SHAKER HEIGHTS

Finance and Administration Committee Agenda
City Hall Conference Room B
Monday, May 20, 2019, 7:30 a.m.

1. Approval of the minutes of the regular meeting of Aprl 15, 2019.

   Documents:

   FNMN415.PDF

2. Authorizing a three-year personal services contract with Westlaw, a Thompson Reuters company, in the total estimated amount of $44,280 for the period June 1, 2019 through May 31, 2022, for computerized legal research services for the Department of Law.

   Documents:

   0515WESTLAWONLINE-FINANCE.PDF

3. Authorizing a sole source contract with Tyler Technologies, without competitive bidding, in the total estimated amount of $95,000 for ExecuTime to automate the time and attendance, scheduling Self-Service (ESS) and time clocks systems.

   Documents:

   EXECUTIME MEMO DRAFT FM-CA.PDF

4. Authorizing a contract with Springsted, LLC for the total amount not to exceed $38,000 for the City's classification and compensation study.

   Documents:

   CLASSIFICATION.PDF

5. Amending Section 141.22 of the Administrative Code of the Codified Ordinance of the City of Shakers Heights in order to codify various fee for the use of the Thornton Park Ice Rink.

   Documents:

   RINKFEERECOMMEDATIONFINANCECOMMITTEE05202019.PDF

6. Authorizing the acceptance of the application from Smith-Mullen for the sale of the City-owned vacant lot at 3685 Winchell Road, Shaker Heights, Ohio, Permanent Parcel Number 736-18-147 for the amount of $1.00 to utilized it as a side yard.

   Documents:

   MEMO TO KAMLA.PDF

7. 2020 Tax Budget for the fiscal year beginning January 1, 2020.

   Documents:

   2020 TAX BUDGET TRANSMITTAL FINANCE.PDF

Discussion Item:

8. General Fund 2019 First Quarter Budget Update.

   Documents:

   SHAKER 1Q 2019 RESULTS MEMO.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 Minutes
Monday, April 15, 2019
7:30 A.M.
Conference Room B

Members present: Council member Sean Malone, Chair
Council member Nancy Moore
Citizen member Martin Kolb
Citizen member Anthony Moore
Citizen member Tom Cicarella
Citizen member Linda Lalley

Others present: Mayor David E. Weiss
Chief Administrative Officer Jeri Chaikin
Robert H. Baker, Director of Finance
Cheryl Arslanian, Assistant Finance Director
William Hanson, Commissioner of Housing
Patrick Sweeney, Fire Chief
Monica Hayes, Senior Human Resources Analyst
Daniel Feinstein, Senior Planner
Frank Goforth, League of Women Voters

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

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APPROVAL OF THE MARCH 18, 2019 MEETING MINUTES

Chair Malone stated that the minutes of the March 18, 2019 meeting were approved as recorded.

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AUTHORIZING AN APPROPRIATION IN THE AMOUNT OF $2,456.89 FROM THE 2018 MEDICAL MUTUAL WELLNESS REIMBURSEMENT TO THE HUMAN RESOURCES DEPARTMENT OPERATING BUDGET.

Monica Hayes, Senior Human Resources Analyst, stated that Medical Mutual of Ohio (MMO) administers the City's self-insured healthcare plans, including processing medical, dental, and prescription claims. MMO also assists the City with wellness initiatives. In 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 $2,456.89 for flu shots and a line dancing Lunch & Learn event.

MMO has sent two reimbursement checks, one for $2,425 and the other for $121.89, which have been deposited in the General Fund. It is requested that the Finance and Administration Committee authorize the appropriation of the $2,425 reimbursement into the Human Resources Department Wellness account for 2019 to be used for various Wellness activities and the appropriation of the $121.89 reimbursement into the Human Resources Department Training account for 2019 to be used towards upcoming Lunch & Learn events.

The Finance and Administration Committee recommended authorizing an appropriation in the amount of $2,456.89 from the 2018 Medical Mutual Wellness reimbursement to the Human Resources Department Operating Budget.

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AUTHORIZING THE APPLICATION FOR AND ACCEPTANCE OF A GRANT FROM THE OHIO DEPARTMENT OF NATURAL RESOURCES (ODNR) NATUREWORKS PROGRAM FOR THE FERNWAY PLAYGROUND IMPROVEMENTS.

Daniel Feinstein, Senior Planner stated this is a request to authorize a grant application to, and to accept a grant from, the Ohio Department of Natural Resources (ODNR) NatureWorks program for Fernway playground improvements. The Planning Department will submit a grant application for $100,000. The required 25% local match will be provided by the Shaker Heights School District.

NatureWorks projects are funded through the Ohio Parks and Natural Resources Bond Issue, which was approved by Ohio voters in November 1993. The NatureWorks grant program provides up to 75% reimbursement assistance for local government subdivisions for the acquisition, development, and rehabilitation of recreational areas. Approximately $4.4M in grant funding is available through the program statewide, $281,236 is available for projects in Cuyahoga County. The maximum grant request is $150,000.

The City received a $60,000 NatureWorks grant in 2013 for the Lake-to-Lakes Trail project.

The 2019 grant application will request funding to construct a community park adjacent to Fernway Elementary School. The City is collaborating with the School District to assist with the rebuilding of the school campus after the devastating July 2018 roof fire.

The Fernway Community Park will be an outdoor community space for Shaker residents of all ages and physical abilities. It will be a public park providing playground equipment, fitness resources and recreational/educational green space. The School District will organize a public meeting in late April to gather community input for the design process.

The City Planning Commission reviewed and approved this request at their April 2 meeting. Public comment was accepted at the meeting and was supportive. Grant applications and supporting legislation are due to the Ohio Department of Natural Resources on June 1. Grant recipients will be notified of awards in the Fall 2019.

In response to Chair Malone regarding the parcel size, Mr. Feinstein stated it is parcel A which consist of green space and parking lot and is 160 feet wide in the back of the property.

The Finance and Administration Committee recommended authorizing the application for and acceptance of a grant from the Ohio Department of Natural Resources (ODNR) Natureworks Program for the Fernway Playground Improvements.

* * * *

APPROVING AND AUTHORIZING THE ACQUISITION OF A PORTION OF THE FERNWAY SCHOOL PROPERTY, CUYAHOGA COUNTY AUDITOR'S PERMANENT PARCEL NO. 736-09-106, FOR THE FERNWAY COMMUNITY PARK.

Mr. Feinstein stated this is a request to authorize purchase of land for $1.00 from the Shaker Heights School District to facilitate a grant application supporting creation of the Fernway Community Park. A portion of the Fernway School property, Permanent Parcel No. 736-09-106, will be transferred to the City of Shaker Heights.

The City will submit a $100,000 grant application to the Ohio Department of Natural Resources (ODNR) NatureWorks program for the Fernway Community Park adjacent to Fernway Elementary School. The City is collaborating with the School District to assist with the rebuilding of the school campus after the devastating July 2018 roof fire. In order to apply for the ODNR grant, the City must be the owner of the property on which the grant funds will be spent.

The transfer agreement details that if a grant is awarded, the City will lease the property back to the School District to operate, maintain and repair the park grounds and facilities. If a grant is not awarded, the City will transfer the property back to the School District.

The City Planning Commission reviewed and approved the preliminary plat, preliminary site plan and subdivision of land at their April 2 meeting. Public comment was accepted at the meeting and was supportive.

Grant applications and supporting legislation are due to the Ohio Department of Natural Resources on June 1.

In response to Mayor Weiss regarding insurance on the property, Mr. Feinstein stated that would be handled in the purchase agreement.

Citizen Cicarello questioned if the property would be sold back to the School District if it was decided a park was no longer needed.

Mr. Feinstein stated that was correct and the purchasing agreement would address all issues.

The Finance and Administration Committee recommended approving and authorizing the acquisition of a portion of the Fernway School Property, Cuyahoga County Auditor's Permanent Parcel No. 736-09-106, for the Fernway Community Park.

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ACCEPTING A PROPOSAL AND AUTHORIZING A CONTRACT FOR THE WARRENSVILLE CENTER ROAD STREETSCAPE IMPROVEMENTS PROJECT FOR CONSTRUCTION ADMINISTRATION/INSPECTION SERVICES.

Mr. Feinstein stated that this is a request to enter into a professional services contract for construction inspection and administration of the Warrensville Center Road Streetscape Improvements project.

Primary streetscape construction activities include concrete sidewalks, curbs, asphalt pavement, ADA ramp installation, pedestrian lighting, landscaping and signage along the east side of Warrensville between Scottsdale and Farnsleigh, and along the north side of Farnsleigh between Warrensville and Thornton Park.

The professional services include construction inspection and administration for streetscape improvements in the Van Aken District. This consultant is required by the Ohio Department of Transportation (ODOT) when Federal funding is involved in a project, and will act as the City's onsite construction manager and inspector for the duration of the project.

The Request for Qualifications was posted on the ODOT website for three weeks per ODOT consultant contract administration requirements beginning March 11, 2019. Six letters of interest were submitted by the April 1 deadline. A selection committee (Ann Klavora, Christian Maier, and Kyle Krewson) reviewed the letters of interest and ranked them according to ODOT criteria.

The ODOT review criteria are: (1) project manager; (2) strength/experience of assigned staff including sub-consultants; (3) consultant's past performance; (4) firm's current workload/availability of personnel; and (5) project approach. All consultants must be pre-qualified by ODOT to perform construction inspection and administration.

ODOT requires the City to select a consultant based on qualifications and then request a cost proposal.

Interviews with the top two qualified consultants are occurred for April 10 and 11. GPI is currently providing the same services for the federally-funded Farnsleigh streetscape project. Based on submitted qualifications, references and interview, the City will request a price proposal from the top candidate. The estimated/budgeted cost is $234,000.

We do not yet have a final cost proposal, but it is important to continue forward with the recommendation process in order to meet the required ODOT process and begin construction in a timely fashion this spring. A final recommendation and contract amount will be available for the City Council meeting on April 22. The Safety & Public Works Committee supported the recommendation approach and direction at their April 5 meeting.

The contract will be funded with Shaker Heights capital funds for Van Aken District construction, which were appropriated via Ordinance 08-87 and 08-127. Federal grant funds will also be used if available after construction is complete. Based on currently available information, no new funding or appropriation is required.

Bids for construction of the improvements were opened April 1, and that contract will be awarded via the regular competitive bid process. The apparent low bidder is Perk Company, with a base bid of $1,746,035.37. Construction is expected to begin in June.

In response to Chair Malone regarding the vendor being selected, Chief Administrative Officer Chaikin stated that no vendor has been selected and this discussion is only to inform the Finance and Administration Committee the process and the steps involved to making a recommendation on the vendor that will be awarded the contract. The recommendation will be presented to City Council on Monday, April 22nd.

In response to Citizen member Lalley regarding the presentation, Mr. Feinstein stated that only the process needs to be approved by the Finance and Administration Committee.

In response to Chair Malone regarding the cost of the total project, Mr. Feinstein stated that the total price of the streetscaping is $2.4M.

Chair Malone requested that Mr. Feinstein give a brief summary of the design for this project.

Mr. Feinstein stated that it is Warrensville Center Road on the east side and Farnsleigh streetscape which is the north side around the Van Aken District. It includes a ten foot wide walk and bike path with other amenities along that strip which connects to Shaker Rocks. This project is from Shaker Rocks at Farnsleigh all the way south to the southern border. This will connect the University Heights facility down south on Warrensville with the Van Aken District.

Council member Moore stated that the transformation of the streetscape is a really innovative way of joining separate areas of the City through design and through green design. Upon completion of the area, it will be amazing.

The Finance and Administration Committee recommended accepting a proposal and authorizing a contract for the Warrensville Center Road Streetscape Improvements Project for Construction Administration/Inspection Services.

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AUTHORIZING THE DONATION OF A 2004 FIRE RESCUE SQUAD TO UNIVERSITY HOSPITALS.

Patrick Sweeney, Fire Chief, stated that in May of 2018, the Fire Department decommissioned a 2004 Horton Rescue Squad that served the department's needs for 14 years and was replaced by a 2018 Horton Rescue Squad. In an effort to remove this rescue squad from the department's inventory, the department would like to donate this vehicle to University Hospitals EMS Training and Disaster Preparedness Institute.

University Hospitals has provided the Shaker Heights Fire Department with more than 25 years of *Medical Control* direction and instruction which has served to make us one of the most professional and well-regarded EMS service provider organizations in Northeast Ohio. Providing our paramedics with ongoing training which helps us meet industry standards and continuing education requirements, developing and implementing comprehensive operational protocols to ensure our responders are

following all recommended intervention guidelines, and supplying our department with an extensive array of cutting edge medical equipment throughout these many years, are some examples of the invaluable support that we receive from the University Hospitals system.

It is with this supportive and collaborative history between our organizations in mind that I submit this request to provide a small reciprocation of the benefit we are provided from University Hospitals by donating our 2004 Horton Rescue Squad Ambulance to their recently established EMS Training and Disaster Preparedness Institute, which provides medical command, oversight, and education to approximately 150 prehospital agencies and fire departments in northeast Ohio. This division is dedicated to all facets of emergency services and provide unparalleled training and emergency care to all their associate agencies and medical care providers.

The Institute is currently in need of a rescue squad to utilize in their community training venues and medical care events which are coordinated throughout the area all year long. Bringing on-site, hands-on training to area fire departments and EMS service agencies, providing first aid and supportive health assessments at a wide range of events such as race venues, concerts, and a variety of other community gatherings, and working to bring basic medical support interventions to the underserved people in the Greater Cleveland area, are just some of the important functions that this rescue squad would help to facilitate.

To this end, University Hospitals initiated an inquiry to our fire department regarding the possible donation of our recently decommissioned 2004 Horton Rescue Squad. This apparatus has served us faithfully for more than 14 years and was just recently retired in 2018. The unit was last appraised two years ago at which time its value was estimated at approximately $10,000. It is assumed that, with its current age and additional mileage, the squad might sell at trade-in for $8,000 – $10,000.

It is my opinion that the goodwill generated from the donation of this vehicle to University Hospitals Emergency Medical Services Training and Disaster Preparedness Institute would be a small but significant gesture of our appreciation for the ongoing service and support that University Hospitals graciously provides to our department on a continual basis. I am hoping that you agree that this is a worthy request to which you might respond to favorably.

