



SHAKER HEIGHTS

Finance and Administration Committee Agenda City Hall Conference Room B Monday, March 18, 2019, 7:30 am

1. Approval of the minutes of the regular meeting of February 19, 2019.

Documents:

[FNMN219.PDF](#)

2. Authorizing the application for and acceptance of a 2019-2020 State Board of Emergency Medical, Fire and Transportation Services Grant. SPW

Documents:

[EMS GRANT 2019-2020 - FINANCE.PDF](#)

3. Ratification of Cuyahoga County Solid Waste Management Plan District. SPW

Documents:

[2019CCSW PLAN UPDATERATIFICATION.PDF](#)

4. Accepting a proposal and authorizing a contract with Solar Testing Laboratories, Inc. for 2019 Construction Inspection Services at an estimated amount of \$73,625 or \$50.00 per hour with renewal option for 2020 and 2021. SPW

Documents:

[INSPECTION SERVICES REC OF AWARD \(SPW COM\).PDF](#)

5. Authorizing a Vision Fund Incentive in the maximum amount of \$80,000 to Align Capital Partners (Align) for its relocation to the Van Aken District. NRD

Documents:

[ALIGN CAPITAL PARTNERS VISION FUND MEMO_FINANCE.PDF](#)

6. Authorizing the application for and acceptance of a Northeast Ohio Public Council (NOPEC) for Energy and Community grant funds in the amount of \$55,958 to be used for the City Hall

Generator and Electrical Services Upgrade project. SUS

Documents:

[NOPEC.PDF](#)

7. Authorizing the application for and acceptance of a U.S. Green Building Council (USGBC) grant with the estimated total value of \$25,000 to be used for LEED for Cities certification. SUS

Documents:

[190314 LEED FOR CITIES FINANCE.PDF](#)

8. Authorizing the execution of certificates by the Director of Finance and the payment of amounts due upon certain contracts for which the Finance Director has issued Then and Now Certificates in connection with certain expenditures.

Documents:

[THEN AND NOW FINANCE MARCH 2019.PDF](#)

Discussion Item:

9. Unaudited 2018 Year End Results.

Documents:

[2018 YEAR END UNAUDITED.PDF](#)

To request an accommodation for a person with a disability, call the City's ADA Coordinator at 216-491-1440, or Ohio Relay Service at 711 for TTY users.



SHAKER HEIGHTS

**Finance and Administration Committee
Tuesday, February 19, 2019
7:30 A.M.
Conference Room B**

Members present: Council member Sean Malone, Chair
Council member Earl Williams
Council member Nancy Moore
Council member Rob Zimmerman
Citizen member Linda Lalley
Citizen member Tom Cicarella

Others present: Chief Administrative Officer Jeri Chaikin
Robert Baker, Finance Director
Patricia Speese, Director of Public Works
Victoria Blank, Director of Communications & Marketing Department
Julie Voyzey, Communications & Marketing Specialist
Monica Hayes, Senior Human Resource Analyst
Cheryl Arslanian, Assistant Finance Director

The meeting was called to order by Chair Sean Malone at 7:30 A.M.

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APPROVAL OF THE MINUTES OF THE REGULAR MEETING OF JANUARY 22, 2019.

Chair Mr. Malone stated that the minutes of the January 22, 2019 meeting were approved as amended.

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ACCEPTING A PROPOSAL AND AUTHORIZING A CONTRACT WITH GLAUS, PYLE, SCHOMER, BURNS & DEHAVENS, INC. DBA GPD GROUP IN THE TOTAL ESTIMATED AMOUNT OF \$63,311 FOR CONSULTING SERVICES FOR THE HUNTINGTON SSO (VA9) PROJECT.

Patricia Speese, Director of Public Works, stated this item is requesting the accepting a proposal and authorizing a contract with Glaus, Pyle, Schomer, Burns & Dehaven, Inc. dba GPD Group in the total estimated amount of \$63,311 for consulting services for the Huntington SSO (VA9) project. The City of Shaker Heights was awarded a grant through the Northeast Ohio Regional Sewer District's (NEORS) Member Community Infrastructure Program (MCIP) to mitigate the number of activations at the sanitary sewer overflows located at Huntington Southington (V1BX). The estimated cost for the

project, including construction, is estimated to be \$850,000. NEORS D will reimburse the City for 50% of the project cost.

On October 22, 2018 Public Works distributed Requests for Proposals (RFP) to six (6) consultants to help evaluate existing studies, develop recommendations and perform design services. Four proposals were received on November 16, 2018 and after review of the proposals, one consultant's technical approach advocated for the complete removal of the 8-inch existing sanitary pipe and replacing it with a larger diameter pipe. Per the proposal, work could be performed within the City's budget. Public Works reviewed historical cost data for similar projects and consulted different contractors and the consultant's cost estimate was reasonable.

In an effort to provide the other three consultant firms an opportunity to submit a proposal akin to the removal and replacement approach, a supplemental RFP was distributed on November 30, 2018. Public Works received four (4) proposals on December 19, 2018.

In response to Council member Williams regarding this project, Director Speese stated this project was started with just the idea of relining and replacing parts of the sewer.

Council member Moore stated that the firm of GPD had the most years of experience of the Shaker Heights sewer system.

Citizen member Lalley stated the frequent use of the GPD Group and the possibility of maybe the City showing them favoritism.

Director Speese stated that the GPD Group is presently under contract as the City's Engineer making them involved in many projects, but the City does follow the procurement policy of going out for formal bid with any project over \$25,000.

Council member Zimmerman stated that the memo going to City Council should state that GPD was the one consultant that submitted the technical approach that is now being recommended for use.

Chair Malone complimented the City's bid process which allows companies the opportunity to submit bids on City project. He suggested creating and sharing on the website a list of contractors used by the City on projects going back 10 to 15 years to dispel possible claims of favoritism.

In response to Council member Williams regarding line size, Director Speese stated the 8 to 10 inch line is preferable to the street, but since the line being replaced will connect to Cleveland, they need to be consistent with the line they are connecting to.

The Finance and Administration Committee recommended accepting a proposal and authorizing a contract with Glaus, Pyle, Schomer, Burns & Dehavens, Inc. Dba GPD Group in the total estimated amount of \$63,311 for consulting services for the Huntington SSO (VA9) Project.

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AUTHORIZING A SOLE SOURCE CONTRACT WITH JACK DOHENY COMPANIES, WITHOUT COMPETITIVE BIDDING, FOR THE PURCHASE OF THE VACTOR TRUCK, IN THE TOTAL ESTIMATED AMOUNT OF \$20,750 FOR THE PUBLIC WORKS DEPARTMENT.

Director Speese stated that Public Works has rented a Vactor Trailer from Jack Doheny Companies since 2018. The Vactor Trailer uses high pressure water jetters to clean sewer mains and laterals and is towed behind a work truck making transportation less laborious. The Vactor Trailer has been pivotal in our cleaning and inspection for work performed in the northeast quadrant and various SSO projects. The rental cost of the Vactor Trailer has been offset with grants received by the Northeast Ohio Regional Sewer District and from capital funds for the northeast quadrant.

