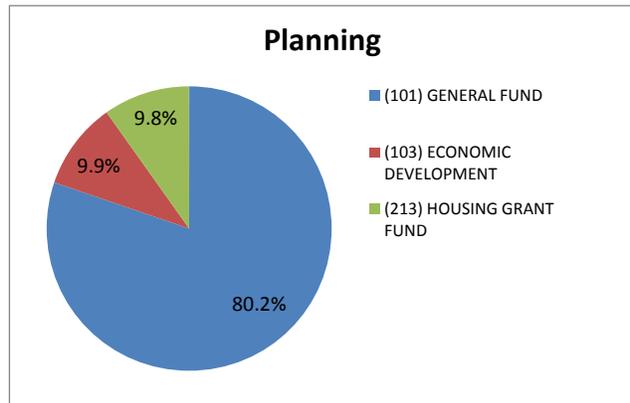
Department Description

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.

2015 Accomplishments

Van Aken District

- Roadway reconfiguration construction complete in December 2015
- Construction and utility coordination ongoing
- Created the City Planning Commission Working Group and initiated design review for Van Aken Center and Qua sites; very intensive process
- Farnsleigh Streetscape Plan—hired GPD/MKSK to design improvements for this \$1.1M project
- Van Aken Connections Plan—hired SmithGroupJJR to complete ped/bike and public realm plan
- RTA Station Area Plan—completed by Baker International; funded by 3 agencies (City, RTA and RMS); proposed interim phase of plan—RTA busway—under construction
- Northfield/Warrensville Corridor Plan—co-sponsored successful County grant application

Shaker Town Center and Lee Road Corridor

- Avalon Station Phase 2—Letter of Intent signed with Triban Investment for \$18M 70-unit townhome project
- Lee/Lomond Intersection—completed \$150,000 intersection reconfiguration and streetscape improvements
- Lee Road Diet—submitted \$80,000 grant application to restripe Lee Road
- Lee/Van Aken RTA Station—construction completed December 2015, after 10 years of advocating for this project

Transit Village

- Established CRA District to offer 10-year, 100% tax abatement on new construction
- Approved Development & Use Agreement with Vintage Development for \$6M 27-unit townhome project
- Working with the City of Cleveland to adjust the municipal boundary

Lake to Lakes Trail

- Completed bidding process; awarded contract to F. Buddie Contracting
- Hired QCI to perform onsite construction management and inspection duties
- Construction of \$720,000 project completed November 2015

Grants – prepared and submitted 4 grant applications:

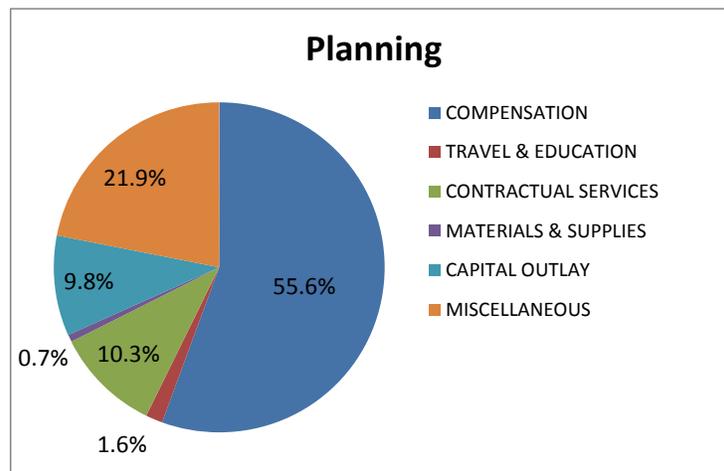
- Federal Home Loan Bank - \$60,000 Home Accessibility Improvements (approved)
- Certified Local Government Grant - \$13,692 Shaker Historical Society (approved)
- NOACA TLCI Planning Grant - \$60,000 Van Aken Connections Plan (approved)
- NOACA TLCI Implementation Grant - \$80,000 Lee Road Diet (pending)

Housing Programs

- Landlord Training—held 1 session; 18 participants
- Renewed MOU with Tenant Patrol for discounted tenant screening
- Exterior Maintenance Grants—6 grants totaling \$9,961
- Senior Exterior Maintenance Grants—16 grants totaling \$26,261
- Senior Emergency Safety Grants—3 grants totaling \$1,450
- FHLB Grants—7 grants with anticipated total of \$60,000
- Free Paint Program—9 grants totaling \$3,377
- Partnered with Home Repair Resource Center to provide educational seminars
- Co-hosted successful Home Expo/Housing Fair with Law Dept—70+ attendees

