



# SHAKER HEIGHTS

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## SHAKER HEIGHTS

November 15, 2013

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

As the City of Shaker Heights enters our second century, we continue a policy of fiscal responsibility and maintenance of high quality services to our residents.

The challenges, which have been significant since the economic downturn of 2008, included a nationwide foreclosure crisis, elimination of the estate tax, and reduction in the Local Government Fund by the Ohio State Legislature. These events created stagnant income tax revenues, declining property tax receipts, dramatically reduced investment earnings, and an increase in the number of blighted residential and commercial properties.

In response to these challenges, the City implemented a 13 percent reduction in full and part time staffing across all departments, reduced or eliminated wage increases, increased employee contributions to health care and made changes in the plan design, and implemented additional cost savings and efficiencies as recommended by the Mayor's Financial Task Force. Faced with the prospect of additional cuts to offset revenue losses and the resulting impact on Shaker's quality of life, including impacts to the safety of our residents and our ability to attract and retain residents and businesses, the City acted on a recommendation of the Mayor's Financial Task Force and placed on the ballot the first income tax increase in 30 years.

The ballot issue, which increased the City income tax rate from 1.75% to 2.25% became effective on October 1, 2012, and passed with a margin of 2:1. Projected to generate an additional \$6 million/year, the new tax receipts will replace lost estate tax revenue that previously supported: (1) the City's Self-Insurance Fund for workers' compensation and general insurance expenses; (2) annual capital expenses; and (3) debt service. The new revenue will also help to avoid future General Fund deficits that could not be reduced without further dire cuts in service.

These challenges and the decisions made to address them enabled the City to manage operations so as to live within our means and still be able to invest in our future.

To shape that future, the Mayor and Council have adopted four strategic goals to guide day-to-day decision-making. These goals are:

**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 2014 Operating and Capital Budgets support the action plans of each department to achieve the stated goals. Highlights of those plans include:

- Staffing the Police Department to proactively provide safe neighborhoods.
- Reconstruction of the Warrensville/Van Aken intersection per the 2008 Transit Oriented Development Plan to improve vehicular and pedestrian safety in the area and to stimulate commercial retail and housing redevelopment of the Van Aken district.
- Continued implementation of the 2010 Economic Development Plan to:
  - Provide financial incentives to commercial property owners.
  - Aggressively market and recruit businesses in targeted industry segments.
- Updating the Housing Plan to reflect the changing housing market and vacant homes.
- Increasing bike friendliness per the 2008 Shaker Bicycle Route Plan.
- Improving infrastructure with the Van Aken Resurfacing Project and completion of the Lake-to-Lakes Trail.
- Implementing a five-year capital plan that identifies facilities, equipment and infrastructure needs.
- Meeting Council's goal of having a General Fund operating reserve in excess of 15 percent.

The City's financial structure, which follows mandatory government accounting practices, results in a complex budget process. The 2014 budget documents provide background information about the City's varied funding sources and explain how these sources relate to individual departments. The revised documents are a work-in-progress and are designed to better communicate about the budget and the budget process. We welcome your comments on the presentations and background documents.

This year, we will present the 2014 budget in two parts at two successive meetings:

Part I: includes an outline of the City's funding structure with emphasis on the General Fund; the results of the 2013 General Fund budget (revenues and expenditures and ending balance) and a summary of the 2014 General Fund budget (estimated revenues and a summary of expenses).

Part II: offers details for each department, including 2013 accomplishments and 2014 operating and capital budget highlights.

There are challenges ahead:

- The State of Ohio continues to consider legislation that could impact Shaker's stability;
- There is uncertainty concerning the Northeast Ohio Regional Sewer District's proposed Storm Water Management Plan, threatening implementation of \$4 million worth of lake and dam repairs in the City's parklands;
- Health care costs continue to grow; and
- We have yet to determine what level of revenue will be achieved as a result of the City's higher income tax rate.

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

Respectfully submitted,

Jeri E. Chaikin  
Chief Administrative Officer

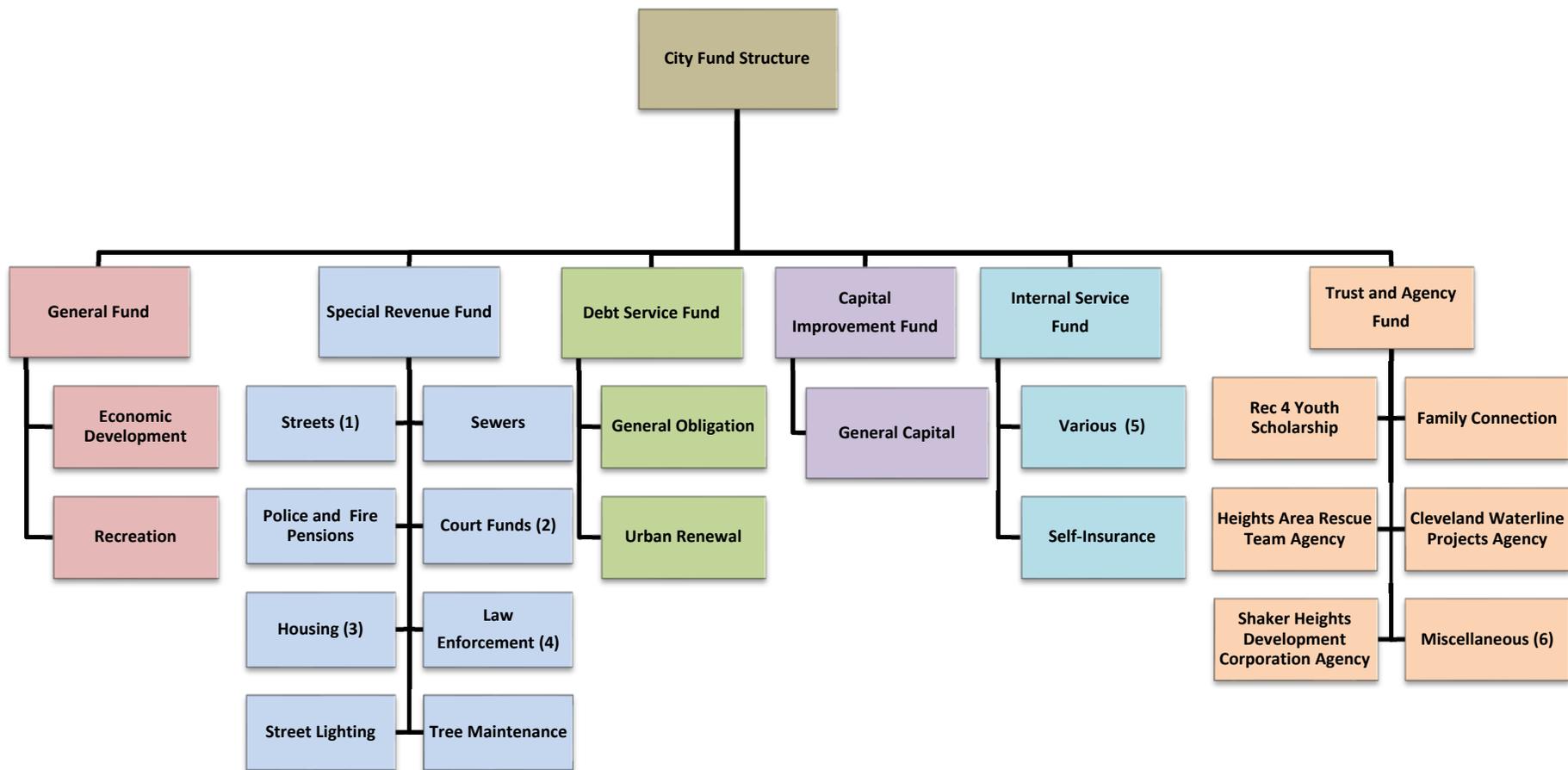
Robert H. Baker  
Director of Finance

## 2014 Budget Process Timeline

Date	Action
June 17, 2013	Finance Committee recommends approval of 2014 Tax Budget
June 26, 2013	Council approves 2014 Tax Budget
July 9, 2013	2014 Tax Budget submitted to Cuyahoga County Fiscal Officer
October - November	Finance Director prepares 2013 budget versus actual projections  CAO, Finance Department, and Department Directors prepare 2014 budget based on revenue and expenditure parameters reviewed by Mayor, CAO, and Finance Director
<b>November 18, 2013</b>	Mayor, CAO and Finance Director present proposed 2014 operating and capital budgets to Joint: Council/Finance Committee Work Session – <b>Part I: City Fund structure; 2013 General Fund results; overview of 2014 General Fund Budget: Revenues/Expenditures</b>
<b>November 25, 2013</b>	Mayor, CAO and Finance Director present proposed 2014 operating and capital budgets to Joint: Council/Finance Committee Work Session – <b>Part II: Departmental budgets, 2013 accomplishments, and 2014 budget highlights</b>  Public input  Regular Council meeting to follow
<b>December 2, 2013</b>	Council Work Session: <b>details of 2014 capital budgets</b>  Public input
<b>December 16, 2013</b>	Regular Council meeting  Public input  <b>Third presentation and vote on appropriation ordinances to adopt the 2014 operating and capital budgets</b>



# SHAKER HEIGHTS



See next page for footnotes

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

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

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

The City uses the following categories and fund types:

### **Governmental Funds**

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

#### **General Fund**

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

#### **Special Revenue Funds**

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

#### **Debt Service Fund**

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

#### **Capital Improvement Fund**

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

### **Proprietary Funds**

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

#### **Internal Service Funds**

An internal service fund is used to account for the provision of goods or services provided by one department to other departments, on a cost-reimbursement basis. Some functions in internal service funds include Copier Management; and

City Garage. Internal Service Funds are also used to provide services to other governmental entities (RTA) and to citizens (sidewalk repair; private property tree removal).

**Fiduciary Funds**

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

## FUND DESCRIPTIONS

### The General Fund

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The **Economic Development Fund** (a subfund of the General Fund) is funded from a cash reserve put aside for the City's economic development and housing initiatives. This reserve was funded from extraordinary large estate tax receipts in 2003 and 2006. Revenue from the lease or sale of City-owned commercial property is added to this reserve to help fund future economic development projects. The unspent 2013

appropriation from this fund allocated to Housing Inspection for private property demolitions and emergency repairs will be re-appropriated in the 2014 budget. Also, the unspent balance of the Avalon Station Mortgage Assistance Program will be re-appropriated in 2014 for the Planning Department.

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

## **Special Revenue Funds**

### **Street Maintenance and Repair Fund**

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

### **State Highway Maintenance Fund**

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

### **Police and Fire Pension Fund**

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

### **Housing Grant Fund**

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

### **Fair Housing Grant Fund**

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

### **Preservation Services Fund**

Originally created with cash reserves from the Economic Development Fund, the remaining cash balance will be transferred into the General Fund at the end of 2013. Per GASB Statement No. 54 requirements, this fund no longer qualifies as a Special Revenue Fund since it does not have its own dedicated revenue

source. The activities of this fund will be budgeted among the Planning and Neighborhood Revitalization Departments' starting in 2014.

### **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.

## **2013 General Fund Revenue/Expenditure Results**

### **Revenue**

Total revenue for 2013 was originally budgeted at \$41,017,607. This total included \$26,093,589 for income tax. Income tax for 2013 is now projected to be \$27,681,995, or \$1,588,406 more than budgeted. The Regional Income Tax Agency (RITA) had originally projected that the .5% income tax increase that became effective October 1, 2012 would generate \$400,000 in new revenue in 2012; \$4,400,000 in 2013, and \$1,200,000 in 2014, for a total of \$6 million/year by the end of 2014. RITA cannot specify if the additional \$1.58 million received in 2013 is from the tax increase and/or growth in the economy. Since 2014 will be the first full year for collection of the entire tax increase, it will take several more years of collection to be able to know the full impact of the tax increase.

Property taxes, budgeted at \$5,901,000 in 2013, are actually \$5,967,686 in 2013, very close to the budgeted amount. Cuyahoga County's property tax assessments for 2013 will apply through 2015, so this revenue source will remain about the same and hopefully will not decline, over this time frame.

Estate tax collections in 2013 are \$2,823,240 or \$1,223,240 greater than anticipated. Before the elimination of the estate tax effective January 1, 2013, the City could estimate estate tax revenues based on prior years' averages. Conservatively, only \$1,600,000 was budgeted for 2013 so the additional \$1,223,240 is a one-time collection, and 2013 is likely the last year for estate tax receipts at the several million dollar level.

Total General Fund operating revenues are projected to be \$43,542,083, or \$2,524,476 greater than budgeted.

### **Amended 2013 Budget/Expenditures**

In prior budget presentations to Council, revenues were sometimes shown as the current projections and expenditures shown as authorized in the original budget adopted by Council. This year we are providing the expenditure budget with all amendments through November. Revenues are projected through the end of the year.

As the City has reduced expenditures and eliminated positions over the past five years, every departmental budget has been reduced. Even the largest departmental budgets, such as Police and Fire, now have very little, if any, discretionary appropriations. Additional overtime spent to add more proactive policing in the neighborhoods as well as new hires in anticipation of retirements of more senior officers have taken spending right up to budgeted levels for 2013. Overtime for firefighters to maintain staffing at levels determined necessary by the Fire Chief has exceeded the 2013 budget. Funds available from other departments' under spending, most notably Public Works for ice and snow removal and salt purchases, have been transferred to cover these expenses. As a result, Council has not been asked to appropriate additional funds for these overages. However, the expense for a lump sum payment of \$1,000 for non-bargaining and Public Works union employees in 2013 requires an additional appropriation of \$184,639. This payment is being granted for this group of employees whose contribution to their health care coverage will increase from 10% to 15% in 2014.

Overall, the General Fund 2013 budgeted surplus (revenue over expenditures) of \$21,171 is now projected to be \$385,336.

**Ending Balance**

City Council's policy of maintaining a General Fund cash reserve in excess of 15% will be met with 17.05% reserve at the end of 2013, in the amount of \$7,385,204. While \$7 million sounds like a lot of money, that amount could fund only two months of City-wide operations should a catastrophic event occur such as, a weather disaster, or a major life threatening event.

**City of Shaker Heights  
General Fund Revenue  
Budget and Projection 2013**

Source of Revenue	2013 Budget	2013 Projection	Budget v. Projection
<b>Income Tax</b>	<b>\$26,093,589</b>	<b>\$27,681,995</b>	<b>\$1,588,406</b>
<b>Property Tax</b>	<b>6,797,329</b>	<b>6,864,949</b>	67,620
Real Estate & Public Utility	\$5,901,000	\$5,967,228	66,228
Rollback/Homestead/Disability	896,329	897,686	1,357
Tangible Personal Property	0	36	36
<b>Charges For Services</b>	<b>3,105,630</b>	<b>3,146,510</b>	40,880
Court Costs	1,850,000	1,832,500	(17,500)
Ambulance Fees	550,000	557,594	7,594
CATV Fee	384,500	442,248	57,748
Shaker Magazine	231,300	227,414	(3,886)
Other Fees	89,830	86,754	(3,076)
<b>Licenses &amp; Permits</b>	<b>1,096,422</b>	<b>985,401</b>	(111,021)
<b>Local Government Fund</b>	<b>738,632</b>	<b>603,968</b>	(134,664)
<b>Fines &amp; Forfeitures</b>	<b>560,050</b>	<b>532,000</b>	(28,050)
<b>Intergovernmental Revenue</b>	<b>310,379</b>	<b>274,887</b>	(35,492)
Title IIIB - Senior Adults	37,000	14,056	(22,944)
Other Federal Grants	115,270	148,423	33,153
State Health Subsidy	5,320	5,314	(6)
State Grants	13,400	19,234	5,834
Local Governments	139,389	87,859	(51,530)
<b>Miscellaneous</b>	<b>715,576</b>	<b>629,134</b>	(86,442)
Interest	160,000	70,454	(89,546)
Local Grants & Donations	10,080	8,993	(1,087)
Refunds & Rebates	340,500	345,053	4,553
Rents & Leases - Non-Governmental	26,406	52,912	26,506
Sale of Public Property	110,970	62,868	(48,102)
Admission Tax	54,000	73,407	19,407
Liquor & Berr Permits	13,300	15,128	1,828
Cigarette Tax	320	320	0
<b>Estate Tax</b>	<b>1,600,000</b>	<b>2,823,240</b>	1,223,240
<b>Total Operating Revenue</b>	<b>\$41,017,607</b>	<b>\$43,542,083</b>	<b>\$2,524,476</b>

CITY OF SHAKER HEIGHTS, OHIO  
General Fund  
Expenditures 2013 Original Budget and Amended Budget 2013

	Original 2013 Budget	Amended 2013 Budget	Original 2013 v. Amended 2013
<b>Expenditures:</b>			
<b>Police Department</b>			
Personal Services	8,233,400	8,321,725	88,325
Other	862,976	797,976	(65,000)
<b>Total Police</b>	<b>\$9,096,376</b>	<b>\$9,119,701</b>	23,325
<b>Fire Department</b>			
Personal Services	5,705,334	5,745,182	39,848
Other	605,022	699,543	94,521
<b>Total Fire</b>	<b>\$6,310,356</b>	<b>\$6,444,725</b>	134,369
<b>Public Works Department</b>			
Personal Services	4,049,000	4,025,386	(23,614)
Other	3,283,981	3,358,981	75,000
<b>Total Public Works</b>	<b>\$7,332,981</b>	<b>\$7,384,367</b>	51,386
<b>Municipal Court</b>			
Personal Services	2,152,850	2,179,227	26,377
Other	103,186	103,186	
<b>Total Municipal Court</b>	<b>\$2,256,036</b>	<b>\$2,282,413</b>	26,377
<b>Health Department</b>			
Personal Services	393,234	418,124	24,890
Other	56,529	57,984	1,455
<b>Total Health</b>	<b>\$449,763</b>	<b>\$476,108</b>	26,345
<b>Recreation Department</b>			
Personal Services	338,300	341,344	3,044
Other	191,150	191,150	
<b>Total Recreation</b>	<b>\$529,450</b>	<b>\$532,494</b>	3,044
<b>Building Inspection Department</b>			
Personal Services	348,000	351,044	3,044
Other	62,282	62,282	
<b>Total Building Inspection</b>	<b>\$410,282</b>	<b>\$413,326</b>	3,044
<b>Housing Inspection Department</b>			
Personal Services	836,500	833,516	(2,984)
Other	43,480	155,595	112,115
<b>Total Housing Inspection</b>	<b>\$879,980</b>	<b>\$989,111</b>	109,131
<b>City Council</b>			
Personal Services	128,500	128,500	
Other	14,951	14,951	
<b>Total City Council</b>	<b>\$143,451</b>	<b>\$143,451</b>	
<b>Mayor</b>			
Personal Services	195,100	196,115	1,015

Other	26,400	26,400	
<b>Total Mayor</b>	<b>\$221,500</b>	<b>\$222,515</b>	1,015
<b>Chief Administrative Officer</b>			
Personal Services	222,900	225,429	2,529
Other	24,600	24,100	(500)
<b>Total Chief Administrative Officer</b>	<b>\$247,500</b>	<b>\$249,529</b>	2,029
<b>Law Department</b>			
Personal Services	564,000	569,073	5,073
Other	205,988	205,988	
<b>Total Law</b>	<b>\$769,988</b>	<b>\$775,061</b>	5,073
<b>Finance Department</b>			
Personal Services	625,200	648,316	23,116
Other	135,865	135,865	
<b>Total Finance</b>	<b>\$761,065</b>	<b>\$784,181</b>	23,116
<b>Human Resources Department</b>			
Personal Services	207,000	210,044	3,044
Other	66,848	66,848	
<b>Total Human Resources</b>	<b>\$273,848</b>	<b>\$276,892</b>	3,044
<b>Civil Service</b>			
Personal Services	22,300	22,300	
Other	24,411	24,411	
<b>Total Civil Service</b>	<b>\$46,711</b>	<b>\$46,711</b>	
<b>Information Technology</b>			
Personal Services	402,400	405,444	3,044
Other	142,389	142,389	
<b>Total Information Technology</b>	<b>\$544,789</b>	<b>\$547,833</b>	3,044
<b>Communications and Marketing</b>			
Personal Services	289,000	298,929	9,929
Other	524,577	520,202	(4,375)
<b>Total Comm &amp; Marketing</b>	<b>\$813,577</b>	<b>\$819,131</b>	5,554
<b>Planning Department</b>			
Personal Services	513,100	518,173	5,073
Other	82,672	82,672	
<b>Total Planning</b>	<b>\$595,772</b>	<b>\$600,845</b>	5,073
<b>Neighborhood Revitalization</b>			
Personal Services	135,800	137,815	2,015
Other	13,087	12,087	(1,000)
<b>Total Neighborhood Revit.</b>	<b>\$148,887</b>	<b>\$149,902</b>	1,015
<b>Economic Development</b>			
Personal Services	174,100	175,115	1,015
Other	142,560	142,560	
<b>Total Economic Development</b>	<b>\$316,660</b>	<b>317,675</b>	1,015
<b>CCSE</b>			
Personal Services	35,500	35,500	

Other	1,117,259	1,342,588	225,329
<b>Total CCSE</b>	<b>\$1,152,759</b>	<b>\$1,378,088</b>	225,329
<b>Total Operating Expenditures</b>	<b>33,301,731</b>	<b>33,954,059</b>	652,328
Transfers Out			
Recreation Subsidy	755,455	792,000	36,545
Debt Service - Housing Note	82,100	82,100	
Self-Insurance Fund	807,000	807,000	
Police & Fire Pensions	1,685,630	1,685,630	
Street Lighting	112,100	112,100	
Debt Service - 2 Years Out	856,420	1,229,289	372,869
General Capital	3,500,000	4,200,000	700,000
Street Maintenance		400,000	400,000
Law Enforcement Trust Fund		9,958	9,958
Accounting advances & adjustments		33,356	
Total Transfers Out	7,798,705	9,351,433	1,552,728
<b>Total Disbursements</b>	<b>\$41,100,436</b>	<b>\$43,305,492</b>	<b>\$2,205,056</b>
<b>Total Revenue</b>	<b>\$41,121,607</b>	<b>\$43,690,828</b>	<b>\$2,569,221</b>
Excess Revenue Over/Under Expenditures	21,171	385,336	364,165
<b>Ending Balance December 31</b>	<b>\$6,497,910</b>	<b>\$7,385,204</b>	
	15.81%	17.05%	

## **General Fund 2014 Budget**

### **Revenue Projections**

General Fund revenue for 2014 is budgeted to be \$42,174,309 or \$1,416,519 less than projected for 2013. Income tax includes \$400,000 additional from the 2012 tax increase, or only \$986,339 more than 2013. Overall growth of income tax receipts based on the economy is only budgeted at 2.03%. Property tax remains the same as 2013, at \$5,967,228 based on the County Fiscal Officer's 2012 reappraisal, which adjusted real estate values down to reflect current fair market values (a loss of \$377,933 per year through 2015). Decreases in property tax revenue are also caused by property tax delinquencies due to the past years' economic downturn. Estate tax is budgeted at \$500,000. Estate tax on any estate on anyone who died on or after 1/1/13 has been eliminated, and given the nine-month deadline for filing an estate (without an extension) we are budgeting accordingly. The 2014 estimate is supported since estate tax revenues can be received several years after the initial filing of the estate.

Other General Fund revenue sources are budgeted to remain roughly the same. Court costs are budgeted at \$1,900,000 (\$67,500 increase from 2013), Local Government Fund at \$670,000 (\$66,032 increase due to growth in state revenues), Fines and Forfeitures increased \$18,000 from 2013, and Interest Earnings on Investments are almost the same.

### **Expenditure Projections**

General Fund operating expenditures, before transfers out to other funds, are budgeted at just about the same, at \$34,239,141 for 2014 versus \$33,954,059 for 2013. The 2014 budget includes a 2% wage increase for fire union employees per the approved collective bargaining agreement. Police, police dispatchers, and the Recreation Department maintenance workers union each have expired collective bargaining agreements so their wages and benefits have not been determined for 2014. Any negotiated wage increase will reduce the General Fund surplus below its current projection of \$344,644. No wage increases have been budgeted for Public Works union employees or non-bargaining employees. Merit increases for non-bargaining employees, and lump sum merit pay for department directors, are not included. Such merit pay has been excluded from the budget since 2009.

The cost of employee health care increased between 7.5% - 8.2% among the three different plans (Public Works and non-bargaining; Fire union; and Police, Police dispatchers, and Recreation union employees). Employees' premium equivalent contributions range from 5% - 15%, based on their plan.

Based on actual expenditures in 2012 and 2013, line items for fuel, utilities and contractual services (such as equipment and building maintenance) remain at 2013 budgeted levels.

There are a few positions currently vacant, and in the process of being filled. These include mainly Police officers and Public Works laborers. One vacant position in the Recreation Department has been eliminated.

Transfers out of the General Fund to Other Funds are budgeted at \$7,690,524 or \$1,660,909 less than 2013. Income tax generated from the additional .5% increase will be collected in the current year for the next year's capital budget, debt service, and self-insurance reserves, replacing the estate tax which previously funded these three areas. The City continues to be

disciplined in reserving current year's revenues for future years' debt service and to avoid borrowing for most of its ongoing capital needs.