This item was presented to the Safety and Public Works Committee on April 5th and received a favorable recommendation by all in attendance. Approval of this request would allow the city to transfer title of this vehicle to University Hospitals as quickly as possible.

Council member Moore stated that a question came up at the Safety and Public Works Committee meeting regarding possible tax benefits for the donation.

Finance Director Baker stated that there would be no tax benefits to the City.

Citizen member Lalley complimented Chief Sweeney for the on-going relationship the City has with University Hospital.

The Finance and Administration Committee recommended authorizing the donations of a 2004 Fire Rescue Squad to University Hospital.

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AUTHORIZING THE DONATION OF A 1991 FIRE LADDER TRUCK TO THE WESTERN RESERVE FIRE MUSEUM AND EDUCATION CENTER.

Chief Sweeney stated that in November of 2017 the Fire Department decommissioned a 1991 Fire Department Ladder Truck which has served the community for 26 years and was replaced by a 2017 Pierce Ladder Truck. In an effort to remove this truck from the department's inventory, the City of Shaker Heights contracted with Brindlee Mountain Fire Apparatus to serve as a broker to market and attempt to sell this vehicle on the open market.

In March of 2018, the Fire Department was contacted by the Western Reserve Fire Museum and Education Center about the possibility of Shaker Heights loaning this vehicle to their organization. They wanted to use the truck to assist in visually marketing the museum to the public, especially during Cleveland Indians home games, as they are located directly across the street from Progressive Field.

The Western Reserve Fire Museum and Education Center has been instrumental in preserving the rich history and contributions that the fire service has provided to Northeast Ohio. They are also actively engaged with their education center in providing fire safety education to school children and visitors to the center.

On March 26, 2018, City Council approved an agreement that allowed the Fire Department to loan the 1991 Fire Ladder Truck to the Museum for the purpose of promoting their organization.

The agreement between the City of Shaker Heights and the Western Reserve Fire Museum and Education Center was executed on April 3, 2018 and included language that required the museum to assume all costs and liabilities associated with this vehicle. Additionally, it was communicated through this agreement that the city will continue to attempt to sell the truck, and the Museum will return the truck if a buyer is identified.

Over the last 12 months, this truck has been on loan with the Museum and has been used to promote the organization. During this same period of time, the City continued to utilize Brindlee Mountain Fire Apparatus as a broker for the potential sale of this vehicle. Unfortunately, the department has received no interest for the purchase of this truck and it is believed that this is most probably due to both its age and the wear and tear it has undertaken over its many years of service in Northeast Ohio.

Recently, the Board Members of the Western Reserve Fire Museum and Education Center have expressed to me how much they have appreciated the use of this vehicle and how it has helped them promote the museum to visitors of Cleveland. They also inquired as to the possibility of the City of Shaker Heights permanently donating this vehicle to their organization.

With the appropriate approvals, the Fire Department would like to support this request for several reasons which include the inability to find a purchaser for this vehicle, and importantly, the good work that will result from this donation relative to promoting fire safety education for the area's school aged children. While the Museum has assumed all costs and liabilities associated with the vehicle up to this time, a donation and transfer of title to the museum would completely remove the city from any liabilities associated with this truck.

This item was presented to the Safety and Public Works Committee on April 5th and received a favorable recommendation by all in attendance. There was some discussion relative to the legality of leaving the Shaker Heights Fire Department lettering on the truck. Chief Sweeney advised that a legal opinion will be obtained from the Law Department. The Fire Department is requesting that the Finance Committee recommend that The City of Shaker Heights donate the 1991 Fire Ladder Truck to the Western Reserve Fire Museum and Education Center for the purpose of promoting their organization and fire safety education to the broader community in Northeast Ohio. Approval of this request would allow the city to transfer title of this truck to the museum as quickly as possible.

In response to Citizen member Lalley regarding the sale of the truck, Chief Sweeney stated that if the truck did not sell, it would be taken to the scrap yard for demolition.

The Finance and Administration Committee recommended authoring the donation of a 1991 Fire Ladder Truck to the Western Reserve Fire Museum and Education Center.

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AUTHORIZING THE ISSUANCE AND SALE OF $1,600,000 OF NOTES, IN ANTICIPATION OF THE ISSUANCE OF BONDS, FOR THE PURPOSE OF PAYING COSTS OF IMPROVING STREETS BY RECONSTRUCTING, GRADING, DRAINING, PAVING, RESURFACING AND MARKING OTHER IMPROVEMENTS.

Robert Baker, Director of Finance, stated that in 2017, the City issued $2.0 million of Street Improvement Notes, Series 2017, to fund the 2017 street improvements that were a part of the 2017 capital plan. The 2017 Notes matured on June 1, 2018. The 2018 Notes were refunded by the issuance of $1.8 million of Street Improvement Notes, Series 2018, which will mature on May 30, 2019. The Finance Department recommends that the City issue $1.6 million of its Street Improvement Notes in 2019 to refund the 2018 Notes. The 2019 budget included $200,000 to pay the principal of the 2018 Notes that will not be refunded by the 2019 Notes. The 2019 Notes will be issued with a one-year maturity and will be sold using a competitive bid process.

The 2019 Street Notes are consistent with past City practices of financing street improvements. The Notes are rolled over each year, and at maturity of the notes each year, 10% of the original principal amount will be retired so that entire issue will be retired in ten years. The interest rate that will apply each year will be a one-year interest rate determined at the time of the roll over. Since streets are not a long-lived asset, notes are a more appropriate financing than longer-term bonds. The entire note issue can be repaid on any maturity date as done in 2016 for the 2010 Street Notes.

The source of repayment for the Notes is technically revenue derived from the collection of ad valorem property taxes levied within the ten mill limitation, but really it is the City General Fund. The actual bids for the 2019 Notes will be received on May 15. Bids are expected to come in around 1.85% to 1.90% (annual rate). There will be no call provision for early redemption on the notes. Squire, Patton, Boggs will serve as bond counsel for the note issuance. Although Council approval is not required for personal services under $25,000 the note issuance ordinance includes the retention of bond counsel (Section 13) as a standard provision.

A discussion followed on the issuance of notes and bonds being necessary to fund capital improvements. The discussion continued to the issuance of notes each year being required for the

repair of City streets. City Council is requested to adopt the ordinance authorizing the issuance and sale of the Street Improvement Notes, Series 2019 in the principal amount of $1,600,000. Consistent with City practice, it is also recommended that the 2019 notes be competitively sold through a publically advertised solicitation bidding process. I respectfully request that this item be adopted on first reading under a suspension of rules and as an emergency to permit the notes to be offered and sold to provide timely funds for the retirement of the Street Improvement Notes, Series 2018.

In response to Citizen member Lalley, Director Baker stated that $2M has been budgeted in the General Fund for 2019 Street Program.

Chair Malone stated that his understanding is that the City does expect to receive additional funds from the State of Ohio gas tax and the possible effect that it will have on paying for streets.

Director Baker stated that both Council and the Finance Committee will have a direct impact on the use of the extra funds from the gas tax. The estimate that the City received for the gas tax funds was $400,000 and that is not enough to reduce the need for $2M capital spending for streets.

Citizen member Cicarella asked if there is a market for two-year notes and what would be the relationship with the interest rate and cost associated with one-year notes versus two-year notes in regards to savings.

Director Baker stated to his knowledge two-year notes presently do not exist, but believes the capital market could adjust to just about anything. As far as cost savings, there is just no way to determine that and the further out the yield curve goes the more expensive it becomes. The City had determined in the past, the benefit of getting the lowest interest rate was a one-year maturity and this is to the City's advantage since the issuance cost is very low.

In response to Council member Moore, Director Baker stated that the City's bond rating does assist in obtaining the lowest rate.

The Finance and Administration Committee recommended authorizing the issuance and sale of $1,600,000 of Notes, in anticipation of the issuance of bonds, for the purpose of paying costs of improving streets by reconstructing, grading, draining, paving, resurfacing and marking other improvements.

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AMENDING 2019 APPROPRIATION ORDINANCE.

Director Baker stated as the City implements its yearly budget, certain items may require changes or corrections in order to provide adequate appropriations for all expected expenditures. Finance is requesting to increase Debt Service Fund No. 301 in the amount of $220,941 in order to use the funds from the 2019 Notes to retire the 2018 Notes; transfer $50,000 General Fund No. 101 from Personal Service to Other Expenditures; add an additional appropriation of $75,000 to the Housing Nuisance Abatement Fund No. 223 pending the 2019 award by the County for demolitions and the transfer of $26,657 of demolition reimbursements were deposited into Fund No. 103, the Economic Development and Housing Fund, rather than Fund No. 223.

William Hanson, stated that since 2012 the City has received three separate awards from the Cuyahoga County Demolition Fund to assist in the funding of residential homes and commercial properties demolition. Presently there are five homes that need to be demolished and funds are being appropriated to fund these demolitions.

Council member Moore stated that when Cuyahoga County first decided to issue bonds for nuisance abatement it was in the aftermath of the housing mortgage foreclosure crisis and there was a huge need everywhere to get rid of dead housing. The first three awards the City received, funded all our demolitions. She had attended a meeting of the First Suburb Consortium where they had announced that they believed the Cities are in a different phase of our housing recovery and it was time to issue more bonds for rehabs on the homes and fewer on demolitions.

Mr. Hanson stated this will be the last of the awards for demolitions and there will be more awards for renovation.

In response to Chair Malone regarding demolitions in the next five to ten years, Mr. Hanson stated that the volume of demolishing homes will decrease enough to make it manageable under the final award to be able to fund if needed.

Citizen member Cicarella stated he wanted to comment about the cost of rehabbing and the value of the houses. He had served on the board of Habitat for Humanity and they would rehab houses using volunteer labor, allowing the overall value of the house to increase and the cost to decrease. He suggested this could be a possible solution to eliminating the demolition of houses and added value back into the home.

CAO Chaikin stated that when a home is sold to a rehabber, the City does require significant upgrades to the home guided by the guidelines of the Shaker Renovation Program that has a list of preapproved renovators that the City uses.

Mr. Hanson stated that Habitat for Humanity had given a presentation to the City of their program and the issue for the City is these properties are privately owned properties and not City-owned properties and locating the actual owner at times was an issue.

In response to Citizen member Moore, Mr. Hanson stated that the County demolition funds can only be used for demolitions and the funds are to be used within 18 months of the awarded date.

In response to Citizen member Kolb, Mr. Hanson stated that in the future, if a house needs to be demolished and there are no funds available, the only option left is for the City to demolished the house.

The Finance and Administration Committee recommended authoring amending the 2019 Appropriation Ordinance.

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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 eleven transaction 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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There being no further business, the meeting was adjourned at 8:43 a.m. The next meeting will be May 20, 2019.

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Robert H. Baker
Finance and Administration Committee

SHAKER HEIGHTS

Memorandum

To: Members of the Finance and Administration Committee

From: William M. Ondrey Gruber, Director of Law

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

Date: May 15, 2019

Re: **Contract with Westlaw for Computerized Legal Research Services**

The Law Department is requesting that the Finance Committee recommend to Council a three-year research services contract between the City and West, a Thompson Reuters company, for computerized legal research services ("Westlaw") for the period June 1, 2019 through May 31, 2022, in the total estimated amount of $44,280.

The only comprehensive online legal research providers are Lexis/Nexis and West (Thompson Reuters) to our knowledge.

After having Lexis/Nexis online research services for many years, Lexis was not very responsive to our requests for a proposal for ongoing services. Also, Lexis does not provide all of the online access that the Law Department required. By moving to Westlaw, we were able to terminate paper subscriptions that were available to us through Westlaw, but not Lexis.

In 2015, Council approved a contract with Westlaw/Thompson Reuters in Ordinance 15-106, enacted on December 21, 2015, for a three-year contract (2016-2018), at a cost of $54,742 for both computerized legal research and printed legal research materials. That contract expired on December 31, 2018. We have been paying month-to-month since then while negotiating with West.

To convert again to another online provider would be very disruptive to Law Department lawyers and staff, since there is a learning curve to understand and make full use of the online services provided, which we are still learning. All staff are satisfied with the available services through Westlaw, and we believe the upgraded services will provide additional research capacity. Thus, we did not seek alternative proposals this time with the expiration of the Westlaw contract.

West now requires separate contracts for computerized legal research and printed legal research materials. We are eliminating three printed publications. The print publication contract offered to the City for all items currently purchased is $24,307 for the 3-year contract. The contract with the elimination of 3 publications will be $13,354, a savings over three years of $10,953.

West offered an upgrade to our online services at a cost of $1,193.81 per month for the first year, and 3% increases each year. The total annual cost will be $14,326 for year one, and $44,280 for the three years. The price for the same services we are currently receiving, without the upgrade, would be $40,683 for three years. Therefore the upgrade will cost an additional $3,597, which will be offset entirely by the savings from the elimination of some print publications.

Thus, the total 3-year cost for both print and online services will be $57,634, a 5% increase over what we paid for the print materials and online services for the three year period 2016-2018. The annual amount for 2019-20 will be $18,562. The Law Department budgeted $22,000 for these services and publications for 2019.

We recommend that the Finance Committee recommend to Council that the City enter into a three-year research services contract with West, a Thompson Reuters company, for computerized legal research services for the period June 1, 2019 through May 31, 2022, in the total estimated amount of $44,280.

councilmemos/2019/0515WestlawFINANCE

SHAKER HEIGHTS

Memorandum

To: Members of the Finance and Administration Committee

From: Robert Baker, Director of Finance Department

Cc: Mayor David E. Weiss
Jeri Chaikin, CAO

Date: May 20, 2019

RE: Tyler Technologies Sole Source Contract

The City desires to automate the collection of employee time and attendance data as well as the process of scheduling time off. The purpose of doing so would be to reduce errors and employee time spent entering this information from paper timesheets and or electronic spreadsheets and to provide a more efficient and manageable method of scheduling personnel. Under the current process, one employee in each department typically enters all time and attendance information into the MUNIS payroll module. Due to the volume of entries required in larger departments, the chance of errors from typing or omission is significant. Automating this data capture will save time and increase efficiencies in each department. Further, an automated scheduling system will enable employees, especially those in bargaining units, to schedule time off and trade time in an efficient manner including electronic device processing of supervisory approval. The electronic scheduling will also assist managers in ensuring appropriate staffing.

