



SHAKERHEIGHTS

# **2017 Operating Budget**

*November 21, 2016*



# SHAKER HEIGHTS

November 17, 2016

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

It is our pleasure to transmit to you the proposed 2017 operating and capital budget for the City of Shaker Heights. The budget is a comprehensive picture presented to you and the public of proposed operations for the next year. The budget defines how we operate to fulfill the strategic goals Council has adopted:

**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.

The budget allocates resources towards these goals, focusing on maintaining and enhancing our service levels in the most efficient, cost-effective ways. The 2017 proposed budget is structurally balanced, meaning that revenues will cover our expenditures, and cash reserves are not needed to balance the budget. Indeed, our reserves will be maintained at a level that exceeds Council's 20% minimum.

By adopting this budget, Council will approve the allocation of resources in alignment with our four strategic goals. Council members and residents who serve on Council's committees will assist the departments throughout the year as operational actions are brought before them for input in advance of Council action. We benefit greatly by the engagement of our residents in this process.

We built this budget following sound financial principles. Revenue projections are conservative, especially given the changes at the federal level, and the concern for an economic recession. In most

cases departmental budgets mirror the 2016 budget, not 2016 expenditures, to allow for flexibility in overall General Fund spending if needed. Some highlights of the proposed budget include:

- Ongoing implementation of the 2015 Housing and Neighborhood Plan.
- Police officer hires to fill current vacancies.
- The start of construction of Phase 1 of the Van Aken district redevelopment.
- Continuing to seek grant applications for infrastructure and neighborhood improvements.
- Refinement of the 10-year capital plan and financing options.
- Upgrades in the Shaker Town Center commercial district.
- Expanded ways to involve our residents via social media, marketing, the city website, and neighborhood engagement.

The City's financial structure, which follows mandatory government accounting practices, results in a complex budget process. The 2017 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 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.

While the budget document provides countless facts and numbers, it is important to remember that the budget is really about how the city, as an organization, serves our residents, businesses and the people they employ. The budget defines how we operate as a city and how we strive to meet our four goals. The budget also shows how we are investing in our city to keep it strong and forward-thinking. We are honored to work with our elected officials, our dedicated and creative co-workers, and our residents to do so.

Respectfully submitted,



Jeri E. Chaikin  
Chief Administrative Officer



David Pfaff  
Director of Finance

## 2017 Budget Process Timeline

<u>Date</u>	<u>Action</u>
May 16, 2016	Finance Committee recommends approval of 2017 Tax Budget.
May 23, 2016	Council approves 2017 Tax Budget
June 28, 2016	2017 Tax Budget submitted to Cuyahoga County Fiscal Officer
September - November	CAO, Finance Department, and Department Directors prepare 2017 budget based on revenue and expenditure parameters reviewed by Mayor, CAO, and Finance Director
November 15, 2016	Council Work Session: Infrastructure updates; updated 10 year Capital Plan.
November 28, 2016	First presentation: Joint Council/Finance Committee work session on 2017 operating and capital budgets.  Overview of 2017 General Fund budget parameters: revenues/expenditures and five-year forecast; Departmental budgets, 2016 accomplishments, and 2017 budget highlights. Council Member Q&A / Public Comment on budget Regular Council meeting to follow.
December 5, 2016	Second Presentation: Work session, individual departments' presentations of proposed 2016 capital budget items.
December 19, 2016	Regular Council meeting: Public comment on budget. Third presentation and vote on appropriation ordinances to adopt the 2017 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 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 prioritize 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 7.68% 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
- 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 **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.

### **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**

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 for these expenses. This fund also pays for employee health care, 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 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.

## **2016 Year to Date Update and Year End Projection**

Through October 31, 2016 excluding all transfers, year to date revenue in the General Fund exceeds year to date revenue through October 31, 2015 by 8.58%. The major sources of this increase are;

Income Taxes have increased 10.45%, this increase is driven by an 9.2% increase in withholding taxes and an 11.9% increase in individual taxes.

Property Taxes have increase by 5.14% due to an increase in the assessed valuation of property in the City from \$740,751,790 to \$777,985,760 which is due in large part to the recent triennial update. The next significant increase should not take place until after the next reappraisal in 2018.

Investment Income has increased by 538.9% which is due to higher yield on earnings which is due to the use of brokered CD's in the investment portfolio.

Expenditures through October 31, 2016 excluding all transfers have increased .49% over expenditures from October 31, 2015. Compensation is up only 1.5%, however the figures through October due not include the Police Officers retroactive pay that was paid in November. Other expenditures are actually down 2.8% compared to last year, which may be due to timing issues as some operational functions such as Street Maintenance, Sewer Maintenance, and Tree Maintenance are paid for out of Special Revenue funds and are more active in the spring through fall.

For the year I am projecting that revenue will exceed collections for 2015 but have conservatively estimated that the overall increase will only be 3.9%, at the same time I am projecting that expenditures at the end of the year will be up 5.3% once the retroactive pay and sick leave conversions payouts are calculated. This also provides some leeway for anything unexpected that may occur between now and the end of the year.

At the November Council meeting I will be proposing some increases to the 2016 transfers bringing the total for 2016 to \$11,354,575, however even including these transfers I am projecting a surplus of \$1,000,945 at year end.

The Chart on the next page summarizes this information.

**Year to Date Revenue and Expenditures with Year End Projections**

Revenue Source	2015 Revenue Thru Oct	2016 Revenue thru Oct	% Change	Projected for 2016	2015 Actual*	Projected %
Property Taxes	\$ 6,816,031.67	\$ 7,166,362.77	5.140%	\$ 7,166,362.77	\$ 6,816,031.67	5.140%
Income Taxes	\$ 25,475,740.58	\$ 28,138,810.99	10.453%	\$ 32,738,810.99	\$ 31,486,397.33	3.978%
Other Local Taxes	\$ 44,865.76	\$ 55,944.35	24.693%	\$ 63,944.35	\$ 56,336.32	13.505%
State Shared Revenue	\$ 607,850.65	\$ 632,005.11	3.974%	\$ 722,005.11	\$ 718,236.30	0.525%
Intergovernmental Revenue	\$ 186,443.65	\$ 110,941.02	-40.496%	\$ 116,941.02	\$ 250,989.29	-53.408%
Charges for Services	\$ 2,772,781.94	\$ 2,812,575.27	1.435%	\$ 3,312,575.27	\$ 3,241,348.41	2.197%
Licence & Permits	\$ 848,073.47	\$ 929,470.41	9.598%	\$ 1,019,470.41	\$ 1,014,341.39	0.506%
Investment Earnings	\$ 25,868.35	\$ 165,289.43	538.964%	\$ 175,289.43	\$ 38,573.41	354.431%
Fines & Forfeitures	\$ 472,597.78	\$ 500,700.48	5.946%	\$ 600,700.48	\$ 567,145.29	5.917%
Other Revenue	\$ 770,761.98	\$ 770,946.00	0.024%	\$ 920,946.00	\$ 868,232.24	6.071%
<b>Total Revenue</b>	\$ 38,021,015.83	\$ 41,283,045.83	8.580%	\$ 46,837,045.83	\$ 45,057,631.65	3.949%
<b>Expenditures</b>		<b>2016 thru Oct</b>				
Compensation	\$ 21,060,756.88	\$ 21,380,024.01	1.516%	\$ 26,061,349.24	25,081,905.01	3.905%
Other	\$ 6,517,581.44	\$ 6,333,793.42	-2.820%	\$ 8,420,176.40	7,662,507.22	9.888%
<b>Expenditures, excluding Transfers</b>	27,578,338.32	27,713,817.43	0.491%	\$ 34,481,525.64	\$ 32,744,412.23	5.305%
<b>Transfer Out</b>	\$ 4,466,156.20	\$ 3,398,701.22	-23.901%	\$ 11,354,575.00		
<b>Projected General Fund Surplus After Transfers</b>				<b>\$ 1,000,945.19</b>		

\*Note: \$30,000 Advance In is not included in actual numbers

## **2017 General Fund Budget and Fund Balance History**

### **Overview**

At the end of 2015 the City had an Unencumbered Fund Balance of \$13,280,232 which represents 30.41% of all expenditures and an actual cash balance of \$14,307,708 which represents 32.77% of all expenditures. For 2016 I am projecting a General Fund surplus of \$950,945 which would increase the actual cash balance to \$15,258,653 or 31.7% of all expenditures. For 2017 we are budgeting for a surplus of \$789,669 which would increase the Fund Balance to \$15,258,653 or 34.7 percent of all expenditures. For 2016 and 2017 I estimated outstanding encumbrances at year end of \$1,000,000 making the percentage of expenditures to Unencumbered Fund Balance 31.07% and 32.51% respectively for 2016 and 2017.

### **Overall Budget Assumptions**

Revenue estimates were based on review of 2016 and 2015 actual along with 2016 estimates and year to date collections.

Compensation was based on anticipated staffing levels, current contracts, and 2% cost of living increase for all staff except Recreation Department Maintenance Workers, with whom a labor contract has yet to be negotiated.

Health Care costs were adjusted based on approximate 10% increase in cost and employee contributions remaining at 15%.

Other expenditure categories were based on the 2016 Budget and departmental reviews with the goal of maintaining no increase to these items based on a review of the CPI which showed a significant reduction in fuel and energy cost over the last 12 months and a minimal increase in other items.

### **Revenue**

For 2017 we are budgeting revenue at \$47,077,000, a modest increase in revenue of .5% over the current projected 2016 revenue. The largest source of revenue for the City is income taxes and we are projecting an increase of slightly more than 1%, based on recent increases. This increase will most likely be higher, but with the uncertainty of the direction of the economy after the recent election it is better to err on the side of caution.

The reduction in revenue of 14% projected for State Shared Revenue is due to receipt of \$105,763 in estate tax in 2016 which cannot be expected again in 2017. The main source of income in this category is the Local Government Fund Revenue and we do not anticipate any significant changes from 2016.

Intergovernmental Revenue is projected to increase slightly but is down significantly from 2015 which is due to a decrease in collection of court fees from municipalities serviced by the Municipal Court. While this is a reduction in income it is also a good sign since these billings are based on the amount of expenditures made by the municipal court that are not recouped through court costs. The amount not covered is then allocated to the participating municipalities, including Shaker Heights. Therefore, while revenue has decreased so has the costs allocated to Shaker Heights and we pay for approximate 70% of the uncovered costs.

We do not anticipate any significant change in Charges for Services that are mainly Court Costs, EMS Run fees, and Video Service Fee (former Cable TV Franchise Fee). Licenses and Permits are expected to increase by 14.3% based on upcoming development projects in the City.

We do not anticipate any change to Investment Income, although that could change if interest rates start to rise in December as expected.

Fines and Forfeitures are anticipated to decrease by 4.3% over 2016 projection, but increase 10.6% over 2016 Budget number, this is based upon the trend of this income over the last three years.

Other Revenue is projected to increase 2.4% over 2016 Budget, but decrease 16.7% over projected. Over 50% of this revenue is return of retainage held by RITA which generally remains consistent. The majority of the remainder comes from refunds of money previously spent by the City and therefore can be unpredictable. An example of this type of refund would be money the City received from the City of Cleveland for overtime worked by our Police Officers at the RNC.

### **Expenditures**

We are budgeting expenditures of \$36,875,432 or an increase 2.6% overall from the 2016 Budget, and 6.9% over the projected 2016 year end actual number.

We have budgeted an increase in compensation of 3.2% compared to the 2016 Budget and 5.2% compared to projected 2016 expenditures. This increase is based on 2% increases for existing staff and a 10% increase in health care costs. It also takes into account any vacancies that will be filled, and/or positions eliminated or anticipated to remain vacant.

While the allocation between other categories change in varying amounts, overall expenditures other than compensation increased from \$9,389,036 to \$9,463,744 or .8% compared to the 2016 Budget, and from \$8,420,176 to \$9,463,744 compared to 2016 projected, or 12.4%.

For a more detailed analysis of the items that make up these changes please refer to the Departmental Budget pages. The following chart shows Fund Balance and Budget information since 2014.

2017 General Fund Budget and Fund Balance Projection

Revenue Source	2014 Actual	2015 Actual	2016 Budget	2016 Projection	2017 Budget	Budget Var. %	% Change from Proj.
Property Taxes	6,934,840.79	\$ 6,816,031.67	\$ 7,274,039.00	\$ 7,166,362.77	\$ 7,170,000.00	-1.430%	0.051%
Income Taxes	29,827,542.97	\$ 31,486,397.33	\$ 32,257,825.00	\$ 32,738,810.99	\$ 33,075,000.00	2.533%	1.027%
Other Local Taxes	65,336.51	\$ 56,336.32	\$ 53,412.00	\$ 63,944.35	\$ 60,000.00	12.334%	-6.168%
State Shared Revenue	1,542,090.92	\$ 718,236.30	\$ 636,991.00	\$ 722,005.11	\$ 620,000.00	-2.667%	-14.128%
Intergovernmental Revenue	223,021.75	\$ 250,989.29	\$ 174,406.00	\$ 116,941.02	\$ 120,000.00	-31.195%	2.616%
Charges for Services	3,109,372.67	\$ 3,241,348.41	\$ 3,173,380.00	\$ 3,312,575.27	\$ 3,350,000.00	5.566%	1.130%
Licenses & Permits	1,184,570.43	\$ 1,014,341.39	\$ 1,184,584.00	\$ 1,019,470.41	\$ 1,165,000.00	-1.653%	14.275%
Investment Earnings	41,242.21	\$ 38,573.41	\$ 125,000.00	\$ 175,289.43	\$ 175,000.00	40.000%	-0.165%
Fines & Forfeitures	476,190.81	\$ 567,145.29	\$ 520,000.00	\$ 600,700.48	\$ 575,000.00	10.577%	-4.278%
Other Revenue	767,041.83	\$ 868,232.24	\$ 748,699.00	\$ 920,946.00	\$ 767,000.00	2.444%	-16.716%
Transfers/Advances In	200,151.11	\$ 30,000.00	\$ -	\$ -	\$ -		
<b>Total Operating Revenue</b>	<b>44,371,402.00</b>	<b>45,087,631.65</b>	<b>46,148,336.00</b>	<b>46,837,045.83</b>	<b>47,077,000.00</b>	<b>2.012%</b>	<b>0.512%</b>
<b>Expenditures</b>							
Compensation	25,324,157.09	25,081,905.01	\$ 26,550,867.00	\$ 26,061,349.24	\$ 27,411,688.00	3.242%	5.181%
Travel and Education	98,585.85	102,468.28	\$ 215,030.00	\$ 99,998.84	\$ 218,313.00	1.527%	118.316%
Contractual Services	5,277,971.30	5,536,455.61	\$ 6,755,560.00	\$ 6,333,655.86	\$ 6,834,017.00	1.161%	7.900%
Materials and Supplies	1,452,004.25	1,651,669.55	\$ 1,781,575.00	\$ 1,510,357.69	\$ 1,669,224.00	-6.306%	10.518%
Capital Outlay	289,429.67	150,380.00	\$ 288,955.00	\$ 221,385.93	\$ 383,206.00	32.618%	73.094%
Miscellaneous	181,350.68	221,533.78	\$ 347,916.00	\$ 254,778.08	\$ 358,984.00	3.181%	40.901%
<b>Total Operating Expenditures</b>	<b>32,623,498.84</b>	<b>32,744,412.23</b>	<b>35,939,903.00</b>	<b>34,481,525.64</b>	<b>36,875,432.00</b>	<b>2.603%</b>	<b>6.943%</b>
<b>Net Operating Result</b>	<b>11,747,903.16</b>	<b>12,343,219.42</b>	<b>10,208,433.00</b>	<b>12,355,520.19</b>	<b>10,201,568.00</b>		
Transfers to Operating	5,565,731.00	6,419,837.00	\$ 5,784,575.00	\$ 6,164,575.00	\$ 5,411,899.00	-6.443%	-12.210%
Transfers to Capital	3,600,000.00	4,502,000.00	\$ 4,190,000.00	\$ 5,240,000.00	\$ 4,000,000.00	-4.535%	-23.664%
<b>Total General Fund Results</b>	<b>2,582,172.16</b>	<b>1,421,382.42</b>	<b>233,858.00</b>	<b>950,945.19</b>	<b>789,669.00</b>		
Beginning Cash Fund Balance	\$ 10,358,357.88	\$ 12,923,930.12	\$ 14,307,707.98	\$ 14,307,707.98	\$ 15,258,653.17		
Adj. for Receivables/Payables	\$ (16,599.92)	\$ (37,604.56)	\$ -	\$ -	\$ -		
<b>Ending Actual Cash Fund Balance</b>	<b>\$ 12,923,930.12</b>	<b>\$ 14,307,707.98</b>	<b>\$ 14,541,565.98</b>	<b>\$ 15,258,653.17</b>	<b>\$ 16,048,322.17</b>		
<b>Outstanding Encumbrances **</b>	<b>\$ (1,261,224.24)</b>	<b>\$ (1,027,476.26)</b>	<b>\$ (1,000,000.00)</b>	<b>\$ (1,000,000.00)</b>	<b>\$ (1,000,000.00)</b>		
<b>Unencumbered Fund Balance</b>	<b>\$ 11,662,705.88</b>	<b>\$ 13,280,231.72</b>	<b>\$ 13,541,565.98</b>	<b>\$ 14,258,653.17</b>	<b>\$ 15,048,322.17</b>		
<b>Actual Cash Bal. % to Exp.</b>	<b>30.926%</b>	<b>32.766%</b>	<b>31.671%</b>	<b>33.253%</b>	<b>34.671%</b>		
<b>Unencumbered Bal. % to Exp.</b>	<b>27.908%</b>	<b>30.413%</b>	<b>29.493%</b>	<b>31.074%</b>	<b>32.511%</b>		

NOTE: \*\* This updated 11/22/2016

Department	2014 Actual	2015 Actual	2016 Budget*	2016 thur Sept	2017 Budget	%Chg 2016 Budget
<b>Police Department</b>						
Personal Services	\$ 8,444,003.25	\$ 8,369,232.56	\$ 9,002,314.00	\$ 6,292,620.49	\$ 9,339,269.00	3.608%
Other	\$ 613,174.72	\$ 601,828.82	\$ 1,045,190.00	\$ 584,842.19	\$ 1,031,520.00	-1.325%
<b>Total Police</b>	<b>\$ 9,057,177.97</b>	<b>\$ 8,971,061.38</b>	<b>\$ 10,047,504.00</b>	<b>\$ 6,877,462.68</b>	<b>\$ 10,370,789.00</b>	<b>3.117%</b>
<b>Fire Department</b>						
Personal Services	\$ 5,691,740.18	\$ 5,538,207.66	\$ 5,647,641.00	\$ 4,285,871.64	\$ 5,799,084.25	2.612%
Other	\$ 677,542.14	\$ 635,803.42	\$ 725,251.00	\$ 534,598.11	\$ 871,092.43	16.742%
<b>Total Fire</b>	<b>\$ 6,369,282.32</b>	<b>\$ 6,174,011.08</b>	<b>\$ 6,372,892.00</b>	<b>\$ 4,820,469.75</b>	<b>\$ 6,670,176.68</b>	<b>4.457%</b>
<b>Public Works</b>						
Personal Services	\$ 3,905,296.34	\$ 3,880,084.35	\$ 4,125,595.00	\$ 3,067,501.10	\$ 4,311,355.00	4.309%
Other	\$ 3,041,044.10	\$ 3,410,978.01	\$ 3,531,002.00	\$ 2,224,157.78	\$ 3,513,124.00	-0.509%
<b>Total Public Works</b>	<b>\$ 6,946,340.44</b>	<b>\$ 7,291,062.36</b>	<b>\$ 7,656,597.00</b>	<b>\$ 5,291,658.88</b>	<b>\$ 7,824,479.00</b>	<b>2.146%</b>
<b>Municipal Court</b>						
Personal Services	\$ 1,942,041.49	\$ 1,899,927.79	\$ 2,076,534.00	\$ 1,506,045.94	\$ 2,098,621.00	1.052%
Other	\$ 86,081.53	\$ 75,018.68	\$ 102,463.00	\$ 55,583.11	\$ 102,463.00	0.000%
<b>Total Municipal Court</b>	<b>\$ 2,028,123.02</b>	<b>\$ 1,974,946.47</b>	<b>\$ 2,178,997.00</b>	<b>\$ 1,561,629.05</b>	<b>\$ 2,201,084.00</b>	<b>1.003%</b>
<b>Health Department</b>						
Personal Services	\$ 361,770.81	\$ 373,599.43	\$ 391,168.00	\$ 281,744.37	\$ 390,368.00	-0.205%
Other	\$ 48,957.09	\$ 39,954.91	\$ 73,879.00	\$ 30,565.19	\$ 71,727.00	-3.000%
<b>Total Health Department</b>	<b>\$ 410,727.90</b>	<b>\$ 413,554.34</b>	<b>\$ 465,047.00</b>	<b>\$ 312,309.56</b>	<b>\$ 462,095.00</b>	<b>-0.639%</b>
<b>Recreation</b>						
Personal Services	\$ 332,286.58	\$ 340,346.40	\$ 275,570.00	\$ 219,841.11	\$ 274,979.00	-0.215%
Other	\$ 171,023.45	\$ 129,481.39	\$ 165,845.00	\$ 114,941.27	\$ 170,377.00	2.660%
<b>Total Recreation</b>	<b>\$ 503,310.03</b>	<b>\$ 469,827.79</b>	<b>\$ 441,415.00</b>	<b>\$ 334,782.38</b>	<b>\$ 445,356.00</b>	<b>0.885%</b>
<b>Building Inspection</b>						
Personal Services	\$ 309,049.46	\$ 258,794.54	\$ 395,701.00	\$ 264,393.90	\$ 442,127.00	10.501%
Other	\$ 20,690.11	\$ 57,494.17	\$ 156,313.00	\$ 67,128.11	\$ 109,473.00	-42.787%
<b>Total Building Inspection</b>	<b>\$ 329,739.57</b>	<b>\$ 316,288.71</b>	<b>\$ 552,014.00</b>	<b>\$ 331,522.01</b>	<b>\$ 551,600.00</b>	<b>-0.075%</b>
<b>Housing Inspection</b>						
Personal Services	\$ 828,543.07	\$ 872,830.60	\$ 895,805.00	\$ 672,391.34	\$ 913,643.00	1.952%
Other	\$ 203,830.36	\$ 49,533.70	\$ 76,880.00	\$ 35,375.91	\$ 76,880.00	0.000%
<b>Total Housing Inspection</b>	<b>\$ 1,032,373.43</b>	<b>\$ 922,364.30</b>	<b>\$ 972,685.00</b>	<b>\$ 707,767.25</b>	<b>\$ 990,523.00</b>	<b>1.801%</b>
<b>City Council</b>						
Personal Services	\$ 128,354.00	\$ 129,655.71	\$ 130,875.00	\$ 98,466.60	\$ 131,821.00	0.718%
Other	\$ 14,587.11	\$ 8,421.29	\$ 15,083.00	\$ 6,617.61	\$ 15,083.00	0.000%
<b>Total City Council</b>	<b>\$ 142,941.11</b>	<b>\$ 138,077.00</b>	<b>\$ 145,958.00</b>	<b>\$ 105,084.21</b>	<b>\$ 146,904.00</b>	<b>0.644%</b>
<b>Mayor</b>						
Personal Services	\$ 184,959.83	\$ 186,633.84	\$ 203,973.00	\$ 155,835.36	\$ 207,137.00	1.527%
Other	\$ 18,928.55	\$ 22,123.59	\$ 27,305.00	\$ 16,978.46	\$ 27,305.00	0.000%
<b>Total Mayor</b>	<b>\$ 203,888.38</b>	<b>\$ 208,757.43</b>	<b>\$ 231,278.00</b>	<b>\$ 172,813.82</b>	<b>\$ 234,442.00</b>	<b>1.350%</b>
<b>Chief Administrative Officer</b>						
Personal Services	\$ 223,432.00	\$ 227,534.30	\$ 232,672.00	\$ 175,733.87	\$ 236,456.00	1.600%
Other	\$ 9,699.13	\$ 63,335.63	\$ 13,979.00	\$ 4,809.96	\$ 13,979.00	0.000%
<b>Total Chief Administrative Officer</b>	<b>\$ 233,131.13</b>	<b>\$ 290,869.93</b>	<b>\$ 246,651.00</b>	<b>\$ 180,543.83</b>	<b>\$ 250,435.00</b>	<b>1.511%</b>
<b>Law</b>						
Personal Services	\$ 586,185.60	\$ 590,492.25	\$ 575,982.00	\$ 428,483.93	\$ 580,834.00	0.835%
Other	\$ 92,213.06	\$ 84,082.60	\$ 144,864.00	\$ 76,016.34	\$ 123,950.00	-16.873%
<b>Total Law</b>	<b>\$ 678,398.66</b>	<b>\$ 674,574.85</b>	<b>\$ 720,846.00</b>	<b>\$ 504,500.27</b>	<b>\$ 704,784.00</b>	<b>-2.279%</b>
<b>Finance</b>						
Personal Services	\$ 622,647.18	\$ 647,743.00	\$ 678,033.00	\$ 533,168.13	\$ 704,651.00	3.777%
Other	\$ 131,054.46	\$ 146,773.02	\$ 158,752.00	\$ 126,806.77	\$ 179,265.00	11.443%
<b>Total Finance</b>	<b>\$ 753,701.64</b>	<b>\$ 794,516.02</b>	<b>\$ 836,785.00</b>	<b>\$ 659,974.90</b>	<b>\$ 883,916.00</b>	<b>5.332%</b>
<b>Human Resources</b>						
Personal Services	\$ 219,138.24	\$ 223,317.13	\$ 227,640.00	\$ 173,645.78	\$ 234,065.00	2.745%
Other	\$ 49,635.13	\$ 48,400.20	\$ 112,923.00	\$ 31,954.47	\$ 116,673.00	3.214%
<b>Total Human Resources</b>	<b>\$ 268,773.37</b>	<b>\$ 271,717.33</b>	<b>\$ 340,563.00</b>	<b>\$ 205,600.25</b>	<b>\$ 350,738.00</b>	<b>2.901%</b>

Department	2014 Actual	2015 Actual	2016 Budget*	2016 thur Sept	2017 Budget	%Chg 2016 Budget
<b>Civil Service</b>						
Personal Services	\$ 24,180.96	\$ 24,500.87	\$ 21,440.00	\$ 16,449.91	\$ 22,262.00	3.692%
Other	\$ 33,863.65	\$ 86,699.70	\$ 62,656.00	\$ 25,214.46	\$ 72,656.00	13.763%
<b>Total Civil Service</b>	<b>\$ 58,044.61</b>	<b>\$ 111,200.57</b>	<b>\$ 84,096.00</b>	<b>\$ 41,664.37</b>	<b>\$ 94,918.00</b>	<b>11.401%</b>
<b>Information Technology</b>						
Personal Services	\$ 431,506.26	\$ 404,272.77	\$ 412,393.00	\$ 317,568.81	\$ 426,877.00	3.393%
Other	\$ 112,449.68	\$ 89,655.94	\$ 140,597.00	\$ 68,917.68	\$ 140,597.00	0.000%
<b>Total Information Technology</b>	<b>\$ 543,955.94</b>	<b>\$ 493,928.71</b>	<b>\$ 552,990.00</b>	<b>\$ 386,486.49</b>	<b>\$ 567,474.00</b>	<b>2.552%</b>
<b>CCSE</b>						
Personal Services	\$ 23,086.68	\$ 17,312.28	\$ 36,000.00	\$ 17,925.90	\$ 36,000.00	0.000%
Other	\$ 1,302,344.29	\$ 1,373,248.08	\$ 1,451,674.00	\$ 1,085,645.53	\$ 1,459,814.00	0.558%
<b>Total CCSE</b>	<b>\$ 1,325,430.97</b>	<b>\$ 1,390,560.36</b>	<b>\$ 1,487,674.00</b>	<b>\$ 1,103,571.43</b>	<b>\$ 1,495,814.00</b>	<b>0.544%</b>
<b>Communications &amp; Marketing</b>						
Personal Services	\$ 296,734.97	\$ 293,782.56	\$ 317,184.00	\$ 244,862.63	\$ 324,305.00	2.196%
Other	\$ 396,756.68	\$ 395,016.99	\$ 485,744.69	\$ 273,498.93	\$ 476,744.69	-1.888%
<b>Total Communications &amp; Marketing</b>	<b>\$ 693,491.65</b>	<b>\$ 688,799.55</b>	<b>\$ 802,928.69</b>	<b>\$ 518,361.56</b>	<b>\$ 801,049.69</b>	<b>-0.235%</b>
<b>Planning Department</b>						
Personal Services	\$ 469,206.90	\$ 492,571.10	\$ 582,109.00	\$ 425,574.57	\$ 519,747.00	-11.999%
Other	\$ 99,763.26	\$ 242,942.72	\$ 332,748.00	\$ 97,568.61	\$ 117,437.70	-183.340%
<b>Total Planning Department</b>	<b>\$ 568,970.16</b>	<b>\$ 735,513.82</b>	<b>\$ 914,857.00</b>	<b>\$ 523,143.18</b>	<b>\$ 637,184.70</b>	<b>-43.578%</b>
<b>Neighborhood Revitalization</b>						
Personal Services	\$ 135,567.24	\$ 137,998.81	\$ 144,732.00	\$ 109,813.97	\$ 149,393.00	3.120%
Other	\$ 70,112.66	\$ 38,296.73	\$ 213,016.00	\$ 57,344.51	\$ 164,013.00	-29.878%
<b>Total Neighborhood Revitalization</b>	<b>\$ 205,679.90</b>	<b>\$ 176,295.54</b>	<b>\$ 357,748.00</b>	<b>\$ 167,158.48</b>	<b>\$ 313,406.00</b>	<b>-14.148%</b>
<b>Economic Development</b>						
Personal Services	\$ 164,426.05	\$ 173,067.06	\$ 177,506.00	\$ 131,485.20	\$ 268,694.00	33.937%
Other	\$ 105,590.59	\$ 63,417.63	\$ 352,871.00	\$ 146,844.15	\$ 609,571.00	42.112%
<b>Total Economic Development</b>	<b>\$ 270,016.64</b>	<b>\$ 236,484.69</b>	<b>\$ 530,377.00</b>	<b>\$ 278,329.35</b>	<b>\$ 878,265.00</b>	<b>39.611%</b>
<b>Total Operating Expenditures</b>	<b>\$ 32,623,498.84</b>	<b>\$ 32,744,412.23</b>	<b>\$ 35,939,902.69</b>	<b>\$ 25,084,833.70</b>	<b>\$ 36,875,433.07</b>	<b>2.537%</b>
<b>General Fund Transfers</b>						
To Recreation Fund	\$ 742,000.00	\$ 625,000.00	\$ 793,925.00		\$ 875,000.00	9.266%
To Economic Development	\$ 145,207.00	\$ 740,000.00	\$ 50,000.00		\$ -	
To Street Maint. & Repair	\$ 400,000.00	\$ 400,000.00	\$ 200,000.00		\$ 413,359.00	51.616%
To Sewer Maintenance	\$ 350,000.00	\$ 500,000.00	\$ 502,000.00		\$ 502,000.00	0.000%
To Police Pension	\$ 853,194.00	\$ 964,737.00	\$ 859,041.00		\$ 750,000.00	-14.539%
To Fire Pension	\$ 898,694.00	\$ 869,348.00	\$ 865,369.00		\$ 750,000.00	-15.383%
To Street Light Assessment	\$ 120,000.00	\$ 265,000.00	\$ 235,000.00		\$ 235,000.00	0.000%
To Tree Maintenance	\$ -	\$ -	\$ -		\$ -	
To GO Debt Service	\$ -	\$ 434,033.00	\$ 810,000.00		\$ 451,000.00	-79.601%
To Urban Renewal Debt	\$ 1,126,636.00	\$ 653,719.00	\$ 523,700.00		\$ 490,000.00	-6.878%
To General Capital	\$ 3,600,000.00	\$ 3,812,000.00	\$ 3,850,000.00		\$ 3,750,000.00	-2.667%
To Sewer Capital	\$ -	\$ 690,000.00	\$ 340,000.00		\$ 250,000.00	-36.000%
To Central Stores	\$ 30,000.00	\$ 50,000.00	\$ -			
To Self Insurance Reserve	\$ 900,000.00	\$ 918,000.00	\$ 945,540.00		\$ 945,540.00	0.000%
<b>Total Transfers</b>	<b>\$ 9,165,731.00</b>	<b>\$ 10,921,837.00</b>	<b>\$ 9,974,575.00</b>		<b>\$ 9,411,899.00</b>	<b>-5.978%</b>

\*Note: 2016 Budget does not contain adjustment to transfers that will be requested in November, or adjustment for 2% increases to Police and Fire bargaining unit contracts that were not originally included in 2016 Budget.

## Special Revenue, Debt Service, and Internal Service Funds

A detailed description of these funds is contained in the Fund Descriptions. These funds are used to support ongoing operations within the constraints of available resources and from approved levels of General Fund Support.

The major sources of revenues in this funds, excluding transfers from the General Fund are:

- City's share of gasoline and auto vehicle registration funds, \$1,005,140
- Property tax revenue of \$453,132 for Police and Fire pension costs
- Special assessment revenue of \$740,000 for Tree Maintenance
- Special assessment revenue of \$560,000 for Street Lighting
- Sewer user fees of \$1,049,700 for the maintenance of sewers

Program and other fee revenue of \$1,834,070 for recreation programs

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. The following chart compares the current 2016 Budget for all operating funds with the proposed 2017 Budget

Summary of 2017 Budget by Fund			
Fund	2016 Budget	2017 Budget	%Change
General Fund	\$ 35,939,903	\$ 36,875,433	2.603%
Economic Development	\$ 1,251,039	\$ 374,539	-70.062%
Recreation Fund	\$ 2,829,672	\$ 3,035,055	7.258%
Street Maintenance	\$ 1,516,239	\$ 1,333,609	-12.045%
State Highway	\$ 69,023	\$ 55,601	-19.446%
Sewer Maintenance	\$ 1,356,101	\$ 1,368,248	0.896%
Police Pension	\$ 1,081,066	\$ 1,206,702	11.621%
Fire Pension	\$ 1,093,026	\$ 1,037,548	-5.076%
Street Lights	\$ 812,872	\$ 812,872	0.000%
Tree Maintenance	\$ 982,060	\$ 746,770	-23.959%
Debt Service	\$ 1,043,634	\$ 450,758	-56.809%
Urban Renewal Debt Service	\$ 1,361,700	\$ 1,316,126	-3.347%
Internal Service Funds	\$ 3,046,249	\$ 3,090,280	1.445%
Self-Insurance Reserve	\$ 6,056,019	\$ 6,070,602	0.241%
Other	\$ 770,347	\$ 708,788	-7.991%
<b>Total All Funds</b>	<b>\$ 59,208,950.00</b>	<b>\$ 58,482,931.00</b>	<b>-1.226%</b>
Amounts above excluded transfers and HIDTA			

Each fund budget is included in one or more budgets of the departments that manage the programs associated with the fund. For purposes of the above chart some funds were combined. The individual other fund budgets are presented in the corresponding departmental section of the 2017 Budget document.