Adding transfers to the total of departments' budgets, the 2014 General Fund budget of \$41,929,665 is \$1,375,827 less than the 2013 projected budget of \$43,690,828. Most of this difference is attributable to a reduction in the amount of estate tax revenue projected to be available for transfer to the General Capital Fund for the 2015 capital budget. The overlap of the receipt of recently eliminated estate tax with new income tax (in 2013) resulted in one year of an unusually large transfer for equipment purchases and much-needed facilities improvements. With the projected fall off in estate tax in 2014 and beyond, only the additional income tax will be available in the General Fund for transfer to the General Capital Fund.

The General Fund 2014 revenue over expenditures is projected to result in a surplus of \$344,644. However any change in wage and benefits resulting from collective bargaining with police, police dispatchers, and Recreation Department unions will reduce or eliminate this surplus.

### **Ending Balance**

At this time a 18.44% reserve of \$7,729,848 is projected, meeting Council's policy of a minimum of 15% reserve in the General Fund.

**City of Shaker Heights**  
**General Fund Revenue**  
**Actual 2011, 2012, Projection 2013, Budget 2014**

Source of Revenue	2011 Actual	2012 Actual	2013 Projection	2014 Budget
<b>Income Tax</b>	<b>20,643,570</b>	<b>21,099,130</b>	<b>27,681,995</b>	<b>28,668,334</b>
<b>Property Tax</b>	<b>7,368,373</b>	<b>7,308,086</b>	<b>6,864,949</b>	<b>6,864,913</b>
Real Estate & Public Utility	6,357,404	6,345,161	5,967,228	5,967,228
Rollback/Homestead/Disability	1,010,456	962,734	897,686	897,685
Tangible Personal Property	513	191	36	0
<b>Charges For Services</b>	<b>3,265,053</b>	<b>3,290,754</b>	<b>3,146,510</b>	<b>3,190,312</b>
Court Costs	1,998,598	1,897,933	1,832,500	1,900,000
Ambulance Fees	566,528	576,322	557,594	600,000
CATV Fee	384,579	409,350	442,248	442,248
Shaker Magazine	220,696	303,186	227,414	172,170
Other Fees	94,652	103,963	86,754	75,894
<b>Licenses &amp; Permits</b>	<b>643,864</b>	<b>690,817</b>	<b>985,401</b>	<b>977,915</b>
<b>Local Government Fund</b>	<b>1,349,827</b>	<b>924,528</b>	<b>603,968</b>	<b>670,000</b>
<b>Fines &amp; Forfeitures</b>	<b>591,450</b>	<b>539,590</b>	<b>532,000</b>	<b>550,000</b>
<b>Intergovernmental Revenue</b>	<b>277,181</b>	<b>373,205</b>	<b>274,887</b>	<b>190,675</b>
Title IIIB - Senior Adults	45,520	37,685	14,056	15,000
Other Federal Grants	135,735	141,085	148,423	82,270
State Health Subsidy	10,162	5,320	5,314	5,564
State Grants	17,726	48,759	19,234	18,134
Local Governments	68,038	140,356	87,859	69,707
Total Intergovernmental Revenue				
<b>Miscellaneous</b>	<b>836,387</b>	<b>830,978</b>	<b>629,134</b>	<b>558,160</b>
Interest	282,961	224,178	70,454	70,500
Local Grants & Donations	75,264	10,779	8,993	8,080
Refunds & Rebates	295,623	330,805	345,053	323,754
Rents & Leases - Non-Governmental	12,796	82,033	52,912	26,456
Sale of Public Property	108,305	116,371	62,868	54,050
Admission Tax	48,317	53,100	73,407	60,000
Liquor & Beer Permits	13,122	13,229	15,128	15,000
Cigarette Tax	0	483	320	320
Total Miscellaneous				
<b>Estate Tax</b>	<b>4,329,883</b>	<b>2,106,428</b>	<b>2,823,240</b>	<b>500,000</b>
<b>Total Operating Revenue</b>	<b>39,305,587</b>	<b>37,163,516</b>	<b>\$43,542,083</b>	<b>\$42,170,309</b>
<b>Total General Fund Revenue</b>	<b>39,408,038</b>	<b>37,276,279</b>	<b>\$43,556,483</b>	<b>\$42,174,309</b>
<b>Prior Yr. Encumb. Recovery</b>	<b>98,630</b>	<b>140,464</b>	<b>100,000</b>	<b>100,000</b>
<b>Ending Balance</b>	<b>7,141,811</b>	<b>6,472,740</b>	<b>\$6,855,574</b>	<b>\$7,200,218</b>

CITY OF SHAKER HEIGHTS, OHIO

General Fund

Expenditures 2011 and 2012 Actual, Amended Budget 2013 and 2014 Budget

Amended

	2011 Actual	2012 Actual	2013 Budget	2014 Budget
<b>Expenditures:</b>				
<b>Police Department</b>				
Personal Services	8,132,934	7,943,889	8,321,725	8,388,400
Other	677,870	699,137	797,976	870,126
<b>Total Police</b>	<b>\$8,810,804</b>	<b>\$8,643,026</b>	<b>\$9,119,701</b>	<b>9,258,526</b>
<b>Fire Department</b>				
Personal Services	5,740,238	5,682,632	5,745,182	5,617,827
Other	538,331	562,047	699,543	731,252
<b>Total Fire</b>	<b>\$6,278,569</b>	<b>\$6,244,679</b>	<b>\$6,444,725</b>	<b>6,349,079</b>
<b>Public Works Department</b>				
Personal Services	3,937,483	3,754,911	4,025,386	3,952,350
Other	3,115,144	3,103,967	3,358,981	3,300,549
<b>Total Public Works</b>	<b>\$7,052,627</b>	<b>\$6,858,878</b>	<b>\$7,384,367</b>	<b>7,252,899</b>
<b>Municipal Court</b>				
Personal Services	2,173,544	2,032,077	2,179,227	2,092,480
Other	85,933	82,438	103,186	103,186
<b>Total Municipal Court</b>	<b>\$2,259,477</b>	<b>\$2,114,515</b>	<b>\$2,282,413</b>	<b>2,195,666</b>
<b>Health Department</b>				
Personal Services	434,931	392,403	418,124	377,186
Other	62,924	57,272	57,984	69,651
<b>Total Health</b>	<b>\$497,855</b>	<b>\$449,675</b>	<b>\$476,108</b>	<b>446,837</b>
<b>Recreation Department</b>				
Personal Services	335,482	366,050	341,344	289,400
Other	219,452	204,788	191,150	191,150
<b>Total Recreation</b>	<b>\$554,934</b>	<b>\$570,838</b>	<b>\$532,494</b>	<b>480,550</b>
<b>Building Inspection Department</b>				
Personal Services	342,279	330,413	351,044	317,700
Other	41,878	44,570	62,282	62,282
<b>Total Building Inspection</b>	<b>\$384,157</b>	<b>\$374,983</b>	<b>\$413,326</b>	<b>379,982</b>
<b>Housing Inspection Department</b>				
Personal Services	819,730	822,572	833,516	854,300
Other	34,883	41,425	155,595	293,480
<b>Total Housing Inspection</b>	<b>\$854,613</b>	<b>\$863,997</b>	<b>\$989,111</b>	<b>1,147,780</b>
<b>City Council</b>				
Personal Services	126,891	134,285	128,500	128,600
Other	12,162	9,943	14,951	14,951
<b>Total City Council</b>	<b>\$139,053</b>	<b>\$144,228</b>	<b>\$143,451</b>	<b>143,551</b>

<b>Mayor</b>				
Personal Services	193,331	191,085	196,115	185,400
Other	16,881	19,228	26,400	28,400
<b>Total Mayor</b>	<b>\$210,212</b>	<b>\$210,313</b>	<b>\$222,515</b>	<b>213,800</b>
<b>Chief Administrative Officer</b>				
Personal Services	218,766	219,823	225,429	223,800
Other	14,903	55,769	24,100	13,971
<b>Total Chief Administrative Officer</b>	<b>\$233,669</b>	<b>\$275,592</b>	<b>\$249,529</b>	<b>237,771</b>
<b>Law Department</b>				
Personal Services	463,597	500,613	569,073	569,000
Other	278,888	169,481	205,988	194,120
<b>Total Law</b>	<b>\$742,485</b>	<b>\$670,094</b>	<b>\$775,061</b>	<b>763,120</b>
<b>Finance Department</b>				
Personal Services	636,513	589,740	648,316	629,900
Other	128,739	119,049	135,865	154,118
<b>Total Finance</b>	<b>\$765,252</b>	<b>\$708,789</b>	<b>\$784,181</b>	<b>784,018</b>
<b>Human Resources Department</b>				
Personal Services	210,898	206,074	210,044	199,800
Other	37,451	47,224	66,848	77,198
<b>Total Human Resources</b>	<b>\$248,349</b>	<b>\$253,298</b>	<b>\$276,892</b>	<b>276,998</b>
<b>Civil Service</b>				
Personal Services	21,872	21,749	22,300	22,400
Other	31,769	1,844	24,411	66,884
<b>Total Civil Service</b>	<b>\$53,641</b>	<b>\$23,593</b>	<b>\$46,711</b>	<b>89,284</b>
<b>Information Technology</b>				
Personal Services	378,017	385,335	405,444	401,700
Other	95,007	110,890	142,389	142,389
<b>Total Information Technology</b>	<b>\$473,024</b>	<b>\$496,225</b>	<b>\$547,833</b>	<b>544,089</b>
<b>Communications and Marketing</b>				
Personal Services	342,062	343,974	298,929	300,100
Other	413,633	440,708	520,202	506,203
<b>Total Comm &amp; Marketing</b>	<b>\$755,695</b>	<b>\$784,682</b>	<b>\$819,131</b>	<b>806,303</b>
<b>Planning Department</b>				
Personal Services	406,464	472,683	518,173	480,900
Other	55,047	45,342	82,672	207,672
<b>Total Planning</b>	<b>\$461,511</b>	<b>\$518,025</b>	<b>\$600,845</b>	<b>688,572</b>
<b>Neighborhood Revitalization</b>				
Personal Services	324,596	184,677	137,815	135,700
Other	8,991	5,434	12,087	109,087
<b>Total Neighborhood Revit.</b>	<b>\$333,587</b>	<b>\$190,111</b>	<b>\$149,902</b>	<b>244,787</b>

<b>Economic Development</b>				
Personal Services	0	0	175,115	172,500
Other	0	0	142,560	142,560
<b>Total Economic Development</b>	<b>\$0</b>	<b>\$0</b>	<b>317,675</b>	<b>\$315,060</b>
Contractual Charges and Statutory Expenses				
CCSE				
Personal Services	34,617	32,907	35,500	35,500
Other	1,024,543	1,047,466	1,342,588	1,584,969
<b>Total CCSE</b>		<b>\$1,080,373</b>	<b>\$1,378,088</b>	<b>\$1,620,469</b>
<b>Total Operating Expenditures</b>	<b>31,639,094</b>	<b>31,475,914</b>	<b>33,954,059</b>	<b>34,239,141</b>
Transfers Out				
Recreation Subsidy	720,762	749,710	792,000	792,000
Debt Service - Housing Note Advance to CPOC			82,100	0
Self-Insurance Fund	98,300	0	807,000	900,000
Police & Fire Pensions	626,000	1,721,226	1,685,630	1,751,888
Street Lighting	1,645,462	112,100	112,100	120,000
Municipal Garage Adjustment	52,100	89,658		
Drug Free Grant Adjustment		9,345		
Debt Service - 2 Years Out	553,100	930,364	1,229,289	1,126,636
General Capital	1,100,000	1,659,035	4,200,000	2,600,000
Street Maintenance			400,000	400,000
Economic Development Fund	2,470,569	1,340,965		
Law Enforcement Trust Fund			9,958	
Drug Free Grant Adjustment			1,356	
Court alternative dispute resolution			1,000	
Central Stores Purchasing Fund			20,000	
Central Stores Printing Fund			11,000	
<b>Total Transfers Out</b>	<b>7,266,293</b>	<b>6,612,403</b>	<b>9,351,433</b>	<b>7,690,524</b>
<b>Total Disbursements</b>	<b>\$38,905,387</b>	<b>\$38,088,317</b>	<b>\$43,305,492</b>	<b>\$41,929,665</b>
<b>Total Revenue</b>	<b>\$39,506,668</b>	<b>\$37,416,743</b>	<b>\$43,690,828</b>	<b>\$42,274,309</b>
Excess Revenue Over/Under Expenditures	601,281	(671,574)	385,336	344,644
<b>Ending Balance December 31</b>	<b>\$7,671,441</b>	<b>\$6,999,867</b>	<b>\$7,385,204</b>	<b>\$7,729,848</b>
Ending Balance % Reserve	19.72%	18.38%	17.05%	18.44%

**DEPARTMENTAL EXPENDITURE SUMMARIES - All Funds**

	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>2014 Budget</b>
<b>Police</b>				
General Fund				
Crime Control	1,428,468	1,386,844	1,606,120	1,495,191
Crime Suppression	4,826,130	4,736,837	4,791,900	4,984,102
Auxiliary Services	1,458,492	1,438,737	1,495,974	1,497,399
Police Administration	1,395,058	1,464,435	1,503,031	1,561,231
Safety Patrol	153,486	119,629	192,800	192,800
Jail Holding Facility	319,509	302,905	335,726	380,997
<b>Total General Fund</b>	<b>9,581,143</b>	<b>9,449,387</b>	<b>9,925,551</b>	<b>10,111,720</b>
Special Revenue Funds				
Police Pension	240,089	238,343	232,800	197,806
County Community Diversion Program	6,933	11,409	10,824	11,743
Street Maintenance and Repair - Traffic Signals	103,427	104,452	138,175	137,661
HIDTA	3,550,260	3,663,663	3,987,804	1,988,357
Law Enforcement Trust - Local	36,780	51,031	76,115	101,115
Law Enforcement Trust - Federal	5,831	45,712	113,780	170,000
<b>Total Special Revenue Funds</b>	<b>3,943,320</b>	<b>4,114,610</b>	<b>4,559,498</b>	<b>2,606,682</b>
Internal Service Funds				
Uniform Carryover	4,666	0	0	0
<b>Total Internal Service Funds</b>	<b>4,666</b>	<b>0</b>	<b>0</b>	<b>0</b>
General Capital Fund				
Equipment	317,000	255,000	310,000	445,500
<b>Total General Capital Fund</b>	<b>317,000</b>	<b>255,000</b>	<b>310,000</b>	<b>445,500</b>
<b>Total Police</b>	<b>13,846,129</b>	<b>13,818,997</b>	<b>14,795,049</b>	<b>13,163,902</b>
<b>Fire</b>				
General Fund				
Fire Suppression/EMS	5,282,900	5,245,715	5,303,393	5,273,411
Fire Prevention	210,373	185,438	142,125	141,492
Fire Administration	1,661,218	1,727,357	1,878,987	1,832,870
<b>Total General Fund</b>	<b>7,154,491</b>	<b>7,158,509</b>	<b>7,324,505</b>	<b>7,247,773</b>
Special Revenue Funds				
Fire Pension	224,209	238,343	233,470	197,806
<b>Total Special Revenue Funds</b>	<b>224,209</b>	<b>238,343</b>	<b>233,470</b>	<b>197,806</b>
Internal Service Funds				
Life Safety Transmitters	12,550	15,244	16,483	20,643
<b>Total Internal Service Funds</b>	<b>12,550</b>	<b>15,244</b>	<b>16,483</b>	<b>20,643</b>
General Capital Fund				
Equipment	21,651	75,000	60,000	136,500
<b>Total General Capital Fund</b>	<b>21,651</b>	<b>75,000</b>	<b>60,000</b>	<b>136,500</b>
<b>Total Fire</b>	<b>7,412,901</b>	<b>7,487,097</b>	<b>7,634,458</b>	<b>7,602,722</b>

## Public Works

### General Fund

Animal Control	58,049	61,298	61,619	61,619
Parks & Public Land Maintenance	919,239	873,196	965,931	1,009,982
Tree Maintenance	21,263	21,184	19,000	19,000
Leaf Collection	431,452	425,732	400,629	396,929
Commercial District Maintenance	51,505	39,358	63,429	63,529
Waterline Maintenance	37,671	37,842	112,370	42,000
Refuse Collection & Disposal	2,052,571	2,202,079	2,140,946	2,064,789
Recycling	112,187	115,469	103,146	103,831
Brush Collection & Disposal	636,912	702,245	603,278	611,344
Sidewalk Maintenance	2,365	2,528	11,187	11,187
Ice & Snow Control	709,806	538,159	734,473	697,449
Public Service Administration	708,423	620,882	701,093	697,093
Public Building Cleaning	347,807	330,263	399,314	382,612
Public Building Maintenance	963,379	888,644	1,067,954	1,091,535

<b>Total General Fund</b>	<b>7,052,629</b>	<b>6,858,878</b>	<b>7,384,369</b>	<b>7,252,899</b>
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### Special Revenue Funds

Street Maintenance and Repair	1,366,897	1,214,680	1,369,121	1,451,405
State Highway Maintenance	63,759	61,528	67,309	67,439
Sewer Fund -Storm Sewer Maintenance	574,712	703,915	581,569	601,911
Sewer Fund - Sanitary Sewer Maintenance	560,473	582,502	554,886	546,571
Sewer Fund - Lakes Management	37,225	38,295	39,715	39,715
Street Lighting	725,620	712,764	712,872	712,872
Tree Maintenance	791,555	836,842	1,136,981	1,149,008

<b>Total Special Revenue Funds</b>	<b>4,120,241</b>	<b>4,150,526</b>	<b>4,462,453</b>	<b>4,568,921</b>
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### Internal Service Funds-Chargeback Expenditures

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>
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### Internal Service Funds

Private Property Tree Removal	12,478	21,175	9,090	9,090
Utility Openings	63,676	70,633	71,615	71,615
Sidewalk Repair	321,932	316,747	339,220	350,620
Fire Hydrant Repairs	0	0	9,987	9,987
Public Property Damages	0	0	3,790	3,890
Private Property Maintenance	71,510	66,068	88,280	85,480
RTA Snow Plowing	8,204	6,043	24,675	22,760
RTA Shaker Line Maintenance	97,121	159,474	121,383	119,668
RTA Van Aken Line Maintenance	78,867	100,143	123,697	122,882

<b>Total Internal Service Funds</b>	<b>653,788</b>	<b>740,282</b>	<b>791,737</b>	<b>795,992</b>
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### General Capital Fund

Equipment and Projects	208,500	522,500	340,000	603,000
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Street Maintenance and Repair	1,725,000	1,779,012	2,000,000	1,820,000
Facilities Repair	793,000	292,000	628,000	781,000
City owned property, demo, landscape, fence	0	400,000	0	0
<b>Total General Capital Fund</b>	<b>2,726,500</b>	<b>2,593,512</b>	<b>2,968,000</b>	<b>3,204,000</b>
<b>Total Public Works</b>	<b>14,553,158</b>	<b>14,343,199</b>	<b>15,606,559</b>	<b>15,821,812</b>

### Municipal Court

#### General Fund

Municipal Court	2,254,236	2,108,353	2,272,070	2,183,286
Municipal Court - Housing Case Srvc	5,240	6,161	10,342	12,380
<b>Total General Fund</b>	<b>2,259,476</b>	<b>2,114,515</b>	<b>2,282,412</b>	<b>2,195,666</b>

#### Special Revenue Funds

Indigent Driver Alcohol Treatment	14,641	13,919	22,659	22,659
Court Computer	38,015	18,366	86,497	83,497
Clerk's Computerization	193,490	62,896	162,415	162,415
Court Alternate Dispute Resolution	52,532	22,535	24,750	23,750
Court Security Project	29,706	4,687	14,294	14,294
Indigent Driver Interlock	13,964	10,718	13,000	13,000
<b>Total Special Revenue Funds</b>	<b>342,348</b>	<b>133,121</b>	<b>323,615</b>	<b>319,615</b>

### Total Municipal Court

<b>2,601,824</b>	<b>2,247,636</b>	<b>2,606,027</b>	<b>2,515,281</b>
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### Public Health

#### General Fund

Public Health	447,737	428,062	429,067	407,823
West Nile Virus Prevention	7,197	13,306	11,564	17,700
State Public Health Infrastructure/Emerg Prepare Grant	4,645			
Community Responsive Initiative Grant	7,827	1,055	9,196	4,720
Public Health Readiness grants	30,448	16,597	26,282	16,594
<b>Total General Fund</b>	<b>497,854</b>	<b>459,020</b>	<b>476,109</b>	<b>446,837</b>

#### Special Revenue Funds

Drug Free Community Grant Program	108,949	84,315	9,345	0
<b>Total Special Revenue Funds</b>	<b>108,949</b>	<b>84,315</b>	<b>9,345</b>	<b>0</b>

### Total Public Health

<b>606,803</b>	<b>543,335</b>	<b>485,454</b>	<b>446,837</b>
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### Recreation

#### General Fund

Office For Senior Adults	278,001	233,021	261,391	237,747
Administration	195,024	257,818	196,726	183,726
Community Events	81,909	79,999	74,377	59,077
<b>Total General Fund</b>	<b>554,934</b>	<b>570,838</b>	<b>532,494</b>	<b>480,550</b>

#### General Recreation Fund

Administration	230,461	209,127	217,506	236,804
Promotion	(2,453)	(2,741)	162	4,355

School Age Care	458,010	463,246	520,107	509,707
Building Monitors	26,381	27,107	35,562	35,762
Playgrounds	45,206	39,637	47,544	35,544
Youth Programs	123,465	109,369	124,977	105,392
Teen Programs	9,599	8,167	10,460	0
Summer Camps	165,419	164,793	174,895	174,595
Adult Programs	30,740	26,622	34,150	25,650
Safety Town	9,596	5,515	17,811	17,411
Tennis	31,247	28,232	41,481	40,481
Field Maintenance	103,595	97,320	103,855	102,162
Sports Programs	159,577	165,704	167,703	165,703
Ice Skating Programs	774,802	804,174	805,124	784,109
Swimming Programs	333,512	320,976	338,967	339,687
Concessions	1,987	3,030	3,901	3,901
Thornton Park Amenities	11,747	12,717	13,910	13,510
<b>Total General Recreation Fund</b>	<b>2,512,891</b>	<b>2,482,996</b>	<b>2,658,115</b>	<b>2,594,773</b>
Special Revenue Funds				
Housing Grant Fund	43,075	231,508	192,313	0
<b>Total Special Revenue Funds</b>	<b>43,075</b>	<b>231,508</b>	<b>192,313</b>	<b>0</b>
General Capital Fund				
Equipment and Facilities	107,000	105,000	658,000	126,000
<b>Total General Capital Fund</b>	<b>107,000</b>	<b>105,000</b>	<b>658,000</b>	<b>126,000</b>
<b>Total Recreation</b>	<b>3,217,900</b>	<b>3,390,341</b>	<b>4,040,922</b>	<b>3,201,323</b>
<b>Building Inspection</b>				
General Fund				
Building Inspection	384,156	374,982	413,326	379,982
<b>Total General Fund</b>	<b>384,156</b>	<b>374,982</b>	<b>413,326</b>	<b>379,982</b>
<b>Total Building Inspection</b>	<b>384,156</b>	<b>374,982</b>	<b>413,326</b>	<b>379,982</b>
<b>Housing Inspection</b>				
General Fund				
Housing Inspection	854,614	863,997	989,111	1,147,780
<b>Total General Fund</b>	<b>854,614</b>	<b>863,997</b>	<b>989,111</b>	<b>1,147,780</b>
Economic Development Fund				
Private Property Demo and Emergency Repairs	0	95,289	90,000	0
<b>Total Economic Development Fund</b>	<b>0</b>	<b>95,289</b>	<b>90,000</b>	<b>0</b>
Special Revenue Funds				
Nuisance Abatement	392,871	111,385	0	0
<b>Total Special Revenue Funds</b>	<b>392,871</b>	<b>111,385</b>	<b>0</b>	<b>0</b>
<b>Total Housing Inspection</b>	<b>1,247,485</b>	<b>1,070,671</b>	<b>1,079,111</b>	<b>1,147,780</b>
<b>Council</b>				
General Fund				

Council	139,053	144,228	143,451	143,551
<b>Total General Fund</b>	<b>139,053</b>	<b>144,228</b>	<b>143,451</b>	<b>143,551</b>
<b>Total Council</b>	<b>139,053</b>	<b>144,228</b>	<b>143,451</b>	<b>143,551</b>

### Mayor

General Fund				
Mayor's Office	210,211	210,314	222,515	213,800
<b>Total General Fund</b>	<b>210,211</b>	<b>210,314</b>	<b>222,515</b>	<b>213,800</b>
<b>Total Mayor</b>	<b>210,211</b>	<b>210,314</b>	<b>222,515</b>	<b>213,800</b>