Boards and Commissions

- Processed 959 reviews for all boards during first three quarters of 2015
- One new home approved by CPC and ABR on Shaker Boulevard
- Designated 2834 Courtland Boulevard as local landmark



2013 - 2016 Budget

	ACTUAL 2013	ACTUAL 2014	BUDGET 2015	BUDGET 2016
PLANNING				

101 GENERAL FUND				

PLANNING & DEVELOPMENT ADMINIS				

COMPENSATION	234,925	234,697	248,083	336,472
TRAVEL & EDUCATION	8,228	3,682	15,963	15,927
CONTRACTUAL SVCS	28,969	100,621	76,607	32,207
MATERIALS & SUPPLIES	1,848	2,635	3,233	3,538
TOTAL PLANNING & DEVELOPMENT ADMINIS	273,970	341,635	343,886	388,144

PLANNING	ACTUAL 2013	ACTUAL 2014	BUDGET 2015	BUDGET 2016
PLANNING AND ZONING COMMISSION				
COMPENSATION	73,229	57,041	57,060	54,534
TRAVEL & EDUCATION	181	250	345	403
CONTRACTUAL SVCS	3,683	3,691	4,554	4,444
MATERIALS & SUPPLIES	1,250	1,037	1,509	1,675
MISCELLANEOUS	75	75		
TOTAL PLANNING AND ZONING COMMISSION	78,418	62,094	63,468	61,056
LANDMARK COMMISSION				
COMPENSATION	17,991	16,312	9,031	10,300
TRAVEL & EDUCATION			99	350
CONTRACTUAL SVCS	317		5,175	20,175
MATERIALS & SUPPLIES	788	628	1,109	965
TOTAL LANDMARK COMMISSION	19,096	16,940	15,414	31,790
ARCHITECTURAL BOARD REVIEW				
COMPENSATION	91,744	87,416	97,269	102,219
TRAVEL & EDUCATION			103	103
CONTRACTUAL SVCS	82	57	320	416
MATERIALS & SUPPLIES	891	781	1,105	1,129
OTHER				
TOTAL ARCHITECTURAL BOARD REVIEW	92,717	88,254	98,797	103,867
HOUSING ASSISTANCE PROGRAMS				
COMPENSATION	75,248	73,741	74,740	78,584
TRAVEL & EDUCATION	191	200	450	450
CONTRACTUAL SVCS			50,710	50,710
MATERIALS & SUPPLIES	50	50	51	53
MISCELLANEOUS		62,542	75,000	75,000
TOTAL HOUSING ASSISTANCE PROGRAMS	75,489	136,533	200,951	204,797

	ACTUAL 2013	ACTUAL 2014	BUDGET 2015	BUDGET 2016
PLANNING				
HOUSING AND ACCESSIBILITY GRANT				

MISCELLANEOUS			60,000	50,233
TOTAL HOUSING ASSISTANCE PROGRAMS	0	0	60,000	50,233
TOTAL GENERAL FUND	539,690	645,456	782,516	839,887
103 ECONOMIC DEVELOPMENT				

PLANNING & DEVELOPMENT ADMINIS				

MISCELLANEOUS	109,000	0	109,000	104,000
TOTAL PLANNING & DEVELOPMENT ADMINIS	109,000	0	109,000	104,000
TOTAL ECONOMIC DEVELOPMENT	109,000	0	109,000	104,000
213 HOUSING GRANT FUND				

ADDITIONS & IMPROVEMENTS	127,800	25,000	127,800	102,801
TOTAL HOUSING GRANT	127,800	25,000	127,800	102,801
FORMER FUND 215				

OTHER				
TOTAL FORMER FUND 215				
TOTAL PLANNING	776,490	670,456	1,019,316	1,046,688
GRAND TOTAL	776,490	670,456	1,019,316	1,046,688

	ACTUAL 2013	ACTUAL 2014	BUDGET 2015	BUDGET 2016
PLANNING				
gf	539,690	645,456	782,516	839,887
other	236,800	25,000	236,800	206,801
total	<u>776,490</u>	<u>670,456</u>	<u>1,019,316</u>	<u>1,046,688</u>

2016 Budget Highlights

- Van Aken District design review
- Van Aken District construction
- Farnsleigh Streetscape engineering/design
- Avalon Station 2 design review
- Transit Village construction
- Additional \$75,000 for a 2 year hire of 1 Planner to support the Van Aken District, Transit Village, Avalon Station 2 implementation, and multifamily residential building investment.