**2014-2017 DEPARTMENTAL EXPENDITURE SUMMARIES - All Funds**

	2014 Actual	2015 Actual	2016 Budget	2017 Budget
<b>Police</b>				
General Fund				
Crime Control	1,351,910	1,274,842	1,539,274	1,715,653
Crime Suppression	5,358,642	5,211,420	5,532,952	5,620,484
Auxiliary Services	1,381,069	1,479,888	1,758,352	1,888,443
Police Administration	631,294	629,778	831,414	721,544
Safety Patrol	98,065	112,043	110,063	149,215
Jail Holding Facility	266,795	319,269	275,450	275,450
<b>Total General Fund</b>	<b>9,087,775</b>	<b>9,027,240</b>	<b>10,047,505</b>	<b>10,370,789</b>
Special Revenue Funds				
Police Pension	200,204	79,098	222,025	456,702
County Community Diversion Program	5,337	2,507	13,624	13,624
Street Maintenance and Repair - Traffic Signals	111,322	114,581	145,142	147,338
HIDTA	4,000,033	3,519,938	5,616,888	1,872,300
Law Enforcement Trust - Local	76,529	36,019	101,200	101,200
Law Enforcement Trust - Federal	115,103	92,581	172,301	172,301
<b>Total Special Revenue Funds</b>	<b>4,508,528</b>	<b>3,844,724</b>	<b>6,271,180</b>	<b>2,763,465</b>
Internal Service Funds				
Uniform Carryover	0	0	0	0
<b>Total Internal Service Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
General Capital Fund				
Equipment	465,050	333,500	410,000	591,000
<b>Total General Capital Fund</b>	<b>465,050</b>	<b>333,500</b>	<b>410,000</b>	<b>591,000</b>
<b>Total Police</b>	<b>14,061,353</b>	<b>13,205,464</b>	<b>16,728,685</b>	<b>13,725,254</b>

**Fire**

General Fund				
Fire Suppression/EMS	5,247,647	5,084,735	5,179,442	5,446,367
Fire Prevention	134,368	143,777	146,542	150,729
Fire Administration	973,057	1,043,297	1,046,908	1,073,081
<b>Total General Fund</b>	<b>6,355,072</b>	<b>6,271,809</b>	<b>6,372,892</b>	<b>6,670,177</b>
Special Revenue Funds				
Fire Pension	187,528	195,038	227,657	287,548
<b>Total Special Revenue Funds</b>	<b>187,528</b>	<b>195,038</b>	<b>227,657</b>	<b>287,548</b>
Internal Service Funds				
Life Safety Transmitters	20,356	19,292	21,630	21,630
<b>Total Internal Service Funds</b>	<b>20,356</b>	<b>19,292</b>	<b>21,630</b>	<b>21,630</b>
General Capital Fund				
Equipment	136,500	153,000	186,500	583,000
<b>Total General Capital Fund</b>	<b>136,500</b>	<b>153,000</b>	<b>186,500</b>	<b>583,000</b>
<b>Total Fire</b>	<b>6,699,456</b>	<b>6,639,139</b>	<b>6,808,679</b>	<b>7,562,355</b>

**Public Works**

General Fund				
Animal Control	61,400	63,292	61,619	67,393
Parks & Public Land Maintenance	877,223	962,621	1,092,131	1,123,420
Tree Maintenance	12,218	3,004	19,000	19,000
Leaf Collection	407,789	404,971	445,953	469,909
Commercial District Maintenance	34,009	40,809	58,142	121,803
Waterline Maintenance	42,340	41,065	46,351	46,351
Refuse Collection & Disposal	2,014,566	1,977,102	2,080,792	2,125,712
Recycling	114,067	130,794	111,487	116,832
Brush Collection & Disposal	621,973	642,756	631,074	660,445
Sidewalk Maintenance	36,085	10,150	10,201	10,201
Ice & Snow Control	899,688	1,066,159	956,665	888,786
Public Service Administration	699,446	594,710	712,117	707,687
Public Building Cleaning	337,918	335,560	390,322	381,554
Public Building Maintenance	869,333	808,348	1,040,743	1,085,386
<b>Total General Fund</b>	<b>7,028,055</b>	<b>7,081,341</b>	<b>7,656,597</b>	<b>7,824,479</b>
Special Revenue Funds				
Street Maintenance and Repair	1,424,258	1,579,448	1,371,097	1,186,271
State Highway Maintenance	51,715	65,107	69,023	55,601

<b>2014-2017 DEPARTMENTAL EXPENDITURE SUMMARIES - All Funds</b>				
	<b>2014 Actual</b>	<b>2015 Actual</b>	<b>2016 Budget</b>	<b>2017 Budget</b>
Sewer Fund -Storm Sewer Maintenance	524,718	655,883	687,137	730,502
Sewer Fund - Sanitary Sewer Maintenance	870,700	765,403	644,464	613,246
Sewer Fund - Lakes Management	24,847	24,641	24,500	24,500
Street Lighting	689,738	842,676	812,872	812,872
Tree Maintenance	782,538	768,640	982,060	746,770
<b>Total Special Revenue Funds</b>	<b>4,368,514</b>	<b>4,701,798</b>	<b>4,591,153</b>	<b>4,169,762</b>
<b>Internal Service Funds-Chargeback Expenditures</b>				
Central Stores Fuel				
Central Garage				
<b>Total Internal Service Funds-Chargeback Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Internal Service Funds</b>				
Private Property Tree Removal	12,355	17,030	12,000	12,000
Utility Openings	96,704	133,839	131,730	128,221
Sidewalk Repair	309,147	311,017	397,144	404,300
Fire Hydrant Repairs	0	0	9,987	9,987
Public Property Damages	0	0	4,027	4,098
Private Property Maintenance	60,108	53,971	73,515	77,320
RTA Snow Plowing	22,384	16,941	33,804	34,746
RTA Shaker Line Maintenance	136,698	126,312	117,452	126,558
RTA Van Aken Line Maintenance	106,290	118,473	114,863	116,847
<b>Total Internal Service Funds</b>	<b>743,686</b>	<b>777,583</b>	<b>894,522</b>	<b>914,077</b>
<b>General Capital Fund</b>				
Equipment and Projects	695,000	301,000	366,000	480,000
Street Maintenance and Repair	2,008,000	1,700,000	3,400,000	2,000,000
Facilities Repair	784,200	893,000	733,000	963,500
Sewer improvements				250,000
<b>Total General Capital Fund</b>	<b>3,487,200</b>	<b>2,894,000</b>	<b>4,499,000</b>	<b>3,693,500</b>
<b>Total Public Works</b>	<b>15,627,455</b>	<b>15,454,722</b>	<b>17,641,272</b>	<b>16,601,818</b>
<b>Municipal Court</b>				
<b>General Fund</b>				
Municipal Court	2,024,554	1,983,030	2,178,997	2,201,084
Municipal Court - Housing Case Srvc				
<b>Total General Fund</b>	<b>2,024,554</b>	<b>1,983,030</b>	<b>2,178,997</b>	<b>2,201,084</b>
<b>Special Revenue Funds</b>				
Indigent Driver Alcohol Treatment	32,704	45,022	45,358	45,358
Court Computer	19,563	46,682	68,452	72,507
Clerk's Computerization	69,356	24,975	162,415	173,415
Court Alternate Dispute Resolution	23,064	23,479	24,545	23,664
Court Security Project	773	8,869	9,608	9,608
Indigent Driver Interlock	12,974	9,000	9,000	9,000
<b>Total Special Revenue Funds</b>	<b>158,434</b>	<b>158,027</b>	<b>319,378</b>	<b>333,552</b>
<b>Total Municipal Court</b>	<b>2,182,988</b>	<b>2,141,057</b>	<b>2,498,375</b>	<b>2,534,636</b>
<b>Public Health</b>				
<b>General Fund</b>				
Public Health	377,428	377,748	412,347	432,002
West Nile Virus Prevention	14,567	11,663	15,811	15,811
Community Responsive Initiative Grant	4,598	3,888	7,834	3,628
Public Health Readiness grants	15,249	25,955	29,055	10,654
<b>Total General Fund</b>	<b>411,842</b>	<b>419,254</b>	<b>465,047</b>	<b>462,095</b>
<b>Total Public Health</b>	<b>411,842</b>	<b>419,254</b>	<b>465,047</b>	<b>462,095</b>
<b>Recreation</b>				
<b>General Fund</b>				
Office For Senior Adults	229,059	196,583	211,395	210,323
Administration	196,267	209,644	170,138	168,652
Community Events	81,097	86,542	59,882	66,381
<b>Total General Fund</b>	<b>506,423</b>	<b>492,769</b>	<b>441,415</b>	<b>445,356</b>

**2014-2017 DEPARTMENTAL EXPENDITURE SUMMARIES - All Funds**

	2014 Actual	2015 Actual	2016 Budget	2017 Budget
<b>General Recreation Fund</b>				
Administration	157,779	198,228	284,421	290,330
Promotion	9,478	(3,813)	19,527	21,827
School Age Care	488,244	498,689	474,925	567,741
Building Monitors	21,435	16,868	31,314	27,943
Playgrounds	42,191	35,151	70,689	67,707
Youth Programs	89,631	94,448	88,184	96,914
Teen Programs	1,879	4,249	0	27,500
Summer Camps	170,200	188,170	174,900	295,312
Adult Programs	56,698	50,483	47,777	37,860
Safety Town	8,569	6,848	16,056	18,772
Tennis	30,122	46,184	45,952	45,075
Field Maintenance	88,626	90,581	86,161	83,645
Sports Programs	190,746	203,453	183,960	212,701
Ice Skating Programs	785,733	791,935	785,174	803,631
Swimming Programs	319,391	331,804	455,549	417,089
Concessions	2,289	6,955	3,683	3,683
Thornton Park Amenities	15,206	7,860	61,400	17,325
<b>Total General Recreation Fund</b>	<b>2,478,217</b>	<b>2,568,093</b>	<b>2,829,672</b>	<b>3,035,055</b>
<b>General Capital Fund</b>				
Equipment and Facilities	126,000	122,000	60,000	100,000
<b>Total General Capital Fund</b>	<b>126,000</b>	<b>122,000</b>	<b>60,000</b>	<b>100,000</b>
<b>Total Recreation</b>	<b>3,110,640</b>	<b>3,182,862</b>	<b>3,331,087</b>	<b>3,580,411</b>
<b>Building Inspection</b>				
General Fund				
Building Inspection	352,029	338,923	552,014	551,600
<b>Total General Fund</b>	<b>352,029</b>	<b>338,923</b>	<b>552,014</b>	<b>551,600</b>
<b>Total Building Inspection</b>	<b>352,029</b>	<b>338,923</b>	<b>552,014</b>	<b>551,600</b>
<b>Housing Inspection</b>				
General Fund				
Housing Inspection	1,057,331	913,815	972,685	990,523
<b>Total General Fund</b>	<b>1,057,331</b>	<b>913,815</b>	<b>972,685</b>	<b>990,523</b>
Special Revenue Funds				
Nuisance Abatement	0	0	30,000	30,000
<b>Total Special Revenue Funds</b>	<b>0</b>	<b>0</b>	<b>30,000</b>	<b>30,000</b>
<b>Total Housing Inspection</b>	<b>1,057,331</b>	<b>913,815</b>	<b>1,002,685</b>	<b>1,020,523</b>
<b>Council</b>				
General Fund				
Council	141,131	138,950	145,958	146,904
<b>Total General Fund</b>	<b>141,131</b>	<b>138,950</b>	<b>145,958</b>	<b>146,904</b>
<b>Total Council</b>	<b>141,131</b>	<b>138,950</b>	<b>145,958</b>	<b>146,904</b>
<b>Mayor</b>				
General Fund				
Mayor's Office	208,222	212,099	231,278	234,442
<b>Total General Fund</b>	<b>208,222</b>	<b>212,099</b>	<b>231,278</b>	<b>234,442</b>
<b>Total Mayor</b>	<b>208,222</b>	<b>212,099</b>	<b>231,278</b>	<b>234,442</b>
<b>Chief Administrative Officer</b>				
General Fund				
Chief Administrative Officer	288,060	237,247	246,651	250,435
<b>Total General Fund</b>	<b>288,060</b>	<b>237,247</b>	<b>246,651</b>	<b>250,435</b>
<b>Total Chief Administrative Office</b>	<b>288,060</b>	<b>237,247</b>	<b>246,651</b>	<b>250,435</b>
<b>Information Technology</b>				
General Fund				
Information Technology	540,846	501,740	552,990	567,474
<b>Total General Fund</b>	<b>540,846</b>	<b>501,740</b>	<b>552,990</b>	<b>567,474</b>

<b>2014-2017 DEPARTMENTAL EXPENDITURE SUMMARIES - All Funds</b>				
	<b>2014 Actual</b>	<b>2015 Actual</b>	<b>2016 Budget</b>	<b>2017 Budget</b>
<b>General Capital Fund</b>				
Hardware and Software	189,000	235,000	157,000	630,000
<b>Total General Capital Fund</b>	<b>189,000</b>	<b>235,000</b>	<b>157,000</b>	<b>630,000</b>
<b>Total Information Technology</b>	<b>729,846</b>	<b>736,740</b>	<b>709,990</b>	<b>1,197,474</b>
<b>Law</b>				
<b>General Fund</b>				
Legal Administration	709,582	693,951	720,846	704,784
<b>Total General Fund</b>	<b>709,582</b>	<b>693,951</b>	<b>720,846</b>	<b>704,784</b>
<b>Special Revenue Funds</b>				
Fair Housing Grant	33,557	34,582	17,104	31,760
<b>Total Special Revenue Funds</b>	<b>33,557</b>	<b>34,582</b>	<b>17,104</b>	<b>31,760</b>
<b>Total Law</b>	<b>743,139</b>	<b>728,533</b>	<b>737,950</b>	<b>736,544</b>
<b>Finance</b>				
<b>General Fund</b>				
Finance Administration	768,329	789,861	836,785	883,916
<b>Total General Fund</b>	<b>768,329</b>	<b>789,861</b>	<b>836,785</b>	<b>883,916</b>
<b>Total Finance</b>	<b>768,329</b>	<b>789,861</b>	<b>836,785</b>	<b>883,916</b>
<b>Human Resources</b>				
<b>General Fund</b>				
Human Resource Administration	274,499	279,059	340,563	350,738
Civil Service Commission	92,140	88,654	84,096	94,918
<b>Total General Fund</b>	<b>366,639</b>	<b>367,713</b>	<b>424,659</b>	<b>445,656</b>
<b>Internal Service Funds</b>				
Inactive Employee Benefits	4,388	3,578	3,600	2,500
Self-Insurance - General	972,210	794,845	1,012,019	1,026,602
Self-Insurance - Employee Healthcare	0	0	0	0
<b>Total Internal Service Funds</b>	<b>976,598</b>	<b>798,423</b>	<b>1,015,619</b>	<b>1,029,102</b>
<b>Total Human Resources</b>	<b>1,343,237</b>	<b>1,166,136</b>	<b>1,440,278</b>	<b>1,474,758</b>
<b>Communication and Marketing</b>				
<b>General Fund</b>				
Communications & Marketing	533,759	530,286	584,585	572,706
Shaker Life Magazine	179,527	183,447	218,344	228,344
<b>Total General Fund</b>	<b>713,286</b>	<b>713,733</b>	<b>802,929</b>	<b>801,050</b>
<b>Total Communications and Outreach</b>	<b>713,286</b>	<b>713,733</b>	<b>802,929</b>	<b>801,050</b>
<b>Planning</b>				
<b>General Fund</b>				
Planning	341,635	335,406	388,315	399,966
Planning Commission	62,094	64,346	60,956	62,801
Landmark Commission	16,940	11,432	31,790	32,121
Architectural Board of Review	88,254	94,963	103,867	106,222
Housing Assistance Programs	136,534	135,917	204,697	36,075
Housing Accessibility Grants		58,522	125,232	
<b>Total General Fund</b>	<b>645,457</b>	<b>700,586</b>	<b>914,857</b>	<b>637,185</b>
<b>Economic Development Fund</b>				
Avalon Station Mortgage Assistance	0	5,000	104,000	104,000
<b>Total Economic Development Fund</b>	<b>0</b>	<b>5,000</b>	<b>104,000</b>	<b>104,000</b>
<b>Special Revenue Funds</b>				
Housing Grant Fund	25,000	0	102,801	26,351
Preservation Services Fund	0	0		
<b>Total Special Revenue Funds</b>	<b>25,000</b>	<b>0</b>	<b>102,801</b>	<b>26,351</b>
<b>General Capital Fund</b>				
Bike Racks & Signage	15,000			
Lake to Lakes Trail	688,000			
<b>Total General Capital Fund</b>	<b>703,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Planning</b>	<b>1,373,457</b>	<b>705,586</b>	<b>1,121,658</b>	<b>767,536</b>

**2014-2017 DEPARTMENTAL EXPENDITURE SUMMARIES - All Funds**

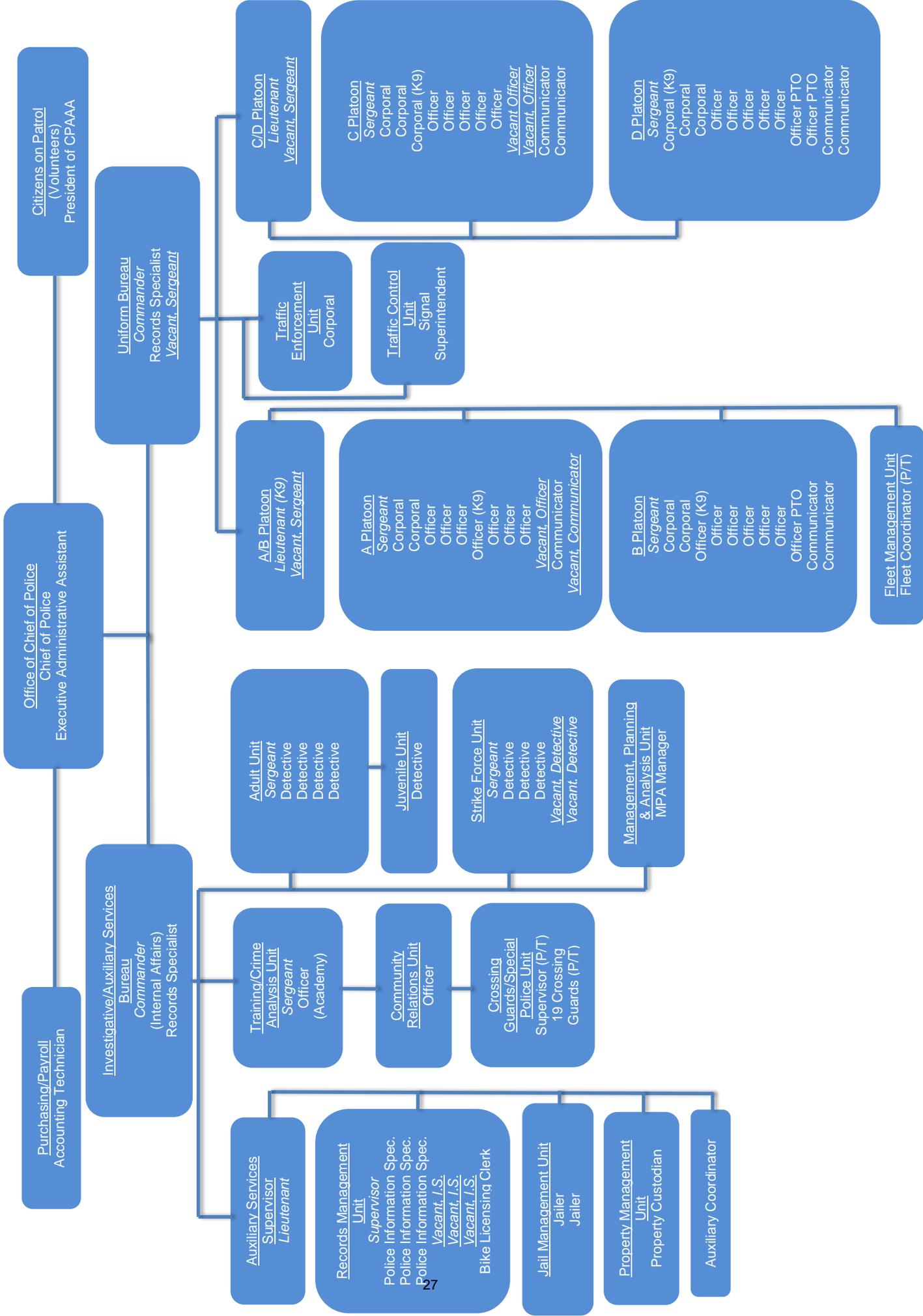
	2014 Actual	2015 Actual	2016 Budget	2017 Budget
<b>Neighborhood Revitalization</b>				
General Fund				
Neighborhood Revitalization	206,174	176,195	357,748	313,406
<b>Total General Fund</b>	<b>206,174</b>	<b>176,195</b>	<b>357,748</b>	<b>313,406</b>
Special Revenue Funds				
Housing Grant Fund	(500)	0	13,197	0
<b>Total Special Revenue Funds</b>	<b>(500)</b>	<b>0</b>	<b>13,197</b>	<b>0</b>
Economic Development Fund				
Economic Development	0	90,733	24,500	0
<b>Total Economic Development Fund</b>	<b>0</b>	<b>90,733</b>	<b>24,500</b>	<b>0</b>
<b>Total Neighborhood Revitalization</b>	<b>205,674</b>	<b>266,928</b>	<b>395,445</b>	<b>313,406</b>
<b>Economic Development</b>				
General Fund				
Economic Development	263,957	256,233	530,377	578,265
Housing Grants				300,000
<b>Total General Fund</b>	<b>263,957</b>	<b>256,233</b>	<b>530,377</b>	<b>878,265</b>
Economic Development Fund				
Economic Development	172,328	253,758	1,122,539	270,539
<b>Total Economic Development Fund</b>	<b>172,328</b>	<b>253,758</b>	<b>1,122,539</b>	<b>270,539</b>
<b>Total Economic Development</b>	<b>436,285</b>	<b>509,991</b>	<b>1,652,916</b>	<b>1,148,804</b>
<b>Misc. Funds</b>				
General Fund				
Contract Charges and Statutory Expenses	1,336,539	1,402,438	1,487,674	1,495,814
CCSE-Transfers				
<b>Total General Fund</b>	<b>1,336,539</b>	<b>1,402,438</b>	<b>1,487,674</b>	<b>1,495,814</b>
Debt Service Funds				
General Obligation	1,992,865	1,616,943	1,403,634	450,758
Urban Renewal	1,351,361	1,355,535	1,361,700	1,316,126
<b>Total Debt Service Funds</b>	<b>3,344,226</b>	<b>2,972,478</b>	<b>2,765,334</b>	<b>1,766,884</b>
Internal Service Funds-Chargeback Expenditures				
Copier Management				
Postage				
<b>Total Internal Service Funds-Chargeback Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Miscellaneous</b>	<b>4,680,765</b>	<b>4,374,916</b>	<b>4,253,008</b>	<b>3,262,698</b>
<b>TOTAL ALL DEPARTMENTS</b>	<b>55,134,525</b>	<b>52,875,956</b>	<b>61,602,690</b>	<b>57,256,659</b>

Some or all expenses are included in other department budgets

**Totals by Fund Type**

General	33,011,303	32,718,927	35,939,904	36,875,434
Recreation	2,478,217	2,568,093	2,829,672	3,035,055
Economic Develop	172,328	349,491	1,251,039	374,539
Special Revenue	9,281,061	8,934,169	11,572,470	7,642,438
Debt Service	3,344,226	2,972,478	2,765,334	1,766,884
General Capital *	5,106,750	3,737,500	5,312,500	5,597,500
Internal Service	1,740,640	1,595,298	1,931,771	1,964,809
<b>Total All Funds</b>	<b>55,134,525</b>	<b>52,875,956</b>	<b>61,602,690</b>	<b>57,256,659</b>

\*General Capital includes Sewer Capital Fund (No. 402) and reflect appropriation only in all columns



## POLICE DEPARTMENT

	2014 Actual	2015 Actual	2016 Budget	2017 Budget	% Chg
General Fund	9,940,970	9,991,977	10,906,546	11,120,789	2.0%
Other Funds	1,441,689	1,299,523	1,513,333	1,641,165	8.4%
<b>All Funds</b>	<b>\$ 11,382,659</b>	<b>\$ 11,291,500</b>	<b>\$ 12,419,879</b>	<b>\$ 12,761,954</b>	<b>2.8%</b>

### Department Description

The Shaker Heights Police Department is an internationally accredited law enforcement agency who in partnership with our community, strive to ensure safety and security through crime prevention, traffic safety, and criminal investigation, while creating a work environment which recruits, trains and develops outstanding employees.

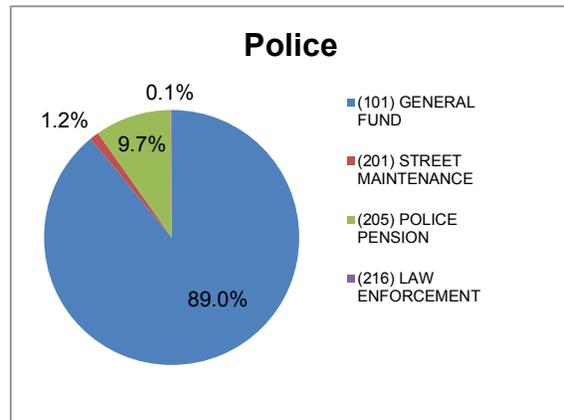
### Funding Sources

#### 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**



### Function-Crime Control

**Investigative Bureau** - Provides the successful disposition of reported criminal cases occurring within the City through effective investigation and prosecution. The following units comprise the Investigative Bureau:

- **Adult Unit** - 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 Unit** - 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 Unit** - 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.

- **Internal Affairs** - Maintains department integrity and insures accountability by investigating allegations of impropriety and employee misconduct.

### **Function-Crime Suppression**

**Uniform Bureau**– Uniformed officers conduct preventative patrol and perform field activity to identify and investigate suspicious circumstances and individuals. Officers provide timely response to 911 calls, arrest offenders and collect evidence related to crimes. Officers enforce violations of City ordinances which detract from quality of life such as traffic violations, noise violations, disorderly conduct, nuisance animal calls, etc. The following platoons and units comprise the Uniform Bureau:

- **A, B, C and D Platoons:** Full manpower is nine Officers and two Dispatchers per platoon.
- **Traffic Enforcement Unit** - Traffic enforcement officers' primary function is to enforce city and state ordinances related to traffic safety. Additionally, traffic enforcement officers investigate hit-skip and fatal accidents.
- **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.
- **Fleet Maintenance Unit**-Part-time employee who is responsible for ensuring the police fleet is operational on a daily basis.

### **Function-Auxiliary Services**

**Auxiliary Service Bureau**-Provides support services to the entire department and fulfills the information supply function to the public. The following units comprise the Auxiliary Services Bureau:

- **Crime Analysis Unit** – Assigns and evaluates crime prevention resources. Evaluates crime trends through information gathering and computer analysis. Provides output crime analysis to Uniform and Investigative Bureaus for crime prevention and criminal apprehension.
- **Records Management Unit** – 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. Public Information Specialists also staff the public window and answer informational questions and walk-in requests for new reports.
- **Community Relations Unit**-Community Relations Officers mediate neighbor disputes, attend neighborhood association and regional information gathering meetings, prepare crime prevention materials and presentations, and oversee our Special Police Unit which employs our Crossing Guards who safely cross school children in the morning and at afternoon dismissal at high child traffic intersections.
- **Bike Licensing Unit** - Issues, inspects and affixes licenses; prepares records to assist in the recovery of lost, stolen and damaged bicycles.
- **Training Unit**– 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 Unit** - Reviews, researches and updates policies while maintaining accreditation for the entire Department. Assists Training Coordinator with analytical recommendations for evaluating crime trends.
- **Property Management Unit** - Operate the Property Room efficiently through effective processing of in-custody property and prompt release, disposal or auction of forfeited property.
- **Jail Management Unit**- Maintains sanitation, security, cleanliness and habitability of our twenty-four (24) hour, twelve (12) day holding facility. Processes adult inmates, as well as certain juvenile offenders. Transports and transfers inmates and facilitates the necessary flow of court paperwork to the Solon Jail Facility as part of our jail relocation project.

### **Function-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.
- **CPAAA**-Citizen Police Academy Alumni Association provides vital citizen volunteers for a variety of city sponsored events. Volunteers also provide vehicle and foot patrols within the city.

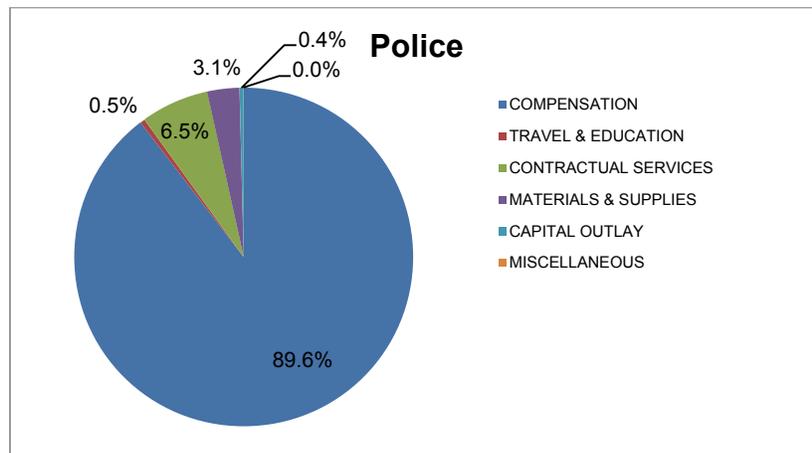
### **2016 Accomplishments**

- Reviewed Police Department procedures including pickup of mail at US Post Office and Probable Cause Affidavit process. Mail Detail performed by Police Department was abolished; U.S.P.S. resumed delivery service to Police Department, Court and City Hall. PC Affidavit process streamlined (clerical duties to civilian support staff) making available more field time for patrol officers and supervisors.
- With other City Departments sponsored first annual Ribbon Run on May 28, 2016. Three hundred seventy-six (376) runners/walkers participated; \$14,500 for Cancer Research.
- 2016 Promotions: One (1) Commander to Chief of Police; One (1) Lieutenant to Commander; Two (2) Sergeants to Lieutenant.
- Six (6) new cruisers placed into service (new design and color scheme).
- Purchased 80 new portable radios.
- Replaced 508 old traffic poles and traffic signs (3<sup>rd</sup> quarter); began replacing faded street name signs.
- EDGE Mobile Field Force Team formed; Shaker Heights' Sergeant chosen as Commander. Seven (7) Shaker Heights' officers attended Mobile Field Force Training in Alabama.

- Six (6) months of RNC preparation and training completed. No issues in Cleveland or Shaker Heights – operations ran smoothly.
- Completed one year of jail outsourcing in the third quarter. Analysis of the program and its costs showed a cumulative costs savings of just over \$10,000.
- Patrol Supervisors signed new three-year labor contract (2016 – 2018).
- Patrol Officers and Detectives signed new three-year labor contract (2016 – 2018).
- Welcomed seven (7) new officers (November 2015 Civil Service exam).
- Culture shift begun from Warrior to Guardian mindset.
- New Mission, Vision and Values Statements developed with assistance of residents, CPAAA and police officers.
- 2016 Retirements: One (1) Deputy Chief; One (1) Lieutenant; One (1) Corporal; One (1) Patrol Officer; One (1) Dispatcher; and One (1) Watch Officer.
- Three (3) new Speed Pole Mounted Displays placed into service in response to numerous traffic concerns.
- With HR and the Civil Service Commission, researched/developed new and innovative Entry Level Civil Service Examination to enhance quicker, more effective overall process.
- In collaboration with Ohio Department of Natural Resources, developed comprehensive Deer Management Program in response to concerns of deer overpopulation.
- Responded to over 30 Community Service Requests on variety of topics for education and engagement of residents/students of Shaker Heights.
- Increased Supervisory Staff meetings to quarterly vs. annual. Topics discussed focused on three (3) major challenges for law enforcement today; Technology, Community Policing and Preparedness.
- Began discussion with Shaker Heights School District on construction of curriculum for long-term, meaningful student engagement program for Middle and High School students. Student advisory panels to Police Department being formed.
- Collaborated with United States Secret Service to provide security for presidential candidate Hillary Clinton's 2016 visit to Shaker Heights.
- Reported Part I crime totals lowest in 20 years (3<sup>rd</sup> quarter).
- Completed certification of Shaker Heights Police Department with State of Ohio Collaborative standards: Hiring, Recruitment, Training, Use of Force.
- Management, Planning and Analysis (MPA) Officer received Vice President Nomination for State of Ohio Accreditation Resource (SOAR) Coalition Association.
- Advanced Law Enforcement Accreditation Assessment request with full incorporation of PowerDMS, cloud based document management software system, to reduce travel costs to agency.
- Initiated paperless Department-wide Directive review and testing through PowerDMS system.

- MPA Officer completed Analytics for Public Safety Training Course at Ohio Peace Officer Training Academy that incorporated principles of predictive policing for better resource allocation.
- Record Room personnel completed Public Records Training Update to assist civilian, law enforcement, social media, insurance and media inquiries.
- Electronic conversion of thirty-eight (38) manually completed forms to fillable PDF documents for better legibility, document retention and efficient completion.
- Achievement of 98% of 1,092 document compliance requirements for first year of three (3) year review period, 83% compliance for second year, 57% for third year; full compliance attainable prior to 2017 Assessment year from CALEA.
- Appointed civilian to Police Department's Directive Review Committee.
- Recognition of Adult Unit Officer-in-Charge by Cuyahoga County OVI Reduction Task Force for efforts in providing up-to-date social media regarding drunk driving and use of seat belts.
- Ohio Ethics Commission Training completed by Investigative Bureau supervision team.
- "Forensics in Law Enforcement" presentation provided to attendees from Cleveland Water Department's Student Technical Enrichment Program.
- Enhanced evidentiary and forensic inventory accountability procedures implemented in Scientific Investigation Office.
- Trained/registered all Investigative Bureau members on Communication and Information Management System (CIMS), promulgated by Senate Bill 193 dedicated to providing information on Scrap Dealer Transactions to share information on copper/aluminum thefts.
- Participated in panel discussion to address Police Diversity Perceptions amongst pre-teen/teenage students.
- One Sergeant was accepted into the Police Executive Leadership Conference (PELC) Program.
- Surveillance Camera replacement upgrades fully incorporated into Police Department's inventory.
- Recorded 750 Twitter followers and 3,106 Facebook followers. Continued enhancement of Police Departmental Social Media Program.
- Recruitment Certification training completed by Recruitment Officer.
- Participated in Annual Recruitment Fair at Mercyhurst University.
- Investigative Bureau personnel resources allocated to Cuyahoga County Prosecutor's Office and Cleveland Homicide Unit to interview/confession from juvenile homicide suspect arrested by Shaker Heights police officers in un-related incident.
- Participated with Cuyahoga County Prosecutor's Office and inner ring suburb Investigative Bureau personnel in monthly/quarterly information sharing sessions.
- Continued communication with Shaker Heights City Schools and opening discussions for Community Empowerment Forum to engage with students.
- Software updated to enhance platform of Investigative Bureau's cellular telephone searching device.
- Personal Security Awareness training provided to Bellefaire JCB workers.

- Applied and received approval by Cuyahoga County Court of Common Pleas, Juvenile Court Division for purchase of laptop computer to be used in Shaker Heights Juvenile Diversion Program.
- Created Investigative Aids electronic folder which includes intelligence spreadsheets and monitored areas.
- Comprehensive review of Peer Counselor Training Certification courses prescribed to assist police officers responding to deadly threats.
- Police Citizen Encounter and Biased Policing Data Collection Analysis training completed by Investigation Bureau Commander.
- Conducted A.L.I.C.E. training city-wide.
- CPAAA assisted Police Department with extra sets of watchful eyes during vehicle and foot patrols throughout the community: 2,704 hours (3<sup>rd</sup> quarter).