During review of the forecasted sewer work in 2019 and 2020, Public Works made the determination that it would be fiscally responsible to purchase the Vactor Trailer in lieu of renting the equipment on a month-to-month basis. This forecasted work includes, but is not limited, to our continuing efforts in the northeast quadrant I/I reduction program, cleaning and inspection of sewers on streets scheduled to be resurfaced and Huntington SSO. Jack Doheny agreed to our request and offered a purchase price of \$20,750.

The equipment was rented to the City for a total cost of \$57,500 and the Jack Doheny agreed to give a 50% credit of the rental costs or \$28,750 towards the purchase price.

In response to Council member Moore regarding new versus used, Director Speese stated the Vactor Trailer was new at time of rental nine months ago and this equipment has a three to five year term life.

Council member Zimmerman stated this is a lease purchase with option to buy used, which the quotes received from other vendors was for new equipment which is not exactly a fair comparison.

Director Speese stated that John Doheny is the sole provider for this particular unit which has a 1,000 gallon capacity.

In response to Chair Malone regarding cost per homes, Director Speese stated that the cost is \$2,400 per home with an estimated 50 homes per street, which does give the City a cost savings per house with this unit.

The Finance and Administration Committee recommended authorizing a sole source contract with Jack Doheny companies, without competitive bidding, for the purchase of the vactor truck in the total estimated amount of \$20,750 for the Public Works Department.

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AUTHORIZING AN AMENDMENT TO THE PERSONAL SERVICES CONTRACT WITH SHARK&MINNOW TO INCLUDE A SCOPE OF WORK TO PROMOTE MORELAND INFILL HOUSING IN AN ADDITIONAL AMOUNT NOT TO EXCEED \$30,000 INCREASING THE AMOUNT OF CONTRACT TO \$165,000.

Victoria Blank, Director of Communications and Marketing, stated this request to amend a personal services contract with shark&minnow to include a scope of work to promote Moreland Infill Housing in an additional amount not to exceed \$30,000. The total contract would now be \$165,000. The term of the original contract is from January 1, 2019 through December 31, 2020.

The 2015 Housing and Neighborhood Plan goal was to “attract new residents to Shaker Heights, increase demand for houses, and increase property values.”

The 2016 Shaker Design Competition, a Moreland Rising initiative, led to a few of the competition winners entering into development and use agreements with the City to build new homes in the target southern Moreland neighborhood on vacant properties which have been granted 10 year tax abatement. These efforts have laid the groundwork to incentivize purchase by a new group of prospective residents. The amended contract with shark&minnow will develop a promotion and advertising campaign targeting this market. The effort addresses this specifically articulated goal of the Housing and Neighborhood Plan.

The current contract with shark&minnow, which Council approved in October, anticipated the potential for exactly this sort of marketing support to the Moreland Rising initiative. The amended contract provides that additional support.

The Communications and Marketing Committee reviewed the amendment and recommended its approval.

Funds sufficient to cover the cost of these additional services have been allocated in the Neighborhood Revitalization budget for 2019 and the Communications and Marketing Department will be responsible for managing the contract

In regard to Chair Malone regarding the present status of the building projects, CAO Chaikin stated that the City is in the process of transferring the first land to Knez Builders.

Council member Moore stated that Knez Builders was awarded the winner of the 2016 Shaker Design Competition and will be the first to build a home.

Citizen member Lalley asked if this would be a traditional promotion versus a rebate proposal kind of program.

Director Blank stated that the overall campaign includes print advertising, radio ads, and social media which is traditional. This campaign will borrow some of that messaging, but will not include print advertising. The City is working closely with the Knez marketing staff and providing information that hopefully they can use. Director Blank further explained the

relationship among the City, Schools, and realtor community to support the marketing work efforts of the infill housing project in the Moreland neighborhood.

The Finance and Administration Committee recommended authorizing an amendment to the personal services contract with shark&minnow to include a scope of work to promote Moreland Infill Housing in an additional amount not to exceed \$30,000 increasing the amount of contract to \$165,000.

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AUTHORIZING AN APPROPRIATION IN THE AMOUNT OF \$1,995.17 OF A REIMBURSEMENT FROM MEDICAL MUTUAL WELLNESS FOR VARIOUS WELLNESS ITEMS AND EVENTS.

Monica Hayes, Senior Human Resources Analyst, stated that Medical Mutual of Ohio (MMO) administers the City’s self-insured healthcare plans. Along with processing medical, dental and prescription claims, MMO also assists the City with wellness initiatives.

For 2018, MMO agreed to provide the City up to \$5,000 in reimbursement for various wellness items and events. The City has submitted documentation totaling \$1,995.17 for Lunch & Learn events that centered on information and activities that promoted wellness: fire safety, nutrition, yoga and our Browns Trivia event, which included outdoor activities.

MMO has sent a reimbursement check for the \$1,995.17 and it has been deposited in the General Fund.

The Finance and Administration Committee recommended authorizing an appropriation in the amount of \$1,995.17 of a reimbursement from Medical Mutual Wellness for various wellness items and events.

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AUTHORIZING A CONTRACT WITH COVENTRY LAND COMPANY LLC IN THE AMOUNT NOT-TO-EXCEED \$50,000 FOR SUSTAINABILITY CONSULTING SERVICES FOR THE PERIOD MARCH 1, 2019 THROUGH FEBRUARY 28, 2020.

Jeri Chaikin, Chief Administrative Officer, stated that the City’s Sustainable Shaker Task Force was formed in response to the extraordinary rainfall incident of July 2014, which resulted in mass flooding. Recognizing the many green initiatives, energy efficiency work, and emergency planning the City had accomplished over time, the Task Force agreed early in its process to focus its efforts on the concept of “resiliency,” which combines both sustainability efforts and readiness preparations. The Task Force published a report in December 2015, *Building a Resilient City*, which identified steps the City and residents can take to improve sustainability and address the effects of climate change.

In order to formalize sustainable policies and priorities within the City, a formal Council Sustainability Committee has been established. Council included funding in the 2019 General Fund budget for a Sustainability Coordinator to support the Sustainability Committee and provide assistance in making recommendations for, and implementing, energy-efficiency and cost-saving initiatives, and to research and recommend best practices for City-wide sustainability.

In the fall of 2018, the City sought proposals for a consulting firm or individuals with expertise in environmental sustainability, municipal operations, and organizational best practices to support the Sustainability Committee. Only one firm, Coventry Land Company LLC, submitted a proposal. At the suggestion of the Council members who sit on the Sustainability Committee, we drafted an Independent Contractor position description for the Sustainability Consultant and posted it on the City's website in November 2018. Six applications were received in response to this posting.