The Employee Self Service (ESS) system will benefit the entire work force by providing employees with access to pay advices, W-2 records and even employee benefit information through a secure web portal available to employees 24-7. The system would allow employees to update personal information like address and dependent changes while also automating the workflow of this information to appropriate supervisors, HR and Finance personnel.

The City desires to contract with Tyler Technologies, Inc. in order to accomplish this project. The City departments created a wish list of features that they desired and three vendors' presented webinar overviews of their systems. The three vendors were Right-stuff (popular with police departments), Aladtec (popular with fire departments) and ExecuTime (a Tyler product). After comparison, the following key points were identified:

- An interface to the MUNIS Financial system would need to be written and tested for the two third-party systems while ExecuTime is already fully integrated to the MUNIS Payroll system.
- For the outside vendor systems, employee information and changes must be entered into both MUNIS and vendor systems, unless a custom interface is written.

- Reconciliation between the outside vendor system and MUNIS payroll would need to be done each pay. With ExecuTime, the employee balances mirror each other and no double keying required. MUNIS workflow, the process of automating information routing and approval, can be utilized as well.
- Workflow in ExecuTime is integrated. The outside vendor systems include workflow, but we would have to maintain workflow settings and role permissions in the two systems.
- Vendor support – With ExecuTime there is only one vendor to contact for support (Tyler Technologies) for problems with employee pay. Utilizing separate vendors for time data entry and payroll could result in disputes and finger pointing as to which vendor is responsible for a problem.
- Customizable- All systems are customizable, but could run into trouble or increased costs as changes/upgrades occur with each vendor's product.
- Upgrades – Whenever Tyler Technologies has an upgrade, if an outside vendor is used, then all the interfaces would need to be updated and tested as well. With ExecuTime there is no need to do this since it is the same vendor.

All department directors were in agreement that ExecuTime was the best option for the City of Shaker Heights, OH. The City already uses Tyler Technologies, Inc. software for its Financial, Payroll and Human Resources. We are recommending that the City purchase ExecuTime Advance Scheduling and mobile access, Executime Time & Attendance and mobile access and ESS modules because Tyler Technologies is the sole provider of this software. We are also purchasing four touchscreen biometric reader time clocks for the Public Works employees. Additionally, Tyler is the only party authorized to support, and update or modify such software. Tyler's ESS and ExecuTime software has been developed in conjunction with other MUNIS products and is highly integrated with certain MUNIS software products in use by the City of Shaker Heights including MUNIS Payroll and HR. Tyler is the sole developer and implementer of the ESS and ExecuTime software. The estimated costs of $87,195 includes one time and recurring fees the first year (see chart below). Future years maintenance fees are $11,245 subject to 5% increase per year. The annual maintenance fees will be paid mid-2020 and will be prorated and subject to a 5% annual increase. The city will bundle all Tyler maintenance fees in 2021 for council approval.

SOFTWARE/HARDWARE	ESTIMATED ONE TIME FEE	FIRST YEAR RECURRING FEES	ESTIMATED COSTS TOTAL	*ANNUAL MAINTENANCE FEES
FOUR TOUCHSCREEN BIOMETRIC READER TIMECLOCKS	$10,840.00	$1,300.00	$12,140.00	$1,300.00
EXECUTIME ADVANCED SCHEDULING	$15,625.00		$15,625.00	$1,445.00
EXECUTIME ADVANCED SCHEDULING MOBILE ACCESS	$3,975.00		$3,975.00	$795.00
EXECUTIME TIME & ATTENDANCE	$26,200.00		$26,200.00	$2,440.00
EXECUTIME TIME & ATTENDANCE MOBILE ACCESS	$5,075.00		$5,075.00	$1,015.00
EMPLOYEE SELF SERVICE (TYLER HOSTED)	$11,800.00	$4,250.00	$16,050.00	$4,250.00
ESTIMATED TRAVEL	$8,130.00		$8,130.00	
TOTAL	**$81,645.00**	**$5,550.00**	**$87,195.00**	**$11,245.00**

***SUBJECT TO APPROX. 5% INCREASE ANNUALLY, FIRST YEAR FREE.**

The Law Department has reviewed and approves of this sole source agreement without competitive bidding. The appropriation of $95,000 was included in the 2019 Capital budget ORC 18-127. It is recommended that the Finance and Administration Committee approve and recommend to City Council that the City enter into a do not exceed contract for $95,000 with Tyler Technologies, Inc. without the requirement of competitive bidding as Tyler Technologies, Inc. is proprietary software.

SHAKER HEIGHTS

Memorandum

To: Members of Finance and Administration Committee

From: Sandra Middleton, Human Resources Manager

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

Date: May 20, 2019

Re: Recommendation for Consultant for Non-Bargaining Classification and Compensation Plan Study

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The City last contracted for a classification and compensation plan study in 2004. Since that time, City services have expanded, departments have been reorganized or abolished, and several position classifications have been restructured.

Since 2004, the City has maintained the classification plan by updating it to reflect the current complement of positions. The current classification plan consists of 82 positions. (See Attached) The most recent classification update was approved by Council in ordinance 17-125, effective January 1, 2018. Periodic updates include a review of newly created or reclassified positions only, not a comprehensive review of all positions. Although the City continues to maintain the position classification plan, the job evaluation tools have become less effective utilizing the dated job descriptions. At best, with the impact of ADA regulations, the dated job descriptions need to be modified to include the essential functions of each classification.

The compensation plan is updated each time non-bargaining employees are awarded a Cost of Living Adjustment (COLA) as part of the annual operation budget. The compensation schedule is adjusted to reflect COLA increases. The last COLA increase was January 1, 2018. The current compensation plan is structured for salaries to increase based on merit, as documented in the employee's performance evaluation. Although the current compensation plan is based on merit, no City employee has received a merit increase since 2008. The current pay structure is not being utilized as intended and is no longer meeting the City's need to reward employees. (See Attached)

In January 2019, the City submitted a request for proposals (RFP) for a comprehensive Classification and Compensation Study. The purpose of the Classification and Compensation Study is to address changes in the City operations and staffing over the past 14 years, which may have affected the type, scope, and level of work being performed and compensation thereof. The City's overall objectives of the study are to:

1. Attract and retain qualified employees;
2. Ensure positions performing similar work with essentially the same level of

complexity, responsibility, knowledge, skills, and abilities are classified together;

3. Update job descriptions;
4. Provide salaries that support internal equity and maintain external competitiveness;
5. Prepare procedures for the day-to-day administration of the position classification and pay plan and train Human Resources staff to implement them.
6. Update appropriate Fair Labor Standards Act (FLSA) designations for each classification (exempt or non-exempt) and specify the basis for any exemptions.

The RFP was posted on the City's website and was sent to 12 known companies. 11 proposals were received by the deadline. The list of companies included: Springsted, Inc., Evergreen Solutions LLC, Organizational Architecture Inc., Richardson Compensation Consulting, LLC, Archer Co., Clemen Nelson & Associates, McGrath HR Group, Gov HR, Mag Management Consulting, MGT Consulting and Cowden & Associates. The cost of the proposal ranged from $23,891 to $85,000.

A review committee of Jeri Chaikin, CAO, James Heath, Assistant Fire Chief, and Sandra Middleton, Human Resources Manager, reviewed each proposal for technical approach, project team experience with municipal governments, evaluation tools and implementation plan. The review committee reduced the field of companies to four and a SKYPE interview was held with each of the prospective companies. Unanimously the review committee agreed that Springsted was best suited to meet the City's objectives. Springsted has 50 plus years of public sector experience with offices in nine states. They have worked with over 250 clients and they understand the complexity of Shaker Heights as they completed the last classification and compensation plan study in 2004. The project team leader for Springsted has a Master of Public Administration and is the former Chief Information Officer for the City of Tulsa, Oklahoma.

The scope of work will include:

1. Study of all non-bargaining regular full-time and part-time positions. A minimum of 25% of the workforce will be interviewed individually or in small groups. Includes an appeal process;
2. A minimum of three (3) on-site visits;
3. All non-bargaining job descriptions updated;
4. Positions reviewed for compliance with Fair Labor Standards Act;
5. Salary and Benefits survey;
6. Market comparisons;
7. Pay structure development and ongoing administration training;
8. Employee perception survey;

9. Implementation costing analysis;
10. Non-monetary benefit recommendations;
11. Comprehensive final report. The report will include introduction of concept and circumstances prompting study, methodology, findings and recommendations implementation.

The completion of the scope of work will take approximately 90 days and will commence immediately upon execution of a contract. The project cost should not exceed $38,000. The goal is to have the final report in time for recommendations to be considered in the 2020 Operation Budget process.

We are asking that the Finance and Administration Committee recommend accepting the proposal from Springsted, LLC for the City's classification and compensation plan study at a cost not to exceed $38,000. The funds for this project are already in the 2019 Human Resources budget.

POSITION CLASSIFICATION PLAN

Regular Full-time and Part-time

POSITION TITLE	SALARY GRADE
Clerical, Administrative and Related	
Customer Service Representative	8
Administrative Assistant	10
Senior Administrative Assistant	13
Executive Assistant	16
Information Technology Support Technician	17
Business Services Manager	21
Information Technology Administrator	22
Senior Human Resources Analyst	22
Human Resources Manager	24
Director of Information Technology	26
Chief Administrative Officer	37
Fiscal and Related	
Accounting Clerk	10
Accounting Technician	12
Accounting Specialist	14
Accountant	17
Assistant Director of Finance	22
Director of Finance	30
Economic Development	
Neighborhood & Housing Specialist	16
Economic Development Specialist	19
Director of Economic Development	28

POSITION TITLE	SALARY GRADE
Building, Housing and Planning	
Permit Specialist	13
Building Inspector	17
Senior Building Inspector	19
Building Commissioner	26
Housing Inspector	13
Senior Housing Inspector	16
Assistant Director of Housing Inspection	20
Housing Commissioner	26
Director of Building and Housing	28
Planning Specialist	14
Planner	18
Senior Planner	21
Principal Planner	22
Director of Planning	28
Law	
Legal Assistant	13
Executive Legal Assistant	16
Assistant Director of Law/Housing Attorney	25
Chief Prosecutor/Assistant Director of Law	27
Director of Law	34
Neighborhood Revitalization	
Director of Neighborhood Revitalization	28
Communications and Marketing	
Community Information Representative	15
Communications and Marketing Specialist	17
Sr. Communications and Marketing Specialist	19
Director of Communications and Marketing	26

POSITION TITLE	SALARY GRADE
Recreation	
Recreation Assistant Program Coordinator	10
Hockey Coordinator	10
Childcare Supervisor/Camp Director	10
Recreation Program Coordinator	15
Assistant Facility Manager	15
Special Events and Marketing Coordinator	15
Park/Facilities Maintenance Supervisor	17
Manager, Thornton Park & Sports Facilities	21
Director of Recreation	28
Public Works	
Building Maintenance Mechanic	15
Administrative Manager	16
Purchasing and Inventory Control Manager	17
Building Superintendent	20
Grounds Maintenance Superintendent	20
Sewer Superintendent	20
Superintendent-Arborist/Utility Coordinator	22
Project/Construction Manager	22
Public Works Superintendent	22
Assistant Director of Public Works -Infrastructure	25
Assistant Director of Public Works – Operations	25
Director of Public Works	32
Fire	
Fire Equipment Maintenance Specialist	17
Fire Prevention/Education Specialist	19
Assistant Chief of Fire- Operations	25
Assistant Chief of Fire – Fire Prevention	25
Fire Chief	30

POSITION TITLE	SALARY GRADE
Police	
Vehicle Fleet Coordinator	6
Police Information Specialist	10
Police Jailer	12
Police Property Officer	13
Accreditation Manager	15
Support Services Coordinator	15
Executive Assistant/Police Administration	16
Police Records Supervisor	16
Assistant Traffic Signal Superintendent	17
Police Commander	26
Chief of Police	32
Municipal Court	
Clerk of Court	30

CITY OF SHAKER HEIGHTS - NON BARGAINING EMPLOYEES - EXHIBIT 2

SALARY SCHEDULE- EFFECTIVE JANUARY 1, 2018 (2.0% Adjustment From 2017 Schedule)