**2014 - 2017 Budget**

	<u>ACTUAL 2014</u>	<u>ACTUAL 2015</u>	<u>BUDGET 2016</u>	<u>BUDGET 2017</u>
<b>POLICE DEPARTMENT</b>				
-----				
101 GENERAL FUND				
-----				
CRIME CONTROL (DETECTIVE)				
-----				
COMPENSATION	1,344,984	1,270,314	1,531,227	1,707,606
CONTRACTUAL SVCS	850	378	2,522	2,522
MATERIALS & SUPPLIES	6,076	4,149	5,525	5,525
TOTAL CRIME CONTROL (DETECTIVE)	<u>1,351,910</u>	<u>1,274,842</u>	<u>1,539,274</u>	<u>1,715,653</u>
CRIME SUPPRESSION (PATROL)				
-----				
COMPENSATION	5,265,051	5,107,057	5,363,158	5,447,728
CONTRACTUAL SVCS	36,805	36,173	35,253	41,515
MATERIALS & SUPPLIES	56,787	68,190	134,541	131,241
TOTAL CRIME SUPPRESSION (PATROL)	<u>5,358,643</u>	<u>5,211,420</u>	<u>5,532,952</u>	<u>5,620,484</u>

	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGET 2016</b>	<b>BUDGET 2017</b>
<b>POLICE DEPARTMENT</b>				
AUXILIARY SERVICES				
-----				
COMPENSATION	1,230,164	1,327,660	1,550,422	1,679,255
CONTRACTUAL SVCS	130,559	125,396	184,707	184,707
MATERIALS & SUPPLIES	20,346	26,832	23,223	24,481
TOTAL AUXILIARY SERVICES	<u>1,381,069</u>	<u>1,479,888</u>	<u>1,758,352</u>	<u>1,888,443</u>
POLICE ADMINISTRATION				
-----				
COMPENSATION	332,549	380,507	447,444	355,465
TRAVEL & EDUCATION	35,624	34,937	55,548	55,592
CONTRACTUAL SVCS	121,649	107,733	142,609	139,174
MATERIALS & SUPPLIES	141,472	106,601	171,313	171,313
MISCELLANEOUS	0	0	14,500	0
TRANSFERS-OUT	853,194	964,737	859,041	750,000
TOTAL POLICE ADMINISTRATION	<u>1,484,488</u>	<u>1,594,515</u>	<u>1,690,455</u>	<u>1,471,544</u>
SAFETY PATROL				
-----				
COMPENSATION	98,065	112,043	110,063	149,215
TOTAL SAFETY PATROL	<u>98,065</u>	<u>112,043</u>	<u>110,063</u>	<u>149,215</u>
JAIL HOLDING FACILITY				
-----				
COMPENSATION	174,669	173,632	0	0
CONTRACTUAL SVCS	68,094	120,472	266,500	266,500
MATERIALS & SUPPLIES	24,032	25,165	8,950	8,950
TOTAL JAIL HOLDING FACILITY	<u>266,795</u>	<u>319,269</u>	<u>275,450</u>	<u>275,450</u>
<b>TOTAL GENERAL FUND</b>	<u><u>9,940,970</u></u>	<u><u>9,991,977</u></u>	<u><u>10,906,546</u></u>	<u><u>11,120,789</u></u>
201 STREET MAINTENANCE AND REPAIR				
-----				
TRAFFIC SIGNAL MAINTENANCE				
-----				
COMPENSATION	66,278	67,746	70,588	72,784
CONTRACTUAL SVCS	33,390	39,310	55,405	55,405
MATERIALS & SUPPLIES	11,654	7,525	19,149	19,149
TOTAL TRAFFIC SIGNAL MAINTENANCE	<u>111,322</u>	<u>114,581</u>	<u>145,142</u>	<u>147,338</u>
<b>TOTAL STREET MAINTENANCE AND REPAIR</b>	<u><u>111,322</u></u>	<u><u>114,581</u></u>	<u><u>145,142</u></u>	<u><u>147,338</u></u>

	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGET 2016</b>	<b>BUDGET 2017</b>
<b>POLICE DEPARTMENT</b>				
205 POLICE PENSION				
-----				
POLICE PENSION				
-----				
COMPENSATION	1,053,277	1,043,712	1,080,916	1,206,552
CONTRACTUAL SVCS	121	123	150	150
TOTAL POLICE PENSION	<u>1,053,398</u>	<u>1,043,835</u>	<u>1,081,066</u>	<u>1,206,702</u>
<b>TOTAL POLICE PENSION</b>	<u><u>1,053,398</u></u>	<u><u>1,043,835</u></u>	<u><u>1,081,066</u></u>	<u><u>1,206,702</u></u>
216 LAW ENFORCEMENT GRANTS				
-----				
COUNTY COMMUNITY DIVERSION PRO				
-----				
COMPENSATION	3,837	2,207	7,300	7,300
CONTRACTUAL SERVICES	0	0	0	0
MATERIALS & SUPPLIES	1,500	300	5,124	5,124
MISCELLANEOUS & TRANSFERS	0	0	1,200	1,200
TOTAL COUNTY COMMUNITY DIVERSION PRO	<u>5,337</u>	<u>2,507</u>	<u>13,624</u>	<u>13,624</u>
<b>TOTAL LAW ENFORCEMENT GRANTS</b>	<u><u>5,337</u></u>	<u><u>2,507</u></u>	<u><u>13,624</u></u>	<u><u>13,624</u></u>
701 LAW ENFORC TRUST-LOCAL 291				
-----				
LOCAL LAW ENFORCEMENT				
-----				
COMPENSATION	15,071	13,059	28,930	28,930
TRAVEL & EDUCATION	4,337	4,193	0	0
CONTRACTUAL SVCS	36,557	11,001	27,270	27,270
MATERIALS & SUPPLIES	0	0	0	0
CAPITAL OUTLAY	19,500	2,700	45,000	45,000
MISCELLANEOUS	1,064	5,066	0	0
TOTAL LOCAL LAW ENFORCEMENT	<u>76,529</u>	<u>36,019</u>	<u>101,200</u>	<u>101,200</u>
<b>TOTAL LAW ENFORC TRUST-LOCAL 291</b>	<u><u>76,529</u></u>	<u><u>36,019</u></u>	<u><u>101,200</u></u>	<u><u>101,200</u></u>
702 LAW ENFORC TRUST-FED 292				
-----				
FEDERAL LAW ENFORCEMENT				
-----				
TRAVEL & EDUCATION	22,096	19,200	0	0
CONTRACTUAL SVCS	600	23,433	55,000	55,000
MATERIALS & SUPPLIES	58,996	41,568	117,301	117,301
CAPITAL OUTLAY	33,411	8,380	0	0

	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGET 2016</b>	<b>BUDGET 2017</b>
<b>POLICE DEPARTMENT</b>				
Advance to HIDTA	80,000	10,000	0	0
TOTAL FEDERAL LAW ENFORCEMENT	195,103	102,581	172,301	172,301
<b>TOTAL LAW ENFORCE TRUST-FED 292</b>	<u>195,103</u>	<u>102,581</u>	<u>172,301</u>	<u>172,301</u>
1120 CRIME SUPPRESSION (PATROL)				
<b>GRAND TOTAL</b>	<u>11,382,659</u>	<u>11,291,500</u>	<u>12,419,879</u>	<u>12,761,954</u>

### 2017 Budget Highlights

- With negotiated pay increases added to original 2016 budget, 2017 budget is a 2.9% increase over prior year.
- Filling eight vacancies to bring total uniformed police officers to 68, including vacant Deputy Chief Position converted to 1 police officer and 1 Public Information Specialist.
- Crossing Guards budgeted at 19 authorized positions.
- Deer Management Program expense of \$40,952 included for officer's time and supplies.
- EDGE fee increases from \$28,817 to \$35,079.
- Work with Human Resources and Civil Service Commission on an entry level hiring process to fill upcoming vacancies due to retirements.
- Heights Hillcrest Community Center (HHCC) implementation of Joint Police/Fire Dispatch.
- Continued use of social media including the SHPD Facebook page.
- Police Administration Transfer Out reduced by \$109,041 due to availability of cash balance in Police Pension Fund.

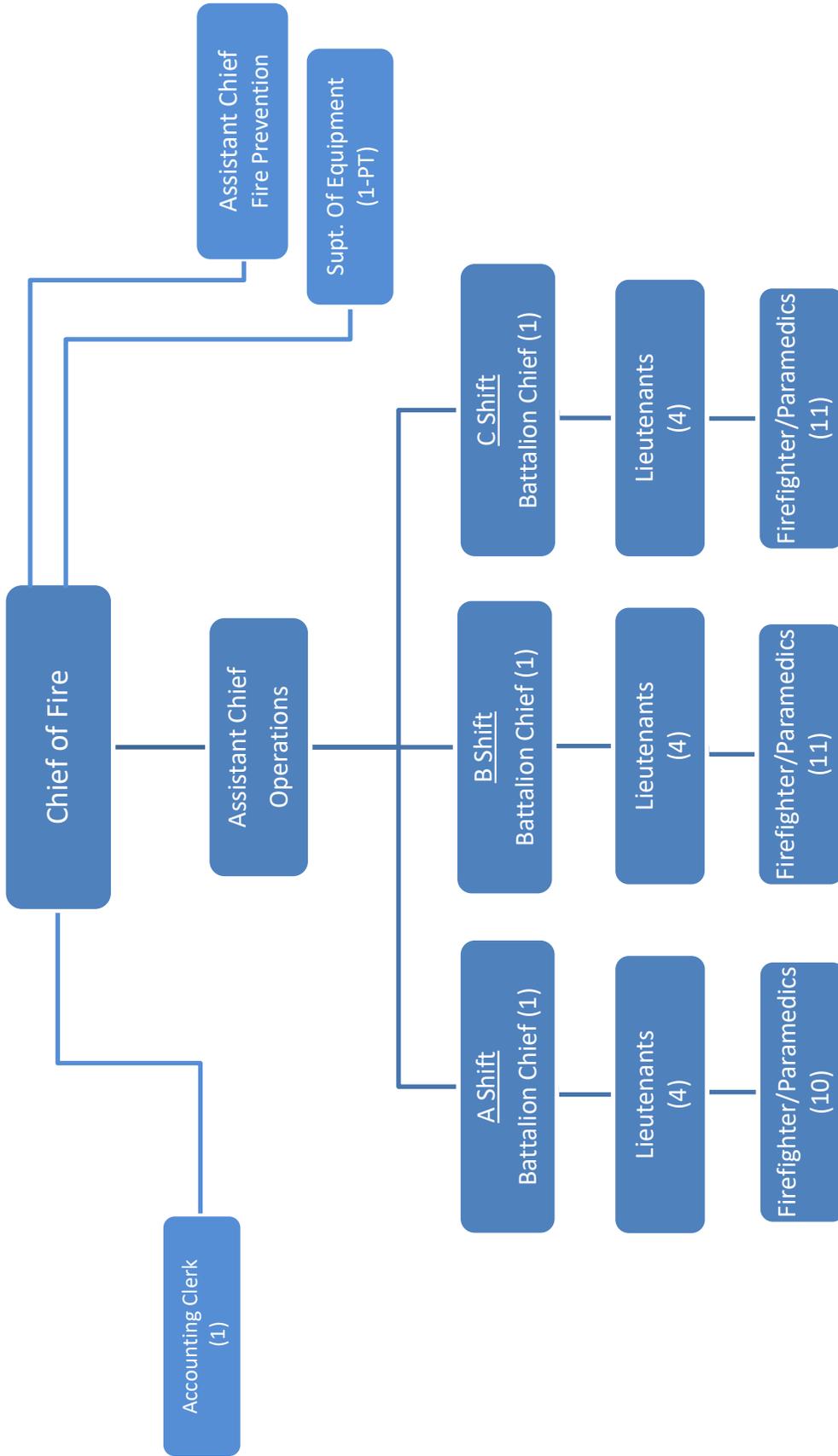
### 2017 Capital Budget

#### Police Department Equipment and Traffic Control

Replacement Police Vehicles	\$190,000
Replace Gas Masks, Filters and Carrying Bags	50,000
Replacement Secure ID Server System	10,000
Replacement of Street Name Signs	71,000
Joint Dispatch Center	125,000
Surveillance Cameras STC	20,000
<b>Total Police Department Equipment and Traffic Control</b>	<b><u>\$466,000</u></b>

#### Police and Planning Department

Lee/Van Aken Intersection Traffic Study	50,000
Warrensville/Van Aken District Traffic and Signalization Study	75,000
<b>Total Police and Planning Department</b>	<b><u>125,000</u></b>
<b>Total Police Department Equipment and Traffic Control</b>	<b><u>\$591,000</u></b>



## FIRE DEPARTMENT

General Fund	7,253,766	7,141,157	7,238,261	7,420,177	2.5%
Other Funds	1,106,578	1,083,678	1,114,656	1,059,178	-5.0%
<b>All Funds</b>	<b>\$ 8,360,344</b>	<b>\$ 8,224,835</b>	<b>\$ 8,352,917</b>	<b>\$ 8,479,355</b>	<b>1.5%</b>

### 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.

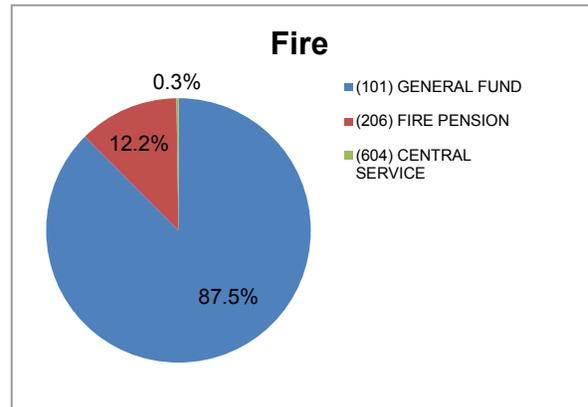
### Funding Sources

#### 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.

## **2016 Accomplishments**

### **New Quint Fire Truck Specifications Completed, Truck ordered**

- Council appropriated \$1,000,000 for the purchase of a new Quint Fire Truck. This vehicle will replace a 1991 Quint and a 1995 Ladder Truck. The department developed specifications for this vehicle and placed an order with Pierce Manufacturing. The final production drawings have been reviewed and approved. The vehicle will be on the assembly line starting in February 2017 with delivery to Shaker Heights Fire Department expected in May of 2017.

### **New Automatic External Cardiac Defibrillators for City Buildings**

- Automatic External Defibrillators (AED's) are located in all Shaker Heights Public Buildings. The Fire Department ensures that all of these units are properly maintained and ready for emergency use. In 2016, Council appropriated the funds to replace all AED's as they were outdated and no longer supported by the manufacturer. All City Buildings have new AED's and the Fire Department will continue to ensure they are ready if needed.

### **Fire Truck Lift System purchased and In-Service**

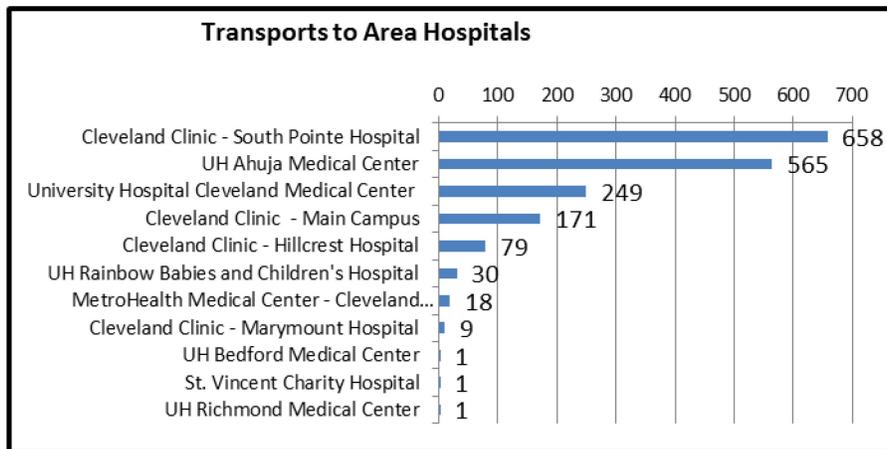
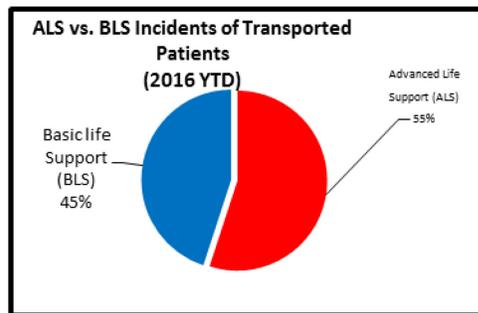
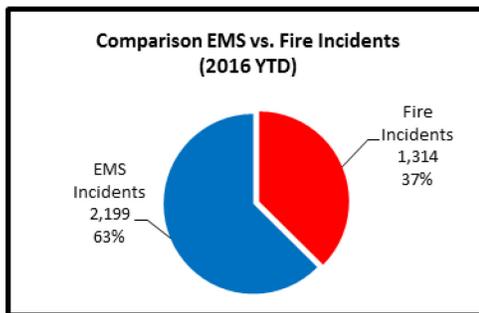
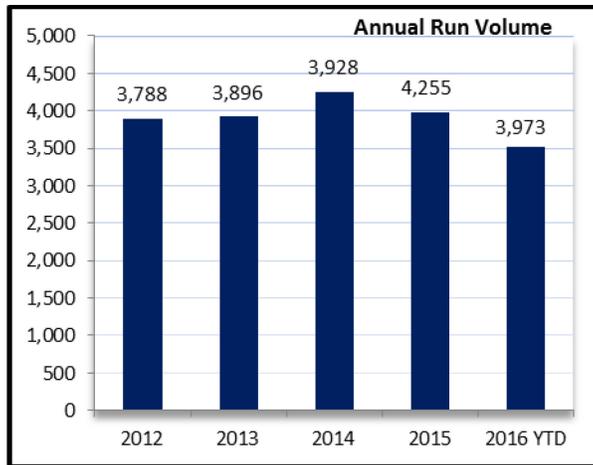
- Fire Station Two was built with an in-ground Fire Truck Lift System. This lift system has allowed the Fire Department Mechanic the ability to service the mechanical needs of our trucks. This system is approximately 65 years old and need of replacement as no parts or service is available. Council appropriated capital funds in 2016 for the replacement of this system with portable truck lifts. These units have been purchased and are currently in-service.

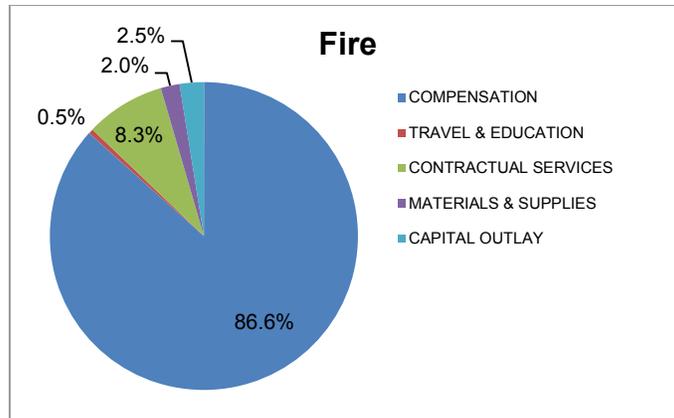
### **Station Two Diesel Exhaust System purchased Installed, & In Operation.**

- Both Fire Stations have diesel exhaust removal systems for Fire Truck Exhaust gasses. The system at Fire Station Two is approximately 25 years old and no longer worked for the newer trucks exhaust systems. Specifications for a new system were drawn up and put out for public bid. Plymovent submitted the lowest bid and was awarded the contract. The old system was removed and replaced with a new diesel exhaust system. The system installation is complete and in-service.

### **Officer Development Training**

- In 2016 the Shaker Heights Fire Department was asked to participate in a Regional Fire Officer Development grant with surrounding departments. The grant was approved and awarded by FEMA to fund this training request. The City of Lyndhurst took receipt of the funds and was willing to manage the program. Shaker Heights Fire Department has 15 participating members enrolled in this program. In 2016 all 15 members will have completed Phase One of Fire Officer Training program instructed through Cuyahoga Community College. The Grant cycle runs into 2017 which will allow our members to continue to complete additional modules.





### 2014 - 2017 Budget

	<u>ACTUAL 2014</u>	<u>ACTUAL 2015</u>	<u>BUDGET 2016</u>	<u>BUDGET 2017</u>
<b>FIRE DEPARTMENT</b>				
-----				
101 GENERAL FUND				
-----				
FIRE SUPPRESSION				
-----				
COMPENSATION	5,189,682	5,027,822	5,123,012	5,245,883
MATERIALS & SUPPLIES	211	0	0	0
CAPITAL OUTLAY	0	0	0	144,054
TOTAL FIRE SUPPRESSION	<u>5,189,893</u>	<u>5,027,822</u>	<u>5,123,012</u>	<u>5,389,937</u>
FIRE PREVENTION				
-----				
COMPENSATION	<u>134,368</u>	<u>143,777</u>	<u>146,542</u>	<u>150,729</u>
TOTAL FIRE PREVENTION	<u>134,368</u>	<u>143,777</u>	<u>146,242</u>	<u>150,729</u>
EMERGENCY MEDICAL SERVICES				
-----				
CAPITAL OUTLAY	<u>57,754</u>	<u>56,913</u>	<u>56,430</u>	<u>56,430</u>
TOTAL EMERGENCY MEDICAL SERVICES	<u>57,754</u>	<u>56,913</u>	<u>56,430</u>	<u>56,430</u>
FIRE ADMINISTRATION				
-----				
COMPENSATION	366,097	375,207	378,087	402,473
TRAVEL & EDUCATION	10,779	21,930	26,014	26,014
CONTRACTUAL SVCS	466,462	531,862	514,357	516,144
MATERIALS & SUPPLIES	127,844	112,398	128,450	128,450
MISCELLANEOUS	1,875	1,900	0	0
TRANSFERS-OUT	898,694	869,348	865,369	750,000
TOTAL FIRE ADMINISTRATION	<u>1,871,751</u>	<u>1,912,645</u>	<u>1,912,277</u>	<u>1,823,081</u>
<b>TOTAL GENERAL FUND</b>	<u><u>7,253,766</u></u>	<u><u>7,141,157</u></u>	<u><u>7,238,261</u></u>	<u><u>7,420,177</u></u>

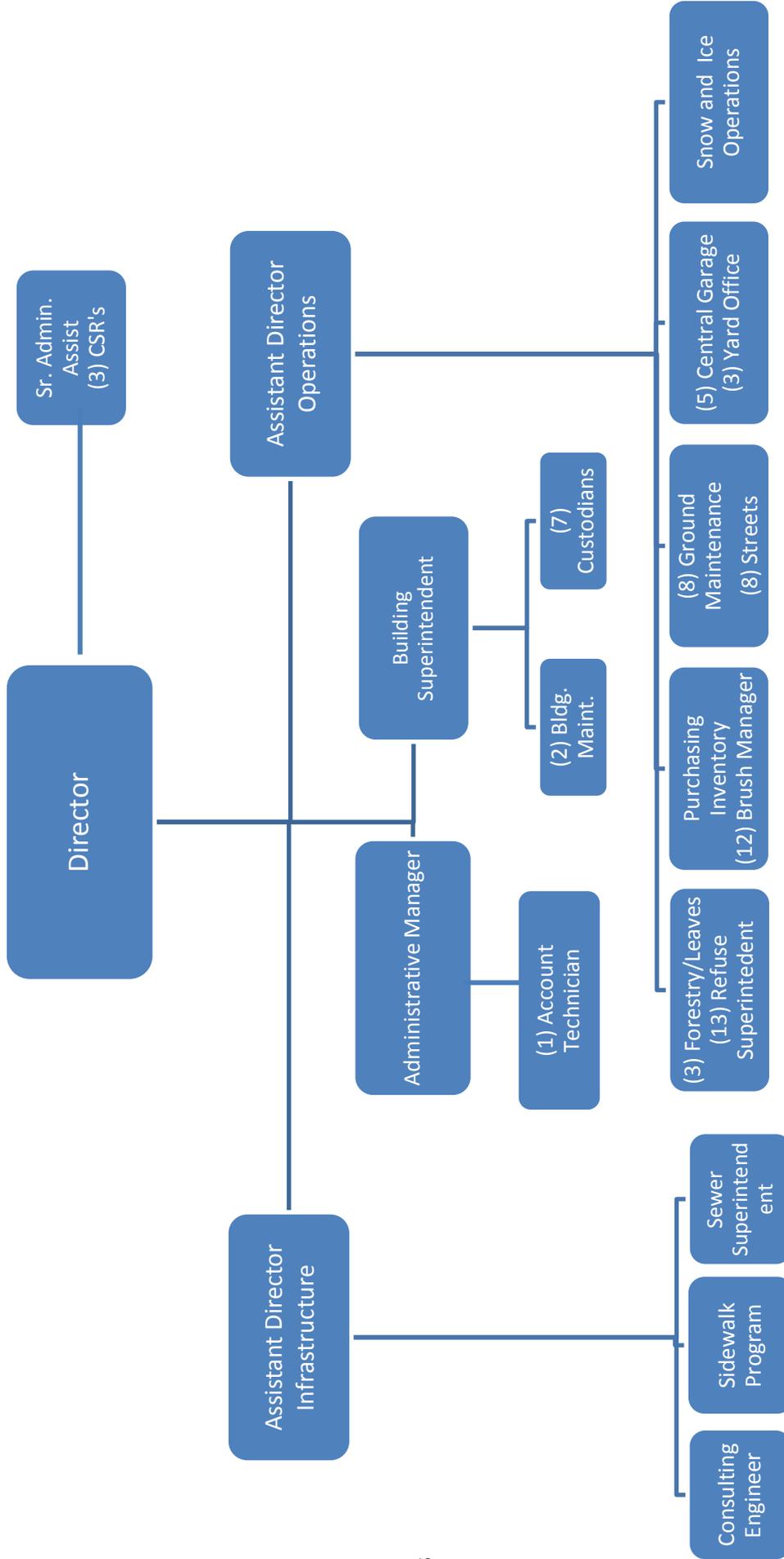
	<u>ACTUAL 2014</u>	<u>ACTUAL 2015</u>	<u>BUDGET 2016</u>	<u>BUDGET 2017</u>
<b>FIRE DEPARTMENT</b>				
206 FIRE PENSION				
-----				
FIRE PENSION				
-----				
COMPENSATION	1,086,100	1,064,263	1,092,876	1,037,398
CONTRACTUAL SVCS	121	123	150	150
TOTAL FIRE PENSION	<u>1,086,222</u>	<u>1,064,386</u>	<u>1,093,026</u>	<u>1,037,548</u>
<b>TOTAL FIRE PENSION</b>	<u>1,086,222</u>	<u>1,064,386</u>	<u>1,093,026</u>	<u>1,037,548</u>
604 CENTRAL SERVICES OPERATION				
-----				
LIFE SAFETY SYSTEM				
-----				
COMPENSATION	11,850	11,352	12,098	12,098
MATERIALS & SUPPLIES	8,506	7,924	9,532	9,532
MISCELLANEOUS	0	15	0	0
TOTAL LIFE SAFETY SYSTEM	<u>20,356</u>	<u>19,292</u>	<u>21,630</u>	<u>21,630</u>
<b>TOTAL CENTRAL SERVICES OPERATION</b>	<u>20,356</u>	<u>19,292</u>	<u>21,630</u>	<u>21,630</u>
<b>TOTAL FIRE DEPARTMENT</b>	<u>8,360,344</u>	<u>8,224,835</u>	<u>8,352,917</u>	<u>8,479,355</u>
<b>GRAND TOTAL</b>	<u>8,360,344</u>	<u>8,224,835</u>	<u>8,352,917</u>	<u>8,479,355</u>

### 2017 Budget Highlights

- Heights Hillcrest Communications Center (HHCC) implementation for joint police/fire dispatch.
- A Civil Service Entrance Exam will be given in anticipation of future retirements.
- Sale of ladder truck and quint which are being replaced by new 2016 quint.
- Additional \$144,054 for lease of quint ladder truck.
- 50 firefighters in 2017 vs 51 in 2016.

### 2017 Capital Budget

Replacement of expired SCBA Cylinders (Year 3 of 5)	\$10,000
Replacement of 2005 Horton Rescue Squad	\$300,000
Refurbishment – 2003 Pierce Fire Engine	\$238,000
Replacement 2007 Vehicle	\$35,000
<b>Total Fire Capital</b>	<u>\$583,000</u>



(10) Labor Pool

## PUBLIC WORKS DEPARTMENT

	2014 Actual	2015 Actual	2016 Budget	2017 Budget	% Chg
General Fund	7,028,056	7,081,340	7,656,597	7,824,479	2.2%
Other Funds	7,228,994	7,274,441	7,753,814	7,377,554	-4.9%
<b>All Funds</b>	<b>\$ 14,257,050</b>	<b>\$ 14,355,781</b>	<b>\$ 15,410,411</b>	<b>\$ 15,202,033</b>	<b>-1.4%</b>

### 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

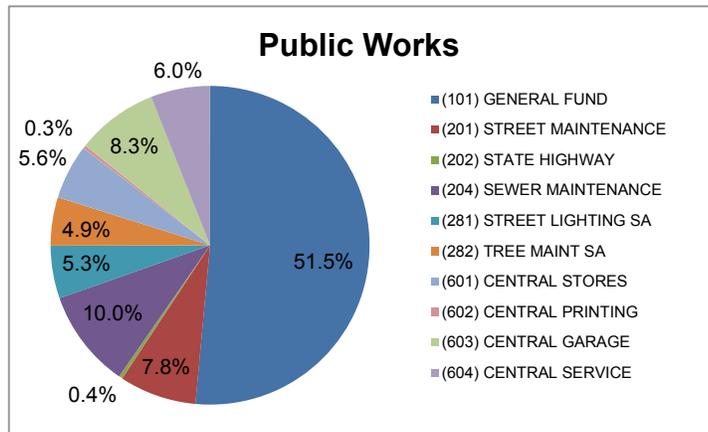
### Funding Sources

#### 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 contribute to the Street Lighting Assessment Fund and the Sewer Assessment Fund in 2017.

#### 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

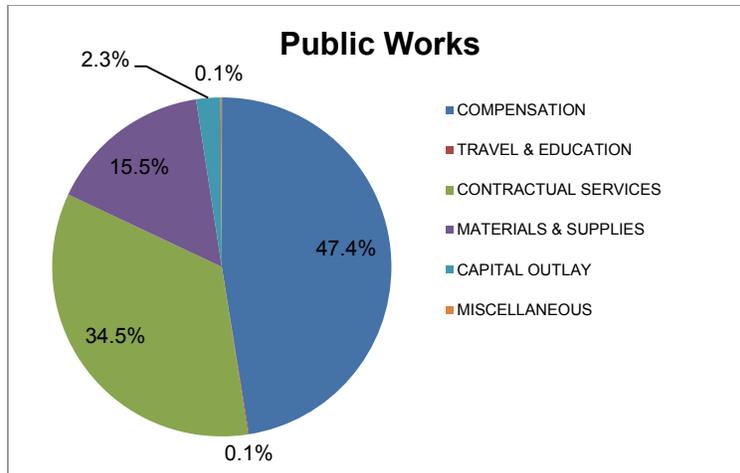
- **Animal Control** – Outsourced animal control services responding to dogs at large or wild dogs; lost or found dogs or cats; injured dogs and cats; removal of bats from living facilities; and management of geese control program.
- **Parks and Public Land Maintenance** – Cleaning and mowing of public 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.

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#### **2016 Budget Accomplishments:**

- Managed the design, bidding and contractor selection for the \$5,000,000 Resurfacing Project of Shaker Blvd. utilizing both federal and City funds.
- Secured funding, designed and bid over \$1,300,000 in Cleveland Water Department improvements.
- Managed over \$2,000,000 in Street Resurfacing, resurfacing 30 streets.
- Solicited and received \$1,000,000 in NEORSD funding for Kendall/Cheshire Sewer Improvements.
- Solicited and received \$108,000 in NEORSD funding for Green Larchmere/Kendall parking lot.
- Managed over \$1.9 million in additional sewer improvements.
- Managed the construction of Shaker Family Center Building Parking Lot Improvement Project.
- Applied for funding with the City of Cleveland Heights for the resurfacing of Coventry.
- Applied for funding in the amount of \$975,000 for the Lomond Sanitary Sewer Improvement Project.
- Sought proposals and entered into an agreement for a Construction Observer for the infrastructure improvements of the Van Aken District.
- Replaced two culverts, one on Park Drive and one on Eaton Road (project under budget).
- Assisted NEORSD with the Green Lake Dredging Project preparation.
- Assisted NEORSD with the Green Lake Dam replacement plans.
- Solicited and received \$5,000 in grant funding for the purchase of recycling containers for the commercial district areas.



## 2014-2017 Budget

<b>PUBLIC WORKS DEPARTMENT</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGET 2016</b>	<b>BUDGET 2017</b>
101 GENERAL FUND				
-----				
ANIMAL CONTROL				
-----				
CONTRACTUAL SVCS	61,400	63,292	61,619	67,393
TOTAL ANIMAL CONTROL	<u>61,400</u>	<u>63,292</u>	<u>61,619</u>	<u>67,393</u>
PARKS AND PUBLIC LAND MAINTENA				
-----				
COMPENSATION	533,869	610,907	686,468	701,637
TRAVEL & EDUCATION	0	0	576	576
CONTRACTUAL SVCS	268,902	281,674	312,758	328,878
MATERIALS & SUPPLIES	74,453	69,740	89,609	89,609
CAPITAL OUTLAY	0	300	2,720	2,720
TOTAL PARKS AND PUBLIC LAND MAINTENANCE	<u>877,223</u>	<u>962,621</u>	<u>1,092,131</u>	<u>1,123,420</u>
TREE MAINTENANCE				
-----				
MATERIALS & SUPPLIES	12,218	3,004	19,000	19,000
TOTAL TREE MAINTENANCE	<u>12,218</u>	<u>3,004</u>	<u>19,000</u>	<u>19,000</u>
LEAF COLLECTION				
-----				
COMPENSATION	236,122	249,055	268,960	292,916
CONTRACTUAL SVCS	105,437	91,624	105,030	105,030
MATERIALS & SUPPLIES	66,230	64,292	71,963	71,963
TOTAL LEAF COLLECTION	<u>407,789</u>	<u>404,971</u>	<u>445,953</u>	<u>469,909</u>

<b>PUBLIC WORKS DEPARTMENT</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGET 2016</b>	<b>BUDGET 2017</b>
<b>COMMERCIAL PROPERTY MAINTENANCE</b>				
-----				
COMPENSATION	20,992	27,116	42,673	88,783
CONTRACTUAL SVCS	10,530	10,755	11,530	11,530
MATERIALS & SUPPLIES	2,487	2,939	3,939	21,490
TOTAL COMMERCIAL PROPERTY MAINTENANCE	34,009	40,809	58,142	121,803
<b>WATERLINE MAINTENANCE</b>				
-----				
CONTRACTUAL SVCS	42,340	41,065	46,351	46,351
TOTAL WATERLINE MAINTENANCE	42,340	41,065	46,351	46,351
<b>REFUSE COLLECTION AND DISPOSAL</b>				
-----				
COMPENSATION	1,057,312	1,099,605	1,134,682	1,163,906
TRAVEL & EDUCATION	0	0	259	259
CONTRACTUAL SVCS	827,857	667,370	759,161	790,428
MATERIALS & SUPPLIES	129,396	135,125	111,688	96,117
CAPITAL OUTLAY	0	75,001	75,002	75,002
TOTAL REFUSE COLLECTION AND DISPOSAL	2,014,566	1,977,102	2,080,792	2,125,712
<b>SOLID WASTE RECYCLING</b>				
-----				
COMPENSATION	96,026	97,286	86,810	92,155
CONTRACTUAL SVCS	9,519	24,021	12,961	12,961
MATERIALS & SUPPLIES	8,521	9,488	11,716	11,716
TOTAL SOLID WASTE RECYCLING	114,067	130,794	111,487	116,832
<b>BRUSH COLLECTION AND DISPOSAL</b>				
-----				
COMPENSATION	387,330	415,316	372,195	401,566
CONTRACTUAL SVCS	151,650	142,027	173,588	173,588
MATERIALS & SUPPLIES	82,993	85,412	85,291	85,291
TOTAL BRUSH COLLECTION AND DISPOSAL	621,973	642,756	631,074	660,445
<b>SIDEWALK MAINTENANCE</b>				
-----				
CONTRACTUAL SVCS	35,000	0	0	0
MATERIALS & SUPPLIES	1,085	10,150	10,201	10,201
TOTAL SIDEWALK MAINTENANCE	36,085	10,150	10,201	10,201

<b>PUBLIC WORKS DEPARTMENT</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGET 2016</b>	<b>BUDGET 2017</b>
<b>ICE AND SNOW CONTROL</b>				
-----				
COMPENSATION	439,029	347,172	358,002	399,787
CONTRACTUAL SVCS	105,787	88,722	106,005	106,005
MATERIALS & SUPPLIES	354,873	630,265	492,658	382,994
<b>TOTAL ICE AND SNOW CONTROL</b>	<b>899,688</b>	<b>1,066,159</b>	<b>956,665</b>	<b>888,786</b>
<b>PUBLIC WORKS ADMINISTRATION</b>				
-----				
COMPENSATION	651,528	543,156	630,778	625,639
TRAVEL & EDUCATION	7,138	6,993	6,393	6,393
CONTRACTUAL SVCS	22,496	23,350	51,487	52,196
MATERIALS & SUPPLIES	18,283	21,211	23,459	23,459
<b>TOTAL PUBLIC WORKS ADMINISTRATION</b>	<b>699,446</b>	<b>594,710</b>	<b>712,117</b>	<b>707,687</b>
<b>PUBLIC BUILDING CLEANING</b>				
-----				
COMPENSATION	316,988	314,391	359,377	350,609
CONTRACTUAL SVCS	1,304	3,163	9,635	9,635
MATERIALS & SUPPLIES	19,626	18,006	21,310	21,310
<b>TOTAL PUBLIC BUILDING CLEANING</b>	<b>337,918</b>	<b>335,560</b>	<b>390,322</b>	<b>381,554</b>
<b>PUBLIC BUILDING MAINTENANCE</b>				
-----				
COMPENSATION	167,957	175,029	185,650	194,357
CONTRACTUAL SVCS	603,753	541,447	716,123	743,372
MATERIALS & SUPPLIES	97,623	91,873	138,970	147,657
<b>TOTAL PUBLIC BUILDING MAINTENANCE</b>	<b>869,333</b>	<b>808,348</b>	<b>1,040,743</b>	<b>1,085,386</b>
<b>TOTAL GENERAL FUND</b>	<b>7,028,056</b>	<b>7,081,340</b>	<b>7,656,597</b>	<b>7,824,479</b>
<b>201 STREET MAINTENANCE AND REPAIR</b>				
-----				
<b>GENERAL STREET MAINTENANCE</b>				
-----				
COMPENSATION	658,393	672,088	729,333	798,762
TRAVEL & EDUCATION	500	0	500	500
CONTRACTUAL SVCS	532,333	654,540	371,774	103,976
MATERIALS & SUPPLIES	133,032	152,819	169,490	158,033
CAPITAL OUTLAY	100,000	100,000	100,000	125,000
<b>TOTAL GENERAL STREET MAINTENANCE</b>	<b>1,424,258</b>	<b>1,579,448</b>	<b>1,371,097</b>	<b>1,186,271</b>
<b>TOTAL STREET MAINTENANCE AND REPAIR</b>	<b>1,424,258</b>	<b>1,579,448</b>	<b>1,371,097</b>	<b>1,186,271</b>