Michael Peters of Coventry Land Company LLC was determined to be the most qualified to provide the desired consulting services. Mr. Peters, a Shaker Heights resident, was a member of the original Sustainable Shaker Task Force. As a commercial and investment banker for 20 years he understands that any project must be structured so that it is able to be financed. Coventry Land Company which Mr. Peters started in 2010, serves community development corporations, local governments, institutional clients and individuals to achieve neighborhood and real estate sustainability goals. Mr. Peters is a founder of Sway Mobility Inc., which is a shared mobility platform that provides the technology, insurance, and operational tools to create a shared transportation network for cities and neighborhoods. Locally this is being piloted by REV Community Car Share in conjunction with various philanthropic partners. It was through REV that Mr. Peters secured the donation of an electronic vehicle (EV) charger for The Dealership. Mr. Peters' vision of sustainability for Shaker is as an "attract and retain" tool. He understands that we need to show tangible results of our sustainability efforts amid short, medium, and long term goals, and that public outreach and feedback is important in addition to the input of those who serve directly on the Sustainability Committee. He has experience working with the Ecodistrict model for sustainable urban development, and is currently consulting for the City of Lakewood and MetroHealth Hospital. He has established relationships with many community partners, including both the Cuyahoga County and City of Cleveland offices of sustainability, and has overall knowledge of and experience in the City of Shaker Heights.

This recommendation was discussed by the Sustainability Committee at its February 7, 2019 meeting. Committee members were impressed with the "Shaker quality" applicants for this work. The consultant will have a unique role working with the Administration, Council and our residents. They felt that Mr. Peters has both the technical and practical experience for this consultant work and will bring continuity to the role, having been a member of the original Sustainable Shaker Task Force. The Committee voted unanimously to approve the recommendation for a contract with Coventry land LLC.

Citizen member Cicarella requested an explanation of what this item actually does for the residents of Shaker Heights.

Chair Malone stated that this committee aims to maintain the conditions in which nature and humans can survive by appropriately utilizing the natural components of the environment with energy efficient renovations in buildings and explore solar panels on roofs of City properties. The City needs to be proactive in addressing and promoting sustainability as part of attracting and retaining residents. Sustainability initiatives can reduce costs to the City via energy-efficiency measures. One of the initiatives of this task force is to give residents an opportunity to learn how they can save money and be more sustainable in their personal life.

Council member Moore stated that an Energy Audit was performed three years ago producing several recommendations. The City made several attempts to implement changes, but was not at that time in a financial position nor had the personnel to make it happen.

Citizen member Lalley stated her support for this effort and that the City needs to be proactive in taking control of its messaging.

Council member Williams stated his concern about this effort being macro instead of micro in terms of its benefits to all the residents. The City does many things that are micro that are necessary and spend operational funds to do it. Since this effort is funded by grant money the City should continue this effort by educating the residents that sustainability is here to stay locally and nationally.

The Finance and Administration Committee recommended authorizing a contract with Coventry Land Company LLC in the amount not-to-exceed \$50,000 for sustainability consulting services for the period March 1, 2019 through February 28, 2020.

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AUTHORIZING THE EXECUTION OF CERTIFICATES BY THE DIRECTOR OF FINANCE AND THE PAYMENT OF AMOUNTS DUE UPON CERTAIN CONTRACTS FOR WHICH THE FINANCE DIRECTOR HAS ISSUED THEN AND NOW CERTIFICATES IN CONNECTION WITH CERTAIN EXPENDITURES.

Robert Baker, Finance Director, stated that there are three transactions this month that exceeded the \$3,000 cost, which was invoiced prior to the funds being encumbered.

The Finance and Administration Committee recommended authorizing the execution of certificates by the Director of Finance and the payment of amounts due upon certain contracts for which the Finance Director has issued Then and Now certificates in connection with certain expenditures.

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RECOMMENDATION TO ENTER INTO A CONTRACT WITH DISE & COMPANY FOR PROFESSIONAL CONSULTING SERVICES FOR THE RECRUITMENT OF ECONOMIC DEVELOPMENT DIRECTOR CANDIDATES FOR THE CITY OF SHAKER HEIGHTS.

CAO Chaikin, stated the City's Director of Economic Development position has been vacant since March 2018. The City advertised the position and interviewed a number of candidates but has not found the ideal person for the job. At this time the administration feels our best option is to hire a human resources consulting firm with experience in successful, diverse, mission critical executive searches.

In 2016, the city issued a Request for Qualifications (RFQ) for an executive search firm to fill our then-vacant Finance Director position. Three proposals were received. The City's former Finance Director Robert Baker returned to the position shortly after RFQ's were received, so we did not engage a search firm at that time.

Council member Moore stated the City has exhausted all efforts on finding the right person for this position and is giving her support for moving in this direction to make sure the right person is hired for this important position.

Citizen member Cicarella stated with all the applicants interviewed, it is hard to understand that no one meet the criteria.

CAO Chaikin stated most presently work for a City that attracting businesses is not an issue. The candidates had not faced the challenge of redeveloping a built out suburb or many candidates were only at assistants' level trying for a promotion to ED Director.

The Finance and Administration Committee recommendation to enter into a contract with Dise & Company for professional consulting services for the recruitment of Economic Development Director candidates for the City of Shaker Heights.

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There being no further business, the meeting was adjourned at 8:59 a.m. The next meeting will be March 19, 2019.

Respectfully submitted,

Robert H. Baker, Finance Director
Finance and Administration Committee



SHAKER HEIGHTS

To: Members of Finance Committee

From: Patrick Sweeney, Chief of Fire

C: David E. Weiss, Mayor
Jeri E. Chaikin, CAO

Date: March 18, 2019

RE: 2019-2020 Ohio Department of Public Safety-Division of EMS Grant

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The Shaker Heights Fire Department is requesting approval to apply for the 2019-2020 State Board of Emergency Medical, Fire, and Transportation Services Grant. Additionally, The Fire Department is requesting approval to accept any funds that would hopefully be awarded by this grant application.

This grant is administered by the Ohio Department of Public Safety, Division of Emergency Medical Services, and is to improve and enhance EMS and trauma patient care in Ohio through the provision of grant funding for equipment, training, and research. The funding source for the grant program is fines levied in the State of Ohio for seat belt violations.

The Shaker Heights Fire Department has been awarded grant funds from this same program in past year applications which has been used to purchase EMS equipment (cardiac EKG leads, immobilization equipment, diabetic monitoring devices, etc.) for all ALS squads and training programs as stipulated in the Ohio Department of Public Safety (ODPS) EMS Grant rules. This grant has been supported by the city in the past and has assisted the Fire Department in securing equipment and training aids.

This item was presented and approved by the Safety and Public Works Committee on March 1, 2019 and recieved enthusiastic support for this continued grant request. The Fire Department is requesting that The Finance Committee allow the Fire Department to apply for and accept any awarded funds from the 2019-2020 Ohio Department of Public Safety-Division of EMS Grant and recommend the same to Council.