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Organizational Chart
Neighborhood Revitalization Department



NEIGHBORHOOD REVITALIZATION DEPARTMENT

	2013 Actual	2014 Actual	2015 Budget	2016 Budget	% Chg
General Fund	144,733	206,174	367,562	357,748	-2.7%
Other Funds	199,091	168,651	113,197	37,697	-66.7%
All Funds	\$ 343,824	\$ 374,825	\$ 480,759	\$ 395,445	-17.7%

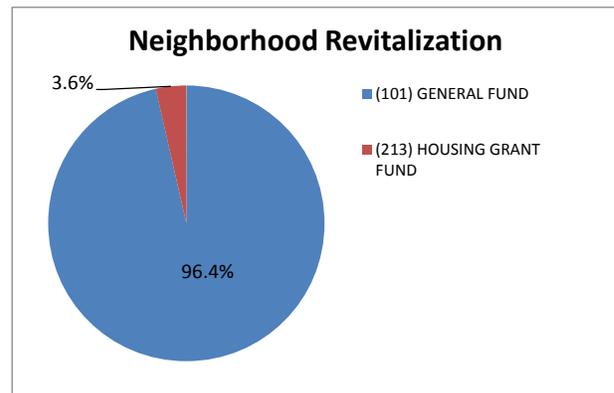
Department Description

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.



Functions

- **Strengthen neighborhoods:** Manage City side lot program. Encourage creative re-use of vacant lots. Increase owner occupancy. Implement Moreland Innovation Zone project.
- **Strengthen the City Tax Base:** Encourage quality rehabs of properties. Identify new housing opportunities. 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.
- **Prevent Vacancy, Abandonment & Blight:** Acquire obsolete or deteriorated housing for demolition. Work with regional partners on issues of vacant properties. Work with regional partners to identify demolition funding.

2015 Accomplishments

Strengthening Neighborhoods:

- Launched pilot neighborhood engagement project in Moreland neighborhood, including monthly Neighbor Night drop ins and regular newsletter.
- Developed partnership between Library and LaunchHouse and several non-profits around arts and innovation programming in 2016.
- Drafted the 2015 Housing and Neighborhood Plan and promoted it to the community.
- Organized free tax preparation service through Neighborhood Housing Services of Greater Cleveland which assisted 18 tax payers, netting a total of \$10,601 in income tax refunds and saving them approx. \$10,800 in filing fees.

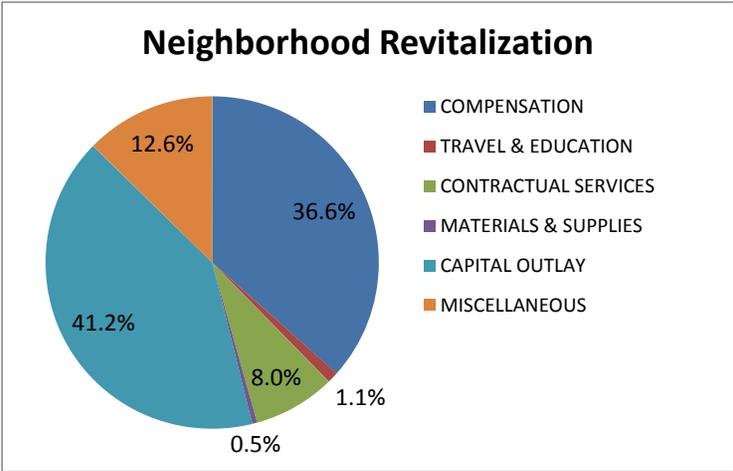
Strengthening the Tax Base:

- 4 properties rehabbed & sold through Shaker Renovator program, creating \$1,249,424 of new property value; an additional 2 properties rehabbed and on the market.

- 14 Heritage Home Loans signed totaling \$810,835 of investment in rehabbing homes.
- Conducted study analyzing the feasibility and costs of creating a citywide broadband network to all homes and businesses.
- Developed partnership and obtained grant funding to bring turnkey energy efficiency program to the City in 2016.