<b>PUBLIC WORKS DEPARTMENT</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGET 2016</b>	<b>BUDGET 2017</b>
202 STATE HIGHWAY				
-----				
STATE HIGHWAY				
-----				
COMPENSATION	6,807	14,562	10,353	10,931
CONTRACTUAL SVCS	8,600	0	8,689	8,689
MATERIALS & SUPPLIES	36,307	50,546	49,981	35,981
TOTAL STATE HIGHWAY	<u>51,715</u>	<u>65,107</u>	<u>69,023</u>	<u>55,601</u>
<b>TOTAL STATE HIGHWAY</b>	<b><u>51,715</u></b>	<b><u>65,107</u></b>	<b><u>69,023</u></b>	<b><u>55,601</u></b>
204 SEWER MAINTENANCE				
-----				
STORM SEWER MAINTENANCE				
-----				
COMPENSATION	226,236	230,583	252,721	258,086
TRAVEL & EDUCATION	1,000	0	1,000	1,000
CONTRACTUAL SVCS	248,917	328,407	309,793	328,793
MATERIALS & SUPPLIES	48,566	59,392	86,122	105,122
CAPITAL OUTLAY	0	37,501	37,501	37,501
TOTAL STORM SEWER MAINTENANCE	<u>524,718</u>	<u>655,883</u>	<u>687,137</u>	<u>730,502</u>
SANITARY SEWER MAINTENANCE				
-----				
COMPENSATION	70,371	58,406	77,177	83,959
CONTRACTUAL SVCS	792,572	697,595	542,739	504,739
MATERIALS & SUPPLIES	7,758	9,402	24,548	24,548
TRANSFERS-OUT	188,178	154,800	146,642	146,642
TOTAL SANITARY SEWER MAINTENANCE	<u>1,058,878</u>	<u>920,203</u>	<u>791,106</u>	<u>759,888</u>
LAKES MANAGEMENT				
-----				
CONTRACTUAL SVCS	6,926	6,641	6,500	6,500
MISCELLANEOUS	17,922	18,000	18,000	18,000
TOTAL LAKES MANAGEMENT	<u>24,847</u>	<u>24,641</u>	<u>24,500</u>	<u>24,500</u>
<b>TOTAL SEWER MAINTENANCE</b>	<b><u>1,608,444</u></b>	<b><u>1,600,727</u></b>	<b><u>1,502,743</u></b>	<b><u>1,514,890</u></b>
281 STREET LITING SPEC ASSESSMENT				
-----				
STREET LIGHTING				
-----				
CONTRACTUAL SVCS	689,738	842,676	812,872	812,872
TOTAL STREET LIGHTING	<u>689,738</u>	<u>842,676</u>	<u>812,872</u>	<u>812,872</u>

	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGET 2016</b>	<b>BUDGET 2017</b>
<b>PUBLIC WORKS DEPARTMENT</b>				
<b>TOTAL STREET LITING SPEC ASSESSMENT</b>	<u>689,738</u>	<u>842,676</u>	<u>812,872</u>	<u>812,872</u>
 282 TREE MAINT SPEC ASSESSMENT ----- TREE MAINTENANCE -----				
COMPENSATION	410,244	408,311	468,234	377,179
TRAVEL & EDUCATION	1,385	235	1,801	1,801
CONTRACTUAL SVCS	184,858	203,673	325,341	228,515
MATERIALS & SUPPLIES	30,069	30,391	35,162	31,231
CAPITAL OUTLAY	155,481	126,030	151,522	108,044
MISCELLANEOUS	500	0	0	0
TOTAL TREE MAINTENANCE	<u>782,538</u>	<u>768,640</u>	<u>982,060</u>	<u>746,770</u>
 <b>TOTAL TREE MAINT SPEC ASSESSMENT</b>	<u>782,538</u>	<u>768,640</u>	<u>982,060</u>	<u>746,770</u>
 601 CENTRAL STORES PURCHASING ----- CENTRAL STORES -----				
CONTRACTUAL SVCS	20,419	11,730	35,490	27,490
MATERIALS & SUPPLIES	759,078	617,321	810,697	818,698
TRANSFERS-OUT	20,000	20,000	0	0
TOTAL CENTRAL STORES	<u>799,497</u>	<u>649,051</u>	<u>846,187</u>	<u>846,188</u>
 <b>TOTAL CENTRAL STORES PURCHASING</b>	<u>799,497</u>	<u>649,051</u>	<u>846,187</u>	<u>846,188</u>
 602 CENTRAL PRINTING OPERATION ----- CENTRAL PRINTING OPERATION -----				
CONTRACTUAL SVCS	36,347	36,857	46,000	46,000
TRANSFERS-OUT	11,000	10,000	0	0
TOTAL CENTRAL PRINTING OPERATION	<u>47,347</u>	<u>46,857</u>	<u>46,000</u>	<u>46,000</u>
 <b>TOTAL CENTRAL PRINTING OPERATION</b>	<u>47,347</u>	<u>46,857</u>	<u>46,000</u>	<u>46,000</u>
 603 CENTRAL GARAGE OPERATION ----- CENTRAL GARAGE -----				
COMPENSATION	739,816	700,654	852,843	878,418
TRAVEL & EDUCATION	565	711	2,402	2,402
CONTRACTUAL SVCS	274,587	182,155	300,960	300,960
MATERIALS & SUPPLIES	66,806	60,833	73,105	73,105

<b>PUBLIC WORKS DEPARTMENT</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGET 2016</b>	<b>BUDGET 2017</b>
TOTAL CENTRAL GARAGE	1,081,773	944,353	1,229,310	1,254,885
<b>TOTAL CENTRAL GARAGE OPERATION</b>	<b>1,081,773</b>	<b>944,353</b>	<b>1,229,310</b>	<b>1,254,885</b>
604 CENTRAL SERVICES OPERATION				
-----				
TREE MAINTENANCE				
-----				
CONTRACTUAL SVCS	12,355	17,030	12,000	12,000
TOTAL TREE MAINTENANCE	12,355	17,030	12,000	12,000
SIDEWALK MAINTENANCE				
-----				
MATERIALS & SUPPLIES	424	363	0	0
TOTAL SIDEWALK MAINTENANCE	424	363	0	0
UTILITY PAVEMENT STREET OPENIN				
-----				
COMPENSATION	75,229	67,040	71,730	95,621
MATERIALS & SUPPLIES	21,475	66,799	60,000	32,600
TOTAL UTILITY PAVEMENT STREET OPENIN	96,704	133,839	131,730	128,221
RTA SNOW PLOWING				
-----				
COMPENSATION	1,047	1,941	14,008	14,950
MATERIALS & SUPPLIES	21,337	15,000	19,796	19,796
TOTAL RTA SNOW PLOWING	22,384	16,941	33,804	34,746
RTA SHAKER LINE MAINTENANCE				
-----				
COMPENSATION	92,239	81,672	62,683	68,909
CONTRACTUAL SVCS	26,219	22,509	28,078	30,958
MATERIALS & SUPPLIES	18,240	22,131	26,691	26,691
TOTAL RTA SHAKER LINE MAINTENANCE	136,698	126,312	117,452	126,558
RTA VAN AKEN LINE MAINTENANCE				
-----				
COMPENSATION	57,550	69,180	64,754	66,738
CONTRACTUAL SVCS	17,129	15,832	16,352	16,352

<b>PUBLIC WORKS DEPARTMENT</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGET 2016</b>	<b>BUDGET 2017</b>
MATERIALS & SUPPLIES	31,612	33,461	33,757	33,757
TOTAL RTA VAN AKEN LINE MAINTENANCE	106,290	118,473	114,863	116,847
SIDEWALK REPAIR PROGRAM				
-----				
COMPENSATION	73,735	92,142	97,144	104,300
CONTRACTUAL SVCS	234,988	218,512	300,000	300,000
TOTAL SIDEWALK REPAIR PROGRAM	308,723	310,654	397,144	404,300
FIRE HYDRANT MAINTENANCE				
-----				
CONTRACTUAL SVCS	0	0	9,987	9,987
TOTAL FIRE HYDRANT MAINTENANCE	0	0	9,987	9,987
PUBLIC PROPERTY DAMAGE				
-----				
COMPENSATION	0	0	4,027	4,098
TOTAL PUBLIC PROPERTY DAMAGE	0	0	4,027	4,098
PRIVATE PROPERTY MAINT				
-----				
COMPENSATION	57,471	49,814	67,485	69,290
CONTRACTUAL SVCS	2,637	4,156	6,030	8,030
TOTAL PRIVATE PROPERTY MAINT	60,108	53,970	73,515	77,320
<b>TOTAL CENTRAL SERVICES OPERATION</b>	<b>743,685</b>	<b>777,582</b>	<b>894,522</b>	<b>914,077</b>
<b>TOTAL PUBLIC WORKS DEPARTMENT</b>	<b>14,257,050</b>	<b>14,355,782</b>	<b>15,410,411</b>	<b>15,202,033</b>
<b>GRAND TOTAL</b>	<b>14,257,050</b>	<b>14,355,782</b>	<b>15,410,411</b>	<b>15,202,033</b>

### 2017 Budget Highlights

- Overall General Fund budget increased 2.2%.
- Provide construction oversight for the Van Aken District infrastructure.
- Manage the resurfacing of Shaker Blvd., project with federal and City funding.
- Finalize plans, bid and perform \$1 million Kendall/Cheshire Sewer Project with NEORSF funding.

- Finalize plans, bid and perform \$135,000 in green infrastructure improvements for the Larchmere/Kendall Parking Lot.
- Assist NEORSD with Green Lake Dredging.
- Assist NEORSD with Green and Horse Lake Park Dam repair/replacements.
- Design, publicly bid and administer \$2 million Street Resurfacing Program.
- Design, publicly bid and administer over \$1 million in Building Maintenance Improvements.
- Seek funding from Cleveland Water Department for additional Waterline Replacements.
- Continue to seek funding for infrastructure improvements.
- Add public grounds maintenance for new areas at Van Aken District/Chagrin-Warrensville Intersection.
- 4.5% Landfill fee increase
- 40% Salt cost decrease - \$50/ton in 2016 to \$30/ton in 2017 - \$100,000 savings covers additional mulch and seasonal labor for Van Aken District and Lakes to Lake trail.
- Shaker Family Center Building janitorial services increase \$10,000.
- Street Maintenance Fund budget decrease by \$184,000 to reflect decrease in the State Gasoline Tax receipts.
- Sewer Maintenance Fund continues to be subsidized with General Fund transfer of \$502,000 for maintenance and operations due to insufficient revenue from property owners' sewer assessments.
- Tree Maintenance Fund will need to be subsidized with a General Fund transfer of \$237,000 in 2016 after drawdown of remaining cash balance (not yet reflected in the 2016 budget): 2017 budget reduced by (\$235,290) to operate within the 2017 revenues.

### **2017 Capital Budget**

#### Public Works Equipment:

Replacement Pickup Truck No. 12 (2003)	\$45,000
Scooter – Diesel (2)	60,000
Replacement Snow Plow (1)	10,000
Replacement Dump Truck Tandem No. 56 (2003)	185,000
Replacement Cement Truck #57	180,000
<b>Total New Equipment</b>	<b><u><u>\$480,000</u></u></b>

#### Public Works Streets:

2017 Street Resurfacing	\$2,000,000
<b>Total Streets</b>	<b><u><u>\$2,000,000</u></u></b>

#### Public Works Sewer System Improvements:

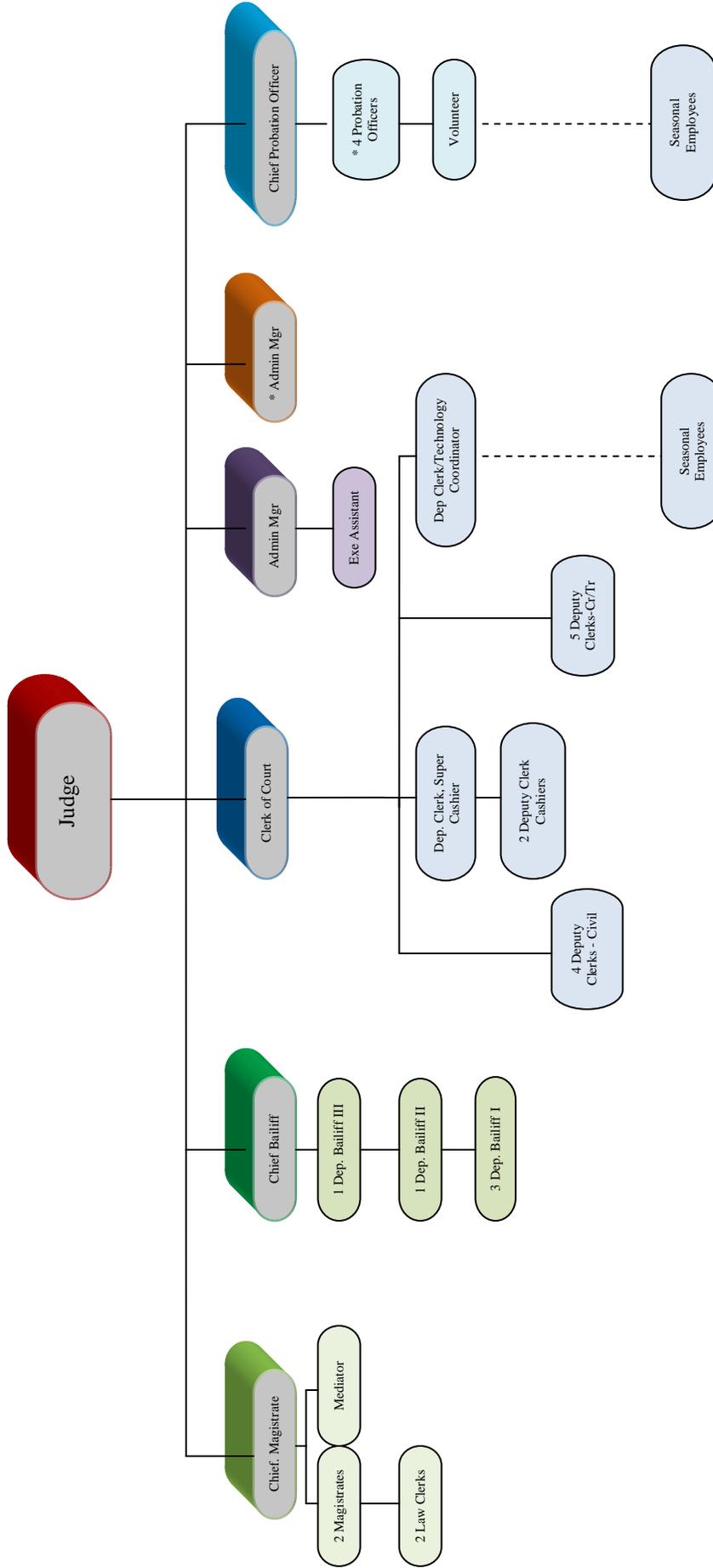
Sewer Capital Maintenance	\$250,000
<b>Total Sewer Capital Maintenance</b>	<b><u><u>\$250,000</u></u></b>

#### Public Works Facilities and Maintenance:

Consulting Engineer	8,000
Furniture and Equipment	25,000
City Hall Replacement HVAC – Communications and Marketing	30,000
Replacement City Hall Elevator	180,000
Replacement Council Chambers Carpet	20,000
Community Building Flat Roof Replacement	15,000
Community Building Front Doors Replacement	15,000
Community Building Security Upgrade	16,000
Community Building 2 <sup>nd</sup> Floor Elevator Lobby	10,000
Police/Court Waterproofing South Wall	50,000
Police/Court Roof Areas Replacement additional prior year's project	340,000
Jail Plumbing	10,000
Shaker Town Center Chagrin/Lee decorative crosswalk replacement	146,000
Shaker Town Center streetscape repair	78,500
<b>Total Facilities Maintenance</b>	<b><u>\$943,500</u></b>
<b>Total Public Works Capital Budget</b>	<b><u><u>\$3,673,500</u></u></b>

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# SHAKER HEIGHTS MUNICIPAL COURT ORGANIZATIONAL CHART



\* 1 Probation Officer position also performs Administrative Manager functions

## MUNICIPAL COURT

	2014 Actual	2015 Actual	2016 Budget	2017 Budget	% Chg
General Fund	2,024,555	1,983,030	2,178,997	2,201,084	1.0%
Other Funds	158,434	158,027	319,378	333,552	4.4%
<b>All Funds</b>	<b>\$ 2,182,989</b>	<b>\$ 2,141,057</b>	<b>\$ 2,498,375</b>	<b>\$ 2,534,636</b>	<b>1.5%</b>

### 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.

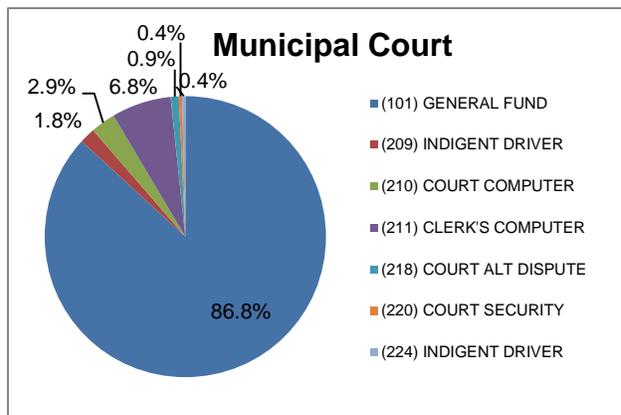
### Funding Sources

#### 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.

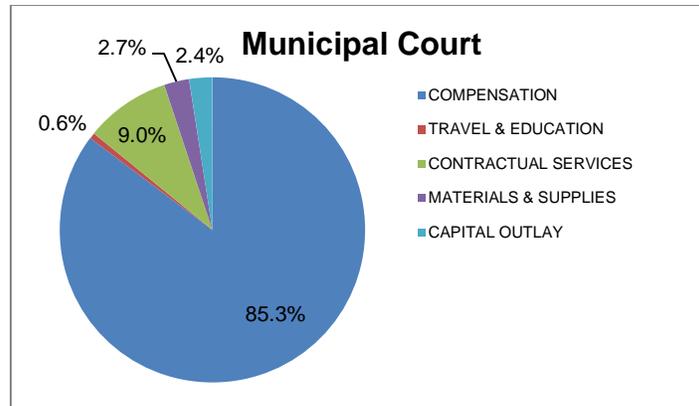
#### Special Revenue Fund

- 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 2015 Shaker Heights Municipal Court Annual Report at

<http://www.shakerheightscourt.org/general/2015AnnualReport.pdf>



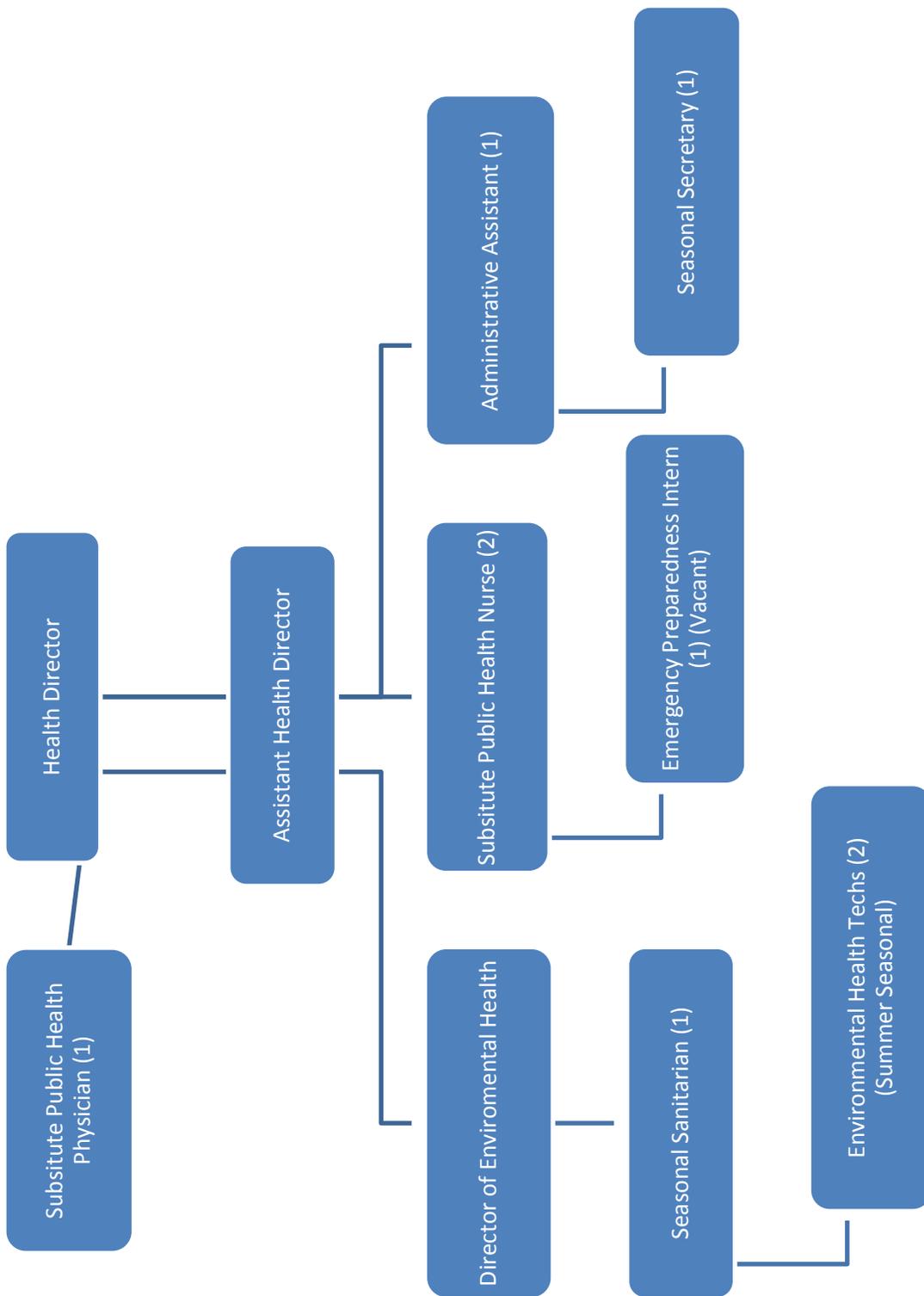
**2014 - 2017 Budget**

<b>MUNICIPAL COURT</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGET 2016</b>	<b>BUDGET 2017</b>
----- 101 GENERAL FUND ----- MUNICIPAL COURT -----				
COMPENSATION	1,942,042	1,899,928	2,076,534	2,098,621
TRAVEL & EDUCATION	6,706	8,294	12,025	12,025
CONTRACTUAL SVCS	32,555	31,082	43,828	43,828
MATERIALS & SUPPLIES	43,252	43,726	46,610	46,610
<b>TOTAL MUNICIPAL COURT</b>	<u>2,024,555</u>	<u>1,983,030</u>	<u>2,178,997</u>	<u>2,201,084</u>
<b>TOTAL GENERAL FUND</b>	<u>2,024,555</u>	<u>1,983,030</u>	<u>2,178,997</u>	<u>2,201,084</u>
----- 209 INDIGENT DRIVR ALCOHL TREATMNT ----- INDIGENT DRIVER ALCOHOL TREATM -----				
CONTRACTUAL SVCS	32,630	44,880	45,000	45,000
MATERIALS & SUPPLIES	74	142	358	358
<b>TOTAL INDIGENT DRIVER ALCOHOL TREATM</b>	<u>32,704</u>	<u>45,022</u>	<u>45,358</u>	<u>45,358</u>
<b>TOTAL INDIGENT DRIVR ALCOHL TREATMNT</b>	<u>32,704</u>	<u>45,022</u>	<u>45,358</u>	<u>45,358</u>

<b>MUNICIPAL COURT</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGET 2016</b>	<b>BUDGET 2017</b>
210 COURT COMPUTER ----- COURT COMPUTER -----				
COMPENSATION	5,390	8,115	39,255	39,253
TRAVEL & EDUCATION	0	0	0	0
CONTRACTUAL SVCS	10,449	10,782	16,637	20,694
MATERIALS & SUPPLIES	590	8,251	7,560	7,560
CAPITAL OUTLAY	3,134	19,533	5,000	5,000
<b>TOTAL COURT COMPUTER</b>	<u>19,563</u>	<u>46,682</u>	<u>68,452</u>	<u>72,507</u>
<b>TOTAL COURT COMPUTER</b>	<u>19,563</u>	<u>46,682</u>	<u>68,452</u>	<u>72,507</u>
211 CLERK'S COMPUTERIZATION ----- CLERKS COMPUTERIZATION -----				
TRAVEL & EDUCATION	1,032	0	1,968	1,968
CONTRACTUAL SVCS	38,302	23,457	93,580	104,580
MATERIALS & SUPPLIES	17,010	1,519	9,867	9,867
CAPITAL OUTLAY	13,012	0	57,000	57,000
<b>TOTAL CLERKS COMPUTERIZATION</b>	<u>69,356</u>	<u>24,975</u>	<u>162,415</u>	<u>173,415</u>
<b>TOTAL CLERK'S COMPUTERIZATION</b>	<u>69,356</u>	<u>24,975</u>	<u>162,415</u>	<u>173,415</u>
218 COURT ALT DISPUTE RESOLUTION ----- ALTERNATE DISPUTE RESOLUTION -----				
COMPENSATION	23,064	23,319	23,795	22,914
TRAVEL & EDUCATION	0	160	750	750
<b>TOTAL ALTERNATE DISPUTE RESOLUTION</b>	<u>23,064</u>	<u>23,479</u>	<u>24,545</u>	<u>23,664</u>
<b>TOTAL COURT ALT DISPUTE RESOLUTION</b>	<u>23,064</u>	<u>23,479</u>	<u>24,545</u>	<u>23,664</u>

<b>MUNICIPAL COURT</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGET 2016</b>	<b>BUDGET 2017</b>
220 COURT SECURITY PROJECT FUND				
----- COURT SECURITY PROJECT -----				
TRAVEL & EDUCATION	0	282	1,000	1,000
CONTRACTUAL SVCS	275	3,387	5,308	5,308
MATERIALS & SUPPLIES	498	200	3,300	3,300
CAPITAL OUTLAY	0	5,000	0	0
TOTAL COURT SECURITY PROJECT	<u>773</u>	<u>8,869</u>	<u>9,608</u>	<u>9,608</u>
<b>TOTAL COURT SECURITY PROJECT FUND</b>	<u>773</u>	<u>8,869</u>	<u>9,608</u>	<u>9,608</u>
224 INDIGENT DRIVER INTERLOCK				
----- UNDEFINED -----				
CONTRACTUAL SVCS	12,974	9,000	9,000	9,000
TOTAL UNDEFINED	<u>12,974</u>	<u>9,000</u>	<u>9,000</u>	<u>9,000</u>
<b>TOTAL INDIGENT DRIVER INTERLOCK</b>	<u>12,974</u>	<u>9,000</u>	<u>9,000</u>	<u>9,000</u>
<b>TOTAL MUNICIPAL COURT</b>	<u>2,182,989</u>	<u>2,141,057</u>	<u>2,498,375</u>	<u>2,534,636</u>
<b>GRAND TOTAL</b>	<u>2,182,989</u>	<u>2,141,057</u>	<u>2,498,375</u>	<u>2,534,636</u>

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## HEALTH DEPARTMENT

	2014 Actual	2015 Actual	2016 Budget	2017 Budget	% Chg
General Fund	411,842	419,254	465,047	462,095	-0.6%
Other Funds	-				
<b>All Funds</b>	<b>\$ 411,842</b>	<b>\$ 419,254</b>	<b>\$ 465,047</b>	<b>\$ 462,095</b>	<b>-0.6%</b>

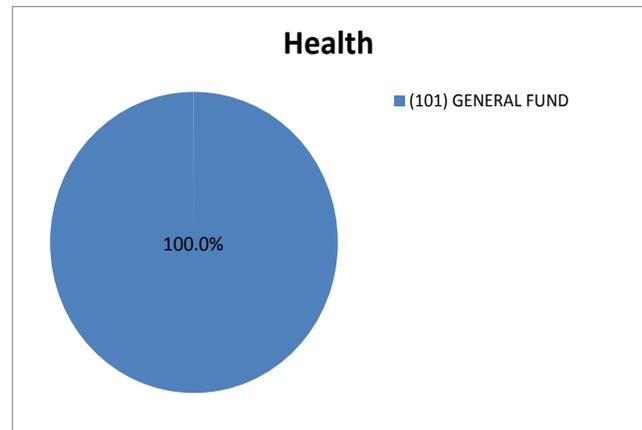
### Department Description

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

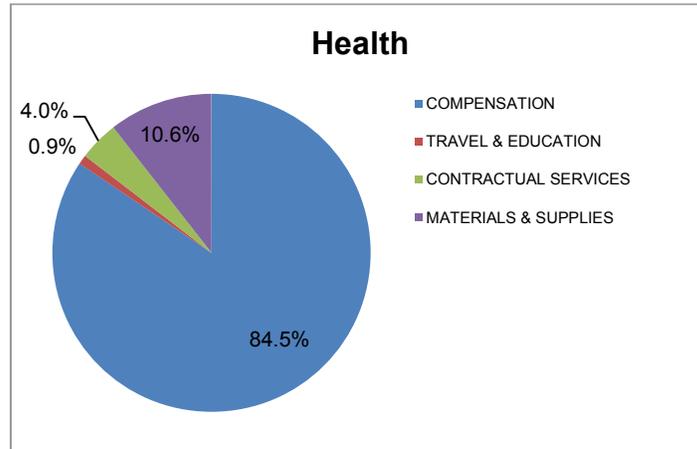
- **Public Health**
  - Adult and childhood immunizations.
  - Screening
  - Disease surveillance and prevention
  - Health promotion/outreach
  - Bike helmet program
  - Employee pre-employment drug testing and random drug testing Department of Transportation (DOT)
  - Employee consultations and return to work exams
  - 24/7 nursing and physician calls for medical needs of prisoners in City jail
  - Teaching: Epi pen training class (SAC/Rec), required medical/suicide screening (PD), Zika education (residents).
  - Co-leader (with FD) of Shaker Heights Community Emergency Response Team (CERT).
- **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

## **2016 Accomplishments**

- Continued blood pressure screening, with increased emphasis on employee blood pressure monitoring
- Participation and collaboration with senior adult events: Senior Adult picnic (June), Senior Adult Health Fair (October), Senior Adult Halloween Ball (October), and Senior Adult Holiday party (December).
- Emergency Preparedness Activities: Participated in NEO Ebola Tabletop Drill (May), conducted RNC Tabletop exercise training for CERT (June), conducted functional exercise for CERT (September)
- RNC planning and training:
  - Active participation in all of the Health and Medical subcommittees (Epidemiology, Food Safety, and Medical Countermeasures) which created the overall health safety plan for the event
  - Active participation in the regional conference calls with ODH, CDC, and numerous health departments from Sandusky to Ashtabula, to Summit Counties
  - Trainings which included Foodborne Outbreak Response, Mass Fatality, Coordinating Responses To Food Emergencies, FDA Food Safety, Ebola FSE, Public Information Officer Training, Radiological Events, Knowledge Center
- Participated in leadership of the Health Improvement Partnership-Cuyahoga (HIP-C), including priority setting, action planning, and grant writing
- Health partnership with Shaker Heights School District, serving medical and public health needs of the schools.
- Effective West Nile Virus prevention. Larvicided over 3300 catch basins with extended release tablets, which provided coverage for the entire season in only one application
- Conducted mosquito trapping with new mosquito traps provided by the Ohio Department of Health to test mosquitoes for the presence of West Nile Virus as well as to identify possible Zika transmitting mosquito species
- Coordinated with Law and Housing Departments regarding Lead Prevention and provided expertise in an evening panel forum on Lead in Shaker
- Worked with the Police Department on a lead investigation as well as regulation research specific to lead hazards in firing ranges
- Certified Pool Operator Re-certification
- Passed rigorous program surveys conducted by the Ohio Department of Agriculture (Pesticide Program), Ohio EPA (Solid Waste Program), and the Ohio Department of Health (Public Pool Program)

- 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



## 2014 - 2017 Budget

	<u>ACTUAL 2014</u>	<u>ACTUAL 2015</u>	<u>BUDGET 2016</u>	<u>BUDGET 2017</u>
<b>HEALTH DEPARTMENT</b>				
-----				
101 GENERAL FUND				
-----				
PUBLIC HEALTH				
COMPENSATION	343,029	346,083	356,963	376,691
TRAVEL & EDUCATION	2,854	2,150	3,939	3,939
CONTRACTUAL SVCS	26,098	24,285	18,373	18,373
MATERIALS & SUPPLIES	5,447	5,231	33,072	32,999
<b>TOTAL PUBLIC HEALTH</b>	<u>377,428</u>	<u>377,748</u>	<u>412,347</u>	<u>432,002</u>
PUBLIC HEALTH GRANTS				
-----				
COMPENSATION	18,742	27,517	34,205	13,677
CONTRACTUAL SVCS	410	240	365	365
MATERIALS & SUPPLIES	695	1,018	837	
CAPITAL OUTLAY	0	1,069	1,482	240
<b>TOTAL PUBLIC HEALTH GRANTS</b>	<u>19,847</u>	<u>29,843</u>	<u>36,889</u>	<u>14,282</u>
WEST NILE VIRUS PREVENTION				
-----				

	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGET 2016</b>	<b>BUDGET 2017</b>
<b>HEALTH DEPARTMENT</b>				
MATERIALS & SUPPLIES	14,567	11,663	15,811	15,811
TOTAL WEST NILE VIRUS PREVENTION	14,567	11,663	15,811	15,811
<b>TOTAL GENERAL FUND</b>	<u>411,842</u>	<u>419,254</u>	<u>465,047</u>	<u>462,095</u>
<b>TOTAL HEALTH DEPARTMENT</b>	<u>411,842</u>	<u>419,254</u>	<u>465,047</u>	<u>462,095</u>
<b>GRAND TOTAL</b>	<u>411,842</u>	<u>419,254</u>	<u>465,047</u>	<u>462,095</u>

### 2017 Budget Highlights

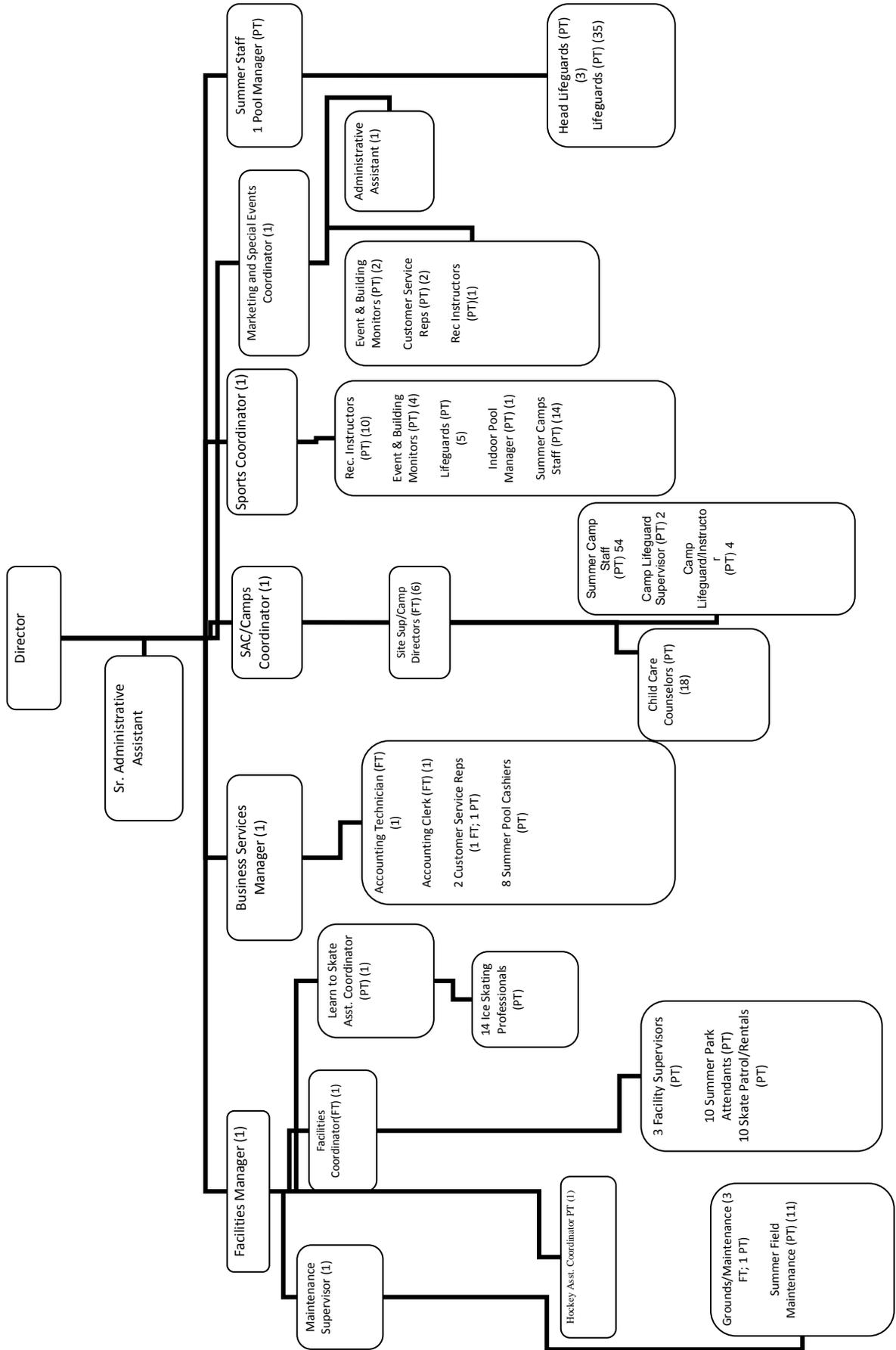
- \$15,000 received in 2016 from the Ohio Department of Health will support 2017 expenses for accreditation of our local health department by the federal Public Health Accreditation Board (PHAB):

-Accreditation Fee	\$ 14,000
-Public Intern to prepare required assessment and application	\$ 2,000
-Accreditation Training	\$ 2,000
<b>Total</b>	<u>\$ 18,000</u>

2 - 5<sup>th</sup> year accreditation fee will be \$5,600/year

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# ORGANIZATIONAL CHART RECREATION DEPARTMENT



## RECREATION DEPARTMENT

	2014 Actual	2015 Actual	2016 Budget	2017 Budget	% Chg
General Fund	506,423	492,769	441,415	445,356	0.9%
Other Funds	2,478,217	2,568,092	2,829,672	3,035,055	7.3%
<b>All Funds</b>	<b>\$ 2,984,640</b>	<b>\$ 3,060,861</b>	<b>\$ 3,271,087</b>	<b>\$ 3,480,411</b>	<b>6.4%</b>

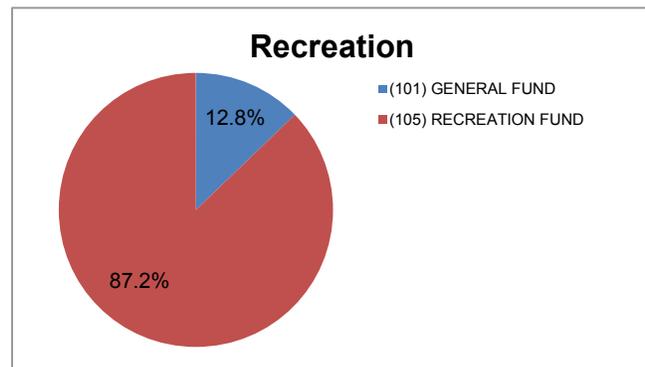
### Department Description

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.