SHAKER HEIGHTS

TO: Finance & Administration Committee Members

CC: David E. Weiss, Mayor
Jeri E. Chaikin, CAO

FROM: Patricia Speese, Director of Public Works

SUBJECT: Cuyahoga County Solid Waste Management Plan
District Solid Waste Management Plan Update Ratification

DATE: March 6, 2019

In 1988 the State of Ohio General Assembly passed the Ohio Solid Waste Disposal Act. This law established a regional system to plan for the proper disposal of the 14 million tons of waste produced in our state each year. The goal of this law was to reduce our reliance on landfills by expanding waste reduction and recycling activities statewide.

The Cuyahoga County Solid Waste District (CCSWD) was formed in 1989 to implement a Solid Waste Management Plan for Cuyahoga County. The County's first Solid Waste Plan was prepared and ratified by local governments in 1994. It was updated in 2000, 2006, 2012 and now again in 2019.

The CCSWD was charged with the implementation the Cuyahoga County Solid Waste Management Plan and to serve the community through programs designed to promote and increase recycling; thereby reducing solid waste being sent to landfills. The District is funded by a per ton "generation fee" of \$1.50 per ton of solid waste. We pay this fee to the CCSWD for trash sent to the landfill but we do not pay this fee for any recycled or composted (i.e. brush, leaves, etc.) waste.

The District has taken the lead in providing additional services, enabling communities to benefit in their regionalization of recycling services.

Throughout the years, the City of Shaker Heights has taken advantage of the services made available by the Solid Waste District. With their assistance we have more than doubled our recycling efforts in the past 15 years.

This plan update will become effective in 2019 through 2033 with required updates every five years during this time period; there is no additional cost associated with this update until 2023 when the generation fee will increase by \$.50 a ton which will bring the fee to \$2.00 per ton and will have a roughly \$4,500 yearly impact on our budget. For comparison purpose, the average statewide fee is \$4.50 per ton.

The plan update includes the continuance of all the existing programs and services offered by CCSWD along with the following:

Enhancing some of the existing programs:

- **Grants-** Currently the City of Shaker Heights participates in the Community Recycling Awareness Grant. The district will continue to offer this annual grant and will look to review adding more money to the grant program and more money to the larger cities within that program.
- **Education/Outreach-** The district will continue to use its new website as a key means of providing information to the public. The district will continue its program to conduct outreach to its 1.2 million residents to help them understand how to recycle more and how to recycle better. Along with resident education the district will continue to work to educate children, educators and schools. This will include providing various tools and resources for educators including lesson plans, creative ideas and activities.
- **Litter Collection Program** - Currently the City of Shaker Heights participates in the Litter Collection Program offered through the district. The district will expand its litter collection program provided through Court Community Service from one (1) full time litter collection crew to two (2) full-time litter collection crews. This program currently serves 55 participating communities.
- **Household Hazardous Waste** - Currently the City of Shaker Heights participates in the HHW Program offered by the district. The district plans to review the performance of Household Hazardous Waste Collection Program and this will include the possibility of allowing small business drop-off directly to their facility. Currently the district does not allow for small business drop-off so with the number of small business located in Shaker Heights this could be beneficial to those small business owners. The district will also work to educate residents about ways to minimize the creation of HHW through an education campaign using social media and community outreach.

Potential New Initiatives:

- **Municipal Yard Waste** - The district would evaluate the feasibility of a municipal yard waste contracting consortium. The district would evaluate whether there is interest in establishing a municipal yard waste contracting consortium to help communities manage leaves and brush as well as obtain longer contracts and stable pricing. The district would facilitate the development of the consortium and handle the bid in the same way it developed the recycling consortium.
- **Multi-family recycling** - The district will continue to offer technical assistance to property owners and managers to help establish recycling in apartment buildings. Part of this assistance will be the development of a Multi-Family Housing Recycling Guide that offers instructions, best practices and case studies for multi-family housing recycling programs. The district will also look into the possibility of partnering with a local paper recycler to provide site recycling drop-offs for paper and cardboard. These

could be placed in communities with a high percent of multi-family housing and the containers would be placed at municipal locations.

- **Scrap Tires-** Currently the City of Shaker Heights participates in the scrap tire round up thru the district. The district will continue with the round up and if the program is phased out, the district will develop a municipal scrap tire disposal consortium among communities, if needed, for those communities that will still collect tires from residents. Also, the district will conduct a study to assess the need for a scrap tire transfer station to provide local drop-off options for scrap tires.

Should the local communities not ratify the Plan, the Director of the Ohio EPA is required by state statute to prepare a plan for Cuyahoga County and order the Solid Waste District to implement the state's plan.

This request was presented to the Safety & Public Works Committee at their March 1, 2019 meeting and while there was not a quorum, there was unanimous consensus from the members that were present. Chairwoman Moore expressed her support and explained that she supports the District's plan as opposed to having one prepared for the City with no input.

Based upon the benefit provided to the residents of Shaker Heights by the CCSWD to encourage proper recycling, manage materials banned from landfills, safely dispose of household hazardous waste and promote cost-effective solid waste and recycling services in the county, we recommend that the Solid Waste Management Plan Update be ratified by the City of Shaker Heights.



SHAKER HEIGHTS

TO: Finance & Administration Committee Members
CC: David E. Weiss, Mayor
Jeri E. Chaikin, CAO
FROM: Patricia Speese, Director of Public Works
SUBJECT: 2019 - 2021 Construction Inspection Services
DATE: March 6, 2019

On January 7, 2019, the City of Shaker Heights sent Request for Proposals (RFP) to six (6) consulting firms for construction inspection services. The general scope of work included providing full time construction inspection for road resurfacing, waterline replacement, sewer improvements and other projects as requested by the City. This would be a one year contract with the option to renew in 2020 and 2021. These inspection services would not include projects that are receiving Federal Funding due to their special requirements.

Public Works received three proposals for Construction Inspection Services on January 25. The number of hours is an estimate based on our experience with related projects but can change based on conditions in the field. The responding firms and their proposed costs are as follows:

Table with 7 columns: Firm, Hourly Rate (straight time), 2019, Hourly Rate (straight time), 2020, Hourly Rate (straight time), 2021. Rows include Solar, QCI, and Michael Baker.

The proposed fee is based on the anticipated number of hours on various projects in 2019 as listed in the table below.

Table titled '2019 Construction Projects' with 3 columns: Project, Est. Schedule, Est. Construction Cost. Rows include 2019 Street Resurfacing, Fernway VA9 SSO Modification, Huntington Waterline Replacement, Huntington V1BX SSO, and Avalon & Strathavon Waterline Replacement.

The cost for these services is included in the various capital improvement projects appropriation. Please note the City will be reimbursed for construction inspection services by Cleveland Water Department on the Huntington, Avalon and Strathavon waterline replacement projects.

Additionally, fifty percent of the construction inspection services on the Huntington and Fernway SSO projects are reimbursable through the Northeast Ohio Regional Sewer District MCIP grants.