Prevent Vacancy, Abandonment & Blight:

- Obtained \$875,000 of grant funding for building demolitions from the County.
- Acquired 19 low value properties: 4 donations and 15 through tax foreclosure.
- Spearheaded First Suburbs grant funded study of a regional approach to code enforcement technology.



2013 - 2016 Budget

	ACTUAL 2013	ACTUAL 2014	BUDGET 2015	BUDGET 2016
NEIGHBORHOOD REVITALIZATION				

101 GENERAL FUND				

NEIGHBORHOOD REVITALIZATION AD				

COMPENSATION	137,385	135,567	139,585	144,732
TRAVEL & EDUCATION	3,803	1,264	4,300	4,300
CONTRACTUAL SVCS	1,888	1,832	6,998	6,998
MATERIALS & SUPPLIES	1,622	1,501	1,876	1,915
MISCELLANEOUS	35	66,010	65,000	50,000
CAPITAL OUTLAY			149,803	149,803
TOTAL NEIGHBORHOOD REVIT AD	144,733	206,174	367,562	357,748
	-----	-----	-----	-----
TOTAL GENERAL FUND	144,733	206,174	367,562	357,748
	=====	=====	=====	=====

 103 ECONOMIC DEVELOPMENT

NEIGHBORHOOD REVITALIZATION AD

CONTRACTUAL SVCS			100,000	24,500
	<u>0</u>	<u>0</u>	<u>100,000</u>	<u>24,500</u>
TOTAL ECONOMIC DEVELOPMENT	<u>0</u>	<u>0</u>	<u>100,000</u>	<u>24,500</u>

FORMER FUND 215

CAPITAL OUTLAY	12,943			
MISCELLANEOUS	91,917	.		
TRANSFER OUT		169,151		
TOTAL FORMER FUND 215	<u>104,860</u>	<u>169,151</u>	<u>0</u>	<u>0</u>

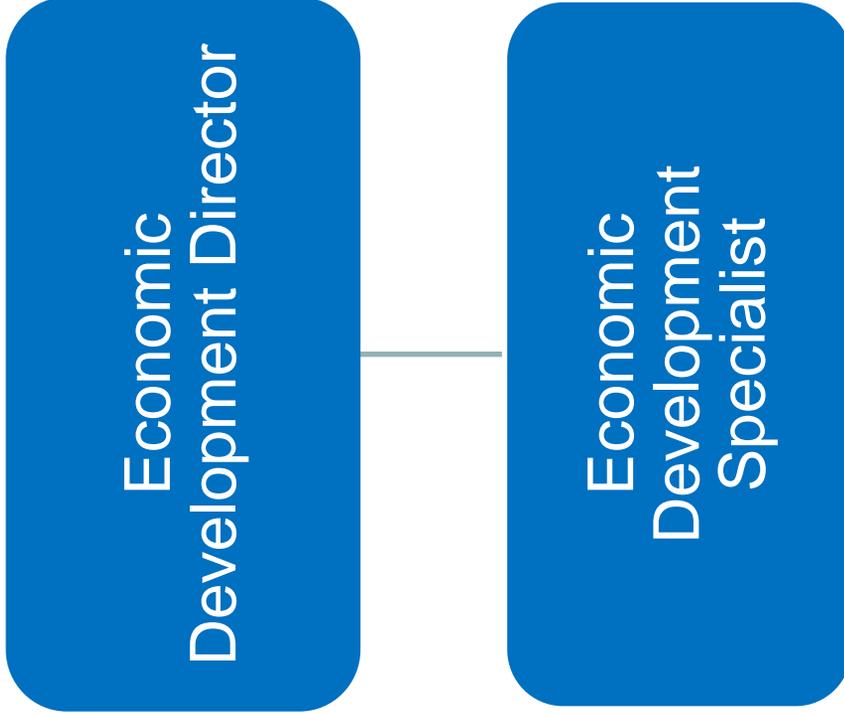
213 HOUSING GRANT FUND

ADDITIONS & IMPROVEMENTS	94,231	(500)	13,197	13,197
TOTAL HOUSING GRANT FUND 213	<u>94,231</u>	<u>(500)</u>	<u>13,197</u>	<u>13,197</u>
TOTAL NEIGHBORHOOD REVITALL FUNDS	<u>343,824</u>	<u>374,825</u>	<u>480,759</u>	<u>395,445</u>

2016 Budget Highlights

- \$30,000 for side lot program
- \$20,000 for Cleveland Restoration Society
- \$24,500 for continued Neighborhood Engagement
- \$149,803 carryover from 2015 for programs to be implemented as part of the 2015 Housing and Neighborhood Plan.