### Chief Administrative Officer

General Fund				
Chief Administrative Officer	233,669	275,592	249,529	237,771
<b>Total General Fund</b>	<b>233,669</b>	<b>275,592</b>	<b>249,529</b>	<b>237,771</b>
<b>Total Chief Administrative Office</b>	<b>233,669</b>	<b>275,592</b>	<b>249,529</b>	<b>237,771</b>

### Information Technology

General Fund				
Information Technology	473,022	496,225	547,833	544,089
<b>Total General Fund</b>	<b>473,022</b>	<b>496,225</b>	<b>547,833</b>	<b>544,089</b>
General Capital Fund				
Hardware and Software	159,000	239,500	335,000	189,000
<b>Total General Capital Fund</b>	<b>159,000</b>	<b>239,500</b>	<b>335,000</b>	<b>189,000</b>
<b>Total Information Technology</b>	<b>632,022</b>	<b>735,725</b>	<b>882,833</b>	<b>733,089</b>

### Law

General Fund				
Legal Administration	742,486	670,094	775,061	763,120
<b>Total General Fund</b>	<b>742,486</b>	<b>670,094</b>	<b>775,061</b>	<b>763,120</b>
Special Revenue Funds				
Fair Housing Grant	1,226	60,816	66,340	73,000
<b>Total Special Revenue Funds</b>	<b>1,226</b>	<b>60,816</b>	<b>66,340</b>	<b>73,000</b>
<b>Total Law</b>	<b>743,712</b>	<b>730,910</b>	<b>841,401</b>	<b>836,120</b>

### Finance

General Fund				
Finance Administration	765,252	708,789	784,181	784,018
<b>Total General Fund</b>	<b>765,252</b>	<b>708,789</b>	<b>784,181</b>	<b>784,018</b>
<b>Total Finance</b>	<b>765,252</b>	<b>708,789</b>	<b>784,181</b>	<b>784,018</b>

### Human Resources

General Fund				
Human Resource Administration	248,348	253,298	276,892	276,998

Civil Service Commission	53,641	23,593	46,711	89,284
<b>Total General Fund</b>	<b>301,989</b>	<b>276,891</b>	<b>323,603</b>	<b>366,282</b>
Internal Service Funds				
Inactive Employee Benefits	5,295	5,295	5,300	5,300
Self-Insurance - General	793,614	653,061	911,261	956,936
Self-Insurance - Employee Healthcare	0	0	0	0
<b>Total Internal Service Funds</b>	<b>798,909</b>	<b>658,356</b>	<b>916,561</b>	<b>962,236</b>
<b>Total Human Resources</b>	<b>1,100,898</b>	<b>935,247</b>	<b>1,240,164</b>	<b>1,328,518</b>

### Communication and Marketing

General Fund				
Communications & Marketing	543,292	551,879	593,047	631,718
Shaker Life Magazine	212,402	232,802	226,084	174,585
<b>Total General Fund</b>	<b>755,694</b>	<b>784,682</b>	<b>819,131</b>	<b>806,303</b>
<b>Total Communications and Outreach</b>	<b>755,694</b>	<b>784,682</b>	<b>819,131</b>	<b>806,303</b>

### Planning

General Fund				
Planning	286,096	349,747	324,352	294,294
Planning Commission	61,231	61,368	64,423	63,222
Landmark Commission	24,523	15,914	31,187	30,217
Architectural Board of Review	89,663	90,996	104,579	101,079
Housing Assistance Programs	0	0	76,303	199,760
<b>Total General Fund</b>	<b>461,513</b>	<b>518,025</b>	<b>600,844</b>	<b>688,572</b>
Economic Development Fund				
Avalon Station Mortgage Assistance	0	36,000	109,000	109,000
<b>Total Economic Development Fund</b>	<b>0</b>	<b>36,000</b>	<b>109,000</b>	<b>109,000</b>
Special Revenue Funds				
Housing Grant Fund	22,529	754	127,800	127,800
Preservation Services Fund	23,118	39,375	125,000	0
<b>Total Special Revenue Funds</b>	<b>45,647</b>	<b>40,129</b>	<b>252,800</b>	<b>127,800</b>
General Capital Fund				
Bike Racks & Signage	0	0	0	15,000
<b>Total General Capital Fund</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,000</b>
<b>Total Planning</b>	<b>507,160</b>	<b>594,154</b>	<b>962,644</b>	<b>940,372</b>

### Neighborhood Revitalization

General Fund				
Neighborhood Revitalization	333,587	190,111	149,902	244,787
<b>Total General Fund</b>	<b>333,587</b>	<b>190,111</b>	<b>149,902</b>	<b>244,787</b>
Special Revenue Funds				
Housing Grant Fund	213,883	240,249	321,147	0
Preservation Services Fund	49,056	25,000	160,000	0
<b>Total Special Revenue Funds</b>	<b>262,939</b>	<b>265,249</b>	<b>481,147</b>	<b>0</b>

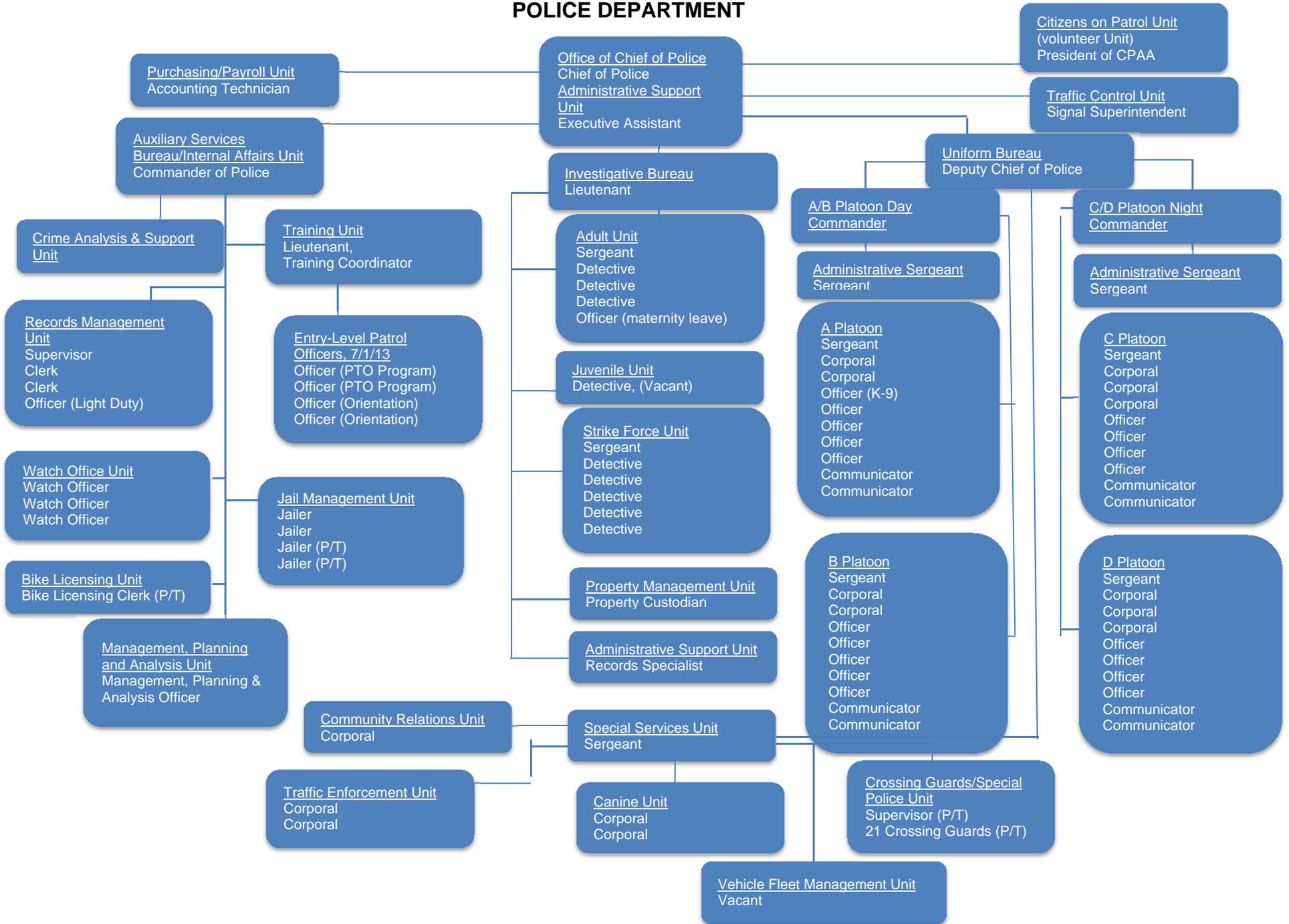
General Capital Fund				
Housing Initiatives	200,000	0	0	0
<b>Total General Capital Fund</b>	<b>200,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Neighborhood Revitalization</b>	<b>796,526</b>	<b>455,360</b>	<b>631,049</b>	<b>244,787</b>
<b>Economic Development</b>				
General Fund				
Economic Development	0	0	317,675	315,060
<b>Total General Fund</b>	<b>0</b>	<b>0</b>	<b>317,675</b>	<b>315,060</b>
Economic Development Fund				
Economic Development	339,271	819,345	1,808,278	662,000
<b>Total Economic Development Fund</b>	<b>339,271</b>	<b>819,345</b>	<b>1,808,278</b>	<b>662,000</b>
<b>Total Economic Development</b>	<b>339,271</b>	<b>819,345</b>	<b>2,125,953</b>	<b>977,060</b>
<b>Misc. Funds</b>				
General Fund				
Contract Charges and Statutory Expenses	1,059,160	1,080,372	1,378,088	1,620,469
CCSE-Transfers				
<b>Total General Fund</b>	<b>1,059,160</b>	<b>1,080,372</b>	<b>1,378,088</b>	<b>1,620,469</b>
Debt Service Funds				
General Obligation	3,294,155	2,795,208	2,485,416	1,996,145
Urban Renewal	1,418,868	15,302,199	1,347,288	1,359,088
<b>Total Debt Service Funds</b>	<b>4,713,023</b>	<b>18,097,407</b>	<b>3,832,704</b>	<b>3,355,233</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>5,772,183</b>	<b>19,177,780</b>	<b>5,210,792</b>	<b>4,975,702</b>
<b>TOTAL ALL DEPARTMENTS</b>	<b>55,866,007</b>	<b>68,848,382</b>	<b>60,774,549</b>	<b>56,500,730</b>

Some or all expenses are included in other department budgets

#### Totals by Fund Type

<b>General</b>	33,814,933	33,205,448	35,639,690	35,991,029
<b>Recreation</b>	2,512,891	2,482,996	2,658,115	2,594,773
<b>Econ Develop</b>	339,271	950,634	2,007,278	771,000
<b>Special Revenue</b>	9,484,825	9,430,003	10,580,981	7,893,824
<b>Debt Service</b>	4,713,023	18,097,407	3,832,704	3,355,233
<b>General Capital</b>	3,531,151	3,268,012	4,331,000	4,116,000
<b>Internal Service</b>	1,469,913	1,413,882	1,724,781	1,778,871
<b>Total All Funds</b>	<b>55,866,007</b>	<b>68,848,382</b>	<b>60,774,549</b>	<b>56,500,730</b>

# CITY OF SHAKER HEIGHTS POLICE DEPARTMENT



## POLICE DEPARTMENT

### Department Description

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

### Funding Sources

#### General Fund

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

#### Special Revenue Funds

- **Police Pension**
- **County Community Diversion Program**
- **Street Maintenance and Repair Traffic Signal Maintenance**
- **High Intensity Drug Trafficking Area (HIDTA)**
- **Law Enforcement Trust Local and Federal**

#### General Capital Fund

### Functions

#### Crime Control

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

## **Crime Suppression**

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

## **Auxiliary Services**

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

## **Police Administration**

- **Police Administration** - Manages the overall operations of the Police Department in an efficient and effective manner that is responsive to the needs of the community, while maintaining a staff of quality personnel who are kept up-to-date through annual training programs.
- **Payroll/Purchasing** - Manages payroll function, prepares accounts payables and receivables, prepares bid specifications.

- **Traffic Control Unit** - Provide management and operation of the citywide traffic pattern and flow. Maintain traffic and pedestrian signals and other equipment. Maintain proper signage. Maintain the traffic line markings program in coordination with the Public Works' Street Program.

**Jail**

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

**2013 Accomplishments**

- The arrest of five persons in the Onaway neighborhood area who were responsible for the majority of the property crimes in that area.
- Achievement of a clearance rate of nearly twice the national average of Part I crimes (43% versus 21%).
- Creation of an Electronic Crime Analysis Report.
- Jail Management Unit initiated cost-cutting measures in our Detention Facility.
- Website link created to enable citizens to request records electronically.
- Website link created to enable citizens to notify Department of vacations and extended stays electronically.
- The Eastside Departments Group Enforcement (EDGE) Special Weapons and Tactics Team (SWAT) became operational.
- Increase in traffic citations over 2012.
- Hired 5 new officers to fill vacancies.
- 32 confidential/intelligence investigations.
- Collaboration with Northern Ohio Law Enforcement Drug/Gang Task Force; HIDTA: Joint Terrorism Task Force; and U.S. Marshall's Warrant Service Task Force.
- K-9 Dar retired and K-9 Alan joined the department.
- K-9 Master Trainer now in-house, and trained his new explosives detecting K-9, saving \$6,000-\$7,000.
- Record number of volunteer hours by members of the Citizens Police Academy Alumni Association.

**2011-2014 Budget**

	ACTUAL 2011	ACTUAL 2012	BUDGET 2013	BUDGET 2014
POLICE DEPARTMENT				
-----				
101 GENERAL FUND				
-----				
CRIME CONTROL (DETECTIVE)				
-----				
COMPENSATION	1,423,847	1,382,437	1,597,129	1,486,200
CONTRACTUAL SVCS	1,713	1,222	2,545	2,545
MATERIALS & SUPPLIES	2,908	3,185	6,446	6,446
TOTAL CRIME CONTROL (DETECTIVE)	1,428,468	1,386,844	1,606,120	1,495,191

CRIME SUPPRESSION (PATROL)

-----				
COMPENSATION	4,768,632	4,674,069	4,692,378	4,886,300
CONTRACTUAL SVCS	8,845	11,469	35,131	35,131
MATERIALS & SUPPLIES	48,653	51,298	64,391	62,671
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL CRIME SUPPRESSION (PATROL)	4,826,130	4,736,837	4,791,900	4,984,102

AUXILIARY SERVICES

-----				
COMPENSATION	1,302,339	1,284,629	1,305,145	1,279,700
CONTRACTUAL SVCS	136,107	136,924	157,844	184,714
MATERIALS & SUPPLIES	20,046	17,184	32,985	32,985
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL AUXILIARY SERVICES	1,458,492	1,438,737	1,495,974	1,497,399

POLICE ADMINISTRATION

-----				
COMPENSATION	310,090	309,858	353,844	364,200
TRAVEL & EDUCATION	18,299	28,454	49,030	50,130
CONTRACTUAL SVCS	131,475	148,089	132,636	133,636
MATERIALS & SUPPLIES	164,854	171,673	161,671	160,071
MISCELLANEOUS	0	0	0	0
TRANSFERS-OUT	770,340	806,361	805,850	853,194
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL POLICE ADMINISTRATION	1,395,058	1,464,435	1,503,031	1,561,231

SAFETY PATROL

-----				
COMPENSATION	153,486	119,629	192,800	192,800
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL SAFETY PATROL	153,486	119,629	192,800	192,800

JAIL HOLDING FACILITY

-----				
COMPENSATION	174,541	173,267	180,429	179,200
CONTRACTUAL SVCS	104,693	82,655	110,338	155,338
MATERIALS & SUPPLIES	40,275	46,983	44,959	46,459
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL JAIL HOLDING FACILITY	319,509	302,905	335,726	380,997

**TOTAL GENERAL FUND**

	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
	9,581,143	9,449,387	9,925,551	10,111,720

201 STREET MAINTENANCE AND REPAIR

-----

TRAFFIC SIGNAL MAINTENANCE

-----				
COMPENSATION	64,166	64,892	68,715	68,200
CONTRACTUAL SVCS	30,755	29,006	51,909	55,209
MATERIALS & SUPPLIES	8,506	10,554	17,552	14,252
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL TRAFFIC SIGNAL MAINTENANCE	103,427	104,452	138,176	137,661
	<hr/>	<hr/>	<hr/>	<hr/>
<b>TOTAL STREET MAINTENANCE AND REPAIR</b>	<b>103,427</b>	<b>104,452</b>	<b>138,176</b>	<b>137,661</b>
	<hr/>	<hr/>	<hr/>	<hr/>

205 POLICE PENSION

-----				
POLICE PENSION				
-----				
COMPENSATION	1,010,302	995,394	1,038,500	1,051,000
CONTRACTUAL SVCS	127	122	150	150
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL POLICE PENSION	1,010,429	995,516	1,038,650	1,051,150
	<hr/>	<hr/>	<hr/>	<hr/>
<b>TOTAL POLICE PENSION</b>	<b>1,010,429</b>	<b>995,516</b>	<b>1,038,650</b>	<b>1,051,150</b>
	<hr/>	<hr/>	<hr/>	<hr/>

216 LAW ENFORCEMENT GRANTS

-----				
COUNTY COMMUNITY DIVERSION PRO				
-----				
COMPENSATION	5,270	7,452	8,624	7,043
MATERIALS & SUPPLIES	1,021	1,601	1,000	0
MISCELLANEOUS & TRANSFERS	642	2,356	1,200	0
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL COUNTY COMMUNITY DIVERSION PRO	6,933	11,409	10,824	7,043
	<hr/>	<hr/>	<hr/>	<hr/>
<b>TOTAL LAW ENFORCEMENT GRANTS</b>	<b>6,933</b>	<b>11,409</b>	<b>10,824</b>	<b>7,043</b>
	<hr/>	<hr/>	<hr/>	<hr/>

701 LAW ENFORC TRUST-LOCAL 291

-----				
LOCAL LAW ENFORCEMENT				
-----				
COMPENSATION	28,340	16,871	28,845	240
CONTRACTUAL SVCS	5,840	33,544	27,270	0
MISCELLANEOUS	2,600	615	0	0
CAPITAL OUTLAY	0	0	20,000	0
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL LOCAL LAW ENFORCEMENT	36,780	51,030	76,115	240
	<hr/>	<hr/>	<hr/>	<hr/>
<b>TOTAL LAW ENFORC TRUST-LOCAL 291</b>	<b>36,780</b>	<b>51,030</b>	<b>76,115</b>	<b>240</b>
	<hr/>	<hr/>	<hr/>	<hr/>

702 LAW ENFORC TRUST-FED 292

-----  
 FEDERAL LAW ENFORCEMENT  
 -----

CONTRACTUAL SVCS	0	35,889	55,000	0
MATERIALS & SUPPLIES	5,831	9,592	0	0
MISCELLANEOUS	0	231	0	0
Advance to HIDTA			58,780	
<b>TOTAL FEDERAL LAW ENFORCEMENT</b>	<b>5,831</b>	<b>45,712</b>	<b>113,780</b>	<b>0</b>
<b>TOTAL LAW ENFORC TRUST-FED 292</b>	<b>5,831</b>	<b>45,712</b>	<b>113,780</b>	<b>0</b>

INTERNAL SERVICE  
 -----

UNIFORM CARRYOVER	4666	0	0	0
<b>TOTAL INTERNAL SERVICE</b>	<b>4666</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL POLICE DEPARTMENT</b>	<b>10,753,875</b>	<b>10,657,507</b>	<b>11,303,096</b>	<b>11,307,814</b>

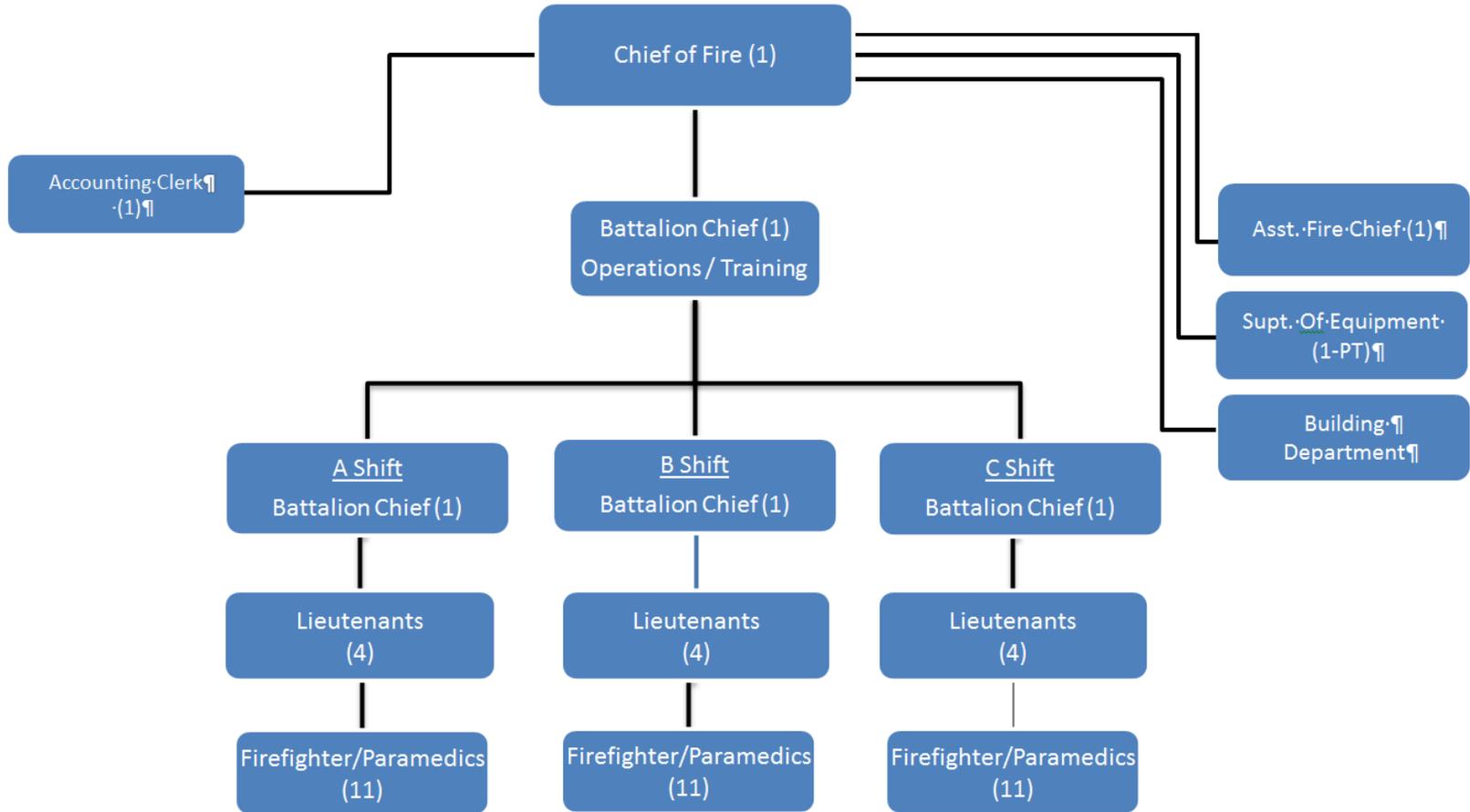
**2014 Budget Highlights**

- Proposed legislation for ban on handheld devices while driving.
- Increasing officers from budgeted 63 to 68 to allow for fully trained workforce in anticipation of retirement of more senior officers.
- Negotiations with the Ohio Patrolmen’s Benevolent Association (OPBA) for patrol officers and supervisors and with the Fraternal Order of Police (FOP) Ohio Labor Council, Inc. for dispatchers.
- Continue to oversee HIDTA and its \$3+ million budget.
- Preparation for 8<sup>th</sup> Commission for Accreditation of Law Enforcement (CALEA) re-accreditation.
- New procurement program for jail food.
- RFP for traffic enforcement cameras.

**2014 Capital Budget**

\$180,000	Replacement police vehicles
12,000	Replacement higher ground voice recorder
200,000	Replacement in car video
3,500	Replacement of traffic counting equipment
<u>50,000</u>	Replacement of signage and poles
<b>\$445,500</b>	<b>Total</b>

**CITY OF SHAKER HEIGHTS  
FIRE DEPARTMENT**



## FIRE DEPARTMENT

### 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 Fund

- **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.

### 2013 Accomplishments

- Renewed Citizens Emergency Response Team (CERT).
- Finalized collective bargaining agreement with Local 516, International Association of Firefighters for the period 1/1/13 – 12/31/15.
- Grant award to distribute and install 2500 photoelectric smoke alarms in residents' homes.
- Implementation of updated records management system.
- Lease/purchase of replacement ALS rescue squad.