The Inspector will be on site for all aspects of the project and is responsible for the following:

- Documentation of work performed, verification that construction work is in compliance with specifications;
- Provides electronic daily project reports including tests performed, public complaints, contractor's equipment on site, manpower and work zone safety;
- The Inspector shall maintain a log of all quantities for pay items, to determine potential overruns and review Contractor's pay requests;
- Maintain list of non-performed work to be completed after pre-final inspection;
- Attend all meetings pertaining to the project such Pre-Construction meeting, 50% completion meeting, etc.

This request was presented to the Safety & Public Works Committee at their March 1, 2019 and while there was not a quorum, there was unanimous consensus from the members present. The question was raised if the same inspector would be on the job for the entire duration. It is the expectation of the City as expressed to Solar Testing that the same inspector be on the job for continuity purposes.

On February 21, 2019 Public Works interviewed the team from Solar Testing Laboratories, Inc. Based on their interview, understanding of the City's expectations and their fee proposal, we are requesting approval to enter into a contract with Solar Testing Laboratories, Inc for 2019 Construction Inspection Services at an estimated cost of \$73,625.00 or \$50.00 per hour with the option to renew in 2020 and 2021.



SHAKER HEIGHTS

Memorandum

To: Finance and Administration Committee
From: Katharyne Starinsky, Senior Economic Development Specialist
cc: Mayor David E. Weiss
Chief Administrative Officer Jeri E. Chaikin
Date: March 14, 2019
Re: Align Capital Partners Vision Fund proposal

The Economic Development (ED) Department requests that the Finance and Administration Committee approve a Vision Fund incentive in the amount of up to \$80,000, to Align Capital Partners (Align), who intends to lease 4,500 square feet of 2nd floor office space (Suite #250) in the C2 building in the Van Aken District for ten years. Align has agreed on terms with RMS and has signed a letter of intent and will process their lease agreement concurrent to the City's approval process during the month of March.

The Economic Development plan, adopted by City Council in November of 2010, called for the implementation of tenant incentives to make it financially feasible for businesses to expand their operations and locate new offices in Shaker Heights. The income tax revenue from the office workers will help to diversify the City's income tax base and the addition of significant daytime employment will increase demand for new restaurants and retail nearby. At the same time, this incentive requires that businesses meet agreed upon payroll and income tax targets within a set time frame to ensure that the City realizes a return on its investment.

The Economic Development plan calls for financial incentive parameters that not only include return on investment targets, but also take into consideration the location and the business segment of the tenant or project. Incentives should be targeted to generate economic activity in the places well-suited for commercial development by their zoning, transportation access, and surrounding land use. In addition, incentives will be most effective if they are focused on business segments identified in the ED report as these industries are the most likely to expand in the future and generate positive returns for the City.

The Vision Fund has made ten loans, totaling \$362K – the loans have stabilized office buildings in Shaker Heights and yielded \$653K thru 2018, representing a return of 2:1 return on the City's funds. Funds for this incentive are available in the 2019 ED Department budget for this kind of financial incentive.

The Align office will occupy the last 10% of office in the RMS office property. The \$80,000 incentive will reduce the cost of build out and relocation from Beachwood to the Van Aken District. Managing Partner, Chris Jones, and his CBRE broker, met with me and Russell Berusch, consultant to the Economic Development Department on February 22. The City's internal loan review committee, including the Mayor, has reviewed Align's business history, ownership, financials and return on investment to the city.

Align Capital Partners is a growth-oriented private equity firm making control investments in business to business specialty manufacturing, distribution, and business services companies. Align has been in business for two and one half years. The Align team has completed 90+ transactions representing more than \$5 billion in enterprise value. In August 2018, Align acquired two Cleveland-based businesses: Predictive Service (located in Beachwood) and ABCO Fire. The three principals worked together at Riverside Investments, two of which live in Ohio - Chris Jones is a Shaker Heights resident and Steve Dyke is a Cleveland Heights resident. Align has two offices, locally at Lakepoint Office Park (3201 Enterprise Parkway, Suite 205, Beachwood, OH 44122) and another in Dallas, Texas. Their Lakepoint office lease commitment to renewal is in April 2019, but they are out of space there and Align is planning to grow further. The Beachwood office currently has six employees (not including the two local principals) with plans to add one to two jobs in the very near term. The Van Aken District office layout has been designed to accommodate growth for up to fourteen employees. Individual employee pay is between \$150,000-200,000.

The out of pocket expense for build out at Van Aken is \$21,830, plus a data and cabling estimate of \$13,500 and furniture, fixtures and equipment estimate is \$112,500. Relocation expenses are estimated to be \$9,000. Additionally, the Van Aken lease will be approximately \$16,000 per year more than another Class A office space in Beachwood, which is \$160,000 during their ten year lease. Total expenses will thus total \$316,830.

The attraction of Align to the Van Aken District is testament to the City's Economic Development plan, as we have created a place that would attract businesses of the caliber of Align Capital Partners. Align reflects the industry mix of the City's economic development plans as a professional service business and would contribute to the City's income tax base. Tax payments to the City of Beachwood in 2017 and 2018 were \$39,749 and \$36,441 respectively. Align is projecting that their income tax and net profits tax will range from \$60,115 to \$113,625 annually (2019-2026). If we assume a more conservative tax generation that does not include their planned growth, holding their payroll and net income profits steady at their 2018 values, they will produce \$44,435 (adjusted for Shaker's 2.25% income tax), paying off the incentive in two years.

A note about net profits: in the past Vision Fund incentives have been solely based on income tax production. Due to the nature of Align's business, as a private equity firm, they generate a significant amount of net profits as well. To account for net profits fluctuation and overall positive contribution to Shaker's tax base, we took these into consideration when reviewing and crafting the incentive agreement.

The up to \$80,000 incentive will be paid out over the course of six years in installments. The first payment will be in January 2020 for \$12,000. For each of the following four years, depending on their previous year tax productions (see Table 1). If Align produces \$30,000 to \$90,000 in prior year income taxes, they will receive a payment of \$12,000. If Align produces more than \$90,000 in taxes in the previous year, they will receive a payment of \$17,000. Align will have the option to use year 6 as an alternate tax measurement period in lieu of one annual measurement period during the incentive term in order to reach the full, not to exceed, \$80,000 incentive amount. The aggregate incentive paid to Align (if any) based on the replaced measurement period and the year 6 alternate measurement period shall in no event exceed \$17,000. See Table 2 for possible payment scenarios.