Organizational Chart
Economic Development



ECONOMIC DEVELOPMENT DEPARTMENT

	2013 Actual	2014 Actual	2015 Budget	2016 Budget	% Chg
General Fund	276,702	263,957	263,905	267,141	1.2%
Other Funds	1,871,915	422,328	942,306	585,789	-37.8%
All Funds	\$ 2,148,617	\$ 686,285	\$ 1,206,211	\$ 852,930	-29.3%

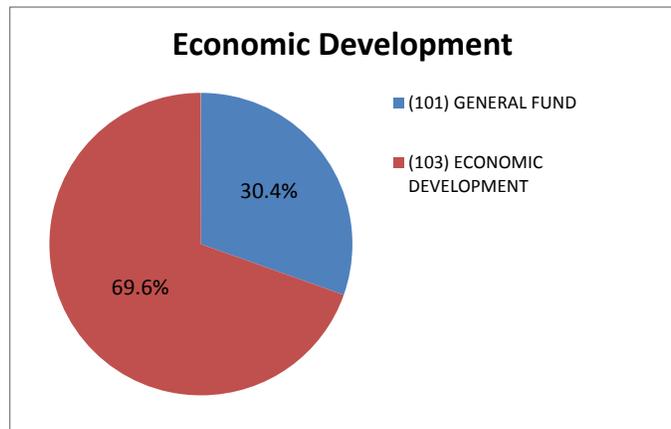
Department Description

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

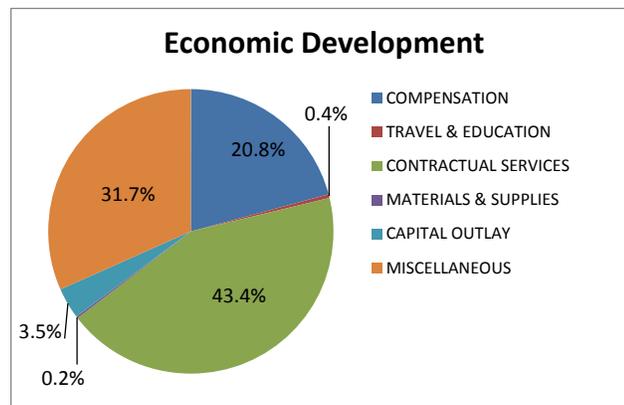
- **Business Attraction** - Attract businesses that fall within the Economic Development Plan industry segments: Ambulatory Care; Professional Services Technology including information services; and Design & Engineering. Develop relationships with brokers. Develop and implement an office strategy for 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.

2015 Accomplishments

- Van Aken district
 - Supported Equity Engineering’s efforts to purchase the Tower East building. E2G intends to invest heavily in the office tower and rebrand its leasing efforts to ensure that the building is regarded as an attractive option for office tenants looking for professional, non-traditional space.
 - Facilitated RMS’ purchase of Shaker Plaza through the passage of a tax increment financing agreement between the Shaker Schools and the City of Shaker Heights.
 - Secured the County Administration’s support for RMS’ application for a \$4.3M Casino Fund Loan.
 - Worked with Cuyahoga County Land Reutilization Corporation and RMS to demolish Qua Buick in preparation for Fresh Market’s relocation to the site.
 - Led the effort to sign a term sheet with RMS for the Van Aken district development – the term sheet outlines the business terms of the deal and is the foundation of the Development & Use agreement.
 - Developed the structure around which the City will manage the design and build phase of the Van Aken district project, including the development of a project budget.
 - Completed work with a consultant on a business plan for a Shaker Shop focused on supporting and promoting Shaker spirit products, artisans and organizations.
- Business retention
 - Engineered a deal with RDL in which the City utilized County demo funds to demolish 16112 Chagrin Boulevard, removing a blighting influence on the neighborhood and allowing for parking for RDL employees.
 - Negotiated a deal with Protem Healthcare, an existing business, to purchase 3535 Lee Road and move the business operations into the building.
 - Developed a campaign to support Shaker businesses during the Warrensville/Van Aken road construction which included maps to be displayed and distributed to customers, signage to direct residents to the stores and opportunities for businesses to promote their businesses through social media.
 - Relunched the Shop Shaker page adding scrolling promotions developed by businesses on the front page and a “Shaker Made” flag to indicate products made in Shaker Heights.