## 2011 - 2014 Budget

	ACTUAL 2011	ACTUAL 2012	BUDGET 2013	BUDGET 2014
FIRE DEPARTMENT				
-----				
101 GENERAL FUND				
-----				
FIRE SUPPRESSION				
-----				
COMPENSATION	5,282,900	5,245,715	5,299,143	5,216,981
TOTAL FIRE SUPPRESSION	5,282,900	5,245,715	5,299,143	5,216,981
FIRE PREVENTION				
-----				
COMPENSATION	210,373	185,438	142,125	141,492
TOTAL FIRE PREVENTION	210,373	185,438	142,125	141,492
EMERGENCY MEDICAL SERVICES				
-----				
CAPITAL OUTLAY	0	2,500	4,250	56,430
TOTAL EMERGENCY MEDICAL SERVICES	0	2,500	4,250	56,430
FIRE ADMINISTRATION				
-----				
COMPENSATION	246,965	253,979	376,802	259,354
TRAVEL & EDUCATION	7,563	11,373	12,315	14,014
CONTRACTUAL SVCS	412,520	429,014	511,137	536,897
MATERIALS & SUPPLIES	117,498	113,885	98,953	123,911
MISCELLANEOUS	600	2,775	0	0
TRANSFERS-OUT	875,122	914,865	879,780	898,694
TOTAL FIRE ADMINISTRATION	1,660,268	1,725,891	1,878,987	1,832,870
<b>TOTAL GENERAL FUND</b>	<b>7,153,541</b>	<b>7,159,544</b>	<b>7,324,505</b>	<b>7,247,773</b>
206 FIRE PENSION				
-----				
FIRE PENSION				
-----				
COMPENSATION	1,100,154	1,107,620	1,113,100	1,096,500
CONTRACTUAL SVCS	127	122	150	150
TOTAL FIRE PENSION	1,100,281	1,107,742	1,113,250	1,096,650

<b>TOTAL FIRE PENSION</b>	<u>1,100,281</u>	<u>1,107,742</u>	<u>1,113,250</u>	<u>1,096,650</u>
604 CENTRAL SERVICES OPERATION				
-----				
LIFE SAFETY SYSTEM				
-----				
COMPENSATION	5,926	7,906	7,913	12,073
MATERIALS & SUPPLIES	6,624	6,388	8,570	8,570
MISCELLANEOUS	0	950	0	0
	-----			
TOTAL LIFE SAFETY SYSTEM	12,550	15,244	16,483	20,643
	-----			
<b>TOTAL CENTRAL SERVICES OPERATION</b>	<u>12,550</u>	<u>15,244</u>	<u>16,483</u>	<u>20,643</u>
<b>TOTAL FIRE DEPARTMENT</b>	<u>8,266,372</u>	<u>8,282,531</u>	<u>8,454,238</u>	<u>8,365,066</u>
	-----			
<b>GRAND TOTAL</b>	<u>8,266,372</u>	<u>8,282,531</u>	<u>8,454,238</u>	<u>8,365,066</u>

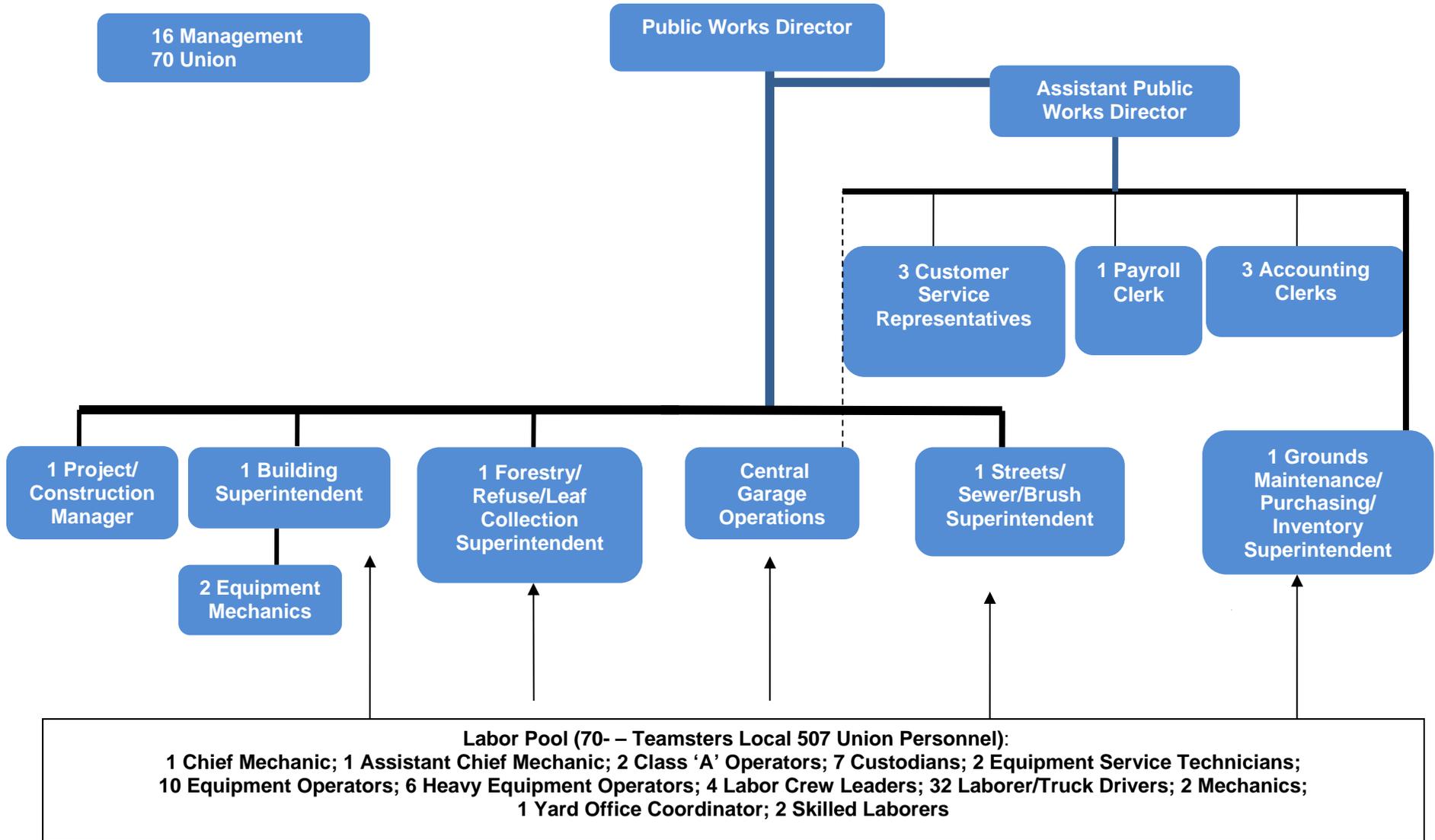
### 2014 Budget Highlights

- In conjunction with Human Resources and the Civil Service Commission, conduct entry level firefighter/paramedic testing to establish Civil Service list in anticipation of vacancies due to retirements.
- Implement upgraded records management system purchased in 2013, including addition of mobile inspection platform for fire prevention inspections and EMS chart reporting.
- Collaboration with other cities for sharing of apparatus.

### 2014 Capital Budget

\$86,000	Stryker power cot system
<u>50,000</u>	Replacement EMS/Fire chase vehicle (1998 GMC Safari)
<b>\$136,500</b>	<b>Total</b>

**CITY OF SHAKER HEIGHTS  
PUBLIC WORKS DEPARTMENT**



## PUBLIC WORKS DEPARTMENT

### 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, and forestry operations. These duties are performed through planned, self-initiated, preventive maintenance actions as well as the ability to respond to weather events, and other random occurrences.

### Funding Sources

#### General Fund

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

#### Special Revenue Funds

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

#### Internal Service Funds

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

#### General Capital Fund

### Functions

- **Animal Control** – Outsourced animal control services responding to dogs at large or wild dogs; lost or found dogs or cats; injured dogs and cats; removal of bats from living facilities; and management of geese control program.
- **Parks and Public Land Maintenance** – Cleaning and mowing of public areas; annual inspection of guardrails/fences, and benches; maintenance of City-owned vacant lots; and hanging basket program.
- **Tree maintenance** – Purchase of trees; tree planting and pruning; ensure tree protection on construction projects; and identify and address hazardous trees.
- **Leaf collection** – Peak season leaf pickup from all tree lawns and public grounds; and manage leaf stockpile at Service Center via leaf hauling.
- **Commercial district maintenance** – Streetscape maintenance in various commercial areas including planters, hanging baskets, and trash receptacle pick up.
- **Water line maintenance** – Annual charge for water used by City hydrants.

- **Refuse collection and disposal** – Curbside collection of residential refuse; resident drop off of large items at the Service Center; and Community Shredding days.
- **Recycling** – Curbside 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 (to the County) 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.

### **2013 Accomplishments**

- Assumed maintenance responsibility for HIDTA vehicles
- Maintenance of 135+ City-owned vacant lots.
- Installed Global Positioning System (GPS) on Public Works vehicles
- Acted as general contractor for LaunchHouse 2<sup>nd</sup> floor renovation
- Managed LaunchHouse Parking Lot Improvement Project
- Hosted Tree City USA Conference
- Help finalize Larchmere Streetscape
- Contracted for design of \$4.2 million Van Aken Resurfacing Project
- Oversaw \$1.8 Million in Cleveland Water Division waterline replacements
- Developed solution for Warrensville Center Road Culvert Repair
- Assisted in planning and participated in the first County-wide Public Works Disaster Preparedness Drill
- Provided support for several movies filmed within the City

## 2011 - 2014 Budget

	ACTUAL 2011	ACTUAL 2012	BUDGET 2013	BUDGET 2014
PUBLIC WORKS DEPARTMENT				
-----				
101 GENERAL FUND				
-----				
ANIMAL CONTROL				
-----				
CONTRACTUAL SVCS	58,049	61,298	61,619	61,619
TOTAL ANIMAL CONTROL	58,049	61,298	61,619	61,619
PARKS AND PUBLIC LAND MAINTENA				
-----				
COMPENSATION	553,016	526,753	610,699	654,750
TRAVEL & EDUCATION	95	0	576	576
CONTRACTUAL SVCS	280,282	245,008	264,395	264,395
MATERIALS & SUPPLIES	84,346	100,035	87,541	87,541
CAPITAL OUTLAY	1,500	1,400	2,720	2,720
TOTAL PARKS AND PUBLIC LAND MAINTENA	919,239	873,196	965,931	1,009,982
TREE MAINTENANCE				
-----				
CONTRACTUAL SVCS	0	5,458	0	0
MATERIALS & SUPPLIES	21,263	15,726	19,000	19,000
TOTAL TREE MAINTENANCE	21,263	21,184	19,000	19,000
LEAF COLLECTION				
-----				
COMPENSATION	258,641	243,792	260,400	256,700
CONTRACTUAL SVCS	102,723	102,456	105,030	105,030
MATERIALS & SUPPLIES	70,088	79,484	35,199	35,199
TOTAL LEAF COLLECTION	431,452	425,732	400,629	396,929
COMMERCIAL PROPERTY MAINTENANC				
-----				
COMPENSATION	34,743	28,781	49,700	49,800
CONTRACTUAL SVCS	15,423	10,237	10,287	10,287
MATERIALS & SUPPLIES	1,339	341	3,442	3,442

TOTAL COMMERCIAL PROPERTY MAINTENANC	51,505	39,358	63,429	63,529
<hr/>				
WATERLINE MAINTENANCE -----				
CONTRACTUAL SVCS	36,300	37,842	112,370	42,000
MATERIALS & SUPPLIES	1,371	0	0	0
<hr/>				
TOTAL WATERLINE MAINTENANCE	37,671	37,842	112,370	42,000
<hr/>				
REFUSE COLLECTION AND DISPOSAL -----				
COMPENSATION	1,105,391	1,147,961	1,129,845	1,066,750
TRAVEL & EDUCATION	0	0	259	259
CONTRACTUAL SVCS	825,364	941,628	875,003	825,003
MATERIALS & SUPPLIES	121,816	112,489	135,839	120,339
CAPITAL OUTLAY	0	0	0	52,438
<hr/>				
TOTAL REFUSE COLLECTION AND DISPOSAL	2,052,571	2,202,079	2,140,946	2,064,789
<hr/>				
SOLID WASTE RECYCLING -----				
COMPENSATION	94,304	102,201	83,715	84,400
CONTRACTUAL SVCS	7,729	5,192	12,961	12,961
MATERIALS & SUPPLIES	10,154	8,075	6,470	6,470
<hr/>				
TOTAL SOLID WASTE RECYCLING	112,187	115,469	103,146	103,831
<hr/>				
BRUSH COLLECTION AND DISPOSAL -----				
COMPENSATION	419,013	467,406	362,754	370,820
CONTRACTUAL SVCS	143,732	155,662	173,404	173,404
MATERIALS & SUPPLIES	74,167	79,177	67,120	67,120
<hr/>				
TOTAL BRUSH COLLECTION AND DISPOSAL	636,912	702,245	603,278	611,344
<hr/>				
STREET SWEEPING -----				
COMPENSATION	0	0	0	0
<hr/>				
TOTAL STREET SWEEPING	0	0	0	0
<hr/>				

SIDEWALK MAINTENANCE

-----				
MATERIALS & SUPPLIES	2,365	2,528	11,187	11,187
TOTAL SIDEWALK MAINTENANCE	2,365	2,528	11,187	11,187

ICE AND SNOW CONTROL

-----				
COMPENSATION	291,824	150,480	324,724	322,700
CONTRACTUAL SVCS	100,660	87,960	101,460	101,460
MATERIALS & SUPPLIES	317,322	299,719	308,289	273,289
TOTAL ICE AND SNOW CONTROL	709,806	538,159	734,473	697,449

PUBLIC WORKS ADMINISTRATION

-----				
COMPENSATION	661,978	575,733	621,310	617,310
TRAVEL & EDUCATION	5,958	6,041	6,393	6,393
CONTRACTUAL SVCS	23,439	23,565	50,416	50,416
MATERIALS & SUPPLIES	17,048	15,544	22,974	22,974
TOTAL PUBLIC WORKS ADMINISTRATION	708,423	620,882	701,093	697,093

PUBLIC BUILDING CLEANING

-----				
COMPENSATION	316,106	305,231	368,702	352,000
TRAVEL & EDUCATION	87	0	0	0
CONTRACTUAL SVCS	5,876	1,614	9,721	9,721
MATERIALS & SUPPLIES	25,738	23,419	20,891	20,891
TOTAL PUBLIC BUILDING CLEANING	347,807	330,263	399,314	382,612

PUBLIC BUILDING MAINTENANCE

-----				
COMPENSATION	202,467	206,574	213,539	177,120
CONTRACTUAL SVCS	675,771	614,095	733,238	793,238
MATERIALS & SUPPLIES	85,141	67,975	121,177	121,177
TOTAL PUBLIC BUILDING MAINTENANCE	963,379	888,644	1,067,954	1,091,535

**TOTAL GENERAL FUND**

<b>7,052,629</b>	<b>6,858,878</b>	<b>7,384,367</b>	<b>7,252,899</b>
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201 STREET MAINTENANCE AND REPAIR

-----  
 GENERAL STREET MAINTENANCE  
 -----

COMPENSATION	687,620	582,276	665,226	647,510
TRAVEL & EDUCATION	0	0	500	500
CONTRACTUAL SVCS	533,595	521,866	611,090	611,090
MATERIALS & SUPPLIES	145,682	110,538	92,305	92,305
CAPITAL OUTLAY	145,682	110,538	92,305	100,000

TOTAL GENERAL STREET MAINTENANCE	<u>1,512,579</u>	<u>1,214,680</u>	<u>1,461,426</u>	<u>1,451,405</u>
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<b>TOTAL STREET MAINTENANCE AND REPAIR</b>	<b><u>1,512,579</u></b>	<b><u>1,214,680</u></b>	<b><u>1,461,426</u></b>	<b><u>1,451,405</u></b>
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202 STATE HIGHWAY

-----  
 STATE HIGHWAY  
 -----

COMPENSATION	9,399	7,990	9,620	9,750
CONTRACTUAL SVCS	30,000	2,315	8,689	8,689
MATERIALS & SUPPLIES	24,360	51,223	49,000	49,000

TOTAL STATE HIGHWAY	<u>63,759</u>	<u>61,528</u>	<u>67,309</u>	<u>67,439</u>
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<b>TOTAL STATE HIGHWAY</b>	<b><u>63,759</u></b>	<b><u>61,528</u></b>	<b><u>67,309</u></b>	<b><u>67,439</u></b>
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204 SEWER MAINTENANCE

-----  
 STORM SEWER MAINTENANCE  
 -----

COMPENSATION	411,023	375,591	221,558	201,900
TRAVEL & EDUCATION	500	0	1,000	1,000
CONTRACTUAL SVCS	88,596	263,329	300,593	300,593
MATERIALS & SUPPLIES	74,593	64,995	58,418	58,418
CAPITAL OUTLAY				40,000

TOTAL STORM SEWER MAINTENANCE	<u>574,712</u>	<u>703,915</u>	<u>581,569</u>	<u>601,911</u>
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SANITARY SEWER MAINTENANCE

COMPENSATION	162,450	101,612	83,115	74,800
CONTRACTUAL SVCS	375,574	462,842	447,792	447,792
MATERIALS & SUPPLIES	22,449	17,448	23,979	23,979
MISCELLANEOUS	0	600	0	0
TRANSFERS-OUT	157,303	157,303	365,106	188,178

TOTAL SANITARY SEWER MAINTENANCE	<u>717,776</u>	<u>739,805</u>	<u>919,992</u>	<u>734,749</u>
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LAKES MANAGEMENT

-----

CONTRACTUAL SVCS	37,225	20,295	21,715	21,715
MISCELLANEOUS	0	18,000	18,000	18,000

TOTAL LAKES MANAGEMENT	37,225	38,295	39,715	39,715
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<b>TOTAL SEWER MAINTENANCE</b>	<b>1,329,713</b>	<b>1,482,015</b>	<b>1,541,276</b>	<b>1,376,375</b>
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281 STREET LITING SPEC ASSESSMENT

-----

STREET LIGHTING

-----

CONTRACTUAL SVCS	725,620	712,764	712,872	712,872
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TOTAL STREET LIGHTING	725,620	712,764	712,872	712,872
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<b>TOTAL STREET LITING SPEC ASSESSMENT</b>	<b>725,620</b>	<b>712,764</b>	<b>712,872</b>	<b>712,872</b>
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282 TREE MAINT SPEC ASSESSMENT

-----

TREE MAINTENANCE

-----

COMPENSATION	380,509	401,591	482,973	470,000
TRAVEL & EDUCATION	1,069	1,594	2,000	2,000
CONTRACTUAL SVCS	248,382	268,397	323,840	323,840
MATERIALS & SUPPLIES	28,251	37,488	34,324	34,324
CAPITAL OUTLAY	133,344	127,772	293,844	318,844

TOTAL TREE MAINTENANCE	791,555	836,842	1,136,981	1,149,008
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<b>TOTAL TREE MAINT SPEC ASSESSMENT</b>	<b>791,555</b>	<b>836,842</b>	<b>1,136,981</b>	<b>1,149,008</b>
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601 CENTRAL STORES PURCHASING

-----

CENTRAL STORES

-----

CONTRACTUAL SVCS	32,538	15,008	23,490	64,490
MATERIALS & SUPPLIES	786,920	692,787	760,050	719,050
TRANSFERS-OUT	0	30,892	0	0

TOTAL CENTRAL STORES	819,458	738,687	783,540	783,540
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<b>TOTAL CENTRAL STORES PURCHASING</b>	<b>819,458</b>	<b>738,687</b>	<b>783,540</b>	<b>783,540</b>
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602 CENTRAL PRINTING OPERATION

-----  
 CENTRAL PRINTING OPERATION  
 -----

CONTRACTUAL SVCS	39,939	41,107	46,000	46,000
TRANSFERS-OUT	0	27,284	0	0
	<hr/>			
TOTAL CENTRAL PRINTING OPERATION	39,939	68,391	46,000	46,000
	<hr/>			
<b>TOTAL CENTRAL PRINTING OPERATION</b>	<b>39,939</b>	<b>68,391</b>	<b>46,000</b>	<b>46,000</b>
	<hr/> <hr/>			

603 CENTRAL GARAGE OPERATION

-----  
 CENTRAL GARAGE  
 -----

COMPENSATION	771,114	801,258	880,402	840,900
TRAVEL & EDUCATION	630	1,209	2,402	2,402
CONTRACTUAL SVCS	236,961	228,795	301,463	306,693
MATERIALS & SUPPLIES	71,121	70,502	54,996	49,766
	<hr/>			
TOTAL CENTRAL GARAGE	1,079,826	1,101,764	1,239,263	1,199,761
	<hr/>			
<b>TOTAL CENTRAL GARAGE OPERATION</b>	<b>1,079,826</b>	<b>1,101,764</b>	<b>1,239,263</b>	<b>1,199,761</b>
	<hr/> <hr/>			

604 CENTRAL SERVICES OPERATION

-----  
 TREE MAINTENANCE  
 -----

CONTRACTUAL SVCS	12,478	21,175	9,090	9,090
	<hr/>			
TOTAL TREE MAINTENANCE	12,478	21,175	9,090	9,090
	<hr/>			

SIDEWALK MAINTENANCE

-----  
 MATERIALS & SUPPLIES  
 -----

	0	844	0	0
	<hr/>			
TOTAL SIDEWALK MAINTENANCE	0	844	0	0
	<hr/>			

UTILITY PAVEMENT STREET OPENIN

COMPENSATION	48,641	54,438	49,300	49,300
MATERIALS & SUPPLIES	15,035	16,195	22,315	22,315
	<hr/>			
TOTAL UTILITY PAVEMENT STREET OPENIN	63,676	70,633	71,615	71,615
	<hr/>			

RTA SNOW PLOWING

-----				
COMPENSATION	2,204	1,342	16,165	14,250
MATERIALS & SUPPLIES	6,000	4,701	8,510	8,510
	<hr/>			
TOTAL RTA SNOW PLOWING	8,204	6,043	24,675	22,760

RTA SHAKER LINE MAINTENANCE

-----				
COMPENSATION	52,492	65,013	67,155	65,440
CONTRACTUAL SVCS	26,080	21,614	28,078	28,078
MATERIALS & SUPPLIES	18,549	22,847	26,150	26,150
TRANSFERS-OUT	0	50,000		0
	<hr/>			
TOTAL RTA SHAKER LINE MAINTENANCE	97,121	159,474	121,383	119,668

RTA VAN AKEN LINE MAINTENANCE

-----				
COMPENSATION	41,771	42,440	66,415	65,600
CONTRACTUAL SVCS	20,311	18,669	16,352	16,352
MATERIALS & SUPPLIES	16,785	39,034	40,930	40,930
	<hr/>			
TOTAL RTA VAN AKEN LINE MAINTENANCE	78,867	100,143	123,697	122,882

SIDEWALK REPAIR PROGRAM

-----				
COMPENSATION	90,518	93,820	84,700	96,100
CONTRACTUAL SVCS	231,232	222,084	254,520	254,520
MATERIALS & SUPPLIES	182	0	0	0
	<hr/>			
TOTAL SIDEWALK REPAIR PROGRAM	321,932	315,903	339,220	350,620

FIRE HYDRANT MAINTENANCE

-----				
CONTRACTUAL SVCS	0	0	9,987	9,987
	<hr/>			
TOTAL FIRE HYDRANT MAINTENANCE	0	0	9,987	9,987

PUBLIC PROPERTY DAMAGE

-----				
COMPENSATION	0	0	3,790	3,890
	<hr/>			
TOTAL PUBLIC PROPERTY DAMAGE	0	0	3,790	3,890

PRIVATE PROPERTY MAINT  
-----

COMPENSATION	45,814	41,910	56,970	54,170
CONTRACTUAL SVCS	25,696	24,158	31,310	31,310
TOTAL PRIVATE PROPERTY MAINT	71,510	66,068	88,280	85,480
<b>TOTAL CENTRAL SERVICES OPERATION</b>	653,788	740,282	791,736	795,992
<b>TOTAL PUBLIC WORKS DEPARTMENT</b>	14,068,866	13,815,832	15,164,768	14,835,291
<b>GRAND TOTAL</b>	14,068,866	13,815,832	15,164,768	14,835,291

**2014 Budget Highlights**

- Reduced costs for salt purchase for \$30,000 savings
- Continued General Fund subsidy of street lighting, including additional security lighting at Blue Line (Van Aken) rapid stations
- RTA rapid line maintenance costs increases funded by RTA
- Oversee \$3,360,000 Federal grant received for Van Aken resurfacing
- Reduced refuse disposal cost by \$ 50,000
- Manage Cleveland Water Department waterline projects:

	<u>2014</u>	<u>2015</u>	<u>2016</u>
<b>Public Works Waterline Projects</b>			
Ingleside (Scottsdale - Van Aken)	\$697,000		
Rocklyn (Laureldale - Shelburne)	307,500		
Coventry (Shaker to Larchmere)		485,850	
Parkland (Aldersyde to Ingleside)		547,350	
Ingleside (Van Aken to Fernway)		410,000	
Farnsleigh (Warrensville to Halworth)			225,500
Avalon (Scottsdale to Chagrin)			594,500
Kenmore (Van Aken to Fernway)			379,250
	<u>\$1,004,500</u>	<u>\$1,443,200</u>	<u>\$1,199,250</u>