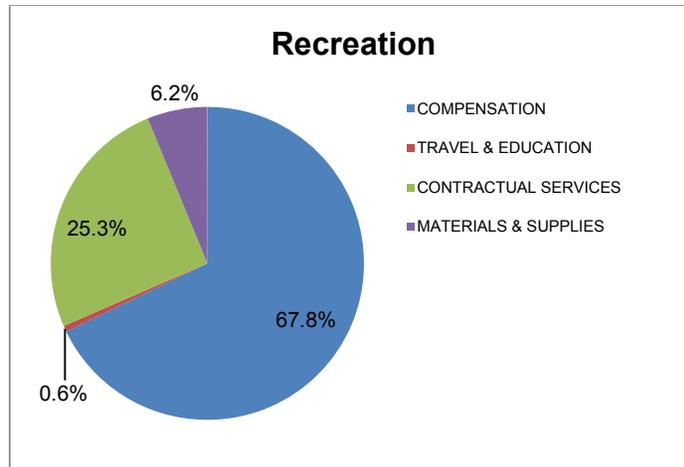
### Functions

- **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.

## **2016 Accomplishments**

- Added Pickle Ball courts to Thornton Park and Shaker Family Center Building and in the Community Building.
- Installed fitness equipment at Southerly Park, stained the wood at Around the World Playground and added the use of field groomers for baseball/softball fields.
- To improve the challenge of overnight parking and junk cars being left in the Warrensville parking lot at Thornton Park, the City ordinance was changed to allow overnight parking in a specific area with the purchase of a parking permit.
- New registration system went live in August following months of planning and training.
- The Recreation Department launched a Facebook page which has been helpful in marketing programs and services.
- Replaced older Gator style utility vehicle with a Kubota multipurpose vehicle.
- Saturday morning access to the pool for non-residents was restricted and the cost for non-resident passes was increased. There were no complaints from residents with regard to crowding in the lap lanes this summer. The purchase of non-resident pool passes was down with the increased cost, but there as little change in the revenue from the previous year.
- Added half-day options for summer camps, before and aftercare for select camps and the expansion of adventure camp.
- New Thornton Pool Theater community event with over 100 people in attendance.



### 2014 - 2017 Budget

<b>RECREATION</b>	<b>Actual 2014</b>	<b>Actual 2015</b>	<b>Budget 2016</b>	<b>Budget 2017</b>
-----				
101 GENERAL FUND				
-----				
COMMUNITY LIFE ADMINISTRATION				
-----				
COMPENSATION	332,286	340,346	275,570	274,979
TRAVEL & EDUCATION	250	548	2,430	2,430
CONTRACTUAL SVCS	167,581	147,139	155,615	160,979
MATERIALS & SUPPLIES	6,214	4,692	6,300	5,468
MISCELLANEOUS	92	43	1,500	1,500
TOTAL COMMUNITY LIFE ADMINISTRATION	<u>506,423</u>	<u>492,769</u>	<u>441,415</u>	<u>445,356</u>
TOTAL GENERAL FUND	<u>506,423</u>	<u>492,769</u>	<u>441,415</u>	<u>445,356</u>
RECREATION				
-----				
105 RECREATION FUND				
-----				
RECREATION ADMINISTRATION				
COMPENSATION	253,538	248,451	361,610	367,580
TRAVEL & EDUCATION	3,100	4,564	14,244	14,244
CONTRACTUAL SVCS	65,775	110,438	78,323	78,323
MATERIALS & SUPPLIES	19,055	19,863	20,496	20,435
MISCELLANEOUS	<u>(183,689)</u>	<u>(185,088)</u>	<u>(190,252)</u>	<u>(190,252)</u>
TOTAL RECREATION ADMINISTRATION	<u>157,779</u>	<u>198,228</u>	<u>284,421</u>	<u>290,330</u>

<b>RECREATION</b>	<b>Actual 2014</b>	<b>Actual 2015</b>	<b>Budget 2016</b>	<b>Budget 2017</b>
<b>RECREATION PROMOTION</b>				
-----				
TRAVEL & EDUCATION	314	0	0	0
CONTRACTUAL SVCS	18,718	6,005	31,300	32,600
MATERIALS & SUPPLIES	10,913	10,649	10,194	11,194
MISCELLANEOUS	(20,467)	(20,467)	(21,967)	(21,967)
<b>TOTAL RECREATION PROMOTION</b>	<b>9,478</b>	<b>(3,813)</b>	<b>19,527</b>	<b>21,827</b>
<b>SCHOOL AGED CHILD CARE</b>				
-----				
COMPENSATION	369,614	387,701	356,566	448,431
TRAVEL & EDUCATION	2,488	5,217	4,252	3,753
CONTRACTUAL SVCS	26,337	24,069	26,824	27,774
MATERIALS & SUPPLIES	33,453	25,351	30,931	31,431
MISCELLANEOUS	56,352	56,352	56,352	56,352
<b>TOTAL SCHOOL AGED CHILD CARE</b>	<b>488,244</b>	<b>498,689</b>	<b>474,925</b>	<b>567,741</b>
<b>TENNIS</b>				
-----				
COMPENSATION	22,122	36,473	36,504	34,727
CONTRACTUAL SVCS	0	450	0	0
MATERIALS & SUPPLIES	4,838	6,099	6,286	7,186
MISCELLANEOUS	3,162	3,162	3,162	3,162
<b>TOTAL TENNIS</b>	<b>30,122</b>	<b>46,184</b>	<b>45,952</b>	<b>45,075</b>
<b>BUILDING MONITORS</b>				
-----				
COMPENSATION	20,973	16,406	30,852	27,481
MISCELLANEOUS	462	462	462	462
<b>TOTAL BUILDING MONITORS</b>	<b>21,435</b>	<b>16,868</b>	<b>31,314</b>	<b>27,943</b>
<b>PLAYING FIELDS MAINTENANCE</b>				
-----				
COMPENSATION	41,796	37,731	35,386	32,870
TRAVEL & EDUCATION	0	0	0	0
CONTRACTUAL SVCS	34,773	42,287	40,076	40,076
MATERIALS & SUPPLIES	9,653	8,159	8,295	8,295
MISCELLANEOUS	2,404	2,404	2,404	2,404
<b>TOTAL PLAYING FIELDS MAINTENANCE</b>	<b>88,626</b>	<b>90,581</b>	<b>86,161</b>	<b>83,645</b>
<b>PLAYGROUNDS</b>				

<b>RECREATION</b>	<b>Actual 2014</b>	<b>Actual 2015</b>	<b>Budget 2016</b>	<b>Budget 2017</b>
-----				
COMPENSATION	20,230	17,298	45,934	42,952
TRAVEL & EDUCATION	3,308	4,182	0	0
CONTRACTUAL SVCS	12,313	11,688	16,896	16,896
MATERIALS & SUPPLIES	5,878	1,520	7,397	7,397
MISCELLANEOUS	462	462	462	462
TOTAL PLAYGROUNDS	42,191	35,151	70,689	67,707
YOUTH PROGRAM				
-----				
COMPENSATION	17,481	6,687	17,500	9,200
CONTRACTUAL SVCS	58,985	74,159	57,035	73,165
MATERIALS & SUPPLIES	403	839	887	1,787
MISCELLANEOUS	12,762	12,762	12,762	12,762
TOTAL YOUTH PROGRAM	89,631	94,448	88,184	96,914
SPORTS PROGRAMS				
-----				
COMPENSATION	115,525	111,585	109,913	102,104
TRAVEL & EDUCATION	10	0	0	0
CONTRACTUAL SVCS	35,841	43,468	34,313	66,505
MATERIALS & SUPPLIES	22,397	31,427	22,761	27,119
MISCELLANEOUS	16,973	16,973	16,973	16,973
TOTAL SPORTS PROGRAMS	190,746	203,453	183,960	212,701
TEEN PROGRAMS				
-----				
COMPENSATION	1,797	4,193	0	27,500
TRAVEL & EDUCATION	30	0	0	0
MATERIALS & SUPPLIES	22	56	0	0
MISCELLANEOUS	30	0	0	0
TOTAL TEEN PROGRAMS	1,879	4,249	0	27,500
SUMMER CAMPS				
-----				
COMPENSATION	114,334	131,423	117,777	231,994
TRAVEL & EDUCATION	168	0	0	0
CONTRACTUAL SVCS	21,831	26,635	24,186	31,462
MATERIALS & SUPPLIES	12,651	8,897	11,721	10,640
MISCELLANEOUS	21,216	21,216	21,216	21,216
TOTAL SUMMER CAMPS	170,200	188,170	174,900	295,312
ADULT PROGRAMS				
-----				

<b>RECREATION</b>	<b>Actual 2014</b>	<b>Actual 2015</b>	<b>Budget 2016</b>	<b>Budget 2017</b>
COMPENSATION	20,963	22,250	9,054	8,637
TRAVEL & EDUCATION	190	0	0	0
CONTRACTUAL SVCS	31,322	23,837	34,500	25,000
MATERIALS & SUPPLIES	0	174	0	0
MISCELLANEOUS	4,223	4,223	4,223	4,223
<b>TOTAL ADULT PROGRAMS</b>	<b>56,698</b>	<b>50,483</b>	<b>47,777</b>	<b>37,860</b>
<b>SAFETY TOWN</b>				
-----				
COMPENSATION	7,107	5,214	14,425	16,741
CONTRACTUAL SVCS	962	1,100	1,150	350
MATERIALS & SUPPLIES	19	53	0	1,200
MISCELLANEOUS	481	481	481	481
<b>TOTAL SAFETY TOWN</b>	<b>8,569</b>	<b>6,848</b>	<b>16,056</b>	<b>18,772</b>
<b>ICE SKATING RINK</b>				
-----				
COMPENSATION	415,553	427,739	394,863	404,605
TRAVEL & EDUCATION	2,307	1,457	1,403	1,403
CONTRACTUAL SVCS	239,914	236,065	264,301	272,018
MATERIALS & SUPPLIES	58,475	57,189	55,123	56,121
MISCELLANEOUS	69,484	69,484	69,484	69,484
<b>TOTAL ICE SKATING RINK</b>	<b>785,733</b>	<b>791,935</b>	<b>785,174</b>	<b>803,631</b>
<b>SWIMMING POOL</b>				
-----				
COMPENSATION	221,852	245,098	353,036	314,524
TRAVEL & EDUCATION	438	0	0	0
CONTRACTUAL SVCS	46,617	43,518	55,809	55,861
MATERIALS & SUPPLIES	29,268	21,972	25,488	25,488
MISCELLANEOUS	21,216	21,216	21,216	21,216
<b>TOTAL SWIMMING POOL</b>	<b>319,391</b>	<b>331,804</b>	<b>455,549</b>	<b>417,089</b>
<b>CONCESSIONS</b>				
-----				
CONTRACTUAL SVCS	683	5,279	982	982
MATERIALS & SUPPLIES	565	635	1,660	1,660
MISCELLANEOUS	1,041	1,041	1,041	1,041
<b>TOTAL CONCESSIONS</b>	<b>2,289</b>	<b>6,955</b>	<b>3,683</b>	<b>3,683</b>
<b>THORNTON PARK AMENITIES</b>				
-----				
COMPENSATION	10,234	7,379	60,154	16,344

<b>RECREATION</b>	<b>Actual 2014</b>	<b>Actual 2015</b>	<b>Budget 2016</b>	<b>Budget 2017</b>
CONTRACTUAL SVCS	1,350	0	0	0
MATERIALS & SUPPLIES	3,141	0	765	500
MISCELLANEOUS	481	481	481	481
TOTAL THORNTON PARK AMENITIES	<u>15,206</u>	<u>7,860</u>	<u>61,400</u>	<u>17,325</u>
TOTAL 105 RECREATION FUND	<u>2,478,217</u>	<u>2,568,092</u>	<u>2,829,672</u>	<u>3,035,055</u>
GRAND TOTAL RECREATION	<u>2,984,640</u>	<u>3,060,861</u>	<u>3,271,087</u>	<u>3,480,411</u>

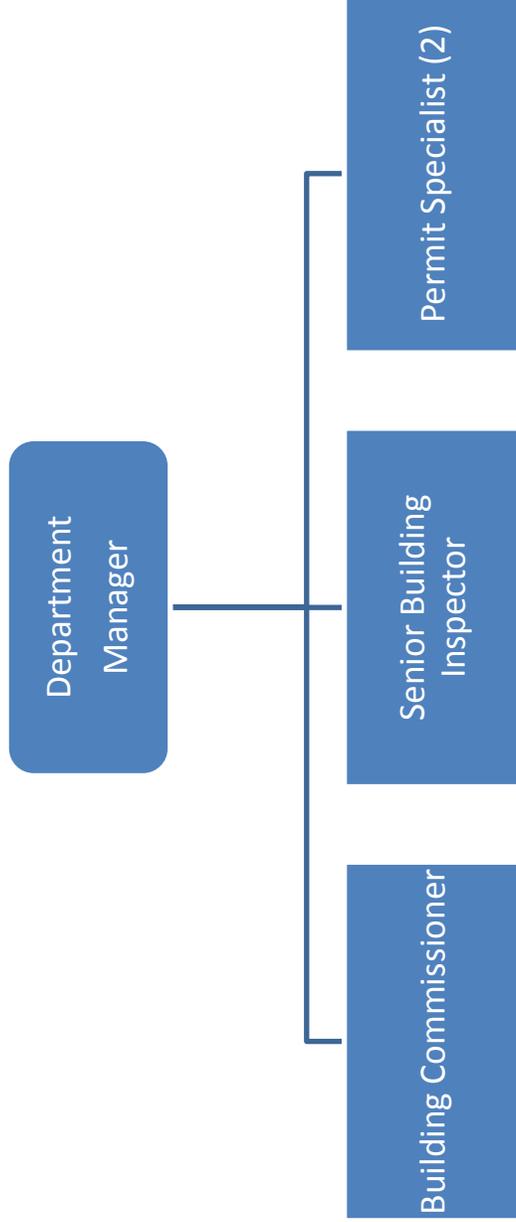
**2017 Budget Highlights**

- Increase of \$70,000 to change six part-time School Age Care (SAC) supervisors to full-time for improved before and after care and Fundaze services for Shaker School children.
- Increase offset by \$19,000 decrease in summer hires and elimination of 1 vacant, permanent part-time position, Full time SAC positions transition to add supervision of traditional camps and specialty camps in the summer, eliminating 14 part-time seasonal hires.
- Net \$51,000 in SAC expenditure increase will be covered by \$56,000 in increased SAC fee revenue in 2018.
- 5% increase in SAC fees to be proposed for Fall 2017. Last fee increase was 5% in 2014.
- \$40,100 added for design (March 2017) and implementation (August 2017) of after school teen program to engage at youth risk.
- \$10,000 for new ETrack registration system support costs balanced by decrease of \$13,000 from prior systems' operations cost.
- Engineering study of Thornton Park ice rink to identify useful life of facility and needed updates.
- Manage new vending machine contract at Thornton Park, City Hall and Community Building.
- Available cash balances in Recreation Fund have limited the growth of General Fund transfer (subsidy) needed in recent years but in 2018 the General Fund transfer will need to increase to cover expenditures. A comprehensive fee analysis will be undertaken in 2017 to address the level of General Fund subsidy required for Recreation programming.

**2017 Capital Budget**

Removable Football Goal Post	\$ 5,000
Scissor Lift	15,000
Ice Rink Engineering Study	20,000
Replacement of Office/Admin Windows – Thornton Park	60,000
<b>Total Recreation Capital</b>	<b><u>\$100,000</u></b>

**CITY OF SHAKER HEIGHTS  
BUILDING DEPARTMENT**



## BUILDING DEPARTMENT

	2014 Actual	2015 Actual	2016 Budget	2017 Budget	% Chg
General Fund	352,029	338,923	552,014	551,600	-0.1%
Other Funds	0	0	0	0	
<b>All Funds</b>	<b>\$ 352,029</b>	<b>\$ 338,923</b>	<b>\$ 552,014</b>	<b>\$ 551,600</b>	<b>-0.1%</b>

### Department Description

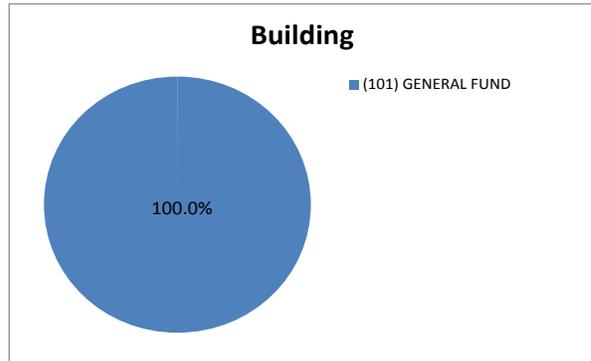
The Building Department is the gateway for all building construction activities occurring in the City. The Building Department has both Residential and Commercial Building certificates as recognized by the Ohio Board of Building Standards. As such, it is responsible for the approvals for all building plumbing, electrical and HVAC work performed in the City. This process includes plans approval, building permit issuance, building inspections, and the issuance of certificates of occupancy. Additionally, the Building Department is responsible for contractors' registrations, commercial occupancy inspections, collection of building fees, commercial nuisance abatement, and reporting construction statistics to outside entities.

Ultimately, the purpose of the Building Department is to partner with residents and business owners to ensure their buildings are constructed and maintained in a way that safeguards the health, safety, property, and overall public welfare of the community.

### 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.



### 2016 Accomplishments

#### Response to Significant Commercial and Residential Developments

- Solicited proposals for Master Plans Examiners for the Van Aken District Project. Contracted with *Sixmo* and *Makovich and Pusti* for these services.
- Contracted with Glaus, Pyle, Schomer, Burns & Dehaven (GPD), for site plan reviews as well as site inspection services.
- Conducted Plan Reviews, Issued Permits, and conducted Inspections for dozens of Commercial Renovation and New Construction projects including: Protem, Van Aken District Downtown, Shaker Plaza, La Chaperone Rouge Daycare, and the First Phase of Townhomes of Van Aken.

#### Efficiency Improvements

- Entire staff attended a five-day Lean Six Sigma training seminar to look for ways to reduce waste and streamline business processes. Began to apply methods and implement procedures to increase efficiency.

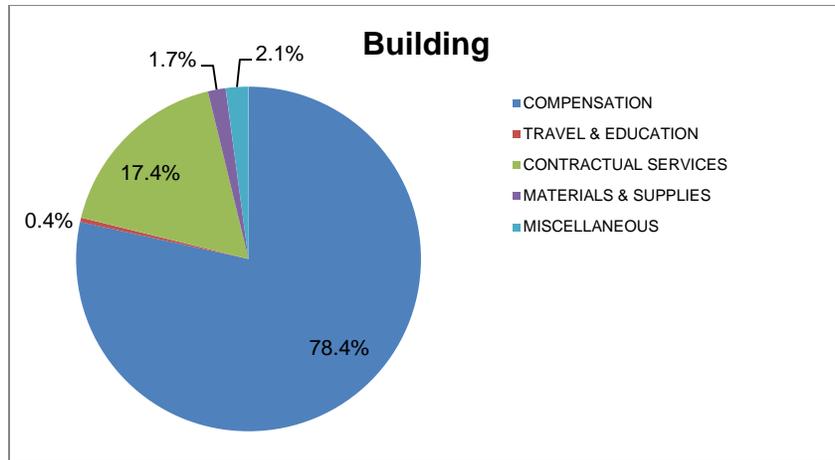
- Developed a Plan Review Tracking tool to better track, manage, and communicate the status of the Plan Review process for submissions related to the Van Aken Downtown project. This tool is accessible both by internal staff, as well as the developer and their team so they can see the real time status of the approval.
- Transitioned away from antiquated paper based inspection scheduling procedures to electronic scheduling.
- Utilizing Shaker Heights High School Interns, we transitioned to storing commercial property files, contractor registration, and other records in digital format leading to a reduction in duplication needs, physical storage needs, and an increased operational efficiency.
- Updated records retention schedule to align with 21<sup>st</sup> century business processes.
- Partnered with First Suburbs Consortium to explore a regional software solution for code enforcement and permitting.
- Working with other affected departments, developed an RFP for selection of a software vendor to automated inspection and permitting activities.

#### **Customer Service Improvements**

- Revised phone tree, phone ring structure, and voicemails in order to improve customer service response times.
- Implemented requirements for contractors who are operating as a business entity to first be registered with Secretary of the State of Ohio. This will reduce the likelihood of a fly-by-night contractor registering to do work with the city.
- In attempt to better educate our residents we have made significant updates to our website. Additionally, we have created information guides to better educate the community about: Insulating Older Homes, How to Properly Mulch Around Trees, Requirements for Submitting Residential Plans for Review, Energy Requirements for Doors, Windows, and Skylights, and Inspections Required by Type and Project.

#### **Other**

- Conducted the Biennium Commercial Occupancy Renewal inspections.
- Filled the vacant Building Inspector position.
- Modified processes and several Permit Applications to further comply with Ohio Board of Building Standards requirements.
- Continued to keep a watchful eye on the maintenance of Commercial Properties within the city, including a focus on vacant properties.



### 2014 - 2017 Budget

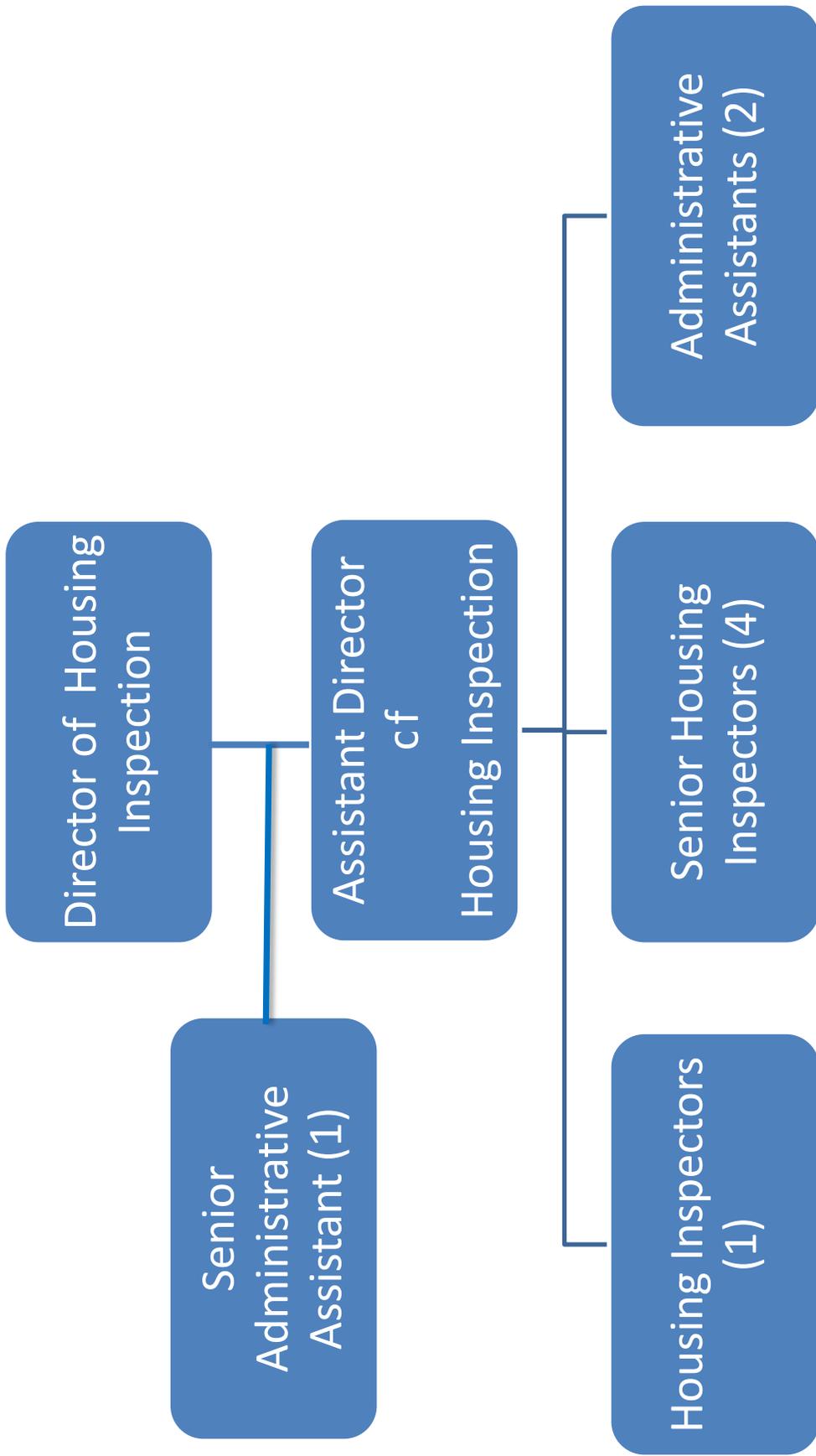
	<u>ACTUAL 2014</u>	<u>ACTUAL 2015</u>	<u>BUDGET 2016</u>	<u>BUDGET 2017</u>
<b>BUILDING INSPECTION</b>				
-----				
101 GENERAL FUND				
-----				
BUILDING INSPECTION				
-----				
COMPENSATION	309,049	258,795	395,701	442,127
TRAVEL & EDUCATION	958	1,697	1,169	2,313
CONTRACTUAL SVCS	34,938	72,111	145,169	97,809
MATERIALS & SUPPLIES	5,989	5,748	9,975	9,351
MISCELLANEOUS	1,094	573	0	0
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL BUILDING INSPECTION	352,029	338,923	552,014	551,600
	<hr/>	<hr/>	<hr/>	<hr/>
<b>TOTAL GENERAL FUND</b>	352,029	338,923	552,014	551,600

### 2017 Budget Highlights

- Increased personnel costs offset by decrease in outsourced inspection services and increased fee revenue.
- With the Van Aken District, Townhomes of Van Aken, and Avalon Station 2 all likely moving forward in 2017, this is projected to be the Building Department's busiest year in at least the previous two decades. As such, the following budget measures have been taken to prepare for this uptick in development:
  - Site Plan Review services are typically handled by the city engineer as part of Public Work's monthly retainer with GPD. Due to the significant projects in 2017, the Building Department will contract separately with GPD for these services. This is a pass through expense and is ultimately reimbursed by the developer/contractor. Revenue projections have been updated to reflect this.

- GPD will provide site inspections for the large commercial and residential developments. The budget reflects funds to cover these services.
- In 2016, all but \$8,000 was encumbered for two, two-year PO's for Master Plan Examination services related to the Van Aken District. Remaining 2016 encumbered funds will be carried over. An additional \$8,000 is budgeted for 2017 to cover the difference.
- There will be an estimated 36% increase of Building Inspections in 2017. The filling of the vacant Building Inspector position offset reliance on outsourcing these inspections. \$20,000 is budgeted to absorb the projected overflow beyond our capacity versus \$60,000 budgeted in 2016.
- Planning and implementation phase for software technology improvements across Planning, Building, and Housing Inspection departments.

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## HOUSING INSPECTION DEPARTMENT

	2014 Actual	2015 Actual	2016 Budget	2017 Budget	% Chg
General Fund	1,057,331	913,815	972,685	990,523	1.8%
Other Funds	0	0	30,000	30,000	
<b>All Funds</b>	<b>\$ 1,057,331</b>	<b>\$ 913,815</b>	<b>\$ 1,002,685</b>	<b>\$ 1,020,523</b>	<b>1.8%</b>

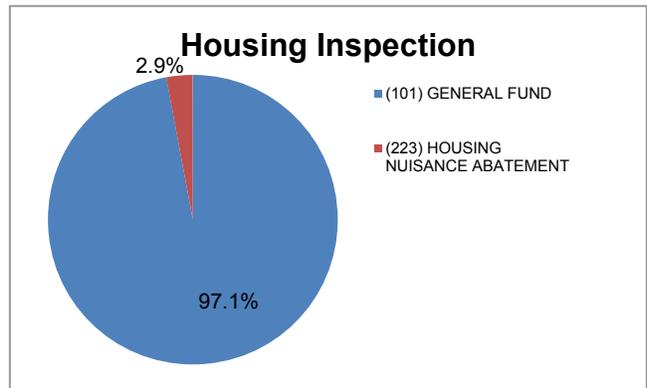
### Department Description

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

## **2016 Accomplishments**

### **New Inspections**

- Point of Sale 531
- Interior/Exterior for Rental Properties 271
- Exterior Systematics 883
- Complaint 160

### **Re-inspections**

- Point of Sale 1,080
- Rental 695
- Exterior Systematic 734
- Court 388
- Complaint 477

### **Exterior Systematics**

- Inspected all owner-occupied homes in the Malvern and Ludlow neighborhoods.

### **Compliance with Point of Sale Requirements**

- All violations corrected prior to transfer 75.0%.
- Funds held in escrow 23.1%.
- Sold in violations of the ordinance 1.9%.

### **Point of Sale Escrow**

- 125 accounts established and \$2,389,346 (\$19,114 average) held on deposit for the correction of assumed Point of Sale violations

### **Memorandum of Understanding with CMHA**

- Reviewed 25 units proposed to be occupied by Section 8 tenants.
- Sent copies of Police Reports to CMHA that involved program participants.
- Provided CMHA with a list of Shaker landlords who are in foreclosure or tax delinquent.

### **Certificates of Occupancy**

(Issued 1,328 certificates for rental property)

- Apartment Buildings 100
- Condominium Units 181
- Single-family 411
- Two-family 636

### **Foreclosure Registration**

- 121 Foreclosures filed 78 by lenders with the remainder filed by the County Treasurer, tax lien buyers, or condo associations.
- 77 properties have been sold at Sheriff's Sale.
- Received \$22,950 in Foreclosure Registration fees to cover the cost of monitoring foreclosed properties.

### **Nuisance Abatement**

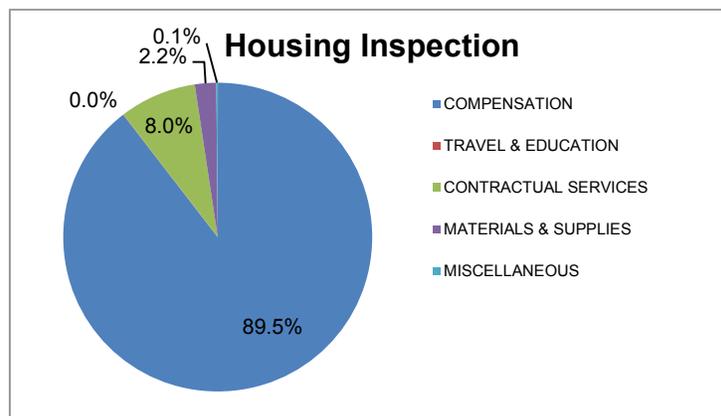
- 28 properties were declared public nuisances and actions taken to abate blighting conditions.
- Certified 22 vacant homes for County Demo funding.
- Worked with other departments to coordinate the demolition of 25 dilapidated houses; 21 were City owned and 13 were privately owned

Vacant Homes

- 354 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.
- Supervised the City’s nuisance abatement contractor in the securing of 29 vacant homes.
- Notified the County of owners improperly receiving the owner-occupancy tax credit.
- Requested the County file tax foreclosure actions against 7 property owners with a combined delinquent balance exceeding \$170,000.

Housing Database

- Developed a report to track homeowners who have received a stormwater credit from the Northeast Ohio Regional Sewer District.



**2014 - 2017 Budget**

	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGET 2016</b>	<b>BUDGET 2017</b>
<b>HOUSING INSPECTION</b>				
-----				
101 GENERAL FUND				
-----				
HOUSING INSPECTION				
-----				
COMPENSATION	828,543	872,831	895,805	913,643
TRAVEL & EDUCATION	221	52	430	430
CONTRACTUAL SVCS	12,194	16,974	52,062	52,062
MATERIALS & SUPPLIES	21,317	20,370	22,888	22,888
CAPITAL OUTLAY	193,606	2,397	0	0
MISCELLANEOUS	1,450	1,191	1,500	1,500
<b>TOTAL HOUSING INSPECTION</b>	<b>1,057,331</b>	<b>913,815</b>	<b>972,685</b>	<b>990,523</b>
<b>TOTAL GENERAL FUND</b>	<b>1,057,331</b>	<b>913,815</b>	<b>972,685</b>	<b>990,523</b>

<b>HOUSING INSPECTION</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGET 2016</b>	<b>BUDGET 2017</b>
TOTAL HOUSING INSPECTION	<u>1,057,331</u>	<u>913,815</u>	<u>972,685</u>	<u>990,523</u>
0223 HOUSING NUISANCE ABATE -----				
0000 UNDEFINED -----				
CONTRACTUAL SVCS	<u>0</u>	<u>0</u>	<u>30,000</u>	<u>30,000</u>
TOTAL HOUSING NUISANCE ABATE	<u>0</u>	<u>0</u>	<u>30,000</u>	<u>30,000</u>
TOTAL HOUSING NUISANCE ABATE	<u>0</u>	<u>0</u>	<u>30,000</u>	<u>30,000</u>
<b>GRAND TOTAL</b>	<u>1,057,331</u>	<u>913,815</u>	<u>1,002,685</u>	<u>1,020,523</u>

### **2017 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 on planning and implementation of software technology improvements across Planning, Building and Housing Inspection departments.
- Set up protocols for the implementation of HB390 (Expedited foreclosure process for vacant and abandoned properties).