- Held the Shaker Heights Business Appreciation mixer (SH-BAM). The businesses in attendance ranged from home based to storefront to office, some old and some brand new.
- Business Attraction
 - Partnered with Economic Community Development Institute and Huntington Bank on the Win Win business challenge to fill underutilized or vacant space with viable businesses in the Chagrin/Lee area. Seven businesses out of the twelve that applied participated in ECDI’s training and the City’s pitch night.
 - Awarded four Small Business Administration County Partnership loans totaling \$115,000. The incentive is a powerful tool in assisting businesses that may not meet the Vision Fund income tax and job requirements but would add amenities to the community.
 - Olivia Rose Confections, Dawn Cook Design and Blue Lens, Compass Storage, Leopold & Associates and Second Story productions moved into storefront and office space in the City in 2015.
- Shaker Heights Development Corporation & Lee Road
 - Led the search for an Executive Director of the SHDC and supported new director’s acclimation to his new position.
 - Worked with the SHDC and LaunchHouse team to reestablish Shaker LaunchHouse as a shared office and co-working space as opposed to just the home of the 16 week accelerator program and the LaunchHouse Institute



2013 – 2016 Budget

	ACTUAL 2013	ACTUAL 2014	BUDGET 2015	BUDGET 2016
ECONOMIC DEVELOPMENT				

101 GENERAL FUND				

ECONOMIC DEVELOPMENT				

COMPENSATION	154,691	164,426	174,304	177,506
TRAVEL & EDUCATION	5,590	269	3,500	3,500

	ACTUAL 2013	ACTUAL 2014	BUDGET 2015	BUDGET 2016
ECONOMIC DEVELOPMENT				
CONTRACTUAL SVCS	114,631	98,510	84,560	84,560
MATERIALS & SUPPLIES	1,690	752	1,541	1,575
CAPITAL OUTLAY	100	0	0	0
MISCELLANEOUS	0	0	0	0
TOTAL GENERAL FUND	276,702	263,957	263,905	267,141
103 ECONOMIC DEVELOPMENT				

ECONOMIC DEVELOPMENT				

COMPENSATION	0	0	0	0
TRAVEL & EDUCATION	26	334	0	0
CONTRACTUAL SVCS	440,072	96,056	335,000	285,250
MATERIALS & SUPPLIES	476	336	306	313
CAPITAL OUTLAY	1,005,940	36,602	30,000	30,000
MISCELLANEOUS	390,000	39,000	577,000	270,226
TRANSFERS-OUT	35,400	250,000	0	0
TOTAL ECONOMIC DEVELOPMENT	1,871,915	422,328	942,306	585,789
TOTAL ECONOMIC DEVELOPMENT	2,148,617	686,285	1,206,211	852,930

2016 Budget Highlights

- \$84,500 in General Fund Contractual Services for Van Aken event, Win Win business competition; SH-Bam; and marketing.
- \$285,000 in ED/Housing Fund Contractual Services for Van Aken district legal and consulting services and project management costs.
- \$270,226 balance in Vision Fund for forgivable loans.

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CONTRACTUAL CHARGES AND STATUTORY EXPENDITURES (CCSE)

	2013 Actual	2014 Actual	2015 Budget	2016 Budget	% Chg
General Fund	8,967,292	8,750,381	9,025,614	9,647,839	6.9%
Other Funds	3,824,004	3,344,226	3,020,595	2,765,334	-8.5%
All Funds	\$ 12,791,296	\$ 12,094,607	\$ 12,046,209	\$ 12,413,173	3.0%

Department Description

Miscellaneous category budgets for some employee programs, shared contractual services, organizational memberships, support to non-profit organizations, annual debt payments and various transfers from the General Fund to other operating funds.

Funding Sources

General Fund

The General Fund supports all operating expenditures in the CCSE budget. Resources are transferred from the General Fund and Sewer Maintenance Funds for annual debt service payments.

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.
- **Annual Debt Service Payments** – Annual debt service charges on outstanding bonds, notes and loans of the City
- **Transfers Out** - transfers from the General Fund in support of other functions.
- **Support of Local Programs** –annual payments to Family Connections and Shaker Youth Center.