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RANGE NO.		STEPS															
		A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
		STANDARD								EXCEEDS STANDARDS				OUTSTANDING			
	Annual	$22,887	$23,457	$24,045	$24,645	$25,265	$25,894	$26,541	$27,205	$27,886	$28,582	$29,298	$30,031	$30,781	$31,554	$32,343	$33,146
	Biweekly	$880.27	$902.19	$924.81	$947.88	$971.73	$995.92	$1,020.81	$1,046.35	$1,072.54	$1,099.31	$1,126.85	$1,155.04	$1,183.88	$1,213.62	$1,243.96	$1,274.85
1	1950 Hour Yr.	$11.7369	$12.0292	$12.3308	$12.6385	$12.9564	$13.2790	$13.6108	$13.9513	$14.3005	$14.6574	$15.0246	$15.4005	$15.7851	$16.1815	$16.5862	$16.9979
	2080 Hour Yr.	$11.0034	$11.2774	$11.5601	$11.8486	$12.1466	$12.4490	$12.7601	$13.0793	$13.4067	$13.7413	$14.0856	$14.4380	$14.7986	$15.1702	$15.5495	$15.9356
	Annual	$24,045	$24,645	$25,265	$25,894	$26,541	$27,205	$27,886	$28,582	$29,298	$30,031	$30,781	$31,554	$32,343	$33,146	$33,979	$34,828
	Biweekly	$924.81	$947.88	$971.73	$995.92	$1,020.81	$1,046.35	$1,072.54	$1,099.31	$1,126.85	$1,155.04	$1,183.88	$1,213.62	$1,243.96	$1,274.85	$1,306.88	$1,339.54
2	1950 Hour Yr.	$12.3308	$12.6385	$12.9564	$13.2790	$13.6108	$13.9513	$14.3005	$14.6574	$15.0246	$15.4005	$15.7851	$16.1815	$16.5862	$16.9979	$17.4251	$17.8605
	2080 Hour Yr.	$11.5601	$11.8486	$12.1466	$12.4490	$12.7601	$13.0793	$13.4067	$13.7413	$14.0856	$14.4380	$14.7986	$15.1702	$15.5495	$15.9356	$16.3361	$16.7442
	Annual	$25,265	$25,894	$26,541	$27,205	$27,886	$28,582	$29,298	$30,031	$30,781	$31,554	$32,343	$33,146	$33,979	$34,828	$35,698	$36,590
	Biweekly	$971.73	$995.92	$1,020.81	$1,046.35	$1,072.54	$1,099.31	$1,126.85	$1,155.04	$1,183.88	$1,213.62	$1,243.96	$1,274.85	$1,306.88	$1,339.54	$1,373.00	$1,407.31
3	1950 Hour Yr.	$12.9564	$13.2790	$13.6108	$13.9513	$14.3005	$14.6574	$15.0246	$15.4005	$15.7851	$16.1815	$16.5862	$16.9979	$17.4251	$17.8605	$18.3067	$18.7641
	2080 Hour Yr.	$12.1466	$12.4490	$12.7601	$13.0793	$13.4067	$13.7413	$14.0856	$14.4380	$14.7986	$15.1702	$15.5495	$15.9356	$16.3361	$16.7442	$17.1625	$17.5913
	Annual	$26,541	$27,205	$27,886	$28,582	$29,298	$30,031	$30,781	$31,554	$32,343	$33,146	$33,979	$34,828	$35,698	$36,590	$37,503	$38,443
	Biweekly	$1,020.81	$1,046.35	$1,072.54	$1,099.31	$1,126.85	$1,155.04	$1,183.88	$1,213.62	$1,243.96	$1,274.85	$1,306.88	$1,339.54	$1,373.00	$1,407.31	$1,442.42	$1,478.58
4	1950 Hour Yr.	$13.6108	$13.9513	$14.3005	$14.6574	$15.0246	$15.4005	$15.7851	$16.1815	$16.5862	$16.9979	$17.4251	$17.8605	$18.3067	$18.7641	$19.2323	$19.7144
	2080 Hour Yr.	$12.7601	$13.0793	$13.4067	$13.7413	$14.0856	$14.4380	$14.7986	$15.1702	$15.5495	$15.9356	$16.3361	$16.7442	$17.1625	$17.5913	$18.0303	$18.4822
	Annual	$27,886	$28,582	$29,298	$30,031	$30,781	$31,554	$32,343	$33,146	$33,979	$34,828	$35,698	$36,590	$37,503	$38,443	$39,403	$40,385
	Biweekly	$1,072.54	$1,099.31	$1,126.85	$1,155.04	$1,183.88	$1,213.62	$1,243.96	$1,274.85	$1,306.88	$1,339.54	$1,373.00	$1,407.31	$1,442.42	$1,478.58	$1,515.50	$1,553.27
5	1950 Hour Yr.	$14.3005	$14.6574	$15.0246	$15.4005	$15.7851	$16.1815	$16.5862	$16.9979	$17.4251	$17.8605	$18.3067	$18.7641	$19.2323	$19.7144	$20.2067	$20.7103
	2080 Hour Yr.	$13.4067	$13.7413	$14.0856	$14.4380	$14.7986	$15.1702	$15.5495	$15.9356	$16.3361	$16.7442	$17.1625	$17.5913	$18.0303	$18.4822	$18.9438	$19.4159
	Annual	$29,298	$30,031	$30,781	$31,554	$32,343	$33,146	$33,979	$34,828	$35,698	$36,590	$37,503	$38,443	$39,403	$40,385	$41,398	$42,434
	Biweekly	$1,126.85	$1,155.04	$1,183.88	$1,213.62	$1,243.96	$1,274.85	$1,306.88	$1,339.54	$1,373.00	$1,407.31	$1,442.42	$1,478.58	$1,515.50	$1,553.27	$1,592.23	$1,632.08
6	1950 Hour Yr.	$15.0246	$15.4005	$15.7851	$16.1815	$16.5862	$16.9979	$17.4251	$17.8605	$18.3067	$18.7641	$19.2323	$19.7144	$20.2067	$20.7103	$21.2297	$21.7610
	2080 Hour Yr.	$14.0856	$14.4380	$14.7986	$15.1702	$15.5495	$15.9356	$16.3361	$16.7442	$17.1625	$17.5913	$18.0303	$18.4822	$18.9438	$19.4159	$19.9029	$20.4010
	Annual	$30,781	$31,554	$32,343	$33,146	$33,979	$34,828	$35,698	$36,590	$37,503	$38,443	$39,403	$40,385	$41,398	$42,434	$43,493	$44,580
	Biweekly	$1,183.88	$1,213.62	$1,243.96	$1,274.85	$1,306.88	$1,339.54	$1,373.00	$1,407.31	$1,442.42	$1,478.58	$1,515.50	$1,553.27	$1,592.23	$1,632.08	$1,672.81	$1,714.62
7	1950 Hour Yr.	$15.7851	$16.1815	$16.5862	$16.9979	$17.4251	$17.8605	$18.3067	$18.7641	$19.2323	$19.7144	$20.2067	$20.7103	$21.2297	$21.7610	$22.3041	$22.8615
	2080 Hour Yr.	$14.7986	$15.1702	$15.5495	$15.9356	$16.3361	$16.7442	$17.1625	$17.5913	$18.0303	$18.4822	$18.9438	$19.4159	$19.9029	$20.4010	$20.9101	$21.4327

CITY OF SHAKER HEIGHTS - NON BARGAINING EMPLOYEES - EXHIBIT 2

SALARY SCHEDULE- EFFECTIVE JANUARY 1, 2018 (2.0% Adjustment From 2017 Schedule)

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RANGE NO.		STEPS															
		A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
8	Annual	$32,343	$33,146	$33,979	$34,828	$35,698	$36,590	$37,503	$38,443	$39,403	$40,385	$41,398	$42,434	$43,493	$44,580	$45,695	$46,837
	Biweekly	$1,243.96	$1,274.85	$1,306.88	$1,339.54	$1,373.00	$1,407.31	$1,442.42	$1,478.58	$1,515.50	$1,553.27	$1,592.23	$1,632.08	$1,672.81	$1,714.62	$1,757.50	$1,801.42
	1950 Hour Yr.	$16.5862	$16.9979	$17.4251	$17.8605	$18.3067	$18.7641	$19.2323	$19.7144	$20.2067	$20.7103	$21.2297	$21.7610	$22.3041	$22.8615	$23.4333	$24.0190
	2080 Hour Yr.	$15.5495	$15.9356	$16.3361	$16.7442	$17.1625	$17.5913	$18.0303	$18.4822	$18.9438	$19.4159	$19.9029	$20.4010	$20.9101	$21.4327	$21.9688	$22.5178
9	Annual	$33,979	$34,828	$35,698	$36,590	$37,503	$38,443	$39,403	$40,385	$41,398	$42,434	$43,493	$44,580	$45,695	$46,837	$48,009	$49,207
	Biweekly	$1,306.88	$1,339.54	$1,373.00	$1,407.31	$1,442.42	$1,478.58	$1,515.50	$1,553.27	$1,592.23	$1,632.08	$1,672.81	$1,714.62	$1,757.50	$1,801.42	$1,846.50	$1,892.58
	1950 Hour Yr.	$17.4251	$17.8605	$18.3067	$18.7641	$19.2323	$19.7144	$20.2067	$20.7103	$21.2297	$21.7610	$22.3041	$22.8615	$23.4333	$24.0190	$24.6200	$25.2344
	2080 Hour Yr.	$16.3361	$16.7442	$17.1625	$17.5913	$18.0303	$18.4822	$18.9438	$19.4159	$19.9029	$20.4010	$20.9101	$21.4327	$21.9688	$22.5178	$23.0813	$23.6572
10	Annual	$35,698	$36,590	$37,503	$38,443	$39,403	$40,385	$41,398	$42,434	$43,493	$44,580	$45,695	$46,837	$48,009	$49,207	$50,442	$51,700
	Biweekly	$1,373.00	$1,407.31	$1,442.42	$1,478.58	$1,515.50	$1,553.27	$1,592.23	$1,632.08	$1,672.81	$1,714.62	$1,757.50	$1,801.42	$1,846.50	$1,892.58	$1,940.08	$1,988.46
	1950 Hour Yr.	$18.3067	$18.7641	$19.2323	$19.7144	$20.2067	$20.7103	$21.2297	$21.7610	$22.3041	$22.8615	$23.4333	$24.0190	$24.6200	$25.2344	$25.8677	$26.5128
	2080 Hour Yr.	$17.1625	$17.5913	$18.0303	$18.4822	$18.9438	$19.4159	$19.9029	$20.4010	$20.9101	$21.4327	$21.9688	$22.5178	$23.0813	$23.6572	$24.2510	$24.8558
11	Annual	$37,503	$38,443	$39,403	$40,385	$41,398	$42,434	$43,493	$44,580	$45,695	$46,837	$48,009	$49,207	$50,442	$51,700	$52,992	$54,319
	Biweekly	$1,442.42	$1,478.58	$1,515.50	$1,553.27	$1,592.23	$1,632.08	$1,672.81	$1,714.62	$1,757.50	$1,801.42	$1,846.50	$1,892.58	$1,940.08	$1,988.46	$2,038.15	$2,089.19
	1950 Hour Yr.	$19.2323	$19.7144	$20.2067	$20.7103	$21.2297	$21.7610	$22.3041	$22.8615	$23.4333	$24.0190	$24.6200	$25.2344	$25.8677	$26.5128	$27.1754	$27.8559
	2080 Hour Yr.	$18.0303	$18.4822	$18.9438	$19.4159	$19.9029	$20.4010	$20.9101	$21.4327	$21.9688	$22.5178	$23.0813	$23.6572	$24.2510	$24.8558	$25.4769	$26.1149
12	Annual	$39,403	$40,385	$41,398	$42,434	$43,493	$44,580	$45,695	$46,837	$48,009	$49,207	$50,442	$51,700	$52,992	$54,319	$55,674	$57,068
	Biweekly	$1,515.50	$1,553.27	$1,592.23	$1,632.08	$1,672.81	$1,714.62	$1,757.50	$1,801.42	$1,846.50	$1,892.58	$1,940.08	$1,988.46	$2,038.15	$2,089.19	$2,141.31	$2,194.92
	1950 Hour Yr.	$20.2067	$20.7103	$21.2297	$21.7610	$22.3041	$22.8615	$23.4333	$24.0190	$24.6200	$25.2344	$25.8677	$26.5128	$27.1754	$27.8559	$28.5508	$29.2656
	2080 Hour Yr.	$18.9438	$19.4159	$19.9029	$20.4010	$20.9101	$21.4327	$21.9688	$22.5178	$23.0813	$23.6572	$24.2510	$24.8558	$25.4769	$26.1149	$26.7663	$27.4365
13	Annual	$41,398	$42,434	$43,493	$44,580	$45,695	$46,837	$48,009	$49,207	$50,442	$51,700	$52,992	$54,319	$55,674	$57,068	$58,492	$59,958
	Biweekly	$1,592.23	$1,632.08	$1,672.81	$1,714.62	$1,757.50	$1,801.42	$1,846.50	$1,892.58	$1,940.08	$1,988.46	$2,038.15	$2,089.19	$2,141.31	$2,194.92	$2,249.69	$2,306.08
	1950 Hour Yr.	$21.2297	$21.7610	$22.3041	$22.8615	$23.4333	$24.0190	$24.6200	$25.2344	$25.8677	$26.5128	$27.1754	$27.8559	$28.5508	$29.2656	$29.9959	$30.7477
	2080 Hour Yr.	$19.9029	$20.4010	$20.9101	$21.4327	$21.9688	$22.5178	$23.0813	$23.6572	$24.2510	$24.8558	$25.4769	$26.1149	$26.7663	$27.4365	$28.1212	$28.8260
14	Annual	$43,493	$44,580	$45,695	$46,837	$48,009	$49,207	$50,442	$51,700	$52,992	$54,319	$55,674	$57,068	$58,492	$59,958	$61,455	$62,990
	Biweekly	$1,672.81	$1,714.62	$1,757.50	$1,801.42	$1,846.50	$1,892.58	$1,940.08	$1,988.46	$2,038.15	$2,089.19	$2,141.31	$2,194.92	$2,249.69	$2,306.08	$2,363.65	$2,422.69
	1950 Hour Yr.	$22.3041	$22.8615	$23.4333	$24.0190	$24.6200	$25.2344	$25.8677	$26.5128	$27.1754	$27.8559	$28.5508	$29.2656	$29.9959	$30.7477	$31.5154	$32.3026
	2080 Hour Yr.	$20.9101	$21.4327	$21.9688	$22.5178	$23.0813	$23.6572	$24.2510	$24.8558	$25.4769	$26.1149	$26.7663	$27.4365	$28.1212	$28.8260	$29.5457	$30.2837

CITY OF SHAKER HEIGHTS - NON BARGAINING EMPLOYEES - EXHIBIT 2

SALARY SCHEDULE- EFFECTIVE JANUARY 1, 2018 (2.0% Adjustment From 2017 Schedule)