## 2014 Capital Budget

### Public Works Equipment

\$28,000	Replacement Steiner 405 (2001)
25,000	Replacement scooter – diesel
250,000	Replacement Packer Truck No. 49 (2002)
250,000	Replacement Packer Truck No. 69 (2002)
250,000	Replacement Packer Truck No. 39 (2003)
250,000	Replacement Packer Truck No. 59 (2002)
25,000	Replacement Dump Truck No. 10 (2004)
40,000	Replacement street sweeper
10,000	Replacement snow plow
15,000	Replacement slide in salt body
<u>2,500</u>	Replacement Pick Up Truck No. 19
<b>\$1,168,000</b>	<b>Total</b>

### Public Works Streets:

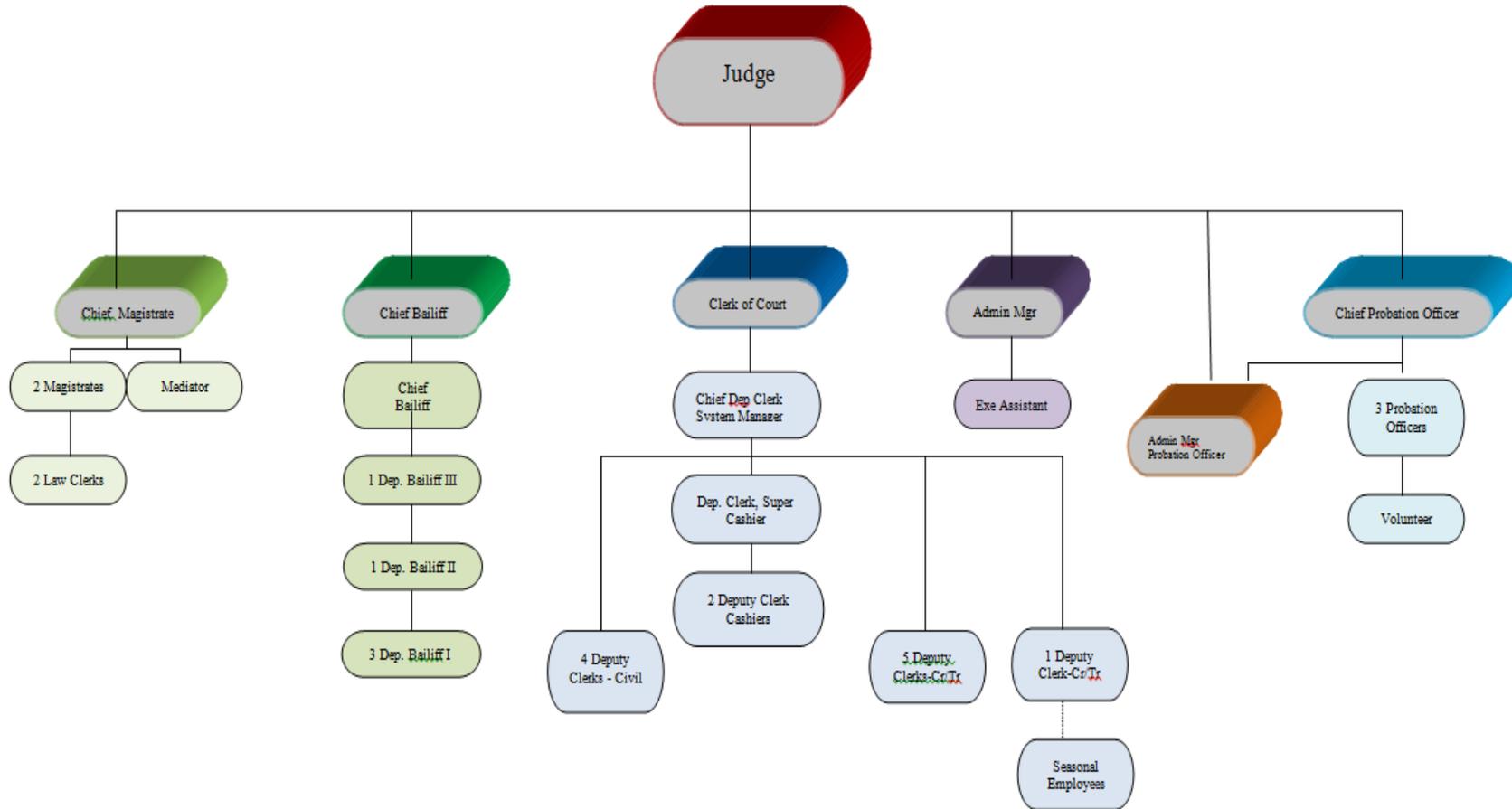
\$1,000,000	Street resurfacing
<u>820,000</u>	City share for Van Aken resurfacing program
<b>\$1,820,000</b>	<b>Total</b>

### Public Works Facilities Maintenance:

\$100,000	City facility repairs and renovations
8,000	Consulting engineer
10,000	Furniture and equipment
25,000	City Hall HVAC – second floor office space
18,000	City Hall HVAC – old fire house kitchen
20,000	STJ replace second floor carpeting
45,000	Fire Station No. 2 replace lower area concrete
20,000	Fire Station No. 2 replace flooring – dorm and abate asbestos
70,000	Police/Court Building replace roof HVAC condensing units – Police
50,000	Police/Court Building replace roof HVAC condensing units – Court
55,000	Service Center recycling roof – clear span systems
<u>360,000</u>	Service Center fuel island and canopy replacement
<b>\$781,000</b>	<b>Total</b>

**\$3,769,000**      **Total Capital**

# SHAKER HEIGHTS MUNICIPAL COURT



## MUNICIPAL COURT

### 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 Funds

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

**For Functions and Accomplishments** please refer to the 2012 Shaker Heights Municipal Court Annual Report at <http://www.shakerheightscourt.org/general/2012AnnualReport.pdf>

### 2011 - 2014 Budget

	ACTUAL 2011	ACTUAL 2012	BUDGET 2013	BUDGET 2014
MUNICIPAL COURT				
-----				
101 GENERAL FUND				
-----				
MUNICIPAL COURT				
-----				
COMPENSATION	2,173,544	2,032,077	2,179,227	2,092,480
TRAVEL & EDUCATION	8,567	9,026	12,025	12,025
CONTRACTUAL SVCS	35,226	32,658	29,684	42,810
MATERIALS & SUPPLIES	42,139	40,754	43,976	48,351
CAPITAL OUTLAY			17,500	
	<hr/>			
TOTAL MUNICIPAL COURT	2,259,476	2,114,515	2,282,412	2,195,666
	<hr/>			
<b>TOTAL GENERAL FUND</b>	<b>2,259,476</b>	<b>2,114,515</b>	<b>2,282,412</b>	<b>2,195,666</b>

209 INDIGENT DRIVR ALCOHL TREATMNT

-----

INDIGENT DRIVER ALCOHOL TREATM

-----

CONTRACTUAL SVCS	14,568	13,719	22,309	22,309
MATERIALS & SUPPLIES	73	200	350	350

TOTAL INDIGENT DRIVER ALCOHOL TREATM	14,641	13,919	22,659	22,659
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<b>TOTAL INDIGENT DRIVR ALCOHL TREATMNT</b>	<b>14,641</b>	<b>13,919</b>	<b>22,659</b>	<b>22,659</b>
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210 COURT COMPUTER

-----

COURT COMPUTER

-----

COMPENSATION	12,548	10,663	42,300	39,300
TRAVEL & EDUCATION	1,595	0	0	0
CONTRACTUAL SVCS	11,832	6,646	18,637	18,637
MATERIALS & SUPPLIES	10,574	1,057	10,560	10,560
CAPITAL OUTLAY	1,466	0	15,000	15,000

TOTAL COURT COMPUTER	38,015	18,366	86,497	83,497
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<b>TOTAL COURT COMPUTER</b>	<b>38,015</b>	<b>18,366</b>	<b>86,497</b>	<b>83,497</b>
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211 CLERK'S COMPUTERIZATION

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CLERKS COMPUTERIZATION

-----

TRAVEL & EDUCATION	6,691	1,514	1,968	1,968
CONTRACTUAL SVCS	12,445	43,971	78,580	93,580
MATERIALS & SUPPLIES	1,552	17,411	9,867	9,867
CAPITAL OUTLAY	172,802	0	72,000	57,000

TOTAL CLERKS COMPUTERIZATION	193,490	62,896	162,415	162,415
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<b>TOTAL CLERK'S COMPUTERIZATION</b>	<b>193,490</b>	<b>62,896</b>	<b>162,415</b>	<b>162,415</b>
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218 COURT ALT DISPUTE RESOLUTION

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ALTERNATE DISPUTE RESOLUTION

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COMPENSATION	52,532	22,535	24,000	23,000
TRAVEL & EDUCATION	0	0	750	750

TOTAL ALTERNATE DISPUTE RESOLUTION	52,532	22,535	24,750	23,750
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<b>TOTAL COURT ALT DISPUTE RESOLUTION</b>	<b>52,532</b>	<b>22,535</b>	<b>24,750</b>	<b>23,750</b>
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220 COURT SECURITY PROJECT FUND

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 COURT SECURITY PROJECT  
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TRAVEL & EDUCATION	850	0	884	5,000
CONTRACTUAL SVCS	1,583	4,437	6,550	5,994
MATERIALS & SUPPLIES	1,377	250	950	3,300
CAPITAL OUTLAY	25,896	0	5,910	0
	<hr/>			
TOTAL COURT SECURITY PROJECT	29,706	4,687	14,294	14,294
	<hr/>			
<b>TOTAL COURT SECURITY PROJECT FUND</b>	<b>29,706</b>	<b>4,687</b>	<b>14,294</b>	<b>14,294</b>
	<hr/> <hr/>			

224 INDIGENT DRIVER INTERLOCK

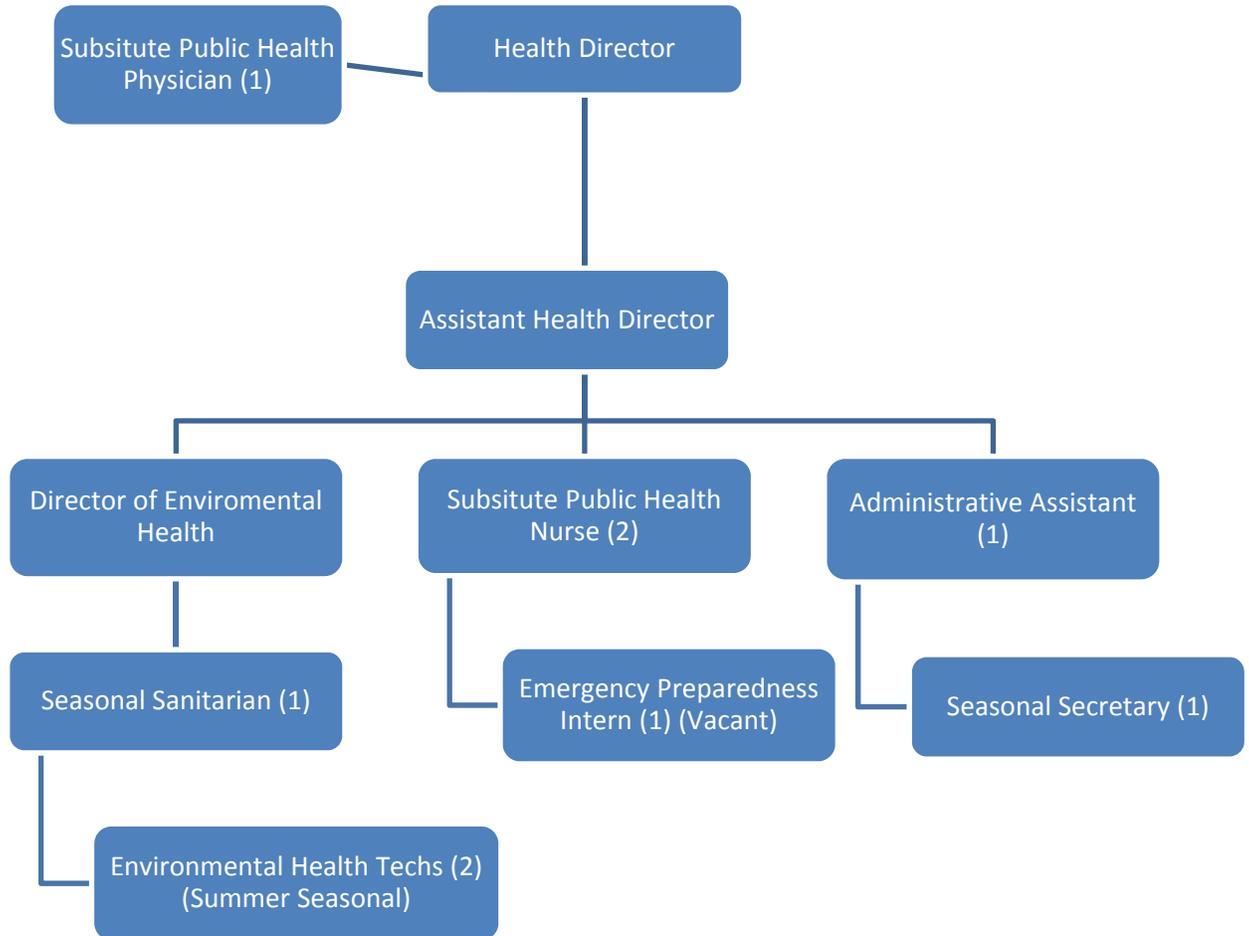
-----  
 UNDEFINED  
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CONTRACTUAL SVCS	13,964	10,718	13,000	13,000
	<hr/>			
TOTAL UNDEFINED	13,964	10,718	13,000	13,000
	<hr/>			
<b>TOTAL INDIGENT DRIVER INTERLOCK</b>	<b>13,964</b>	<b>10,718</b>	<b>13,000</b>	<b>13,000</b>
	<hr/> <hr/>			
<b>TOTAL MUNICIPAL COURT</b>	<b>2,601,824</b>	<b>2,247,636</b>	<b>2,606,027</b>	<b>2,515,281</b>
	<hr/> <hr/>			

**2014 Budget Highlights**

- Despite rising costs, the court's personnel, general and special fund budgets for 2014 will be less than 2013.
- University Heights electronic transfer of traffic and criminal case data will be accomplished.
- The court's Annual Report for 2013 will be available by March, 2014 in compliance with state law and posted on the website at [www.shakerheightscourt.org](http://www.shakerheightscourt.org).

## CITY OF SHAKER HEIGHTS HEALTH DEPARTMENT



### Department Description

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

### Funding Sources

#### General Fund

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

## Functions

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

## 2013 Accomplishments

- Increased blood pressure screening.
- Participation and collaboration with senior adult events: Senior Adult picnic (June), Senior Adult Health Fair (October), Senior Adult Halloween Ball (October 2013).
- Emergency Preparedness Drill—Shaker Point of Distribution (POD) exercise (September 2013), including administration of flu vaccine.
- Emergency preparedness grants 2013/2014: total \$17,444
  - Public Health Emergency Preparedness (PHEP): \$12,846
  - Cities Readiness Initiative (CRI): \$4,598
- Health partnership with Shaker Heights School District, serving medical and public health needs of the schools.
- Collaborated with Human Resources to offer Tobacco Cessation programming to employees
- Effective West Nile Virus prevention. Larvicided 18,164 catch basins in order to eliminate mosquitoes and thereby prevent the spread of West Nile Virus to humans. Also treated areas of standing water that were reported to the Health Department.
- Rabies Prevention. Distributed 1723 Oral Rabies Vaccine (ORV) baits throughout Shaker Heights in order to vaccinate wildlife (raccoons, skunks, coyote, fox) against the rabies virus.
- 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.

**2011 - 2014 Budget**

	ACTUAL 2011	ACTUAL 2012	BUDGET 2013	BUDGET 2014
HEALTH DEPARTMENT				
-----				
101 GENERAL FUND				
-----				
PUBLIC HEALTH				
COMPENSATION	396,057	370,312	374,377	353,134
TRAVEL & EDUCATION	1,725	1,283	3,939	3,939
CONTRACTUAL SVCS	19,813	35,504	18,379	18,379
MATERIALS & SUPPLIES	30,074	11,618	32,371	32,371
OTHER	68	0	0	0
TRANSFERS-OUT	0	9,345	1,356	0
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL PUBLIC HEALTH	447,737	428,062	430,422	407,823
	<hr/>	<hr/>	<hr/>	<hr/>
PUBLIC HEALTH GRANTS				
-----				
COMPENSATION	32,637	14,985	33,047	20,352
CONTRACTUAL SVCS	2,010	1,351	2,236	767
MATERIALS & SUPPLIES	4,403	1,316	195	195
ADDITIONS & IMPROVEMENTS	3,870	0	0	0
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL PUBLIC HEALTH GRANTS	42,920	17,652	35,478	21,314
	<hr/>	<hr/>	<hr/>	<hr/>
WEST NILE VIRUS PREVENTION				
-----				
COMPENSATION	6,237	7,105	10,700	3,700
MATERIALS & SUPPLIES	960	6,200	864	14,000
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL WEST NILE VIRUS PREVENTION	7,197	13,305	11,564	17,700
	<hr/>	<hr/>	<hr/>	<hr/>
<b>TOTAL GENERAL FUND</b>	<b>497,854</b>	<b>459,019</b>	<b>477,464</b>	<b>446,837</b>
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0222 DRUG FREE COMMUNITY GRANT

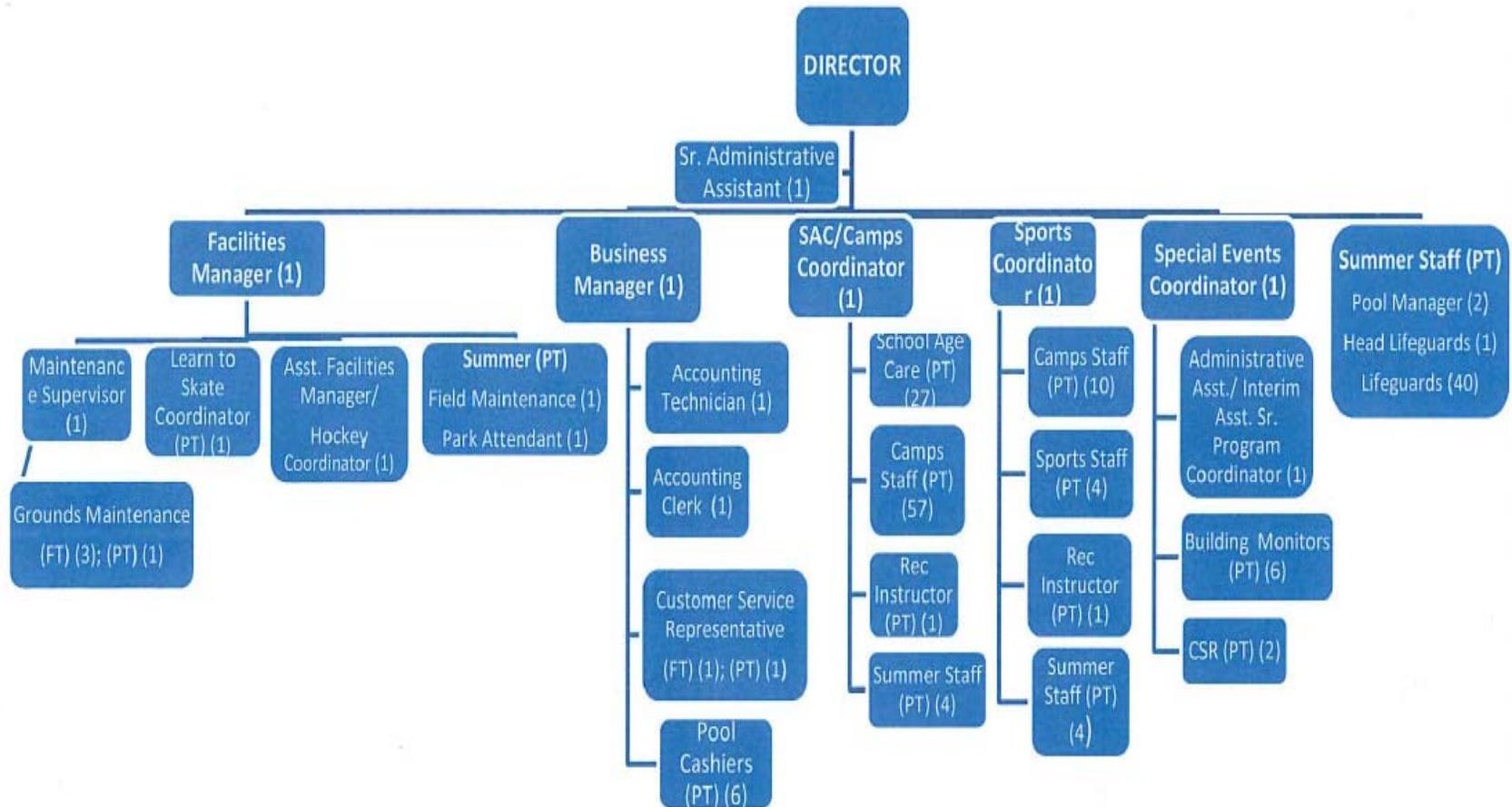
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PUBLIC HEALTH GRANTS

COMPENSATION	85,345	56,100	0	0
TRAVEL & EDUCATION	3,108	71	0	0
CONTRACTUAL SVCS	15,880	20,722	0	0
MATERIALS & SUPPLIES	4,382	7,340	0	0
MISCELLANEOUS	264	83	0	0
ADVANCES OUT	0	0	9,345	0
	<hr/>			
TOTAL PUBLIC HEALTH GRANTS	108,979	84,316	9,345	0
	<hr/>			
<b>TOTAL DRUG FREE COMMUNITY GRANT</b>	108,979	84,316	9,345	0
	<hr/>			
<b>TOTAL HEALTH DEPARTMENT</b>	606,833	543,335	486,809	446,837
	<hr/>			

### 2014 Budget Highlights

- Educational program for the administration of epi pens and inhalers to children in Shaker School Age Care program.
- Improvement Partnership Cuyahoga (HIP-C) priorities:
  - Chronic disease management
  - Improve coordination between clinical and public health
  - Eliminate racism as a social determinant of health
  - Improved nutrition and physical activity
- Administration, analysis, and dissemination of Shaker Youth Risk Behavior Survey (Middle School in 2014)
- Health Café health promotion events at Shaker Heights High School through the Student Health Advocates Reaching Peers (SHARP) program
- Adolescent health promotion presentations to Shaker Heights parents.
- Employee Health.
- Jail Health.
- Revised more efficient administration system for more effective West Nile Virus prevention.

## SHAKER HEIGHTS RECREATION DEPARTMENT



## RECREATION DEPARTMENT

### 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<sup>+</sup>.

### 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.

### 2013 Accomplishments

- Added two new community special events. Touch a Truck and the July 4<sup>th</sup> Water Carnival.

- Facilitated a new fundraiser for the Recreation for Youth Scholarship Fund (Race for the Kids).
- Increased Thornton Park Ice Rink fees to keep City subsidy stable.
- Strengthened the School Aged Care program by increasing autonomy and responsibility for the child care site leaders.
- Implemented concussion training for all programming staff working with people under the age of 18 in accordance with state law.
- Resurfaced Around the World Playground.
- Renewed the agreement with 32 Degrees for concession at Thornton Park.
- Added new adult programs such as yoga and Zumba®.
- Streamlined and redesigned the recreation book.
- Replaced air conditioning units at Thornton Park.