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## CITY COUNCIL

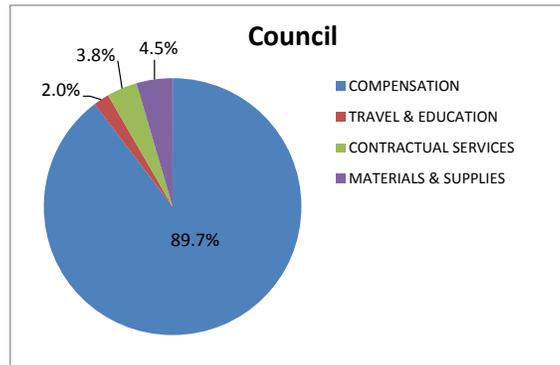
	2014 Actual	2015 Actual	2016 Budget	2017 Budget	% Chg
General Fund	141,131	138,950	145,958	146,904	0.6%
Other Funds	-	-	-	-	
<b>General Fund</b>	<b>\$ 141,131</b>	<b>\$ 138,950</b>	<b>\$ 145,958</b>	<b>\$ 146,904</b>	<b>0.6%</b>

### 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.



### 2014 - 2017 Budget

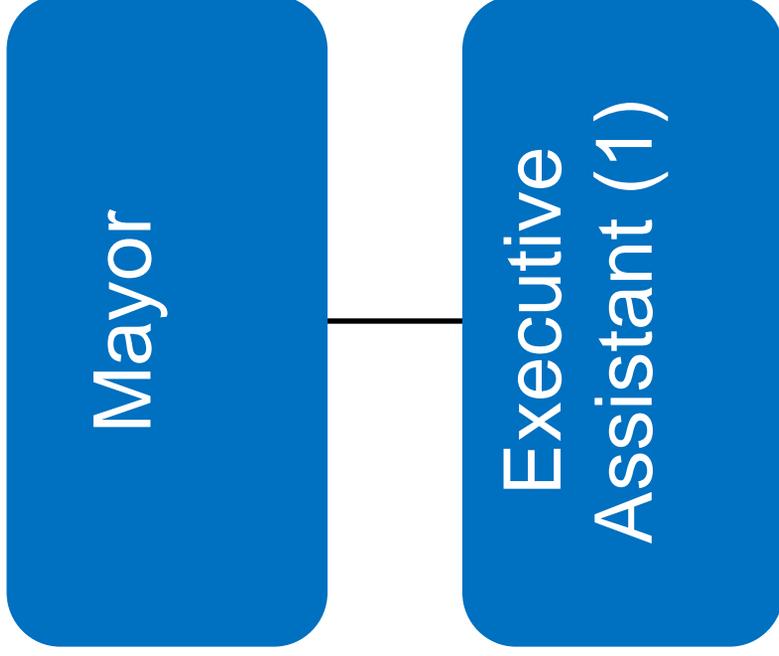
	ACTUAL 2014	ACTUAL 2015	BUDGET 2016	BUDGET 2017
COUNCIL				
-----				
101 GENERAL FUND				
-----				
COUNCIL				
-----				
COMPENSATION	128,354	129,656	130,875	131,821
TRAVEL & EDUCATION	370	163	2,918	2,918
CONTRACTUAL SVCS	8,788	5,507	5,574	5,574
MATERIALS & SUPPLIES	3,549	3,554	6,591	6,591
MISCELLANEOUS	70	70	0	0
	141,131	138,950	145,958	146,904
<b>TOTAL COUNCIL</b>	<b>141,131</b>	<b>138,950</b>	<b>145,958</b>	<b>146,904</b>

### 2017 Budget Highlights

- Status quo budget.

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Organizational Chart  
Mayor's Office



## MAYOR

	2014 Actual	2015 Actual	2016 Budget	2017 Budget	% Chg
General Fund	208,222	212,099	231,278	234,442	1.4%
Other Funds	-	-	-	-	
<b>All Funds</b>	<b>\$ 208,222</b>	<b>\$ 212,099</b>	<b>\$ 231,278</b>	<b>\$ 234,442</b>	<b>1.4%</b>

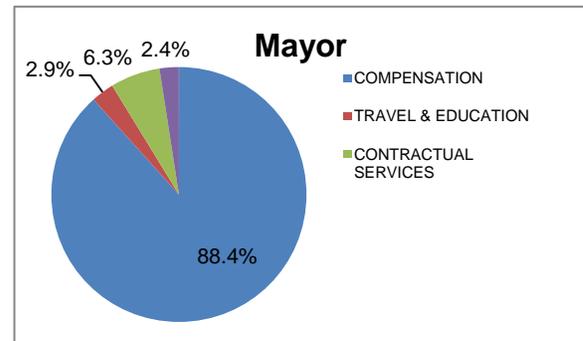
### Department Description

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.



### 2014 - 2017 Budget

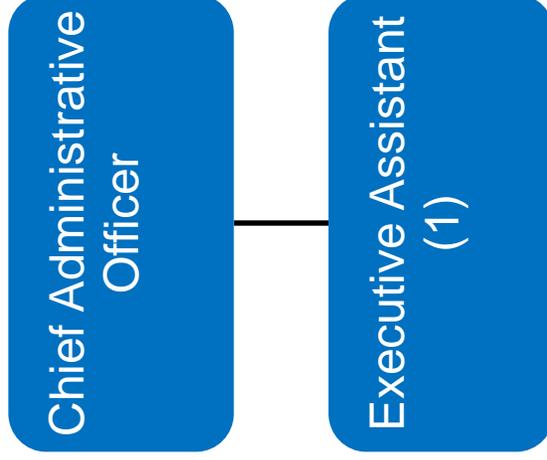
	ACTUAL 2014	ACTUAL 2015	BUDGET 2016	BUDGET 2017
<b>MAYOR'S OFFICE</b>				
-----				
101 GENERAL FUND				
-----				
MAYOR'S OFFICE				
-----				
COMPENSATION	184,960	186,634	203,973	207,137
TRAVEL & EDUCATION	5,238	4,329	6,800	6,800
CONTRACTUAL SVCS	11,400	9,807	14,805	14,805
MATERIALS & SUPPLIES	6,625	11,329	5,700	5,700
	<u>208,222</u>	<u>212,099</u>	<u>231,278</u>	<u>234,442</u>
<b>TOTAL MAYOR'S OFFICE</b>	<u>208,222</u>	<u>212,099</u>	<u>231,278</u>	<u>234,442</u>

### 2017 Budget Highlights

- Status quo budget.

# Organizational Chart

## Chief Administrative Office



## CHIEF ADMINISTRATIVE OFFICER (CAO)

	2014 Actual	2015 Actual	2016 Budget	2017 Budget	% Chg
General Fund	288,060	237,247	246,651	250,435	1.5%
Other Funds	-	-	-	-	
<b>All Funds</b>	<b>\$ 288,060</b>	<b>\$ 237,247</b>	<b>\$ 246,651</b>	<b>\$ 250,435</b>	<b>1.5%</b>

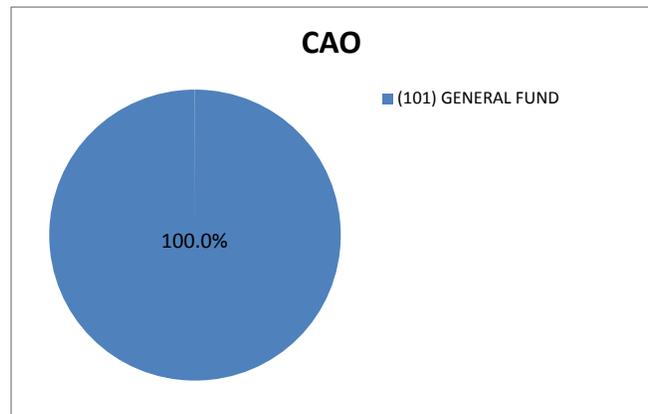
### Department Description

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

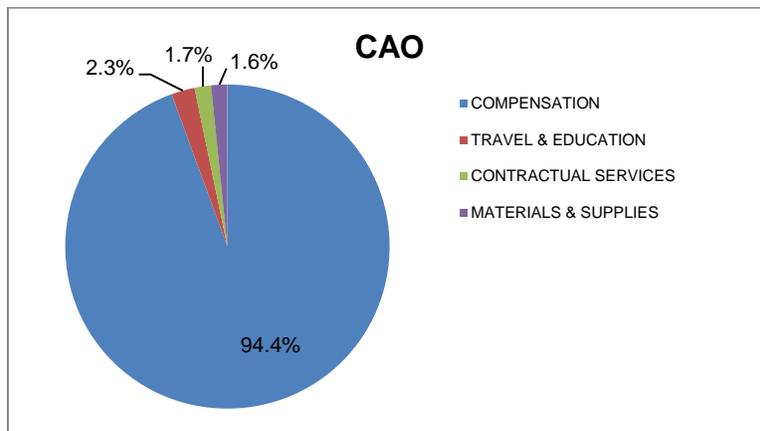
#### General Fund

The General Fund supports the CAO's budget.



### 2016 Accomplishments

- Worked with Police Department on implementation of Deer Management Plan.
- Coordinated work of Climate Change Task Force and 21<sup>st</sup> Century Government Task Force.
- With Police and Public Works developed and implemented upgraded City Hall security policy and procedures including active shooter response training for employees, elected officials, and citizen members of committees and commissions.
- Regular updates of city activities to employees and Council.
- Championed nicotine-free hiring policy for new employees.



**2014 - 2017 Budget**

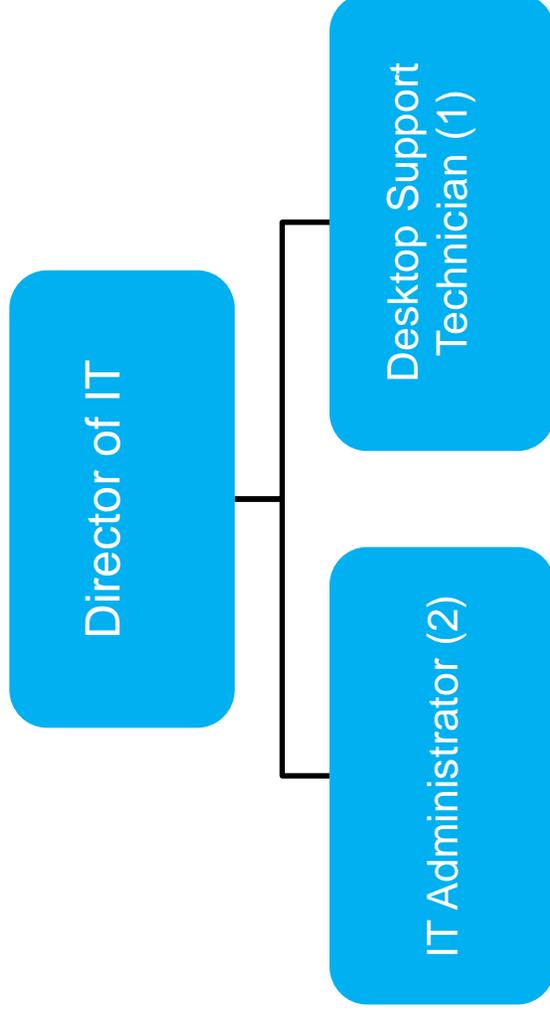
<b>CHIEF ADMINISTRATIVE OFFICER'S</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGET 2016</b>	<b>BUDGET 2017</b>
----- 101 GENERAL FUND -----				
CHIEF ADMINISTRATIVE OFFICER'S -----				
COMPENSATION	223,432	227,534	232,672	236,456
TRAVEL & EDUCATION	4,765	3,528	5,800	5,800
CONTRACTUAL SVCS	58,275	3,998	4,172	4,172
MATERIALS & SUPPLIES	1,588	2,187	4,007	4,007
<b>TOTAL CHIEF ADMINISTRATIVE OFFICER'S</b>	<u>288,060</u>	<u>237,247</u>	<u>246,651</u>	<u>250,435</u>

**2017 Budget Highlights**

- Status quo budget
- Work with Departments to update their action plan format with goals and outcomes.
- Oversee implementation of City building security upgrades and related policy and procedures.
- Work with Finance Director to fine tune 10-year Capital Plan.
- As a member of the Greater Cleveland Partnership's Commission on Inclusion, champion diversity and inclusion throughout the City organization both among our workforce and in our procurement.
- Update the City's procurement policies and procedures, with consideration for a Shaker-based vendor preference.

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# Organizational Chart Information Technology Department



## INFORMATION TECHNOLOGY DEPARTMENT

	2014 Actual	2015 Actual	2016 Budget	2017 Budget	% Chg
General Fund	540,846	501,740	552,990	567,495	2.6%
<b>All Funds</b>	<b>\$ 540,846</b>	<b>\$ 501,740</b>	<b>\$ 552,990</b>	<b>\$ 567,495</b>	<b>2.6%</b>

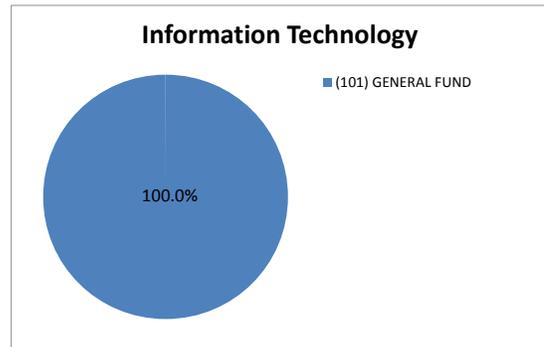
### Department Description

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.

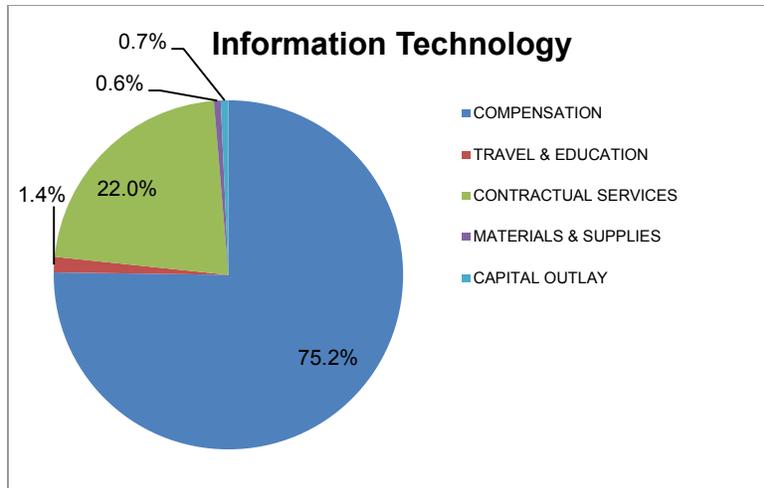
- **Wireless Networking** – Maintain the City’s investment in wireless technology. This provides guests with free access to the internet at Thornton Park, City Hall Council Chambers, Shaker Town Center public spaces and the Stephanie Tubbs Jones Community Building.
- **Phone Services** – Manage telecommunications 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.

## 2016 Accomplishments

- Help Desk Support (2,000+ requests completed; 1000+ supporting Police and Fire)
- Desktop Computer Workstation Replacements completed (54)
- Training Room Computer Replacements completed (8)
- Mobile Laptop Management Cart acquired for training computers
- Additional computer workstations added/deployed (3)
- Configured and deployed seven new mobile computer systems for University Heights Fire and coordinated associated software licensing acquisition
- Configured and Deployed two replacement mobile computers for Cleveland Heights Fire
- Replaced Internet Monitoring Server and Upgraded Application
- Worked with Police personnel on the deployment of additional Security Video recording server and additional IP camera installations
- System Hardware Additions and Updates
  - Implemented network monitoring of new Data Center Uninterruptable Power Supplies
  - Added City network connection in Shaker Heights Municipal Court for Shaker Heights Prosecutor access to Police video records
  - Added City network connection at Thornton Park Skate Rental office to accommodate customer service changes relating to new ETrak processing
  - Deployed new equipment in Recreation Department to enhance functionality of new ETrak system. Including receipt printers, cash drawers, scanners and touch-enable monitors.
  - Deployed multi-monitor setups for five additional locations, re-purposing aging equipment
  - Added virtual server for Shaker Heights Fire Department interfaces to special applications
  - Replaced four obsolete network printers

- Software Upgrades
  - VMware ESX virtualization software (5.5 to 6.0)
  - Appasure Data Replication Software upgraded
  - Backup Exec Software upgraded (SP3 to SP5)
  - Edgewave iPrism Software upgraded
  - Haines Criss+Cross Software upgraded
  - Trend Micro Worry Free Business Security Software upgraded
  - Barracuda Anti-Spam System Software upgraded
  - ESRI GIS upgraded from version (8.2 to 10.3)
  - Equallogic Firmware update (7.1.5 to 8.1.1)
  - Microsoft Office (2010 to 2016)
- New Software Deployed
  - New Software Application – Building (Manager) – MS Visio Professional
  - New Software Application – Law – MakeltOne MP3 Album Maker
  - New Software Application – Police (Sgt.) – Honeywell Rapid Eye
  - New Software Application – CAO (Adm. Asst.) – Google Earth
  - New Software Application – Building (Manager) - Adobe Acrobat DC2015 Pro
  - New Software Application – Recreation – ETrak Client (29)
- 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.
- Managed Digital Copier Lease and Maintenance Contract
- Eradicated Ransomware infection from computer used by Recreation Department and restored data files without paying ransom
- 150 Hours Technical Staff Training
  - Administering Microsoft Exchange Server 2016 (37.5 Hrs.)
  - Enabling and Managing Office 365 (37.5 Hrs.)
  - Upgrading Your Skills to Windows Server 2016 (37.5 Hrs.)
  - Certified Wireless Network Administrator (37.5 Hrs.)
- Collaboration and Technical Advice provided in the areas of:
  - Implementation of Etrak Cloud service online Recreation Registration System
  - Broadband Feasibility Study
  - SSL VPN for City Prosecutors – Shaker Municipal Court
  - Police Ohio LEADS Technical Security Audit and related revisions
  - PCI Compliance and credit card processor evaluation
  - Linear Digital Image Management System Upgrades- PD
  - Mobile Forensic System Upgrades – PD
  - Assumed responsibility for management of SHDC domain name from SHDC contractor
  - Telephone system functionality for new security measures
- Configured expanded use of remote email access for ten additional users

- Re-negotiated Telecommunications equipment maintenance services reducing annual expenditures by \$8,000.
- Managed telecommunications services including invoice processing and service coordination. Extensive time re-negotiating long distance service agreement
- Managed new mobile VPN service tracking software monitoring the performance of wireless communications utilized by Public Safety Mobile systems.
- Migrated Shaker Heights Development Corporation Executive Director email from City server to Office 365 cloud service
- Designed solution for Council Chambers Digital Presentations and completed equipment acquisition. Installation completed following electrical upgrades in Council Chambers.
- Evaluated email archiving solutions and completed system order upon presentation and approval of the City Administration. While installed, the system will be fully operational with the establishment of Policies in 2017.
  - 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



### 2014 - 2017 Budget

INFORMATION TECHNOLOGY	ACTUAL 2014	ACTUAL 2015	BUDGET 2016	BUDGET 2017
-----				
101 GENERAL FUND				
-----				
INFORMATION TECHNOLOGY				
-----				
COMPENSATION	431,506	404,273	412,393	426,877
TRAVEL & EDUCATION	5,100	7,390	8,100	8,100
CONTRACTUAL SVCS	95,800	82,583	124,951	124,951
MATERIALS & SUPPLIES	4,140	3,495	3,546	3,567
CAPITAL OUTLAY	4,300	3,999	4,000	4,000
TOTAL INFORMATION TECHNOLOGY	<u>540,846</u>	<u>501,740</u>	<u>552,990</u>	<u>567,495</u>
<b>TOTAL GENERAL FUND</b>	<u>540,846</u>	<u>501,740</u>	<u>552,990</u>	<u>567,495</u>

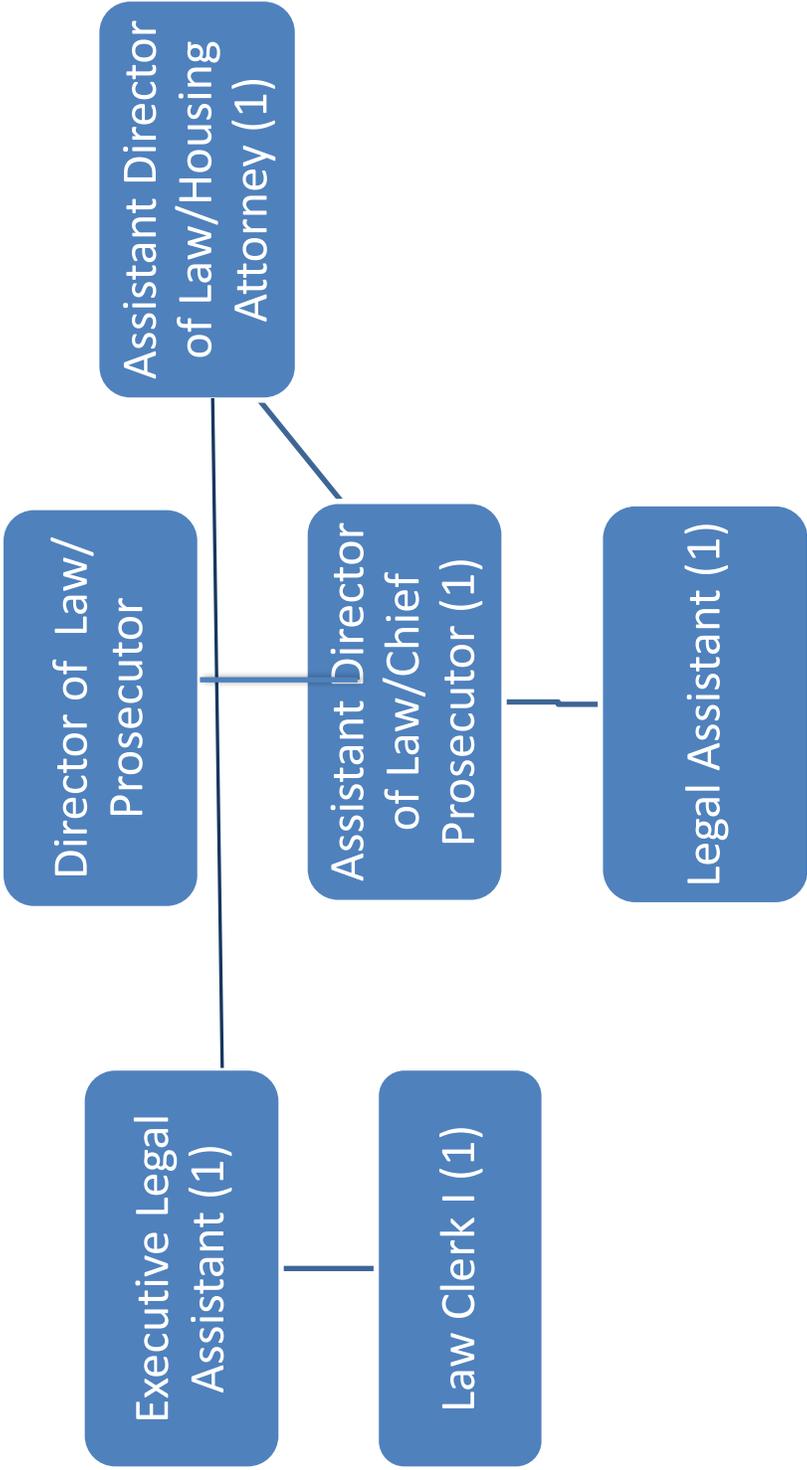
### 2017 Budget Highlights

- Status quo budget
- Provide technical advice for Public Safety System transition to new Heights Hillcrest Communication Center.
- Work with CAO, Law, and all departments to implement email archiving system.
- Staff development for existing and new technologies.

### 2017 Capital Budget

Software - Replacement and Upgrade Assurance	\$40,000
Telephone and Voicemail System Replacement	300,000
Public Safety Mobile Computer Replacements	240,000
Software Virtualization Software Maintenance	15,000
Software SQL Database Upgrade	15,000
Hardware Server Replacement Utility Server	10,000
Network Printer Replacements	10,000
<b>Total Information Technology Department</b>	<u><u>\$630,000</u></u>

**CITY OF SHAKER HEIGHTS  
LAW DEPARTMENT**



## LAW DEPARTMENT

	2014 Actual	2015 Actual	2016 Budget	2017 Budget	% Chg
General Fund	709,582	693,951	720,846	704,784	-2.2%
Other Funds	33,557	34,582	17,104	31,760	85.7%
<b>All Funds</b>	<b>\$ 743,139</b>	<b>\$ 728,533</b>	<b>\$ 737,950</b>	<b>\$ 736,544</b>	<b>-0.2%</b>

### 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

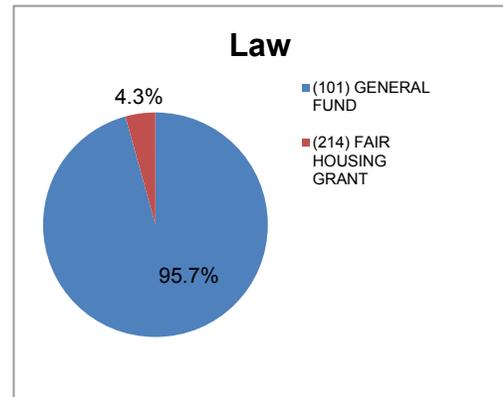
### Funding Sources

#### 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.
- Prepare ordinances and resolutions, including new Codified Ordinances and amendments.
- Review bid specifications and requests for proposals (RFPs).
- Prepare and review contracts, leases, licenses, easements and other legal documents.
- 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, arrest warrants and subpoena, and search warrants.
- Advise Police Department in criminal, administrative and personnel matters, and provide training.
- Handle enforcement of the Housing, Building, Zoning, Fire, Health and Animal Codes.
- Provide legal counsel and coordination in animal control matters with Police and Public Works, including providing assistance in animal-related code enforcement and administrative proceedings.
- Provide counsel on personnel matters for all departments, including workers' compensation matters, grievances and unfair labor practice (ULP) claims, and to the Civil Service Commission.
- 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.
- Provide legal advice on claims against the City.

- Provide public records response coordination and training, and serve as the City's Records Commission.
- Respond to requests for technical assistance involving the Americans with Disabilities Act (ADA).
- Conduct the City's Fair Housing Program, including complaint investigation and enforcement, and provide staff for the Fair Housing Review Board.
- 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 tree nuisances, sidewalks citations), 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), and provide advice and negotiations for utility service accounts and contracts for City facilities.
- Handle matters involving the City's right-of-way, including issues involving the electric, gas, and telephone utilities serving the City.
- Provide legal counsel to all City's Boards, Commissions, and Council Committees.
- Provide legal counsel to the Shaker Heights Municipal Court, Shaker Heights Development Corporation (SHDC), Heights Hillcrest Technical Rescue Team (HHTRT), and the Heights-Hillcrest Communication Center (HHCC).

#### **2016 Accomplishments – through October 31, 2016, except where noted:**

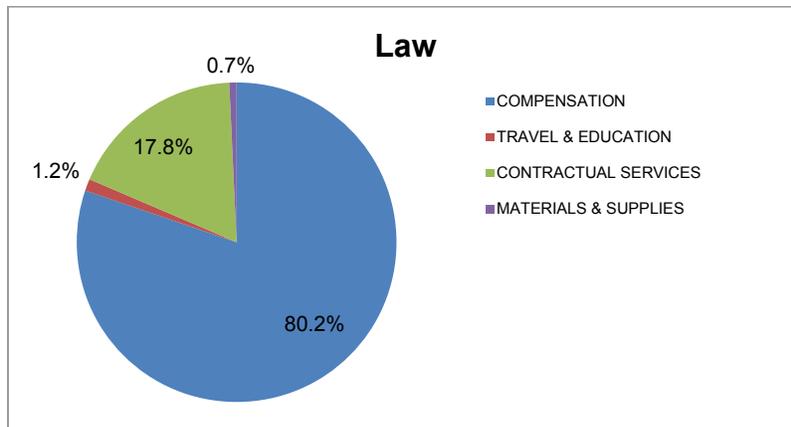
- **Prosecution of Traffic and Criminal Cases:** 6,447 traffic cases were filed; 6,70 traffic case convictions; 150 traffic warrants; 2,727 parking tickets filed; 220 criminal misdemeanors filed; 406 criminal misdemeanor convictions; 207 criminal warrants; 77 OVI cases filed; 120 OVI convictions; 44 felony cases filed; 22 felony bindovers, 14 felony dispositions; 68 investigatory subpoenas; and 14 investigatory court orders.
- **Training:** Conducted 2 separate all day training sessions as part of the new police officer orientation; created an annual training course for all Shaker Heights Police personnel entitled "Officer Involved Shootings: Legality and Practicality," delivered over six weekly sessions. Co-created and taught course entitled "Bias, Mindset, and Accountability in Law Enforcement." The course was certified by the Ohio Police Officers Training Academy for 4 hours of credit for continuing police training, and has been requested by other departments. Published a Prosecutor's newsletter for Police personnel.
- **Court Procedures:** Cooperated in the complete revamping of the criminal court process of the Municipal Court that resulted in the accelerated resolution of over 200 cases in order to meet the September 1, 2016 deadline for the new pretrial and scheduling system implementation. This necessitated numerous Friday all day pre-trials and participation in other aspects of the court's changes.
- **Police Procedures:** Prepared with Police Department a procedure to streamline paperwork for charging and bond purposes between the Court, Solon Jail, Prosecutor, and Police.
- **Police Department General:** Assisted internal affairs investigations; prepared documents to enable the Department to assist the City of Cleveland with the Republican National Convention security.
- **Joint Dispatch:** Formed a council of governments and provided ongoing advice to the board and transition team for the Heights-Hillcrest Communications Center as it plans a joint fire and police dispatch center for four cities.

- **Enforcement of Code Violation Cases:** 61 housing, and 5 dog prosecutions were filed; also handled: 85 pre-trials, 11 contempt and probation violation hearings, 150 progress reports to the Court for those found guilty of code violations, and 17 sentencing hearings, and prepared for 39 trials. There were 19 pre-prosecution hearings scheduled for failure to obtain certificates of occupancy, and 33 pre-prosecution hearings for housing code violations; 1 pre-prosecution for building code violation (commercial maintenance); 1 pre-prosecution for health (feral cat issue); 3 pre-prosecutions for fire code violations.
- **Administrative search warrants:** Obtained 9 warrants to enable inspections of vacant/abandoned residential properties.
- **Dog Issues:** Assisted Public Works to issue 3 Dangerous Dog Orders, 2 notices of dog impoundment, and handle 1 administrative appeal for a dog order and 1 administrative appeal for a dangerous animal.
- **Residential FLHB Program:** Assisted in preparing documents and coordination of this program to make grants available to improve ten homes.
- **Complaints:** Assisted in responding to and resolving complaints by residents against three contractors, and with residents of three properties where utilities had been disconnected. Worked to vacate a home where criminal nuisance activities caused neighborhood problems. Assisted Health Department with a hoarding case. Worked to resolve complaints of tee nuisances on a property. Worked with several departments to coordinate resolution of complaints regarding Shaker Heights Country Club property.
- **Fair Housing Program:**
  - HUD awarded \$14,500 in an annual program grant and \$10,000 in a special outreach grant
  - Provided informational tables at the Memorial Day event at Thornton park, and at the City's Senior Health Fair in October.
  - Co-coordinated the annual Fair Housing Seminar for attorneys and others at the Cleveland Metro Bar Association.
  - Participated in mandatory cybersecurity awareness training
  - Provided staffing to Fair Housing Review Board, which met 4 times (including a special meeting in November to review hearing protocols)
  - Continued investigation, determinations and conciliation of fair housing complaints
  - Received 2 new complaints in 2016.
  - Participated in the Northeast Ohio Fair Housing Collaborative throughout the year.
  - Provided technical assistance and/or referral information to 39 callers regarding fair housing and/or landlord tenant issues
  - Finalized the Report of the *Community Builder* by the Housing Research and Advocacy Center (HRAC)
- **ADA:** Provided technical assistance in 9 instances regarding ADA issues of residents/employees.
- **Legislation:** Prepared over 95 ordinances and resolutions for presentation to Council. Prepared amendments to the Codified Ordinances adopted by City Council regarding: creation of the Southern Moreland Community Reinvestment Area (CRA); changes to Thornton Park Ice Rink and pool fees; establishing overnight parking permits on City lots; requiring registration with the Ohio Secretary of State for entities that are contractors registering with the City and that are buying, selling, or renting housing; authorizing contracts for gas and electric service to the City; amending the Housing Code regarding driveway and walkway standards, and when a certificate of occupancy is

required; and applying the Criminal Nuisance Ordinance to commercial properties. Also worked extensively on pit bull legislation.

- **Move to Amend:** Coordinated City response to a citizen petition campaign to place an ordinance on the ballot.
- **Contracts:** Prepared and/or reviewed over 242 contracts.
- **Right of way:** Assisted in the oversight of right-of-way uses, including meeting with Fibertech about small cell site installations.
- **Utilities:** Worked with residents and City departments to resolve complaints about activities of AT&T and Time Warner.
- **Gas Aggregation:** Worked with supplier to set the price of gas for the City's natural gas aggregation program in April and September 2016.
- **Property Taxes:** Reviewed 33 first-half year property tax bills and 23 second-half year property tax bills for City-owned properties.
- **Property Acquisitions and Transfers:** Assisted in the acquisition of 23 properties, and transfer of 8 properties.
- **3558 Lee:** Assisted in the transition from the end of the lease with Shaker LaunchHouse to a new lease with the Shaker Heights development Corporation, and contracting by SHDC for management and consulting assistance.
- **Development:** Assisted in various activities for real estate development at Van Aken Center, Avalon Station II, Townhomes of Van Aken (aka Transit Village), 3350 Warrensville, 16112 Chagrin Blvd., and the sale of 3535 Lee Rd. Assisted in creation of Community Reinvestment Areas (CRAs) for Le Chaperon Rouge at 3350 Warrensville and the Southern Moreland residential CRA.
- **Board of Appeals:** Handled 28 appeals to the Board of Appeals, involving 22 hearings, at 6 meetings.
- **Litigation:** Filed and tried two eviction cases in Municipal Court, and oversaw outside counsel handling a bankruptcy claim to allow an eviction to proceed; handled three administrative appeals to Common Pleas Court, one from the Board of Appeals and two from the Board of Zoning Appeals, two of which were withdrawn by the appellants, and one that resulted in a judgment for the City that was appealed to the Court of Appeals; handled two mandamus actions against the Shaker Heights Municipal Court, one in Common Pleas Court that was dismissed, and one that is pending in the Supreme Court; handled a lawsuit against the City and Court that was dismissed and is pending in the Court of Appeals; handled a series of lawsuits and filings in common pleas and court of appeals by a plaintiff we assisted in being declared a vexatious litigator; handled a contract lawsuit that was withdrawn; oversaw three civil rights actions in federal court handled by outside counsel (one settled, and two pending); oversaw outside counsel in a damages lawsuit that was withdrawn; assisted in the filing of an amicus brief in a sewer case involving the City of Parma in the Court of Appeals and Supreme Court.
- **Subpoenas:** Represented City staff appearing at an arbitration hearing and for a deposition.
- **Claims:** Assisted in the review of 5 claims against the City.
- **Resident Inquiries:** Handled 111 general inquiries from residents, 1 concerning the electric aggregation program, 6 concerning the gas program, and 39 about fair housing or landlord/tenant issues.
- **Indigent Cremation:** Coordinated the City's response to requests for disposition of indigent residents remains.
- **Public Records:** Handled or coordinated 33 public records requests, and the response to 13 subpoenas, including attendance at depositions where City staff were deposed. Reviewed record retention schedules of several departments and provided advice.

- Attended three Civil Service Commission meetings, monthly Planning Commission/Board of Zoning Appeals meetings, special meetings of the Planning Commission Working Group for the Van Aken District Development Project, bi-monthly Council meetings, City Records Commission Meetings, and various Council Committee meetings.
- **Trademark:** Renewed the City's Shaker Life trademark registration.
- **Van Sweringen Company/Foundation:** Changed agent registration of agent, as the Shaker Law Director is Secretary to the Company and Foundation. Also, handled two requests for waivers of deed restrictions that must be approved by three mayors.
- **Filming in Shaker:** Coordinated City approval of three film projects.
- **Law Department attorneys gave presentations to:** Shaker Heights High School assembly on Policing and the Community given to approximately 200 students and parents; Shaker Heights Citizens Police Academy annual presentation; the annual Fair Housing Seminar at the Cleveland Metropolitan Bar Association; and the Northeast Ohio Law Directors' Association on code enforcement.
- **CSU's Leadership Academy:** The Assisted Director of Law completed this leadership training.
- **Weddings:** Officiated 5 weddings in the absence of the Mayor.