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RANGE NO.		STEPS															
		A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
15	Annual	$45,695	$46,837	$48,009	$49,207	$50,442	$51,700	$52,992	$54,319	$55,674	$57,068	$58,492	$59,958	$61,455	$62,990	$64,566	$66,181
	Biweekly	$1,757.50	$1,801.42	$1,846.50	$1,892.58	$1,940.08	$1,988.46	$2,038.15	$2,089.19	$2,141.31	$2,194.92	$2,249.69	$2,306.08	$2,363.65	$2,422.69	$2,483.31	$2,545.42
	1950 Hour Yr.	$23.4333	$24.0190	$24.6200	$25.2344	$25.8677	$26.5128	$27.1754	$27.8559	$28.5508	$29.2656	$29.9959	$30.7477	$31.5154	$32.3026	$33.1108	$33.9390
	2080 Hour Yr.	$21.9688	$22.5178	$23.0813	$23.6572	$24.2510	$24.8558	$25.4769	$26.1149	$26.7663	$27.4365	$28.1212	$28.8260	$29.5457	$30.2837	$31.0413	$31.8178
16	Annual	$48,009	$49,207	$50,442	$51,700	$52,992	$54,319	$55,674	$57,068	$58,492	$59,958	$61,455	$62,990	$64,566	$66,181	$67,834	$69,531
	Biweekly	$1,846.50	$1,892.58	$1,940.08	$1,988.46	$2,038.15	$2,089.19	$2,141.31	$2,194.92	$2,249.69	$2,306.08	$2,363.65	$2,422.69	$2,483.31	$2,545.42	$2,609.00	$2,674.27
	1950 Hour Yr.	$24.6200	$25.2344	$25.8677	$26.5128	$27.1754	$27.8559	$28.5508	$29.2656	$29.9959	$30.7477	$31.5154	$32.3026	$33.1108	$33.9390	$34.7867	$35.6569
	2080 Hour Yr.	$23.0813	$23.6572	$24.2510	$24.8558	$25.4769	$26.1149	$26.7663	$27.4365	$28.1212	$28.8260	$29.5457	$30.2837	$31.0413	$31.8178	$32.6125	$33.4284
17	Annual	$50,442	$51,700	$52,992	$54,319	$55,674	$57,068	$58,492	$59,958	$61,455	$62,990	$64,566	$66,181	$67,834	$69,531	$71,267	$73,049
	Biweekly	$1,940.08	$1,988.46	$2,038.15	$2,089.19	$2,141.31	$2,194.92	$2,249.69	$2,306.08	$2,363.65	$2,422.69	$2,483.31	$2,545.42	$2,609.00	$2,674.27	$2,741.04	$2,809.58
	1950 Hour Yr.	$25.8677	$26.5128	$27.1754	$27.8559	$28.5508	$29.2656	$29.9959	$30.7477	$31.5154	$32.3026	$33.1108	$33.9390	$34.7867	$35.6569	$36.5472	$37.4610
	2080 Hour Yr.	$24.2510	$24.8558	$25.4769	$26.1149	$26.7663	$27.4365	$28.1212	$28.8260	$29.5457	$30.2837	$31.0413	$31.8178	$32.6125	$33.4284	$34.2630	$35.1197
18	Annual	$52,992	$54,319	$55,674	$57,068	$58,492	$59,958	$61,455	$62,990	$64,566	$66,181	$67,834	$69,531	$71,267	$73,049	$74,875	$76,748
	Biweekly	$2,038.15	$2,089.19	$2,141.31	$2,194.92	$2,249.69	$2,306.08	$2,363.65	$2,422.69	$2,483.31	$2,545.42	$2,609.00	$2,674.27	$2,741.04	$2,809.58	$2,879.81	$2,951.85
	1950 Hour Yr.	$27.1754	$27.8559	$28.5508	$29.2656	$29.9959	$30.7477	$31.5154	$32.3026	$33.1108	$33.9390	$34.7867	$35.6569	$36.5472	$37.4610	$38.3974	$39.3579
	2080 Hour Yr.	$25.4769	$26.1149	$26.7663	$27.4365	$28.1212	$28.8260	$29.5457	$30.2837	$31.0413	$31.8178	$32.6125	$33.4284	$34.2630	$35.1197	$35.9976	$36.8981
19	Annual	$55,674	$57,068	$58,492	$59,958	$61,455	$62,990	$64,566	$66,181	$67,834	$69,531	$71,267	$73,049	$74,875	$76,748	$78,666	$80,635
	Biweekly	$2,141.31	$2,194.92	$2,249.69	$2,306.08	$2,363.65	$2,422.69	$2,483.31	$2,545.42	$2,609.00	$2,674.27	$2,741.04	$2,809.58	$2,879.81	$2,951.85	$3,025.62	$3,101.35
	1950 Hour Yr.	$28.5508	$29.2656	$29.9959	$30.7477	$31.5154	$32.3026	$33.1108	$33.9390	$34.7867	$35.6569	$36.5472	$37.4610	$38.3974	$39.3579	$40.3415	$41.3513
	2080 Hour Yr.	$26.7663	$27.4365	$28.1212	$28.8260	$29.5457	$30.2837	$31.0413	$31.8178	$32.6125	$33.4284	$34.2630	$35.1197	$35.9976	$36.8981	$37.8202	$38.7668
20	Annual	$58,492	$59,958	$61,455	$62,990	$64,566	$66,181	$67,834	$69,531	$71,267	$73,049	$74,875	$76,748	$78,666	$80,635	$82,651	$84,717
	Biweekly	$2,249.69	$2,306.08	$2,363.65	$2,422.69	$2,483.31	$2,545.42	$2,609.00	$2,674.27	$2,741.04	$2,809.58	$2,879.81	$2,951.85	$3,025.62	$3,101.35	$3,178.88	$3,258.35
	1950 Hour Yr.	$29.9959	$30.7477	$31.5154	$32.3026	$33.1108	$33.9390	$34.7867	$35.6569	$36.5472	$37.4610	$38.3974	$39.3579	$40.3415	$41.3513	$42.3851	$43.4446
	2080 Hour Yr.	$28.1212	$28.8260	$29.5457	$30.2837	$31.0413	$31.8178	$32.6125	$33.4284	$34.2630	$35.1197	$35.9976	$36.8981	$37.8202	$38.7668	$39.7361	$40.7293
21	Annual	$61,455	$62,990	$64,566	$66,181	$67,834	$69,531	$71,267	$73,049	$74,875	$76,748	$78,666	$80,635	$82,651	$84,717	$86,836	$89,003
	Biweekly	$2,363.65	$2,422.69	$2,483.31	$2,545.42	$2,609.00	$2,674.27	$2,741.04	$2,809.58	$2,879.81	$2,951.85	$3,025.62	$3,101.35	$3,178.88	$3,258.35	$3,339.85	$3,423.19
	1950 Hour Yr.	$31.5154	$32.3026	$33.1108	$33.9390	$34.7867	$35.6569	$36.5472	$37.4610	$38.3974	$39.3579	$40.3415	$41.3513	$42.3851	$43.4446	$44.5313	$45.6426
	2080 Hour Yr.	$29.5457	$30.2837	$31.0413	$31.8178	$32.6125	$33.4284	$34.2630	$35.1197	$35.9976	$36.8981	$37.8202	$38.7668	$39.7361	$40.7293	$41.7481	$42.7899

CITY OF SHAKER HEIGHTS - NON BARGAINING EMPLOYEES - EXHIBIT 2

SALARY SCHEDULE- EFFECTIVE JANUARY 1, 2018 (2.0% Adjustment From 2017 Schedule)

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RANGE NO.		STEPS															
		A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
22	Annual	$64,566	$66,181	$67,834	$69,531	$71,267	$73,049	$74,875	$76,748	$78,666	$80,635	$82,651	$84,717	$86,836	$89,003	$91,228	$93,514
	Biweekly	$2,483.31	$2,545.42	$2,609.00	$2,674.27	$2,741.04	$2,809.58	$2,879.81	$2,951.85	$3,025.62	$3,101.35	$3,178.88	$3,258.35	$3,339.85	$3,423.19	$3,508.77	$3,596.69
	1950 Hour Yr.	$33.1108	$33.9390	$34.7867	$35.6569	$36.5472	$37.4610	$38.3974	$39.3579	$40.3415	$41.3513	$42.3851	$43.4446	$44.5313	$45.6426	$46.7836	$47.9559
	2080 Hour Yr.	$31.0413	$31.8178	$32.6125	$33.4284	$34.2630	$35.1197	$35.9976	$36.8981	$37.8202	$38.7668	$39.7361	$40.7293	$41.7481	$42.7899	$43.8596	$44.9587
23	Annual	$67,834	$69,531	$71,267	$73,049	$74,875	$76,748	$78,666	$80,635	$82,651	$84,717	$86,836	$89,003	$91,228	$93,514	$95,848	$98,247
	Biweekly	$2,609.00	$2,674.27	$2,741.04	$2,809.58	$2,879.81	$2,951.85	$3,025.62	$3,101.35	$3,178.88	$3,258.35	$3,339.85	$3,423.19	$3,508.77	$3,596.69	$3,686.46	$3,778.73
	1950 Hour Yr.	$34.7867	$35.6569	$36.5472	$37.4610	$38.3974	$39.3579	$40.3415	$41.3513	$42.3851	$43.4446	$44.5313	$45.6426	$46.7836	$47.9559	$49.1528	$50.3831
	2080 Hour Yr.	$32.6125	$33.4284	$34.2630	$35.1197	$35.9976	$36.8981	$37.8202	$38.7668	$39.7361	$40.7293	$41.7481	$42.7899	$43.8596	$44.9587	$46.0808	$47.2341
24	Annual	$71,267	$73,049	$74,875	$76,748	$78,666	$80,635	$82,651	$84,717	$86,836	$89,003	$91,228	$93,514	$95,848	$98,247	$100,701	$103,218
	Biweekly	$2,741.04	$2,809.58	$2,879.81	$2,951.85	$3,025.62	$3,101.35	$3,178.88	$3,258.35	$3,339.85	$3,423.19	$3,508.77	$3,596.69	$3,686.46	$3,778.73	$3,873.12	$3,969.92
	1950 Hour Yr.	$36.5472	$37.4610	$38.3974	$39.3579	$40.3415	$41.3513	$42.3851	$43.4446	$44.5313	$45.6426	$46.7836	$47.9559	$49.1528	$50.3831	$51.6415	$52.9323
	2080 Hour Yr.	$34.2630	$35.1197	$35.9976	$36.8981	$37.8202	$38.7668	$39.7361	$40.7293	$41.7481	$42.7899	$43.8596	$44.9587	$46.0808	$47.2341	$48.4139	$49.6240
25	Annual	$74,875	$76,748	$78,666	$80,635	$82,651	$84,717	$86,836	$89,003	$91,228	$93,514	$95,848	$98,247	$100,701	$103,218	$105,800	$108,442
	Biweekly	$2,879.81	$2,951.85	$3,025.62	$3,101.35	$3,178.88	$3,258.35	$3,339.85	$3,423.19	$3,508.77	$3,596.69	$3,686.46	$3,778.73	$3,873.12	$3,969.92	$4,069.23	$4,170.85
	1950 Hour Yr.	$38.3974	$39.3579	$40.3415	$41.3513	$42.3851	$43.4446	$44.5313	$45.6426	$46.7836	$47.9559	$49.1528	$50.3831	$51.6415	$52.9323	$54.2564	$55.6113
	2080 Hour Yr.	$35.9976	$36.8981	$37.8202	$38.7668	$39.7361	$40.7293	$41.7481	$42.7899	$43.8596	$44.9587	$46.0808	$47.2341	$48.4139	$49.6240	$50.8654	$52.1356
26	Annual	$78,666	$80,635	$82,651	$84,717	$86,836	$89,003	$91,228	$93,514	$95,848	$98,247	$100,701	$103,218	$105,800	$108,442	$111,156	$113,932
	Biweekly	$3,025.62	$3,101.35	$3,178.88	$3,258.35	$3,339.85	$3,423.19	$3,508.77	$3,596.69	$3,686.46	$3,778.73	$3,873.12	$3,969.92	$4,069.23	$4,170.85	$4,275.23	$4,382.00
	1950 Hour Yr.	$40.3415	$41.3513	$42.3851	$43.4446	$44.5313	$45.6426	$46.7836	$47.9559	$49.1528	$50.3831	$51.6415	$52.9323	$54.2564	$55.6113	$57.0031	$58.4267
	2080 Hour Yr.	$37.8202	$38.7668	$39.7361	$40.7293	$41.7481	$42.7899	$43.8596	$44.9587	$46.0808	$47.2341	$48.4139	$49.6240	$50.8654	$52.1356	$53.4404	$54.7750
27	Annual	$82,651	$84,717	$86,836	$89,003	$91,228	$93,514	$95,848	$98,247	$100,701	$103,218	$105,800	$108,442	$111,156	$113,932	$116,780	$119,698
	Biweekly	$3,178.88	$3,258.35	$3,339.85	$3,423.19	$3,508.77	$3,596.69	$3,686.46	$3,778.73	$3,873.12	$3,969.92	$4,069.23	$4,170.85	$4,275.23	$4,382.00	$4,491.54	$4,603.77
	1950 Hour Yr.	$42.3851	$43.4446	$44.5313	$45.6426	$46.7836	$47.9559	$49.1528	$50.3831	$51.6415	$52.9323	$54.2564	$55.6113	$57.0031	$58.4267	$59.8872	$61.3836
	2080 Hour Yr.	$39.7361	$40.7293	$41.7481	$42.7899	$43.8596	$44.9587	$46.0808	$47.2341	$48.4139	$49.6240	$50.8654	$52.1356	$53.4404	$54.7750	$56.1442	$57.5471
28	Annual	$86,836	$89,003	$91,228	$93,514	$95,848	$98,247	$100,701	$103,218	$105,800	$108,442	$111,156	$113,932	$116,780	$119,698	$122,694	$125,761
	Biweekly	$3,339.85	$3,423.19	$3,508.77	$3,596.69	$3,686.46	$3,778.73	$3,873.12	$3,969.92	$4,069.23	$4,170.85	$4,275.23	$4,382.00	$4,491.54	$4,603.77	$4,719.00	$4,836.96
	1950 Hour Yr.	$44.5313	$45.6426	$46.7836	$47.9559	$49.1528	$50.3831	$51.6415	$52.9323	$54.2564	$55.6113	$57.0031	$58.4267	$59.8872	$61.3836	$62.9200	$64.4928
	2080 Hour Yr.	$41.7481	$42.7899	$43.8596	$44.9587	$46.0808	$47.2341	$48.4139	$49.6240	$50.8654	$52.1356	$53.4404	$54.7750	$56.1442	$57.5471	$58.9875	$60.4620

CITY OF SHAKER HEIGHTS - NON BARGAINING EMPLOYEES - EXHIBIT 2

SALARY SCHEDULE- EFFECTIVE JANUARY 1, 2018 (2.0% Adjustment From 2017 Schedule)