Prior Year Taxes Collected	Incentive Payment Amount
\$30,000-90,000	\$12,000
>\$90,000	\$17,000

Year #		Payment Scenario #1 Taxes collected are \$30,000-\$90,000	Payment Scenario #2 Taxes collected are >\$90,000	Payment Scenario #3 Year 6 "Catch Up"
1	Flat Amount Paid January 2020	\$12,000	\$12,000	\$12,000
2	2021 Payment based on 2020 taxes	\$12,000	\$17,000	\$12,000
3	2022 Payment based on 2020 taxes	\$12,000	\$17,000	\$17,000
4	2023 Payment based on 2020 taxes	\$12,000	\$17,000	\$17,000
5	2024 Payment based on 2020 taxes	\$12,000	\$17,000	\$17,000
6	2025 Payment based on 2021 taxes	\$0	\$0	\$5,000
TOTAL		\$60,000	\$80,000	\$80,000

This Vision Fund incentive was reviewed by the Neighborhood Revitalization and Development Committee and recommended for approval. Therefore the City's Economic Development department requests that Finance Committee recommend that City Council approve a Vision Fund incentive to Align Capital Partners to relocate to the Van Aken District.



SHAKER HEIGHTS

MEMORANDUM

TO: Members of the Finance and Administration Committee

FROM: Jeri E. Chaikin, Chief Administrative Officer

CC: Mayor David E. Weiss

DATE: March 14, 2019

RE: **Northeast Ohio Public Energy Council (NOPEC)
Energized Community Grant Application**

.....

The City is a member of the Northeast Ohio Public Energy Council (NOPEC). NOPEC is a regional council of governments formed under Chapter 167 of the Ohio Revised Code which serves as a vehicle for communities wishing to proceed jointly with an aggregation program for the purchase of electricity or gas. NOPEC is currently comprised of over 200 communities who have been authorized by ballot to purchase electricity or gas on behalf of their citizens. NOPEC provides electricity or gas at the lowest possible rates while at the same time insuring stability in prices by entering into long-term contracts with suppliers to provide electricity or gas to our community and our residents.

Shaker Heights offers its residents an electric aggregation through NOPEC but currently offers our own gas aggregation program approved by a vote of our residents.

NOPEC's Energized Community Grant Program provides funds to help member communities implement energy savings or energy infrastructure measures. In 2018 the City received \$60,445 in grant funds which were applied to the \$95,000 replacement of the original boiler in the Police/Court Building at 3355 Lee Road. For 2019, \$55,958 is available, based on 7,994 accounts (measured for April 2018 – September 2018) at \$7/each, a decline from the 8,635 accounts for the period April 2017 – September 2017.

The grant agreement entered into in 2018 between the City and NOPEC is in effect for the 2019 grant application, but Council approval is required for the application. We propose applying to use the \$55,958 to go toward the \$150,000 generator replacement and electrical service upgrade project at City Hall, 3400 Lee Road. City Hall currently has two electrical services and two generators. One service is single phase and is original to the building. The other electrical service is three phase and was added in 1973. A three phase electrical service is more efficient, provides a higher power factor and allows for future high efficiency equipment upgrades. The two City Hall generators are old and past their expected lifecycle. One generator was placed into service in 1973 and the other was installed in 1977. This project will allow the City to replace the two old generators with one new three phase generator – thereby reducing fuel usage and

maintenance costs. The electrical service will be upgraded into a three phase (efficient) service and the single phase (inefficient) service will be eliminated.

When we receive the \$55,958 in grant funds it will be deposited in Fund 401, the General Capital Fund, to offset the City funds allocated to this project.

This application was approved by the Sustainability Committee on March 14, 2019. Members commented on the value of this grant to help reduce the costs of our capital projects that provide for energy savings.

The Finance and Administration Committee is requested to recommend to Council the approval of a grant application to NOPEC in the amount of \$55,958 for the generator replacement and electrical service upgrade project at City Hall.

Jec19/NOPEC grant Finance



SHAKER HEIGHTS

MEMORANDUM

TO: Members of the Finance and Administration Committee

FROM: Michael Peters, Sustainability Coordinator

CC: Mayor David E. Weiss
Jeri E. Chaikin, Chief Administrative Officer

DATE: March 14, 2019

RE: LEED for Cities Grant Opportunity and Deadline

At its scheduled meeting on March 14, 2019, the Sustainability Committee approved its support for applying for a grant to pursue the city's certification under the U.S. Green Building Council's (USGBC) LEED for Cities and Communities program.

This grant opportunity will award 14 U.S. cities funding and resources to achieve LEED for Cities certification. This is not a cash award but provides for:

- A one-year Silver membership in the USGBC (\$1,500 annually),
- the certification fee (\$5,000 one-time),
- a two-day orientation program in Washington DC for two members of the city team (including travel),
- one registration for the annual USGBC Greenbuild conference (taking place in Atlanta, travel not included)
- technical resources and monthly calls among the cohort of 14 selected cities.

Estimated total value is approximately \$25,000. No immediate additional funds are expected to be required (funds for travel to the Washington DC event will either be provided or reimbursed). Should the city decide to renew its membership in the USGBC in the second (and subsequent) year the cost would be \$1,500 (at current pricing). It is believed that there will be a five-year recertification cycle, meaning that if the city is successful in receiving certification (which is reasonably assured if the grant is received) then five years later there would be a \$2,500 fee (at current pricing) to recertify.

LEED for Cities is a new program of the USGBC, intended to complement its other programs such as LEED for buildings, LEED for Neighborhood Development, WELL, and SITES. Last year the STAR Communities Program, previously a separate non-profit that certified cities for best practices in sustainability, merged into the USGBC. On April 1, 2019, the USGBC will announce the new LEED for Cities rating system, incorporating the prior STAR system, and this grant is meant to accelerate the adoption of this new program.

The LEED for Cities rating system is organized into eight categories and within each category there are requirements (prerequisites) and credits (optional items). A scorecard, which will be released on April 1st, will detail these items and assign a point score to each credit. The new rating system is expected to incorporate concepts from the STAR Communities program, other LEED programs, and aspects of the United Nations Sustainable Development Goals.

The Sustainability Committee is currently determining its goals and priorities, and using a framework like LEED for Cities could be an appropriate tool for tracking, prioritizing, and communicating its goals. The high-level advantages of using a framework are benefiting from the best practices of other cities (STAR certified 70 cities in the past), leveraging resources that often only a much larger city would have access to, and having a clear set of goals that everyone can work towards. The disadvantage is typically the cost and staff time.

There are other frameworks that could be considered, including EcoDistricts, Living Communities Challenge, and LEED for Neighborhood Development (LEED ND). EcoDistricts and LEED ND are often better suited for a neighborhood rather than a city and are complementary in many ways to LEED for Cities. For example, as part of the certification process there may be a consideration of using one of these frameworks to meet a specific goal in one or more neighborhoods. The Living Community Challenge is targeted more at the design of new communities rather than those that are already mostly developed and is quite aspirational.

Recommendation:

The request is for the Finance and Administration Committee to approve the submission of an application to the LEED for Cities grant. If selected, the city would enter into an agreement with the USGBC to pursue certification. While the

Rating System Categories

-  Ecology & Natural Systems
-  Transportation & Land Use
-  Water
-  Energy & GHG
-  Materials & Resources
-  Quality of Life
-  Innovation
-  Regional Priorities

details of the rating have not been released, there is a strong likelihood that Shaker Heights would qualify for certification and possibly exceed the base level (40 points out of 100). This would also establish a baseline and in the future the Committee may determine that it wants to pursue a higher level of certification (a score of 50 to 59 would achieve LEED Bronze, 60 to 69 LEED Silver, 70 to 79 LEED Gold, and 80 to 100 LEED Platinum).