**2014 - 2017 Budget**

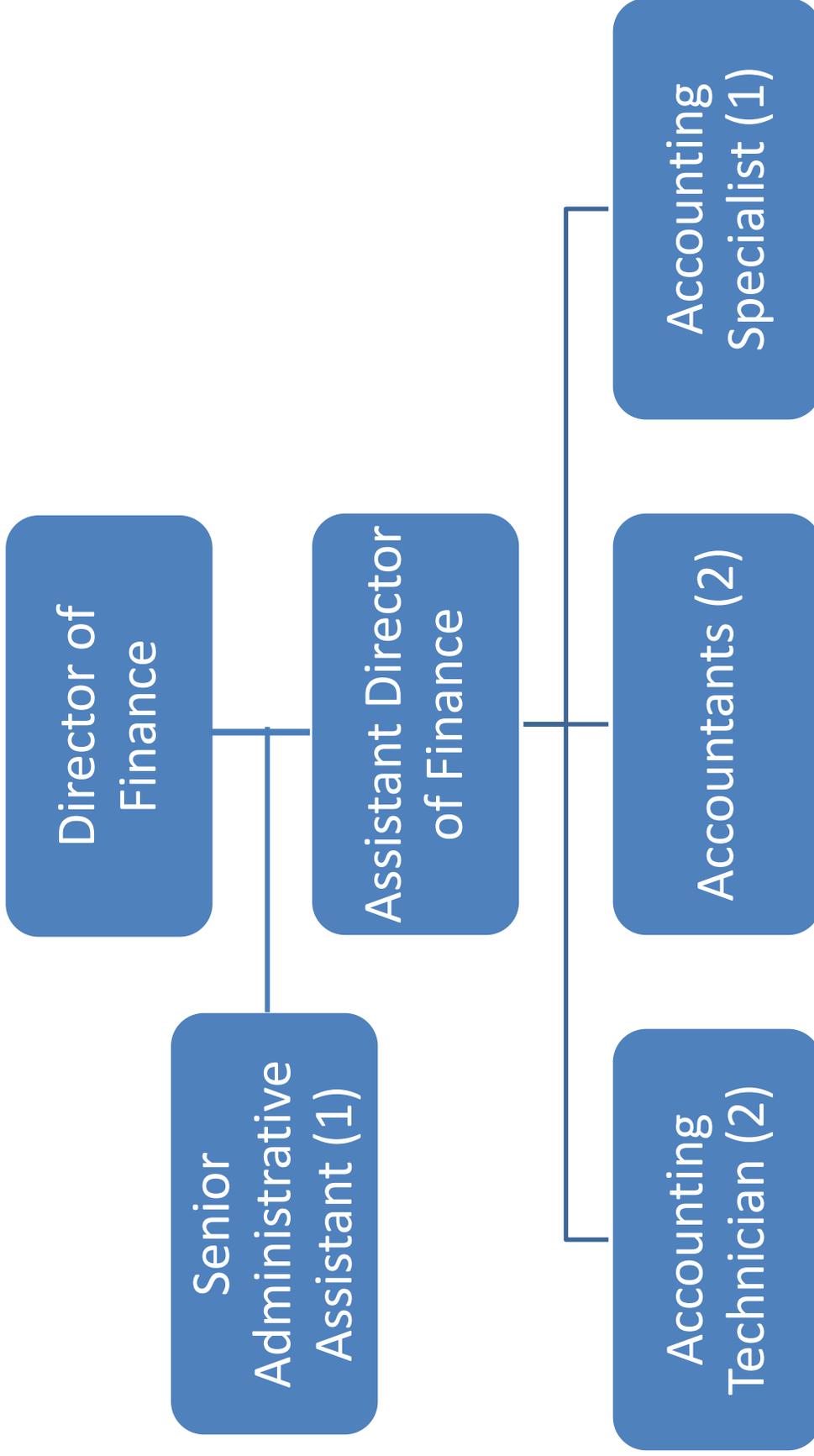
	<u>ACTUAL 2014</u>	<u>ACTUAL 2015</u>	<u>BUDGET 2016</u>	<u>BUDGET 2017</u>
<b>LAW DEPARTMENT</b>				
-----				
101 GENERAL FUND				
-----				
LEGAL ADMINISTRATION				
-----				
COMPENSATION	586,186	590,492	575,982	580,834
TRAVEL & EDUCATION	0	759	1,300	1,300
CONTRACTUAL SVCS	112,360	90,490	129,770	117,350
MATERIALS & SUPPLIES	11,037	12,210	13,794	5,300
	<u>709,582</u>	<u>693,951</u>	<u>720,846</u>	<u>704,784</u>
TOTAL LEGAL ADMINISTRATION				

	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGET 2016</b>	<b>BUDGET 2017</b>
<b>LAW DEPARTMENT</b>				
<b>TOTAL GENERAL FUND</b>	<u>709,582</u>	<u>693,951</u>	<u>720,846</u>	<u>704,784</u>
214 FAIR HOUSING GRANT				
-----				
FAIR HOUSING				
-----				
COMPENSATION	17,864	0	0	10,156
TRAVEL & EDUCATION	412	1,925	7,000	7,500
CONTRACTUAL SVCS	15,281	32,657	10,000	14,000
MATERIALS & SUPPLIES	<u>0</u>	<u>0</u>	<u>104</u>	<u>104</u>
TOTAL FAIR HOUSING	<u>33,557</u>	<u>34,582</u>	<u>17,104</u>	<u>31,760</u>
<b>TOTAL FAIR HOUSING GRANT</b>	<u>33,557</u>	<u>34,582</u>	<u>17,104</u>	<u>31,760</u>
<b>TOTAL LAW DEPARTMENT</b>	<u>743,139</u>	<u>728,533</u>	<u>737,950</u>	<u>736,544</u>

### 2017 Budget Highlights

- Continue work on several major commercial and residential development projects.
- Overall General Fund Budget reduced by 2.2%, outside legal services reduced by \$15,000.
- Fair Housing revenue covering 10% of Assistant Law Director's salary.

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## FINANCE DEPARTMENT

	2014 Actual	2015 Actual	2016 Budget	2017 Budget	% Chg
General Fund	768,329	789,861	836,785	883,916	5.6%
Other Fund	1,008	1,008	5,000	5,000	0.0%
<b>All Funds</b>	<b>\$ 769,337</b>	<b>\$ 790,869</b>	<b>\$ 841,785</b>	<b>\$ 888,916</b>	<b>5.6%</b>

### Department Description

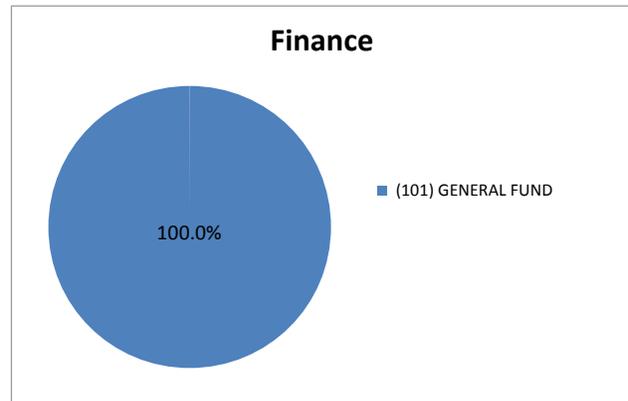
The Finance Department is responsible for the financial affairs of the City, handling the accounting, budgeting, purchasing, taxation, debt and treasury functions of the City.

### 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.



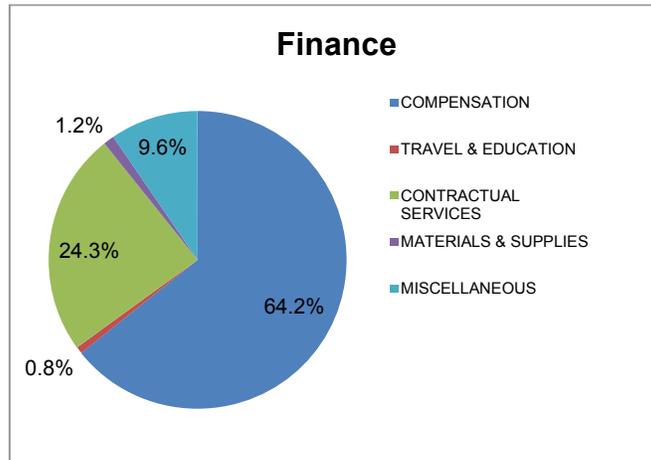
### Functions

- **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.

**2016 Accomplishments**

- Entered into agreement with Huntington National Bank and First Data Solutions to reduce credit card fees, savings will not be realized until 2017.
- Issued \$3,501,300 in Urban Renewal Refunding Bonds to refund the 2009 Shaker Towne Urban Renewal Bonds at a present value savings of \$526,511.
- Submitted financial data and operating information to Standard & Poor’s to reaffirm AA+ bond rating.
- Completed audit of 2015 financial statements with a clean audit result.
- Held MUNIS training sessions with other departments on Accounts Payable and Budget preparation.



**2014 - 2017 Budget**

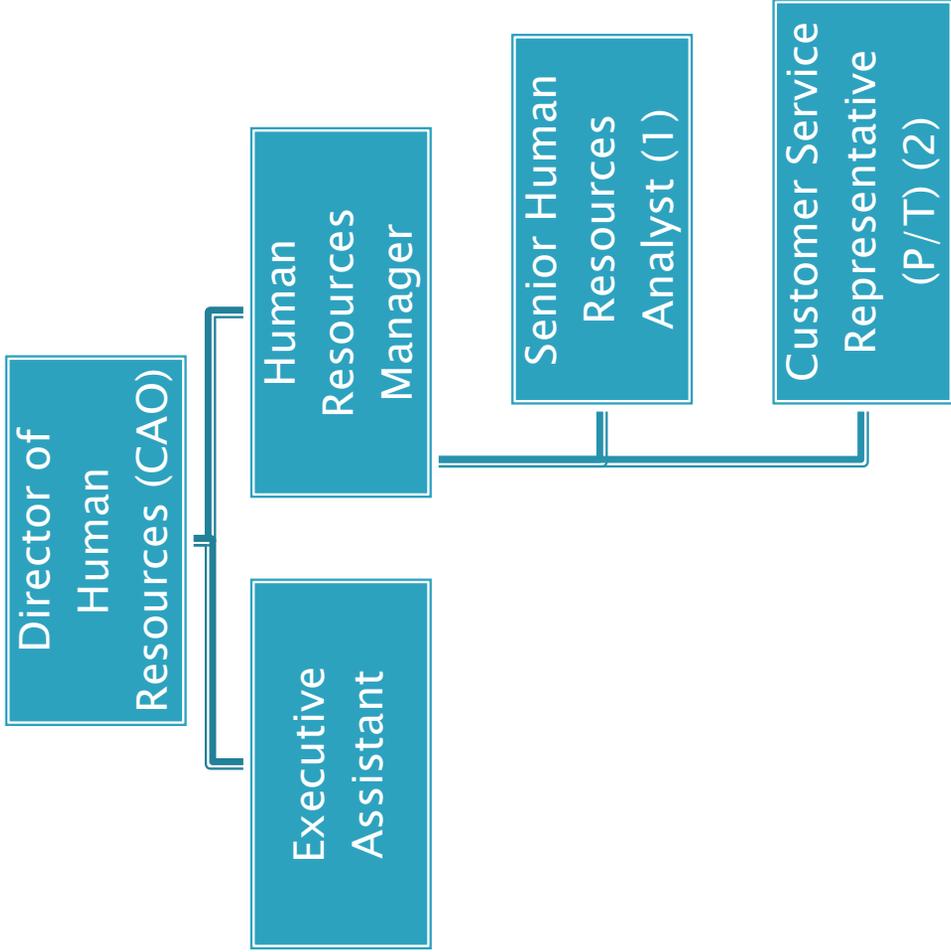
FINANCE DEPARTMENT	ACTUAL 2014	ACTUAL 2015	BUDGET 2016	BUDGET 2017
-----				
101 GENERAL FUND				
-----				
FINANCE ADMINISTRATION				
-----				
COMPENSATION	622,647	647,743	678,033	704,651
TRAVEL & EDUCATION	7,660	5,594	8,230	8,330
CONTRACTUAL SVCS	127,908	126,805	137,832	158,245

	<u>ACTUAL 2014</u>	<u>ACTUAL 2015</u>	<u>BUDGET 2016</u>	<u>BUDGET 2017</u>
<b>FINANCE DEPARTMENT</b>				
MATERIALS & SUPPLIES	<u>10,114</u>	<u>9,719</u>	<u>12,690</u>	<u>12,690</u>
TOTAL FINANCE ADMINISTRATION	<u>768,329</u>	<u>789,861</u>	<u>836,785</u>	<u>883,916</u>
<b>TOTAL GENERAL FUND</b>	<u><u>768,329</u></u> \$	<u><u>789,861</u></u> \$	<u><u>836,785</u></u> \$	<u><u>883,916</u></u> \$
<b>604 CENTRAL SERVICES OPERATION</b>				
----- FINANCE ADMINISTRATION -----				
CONTRACTUAL SVCS	<u>1,008</u>	<u>1,008</u>	<u>5,000</u>	<u>5,000</u>
TOTAL FINANCE ADMINISTRATION	<u>1,008</u>	<u>1,008</u>	<u>5,000</u>	<u>5,000</u>
<b>TOTAL CENTRAL SERVICES OPERATION</b>	<u><u>1,008</u></u>	<u><u>1,008</u></u>	<u><u>5,000</u></u>	<u><u>5,000</u></u>
<b>TOTAL FINANCE DEPARTMENT</b>	<u><u>769,337</u></u> \$	<u><u>790,869</u></u> \$	<u><u>841,785</u></u> \$	<u><u>888,916</u></u> \$
<b>GRAND TOTAL</b>	<u><u>769,337</u></u> \$	<u><u>790,869</u></u> \$	<u><u>841,785</u></u> \$	<u><u>888,916</u></u> \$

### 2017 Budget Highlights

- Overall budget increase of 5.6%.
- \$10,013 increase for support and licensing of MUNIS Financial System, and cost of MUNIS Investment Assessment
- \$12,000 Increase in Accounting and Financial Services for Municipal Advisor's retainer
- \$78,000 increase in Debt Administration for Bond Counsel and other issuance costs related to proposed Debt issues related to Sewers and the Van Aken district.
- Work with CAO on 10 year Capital Plan.

CITY OF SHAKER HEIGHTS  
HUMAN RESOURCES DEPARTMENT



## HUMAN RESOURCES DEPARTMENT

	2014 Actual	2015 Actual	2016 Budget	2017 Budget	% Chg
General Fund	366,639	367,713	424,659	445,656	4.9%
Other Funds	5,359,077	5,171,590	6,059,619	6,073,102	0.2%
<b>All Funds</b>	<b>\$ 5,725,716</b>	<b>\$ 5,539,303</b>	<b>\$ 6,484,278</b>	<b>\$ 6,518,758</b>	<b>0.5%</b>

### 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)

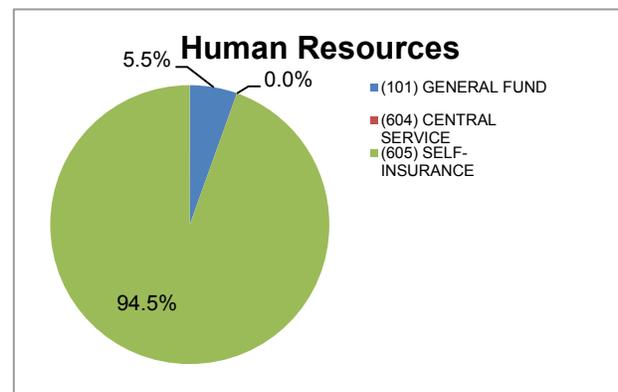
### Funding Sources

#### General Fund

The General Fund supports all operations of the Human Resources Department

#### Internal Service Funds

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



### Functions

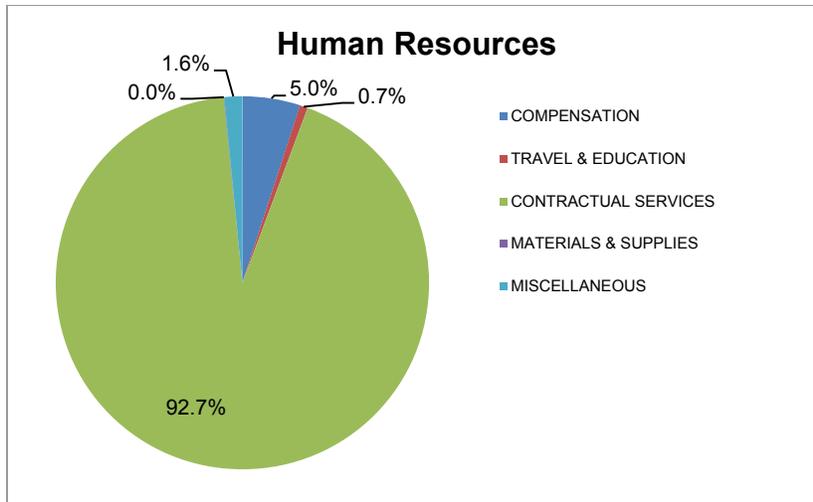
- **Recruitment and Selection** – Coordinate recruitment and selection procedures with hiring departments for all positions to be filled. Coordinate applicant background investigations, e.g., employer references, pre-employment drug testing, criminal background checks, driving records, etc.
- **Classification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

## **2016 Accomplishments**

- Updated the City’s employment application in compliance with the new “ban the box” law.
- Purchased Cyber Insurance to minimize the City’s risk exposure.
- Managed recruitment, interview and hiring process for all full-time, regular part-time and seasonal positions. Hired 23 employees through mid-October (20 full-time; 3 regular part-time).
- Facilitated follow up tasks for 2015 Police entry-level process.
- Seven Police Officers were hired from the 2015 Police entry-level process.
- Worked with Police Department and researched, implemented and facilitated a new Police entry-level process for 2016 recruitment.
- Participated in negotiations for OPBA Police Sergeants & Lieutenants, FOP-Ohio Labor Council Police Dispatchers, and Recreation AFL-CIO, Local 1363 labor contracts.
- Facilitated annual employee Winterfest luncheon and Employee Recognition program.
- Worked with Employee Health Care Committee to revise Wellness Program.
- Implemented nicotine free hiring policy for new employees.
- When HealthSpan went out of business, 38 employees and their dependents were successfully transitioned to the City’s PPO Plan, administered by Medical Mutual.
- Completed the Affordable Care Act 1095 reporting process.
- Utilized LEANOhio skills to analyze the City’s contract process.
- Coordinated Police A.L.I.C.E. (Alert Lockdown Inform Counter & Evaluate) training for non-bargaining employees.



**2014 - 2017 Budget**

<b>HUMAN RESOURCES/RISK MANAGEMENT</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGET 2016</b>	<b>BUDGET 2017</b>
-----				
101 GENERAL FUND				
-----				
HUMAN RESOURCES ADMINISTRATION				
-----				
COMPENSATION	219,138	223,317	227,640	234,065
TRAVEL & EDUCATION	8,428	5,542	43,959	43,959
CONTRACTUAL SVCS	44,682	48,320	66,859	70,609
MATERIALS & SUPPLIES	2,251	1,880	2,105	2,105
<b>TOTAL HUMAN RESOURCES ADMINISTRATION</b>	<b>274,499</b>	<b>279,059</b>	<b>340,563</b>	<b>350,738</b>
-----				
CIVIL SERVICE				
-----				
COMPENSATION	24,181	24,501	21,440	22,262
CONTRACTUAL SVCS	67,174	63,553	61,737	71,737
MATERIALS & SUPPLIES	760	600	919	919
MISCELLANEOUS	25	0	0	0
<b>TOTAL CIVIL SERVICE</b>	<b>92,140</b>	<b>88,654</b>	<b>84,096</b>	<b>94,918</b>
-----				
<b>TOTAL GENERAL FUND</b>	<b>366,639</b>	<b>367,713</b>	<b>424,659</b>	<b>445,656</b>
-----				
604 CENTRAL SERVICES OPERATION				
-----				
INACTIVE EMPLOYEE BENEFITS				
-----				
COMPENSATION	4,388	3,578	3,600	2,500

<b>HUMAN RESOURCES/RISK MANAGEMENT</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGET 2016</b>	<b>BUDGET 2017</b>
TOTAL INACTIVE EMPLOYEE BENEFITS	4,388	3,578	3,600	2,500
<b>TOTAL CENTRAL SERVICES OPERATION</b>	<u>4,388</u>	<u>3,578</u>	<u>3,600</u>	<u>2,500</u>
605 SELF-INSURANCE RESERVE				
----- RISK MANAGEMENT -----				
COMPENSATION	77,465	78,586	81,254	84,227
TRAVEL & EDUCATION	115	0	453	453
CONTRACTUAL SVCS	5,178,388	4,972,709	5,873,440	5,885,050
MATERIALS & SUPPLIES	939	939	872	872
MISCELLANEOUS	97,782	115,778	100,000	100,000
TOTAL RISK MANAGEMENT	<u>5,354,689</u>	<u>5,168,012</u>	<u>6,056,019</u>	<u>6,070,602</u>
<b>TOTAL SELF-INSURANCE RESERVE</b>	<u>5,354,689</u>	<u>5,168,012</u>	<u>6,056,019</u>	<u>6,070,602</u>
<b>TOTAL HUMAN RESOURCES/RISK MANAGEMENT</b>	<u>5,725,716</u>	<u>5,539,303</u>	<u>6,484,278</u>	<u>6,518,758</u>
<b>GRAND TOTAL</b>	<u>5,725,716</u>	<u>5,539,303</u>	<u>6,484,278</u>	<u>6,518,758</u>

### 2017 Budget Highlights

- Update the Non-bargaining Employee Manual.
- Provide Ethics training for employees.
- Complete the ACA 1095 reporting process by 1/31/17, the new required deadline.
- Facilitate 2017 Police officer hiring process (additional \$10,000).
- Facilitate 2017 Fire entry level hiring process.
- Manage annual employee Winterfest luncheon and Employee Recognition program.
- Additional \$2,800 for additional part-time receptionists' hours and outsourced security guards for enhanced City Hall security.
- Risk Management: 10% increase budgeted for general liability insurance.
- City and employee contributions for health care costs (claims) budgeted at \$5 million.

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## COMMUNICATIONS AND MARKETING DEPARTMENT

	2014 Actual	2015 Actual	2016 Budget	2017 Budget	% Chg
General Fund	713,285	713,733	802,929	801,050	-0.2%
Other Funds	-	-	-	-	
<b>All Funds</b>	<b>\$ 713,285</b>	<b>\$ 713,733</b>	<b>\$ 802,929</b>	<b>\$ 801,050</b>	<b>-0.2%</b>

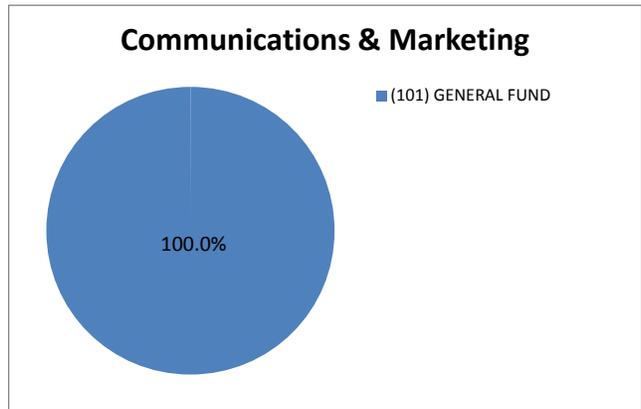
### Department Description

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.

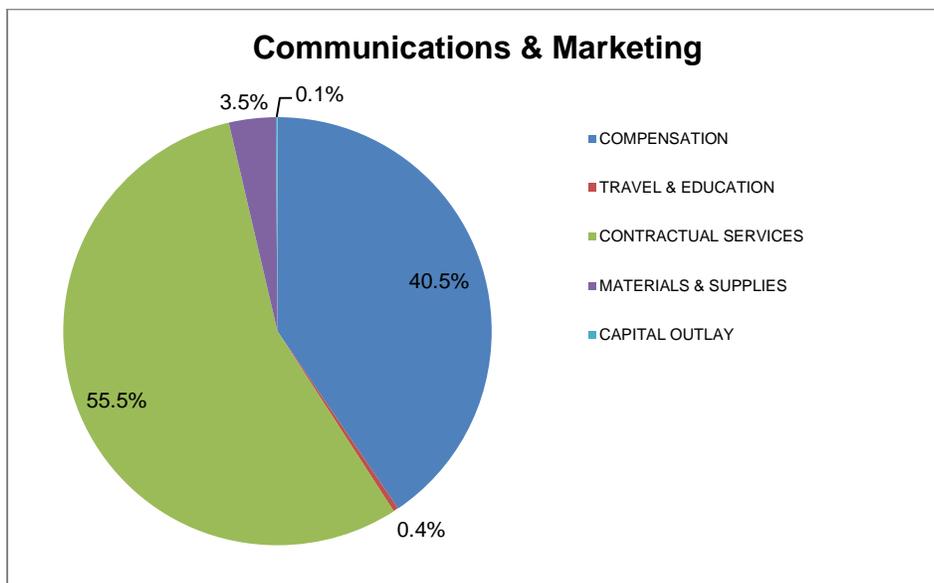


### Functions

- Develop and implement marketing plans which identify Shaker Heights as a desirable destination for relocation by residential and commercial 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.
- Develop and implement marketing plans which target companies whose new hires can be encouraged to relocate to Shaker Heights.
- Provide marketing services to promote the Housing and Neighborhood Plan.
- Provide opportunities to communicate with Shaker residents: Publish Shaker Life magazine and manage shakeronline.com to educate and inform residents, prospective residents, 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. Seek new opportunities to provide topics of interest for E-News lists.
- Provide Communications/Marketing consultation to City departments. Create marketing/promotion plans for events, brochure production, recruitment, etc., as needed. Seek 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 staff of the Board.

## 2016 Accomplishments

- Created numerous opportunities to promote accomplishments of the Moreland Rising initiative in Shaker Life magazine, through social media channels and through publicity, especially in Fresh Water, which published several stories about the project. Created a website for the Shaker Design Competition and managed content.
- Spent significant human capital with resident engagement on Facebook, building the community of engaged participants by 12 percent and maintaining a relationship demonstrating reliability and responsiveness of City staff in communicating with residents. Engagement concentrated on traffic in the Van Aken district, street construction issues, pit bull legislation, recycling and deer management.
- Shaker Life earned the APEX 2016 Grand Award in Design & Illustration for the feature “Art & Artists” from the Spring 2015 issue.
- The Let’s Talk Trash brochure received the Center for Plain Language 2016 ClearMark Award of Distinction.
- As of October 27, 2016, the department had contact with 287 prospective residents, conducted 12 tours and distributed 148 relocation packets (76 hard copy, 72 electronic). We provided 151 new resident packets in response to requests. Of the 287 contacts, we were able to ascertain that 111 bought and 48 rented.
- Revised and significantly pared down both Relocation and New Resident packets to eliminate information which is available elsewhere in electronic format and to lower the cost to produce and mail the packets. Devised a new system for providing packets to a larger number of new residents.
- Provided marketing communications services to the Climate Change Task Force in support of their efforts to educate and engage the community on issues critical to the environment.
- Conducted an RFQ process to identify an editor for Shaker Life and selected current editor Rory O’Connor for the position. In the process, identified another talented Shaker resident to expand the magazine’s reach via social media.

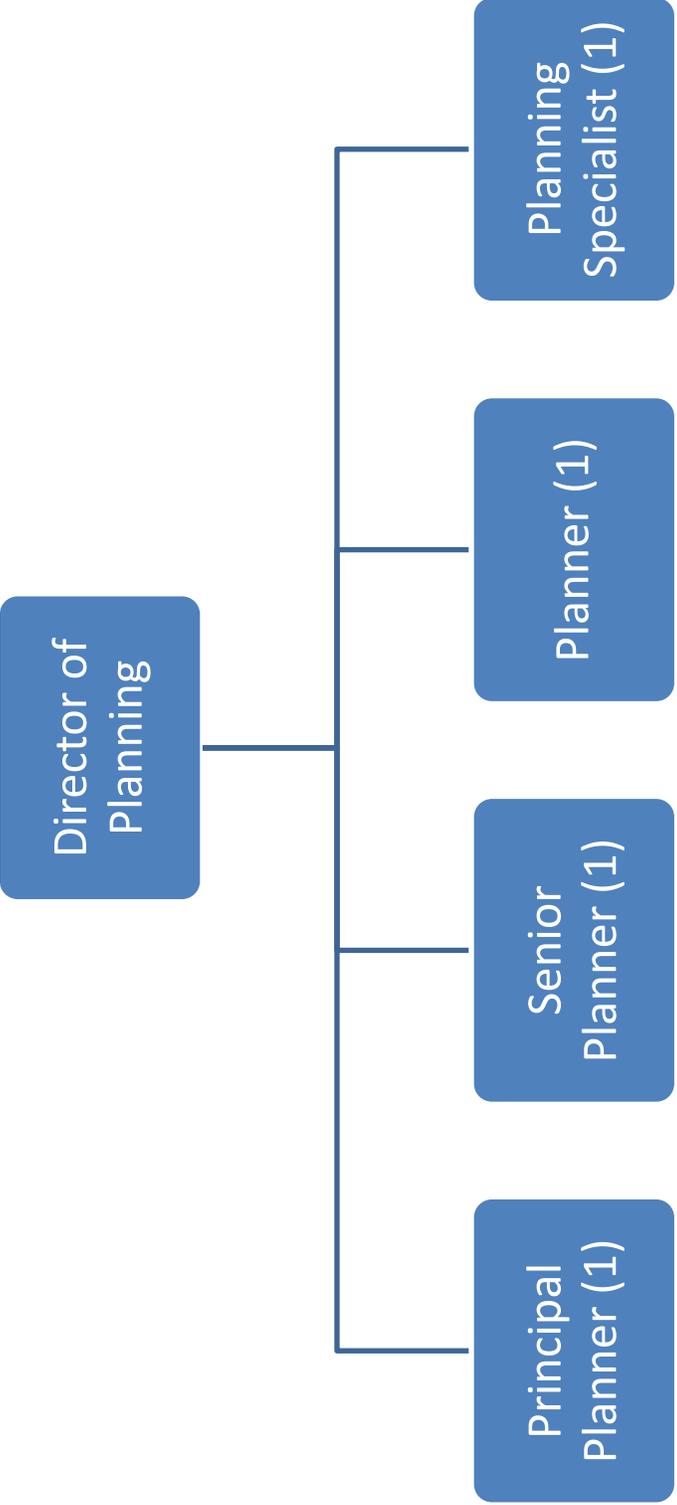


## 2014 - 2017 Budget

	ACTUAL 2014	ACTUAL 2015	BUDGET 2016	BUDGET 2017
<b>COMMUN &amp; MARKETING</b>				
-----				
101 GENERAL FUND				
-----				
PUBLIC OUTREACH				
-----				
COMPENSATION	296,735	293,783	317,184	324,305
TRAVEL & EDUCATION	715	998	3,818	3,168
CONTRACTUAL SVCS	226,840	230,963	258,012	239,662
MATERIALS & SUPPLIES	9,469	4,291	4,571	4,571
CAPITAL OUTLAY	0	252	1,000	1,000
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL PUBLIC OUTREACH	533,759	530,286	584,585	572,706
	<hr/>	<hr/>	<hr/>	<hr/>
SHAKER LIFE				
-----				
CONTRACTUAL SVCS	158,985	160,644	194,697	204,697
MATERIALS & SUPPLIES	20,541	22,802	23,647	23,647
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL SHAKER LIFE	179,527	183,447	218,344	228,344
	<hr/>	<hr/>	<hr/>	<hr/>
<b>TOTAL GENERAL FUND</b>	<u>713,285</u>	<u>713,733</u>	<u>802,929</u>	<u>801,050</u>
	<hr/>	<hr/>	<hr/>	<hr/>
<b>TOTAL COMMUN &amp; MARKETING</b>	<u>713,285</u>	<u>713,733</u>	<u>802,929</u>	<u>801,050</u>

## 2017 Budget Highlights

- Slight overall budget decrease.
- \$9,000 decrease in contractual services due to no Arts and Music Festival.
- Research firms to provide project work: a) return Shaker's brand to a uniform format across all media; b) marketing campaigns and creation of advertising for use with regular partners Fresh Water, Edible Cleveland and CAN Journal.
- Work with design teams to establish use of the revitalized brand in Shaker Life, on the web and in all promotional materials.
- Research web design firms for an updated website. Determine scope of work and likely costs, proceed to solicit proposals and select a vendor.
- Research agencies/individuals capable of providing social media, Facebook advertising, and publicity support services.
- Develop a social media presence for Shaker Life including a possible magazine webpage and/or mobile app.
- Continue to provide marketing and public relations support as needed to the Van Aken District development, the Moreland Rising initiatives, to the SHDC and to various city departments (i.e., recruitment efforts, etc.).



## PLANNING DEPARTMENT

	2014 Actual	2015 Actual	2016 Budget	2017 Budget	% Chg
General Fund	645,456	700,586	914,857	637,185	-30.4%
Other Funds	25,000	5,000	206,801	130,351	-37.0%
<b>All Funds</b>	<b>\$ 670,456</b>	<b>\$ 705,586</b>	<b>\$ 1,121,658</b>	<b>\$ 767,536</b>	<b>-31.6%</b>

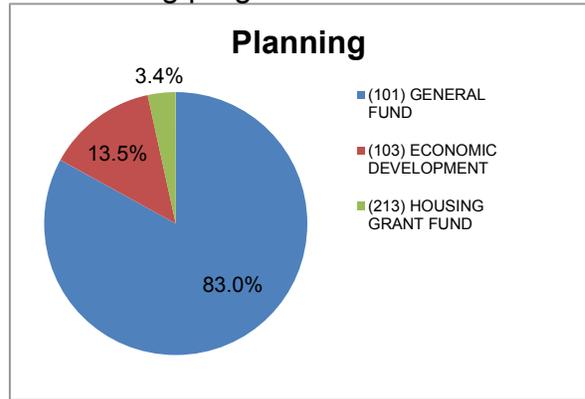
### Department Description

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 receives revenue from fees.



### 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: **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.

### 2016 Accomplishments

#### Van Aken District

- Road reconfiguration construction complete – punch list items underway.

- Dominion East Ohio utility line relocation on Warrensville designed and under construction.
- Plats completed and approved for vacation of land and dedication of new streets with new names: Meade, Walker & Tuttle.
- Architectural Board of Review, City Planning Commission, and Board of Zoning Appeals approvals complete for: site plan; commercial buildings B-2, C-1, C-2; the apartment building and the parking garage.
- Completed the Van Aken Connections Plan – a plan for pedestrian and bike connections, gateways and the public realm.
- Received a \$500,000 2016 State Capital Budget Award for public realm and connections.
- Opened a new bus loop with the Greater Cleveland Regional Transit Authority.
- Farnsleigh Streetscape – design kickoff for this \$1.1M project.

### **Transit Village**

- Signed a Development and Use Agreement with Vintage Developers and broke ground in November for the first phase, which is 12 townhomes, as part of this \$6M, 27-unit townhouse project.
- Model Block program to assist existing property owners launched with Empower program.
- CDBG application for road and public realm improvements.

### **Shaker Town Center and Lee Road Corridor**

- Avalon Station – Signed Development and Use Agreement with Knez Construction to build an \$18M, 70-unit townhome project. Due diligence period underway.
- Lee Road Diet – Hired GPD as engineer to begin the design phase for bike lanes, border to border.

### **Lake to Lakes Trail**

- The \$720,000 project opened and is widely used; completed in partnership with Cleveland Heights.

### **Board of Zoning Appeals/City Planning Commission—Architectural Board of Review**

- Both Boards saw a large increase in cases from 22 in the first three quarters in 2015 to 37 in 2016 for BZA/CPC and 251 cases for the first three quarters in 2015 and 256 in 2016 for ABR. Approved notable projects within The Van Aken District as well as the Qua Site and Stella of Shaker; improvements to public land at Southerly Park and Andover/Green Lake Spillway; Townhomes of Van Aken; and Bellefaire JCB.