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RANGE NO.		STEPS															
		A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
29	Annual	$91,228	$93,514	$95,848	$98,247	$100,701	$103,218	$105,800	$108,442	$111,156	$113,932	$116,780	$119,698	$122,694	$125,761	$128,904	$132,127
	Biweekly	$3,508.77	$3,596.69	$3,686.46	$3,778.73	$3,873.12	$3,969.92	$4,069.23	$4,170.85	$4,275.23	$4,382.00	$4,491.54	$4,603.77	$4,719.00	$4,836.96	$4,957.85	$5,081.81
	1950 Hour Yr.	$46.7836	$47.9559	$49.1528	$50.3831	$51.6415	$52.9323	$54.2564	$55.6113	$57.0031	$58.4267	$59.8872	$61.3836	$62.9200	$64.4928	$66.1046	$67.7574
	2080 Hour Yr.	$43.8596	$44.9587	$46.0808	$47.2341	$48.4139	$49.6240	$50.8654	$52.1356	$53.4404	$54.7750	$56.1442	$57.5471	$58.9875	$60.4620	$61.9731	$63.5226
30	Annual	$95,848	$98,247	$100,701	$103,218	$105,800	$108,442	$111,156	$113,932	$116,780	$119,698	$122,694	$125,761	$128,904	$132,127	$135,428	$138,814
	Biweekly	$3,686.46	$3,778.73	$3,873.12	$3,969.92	$4,069.23	$4,170.85	$4,275.23	$4,382.00	$4,491.54	$4,603.77	$4,719.00	$4,836.96	$4,957.85	$5,081.81	$5,208.77	$5,339.00
	1950 Hour Yr.	$49.1528	$50.3831	$51.6415	$52.9323	$54.2564	$55.6113	$57.0031	$58.4267	$59.8872	$61.3836	$62.9200	$64.4928	$66.1046	$67.7574	$69.4503	$71.1867
	2080 Hour Yr.	$46.0808	$47.2341	$48.4139	$49.6240	$50.8654	$52.1356	$53.4404	$54.7750	$56.1442	$57.5471	$58.9875	$60.4620	$61.9731	$63.5226	$65.1096	$66.7375
31	Annual	$100,701	$103,218	$105,800	$108,442	$111,156	$113,932	$116,780	$119,698	$122,694	$125,761	$128,904	$132,127	$135,428	$138,814	$142,289	$145,845
	Biweekly	$3,873.12	$3,969.92	$4,069.23	$4,170.85	$4,275.23	$4,382.00	$4,491.54	$4,603.77	$4,719.00	$4,836.96	$4,957.85	$5,081.81	$5,208.77	$5,339.00	$5,472.65	$5,609.42
	1950 Hour Yr.	$51.6415	$52.9323	$54.2564	$55.6113	$57.0031	$58.4267	$59.8872	$61.3836	$62.9200	$64.4928	$66.1046	$67.7574	$69.4503	$71.1867	$72.9687	$74.7923
	2080 Hour Yr.	$48.4139	$49.6240	$50.8654	$52.1356	$53.4404	$54.7750	$56.1442	$57.5471	$58.9875	$60.4620	$61.9731	$63.5226	$65.1096	$66.7375	$68.4082	$70.1178
32	Annual	$105,800	$108,442	$111,156	$113,932	$116,780	$119,698	$122,694	$125,761	$128,904	$132,127	$135,428	$138,814	$142,289	$145,845	$149,493	$153,228
	Biweekly	$4,069.23	$4,170.85	$4,275.23	$4,382.00	$4,491.54	$4,603.77	$4,719.00	$4,836.96	$4,957.85	$5,081.81	$5,208.77	$5,339.00	$5,472.65	$5,609.42	$5,749.73	$5,893.38
	1950 Hour Yr.	$54.2564	$55.6113	$57.0031	$58.4267	$59.8872	$61.3836	$62.9200	$64.4928	$66.1046	$67.7574	$69.4503	$71.1867	$72.9687	$74.7923	$76.6631	$78.5785
	2080 Hour Yr.	$50.8654	$52.1356	$53.4404	$54.7750	$56.1442	$57.5471	$58.9875	$60.4620	$61.9731	$63.5226	$65.1096	$66.7375	$68.4082	$70.1178	$71.8716	$73.6673
33	Annual	$111,156	$113,932	$116,780	$119,698	$122,694	$125,761	$128,904	$132,127	$135,428	$138,814	$142,289	$145,845	$149,493	$153,228	$157,061	$160,987
	Biweekly	$4,275.23	$4,382.00	$4,491.54	$4,603.77	$4,719.00	$4,836.96	$4,957.85	$5,081.81	$5,208.77	$5,339.00	$5,472.65	$5,609.42	$5,749.73	$5,893.38	$6,040.81	$6,191.81
	1950 Hour Yr.	$57.0031	$58.4267	$59.8872	$61.3836	$62.9200	$64.4928	$66.1046	$67.7574	$69.4503	$71.1867	$72.9687	$74.7923	$76.6631	$78.5785	$80.5441	$82.5574
	2080 Hour Yr.	$53.4404	$54.7750	$56.1442	$57.5471	$58.9875	$60.4620	$61.9731	$63.5226	$65.1096	$66.7375	$68.4082	$70.1178	$71.8716	$73.6673	$75.5101	$77.3976
34	Annual	$116,780	$119,698	$122,694	$125,761	$128,904	$132,127	$135,428	$138,814	$142,289	$145,845	$149,493	$153,228	$157,061	$160,987	$165,009	$169,133
	Biweekly	$4,491.54	$4,603.77	$4,719.00	$4,836.96	$4,957.85	$5,081.81	$5,208.77	$5,339.00	$5,472.65	$5,609.42	$5,749.73	$5,893.38	$6,040.81	$6,191.81	$6,346.50	$6,505.12
	1950 Hour Yr.	$59.8872	$61.3836	$62.9200	$64.4928	$66.1046	$67.7574	$69.4503	$71.1867	$72.9687	$74.7923	$76.6631	$78.5785	$80.5441	$82.5574	$84.6200	$86.7349
	2080 Hour Yr.	$56.1442	$57.5471	$58.9875	$60.4620	$61.9731	$63.5226	$65.1096	$66.7375	$68.4082	$70.1178	$71.8716	$73.6673	$75.5101	$77.3976	$79.3313	$81.3139
35	Annual	$122,694	$125,761	$128,904	$132,127	$135,428	$138,814	$142,289	$145,845	$149,493	$153,228	$157,061	$160,987	$165,009	$169,133	$173,361	$177,698
	Biweekly	$4,719.00	$4,836.96	$4,957.85	$5,081.81	$5,208.77	$5,339.00	$5,472.65	$5,609.42	$5,749.73	$5,893.38	$6,040.81	$6,191.81	$6,346.50	$6,505.12	$6,667.73	$6,834.54
	1950 Hour Yr.	$62.9200	$64.4928	$66.1046	$67.7574	$69.4503	$71.1867	$72.9687	$74.7923	$76.6631	$78.5785	$80.5441	$82.5574	$84.6200	$86.7349	$88.9031	$91.1272
	2080 Hour Yr.	$58.9875	$60.4620	$61.9731	$63.5226	$65.1096	$66.7375	$68.4082	$70.1178	$71.8716	$73.6673	$75.5101	$77.3976	$79.3313	$81.3139	$83.3466	$85.4317

CITY OF SHAKER HEIGHTS - NON BARGAINING EMPLOYEES - EXHIBIT 2

SALARY SCHEDULE- EFFECTIVE JANUARY 1, 2018 (2.0% Adjustment From 2017 Schedule)

+

RANGE NO.		STEPS															
		A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
36	Annual	$128,904	$132,127	$135,428	$138,814	$142,289	$145,845	$149,493	$153,228	**$157,061**	**$160,987**	**$165,009**	**$169,133**	**$173,361**	**$177,698**	**$182,138**	**$186,694**
	Biweekly	$4,957.85	$5,081.81	$5,208.77	$5,339.00	$5,472.65	$5,609.42	$5,749.73	$5,893.38	**$6,040.81**	**$6,191.81**	**$6,346.50**	**$6,505.12**	**$6,667.73**	**$6,834.54**	**$7,005.31**	**$7,180.54**
	1950 Hour Yr.	$66.1046	$67.7574	$69.4503	$71.1867	$72.9687	$74.7923	$76.6631	$78.5785	**$80.5441**	**$82.5574**	**$84.6200**	**$86.7349**	**$88.9031**	**$91.1272**	**$93.4041**	**$95.7405**
	2080 Hour Yr.	$61.9731	$63.5226	$65.1096	$66.7375	$68.4082	$70.1178	$71.8716	$73.6673	**$75.5101**	**$77.3976**	**$79.3313**	**$81.3139**	**$83.3466**	**$85.4317**	**$87.5663**	**$89.7567**
37	Annual	$135,428	$138,814	$142,289	$145,845	$149,493	$153,228	$157,061	$160,987	**$165,009**	**$169,133**	**$173,361**	**$177,698**	**$182,138**	**$186,694**	**$191,359**	**$196,144**
	Biweekly	$5,208.77	$5,339.00	$5,472.65	$5,609.42	$5,749.73	$5,893.38	$6,040.81	$6,191.81	**$6,346.50**	**$6,505.12**	**$6,667.73**	**$6,834.54**	**$7,005.31**	**$7,180.54**	**$7,359.96**	**$7,544.00**
	1950 Hour Yr.	$69.4503	$71.1867	$72.9687	$74.7923	$76.6631	$78.5785	$80.5441	$82.5574	**$84.6200**	**$86.7349**	**$88.9031**	**$91.1272**	**$93.4041**	**$95.7405**	**$98.1328**	**$100.5867**
	2080 Hour Yr.	$65.1096	$66.7375	$68.4082	$70.1178	$71.8716	$73.6673	$75.5101	$77.3976	**$79.3313**	**$81.3139**	**$83.3466**	**$85.4317**	**$87.5663**	**$89.7567**	**$91.9995**	**$94.3000**

SHAKERHEIGHTS

MEMORANDUM

To: Members of Finance and Administration Committee

From: Alexandria Nichols, Recreation Director

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

Date: May 20, 2019

Re: Recommendation on Thornton Park Ice Rink Fee Changes

In 2018 the Recreation Department conducted a rink fee study because it had been six years since Thornton Park Ice Rink fees were reviewed and adjusted. Data was compiled from several area rinks, both private and public, to see how Shaker fees compared to other rinks. The included Rink Fee Comparison spreadsheet displays fees by facility and includes admission, program fees, and facility rentals fees. As with most community facilities, each municipality is unique and sets pricing based upon their own unique formula so an apples-to-apples comparison is not easy. However, in reviewing the rink fee spreadsheet, it is clear that Shaker fees are generally lower or aligned with area rinks.

As the committee considers changes to rink fees, it is important to understand historical changes to fees. Prior to the change in 2013, fees had been the same since 2008 and before that fees were updated annually at a rate of 7.5% based upon hockey program fees. In 2008, fees were modified to reflect how USA Hockey changed fee collection and the fee increase was only 2%. In 2013, fees were increased for most items by approximately 5%. The approximation was to round fees to the nearest dollar.

The rationale behind the fee review was to ensure cost recovery through users fees because expenses increase annually. For example, with every minimum wage increase, seasonal labor go up. Costs for full-time and part-time staff increase annually as do supplies and materials. The fee review was to look at similar facilities to see if a fee increase would be sustainable within the local rink market. With regard to the Rink Fee Comparison spreadsheet, it is important to note that private rink operations include The Pond, Strongsville, and Winterhurst. All other rinks are owned and operated by municipalities or non-profits. Private rinks tend to charge higher fees because their pricing model is more about cost recovery than public service. In reviewing the general admission fees, Shaker tends to have lower pricing than most of the rinks. Hourly ice rental rates and Learn to Skate fees tend to be on par with publicly operated rinks.

Shaker Youth Hockey is a program operated by the City and includes a youth hockey league, spring hockey clinics, other skills clinics, and a hockey camp. The youth hockey league fees are regulated by the same rink ordinance but are being not considered as a part of this rink fee change because program registration does not align with the recommendation to change fees. These will come before the Recreation Committee at a later date. It should also be noted that Shaker High School Hockey uses Thornton Park Ice Rink for practices and games and there are no fees to the schools for the use of the rink.

Table 1 below details proposed fee increases for the rink at an approximate rate of 5%. This would be a modest increase and will help offset the increasing cost of operations.

SHAKERHEIGHTS

Table 1

HOURLY RENTAL FEES	Current	Proposed
Prime Time	$205.00/hour	$ 215/ hour
Non-Prime Time	$171.00/hour	$ 180/hour
Bulk/Special	$168.00/hour	$ 176/hour
Early Morning - Shaker Figure Skating Club	$60.00/hour	$ 63/hour

GENERAL ADMISSION RATES	Current		Proposed	
	Resident	Non-Resident	Resident	Non-Resident
Adult Public Skating (Ages 18-49)	$4.00	$6.00	$5.00	$7.00
Adult Public Skating (Ages 50 yrs. +)	$3.00	$6.00	$4.00	$7.00
Youth Public Skating (Ages 6-17 yrs.)	$3.00	$6.00	$4.00	$7.00
Youth Public Skating - Pre-school (Ages 4-5 yrs.)	$1.50	$3.00	$2.00	$4.00
Toddlers (Ages 0-3 yrs.)	FREE	FREE	FREE	FREE
Group Public Skating	$4.00	$6.00	$5.00	$7.00
ADULT OPEN HOCKEY				
Daily	$8.00	$10.00	$9.00	$11.00
Punch Pass	$32.00	$40.00	$34.00	$42.00
LEARN TO SKATE FEES				
5 Week Session	$50.00	$70.00	$53.00	$74.00
6 Week Session	$60.00	$80.00	$63.00	$84.00
7 Week Session	$70.00	$90.00	$73.00	$94.00
FIGURE SKATING - CITY ICE FEE				
Morning	$5.00	$7.00	$600	$8.00
Afternoon	$10.00	$13.00	$11.00	$14.00

Note: The change in fees is approximately 5%. This table is modified from the one presented at Recreation because admission rates included partial dollars like a quarter or 50 cents. At the suggestion of the Recreation Committee, fees were rounded to whole dollars to promote efficiency in collecting fees.

Table 2 shows the cost of rink operations to the City over the past five years. It is clear that general fund subsidy to the rink continues to increase and it should be noted that 2019 expenses and revenue are not actual but budgeted and could come in lower than plan. Significant changes in expenses and revenue include the Learn to Skate program, Hockey, rink rentals, and material costs. While expenses seem to be increasing for programs, revenue is on the rise as well.