Last year six cities were given a similar grant, also funded through the Bank of America Foundation: Atlanta, Chicago, Denver, Phoenix, San Jose, and Washington DC. This year the program has expanded to 14 awards and the selection committee is targeting cities with: an emerging sustainability program that would benefit from USGBC technical support, diverse factors (population, geography, economic conditions, land area), and "a vision for using certification to advance solutions and prioritize investments in community-wide sustainability." For these reasons, despite the prior winners all being large cities, the recent commitment of Shaker Heights to the Sustainability Coordinator position, its size, and diverse population should position us well in the competition.



SHAKER HEIGHTS

Memorandum

To: Members of Finance and Administration Committee
From: Robert H. Baker, Director of Finance
cc: Mayor David E. Weiss
Chief Administrative Officer Jeri E. Chaikin
Date: March 18, 2019
Re: Then and Now Approval – March 18, 2019

Section 5705.41 (D) (1) requires in part that the fiscal officer certify that amounts required to meet obligations have been lawfully appropriated and are available for expenditure prior to the obligations being incurred. If this is not done the fiscal officer may make such certification, after the fact (commonly referred to as "Then and Now"), however if the amount of the obligation is \$3,000 or more City Council must approve payment within 30 days of such certification.

The Finance and Administration Committee is requested to recommend to Council that the Then and Now Certificate presented for the transactions on Exhibit A and the related payment be approved.

EXHIBIT A

Monthly Then and Now Certification Summary
February 16, 2019 - March 11, 2019

Table with 7 columns: DEPARTMENT, P/O #, P/O DATE, INVOICE DATE, WARRANT*, AMOUNT, DESCRIPTION. Row 1: PW, 19000586, 01/18/19, 01/05/19, 030119, \$3,065.64, TD Security LTC



SHAKER HEIGHTS

Memorandum

To: Members of Finance and Administration Committee

From: Robert H. Baker, Director of Finance

cc: Mayor David E. Weiss
Chief Administrative Officer Jeri E. Chaikin

Date: March 18, 2019

Re: Unaudited 2018 Year End Results

Attached is an unaudited report of actual 2018 General Fund revenues and expenditures as well as actual revenues and expenditures for 2016 and 2017 and the 2018 budget.

- **2018 Revenues were \$18,589 less than the 2018 budget and were only \$3,578 more than 2017 actual.**
 - Property taxes were \$72,320 more than was collected in 2017.
 - Income taxes were \$516,143 less than in 2017, the first year since the income tax rate increase that income tax revenues were less than the prior year income tax revenue.
 - Other Local Taxes, Licenses and Permits, and Fines and Forfeitures, were all lower than in 2017, in the aggregate by \$43,100.
 - Charges for Services, Local Government Fund, Intergovernmental Revenue, and Miscellaneous were higher than in 2017 in the aggregate by \$257,816.
 - Investment earnings went up by \$393,848 as a result increased interest rate and using brokered CDs and Treasuries for investments rather than overnight investments.
 - This is first year since 2013 that revenue has not grown by at least \$500,000.

- **2018 Operating Expenses were \$1,848,191 less than the 2018 budget and \$204,059 more than 2017 actual.**
 - Transfers Out of the General Fund were \$11,972,621 which exceeded the 2018 budget by \$1,090,994 and permitted funding for recreation, the economic development fund, and sewer construction.
 - Almost all departments spent less than they were budgeted in 2018.
 - The Fire Department, the Finance Department and the Recreation Department (General Fund) exceeded their 2018 Personal Service budgets as a result of separation payouts to long term employees.

- Police under spent its original budget by as a result of a delay in hiring and reduced overtime.
- Spending for all other General Fund departments was less than was budgeted for 2018.

2018 General Fund Results:

Revenues exceeded expenditures and transfers by \$1,264,405

- Unencumbered Fund Balance increased from \$15,432,623 on January 1, 2018 to \$17,067,917 as a result of the underspending by departments of their General Fund budgets while revenues were only slightly greater than the 2018 and prior year encumbrance recovery.
- Year-end unencumbered General Fund balance is 36.18% of 2018 expenditures and transfers.
- The 2018 budget projected a year-end General Fund balance equal to 30.77% of expenditures and transfers. The actual unencumbered year-end General Fund balance is higher than was budgeted due to the reduced spending and prior year encumbrance recovery.
- Given the uncertainty of whether Shaker income tax revenues will recover in 2019, and by how much, and that all of the collective bargaining agreement for Shaker workers have expired, the unencumbered cash balance of the General Fund may be needed in 2019 to meet the City's obligations.

General Fund Revenue	2016 Actual	2017 Actual	2018 Budget	2018 Actual
Income Tax	32,818,535	34,237,225	34,494,635	33,721,082
Property Tax	7,166,363	7,110,569	7,109,375	7,182,889
Real Estate & Public Utility	6,254,454	6,208,275	6,208,275	6,287,101
Rollback/Homestead/Disability	911,909	901,102	901,100	895,788
Tangible Personal Property	0	1,193	0	0
<u>Charges For Services</u>	3,328,329	3,328,329	3,328,329	3,328,329
Court Costs	1,995,911	1,916,586	1,900,000	1,896,935
Ambulance Fees	580,280	620,856	645,000	620,434
CATV Fee	456,946	436,674	435,346	447,128
Shaker Magazine	201,618	196,042	182,000	201,632
Building & Housing Inspection		43,083	54,730	66,097
Other Fees	93,574	41,015	23,780	33,985
<u>Licenses & Permits</u>	1,119,660	1,291,854	1,244,030	1,260,378
<u>Local Government Fund</u>	629,398	596,573	592,134	605,402
<u>Fines & Forfeitures</u>	588,268	503,144	550,050	496,038
<u>Intergovernmental Revenue</u>	265,735	143,584	138,436	159,383
Title IIIB - Senior Adults	2,162	0	0	0
Other Federal Grants	101,815	41,711	58,737	61,925
State Health Subsidy	20,337	5,337	0	0
State Grants	98,373	30,117	2,499	135
Local Governments	43,048	66,419	77,200	97,323
<u>Miscellaneous</u>	1,092,199	1,290,479	1,089,181	1,739,540
Interest	219,189	340,360	300,000	734,208
Local Grants & Donations	19,962	85,960	2,500	74,936
Refunds & Rebates	636,060	637,083	594,861	758,684
Rents & Leases - Non-Governmental	35,433	35,100	35,100	35,101
Sale of Public Property	51,119	123,262	79,100	41,237
Admission Tax	55,944	50,009	60,000	45,491
Liquor & Beer Permits	10,753	13,846	13,300	14,453
Cigarette Tax	416	408	320	371
Transfers In	63,323	4,451	4,000	35,059
<u>Estate Tax</u>	105,763	8,845	0	9,185
Total Operating Revenue	47,114,250	48,510,603	48,546,170	48,502,226