2013 - 2016 Budget

CONTRACTUAL CHARGES & STATUTORY EXPENDITURES	ACTUAL 2013	ACTUAL 2014	BUDGET 2015	BUDGET 2016

COMPENSATION	35,051	34,323	35,500	36,000
CONTRACTUAL SVCS	1,191,539	1,196,583	1,451,428	1,365,990
MATERIALS & SUPPLIES	4,523	4,975	4,364	5,500
CAPITAL OUTLAY	157		0	0
MISCELLANEOUS	72,576	100,657	258,570	80,184
TRANSFERS-OUT	7,663,446	7,413,843	7,275,752	8,160,165
TOTAL CONTRACTUAL CHARGES & STATUTORY EXP.	8,967,292	8,750,381	9,025,614	9,647,839

301 GO DEBT SERVICE FUND

DEBT SERVICE ADMINISTRATION

CONTRACTUAL SVCS	11,174	14,265	12,000	17,000
DEBT	2,465,542	1,978,600	1,652,695	1,386,634
TOTAL DEBT SERVICE ADMINISTRATION	<u>2,476,716</u>	<u>1,992,865</u>	<u>1,664,695</u>	<u>1,403,634</u>
TOTAL GO DEBT SERVICE FUND	<u><u>2,476,716</u></u>	<u><u>1,992,865</u></u>	<u><u>1,664,695</u></u>	<u><u>1,403,634</u></u>

302 URBAN RENEWAL DEBT SRVC FUND

DEBT SERVICE ADMINISTRATION

CONTRACTUAL SVCS	0	273	8,000	8,000
DEBT	1,347,288	1,351,088	1,347,900	1,353,700
TOTAL DEBT SERVICE ADMINISTRATION	<u>1,347,288</u>	<u>1,351,361</u>	<u>1,355,900</u>	<u>1,361,700</u>
TOTAL URBAN RENEWAL DEBT SRVC FUND	<u><u>1,347,288</u></u>	<u><u>1,351,361</u></u>	<u><u>1,355,900</u></u>	<u><u>1,361,700</u></u>

2016 Budget Highlights

	Transfers out:
\$ 793,925	2016 Recreation Subsidy
945,540	2016 Self-Insurance Fund
235,000	2016 Street Lighting
1,333,700	Debt Service (2016)
3,850,000	2017 General Capital (preliminary plan)
200,000	2017 Street Maintenance
502,000	2016 Sewer Maintenance
250,000	2016 Sewer Capital Fund Projects
50,000	2016 Economic Development (forgivable loan income tax revenue)
\$8,160,165	Total*
	Support of Local Programs:
\$69,500	Shaker Youth Center (annual)
10,684	Family Connections
\$80,184	Total

*Note: the transfer from the General Fund to the Police and Fire Pension Fund (\$1,724,410) is reflected in the division budget for Police and Fire.

City of Shaker Heights

City Debt Management Policy

Financing long-term capital improvements often requires the issuance of debt. Depending on the type of capital improvement, various debt instruments are available to the City. As stated previously, the City's financial policies dictate a balanced approach to financing capital improvements: one that considers capital improvement financing in terms of the City's capacity to pay for that debt, while maintaining its long-term financial strength.

The Finance Director is responsible for developing and analyzing the debt financing options of the City and directing debt issuance activities. All recommendations for debt financing are presented to the Mayor, CAO and Council Finance Committee for review and approval. Debt financing includes:

- Issuance of short-term notes, variable or fixed rate
- Issuance of long-term bonds, variable or fixed rate
- Entering into other financing arrangements including loans and lease purchase agreements

Before any debt financing activities are undertaken by the City the Finance Director will ascertain the impact of the financing on these four factors:

1. **Priority of Financing** – Identify how to best leverage the finite ability to use financing proceeds to fund the most critical or priority investments in capital needs.
2. **Statutory Debt Limitations** – adhering to legal limitations that prescribe the amount of voted and unvoted bonds the City can have outstanding.
3. **Credit Risk and Debt Load** – the impact that undertaking additional financing will have on the credit rating and debt burden of the City.
4. **Operational Capacity** – the ability of the City to afford the annual debt service payments required on bonds, notes or loans within the context of all operational needs.