SHAKERHEIGHTS

Table 2

	Actual	Actual	Actual	Actual	Budgeted
	2015	2016	2017	2018	2019
Revenue	$ 757,485	$ 800,211	$ 804,580	$ 1,034,155	$ 1,196,851
Expenditures	$ 790,646	$ 764,017	$ 798,641	$ 905,395	$ 937,580
Subsidy	$ 256,250	$ 325,510	$ 358,751	$ 522,775	$ 615,001

Note: As it relates to the subsidy, in 2017 the recreation fund account balance was depleted so the 2018 subsidy amount is higher.

Revenues were analyzed as a part of the rink fee study to help present a clear image of rink operations. Table 3 shows rink revenues without the subsidy to show the amount of fees attributed towards paying customers. This table also shows how expenses are increasing faster than revenue due to program staffing costs which has in turn shown a positive impact on revenue.

Table 3

	Actual	Actual	Actual	Actual	Projected
	2015	2016	2017	2018	2019
Revenue	$501,234.83	$474,701.59	$445,829.62	$511,380.20	$581,850.00
Expenditures	$790,645.57	$764,016.88	$798,640.89	$905,395.26	$937,580.02

As it relates to total revenue for rink programs and services, revenue by program is detailed in Table 4. The majority of the rink revenues are collected in the Other Ice Rink Revenue category which includes, ice rentals, parties, drop-in fees, and public staking fees.

Table 4

2018 Percentage of Revenue by Program	
Hockey Program	33.20%
Learn to Skate	13.10%
Summer Skate School	4.70%
Ice Show	6.50%
Other Ice Rink Revenue	42.60%
	100.00%

SHAKERHEIGHTS

This item was presented to the Recreation Committee on May 1, 2019 and they had some questions which are detailed below.

Question: As it relates to high school hockey games, who pays for the police?
Answer: For all high school games, the school pay for necessary security and staffing.

Question: What is the frequency of the fee changes?
Answer: Fee changes, as it relates to ordinance based programs, are adjusted periodically based upon fee reviews of comparable facilities and organizations. There is no specific fee comparison plan and reviews take place every 3-5 years.

Question: What is the total cost for utilities at the rink?
Answer: Utilities paid out of the recreation operating budget are below. Fluctuations in utility pricing is frequently attributed to market changes.

Utilties Expensed	2015	2016	2017	2018
Electricity	141,752.73	145,915.45	137,010.00	160,393.23
Water	8,849.00	9,402.42	8,054.37	8,622.19
Gas	17,108.92	11,305.36	17,457.11	23,292.40

Question: Why are hockey fees not included in the fee changes?
Answer: Hockey fees are not included in the fee changes for the rink due to program timing. Hockey program registration begins in April with tryouts for each team and fees are published in the spring for the upcoming year. It is recommended that hockey fee changes are reviewed at a later date.

Also, as a part of the discussion on rink fees, it was explained that benchmarking the competition is to understand the fees being charged by rinks in the region and changing fees based upon benchmarks at other facilities. If rink fee changes are approved by City Council, there is a projected $17,000 increase in revenue. While this may not seem like a lot of money, it should be noted that expenses will continue to increase and this will help offset revenue, if only a little bit.

During the discussion, the Mayor explained that current financial categories used in the City's accounting system for recreation programs do not necessarily track revenue most effectively and the Finance and Recreation Departments are looking into changing this to better show the financials of programs.

Shaker Recreation is committed to providing high-quality ice rink services and programming to our community and surrounding communities. As a department, financial goals include offering services at a cost not outside of realm of what other rinks charge. Although the Recreation Committee did not have quorum, following the questions and discussion, it was recommended that the Finance and Administration Committee recommend to City Council an increase to ice rink fees based upon the information provided. These fees would go into effect fall 2019.

SHAKER HEIGHTS

Memorandum

To: Members of Finance and Administration Committee

From: Kamla Lewis, Director, Neighborhood Revitalization

cc: Mayor David E. Weiss

Jeri Chaikin, CAO

Date: May 9, 2019

Re: **Application to Acquire City Owned Vacant Lot at 3685 Winchell Road (PPN 736-18-147) for Side Lot**

Summary

The City has received an application from Yvonne Smith and Victor Mullen, 3689 Winchell Road, who are interested in acquiring the city owned vacant lot adjacent to their home in order to use it as a side lot. At their May 8th meeting, the Neighborhood Revitalization & Development (NRD) Committee recommended that this application be approved by Council.

Background & Discussion

Proposal Summary

- ***Applicant***: Yvonne Smith and Victor Mullen, 3689 Winchell Road
- ***Proposal summary***: to purchase this vacant lot, install a rear patio, create a play area, landscape and fence it and use it as a side yard, at a cost of approx. $3,025. They propose to do the work themselves.(see attached drawing)
- ***Price offered***: $1.00

Staff Review of Application

- The application meets all of the program criteria. The applicants' property is not in foreclosure, they are current in their property taxes, and have had no criminal nuisance activity complaints. They have no outstanding Housing or Zoning Code violations. They have owned their home in Shaker Heights since February 2018, and are owner occupants.
- The applicants' proposal is consistent with the City and neighborhood goal of expanding the size of lots in the neighborhood to enable households to have larger yards without selling their home and moving elsewhere. Larger lots typically command higher prices at sale as well. Sale to the Smith-Mullen family would return the vacant lot to productive use and tax revenue generation.
- The City has no redevelopment plans for this vacant lot.
- Staff considers that the use of the lot as described would be an improvement over it being maintained by the City as a vacant lot. It currently costs the City approx. $615 per year to maintain a vacant lot. The City owns 230+ vacant lots.

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Background Information

- In May 2008, the City adopted a Side Lot Program to make City owned vacant lots available to the adjacent neighbors. The goal of the program was to encourage adjacent neighbors to acquire these lots to make capital improvements to the property that would increase tax value, such as construction of a house addition or garage, landscaping, etc.
- Applications are accepted on a "first quality, first served" basis. Proposals that are approved go to City Council for final approval.
- There is no set price for side lots under the Program; pricing is negotiable based on lot size, location, configuration, planned improvements, use, etc. When establishing the program, Council and the Committee determined that the goal of the program was NOT to generate revenue from the sale of the lots, but to improve the neighborhood, encourage investments in these lots that would raise property values, and encourage diverse uses of the lots.
- If the Finance and Administration Committee recommends acceptance of this application, and it is approved by Council, the City will enter into an agreement with the applicant that will include all of the conditions and the buyer's responsibilities. The buyer will have to seek Planning Commission (CPC) approval for the consolidation of the lots. If there are variance requirements, they may also have to seek Zoning Board approval. Only once all these conditions are met would the property be transferred.
- The vacant lot was acquired by the City in 2009 as a donation from Wells Fargo Bank. The two family house that had previously stood on this lot was demolished by the City in December 2009.
- Through its vacant lot program, the City so far has sold fifteen (15) vacant lots:

Year	# lots	Price	Buyer	Street	Use
2003	2	$1.00 each	Rysar	Lindholm	New houses
2011	3	$1.00 each	Zaremba	Strathavon	New houses
2011	1	$1,000	Adjacent neighbors	Ashwood	Two side yards
2011	1	$100	Neighbor	Enderby	Side yard
2011	1	$1,000	Heights Christian Church	Daleford	Community garden
2012	1	$50	Neighbor	Menlo	Side Yard
2013	1	$50	Neighbor	Riedham	Side yard
2013	1	$1,000	Neighbor	Daleford	Side Yard
2014	1	$1,000	Neighbor	Avalon	Side Yard
2014	1	$100	Neighbor	Albion	Side Yard
2017	1	$50	3 adjacent neighbors	Palmerston	Side Yards
2019	1	$1	Knez	Hildana	New houses

- One additional vacant lot on Rolliston is being leased to a community group for use as a Community Garden.

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Recommendation

Staff recommends that the Smith-Mullen application to acquire the City owned vacant lot located at 3685 Winchell Road (PPN 736-18-147) for $1.00 and utilize it as a side yard, be recommended by the Finance and Administration Committee to Council.

3689 Winchell (vacant lot to north of house)

3685 Winchell – vacant lot, looking south

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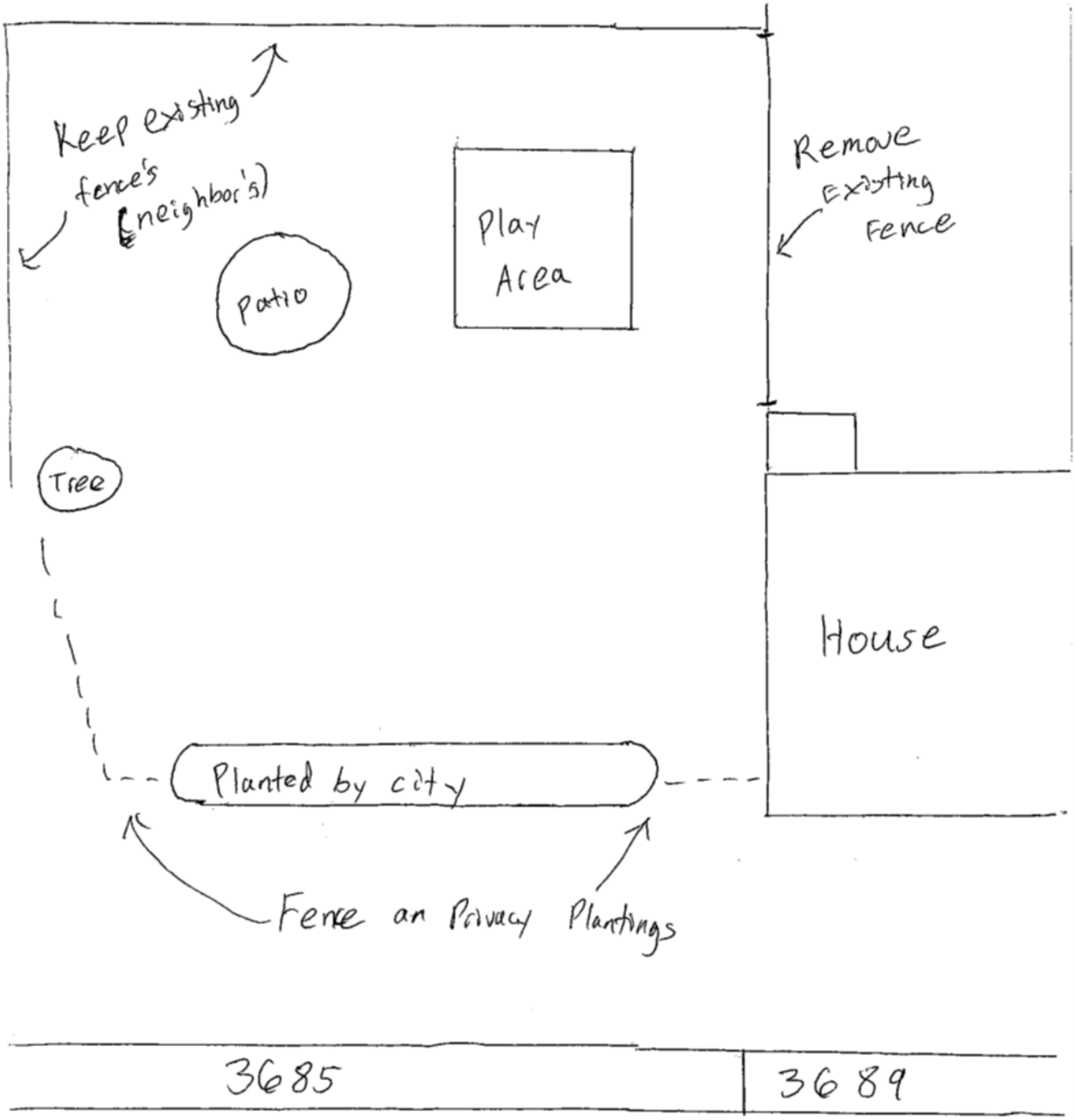
Proposed Improvements



SHAKER HEIGHTS

Memorandum

To: Members of the Finance and Administration Committee

Cc: Mayor David E. Weiss
Jeri Chaikin, CAO

From: Robert Baker, Director of Finance Department

Date: May 20, 2019

RE: 2020 Tax Budget Approval

The Ohio Revised Code requires that Ohio city councils adopt a tax budget for the next fiscal year no later than July 15th of the current year and that the adopted tax budget be submitted to the County Budget Commission no later than July 20th. The tax budget represents the City's first estimate of its anticipated financial resources and needs for the coming fiscal year. The primary purpose of the tax budget is to demonstrate the City's need to levy property taxes for the coming fiscal year (2020).

The Ohio Revised Code Section 5705.281 allows county budget commissions, if desired, to waive the adoption of the tax budget requirement. While not waiving the requirement completely, the Cuyahoga County Budget Commission implemented the prescribed alternate tax budget format in order to gather basic fiscal data from County governments while streamlining the process. The City of Shaker Heights' 2020 Tax Budget has been prepared in the prescribed format and it is attached. The City of Shaker Heights has been submitting this alternate format since 2003 when the new requirement was implemented in Cuyahoga County. The alternate format includes four separate schedules and the approved resolution adopting the 2020 tax budget.

Revised Code also stipulates that the tax budget be made available for public inspection. Therefore, a copy of the proposed 2020 Tax Budget is available on the City website and at the main counter in the City's Finance Department prior to adoption and submission to the Budget Commission. In accordance with ORC 5705.30, a public hearing is not required prior to the City Council's adoption of the tax budget. However, the City of Shaker Heights in previous years has held such hearings prior to City Council's adoption. Maintaining the public hearing prior to adoption will enable the public to comment if desired. In addition, an advertisement of the 2020 Tax Budget public hearing to be held on May 28, 2019 was published in the Sun News paper on May 9, 2019. The published notification satisfies the ten day advance notice required by Revised Code.

Property tax estimates are officially determined by county budget commissions. The primary purpose of the tax budget is to demonstrate the need to levy property taxes to fund the basic operations of the City of Shaker Heights.