### 2011 - 2014 Budget

	ACTUAL 2011	ACTUAL 2012	BUDGET 2013	BUDGET 2014
RECREATION				
-----				
101 GENERAL FUND				
-----				
COMMUNITY LIFE ADMINISTRATION				
-----				
COMPENSATION	335,481	366,050	341,344	289,400
TRAVEL & EDUCATION	1,247	9	2,430	2,430
CONTRACTUAL SVCS	212,005	197,038	179,839	179,839
MATERIALS & SUPPLIES	4,728	6,246	7,381	7,381
MISCELLANEOUS	1,473	1,495	1,500	1,500
TOTAL COMMUNITY LIFE ADMINISTRATION	554,934	570,838	532,494	480,550
<b>TOTAL GENERAL FUND</b>	<b>554,934</b>	<b>570,838</b>	<b>532,494</b>	<b>480,550</b>

RECREATION				
-----				
105 RECREATION FUND				
-----				
RECREATION ADMINISTRATION				
-----				
COMPENSATION	328,933	316,052	310,202	329,000
TRAVEL & EDUCATION	4,338	2,885	3,772	7,772
CONTRACTUAL SVCS	61,142	56,666	75,524	73,024
MATERIALS & SUPPLIES	18,966	18,109	18,260	17,260
MISCELLANEOUS	(182,918)	(184,585)	(190,252)	(190,252)
TOTAL RECREATION ADMINISTRATION	230,461	209,127	217,506	236,804

RECREATION PROMOTION

-----				
CONTRACTUAL SVCS	11,809	11,676	14,369	17,862
MATERIALS & SUPPLIES	7,672	7,550	7,760	8,460
MISCELLANEOUS	(21,934)	(21,967)	(21,967)	(21,967)
	<hr/>			
TOTAL RECREATION PROMOTION	(2,453)	(2,741)	162	4,355

SCHOOL AGED CHILD CARE

-----				
COMPENSATION	341,759	349,228	406,800	401,400
TRAVEL & EDUCATION	3,831	2,327	4,033	4,033
CONTRACTUAL SVCS	27,369	27,164	25,167	20,167
MATERIALS & SUPPLIES	28,701	28,177	27,755	27,755
MISCELLANEOUS	56,350	56,350	56,352	56,352
	<hr/>			
TOTAL SCHOOL AGED CHILD CARE	458,010	463,246	520,107	509,707

TENNIS

-----				
COMPENSATION	22,990	21,184	32,500	32,500
CONTRACTUAL SVCS	1,020	0	500	1,422
MATERIALS & SUPPLIES	4,047	3,857	5,319	3,397
MISCELLANEOUS	3,190	3,190	3,162	3,162
	<hr/>			
TOTAL TENNIS	31,247	28,231	41,481	40,481

BUILDING MONITORS

-----				
COMPENSATION	25,921	26,647	35,100	35,300
MISCELLANEOUS	460	460	462	462
	<hr/>			
TOTAL BUILDING MONITORS	26,381	27,107	35,562	35,762

PLAYING FIELDS MAINTENANCE

-----				
COMPENSATION	44,621	41,650	44,300	42,800
TRAVEL & EDUCATION	0	0	145	145
CONTRACTUAL SVCS	48,182	46,336	48,229	48,036
MATERIALS & SUPPLIES	8,412	6,954	8,777	8,777
MISCELLANEOUS	2,380	2,380	2,404	2,404
	<hr/>			
TOTAL PLAYING FIELDS MAINTENANCE	103,595	97,320	103,855	102,162

PLAYGROUNDS

COMPENSATION	26,942	21,978	28,500	18,600
TRAVEL & EDUCATION	11,381	0	1,100	0
CONTRACTUAL SVCS	0	11,129	13,863	12,263
MATERIALS & SUPPLIES	6,423	6,070	3,619	4,219
MISCELLANEOUS	460	460	462	462
TOTAL PLAYGROUNDS	45,206	39,637	47,544	35,544

YOUTH PROGRAM

COMPENSATION	55,881	54,284	51,500	8,100
TRAVEL & EDUCATION	0	0	12	12
CONTRACTUAL SVCS	53,289	42,155	59,041	82,856
MATERIALS & SUPPLIES	1,865	359	1,662	1,662
MISCELLANEOUS	12,430	12,570	12,762	12,762
TOTAL YOUTH PROGRAM	123,465	109,368	124,977	105,392

SPORTS PROGRAMS

COMPENSATION	89,263	95,452	91,500	91,500
TRAVEL & EDUCATION	594	396	0	0
CONTRACTUAL SVCS	37,673	39,753	39,178	37,178
MATERIALS & SUPPLIES	15,057	13,123	20,052	20,052
MISCELLANEOUS	16,990	16,980	16,973	16,973
TOTAL SPORTS PROGRAMS	159,577	165,704	167,703	165,703

TEEN PROGRAMS

COMPENSATION	9,599	8,167	9,740	0
MATERIALS & SUPPLIES	0	0	720	0
TOTAL TEEN PROGRAMS	9,599	8,167	10,460	0

SUMMER CAMPS

COMPENSATION	103,215	108,128	117,100	115,800
TRAVEL & EDUCATION	7	0	0	0
CONTRACTUAL SVCS	32,206	25,679	28,781	28,781
MATERIALS & SUPPLIES	8,761	9,756	7,798	8,798
MISCELLANEOUS	21,230	21,230	21,216	21,216
TOTAL SUMMER CAMPS	165,419	164,793	174,895	174,595

ADULT PROGRAMS

-----				
COMPENSATION	8,640	7,671	21,400	8,900
CONTRACTUAL SVCS	17,850	14,625	8,527	12,527
MISCELLANEOUS	4,250	4,327	4,223	4,223
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL ADULT PROGRAMS	30,740	26,623	34,150	25,650

SAFETY TOWN

-----				
COMPENSATION	7,693	4,992	15,100	14,700
CONTRACTUAL SVCS	1,423	0	1,728	1,728
MATERIALS & SUPPLIES	0	63	502	502
MISCELLANEOUS	480	460	481	481
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL SAFETY TOWN	9,596	5,515	17,811	17,411

ICE SKATING RINK

-----				
COMPENSATION	429,023	436,604	439,715	420,200
TRAVEL & EDUCATION	18,900	2,190	2,386	1,486
CONTRACTUAL SVCS	189,908	244,200	245,803	245,203
MATERIALS & SUPPLIES	67,361	51,502	47,736	47,736
MISCELLANEOUS	69,610	69,679	69,484	69,484
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL ICE SKATING RINK	774,802	804,175	805,124	784,109

SWIMMING POOL

-----				
COMPENSATION	222,507	217,932	221,000	218,900
TRAVEL & EDUCATION	652	285	1,498	1,498
CONTRACTUAL SVCS	50,987	55,012	67,010	69,830
MATERIALS & SUPPLIES	38,136	26,517	28,243	28,243
MISCELLANEOUS	21,230	21,230	21,216	21,216
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL SWIMMING POOL	333,512	320,976	338,967	339,687

CONCESSIONS

-----				
CONTRACTUAL SVCS	448	1,692	1,779	1,779
MATERIALS & SUPPLIES	469	268	1,081	1,081
MISCELLANEOUS	1,070	1,070	1,041	1,041
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL CONCESSIONS	1,987	3,030	3,901	3,901

THORNTON PARK AMENITIES

COMPENSATION	11,267	11,182	12,300	11,900
MATERIALS & SUPPLIES	0	1,075	1,129	1,129
MISCELLANEOUS	480	460	481	481

TOTAL THORNTON PARK AMENITIES	11,747	12,717	13,910	13,510
-------------------------------	--------	--------	--------	--------

<b>TOTAL 105 RECREATION FUND</b>	<b>2,512,891</b>	<b>2,482,995</b>	<b>2,658,114</b>	<b>2,594,773</b>
----------------------------------	------------------	------------------	------------------	------------------

FUND 213

CAPITAL OUTLAY	43,075	231,508	192,313	0
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TOTAL FUND 213	43,075	231,508	192,313	0
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<b>TOTAL RECREATION DEPARTMENT</b>	<b>2,555,966</b>	<b>2,714,503</b>	<b>2,850,427</b>	<b>2,594,773</b>
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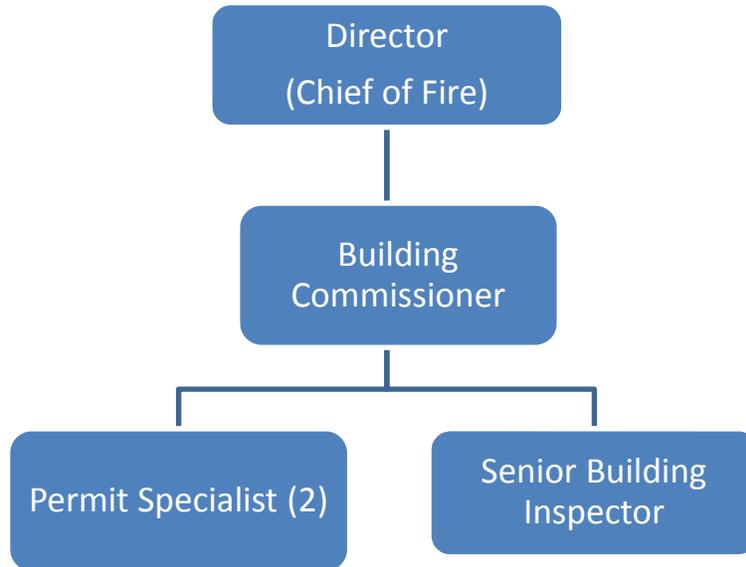
**2014 Budget Highlights**

- Analyze the existing registration systems and research ideas to streamline them together
- Expand adult engagement in programs through programs like bike safety and Pilates
- Develop new value-added camp programs
- Research Thornton tennis court repair and replacement
- Develop new hockey and learn to skate program initiatives
- Plan and implement a community needs assessment to better understand the desires of residents for programs and special events

**2014 Capital Budget**

\$20,000	Around the World Playground thatched roof replacement
18,000	Ice arena heater renovation
50,000	Southerly Park new fitness stations
23,000	Utility vehicle replacement
<u>15,000</u>	Zamboni battery replacement
<b>\$126,000</b>	<b>Total</b>

**CITY OF SHAKER HEIGHTS  
BUILDING DEPARTMENT**



**Department Description**

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

**Funding Sources**

**General Fund**

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

**2013 Accomplishments**

- All residential plans reviewed and all permit inspections conducted within 24-48 hours.
- State mandatory code courses for inspectors certification completed.
- Permit driven field inspections: 4,368.
- Biennial commercial property maintenance inspections: 25 follow-up inspections from 2012.
- Commercial occupancy inspections: 18.
- Vacant building inspections: 142.
- Complaints investigated: 33 commercial, 58 residential.
- Stop Work orders issued: 13 for work without permits, 5 for unregistered contractors.
- Contractor registrations: 854

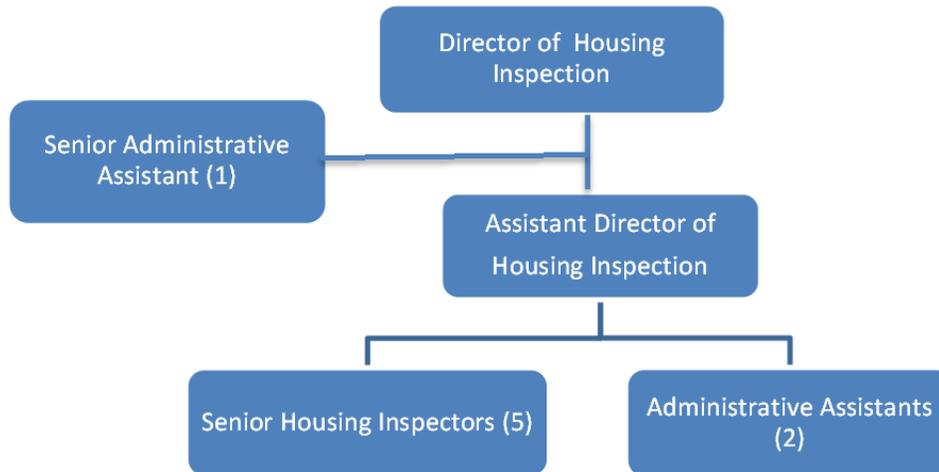
## 2011 - 2014 Budget

	ACTUAL 2011	ACTUAL 2012	BUDGET 2013	BUDGET 2014
BUILDING INSPECTION				
-----				
101 GENERAL FUND				
-----				
BUILDING INSPECTION				
-----				
COMPENSATION	342,279	330,413	351,044	317,700
TRAVEL & EDUCATION	1,080	331	1,517	1,517
CONTRACTUAL SVCS	31,865	34,556	50,932	50,932
MATERIALS & SUPPLIES	7,989	8,786	9,833	9,833
MISCELLANEOUS	943	897	0	0
	-----	-----	-----	-----
<b>TOTAL BUILDING INSPECTION</b>	384,156	374,982	413,326	379,982

## 2014 Budget Highlights

- Continued work with Economic Development and Law in commercial property redevelopment.
- Commercial Occupancy renewals.
- 275 Commercial Occupancy permits will be renewed totaling \$34,375. Fees will be increased by 20% compared to the previous years due to the new fee schedule that was implemented in 2013.
- 2014 Contractor License Renewal projection total \$123,750, an increase of 20% over 2013 due to registration fee increase.

## CITY OF SHAKER HEIGHTS HOUSING INSPECTION DEPARTMENT



### 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, certificates of occupancy for rental properties and foreclosure registrations.

### Functions

- Conduct point-of-sale inspections and manage point-of-sale escrow program.
- Triennial inspections to ensure that rental properties meet standards of safety and habitability. Ensure that landlords are properly registered to conduct business via annual certificates of occupancy.
- Check the exterior of owner-occupied homes for compliance with code standards. Encourage homeowners to proactively maintain properties. Collaborate with other departments to discourage activities that negatively impact quality of life in neighborhoods.
- Pursue opportunities that add value to properties and/or return properties to productive use. Monitor foreclosures and properties sold at Sheriff's Sale.
- Closely monitor at-risk or problem properties and resolve conditions that negatively impact neighborhoods. Order or perform nuisance abatement of private properties as needed.
- Monitor and secure vacant residential properties.

### 2013 Accomplishments

- New Inspections
  - 470 Point of Sale
  - 416 Interior/Exterior at Rental properties
  - 219 Complaint

- Reinspections
  - 1039 Point of Sale
  - 1007 Rental
  - 868 Exterior Systematic
  - 669 Court
  - 519 Complaint
- Escrow
  - 138 accounts established and \$2,313,320 held on deposit for correction of assumed Point of Sale violations.
- Memorandum of Understanding Agreement with Cleveland Metropolitan Housing Authority (CMHA)
  - Reviewed 70 units proposed to be occupied by Section 8 tenants
  - Provided CMHA copies of Police Incident reports involving their program participants
- Certificates of Occupancy for Rental properties
  - Issued 1471; Apartments 101, Condominiums 184, Single-family 441 and Two-Family 744
  - Copies sent to Finance to ensure all tenants are on the rent rolls
  - Information shared with Shaker Heights School District
- Revenue
  - An increase of almost \$250,000 compared to last year due to fee increases for Point of Sale inspections and Certificates of Occupancy, and fee revenue received from the new foreclosure registration requirement.
- Nuisance Abatement
  - 30 properties declared public nuisances and actions taken to abate these nuisance conditions.
- Home Renovations
  - Worked with participants in the Shaker Renovator program and others doing high quality rehab work to identify acquisition opportunities and to renovate architecturally significant homes such as 17600 Parkland and 16300 South Park
- Demolitions
  - Worked with other departments to coordinate the demolition of 29 dwellings; 17 were City-owned properties and 12 were privately-owned
- Vacant Homes
  - 325-375 vacant homes were inspected at least once a month to ensure they are secure and the yard areas are maintained
  - Letters sent to owners/lenders to apprise them of their responsibilities under the City's Vacant Property Ordinance
  - Notified Police Department when vacant homes were found to be broken into or vandalized

## 2011 - 2014 Budget

	ACTUAL 2011	ACTUAL 2012	BUDGET 2013	BUDGET 2014
HOUSING INSPECTION				
-----				
101 GENERAL FUND				
-----				
HOUSING INSPECTION				
-----				
COMPENSATION	819,730	822,572	833,516	854,300
TRAVEL & EDUCATION	181	193	430	430
CONTRACTUAL SVCS	11,969	15,121	30,015	17,900
MATERIALS & SUPPLIES	22,159	25,411	25,070	25,070
CAPITAL OUTLAY		0	100,000	250,000
MISCELLANEOUS	575	700	80	80
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL HOUSING INSPECTION	854,614	863,997	989,111	1,147,780
	<hr/>	<hr/>	<hr/>	<hr/>
<b>TOTAL GENERAL FUND</b>	<b>854,614</b>	<b>863,997</b>	<b>989,111</b>	<b>1,147,780</b>
	<hr/>	<hr/>	<hr/>	<hr/>
103 ECONOMIC DEVELOPMENT				
-----				
HOUSING-EMERGENCY NUISANCE ABATEMENT				
-----				
CAPITAL OUTLAY	0	95,289	90,000	0
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL HOUSING-EMERGENCY NUISANCE ABATEMENT	0	95,289	90,000	0
	<hr/>	<hr/>	<hr/>	<hr/>
<b>TOTAL ECONOMIC DEVELOPMENT</b>	<b>0</b>	<b>95,289</b>	<b>90,000</b>	<b>0</b>
	<hr/>	<hr/>	<hr/>	<hr/>
<b>TOTAL HOUSING INSPECTION</b>	<b>854,614</b>	<b>959,286</b>	<b>1,079,111</b>	<b>1,147,780</b>
	<hr/>	<hr/>	<hr/>	<hr/>
0223 HOUSING NUISANCE ABATE				
-----				
0000 UNDEFINED				
-----				
80 TRANSFERS-OUT	392,871	111,385	70,900	0
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL UNDEFINED	392,871	111,385	70,900	0
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL HOUSING NUISANCE ABATE	392,871	111,385	70,900	0
	<hr/>	<hr/>	<hr/>	<hr/>
<b>GRAND TOTAL</b>	<b>1,247,485</b>	<b>1,070,671</b>	<b>1,150,011</b>	<b>1,147,780</b>
	<hr/>	<hr/>	<hr/>	<hr/>

**2014 Budget Highlights**

- \$250,000 included for demolishing of blighted privately-owned residential houses.
- Analysis of code enforcement, inspection and reporting process for implementation of web-based system.
- With Neighborhood Revitalization and Planning Departments, completion and implementation of updated Housing Plan.

## COUNCIL

### Department Description

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

### Funding Sources

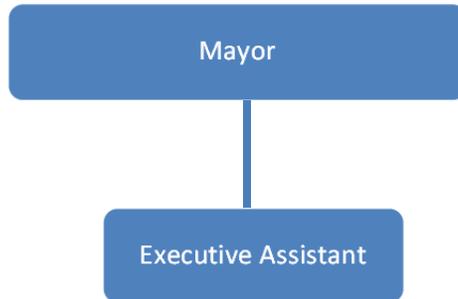
#### General Fund

The General Fund supports the Council budget.

### 2011 - 2014 Budget

COUNCIL	ACTUAL 2011	ACTUAL 2012	BUDGET 2013	BUDGET 2014
-----				
101 GENERAL FUND				
-----				
COUNCIL				
-----				
COMPENSATION	126,891	134,285	128,500	128,600
TRAVEL & EDUCATION	205	960	2,918	2,918
CONTRACTUAL SVCS	7,722	6,164	5,574	5,574
MATERIALS & SUPPLIES	4,235	2,750	6,459	6,459
MISCELLANEOUS	0	70	0	0
<b>TOTAL COUNCIL</b>	<b>139,053</b>	<b>144,228</b>	<b>143,451</b>	<b>143,551</b>

**CITY OF SHAKER HEIGHTS  
MAYOR'S OFFICE**



**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.

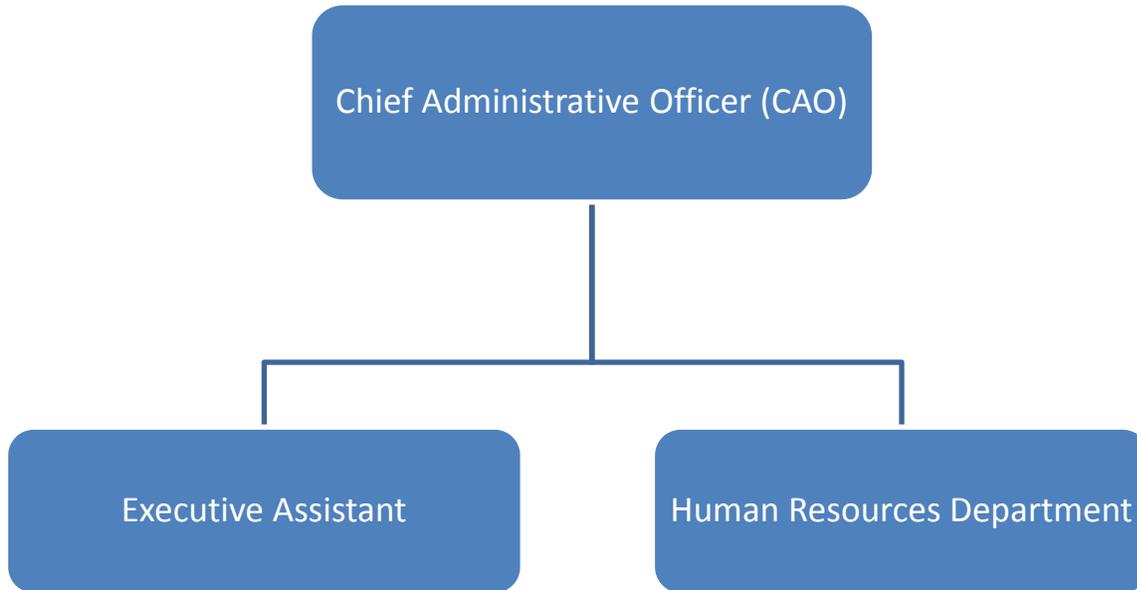
**2011 - 2014 Budget**

	ACTUAL 2011	ACTUAL 2012	BUDGET 2013	BUDGET 2014
MAYOR'S OFFICE				
-----				
101 GENERAL FUND				
-----				
MAYOR'S OFFICE				
-----				
COMPENSATION	193,331	191,085	196,115	185,400
TRAVEL & EDUCATION	5,554	5,845	9,506	11,006
CONTRACTUAL SVCS	7,651	7,518	9,995	10,495
MATERIALS & SUPPLIES	3,660	5,866	6,899	6,899
MISCELLANEOUS	15	0	0	0
	-----	-----	-----	-----
<b>TOTAL MAYOR'S OFFICE</b>	<u>210,211</u>	<u>210,314</u>	<u>222,515</u>	<u>213,800</u>

**2014 Budget Highlights**

- Includes \$500 for Mayor's Innovation Project membership
- Adds \$1500 for representation of the City at events by Mayor, Council, or Mayor's designee

**CITY OF SHAKER HEIGHTS  
CHIEF ADMINISTRATIVE OFFICE**



**Department Description**

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

**Funding Sources**

**General Fund**

The General Fund supports the CAO's budget.

**2013 Accomplishments**

- Led process to hire a new Recreation Director.
- Worked with Mayor, Management Team, and Council to update the City's goals
- Planned Council/Management Team retreat.
- Worked with Public Works and Police re: deer management information and issues
- Instituted a tobacco-free grounds policy
- Selected a consultant for Housing Plan update
- Revised budget presentation process

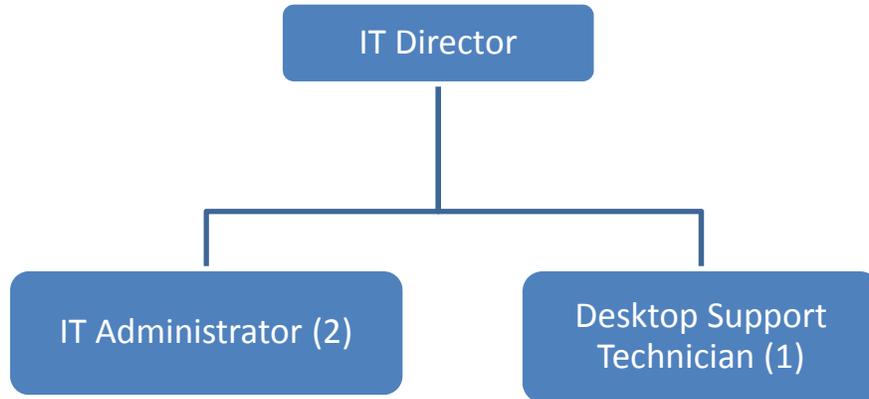
**2011 - 2014 Budget**

	ACTUAL 2011	ACTUAL 2012	BUDGET 2013	BUDGET 2014
CHIEF ADMINISTRATIVE OFFICER'S				
-----				
101 GENERAL FUND				
-----				
CHIEF ADMINISTRATIVE OFFICER'S				
-----				
COMPENSATION	218,766	219,823	224,929	223,800
TRAVEL & EDUCATION	1,594	1,925	1,429	5,800
CONTRACTUAL SVCS	3,623	52,516	19,172	4,172
MATERIALS & SUPPLIES	9,686	1,327	3,999	3,999
	<hr/>			
<b>TOTAL CHIEF ADMINISTRATIVE OFFICER'S</b>	<b>233,669</b>	<b>275,592</b>	<b>249,529</b>	<b>237,771</b>

**2014 Budget Highlights**

- Update use of City Facilities Policy
- Complete Housing Plan update with Neighborhood Revitalization, Housing Inspection, and Planning Departments
- Recruit and hire replacement Finance Director

**CITY OF SHAKER HEIGHTS  
INFORMATION TECHNOLOGY DEPARTMENT**



**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.

### **2013 Accomplishments**

- Desktop Computer Workstation Replacements (51)
- Network Firewall Replacement
- Network High Availability/Failover Firewall implementation
- Network Intrusion Prevention System Implementation
- SSL VPN implementation
- Help Desk Support (2,000+ requests completed; including 900+ for Police and Fire)
- Telecommunications Circuit Renewals, replacement and consolidations resulting in net savings of \$10,000/year.
- New Digital Copier Contracting and implementation resulting in 5 year savings of over \$50,000 from reduced lease and operating expenses and printer consolidations.