City of Shaker Heights, Ohio
 General Operating Fund Summary
 Actual 2016-2018, 2016 & 2018 Budget

Department	2016 Budget	2016 Actual	2017 Actual	2018 Budget	2018 Actual
Operating Expenditures:					
Police					
Personal Services	8,702,314	8,446,357	8,399,286	8,807,095	8,138,549
Other	1,045,190	793,875	1,197,882	1,834,099	1,584,354
Total Police	9,747,504	9,240,232	9,597,168	10,641,194	9,722,903
Fire					
Personal Services	5,753,141	5,602,775	5,828,666	6,048,645	6,084,070
Other	725,251	707,004	864,367	596,093	595,685
Total Fire	6,478,392	6,309,779	6,693,033	6,644,738	6,679,756
Public Works					
Personal Services	4,205,595	4,097,029	4,187,927	4,383,269	4,376,067
Other	3,471,002	3,282,297	3,365,382	3,572,619	3,341,309
Total Public Works	7,676,597	7,379,326	7,553,309	7,955,888	7,717,376
Municipal Court					
Personal Services	2,076,534	1,956,495	1,965,927	2,207,591	2,036,933
Other	102,463	88,424	93,273	102,463	93,928
Total Municipal Court	2,178,997	2,044,919	2,059,200	2,310,054	2,130,860
Health					
Personal Services	391,168	365,230	323,859	0	0
Other	73,879	50,635	48,450	0	0
Total Health	465,047	415,865	372,309	0	0
Recreation					
Personal Services	305,570	287,255	301,737	304,516	317,372
Other	175,845	153,429	161,231	156,513	151,489
Total Recreation	481,415	440,684	462,968	461,029	468,861
Building Inspection					
Personal Services	390,701	366,954	436,738	464,810	1,334,122
Other	161,313	152,316	88,354	119,605	148,151
Total Building Inspection	552,014	519,270	525,092	584,415	1,482,273
Housing Inspection					
Personal Services	907,805	886,689	899,760	870,926	0
Other	76,880	46,892	50,781	81,596	0
Total Housing Inspection	984,685	933,581	950,541	952,522	0
City Council					
Personal Services	130,875	130,863	130,495	142,342	141,066
Other	15,083	6,243	10,233	15,083	9,599
Total City Council	145,958	137,106	140,728	157,425	150,666
Mayor					
Personal Services	206,973	203,413	218,495	212,776	210,042
Other	28,805	27,175	24,094	31,675	27,063
Total Mayor	235,778	230,588	242,589	244,451	237,105
Chief Administrative Officer					
Personal Services	236,172	232,315	231,765	231,976	229,001
Other	13,979	6,569	7,571	13,979	9,520
Total Chief Administrative Officer	250,151	238,884	239,336	245,955	238,521
Law					
Personal Services	575,982	561,118	585,328	599,143	601,240
Other	144,864	105,918	80,164	113,050	106,738
Total Law	720,846	667,036	665,492	712,193	707,978
Finance					
Personal Services	708,033	695,582	639,402	651,617	662,367
Other	158,752	152,433	158,424	169,120	169,062
Total Finance	848,015	848,015	797,826	820,737	831,429
Human Resources					
Personal Services	230,640	227,210	263,887	226,334	224,558

Other	112,923	57,793	79,610	123,519	102,402
Total Human Resources	343,563	285,003	343,497	349,853	326,961
Civil Service					
Personal Services	23,440	21,469	22,250	22,993	22,979
Other	62,656	49,431	30,500	75,056	49,073
Total Civil Service	86,096	70,900	52,750	98,049	72,053
Information Technology					
Personal Services	427,393	415,666	426,240	441,856	441,610
Other	140,597	106,680	125,506	140,597	136,912
Total Information Technology	567,990	522,346	551,746	582,453	578,523
CCSE					
Personal Services	35,500	30,468	34,511	95,978	103,578
Other	1,521,674	1,408,849	1,498,035	1,741,166	1,689,552
Total CCSE	1,557,174	1,439,317	1,532,546	1,837,144	1,793,130
Communications and Marketing					
Personal Services	329,184	320,203	324,910	339,985	343,785
Other	473,745	377,241	429,464	471,745	434,262
Total Comm & Marketing	802,929	697,444	754,374	811,730	778,047
Economic Development					
Personal Services	177,506	172,530	252,280	269,253	169,841
Other	352,871	281,700	318,879	456,315	350,186
Total Economic Development	530,377	454,230	571,159	725,568	520,026
Planning					
Personal Services	574,109	544,178	514,837	536,218	504,128
Other	332,749	202,197	91,588	117,435	82,806
Total Planning	906,858	746,375	606,425	653,653	586,934
Neighborhood Revitalization					
Personal Services	147,732	144,177	153,227	153,793	152,188
Other	213,016	194,956	133,707	108,429	27,494
Total Neighborhood Revit.	360,748	339,133	286,934	262,222	179,682
Total Operating Expenditures	35,930,519	33,960,034	34,999,023	37,051,273	35,203,082
Transfers Out	11,404,575	11,377,800	12,734,457	10,881,627	11,972,621
Recreation Fund Subsidy	793,925	793,925	875,000	1,075,060	1,275,060
Economic Development Fund	50,000	23,225	29,058	0	101,494
Street Lighting Assessment Fund	248,000	248,000	250,000	250,000	265,000
Tree Maintenance Assessment Fund	237,000	237,000	0	0	0
Debt Service Fund	810,000	810,000	609,500	1,199,686	1,205,186
Urban Renewal Debt Service Fund	523,700	523,700	490,000	480,478	480,478
General Capital Fund	4,900,000	4,900,000	4,950,000	4,000,000	3,169,000
Sewer Capital Fund	340,000	340,000	2,050,000	400,000	2,000,000
Street Maintenance Fund	330,000	330,000	413,359	400,000	400,000
Sewer Maintenance Fund	502,000	502,000	502,000	502,000	502,000
Self Insurance Fund	945,540	945,540	945,540	945,000	945,000
Van Aken District Fund	0	0	10,000	0	0
Police Pension Fund	859,041	859,041	750,000	803,094	803,094
Fire Pension Fund	865,369	865,369	860,000	826,309	826,309
Total Disbursements	47,335,094	45,337,834	47,733,480	47,932,900	47,175,703
Total Revenue	47,114,249	47,114,249	48,435,992	48,458,697	48,606,105
Excess Revenue Over/Under Expenditures	(220,845)	1,776,415	702,512	525,797	1,430,402
Ending Balance December 31	12,907,925	12,907,925	15,432,623	14,748,409	17,067,917
Ending Balance % Reserve	27.27%	28.47%	32.33%	30.77%	36.18%