An Annual Informational Statement pursuant to SEC rule 15c2-12 will be prepared so that current financial, economic, and demographic information will be readily available to the public, investors and rating agencies. The report of financial and operational data will be prepared with the assistance of special (bond) counsel and filed on a timely basis with the Municipal Securities Rulemaking Board using the EMMA data port. The City will maintain a post-issuance compliance policy in conjunction with outstanding bonds.

The City will adhere to the direct and indirect debt limitations of the State of Ohio. The statutory limitation will be monitored by the Finance Director on a regular basis.

The City will analyze capital funding alternatives before a decision to issue bonds or notes is made. The analysis should be inclusive of available financing options and be

The City will sell short-term notes instead of bonds only when market conditions are favorable or as part of a multi-step construction financing program.

The City will maintain a segregated Bond Retirement Fund to provide for principal and interest payments. All debt service payments for notes, bonds, loans and lease purchase agreements will be processed and recorded by the Finance Department.

Bonds will be rated by at least one independent credit rating agency when sold in a negotiated sale process to secure the most favorable market interest rate. Notes will be rated when it is determined to be financially advantageous.

The proceeds from the sale of bonds and notes will not be used for operations, other than tax anticipation or current revenue notes that mature during the same year of issue.

Reserves of a minimum of 20% shall be maintained to obtain favorable bond ratings to obtain the lowest interest rates on borrowing.

The City will utilize the Asset Liability Management (ALM) approach to managing risk and will include updates on the City debt portfolio and planned issuance activity as part of the quarterly City Investment Advisory Committee meeting.

The City will not utilize derivative products such as interest rate swaps in conjunction with outstanding or newly issued debt. A change in this policy will require the City to draft a detailed swap policy as well as retain a swap advisor for any such transaction.

2015-2020 Debt Service Schedule

Annual Debt Service	2015	2016	2017	2018	2019	2020
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
B. 2002 \$2.796m Water Line Improvement Loan (OPWC)	139,817	139,817	139,817	139,817	139,817	139,817
C. 2010 \$2.050m Street Resurfacing (\$1.025M outstanding)	217,266	215,222	213,177	211,133	209,089	207,044
D. 2013 Rescue Squad Lease (operating budget)	52,180	52,180	52,180	26,090		
E. 2014 Equipment Lease (operating budget)	112,502	112,502	112,502	112,502	112,502	
* Misc. Debt Services Expenses	12,000	12,000	12,000	12,000	12,000	30,000
Total General Capital Fund Debt	\$434,033	\$431,989	\$429,944	\$427,900	\$425,856	\$441,811
B. Debt Financed by Tax Increment Financing Revenue	2015	2016	2017	2018	2019	2020
2009 Bond Issue (Maturity 2031)						
A. Urban Renewal Bonds, Series 2009 (Shaker Towne Center)	341,438	341,237	340,463	339,513	337,950.00	340,750.00
2012 Refunding Bond Issue (Maturity 2031)						
B. Urban Renewal Refunding Bonds, Series 2012 (Sussex & Shaker Towne Center)	1,006,463	1,012,463	1,008,238	993,938	1,000,100	994,225
Urban Renewal Refunding Bonds, Series 2012 (Firehouse)	301,567	305,694	303,453	299,430	302,306	297,998
Total Debt Service Financed by TIF Revenue	\$1,347,901	\$1,353,700	\$1,348,701	\$1,333,451	\$1,338,050	\$1,334,975
Less TIF Revenue	(802,989)	(830,000)	(830,000)	(830,000)	(830,000)	(830,000)
General Capital TIF Subsidy	544,912	523,700	518,701	503,451	508,050	504,975
Total - General Capital Debt Service Requirement	\$978,944	\$955,689	\$948,645	\$931,351	\$933,906	\$946,786
C. Debt Financed by Sewer Fund						
A. 1994 \$807,500 Shelburne Sanitary Sewer (OPWC)	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	30,295	29,715	34,063	33,338	32,613	31,888
E. 2013 Street Sweeper (Paid from Fund 204)	38,753	38,753	60,527			
Total Annual Debt Service from Sewer Fund	\$167,411	\$146,643	\$150,991	\$150,266	\$149,541	\$148,816
Total All Funds Debt Service	\$1,580,388	\$1,534,320	\$1,529,580	\$1,509,517	\$1,509,302	\$1,095,602
Total Debt Service - All Types	\$1,949,344	\$1,932,332	\$1,929,636	\$1,911,617	\$1,913,447	\$1,925,602

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

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