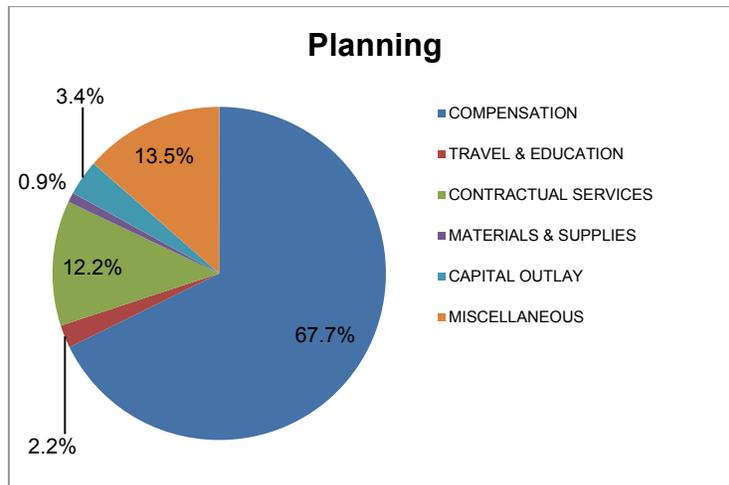
### **Housing Programs**

- Exterior Maintenance Grants—9 grants totaling \$14,835
- Senior Exterior Maintenance Grants—21 grants totaling \$39,480
- Senior Emergency Safety Grants—1 grant totaling \$425
- FHLB Grants—10 grants with anticipated total of \$75,000
- Free Paint Program—17 grants totaling \$4,086
- Partnered with HRRC to provide educational seminars
- Landlord Training—held 1 session; 8 participants

- Renewed MOU with Tenant Patrol for discounted tenant screening

**Grants** – prepared and submitted 9 grant applications; awarded \$655,000:

- Federal Home Loan Bank - \$75,000 Home Accessibility Improvements (approved)
- NOACA TLCI Implementation Grant - \$80,000 Lee Road Diet (approved)
- State Capital Budget Request - \$1.3M (funded for \$500,000)
- NOACA TLCI Implementation Grant - \$50,000 Van Aken District Traffic Study (not funded)
- NOACA TLCI Implementation Grant - \$100,000 Shaker Town Center Pedestrian Improvements (not funded)
- Kaboom Play Everywhere Grant - \$50,000 Blue Line Frolic Field (not funded)
- ODOT Repurposed Funds - \$1.2M Lee Road Resurfacing and Bike Lane (Pending)
- Cuyahoga County Municipal Grant - \$150,000 Transit Village Road and Streetscape Improvements (Pending)
- NOACA TLCI Planning and Implementation Grants (2) – (Pending)



**2014 - 2017 Budget**

	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGET 2016</b>	<b>BUDGET 2017</b>
<b>PLANNING</b>				
-----				
101 GENERAL FUND				
-----				
PLANNING & DEVELOPMENT ADMINIS				
-----				
COMPENSATION	234,697	254,877	336,472	348,254
TRAVEL & EDUCATION	3,682	5,346	15,852	15,996
CONTRACTUAL SVCS	100,621	72,713	32,503	32,207
MATERIALS & SUPPLIES	2,635	2,471	3,488	3,509
TOTAL PLANNING & DEVELOPMENT ADMINIS	<u>341,635</u>	<u>335,406</u>	<u>388,315</u>	<u>399,966</u>
PLANNING AND ZONING COMMISSION				
-----				

	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGET 2016</b>	<b>BUDGET 2017</b>
<b>PLANNING</b>				
COMPENSATION	57,041	58,909	54,534	56,188
TRAVEL & EDUCATION	250	168	403	403
CONTRACTUAL SVCS	3,691	3,848	4,569	4,535
MATERIALS & SUPPLIES	1,037	1,272	1,450	1,675
MISCELLANEOUS	75	150	0	0
<b>TOTAL PLANNING AND ZONING COMMISSION</b>	<b>62,094</b>	<b>64,346</b>	<b>60,956</b>	<b>62,801</b>
<b>LANDMARK COMMISSION</b>				
-----				
COMPENSATION	16,312	10,154	10,300	10,631
TRAVEL & EDUCATION		25	350	350
CONTRACTUAL SVCS		142	20,175	20,175
MATERIALS & SUPPLIES	628	1,112	965	965
<b>TOTAL LANDMARK COMMISSION</b>	<b>16,940</b>	<b>11,432</b>	<b>31,790</b>	<b>32,121</b>
<b>ARCHITECTURAL BOARD REVIEW</b>				
-----				
COMPENSATION	87,416	93,999	102,219	104,574
TRAVEL & EDUCATION	0	14	103	103
CONTRACTUAL SVCS	57	66	416	416
MATERIALS & SUPPLIES	781	884	1,129	1,129
<b>TOTAL ARCHITECTURAL BOARD REVIEW</b>	<b>88,254</b>	<b>94,963</b>	<b>103,867</b>	<b>106,222</b>
<b>HOUSING ASSISTANCE PROGRAMS</b>				
-----				
COMPENSATION	73,741	74,633	78,584	100
TRAVEL & EDUCATION	200	98	450	0
CONTRACTUAL SVCS	0	0	50,610	35,975
MATERIALS & SUPPLIES	50	50	53	0
MISCELLANEOUS	62,542	61,135	75,000	0
<b>TOTAL HOUSING ASSISTANCE PROGRAMS</b>	<b>136,533</b>	<b>135,917</b>	<b>204,697</b>	<b>36,075</b>
<b>HOUSING AND ACCESSIBILITY GRANT</b>				
-----				
MISCELLANEOUS	0	58,522	0	0
<b>TOTAL HOUSING ASSISTANCE PROGRAMS</b>	<b>0</b>	<b>58,522</b>	<b>0</b>	<b>0</b>
<b>TOTAL GENERAL FUND</b>	<b>645,456</b>	<b>700,586</b>	<b>914,857</b>	<b>637,185</b>
<b>103 ECONOMIC DEVELOPMENT</b>				
-----				
<b>PLANNING &amp; DEVELOPMENT ADMINIS</b>				
-----				
MISCELLANEOUS	0	5,000	104,000	104,000
<b>TOTAL PLANNING &amp; DEVELOPMENT ADMINIS</b>	<b>0</b>	<b>5,000</b>	<b>104,000</b>	<b>104,000</b>

	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGET 2016</b>	<b>BUDGET 2017</b>
<b>PLANNING</b>				
<b>TOTAL ECONOMIC DEVELOPMENT</b>	<u>0</u>	<u>5,000</u>	<u>104,000</u>	<u>104,000</u>
213 HOUSING GRANT FUND -----				
ADDITIONS & IMPROVEMENTS	<u>25,000</u>	<u>0</u>	<u>102,801</u>	<u>26,351</u>
<b>TOTAL HOUSING GRANT</b>	<u>25,000</u>	<u>0</u>	<u>102,801</u>	<u>26,351</u>
<b>TOTAL PLANNING</b>	<u>670,456</u>	<u>705,586</u>	<u>1,121,658</u>	<u>767,536</u>
<b>GRAND TOTAL</b>	<u>670,456</u>	<u>705,586</u>	<u>1,121,658</u>	<u>767,536</u>

## 2017 Budget Highlights

### 2<sup>nd</sup> Year of 2 for one Planner position.

#### Van Aken District

- Farnsleigh streetscape design begins with 2018 construction planned.
- Grant applications for Connections Plan implementation, leveraging \$500,000 2016 capital award.
- Design and engineering for Connections Plan public realm package: multi-purpose path, green infrastructure, gateways, lighting and public art.
- Traffic signal study for Warrensville and Chagrin corridors - in Police Department Capital Budget.
- Van Aken District design review.
- Van Aken District construction.

#### Housing

- Re-appropriate \$104,000 for Avalon Station 1 & 2 and \$62,426 of First Suburbs Consortium grant and General Fund match for Transit Village.
- Transit Village Construction of Phase I and II townhomes.
- Avalon Station 2 design review and plan approval for Fall 2017 groundbreaking.
- Housing Assistance programs transferred to Economic Development to free up Planning Department staff for traffic planning studies and commercial area improvements.

#### Shaker Town Center

- Implementation of bike lanes and signage (Lee Road diet).
- Van Aken/Lee traffic signal study – in Police Department Capital Budget.
- Streetscape repair – in Public Works Capital Budget.
- Crosswalk replacements – in Public Works Capital Budget.

#### Complete Streets

- Policy evaluation and adoption.

Organizational Chart  
Neighborhood Revitalization Department



## NEIGHBORHOOD REVITALIZATION DEPARTMENT

	2014 Actual	2015 Actual	2016 Budget	2017 Budget	% Chg
General Fund	206,174	176,195	357,748	313,406	-12.4%
Other Funds	168,651	90,733	37,697		-100.0%
<b>All Funds</b>	<b>\$ 374,825</b>	<b>\$ 266,928</b>	<b>\$ 395,445</b>	<b>\$ 313,406</b>	<b>-20.7%</b>

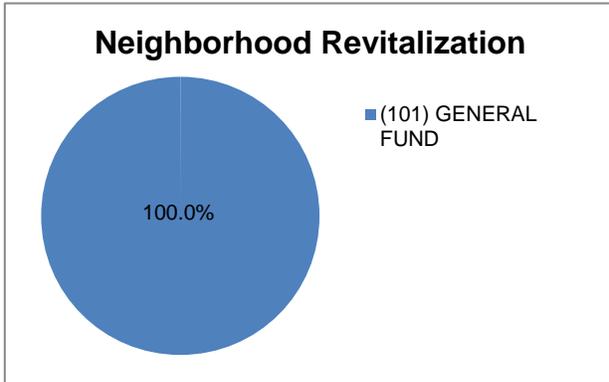
### Department Description

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.



### Functions

- **Strengthen neighborhoods:** Manage City side lot program. Encourage creative re-use of vacant lots. Increase owner occupancy. Implement Moreland Rising 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.

### 2016 Accomplishments

#### Strengthening Neighborhoods:

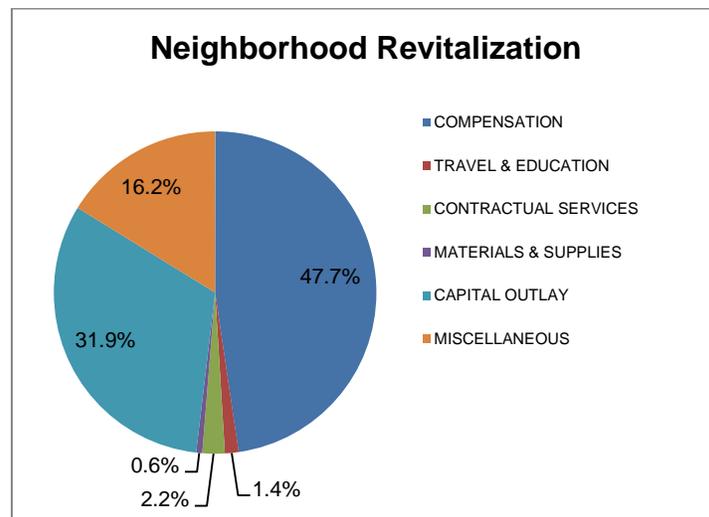
- Moreland Rising:
  - Launched comprehensive marketing program for Moreland.
  - Provided leadership/community engagement training to a new cadre of Moreland residents.
  - Creation of a community mural at Chelton Park.
  - Launched Neighborhood Grant program which resulted in a Moreland community theater production and a block party, each attended by 250+.
  - Held a series of five (5) Agents of Ingenuity forums focused on artists and entrepreneurs. Attended by 25-30 people each.
  - Held monthly Neighbor Night drop ins, attended by 140+ residents in total; produced monthly neighborhood newsletter
- One (1) side lot sold to three neighbors.

**Strengthening the Tax Base:**

- Three (3) properties rehabbed & sold through Shaker Renovator program, creating \$870,000 of new property value; an additional one (1) property was rehabbed and is on the market; five (5) properties are under rehab.
- Twelve (12) Heritage Home Loans signed totaling \$639,755 of investment in rehabbing homes.
- Launched Design Competition aimed at building high energy efficiency homes in southern Moreland. 25 teams currently registered to participate.
- Launched energy efficiency upgrade program with Empower: 10 houses upgraded and 37 assessments conducted.
- Collaborated with Schools to research new option for creation of publicly owned high speed broadband network.

**Prevent Vacancy, Abandonment & Blight:**

- Applied for \$430,000 of grant demolition funding from the County for 22 residential and 1 commercial property.
- Acquired 19 low value properties: five (5) donations, three (3) acquisitions and eleven (11) through tax foreclosure.



**2014 - 2017 Budget**

<b>NEIGHBORHOOD REVITALIZATION</b>	<b>ACTUAL 2016</b>	<b>ACTUAL 2015</b>	<b>BUDGET 2016</b>	<b>BUDGET 2017</b>
-----				
101 GENERAL FUND				
-----				
NEIGHBORHOOD REVITALIZATION AD				
-----				
COMPENSATION	135,567	137,999	144,732	149,393
TRAVEL & EDUCATION	1,264	1,200	4,300	4,300
CONTRACTUAL SVCS	1,832	1,030	6,998	6,998
MATERIALS & SUPPLIES	1,501	916	1,915	1,915

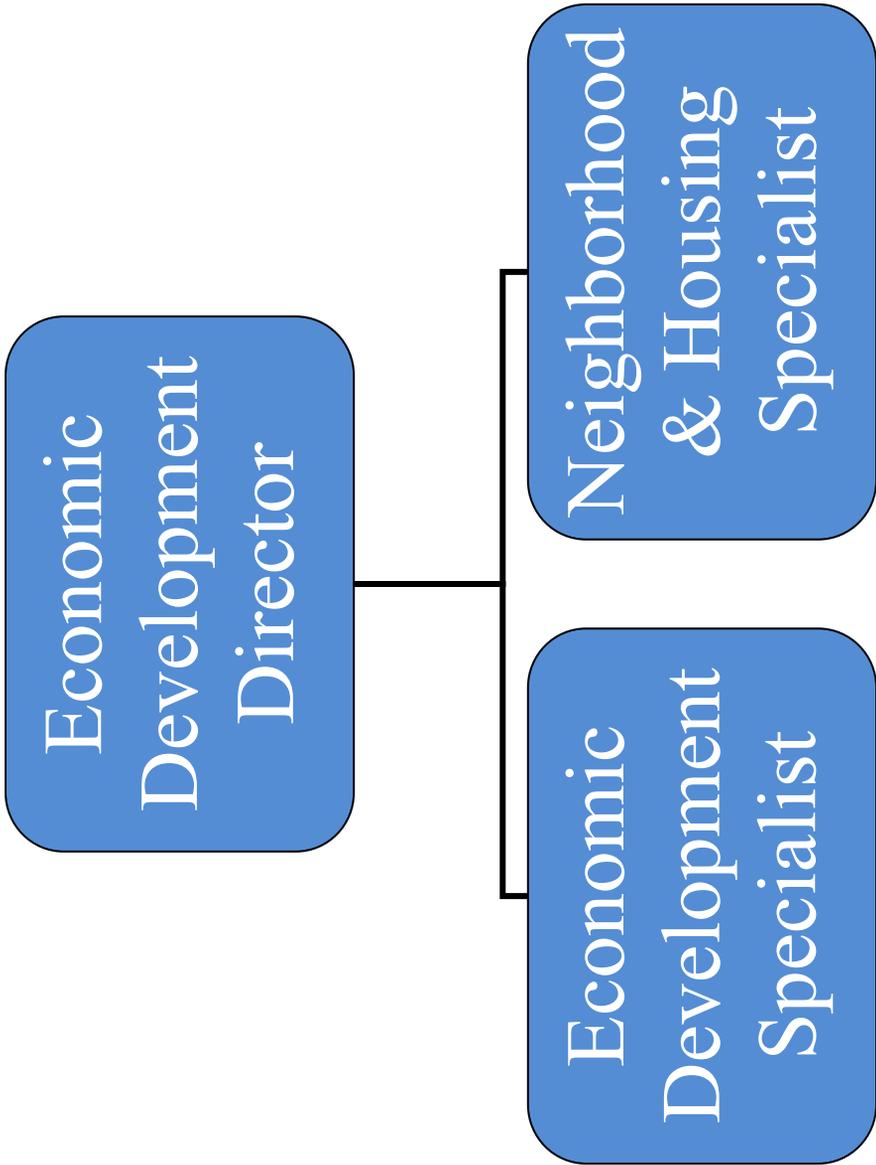
<b>NEIGHBORHOOD REVITALIZATION</b>	<b>ACTUAL 2016</b>	<b>ACTUAL 2015</b>	<b>BUDGET 2016</b>	<b>BUDGET 2017</b>
MISCELLANEOUS	66,010	35,050	50,000	50,800
CAPITAL OUTLAY	0	0	149,803	100,000
<b>TOTAL NEIGHBORHOOD REVIT AD</b>	<b>206,174</b>	<b>176,195</b>	<b>357,748</b>	<b>313,406</b>
<b>TOTAL GENERAL FUND</b>	<b>206,174</b>	<b>176,195</b>	<b>357,748</b>	<b>313,406</b>
-----				
103 ECONOMIC DEVELOPMENT				
-----				
NEIGHBORHOOD REVITALIZATION AD				
-----				
CONTRACTUAL SVCS	0	90,733	24,500	0
	0	90,733	24,500	0
<b>TOTAL ECONOMIC DEVELOPMENT</b>	<b>0</b>	<b>90,733</b>	<b>24,500</b>	<b>0</b>
213 HOUSING GRANT FUND				
ADDITIONS & IMPROVEMENTS	(500)	0	13,197	0
<b>TOTAL HOUSING GRANT FUND 213</b>	<b>(500)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL NEIGHBORHOOD REVITALL FUNDS</b>	<b>374,825</b>	<b>266,928</b>	<b>395,445</b>	<b>313,406</b>

### 2017 Budget Highlights

- Continue implementation of existing programs under 2015 Housing and Neighborhood Plan:
  - Shaker Renovator program
  - Side Lot program \$30,000
  - Private-purchase rehab program
  - Heritage Home Program increase from \$20,000 to \$20,800 for Cleveland Restoration Society
  - Landbanking
  - Demolition funding
  - Monitoring of tax lien sales & their inventory
  - Land trust expansion to increase owner occupancy
- New programs \$100,000:
  - Develop and implement a pilot asset building program for residents.
  - Work with developers to build new energy efficient houses in southern Moreland based on Design Competition results.
  - Neighborhood engagement: Develop and implement a project focusing on Moreland history and neighborhood identity.

- Work with financial institutions on financing tools for infill housing buyers.
- Marketing: building a pool of potential buyers for infill housing. Focus groups and outreach to renters and realtors.
- Moreland public art program (if NEA grant funding received)

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## ECONOMIC DEVELOPMENT DEPARTMENT

	2014 Actual	2015 Actual	2016 Budget	2017 Budget	% Chg
General Fund	263,957	256,233	530,377	878,265	65.6%
Other Funds	422,328	253,758	1,122,539	270,539	-75.9%
<b>All Funds</b>	<b>\$ 686,285</b>	<b>\$ 509,991</b>	<b>\$ 1,652,916</b>	<b>\$ 1,148,804</b>	<b>-30.5%</b>

### Department Description

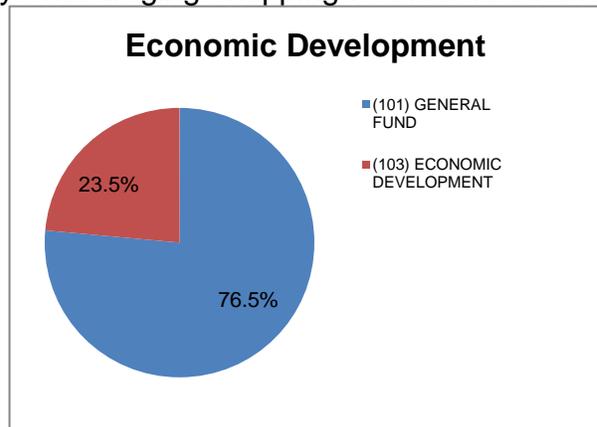
The Economic Development Department's goal is to bring the character and quality of Shaker Heights' neighborhoods into the commercial districts. The department works with professional and retail businesses to grow their companies in Shaker Heights and serves as a first point of contact for businesses interested in moving into the community. Programs like the Vision Fund and Shaker Partnership Loan are in place to incentivize property owners to make building improvements and invest in their business operations. Developers and brokers are encouraged to look to the Economic Development Department as a resource in working with their clients.

The Department supports reinvestment in the City's apartments and administers housing programs which include technical and financial assistance to income eligible residential property owners to invest in and maintain their properties and provide landlord training and tenant screening services. The Department leads community engagement efforts in the Van Aken district and the Lomond neighborhood to increase neighborhood place attachment and empower residents to take leadership roles in their community. Shop Shaker is a program that brings the two stakeholder groups together to support the Shaker business community by encouraging shopping local for retail and services.

### 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 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. Work with the Shaker Heights Development Corporation 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.
- **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:** Project manager for the Van Aken District Development.
- **Shaker Heights Development Corporation** - Assist with business development and fundraising.

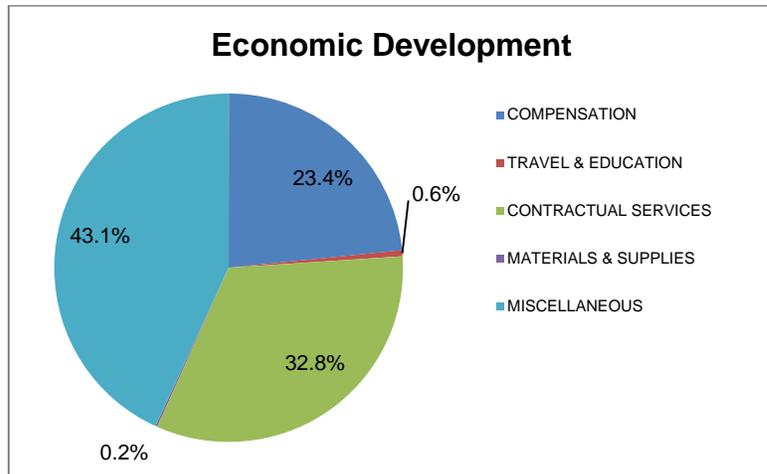
## 2016 Accomplishments

- Van Aken district
  - Led the negotiation of the Development & Use and Construction agreements for the Van Aken District
  - Negotiated and shepherded through City Council and the School Board the Tax Increment Financing agreements which will account for approximately \$23M of the funding for the Van Aken District private development.
  - Led effort with Planning and the Mayor’s office to secure a second \$500K State of Ohio capital grant award. The funds will be utilized by Planning as a match for implementation of the Van Aken Connections Plan.
  - Worked with RMS to secure \$300K grant for Van Aken district infrastructure from ODOT Jobs and Commerce and ODSA 629. These funds are critical to closing the project financing gap.
  - Built the team for the Van Aken District design phase of the project, including hiring an owner’s representative, setting roles and responsibilities of the team, managing an ongoing task list and leading regular meetings to keep everyone on the same page.
  - Published an article in the International Economic Development Council Journal about the Van Aken District as a model of planning, transit oriented development and first suburb revitalization.
  - Shared the Van Aken District plans with the Police and Fire Departments.
  - Gave countless leasing presentations to brokerage firms like Allegro Realty and Hanna Chartwell.
  - Continued to support RMS’ leasing efforts, most actively in signing the largest office tenant for the District, ABA Insurance Services.
  - Finalized agreement with Stella Moga Kennedy, the Land Bank and the City to demolish Unity Church and develop a timeline for opening LeChaperon Rouge Schools in Fall 2017.
  - Partnered with Law to release 3377 Warrensville Center Road (NE corner of Farnsleigh/Warrensville abutting Thornton Park) from the limbo status it

- o has been in for four years. Leading the RFP process to choose a partner to redevelop the site.
  - o Partnered with RMS on the New Starts Now event to garner active participation from district businesses.
- Business retention and investment
  - o Managed the process to determine a solution for the flooding issues at the UH MSC as part of a larger parking lot expansion project.
  - o Closed out the \$250K loan with Equity Engineering which enabled E2G Properties to complete common area building improvements as part of their purchase of Tower East.
  - o Worked with Building to develop a joint database and bi-annual commercial occupancy renewal letter and process that is more business friendly.
  - o Developed a creative solution for parking and access for the building owner adjacent to the City owned Larchmere parking lot so that the business owner would support Public Works' grant application for a green infrastructure parking lot.
  - o Shepherded the legislation through committees and City Council for the City of Shaker Heights to become an active member of the Northeast Ohio Alternative Energy District.
  - o Held the third annual SH-BAM at the Dealership to thank Shaker businesses for their contribution and investment to our community
  - o Provided direct business support as-needed ranging from getting lights repaired (Charlie's Salon) to advising on marketing efforts (J. Pistone's Café at Tower East).
- Business Attraction
  - o Worked with Communications & Marketing to decommission the work/live website while continuing the campaign in our marketing materials and on shakeronline.com.
  - o Supported the Shaker Town Center owners' efforts to bring the Center to near complete occupancy with the addition of Hibachi to Go, Pet Value and a new franchisee at Baskin Robbins.
  - o Helped new businesses like Full Sun, Sam Sylk's Chicken & Fish, Sparks Beauty Supply, PPPhysique, Durable Slate Company, J.Pistone's Café at Tower East, Moochie & Co, New Balance, Evie Lou and Marc Anthoni Spa to open their doors in Shaker Heights.
  - o Marc Anthoni Spa and Sparks Beauty Supply took advantage of the City/County Partnership Loan Program.
- Chagrin/Lee
  - o Protem completed approximately \$325K of renovation to 3535 Lee Road and moved its business to the property in September 2016, ensuring that the business and its annual, growing \$90K in income taxes will be retained.
  - o Managed the completion of the first Cuyahoga County storefront program in Shaker Heights. The City designed the program after analyzing best practices from Cleveland and surrounding communities to ensure that the

\$50,000 grant would be used for curb appeal improvements for businesses on Lee Road between Scottsdale and Chagrin. The program has resulted in three property owners investing over \$16K in each of their properties – the most significant private investment on the street outside of Protem in at least ten years. Protem is also utilizing the Storefront grant funds for a \$7K monument sign.

- Coordinated the effort with Law, Planning and Building to begin regular code enforcement of the commercial properties on Lee Road. Building will lead this effort going forward.
- Worked with Building and Law to declare 3630 Lee Road (former car wash) a public nuisance and to take the property through the tax foreclosure process. Coordinated the demolition of the property with Recreation and The County Land Bank.
- Shaker Heights Development Corporation (SHDC)
  - Managed the migration from LaunchHouse to The Dealership with the Mayor and Nick Fedor, Executive Director of the Shaker Heights Development Corporation.
  - Partnering with Neighborhood Revitalization, Planning, the SHDC and Communications and Marketing on efforts to better connect and enhance Moreland and the Lee/Chagrin Commercial District
  - Supported the SHDC’s study to determine the appropriate role and place for the arts in the Van Aken District.



**2014 – 2017 Budget**

	<u>ACTUAL 2014</u>	<u>ACTUAL 2015</u>	<u>BUDGET 2016</u>	<u>BUDGET 2017</u>
<b>ECONOMIC DEVELOPMENT</b>				
-----				
101 GENERAL FUND				
-----				
<b>ECONOMIC DEVELOPMENT</b>				
-----				
COMPENSATION	164,426	173,067	177,506	268,694

<b>ECONOMIC DEVELOPMENT</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGET 2016</b>	<b>BUDGET 2017</b>
TRAVEL & EDUCATION	269	798	3,500	6,450
CONTRACTUAL SVCS	98,510	81,458	347,810	376,560
MATERIALS & SUPPLIES	752	911	1,561	1,561
MISCELLANEOUS	0	0	0	225,000
<b>TOTAL GENERAL FUND</b>	<b>263,957</b>	<b>256,233</b>	<b>530,377</b>	<b>878,265</b>

103 ECONOMIC DEVELOPMENT

-----  
ECONOMIC DEVELOPMENT  
-----

TRAVEL & EDUCATION	334	0	0	0
CONTRACTUAL SVCS	96,056	196,333	72,000	0
MATERIALS & SUPPLIES	336	449	313	313
CAPITAL OUTLAY	36,602	201	30000	0
MISCELLANEOUS	39,000	56,774	1,020,226	270,226
TRANSFERS-OUT	250,000	0	0	0
<b>TOTAL ECONOMIC DEVELOPMENT</b>	<b>422,328</b>	<b>253,758</b>	<b>1,122,539</b>	<b>270,539</b>

<b>TOTAL ECONOMIC DEVELOPMENT</b>	<b>686,285</b>	<b>509,990</b>	<b>1,652,916</b>	<b>1,148,804</b>
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### 2017 Budget Highlights

- Continue as Project Management lead for the Van Aken district project
  - Maintenance agreement and Safety plans
  - Construction Management
  - Continued leasing support
  - Programming and Arts in the District
  - Development of a multi-family residential investment program (\$75,000)
  - Community engagement efforts into the adjacent Lomond neighborhood (\$75,000)
- Chagrin/Lee Commercial District
  - Apply for and design second County Storefront program in partnership with the SHDC.
  - Support SHDC pop up/build a block event to pilot planning strategies to bring life to the street.
  - Conduct a consumer market study of shopping preferences in Lomond, Onaway and Moreland to position and market Shaker Town Center and the South Side of Chagrin
- Promote the NEO Advanced Energy District to apartment and office building owners.
- Housing Assistance Programs
  - Transferred from Planning Department: \$75,000 Carol Peterson housing maintenance grant fund \$75,000 exterior maintenance program and one full-time Housing and Neighborhood Specialist.
  - Reappropriation of \$270,226 balance in Vision Fund for forgivable loans.

## CONTRACTUAL CHARGES AND STATUTORY EXPENDITURES (CCSE)

	2014 Actual	2015 Actual	2016 Budget	2017 Budget	% Chg
General Fund	8,750,381	10,490,190	12,201,839	9,407,713	-22.9%
Other Funds	3,344,226	2,972,478	2,765,334	1,766,884	-36.1%
<b>All Funds</b>	<b>\$ 12,094,607</b>	<b>\$ 13,462,668</b>	<b>\$ 14,967,173</b>	<b>\$ 11,174,597</b>	<b>-25.3%</b>

### 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.

### 2014 - 2017 Budget

CONTRACTUAL CHARGES & STATUTORY EXPENDITURES	ACTUAL 2014	ACTUAL 2015	BUDGET 2016	BUDGET 2017
CONTRACTUAL CHARGES & STATUTOR				
-----				
COMPENSATION	34,323	34,817	36,000	36,000
CONTRACTUAL SVCS	1,196,583	1,283,953	1,365,990	1,374,130
MATERIALS & SUPPLIES	4,975	596	5,500	5,500
MISCELLANEOUS	100,657	83,072	80,184	80,184
TRANSFERS-OUT	<u>7,413,843</u>	<u>9,087,752</u>	<u>10,714,165</u>	<u>7,911,899</u>
TOTAL CONTRACTUAL CHARGES & STATUTOR	<u>8,750,381</u>	<u>10,490,190</u>	<u>12,201,839</u>	<u>9,407,713</u>

<b>CONTRACTUAL CHARGES &amp; STATUTORY EXPENDITURES</b>	<b>ACTUAL 2014</b>	<b>ACTUAL 2015</b>	<b>BUDGET 2016</b>	<b>BUDGET 2017</b>
301 GO DEBT SERVICE FUND				
-----				
DEBT SERVICE ADMINISTRATION				
-----				
CONTRACTUAL SVCS	14,265	2,500	17,000	95,000
DEBT	1,978,600	1,614,443	1,386,634	355,758
TOTAL DEBT SERVICE ADMINISTRATION	<u>1,992,865</u>	<u>1,616,943</u>	<u>1,403,634</u>	<u>450,758</u>
TOTAL GO DEBT SERVICE FUND	<u>1,992,865</u>	<u>\$ 1,616,943</u>	<u>\$ 1,403,634</u>	<u>\$ 450,758</u>
302 URBAN RENEWAL DEBT SRVC FUND				
-----				
DEBT SERVICE ADMINISTRATION				
-----				
CONTRACTUAL SVCS	273	7,635	8,000	8,000
DEBT	1,351,088	1,347,900	1,353,700	1,308,126
TOTAL DEBT SERVICE ADMINISTRATION	<u>1,351,361</u>	<u>1,355,535</u>	<u>1,361,700</u>	<u>1,316,126</u>
TOTAL URBAN RENEWAL DEBT SRVC FUND	<u>1,351,361</u>	<u>\$ 1,355,535</u>	<u>\$ 1,361,700</u>	<u>\$ 1,316,126</u>
TOTAL DEBT SERVICE ADMINISTRATION	<u>3,344,226</u>	<u>\$ 2,972,478</u>	<u>\$ 2,765,334</u>	<u>\$ 1,766,884</u>
GRAND TOTAL	<u>12,094,607</u>	<u>\$ 13,462,668</u>	<u>\$ 14,967,173</u>	<u>\$ 11,174,597</u>

### 2017 Budget Highlights

	<b>Transfer out:</b>
\$875,000	2017 Recreation
413,359	2017 Street Maintenance and Repair
502,000	2017 Sewer Maintenance
235,000	2017 Street Lighting
941,000	2017 General Obligation and Urban Renewal debt
250,000	2017 Sewer Capital
945,540	2017 Self-Insurance
3,750,000	2018 General Capital
<b>\$7,911,899</b>	<b>Total Transfer*</b>

	<b>Support of Local Programs:</b>
\$69,500	Shaker Youth Center (annual)
10,911	Family Connections
<b>\$80,411</b>	<b>Total</b>

\*Note: the transfer from the General Fund to the Police and Fire Pension Fund (\$750,000 each for a total of \$1,500,000) is reflected in the division budgets 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.

2016-2020 Debt Service Schedule						
Annual Debt Service	2016	2017	2018	2019	2020	2021
<b>0301 GO Debt Service Fund</b>						
Issue						
2013 Van Aken Sewer Line Improvement	\$ 29,715.00	\$ 34,062.50	\$ 33,337.50	\$ 32,612.50	\$ 31,887.50	\$ 31,162.50
2002 \$2.796M OPWC Loan - Waterlines	\$ 139,816.90	\$ 139,816.90	\$ 139,816.90	\$ 139,816.90	\$ 139,816.90	\$ 139,816.90
2002 \$1.299M OPWC Loan - Waterlines	\$ 64,950.00	\$ 64,950.00	\$ 64,950.00	\$ 64,950.00	\$ 64,950.00	\$ 64,950.00
2008 \$1.7M S. Woodland OPWC Loan - Sewers	\$ 88,277.45	\$ 88,277.45	\$ 88,277.45	\$ 88,277.45	\$ 88,277.45	\$ 88,277.45
2011 \$573K Hildana-Ludgate OPWC Loan - Sewers	\$ 28,650.00	\$ 28,650.00	\$ 28,650.00	\$ 28,650.00	\$ 28,650.00	\$ 28,650.00
<b>Total GO Debt Service</b>	\$ 351,409.35	\$ 355,756.85	\$ 355,031.85	\$ 354,306.85	\$ 353,581.85	\$ 352,856.85
<b>0302 Urban Renewal Debt Service</b>						
Issue						
2009 Shaker Town Urban Renewal	\$ 341,237.50	\$ 182,512.50	\$ 181,562.50	\$ -	\$ -	\$ -
2012 Sussex Refunding	\$ 1,012,462.50	\$ 1,008,237.50	\$ 993,937.50	\$ 1,000,100.00	\$ 994,228.00	\$ 1,033,100.00
2016 Shaker Town Refunding	\$ -	\$ 117,375.62	\$ 117,322.14	\$ 297,350.92	\$ 300,114.02	\$ 300,633.30
<b>Total Urban Renewal Debt Service</b>	\$ 1,353,700.00	\$ 1,308,125.62	\$ 1,292,822.14	\$ 1,297,450.92	\$ 1,294,342.02	\$ 1,333,733.30
<b>TIF Receipts</b>	\$ 914,229.85	\$ 930,000.00	\$ 930,000.00	\$ 930,000.00	\$ 930,000.00	\$ 930,000.00
<b>Urban Renewal Funded By City</b>	\$ 439,470.15	\$ 378,125.62	\$ 362,822.14	\$ 367,450.92	\$ 364,342.02	\$ 403,733.30
<b>Total Debt Service</b>	\$ 1,705,109.35	\$ 1,663,882.47	\$ 1,647,853.99	\$ 1,651,757.77	\$ 1,647,923.87	\$ 1,686,590.15
<b>Total Funded By City</b>	\$ 790,879.50	\$ 733,882.47	\$ 717,853.99	\$ 721,757.77	\$ 717,923.87	\$ 756,590.15

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