- Software Upgrades
  - New World Systems CAD, Records and Mobile
  - CLASS Recreation Software
  - Coban In-Car Video Software
  - Adobe Acrobat, Photoshop, InDesign, and Creative Suite
- System Hardware Updates
  - Anti-Spam System Replacement/service renewal
    - Over 14,000 infected emails blocked to date
    - Over 6,500,000 Spam emails blocked to date.
- Provided Co-Location of Shaker Heights Court Backup Server

**2011 - 2014 Budget**

INFORMATION TECHNOLOGY -----	ACTUAL 2011	ACTUAL 2012	BUDGET 2013	BUDGET 2014
101 GENERAL FUND -----				
INFORMATION TECHNOLOGY -----				
COMPENSATION	378,017	385,335	405,444	401,700
TRAVEL & EDUCATION	6,543	4,411	8,100	8,100
CONTRACTUAL SVCS	79,777	95,269	125,899	125,899
MATERIALS & SUPPLIES	4,685	3,707	4,090	4,090
CAPITAL OUTLAY	4,000	7,504	4,300	4,300
<b>TOTAL INFORMATION TECHNOLOGY</b>	<b>473,022</b>	<b>496,225</b>	<b>547,833</b>	<b>544,089</b>

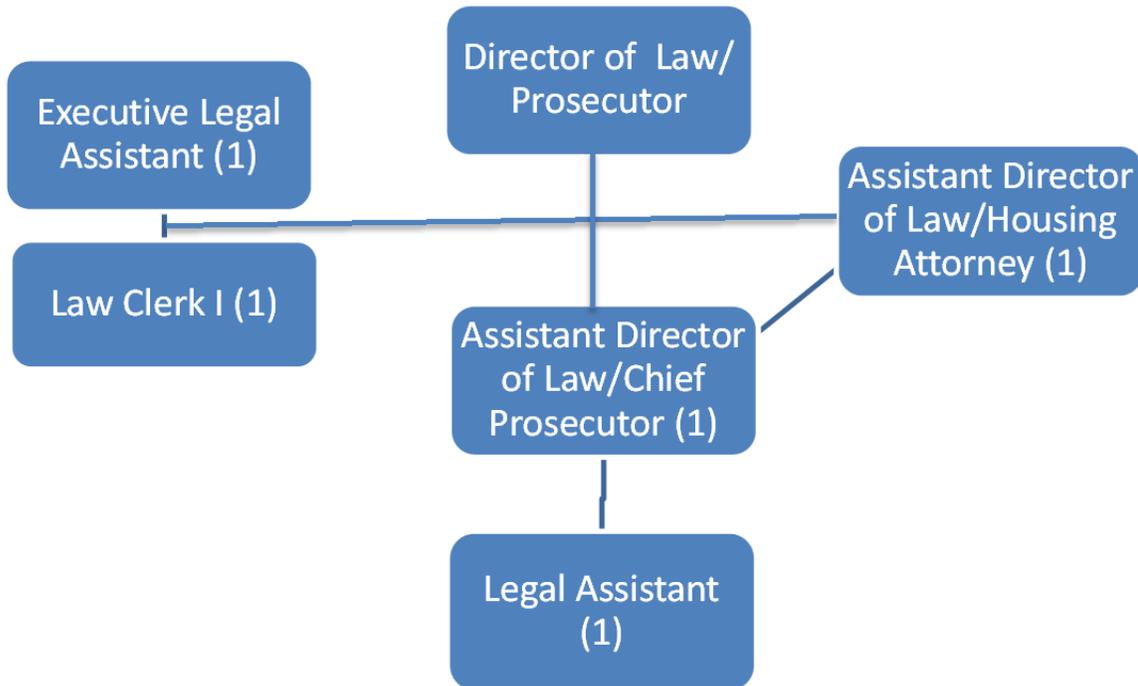
**2014 Budget Highlights**

- Transition in of replacement IT Administrator
- Continued management of the City’s Data and Telecommunications resources in support of City Department operations, while developing staff on existing and new technologies.
- Operate User Help Desk
- Maintain Computer Hardware Resources
- Contract/manage Communications services for voice and data network
- Manage Network Security
- Software Application Support
  - Ensure Functionality of Departmental Applications
  - Ensure Personal Computer Software Functionality

## 2014 Capital Budget

\$30,000	Software - replacement and upgrade assurance
20,000	Hardware - server replace - virtual hosts - public safety
14,000	Software - replacement/upgrade server virtualization
50,000	Hardware – storage network replacement – public safety
50,000	Hardware – workstation replacement
<u>25,000</u>	Software – New World public safety system server OS upgrades
<b>\$189,000</b>	<b>Total</b>

**CITY OF SHAKER HEIGHTS  
LAW DEPARTMENT**



**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 functions of the Law Department.

**Special Revenue Fund**

- **Fair Housing Fund**

**Functions**

- Handle real estate transactions, including acquisitions and transfers, and tax issues
- Advise on Economic Development matters. Oversee outside counsel.
- Serve as legal counsel to the Shaker Heights Development Corporation.
- Handle a variety of matters for Neighborhood Revitalization and Housing Inspection Departments.
- Advise Police Department in criminal, administrative and personnel matters, and provide training, and Police and procedure development.
- Criminal and Traffic Prosecution, including investigations, felony charges, misdemeanor charges, court trials and pre-trials. Mediation hearings and motor vehicle accident rulings, court orders and subpoenas.

- Housing, Building, Zoning, Fire and Health Code Prosecutions.
- Building Commercial Occupancy Permits – criminal prosecutions.
- Animal control issues with Police and Public Works.
- Review specifications/Requests for Proposals (RFPs). Prepare contracts.
- Workers' compensation matters; Grievance/Unfair Labor Practices (ULPs) and personnel issues.
- Prepare ordinances and resolutions. Prepare amendments to Codified Ordinances.
- Handle civil lawsuits against the City, including management of outside counsel selected to represent the City.
- Investigation and advice on claims against City.
- Public records response and training.
- Requests for technical assistance re: Americans with Disabilities Act (ADA) matters.
- Fair Housing Administration and Investigation.
- Board of Appeals (Appeals from Orders/Invoices Involving Housing Code, Point-of-Sale, Fire, Grass, Sidewalk, Criminal Activity Nuisance)
- Natural gas aggregation program. Electric program with Northeast Ohio Public Energy Council (NOPEC). Cable TV matters. Matters involving electric, gas, and telephone utilities. Right-of-way regulation.

### **2013 Accomplishments**

- Prosecution of Criminal Cases – 6,813 cases handled. Includes general offenses, traffic and animal cases, and enforcement of Housing, Fire, Zoning and Building Codes.
- Obtained significant judgments against Limited Liability Companies (LLCs), which have bought up a number of vacant homes in the City; in just 2 cases the penalties totaled over \$68,000.
- Amended Zoning Code twice – to enhance potential for development in Van Aken Warrensville Area and to allow a self-storage facility.
- Negotiated Franchise Agreement with fiber optic telecommunications and data service, including a \$5,000 fee payment.
- Worked with supplier to set the price of gas for the City's natural gas aggregation program through June 2014.
- Fair Housing Program:
  - Obtained \$42,294 in grants from U.S. Housing and Urban Development (HUD).
  - Presented 5 public workshops.
  - Provided staffing to Fair Housing Review Board.
  - Successfully investigated and resolved a Fair Housing Complaint.
- Reviewed property tax bills for City-owned properties.
  - Worked to reduce number of City-owned properties that are charged special assessments and requested abatement of such charges.
  - Requested tax exempt status on City-owned property.
- Advised on proposed Fire merger with University Heights; prepared Memorandum of Understanding (MOU), Fire Consolidation Agreement, Lease Agreement, Agreement Establishing a Council of Governments, and legislation authorizing agreements.

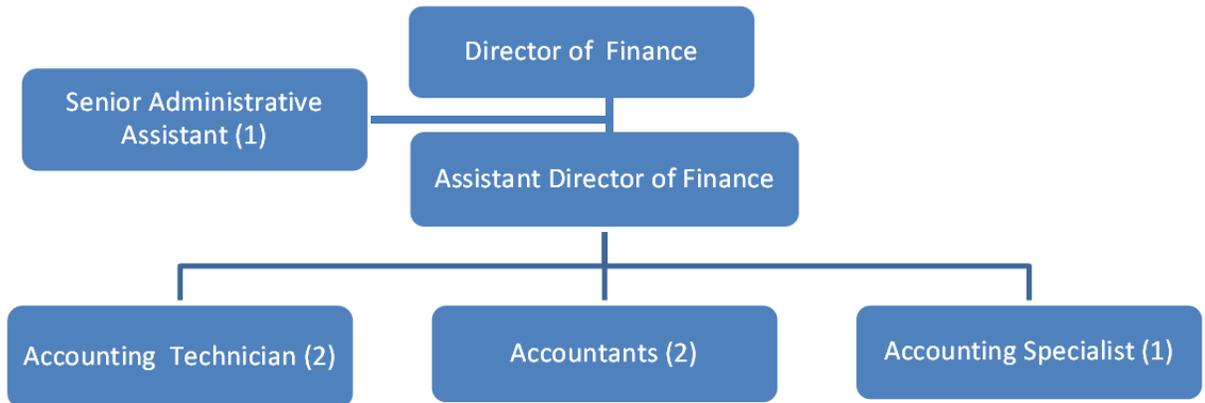
## 2011 - 2014 Budget

	ACTUAL 2011	ACTUAL 2012	BUDGET 2013	BUDGET T 2014
LAW DEPARTMENT				
-----				
101 GENERAL FUND				
-----				
LEGAL ADMINISTRATION				
-----				
COMPENSATION	463,597	500,613	569,073	569,000
TRAVEL & EDUCATION	730	329	487	1,000
CONTRACTUAL SVCS	257,858	143,415	183,584	182,470
MATERIALS & SUPPLIES	20,301	25,737	21,917	10,650
TOTAL LEGAL ADMINISTRATION	742,486	670,094	775,061	763,120
<b>TOTAL GENERAL FUND</b>	<b>742,486</b>	<b>670,094</b>	<b>775,061</b>	<b>763,120</b>
214 FAIR HOUSING GRANT				
-----				
FAIR HOUSING				
-----				
COMPENSATION	0	14,383	18,400	18,300
TRAVEL & EDUCATION	501	0	11,500	6,100
CONTRACTUAL SVCS	725	46,154	36,340	48,500
MATERIALS & SUPPLIES	0	278	100	100
TOTAL FAIR HOUSING	1,226	60,816	66,340	73,000
<b>TOTAL FAIR HOUSING GRANT</b>	<b>1,226</b>	<b>60,816</b>	<b>66,340</b>	<b>73,000</b>
<b>TOTAL LAW DEPARTMENT</b>	<b>743,712</b>	<b>730,910</b>	<b>841,401</b>	<b>836,120</b>

## 2014 Budget Highlights

- New online legal research provider, and reduced subscriptions, will save \$47,500 over three years (2014-2016).
- Work with Police to finalize legislation for ban on handheld electronic devices while driving.

**CITY OF SHAKER HEIGHTS  
FINANCE DEPARTMENT**



**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.

**Functions**

- **Financial Services** - Process departments' purchase orders for procurement of goods and services. Process invoice payments. Deposit daily cash receipts from departments within 24 hrs. of receipt. Process payroll and its related transactions. Account Payable Maintenance. Ohio Public Employees Retirement System (OPERS) Membership determination process for independent contractors. Maintain banking services. Manage credit card program for City departments.
- **Accounting and Analysis** – Reconcile City bank accounts. Serve as fiscal agent to HIDTA, Shaker Heights Development Corporation, and payroll processor for Family Connections. Maintain Certificate of Resources with County Auditor. Budget analysis. Continual monitoring of major revenues.
- **Procurement** – Coordinate formal bidding and contract processes. Internet selling of equipment no longer needed for public use.
- **Financial Reporting** – Quarterly review. Develop financial projections. Implement Government Accounting Standards Board (GASB) 54 new fund balance classifications.
- **2014 Budget Preparation Activities** – Tax Budget, Operating Budget, Capital Budget and Capital Plan.
- **Investments and Cash Management** – Review and adjust cash flow analysis.
- **MUNIS** – Operate and maintain financial system.
- **Assessments** – Work with various City departments to process assessments for sidewalks and nuisance abatement.
- **Debt Management** – Annual requirement for disclosure documentation.

- **Annual Audit** – Financial statements. Generally Accepted Accounting Principles (GAAP) conversation. Comprehensive Annual Financial Report (CAFR).

**2013 Accomplishments**

- Implemented procedure required by state law to verify that vendors are not city employees for purposes of OPERS.
- 78% of employees paid through direct deposit rather than check.
- Received Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting award for 2011 CAFR and submitted 2012 CAFR for GFOA award.
- Issued \$385,000 of 15 year bonds for the Van Aken Sewer project at an interest cost of 2.90%.
- Entered into a 5 year lease with Huntington Bank to finance the purchase of a rescue squad for the Fire Department at an interest cost of 1.77%.
- Completed audit of 2012 financial statements with no audit comments.
- Auditor of State completed biennial audits of Council to Protect Ohio’s Communities (CPOC), Heights Area Special Rescue Team (HASRT) and Shaker Heights Development Corporation (SHDC).
- Amended city investment ordinance to permit Certificate of Deposit Account Registry Service (CDARS), Federal Deposit Insurance Corporation (FDIC) insured Certificates of Deposit (CDs) for higher interest rates than can be achieved by buying Treasuries.

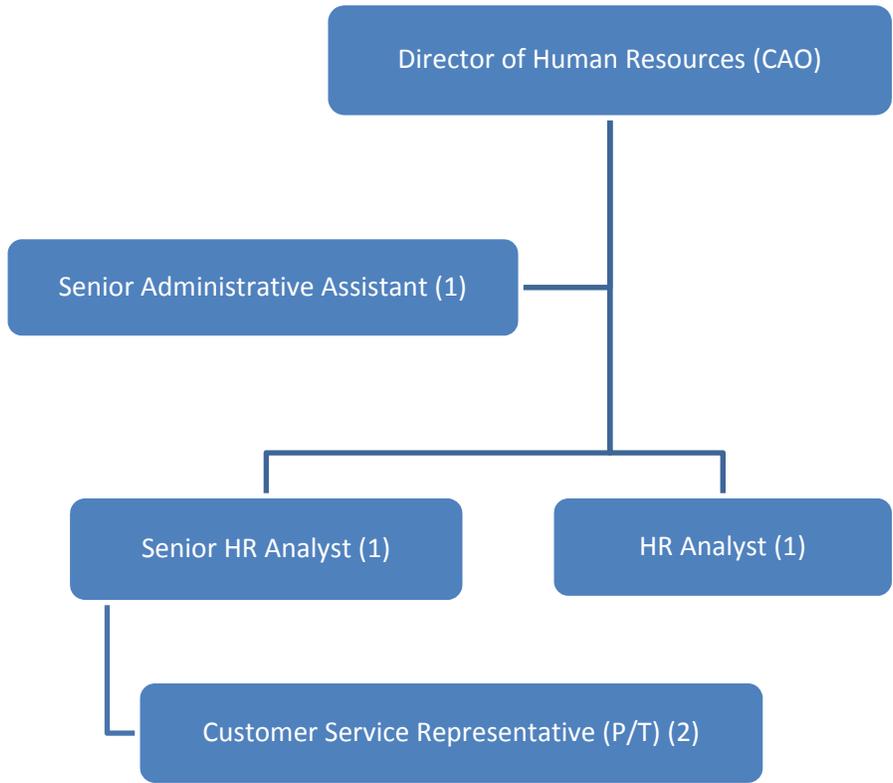
**2011 - 2014 Budget**

	ACTUAL 2011	ACTUAL 2012	BUDGET 2013	BUDGET 2014
FINANCE DEPARTMENT				
-----				
101 GENERAL FUND				
-----				
FINANCE ADMINISTRATION				
-----				
COMPENSATION	636,513	589,740	648,316	629,900
TRAVEL & EDUCATION	6,497	4,075	7,394	7,394
CONTRACTUAL SVCS	109,021	102,801	113,702	131,955
MATERIALS & SUPPLIES	13,221	12,173	14,769	14,769
<b>TOTAL FINANCE DEPARTMENT</b>	<b>765,252</b>	<b>708,789</b>	<b>784,181</b>	<b>784,018</b>

**2014 Budget Highlights**

- File Arbitrage report with Internal Revenue Service (IRS) as required by federal tax law.
- Requests for Proposals (RFP) for investment brokers to create panel from which to purchase investments for next 5 years.
- Additional \$12,000 for consultant to help select new banks for city’s financial needs for next 5 years.
- Complete purchasing project and new purchasing manual.

**CITY OF SHAKER HEIGHTS  
HUMAN RESOURCES DEPARTMENT**



**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.

### **2013 Accomplishments**

- Managed recruitment, interview and hiring process for all full-time and part-time (seasonal) positions.
- Lead Employee Recognition program team.
- Amendments to Civil Service Rules.
- Jointly with Police developed new recruitment and entry level hiring process for entry level police officers.
- Managed changes in design of employee health care (spousal rule; co-insurance).
- Ensure Family Medical Leave Act (FMLA) laws are applied to all employees as needed.

**2011 - 2014 Budget**

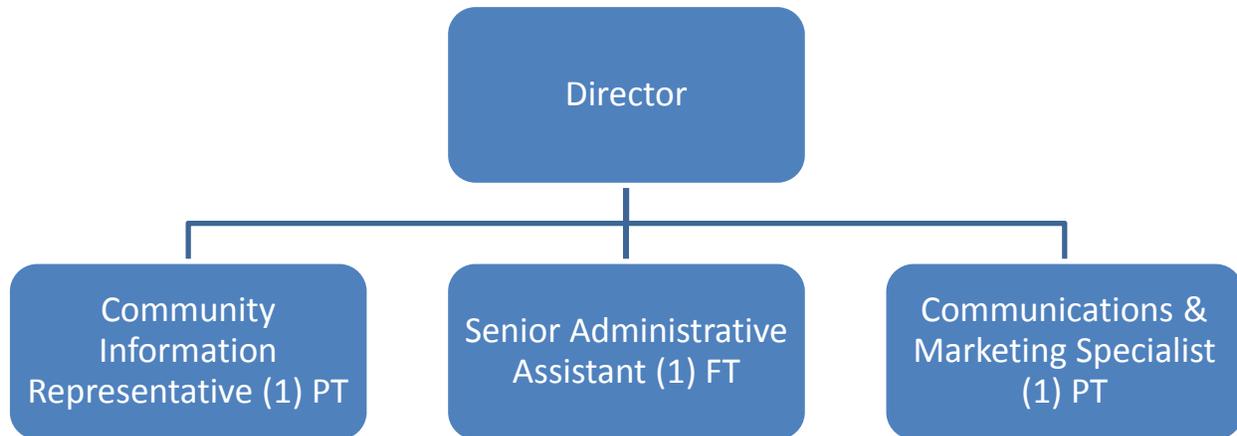
	ACTUAL 2011	ACTUAL 2012	BUDGET 2013	BUDGET 2014
HUMAN RESOURCES/RISK MANAGEMENT				
-----				
101 GENERAL FUND				
-----				
HUMAN RESOURCES ADMINISTRATION				
-----				
COMPENSATION	210,898	206,074	210,044	199,800
TRAVEL & EDUCATION	5,535	1,800	8,959	8,959
CONTRACTUAL SVCS	29,978	44,398	55,033	65,882
MATERIALS & SUPPLIES	1,937	1,027	2,856	2,357
MISCELLANEOUS			0	0
	<hr/>			
TOTAL HUMAN RESOURCES ADMINISTRATION	248,348	253,298	276,892	276,998
	<hr/>			
CIVIL SERVICE				
-----				
COMPENSATION	21,872	21,749	22,300	22,400
CONTRACTUAL SVCS	31,229	1,558	23,764	66,237
MATERIALS & SUPPLIES	540	286	647	647
MISCELLANEOUS		0	0	0
	<hr/>			
TOTAL CIVIL SERVICE	53,641	23,593	46,711	89,284
	<hr/>			
<b>TOTAL GENERAL FUND</b>	<b>301,989</b>	<b>276,891</b>	<b>323,603</b>	<b>366,282</b>
	<hr/> <hr/>			
604 CENTRAL SERVICES OPERATION				
-----				
INACTIVE EMPLOYEE BENEFITS				
-----				
COMPENSATION	5,295	5,295	5,300	5,300
	<hr/>			
TOTAL INACTIVE EMPLOYEE BENEFITS	5,295	5,295	5,300	5,300
	<hr/>			
<b>TOTAL CENTRAL SERVICES OPERATION</b>	<b>5,295</b>	<b>5,295</b>	<b>5,300</b>	<b>5,300</b>
	<hr/> <hr/>			
605 SELF-INSURANCE				
-----				
RISK MANAGEMENT				
-----				
COMPENSATION	67,494	67,353	69,100	70,000
TRAVEL & EDUCATION	106	0	453	453
CONTRACTUAL SVCS	706,370	5,083,941	5,097,778	5,727,778
MATERIALS & SUPPLIES	950	752	1,205	1,205
MISCELLANEOUS	18,694	90,186	60,000	75,000
	<hr/>			
TOTAL RISK MANAGEMENT	793,614	5,242,232	5,228,536	5,874,436
	<hr/> <hr/>			

<b>TOTAL SELF-INSURANCE</b>	<u>793,614</u>	<u>5,242,232</u>	<u>5,228,536</u>	<u>5,874,436</u>
<b>TOTAL HUMAN RESOURCES/RISK MANAGEMENT</b>	<u>1,100,898</u>	<u>5,524,417</u>	<u>5,557,439</u>	<u>6,246,018</u>

**2014 Budget Highlights**

- \$10,000 added to Employee Wellness Program for new participants (Fire union employees).
- \$43,000 additional in Civil Service for police and fire entry level testing, and police promotional testing.
- Risk Management
  - Additional \$630,000 for workers' compensation claims, Medical Mutual (employee health care), and general liability insurance.
  - Additional \$15,000 for miscellaneous (claims against the City).

**CITY OF SHAKER HEIGHTS  
COMMUNICATIONS & MARKETING DEPARTMENT**



**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**

- Implement the Economic Development (ED) and residential marketing plans which identify Shaker Heights as both a desirable destination for relocation by the identified business sectors (and others) and as a destination for relocation by a population that values a walkable and cosmopolitan city with superior schools, quality amenities and a commitment to future growth.
- Developer Attraction/Broker Engagement
- Explain the Van Aken/Economic Development Goals to Business and Residential Audiences - Create magazine, newspaper, online ad campaigns; create direct mail campaigns; maintain and update work-live-shakerheights.com website; utilize social media; engage Network: Shaker membership. Work with ED department to promote Cash Mobs, Pop-up Shops, Food Truck and other public events, which support Shaker businesses. Support ED's efforts to cultivate relationships with home-based business community. Work to seek and create opportunities for publicity about Shaker Heights economic development in local and national media. Develop outreach to Shaker resident and alumni networks to attract new businesses to Shaker.

- Raise Awareness of Shaker's new focus on economic development and its value proposition for business people in the target industries (Technology/ Professional Services/Design/Ambulatory Care) - Identify target businesses with management who are Shaker residents. Produce content in Shaker Life magazine to remind/educate residents about target segments and incentives available for relocating businesses.
- Attract and Retain Residents - Use programs and events to highlight the Shaker brand to prospective and current residents. Utilize social media channels to educate and engage residents. Seek and create opportunities to publicize Shaker Heights as a desirable community in local and national media. Continue to offer *Shaker Contemporary Living* magazine free to prospective residents. Produce the Arts & Music Festival. Provide alerts, press releases to media on important events, issues, opportunities for civic involvement. Keep shakeronline.com website current and engaging and as a key vehicle for communicating with current and prospective residents. Keep Facebook content current, usable, attractive and accurate and be responsive to issues and questions. Produce and distribute *Good Neighbor Guide*. Continue ongoing efforts to add residents to subscriber E-News lists. Seek new opportunities to provide new topics for E-News lists. Support City Department E-News communications (i.e., Rec E-News, SAC E-News, Economic Development E-News, Trash Delay, Mayor's E-News, Recycling E-News, all others).
- Provide Communications/Marketing consultation to City departments - Create marketing/promotion plans for events such as Ice Show, brochure production, etc. as needed. Seek opportunities and provide content for promotion of staff and projects for awards and distinctions and in response to survey requests.

### **2013 Accomplishments**

- Produced ad/messaging campaigns promoting Van Aken district redevelopment in local/national media.
- Produced Van Aken district booth at Shaker Heights Arts & Music Festival.
- Promoted Shop Shaker campaign and local businesses through City promotional vehicles (social media, Shaker Life, etc.)
- Launched Van Aken on Track campaign using In the Loop, Shaker Life, and ENews messaging (including Facebook/Twitter) to keep residents informed of progress on redevelopment.
- Developed broker/tenant attraction materials.
- Created and/or promoted public events for community participation, including Arts & Music Festival, Cash Mobs, Memorial Day Parade, Touch A Truck, Fire Department Open House, etc.
- Produced ad campaigns to promote life in Shaker and provided relocation packets, city and school tours, connecting with a few hundred potential residents.
- Engaged with current and new residents through social media conversations and through distribution of materials about the community.
- Utilized Shaker Life and ENews campaigns to educate and engage residents regarding economic development efforts.

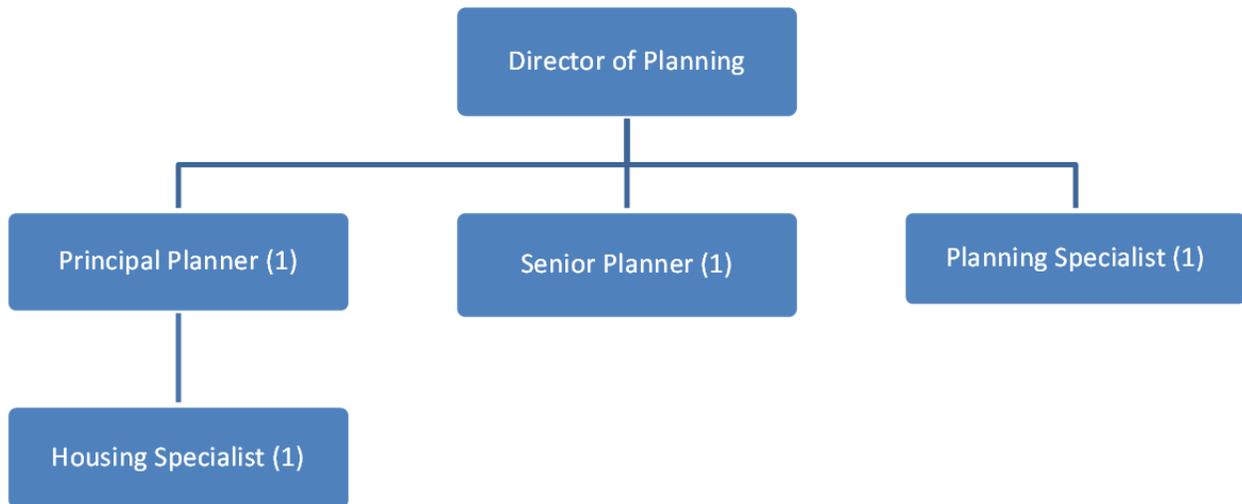
## 2011 - 2014 Budget

	ACTUAL 2011	ACTUAL 2012	BUDGET 2013	BUDGET 2014
COMMUN & MARKETING				
-----				
101 GENERAL FUND				
-----				
PUBLIC OUTREACH				
-----				
COMPENSATION	342,062	343,974	296,429	300,100
TRAVEL & EDUCATION	3,267	1,181	3,168	3,168
CONTRACTUAL SVCS	188,470	187,612	284,224	319,224
MATERIALS & SUPPLIES	8,248	18,158	8,226	8,226
CAPITAL OUTLAY	1,245	954	1,000	1,000
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL PUBLIC OUTREACH	543,292	551,879	593,047	631,718
	<hr/>	<hr/>	<hr/>	<hr/>
SHAKER LIFE				
-----				
CONTRACTUAL SVCS	175,385	202,102	188,356	155,297
MATERIALS & SUPPLIES	37,017	30,700	37,728	19,288
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL SHAKER LIFE	212,402	232,802	226,084	174,585
	<hr/>	<hr/>	<hr/>	<hr/>
<b>TOTAL GENERAL FUND</b>	<u>755,694</u>	<u>784,682</u>	<u>819,131</u>	<u>806,303</u>
	<hr/>	<hr/>	<hr/>	<hr/>
<b>TOTAL COMMUN &amp; MARKETING</b>	<u>755,694</u>	<u>784,682</u>	<u>819,131</u>	<u>806,303</u>

## 2014 Budget Highlights

- Move Shaker Life magazine from bi-monthly to quarterly seasonal publication.
- Launch advertising/messaging campaigns and events to identify Shaker as a relocation destination for targeted demographic groups and to build community support for redevelopment efforts.
- Continue to outsource graphic design services.
- Additional \$35,000 in Contractual Services for Teletown Halls, Vision Book, and other communications with and for residents.

**CITY OF SHAKER HEIGHTS  
PLANNING DEPARTMENT**



**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. Programs previously budgeted in the **Preservation Services Fund** are now included in the General Fund.

**Functions**

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

Landmark Commission. This includes building changes and environmental/landscape changes.

- **Architectural Board of Review (ABR)** – The ABR consists of three architects who are registered and licensed to practice in the State of Ohio and are residents of the City of Shaker Heights. The ABR approves any new construction, addition, or alteration which changes the exterior appearance of a building.
- **Housing Assistance Programs** – Technical and financial assistance to income eligible residential property owners to invest in and maintain their properties, including exterior maintenance and paint program; landlord training and tenant screening services.

### 2013 Accomplishments

- Van Aken District
  - Warrensville Van Aken Road Reconfiguration – Ohio Department of Transportation (ODOT) approved plans and Cuyahoga County advertised for bid, bid opening scheduled for late November, 2014
  - Starbucks approved by ODOT to stay open until December 31, 2013
  - Predevelopment work completed such as appraisals, survey and environmental work
- Updated zoning code sections for Commercial Mixed Use, Planned Unit Development and to add Self-Storage to C-3 district
- Transit Village: released Request for Qualifications (RFQ), conducted interviews and selected partner to move forward on due diligence for energy efficient housing
- Bike Infrastructure: implemented sharrows on South Woodland and South Park; installed “share the road” and “bike may use full lane” signage, and promoted bike safety through Shaker Magazine info graphic
- Colorfield Public Art installed in Ludlow neighborhood
- Four new houses reviewed by ABR and CPC: Aldersyde, Southington, Shaker and Lansmere
- Landlord Training held in July and October with capacity attendance.
- Housing Programs spent 100% of paint and exterior maintenance funds
- Boards and Commissions processed 393 reviews for all boards during the first 6 months of 2013.

### 2011 - 2014 Budget

	ACTUAL 2011	ACTUAL 2012	BUDGET 2013	BUDGET 2014
PLANNING				
-----				
101 GENERAL FUND				
-----				
PLANNING & DEVELOPMENT ADMINIS				
-----				
COMPENSATION	253,351	311,393	272,558	243,300
TRAVEL & EDUCATION	6,297	4,331	16,669	14,919
CONTRACTUAL SVCS	25,121	30,562	31,311	31,361
MATERIALS & SUPPLIES	1,327	3,460	3,814	4,714
TOTAL PLANNING & DEVELOPMENT ADMINIS	286,096	349,747	324,352	294,294

PLANNING AND ZONING COMMISSION

COMPENSATION	55,515	56,042	58,300	56,600
TRAVEL & EDUCATION	150	244	326	403
CONTRACTUAL SVCS	4,104	4,249	4,444	4,444
MATERIALS & SUPPLIES	1,462	833	1,353	1,775
<b>TOTAL PLANNING AND ZONING COMMISSION</b>	<b>61,231</b>	<b>61,368</b>	<b>64,423</b>	<b>63,222</b>

LANDMARK COMMISSION

COMPENSATION	9,080	15,275	9,800	8,800
TRAVEL & EDUCATION	296	32	350	350
CONTRACTUAL SVCS	14,215	91	20,150	20,150
MATERIALS & SUPPLIES	932	517	887	917
<b>TOTAL LANDMARK COMMISSION</b>	<b>24,523</b>	<b>15,914</b>	<b>31,187</b>	<b>30,217</b>

ARCHITECTURAL BOARD REVIEW

COMPENSATION	88,518	89,974	102,100	98,600
TRAVEL & EDUCATION	50	11	103	103
CONTRACTUAL SVCS	415	449	416	416
MATERIALS & SUPPLIES	630	562	1,960	1,960
OTHER	50	0	0	0
<b>TOTAL ARCHITECTURAL BOARD REVIEW</b>	<b>89,663</b>	<b>90,996</b>	<b>104,579</b>	<b>101,079</b>

HOUSING ASSISTANCE PROGRAMS

COMPENSATION	0	0	75,415	73,600
TRAVEL & EDUCATION	0	0	340	450
CONTRACTUAL SVCS	0	0	499	50,710
MATERIALS & SUPPLIES	0	0	50	0
MISCELLANEOUS	0	0	0	75,000
<b>TOTAL HOUSING ASSISTANCE PROGRAMS</b>	<b>0</b>	<b>0</b>	<b>76,304</b>	<b>199,760</b>

**TOTAL GENERAL FUND**

<b>461,513</b>	<b>518,025</b>	<b>600,845</b>	<b>688,572</b>
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103 ECONOMIC DEVELOPMENT

PLANNING & DEVELOPMENT ADMINIS

MISCELLANEOUS	0	36,000	109,000	109,000
TOTAL PLANNING & DEVELOPMENT ADMINIS	0	36,000	109,000	109,000
<b>TOTAL ECONOMIC DEVELOPMENT</b>	<b>0</b>	<b>36,000</b>	<b>109,000</b>	<b>109,000</b>
213 HOUSING GRANT FUND				
ADDITIONS & IMPROVEMENTS	22,529	754	127,800	127,800
<b>TOTAL HOUSING GRANT</b>	<b>22,529</b>	<b>754</b>	<b>127,800</b>	<b>127,800</b>
FORMER FUND 215				
OTHER	23,118	39,375	125,000	0
TOTAL FORMER FUND 215	23,118	39,375	125,000	0
<b>TOTAL PLANNING DEPARTMENT</b>	<b>507,160</b>	<b>594,154</b>	<b>962,645</b>	<b>925,372</b>

### 2014 Budget Highlights

- Warrensville Van Aken Roadway Reconfiguration: to start construction in March, 2014
- Farnsleigh streetscape: grant application submitted to Northeast Ohio Area-wide Coordinating Agency (NOACA)
- Transit Village: predevelopment work to be complete
- Avalon Station Phase 2: RFQ to be issued to find a developer to proceed with the development
- Larchmere Streetscape: to be fully funded with City's capital match
- Exterior maintenance and paint program - \$60,000
- Landlord training/tenant services - \$15,000
- Northeast Ohio Public Energy Council (NOPEC) and First Suburbs Consortium (FSC) grants for Transit Village – re-appropriate \$127,800
- Transit Village match to grant funds – re-appropriate \$50,000
- Avalon Station Purchase Incentive Program – re-appropriate \$109,000 in Economic Development Fund

## 2014 Capital Budget

\$15,000	Bike rack and signage program
<b>\$15,000</b>	<b>Total</b>

**CITY OF SHAKER HEIGHTS  
NEIGHBORHOOD REVITALIZATION DEPARTMENT**

Director of Neighborhood Revitalization

**Department Description**

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

**Funding Sources**

**General Fund**

The General Fund supports all operations of the Neighborhood Revitalization Department. Programs previously budgeted in the Preservation Services Fund are now included in the General Fund. Federal Neighborhood Stabilization program (NSP) Funds are expected to be expended in 2013.

**Functions**

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

**2013 Accomplishments**

- Strengthening the Neighborhood:
  - Seven (7) rehabs of houses that would otherwise have been demolished, creating approx. \$600,000 of property value in the Moreland neighborhood.
  - Sold three (3) City owned vacant lots to neighbors as side lots.
  - Two (2) Winslow Road owner occupancy grants awarded.
  - Organized & facilitated Housing Summit of First Suburb mayors and their staff and drafted housing policy recommendations to County that arose from this summit.

- Blight Removal:
  - Oversaw 20 residential demolitions through the CCLRC.
  - Acquired 22 low value properties and removed from the marketplace.
- Building the Tax Base:
  - Five (5) properties rehabbed & sold through Shaker Renovator program, creating \$1,106,499 of new property value
  - Sold two (2) NSP infill houses on Strathavon, creating \$415,000 of new property value.

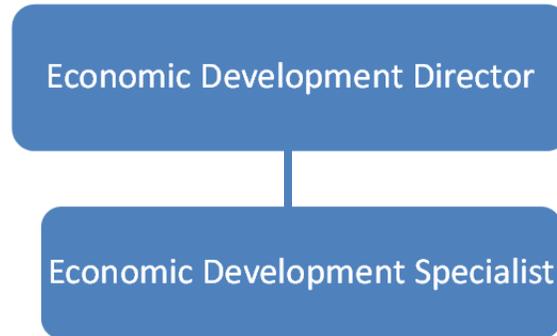
## 2011 - 2014 Budget

	ACTUAL 2011	ACTUAL 2012	BUDGET 2013	BUDGET 2014
NEIGHBORHOOD REVITALIZATION -----				
101 GENERAL FUND -----				
NEIGHBORHOOD REVITALIZATION AD -----				
COMPENSATION	324,596	184,677	136,815	135,700
TRAVEL & EDUCATION	1,653	2,461	4,300	4,300
CONTRACTUAL SVCS	4,029	2,096	6,998	6,998
MATERIALS & SUPPLIES	3,309	877	1,789	1,789
MISCELLANEOUS	0	0	0	96,000
	<u>333,587</u>	<u>190,111</u>	<u>149,902</u>	<u>244,787</u>
TOTAL NEIGHBORHOOD REVITALIZATION AD	<u>333,587</u>	<u>190,111</u>	<u>149,902</u>	<u>244,787</u>
TOTAL GENERAL FUND	<u>333,587</u>	<u>190,111</u>	<u>149,902</u>	<u>244,787</u>
FORMER FUND 215 -----				
CAPITAL OUTLAY	0	0	90,000	0
MISCELLANEOUS	49,056	25,000	70,000	0
	<u>49,056</u>	<u>25,000</u>	<u>160,000</u>	<u>0</u>
TOTAL FORMER FUND 215	<u>49,056</u>	<u>25,000</u>	<u>160,000</u>	<u>0</u>
213 HOUSING GRANT FUND				
ADDITIONS & IMPROVEMENTS	213,883	240,249	321,147	0
	<u>213,883</u>	<u>240,249</u>	<u>321,147</u>	<u>0</u>
TOTAL HOUSING GRANT FUND 213	<u>213,883</u>	<u>240,249</u>	<u>321,147</u>	<u>0</u>
<b>TOTAL NEIGHBORHOOD REVITALIZATION ALL FUNDS</b>	<u>596,526</u>	<u>455,360</u>	<u>631,049</u>	<u>244,787</u>

**2014 Budget Highlights**

- Continue two-family incentive program on Winslow (\$15,000)
- Oversee Cleveland Restoration Society Heritage Home Loan program (\$20,000).
- Develop infill/side lot incentive program (\$30,000)
- Residential purchase/rehab program (\$31,000; an additional \$59,000 to be repaid upon sale of Neighborhood Housing Services, Inc. (NHS) rehab on Pennington.
- Continued regional and national advocacy for solutions to strengthen neighborhoods.
- With Housing Inspection and Planning Departments, completion and implementation of updated Housing Plan.

**CITY OF SHAKER HEIGHTS  
ECONOMIC DEVELOPMENT DEPARTMENT**



**Department Description**

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

**Funding Sources**

**General Fund**

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

**Functions**

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

Develop a Commercial Building Revitalization incentive. Pursue County, State, Federal and Foundation financing programs.

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

## **2013 Accomplishments**

- BioMotiv, the mission-driven, for-profit accelerator company associated with the \$250M Harrington Project for Discovery & Development, became the seventh Vision Fund loan
- Grand openings of FASS Management and enlight.
- Monarch Teaching Technologies and Tempay each paid back their loan in just a year and Capital Advisors will likely payback in less than 18 months versus the four years required.
- Forged a working relationship between Shaker Town Center and Blue Water Capital on the South Side of Chagrin to improve maintenance and security of both properties.
- Acquisition through deed in foreclosure of 3550 Warrensville Center Road.
- Loan to enable Equity Engineering's purchase of the top three floors of Tower East to keep Equity Engineering in Shaker Heights and further stabilize the building.
- The City and LaunchHouse won the Team NEO/Inside Business Award for fostering entrepreneurship.
- The City retained Good Greens, Shaker LaunchHouse's fastest growing company by building out the second floor of the building
- One Community established the first FiberHood in Northeast Ohio in the Chagrin/Lee neighborhood.
- Finalized mission and strategy of Shaker Heights Development Corporation (SHDC).
- Worked with Marketing and SHDC on messaging & case Statement development for both the Shaker LaunchHouse Institute and the SHDC overall.
- Developed an updated Van Aken District presentation on worklive site.
- Met with over 41 businesses in preparation for the Memorial Day parade.
- Prepared Shaker Business listings for Shaker Heights High School reunions and University Hospitals to promote local businesses.
- Engaged Shaker Town Center and South Side Chagrin businesses in the Fire Station Open House.
- Launched Shop Shaker mobile enable website in March.

**2011 - 2014 Budget**

	ACTUAL 2011	ACTUAL 2012	BUDGET 2013	BUDGET 2014
ECONOMIC DEVELOPMENT				
-----				
101 GENERAL FUND				
-----				
ECONOMIC DEVELOPMENT				
-----				
COMPENSATION	0	0	175,115	172,500
TRAVEL & EDUCATION	0	0	5,000	5,000
CONTRACTUAL SVCS	0	0	134,560	134,560
MATERIALS & SUPPLIES	0	0	3,000	3,000
CAPITAL OUTLAY	0	0	0	0
MISCELLANEOUS	0	0	0	0
<b>TOTAL GENERAL FUND</b>	<b>0</b>	<b>0</b>	<b>317,675</b>	<b>315,060</b>
103 ECONOMIC DEVELOPMENT FUND				
-----				
ECONOMIC DEVELOPMENT				
-----				
COMPENSATION	126,476	127,372	0	0
TRAVEL & EDUCATION	1,396	746	0	0
CONTRACTUAL SVCS	93,818	289,660	255,878	285,000
MATERIALS & SUPPLIES	954	1,444	0	0
CAPITAL OUTLAY	0	18,800	1,050,000	50,000
MISCELLANEOUS	116,627	276,567	467,000	327,000
TRANSFERS-OUT	0	0	35,400	0
<b>TOTAL ECONOMIC DEVELOPMENT</b>	<b>339,271</b>	<b>714,588</b>	<b>1,808,278</b>	<b>662,000</b>
203 ECONOMIC DEVELOPMENT				
-----				
ECONOMIC DEVELOPMENT				
-----				
TRANSFERS-OUT	0	104,757	0	0
<b>TOTAL ECONOMIC DEVELOPMENT</b>	<b>0</b>	<b>104,757</b>	<b>0</b>	<b>0</b>
<b>TOTAL ECONOMIC DEVELOPMENT</b>	<b>339,271</b>	<b>819,345</b>	<b>2,125,953</b>	<b>977,060</b>

### 2014 Budget Highlights

- Finalize development agreement for the first phase of redevelopment of Van Aken district.
- Work with the merchants and property owners during the Warrensville/Van Aken Road construction to minimize business impacts.
- Aggressively market the Van Aken district to potential retail, office and education/arts tenants.
- Work with Marketing & Communications and Planning Departments on communication and events to engage Shaker residents and businesses in the redevelopment plans.
- Create a stronger business community for existing businesses through Shop Shaker, events and communications with residents.
- Shaker Heights Development Corporation strategic planning sessions.

### Van Aken district predevelopment activities (Economic Development Fund)

\$100,000	Real Estate and Bond Counsel
60,000	Real Estate Development Advisor
35,000	Financial Advisor
15,000	Design Services and Site Planning
8,000	Rendering
25,000	Van Aken Better Block Event
14,000	Construction Art Fence Installation
28,000	Loan to SHDC
77,000	Vision Fund Forgivable Loan Program (re-appropriation from 2013)
<u>250,000</u>	E2G Loan (re-appropriation from 2013)
\$612,000	<b>Total</b>

## CONTRACTUAL AND COMPENSATORY STATUTORY SERVICES

### Department Description

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

### Funding Sources

#### General Fund

The General Fund supports this Category.

### 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; Council Fiscal Office fees.
- **Organizational Memberships** – Greater Cleveland Partnership; First Suburbs Consortium.
- **Transfers Out**
- **Support of Local Programs**

### 2011 - 2014 Budget

#### CONTRACTUAL CHARGES & STATUTOR

COMPENSATION	34,617	32,907	35,500	35,500
CONTRACTUAL SVCS	957,805	963,505	1,266,260	1,478,641
MATERIALS & SUPPLIES	4,846	4,760	6,828	6,828
CAPITAL OUTLAY	492	1,593	0	0
MISCELLANEOUS	61,400	77,608	69,500	99,500
TRANSFERS-OUT	5,620,831	4,881,832	7,663,447	5,938,636
<b>TOTAL CONTRACTUAL CHARGES &amp; STATUTOR</b>	<b>6,679,991</b>	<b>5,962,205</b>	<b>9,041,535</b>	<b>7,559,105</b>
<b>TOTAL GENERAL FUND</b>	<b>7,445,243</b>	<b>6,670,994</b>	<b>9,825,716</b>	<b>8,343,123</b>

## 2014 Budget Highlights

### Transfers out:

\$792,000	2014 Recreation Subsidy
900,000	2014 Self-Insurance Fund
120,000	2014 Street Lighting
1,126,636	Debt Service (2015 and 2016)
2,600,000	2015 General Capital
<u>400,000</u>	2015 Street Maintenance
<b>\$5,938,636</b>	<b>Total*</b>

### Support of Local Programs:

\$69,500	Shaker Youth Center (annual)
<u>30,000</u>	Family Connections (one-time)
<b>\$99,500</b>	<b>Total</b>

\*Note: Page 29 of this document shows "Transfers Out" that includes \$1,751,888 to Police and Fire Pensions which is excluded in this total.

**DEBT SERVICE**

**Department Description**

Payment of principal and interest on City borrowing.

**Funding Sources**

**General Fund Transfer**

**Payment in Lieu of Taxes (PILOTs) on  
Tax Increment Financing (TIF)**

**Sewer Fund - Transfer**

## 2014 – 2018 Debt Service

<b>Annual Debt Service - Current Year</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
<b>A. General Capital Fund Debt</b>					
Existing Debt					
A. 2002 \$1.299m Water Line Improvement Loan (OPWC)	64,950	64,950	64,950	64,950	64,950
B. 2002 \$2.796m Water Line Improvement Loan (OPWC)	139,817	139,817	139,817	139,817	139,817
C. 2004 Traffic Signalization Project	50,500				
D. 2004 \$455k Waterline Street Improvements (10 yr - 2014)	45,450				
E. 2004 \$395k Lee Road Reconstruction - Local Share (10 yr-2014)	40,400				
F. 2010 \$2.050m Street Resurfacing	219,350	229,600	225,500	221,400	217,300
G. Unspecified Debt Services Expenses	17,500	3,500	3,500	4,000	4,500
<b>Total General Capital Fund Debt</b>	<b>\$577,967</b>	<b>\$437,867</b>	<b>\$433,767</b>	<b>\$430,167</b>	<b>\$426,567</b>
<b>B. Debt Financed by Tax Increment Financing Revenue</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
2009 Bond Issue (Maturity 2031)					
A. Urban Renewal Bonds, Series 2009 (Shaker Towne Center)	340,700	341,438	341,237	340,463	339,513
2012 Refunding Bond Issue (Maturity 2031)					
B. Urban Renewal Refunding Bonds, Series 2012 (Firehouse, Sussex, Shaker Towne Center)	1,010,388	1,006,463	1,012,463	1,008,238	993,938
<b>Total Debt Service Financed by TIF Revenue</b>	<b>\$1,351,088</b>	<b>\$1,347,901</b>	<b>\$1,353,700</b>	<b>\$1,348,701</b>	<b>\$1,333,451</b>
Less TIF Revenue	(726,833)	(726,833)	(763,175)	(763,175)	(763,175)
General Capital TIF Subsidy	624,255	621,068	590,525	585,526	570,276
<b>Total - General Capital Debt Service Requirement</b>	<b>\$1,202,222</b>	<b>\$1,058,935</b>	<b>\$1,024,292</b>	<b>\$1,015,693</b>	<b>\$996,843</b>
<b>C. Debt Financed by Sewer Fund</b>					
A. 1994 \$807,500 Shelburne Sanitary Sewer (OPWC)	40,375	20,188			
B. 2008 \$1.7M S. Woodland Project (OPWC)	88,278	88,278	88,278	88,278	88,278
C. 2011 \$573,000 Hildana-Ludgate Project (OPWC)	28,650	28,650	28,650	28,650	28,650
D. 2013 Van Aken Sewer Improvements	30,875	30,295	29,715	34,063	33,338
<b>Total Annual Debt Service from Sewer Fund</b>	<b>\$188,178</b>	<b>\$167,411</b>	<b>\$146,643</b>	<b>\$150,991</b>	<b>\$150,266</b>
<b>Total All Funds Debt Service</b>	<b>\$1,390,400</b>	<b>\$1,226,346</b>	<b>\$1,170,935</b>	<b>\$1,166,684</b>	<b>\$1,147,109</b>