In any given budget year funding needs will always exceed current revenue. In the tax budget the additional need is demonstrated by showing a shortfall between expected revenues and expenditures. If the need demonstrated was less than estimated revenue then the Cuyahoga County Budget Commission could elect to certify a decrease in the City's inside real estate tax millage. This need is expressed by showing that operating disbursements exceed estimated operating revenues. The additional need in excess of anticipated General Fund resources for the budget year of $607,662 is summarized in Figure 1.

2020 Tax Budget Summary	
General Fund (Combined)	**2020 Estimate**
Total Estimated Revenue	48,731,135
Total Estimated Expenditures	49,339,012
Shortfall (Additional Need)	(607,662)

Figure 1

The proposed 2020 Tax Budget assumes continuation of the current property tax rates or millage; 4.40 total inside millage and 5.50 total millage specified in the City of Shaker Heights Charter Article VI Sections 10 and 11. The tax budget allocates 0.60 mills (13.6%) of the 4.40 inside millage to fund a portion of the City's annual contribution to police and fire pensions. The remaining inside millage (3.80) along with all of the voted charter millage (5.50) is credited exclusively to the General Fund to finance City operations and fund debt service on general obligation bonds (Refer to Figure 2). The actual property tax levies for 2020 will be presented to Council for formal approval by resolution in August.

Summary of Property Taxes Levied - 2020		
Fund / Purpose	**Mills**	**Amount Requested**
General Fund – Inside Millage	3.80	3,040,067
General Fund – Charter Millage	2.50	2,000,044
General Fund – Charter Millage	3.00	2,400,053
Total General Fund	**9.30**	**$7,440,163**
Police Pension Fund - Inside Millage	0.30	240,005
Fire Pension Fund - Inside Millage	0.30	240,005
Total Special Revenue Funds	**0.60**	**$480,011**
Total Millage Levied	**9.90**	**$7,920,174**

Figure 2

The 2020 Tax Budget operating departmental expenditures were based on the 2019 operating budget. These expenditure estimates will be refined when development of the 2020 operating budget commences in August. This work will include analysis and linkage of the 2020 Operating Budget to the City's strategic goals.

It is recommended that the resolution adopting the 2020 Tax Budget be approved by City Council on May 28, 2020 and subsequent transmittal to the Cuyahoga County Budget Commission after such approval no later than July 20, 2019. Although not required by the Ohio Revised Code per Section 5705.30, it is also recommended that a public hearing be held on May 28, 2019 prior to City Council's consideration of the 2020 Tax Budget to continue the City of Shaker Heights' open government philosophy.

SHAKER HEIGHTS

MEMORANDUM

TO: Members of the Finance and Administration Committee

FROM: Robert H. Baker, Director of Finance

Cc: Mayor David E, Weiss
Chief Administration Officer Jeri E. Chaikin

DATE: May 20, 2019

RE: Fiscal 2019 through March 31, 2019

Attached are two spreadsheets showing General Fund results through March 31, 2019. The first shows general fund revenues for the first three months of 2019 as compared to the 2019 budget and the first three-month results for 2018 as compared to 2018 actual. The second spreadsheet shows expenditures by department for first three months of 2019 against the 2019 budget and the first three months results for 2018 as compared to 2018 actual.

Both spreadsheets give the year-to-date percentages for both revenues and expenditures for 2018 and 2019 and change of year-to-date March 2019 revenues and expenditures compared to the same period of 2018. If revenues and expenditures were even monthly, each of the percentages would be 25.0%. However, some revenues are received and some expenditures are made at specific times of the year so that we do not expect each revenue and expense to match the 25.0% benchmark. With respect to personnel service expenses, March 2018 was a three-pay month so there were 7 pays in the three months so the personnel service percentage was 26.92% for the first quarter of 2018, but only 23.08% for 2019 because there were no three pay months in the first quarter.

Revenue:

Total 2018 General Fund operating revenue through March 31 was $14,200,680 or 29.32% of the 2018 actual. 2019 three-month revenue is $13,928,264 or $272,386 less than the 2018 three-month revenue. This was primarily the result of income taxes being $159,753 behind 2018 for the first three months and real estate taxes being $204,629 behind 2018. The County believes that the real estate tax deficit is result of early payments of real estate taxes in December 2017 to avoid adverse effects of the new federal income tax on deductions for local taxes. The income tax deficit is the result of December 2018 RITA tax collections we received in January 2019. These collections were similar other fourth quarter income tax collections and were $893,649 below a year earlier. Since then, RITA monthly collections in 2019 have exceeded 2018. By the end

of the first quarter, RITA collections had wiped out all but $97,886 of the $893,649 deficit, and after the May Advance, income tax is now $179,388 ahead of 2018. It will take several more months of collections to determine how much of the real estate tax deficit is attributable to the change of the federal income tax law. The question in forecasting income taxes for the remainder of 2019 ir whether there will be a fall off in collections during the fourth quarter. All other general fund revenue sources in the aggregate produced $91,996 more than in 2018 for the first three months, but total operating revenue was $272,386 less than in 2018. Those sources more than $20,000 below the amount received in 2018 were: Licenses and Permits, $64,692; and Intergovernmental Revenue, $54,539.

Expenditures

Total General Fund Operating Expenditures through March 31 were $8,781,140 or 22.55% of 2019 budget and $220,295 less than 2018 due in part to the decreased spending Police and Public Works. The benchmark for personal service expense is 23.08% for 2019, and actual personal service expense was 22.07%. Non-personal service expense for the first quarter was 23.74% of the budget compared to the 25.00% benchmark. **As the percentage to budget numbers indicates, expenditures are in line or below the budget for the first three months, but the cost of the Public Works bargaining settlement has yet to be appropriated or paid for 2019.**

Excess of Expenditures over Revenues

Through March 31, 2019, revenues exceeded expenditures by $4,234,466 compared to $4,460,600 in 2018. This negative difference of $226,134 is the result of the decrease in income and real estate tax collections in the first quarter of 2019. **The 2019 budget projected revenues slightly exceeding expenses in 2019 without the Public Works wage increase. Final 2019 results will be dependent on the amount of income and real estate taxes received over the remainder of the year.**

CITY OF SHAKER HEIGHTS, OHIO
General Fund
Revenues-Actual 2018-2019

Source of Revenue	2018 Acutal	3/31/18 ACTUAL	Percentage 2018 Actual	2019 BUDGET	3/31/19 ACTUAL	Percentage 2019 Budget	Change January 2019 v 2018
Local Taxes							
Real Estate & Public Utility	$6,287,101	$3,771,022	59.98%	$6,787,101	$3,566,393	52.55%	($204,629)
Rollback/Homestead/Disability	895,788	0	0.00%	967,451	0	$0	0
Income Tax	33,721,082	8,676,488	25.73%	34,223,270	8,516,735	24.89%	(159,753)
Admission Tax	45,491	17,003	37.38%	45,000	9,058	20.13%	(7,945)
State Shared Tax							
Local Government	605,402	149,105	24.63%	600,000	148,841	24.81%	(264)
Estate Tax	9,185	0	0.00%	0	0	0.00%	0
Liquor & Beer Permits	14,453	3,612	24.99%	9,000	2,869	31.88%	(743)
Cigarette Tax	371	0	0.00%	320	0	$0	0
Intergovernmental Revenue							
Title IIIB - Senior Adults	0	0	0.00%	0	0	0.00%	0
Other Federal Grants	61,925	5,694	9.19%	52,474	1,167	2.22%	(4,527)
State Health Subsidy	0	0	0.00%	0	0	0.00%	0
State Grants	135	135	100.00%	3,360	3,348	99.64%	3,213
Local Governments	97,323	53,225	54.69%	74,437	0	$0	(53,225)
Charges For Services							
Court Costs	1,896,935	438,488	23.12%	1,900,000	526,676	27.72%	88,188
Ambulance Fees	620,434	137,434	22.15%	645,000	152,570	23.65%	15,136
CATV Fee	447,128	107,017	23.93%	450,820	110,381	24.48%	3,364
Shaker Magazine	201,632	50,728	25.16%	197,000	45,684	23.19%	(5,044)
Other Fees	100,082	17,329	17.31%	71,234	23,316	32.73%	5,987
Fines							
Fines & Forfeitures	496,038	107,743	21.72%	490,000	163,727	33.41%	55,984
Licenses							
Licenses & Permits	1,260,378	500,562	39.72%	1,146,190	435,870	38.03%	(64,692)
Miscellaneous							
Interest	734,208	122,838	16.73%	703,833	186,547	26.50%	63,709
Local Grants & Donations	74,936	1,168	1.56%	6,888	905	13.14%	(263)
Refunds & Rebates	758,684	36,246	4.78%	701,208	27,960	3.99%	(8,286)
Rents & Leases - Governmental	0	0	0.00%	0	0	0.00%	(1)
Rents & Leases - Non-Governmental	35,101	1	0.00%	35,100	0	$0	(4,812)
Sale of Public Property	41,237	4,812	11.67%	36,525	6,217	17.02%	1,405
Total Operating Revenue	**48,405,049**	**14,200,650**	**29.34%**	**49,146,212**	**13,928,264**	**28.34%**	**($272,386)**
Transfers In From							
Law Enforcement Grants S.R. Fund		$0			$0		
H.I.D.T.A. Grant S.R. Fund		0			0		
Advance Repayment From SR Fund		0			0		
Economic Development Fund		0			0		
General Capital Fund		0			0		
Unclaimed Moneys Trust Fund	35,059	0		13,909	0		
Stores Internal Service Fund		0			0		
Total Transfers In	**$35,059**	**$0**		**$13,909**	**$0**		
Total Revenue	**$48,440,108**	**$14,200,650**		**$49,160,121**	**$13,928,264**		

CITY OF SHAKER HEIGHTS, OHIO
General Fund
Expenditures-Actual 2018-19

	2018 Actual	3/31/18 ACTUAL	PERCENTAGE 2018 Actual	2019 BUDGET	3/31/19 ACTUAL	PERCENTAGE 2019 BUDGET	Change March 2019 VS. March 2018
Expenditures:							
Goal Area:							
Safety and Core Services							
Police							
Personal Services	8,138,549	2,200,552	27.04%	8,855,681	1,925,583	21.74%	(274,969)
Other	1,584,354	333,717	21.06%	1,835,556	356,036	19.40%	22,319
Total Police	***$9,722,903***	***2,534,269***	26.06%	***$10,691,237***	***2,281,619***	21.34%	(252,650)
Fire							
Personal Services	6,084,070	1,514,770	24.90%	6,247,788	1,396,368	22.35%	(118,402)
Other	595,686	48,607	8.16%	656,811	204,886	31.19%	156,279
Total Fire	***$6,679,756***	***$1,563,376***	23.40%	***$6,904,599***	***$1,601,254***	23.19%	$37,878
Public Works							$0
Personal Services	4,376,067	1,272,172	29.07%	4,565,976	1,048,037	22.95%	(224,135)
Other	3,341,309	731,787	21.90%	3,854,061	906,294	23.52%	174,507
Total Public Works	***$7,717,376***	***$2,003,959***	25.97%	***$8,420,037***	***$1,954,331***	23.21%	($49,628)
Municipal Court							
Personal Services	2,036,933	533,091	26.17%	2,295,996	489,195	21.31%	(43,896)
Other	93,927	6,186	6.59%	102,463	12,425	12.13%	6,239
Total Municipal Court	***$2,130,860***	***$539,277***	25.31%	***$2,398,459***	***$501,620***	20.91%	($37,657)
Health							
Personal Services	0	0		0	0		-
Other	0	429		0	0		(429)
Total Health	***$0***	***$429***		***$0***	***$0***		($429)
Recreation							
Personal Services	317,372	82,009	25.84%	307,077	73,681	23.99%	(8,328)
Other	151,489	21,269	14.04%	156,513	22,653	14.47%	1,384
Total Recreation	***$468,861***	***$103,278***	22.03%	***$463,590***	***$96,334***	20.78%	($6,944)
Total Safety and Core Services	**$26,719,756**	**$6,744,588**	25.24%	**$28,877,922**	**$6,435,158**	22.28%	($309,430)
Asset Management							
Building Inspection							
Personal Services	1,334,122	351,249	26.33%	1,451,413	333,139	22.95%	(18,110)
Other	148,151	14,162	9.56%	145,730	17,840	12.24%	3,678
Total Building Inspection	***$1,482,273***	***$365,411***	24.65%	***$1,597,143***	***$350,979***	21.98%	($14,432)
Housing Inspection							
Personal Services	0	0					-
Other	0	4,345					(4,345)
Total Housing Inspection	***$0***	***$4,345***		***$0***	***$0***		($4,345)
City Council							
Personal Services	141,067	36,344	25.76%	142,848	33,668	23.57%	(2,676)
Other	9,599	5,216	54.34%	15,083	2,339	15.51%	(2,877)
Total City Council	***$150,666***	***$41,560***	27.58%	***$157,931***	***$36,007***	22.80%	($5,553)
Mayor							
Personal Services	210,042	56,488	26.89%	216,342	50,738	23.45%	(5,750)
Other	27,063	10,410	38.47%	32,775	8,577	26.17%	(1,833)
Total Mayor	***$237,105***	***$66,898***	28.21%	***$249,117***	***$59,315***	23.81%	($7,583)
Chief Administrative Officer							

CITY OF SHAKER HEIGHTS, OHIO
General Fund
Expenditures-Actual 2018-19

	2018 Actual	3/31/18 ACTUAL	PERCENTAGE 2018 Actual	2019 BUDGET	3/31/19 ACTUAL	PERCENTAGE 2019 BUDGET	Change March 2019 VS. March 2018
Personal Services	229,001	60,715	26.51%	234,002	50,710	21.67%	(10,005)
Other	9,520	1,223	12.85%	13,979	4,433	31.71%	3,210
Total Chief Administrative Officer	***$238,521***	***$61,938***	25.97%	***$247,981***	***$55,143***	22.24%	($6,795)
Law							
Personal Services	601,240	161,765	26.91%	606,635	137,268	22.63%	(24,497)
Other	106,738	10,732	10.05%	139,525	46,342	33.21%	35,610
Total Law	***$707,978***	***$172,497***	24.36%	***$746,160***	***$183,610***	24.61%	$11,113
Finance							
Personal Services	662,367	172,966	26.11%	639,208	132,162	20.68%	(40,804)
Other	169,062	116,365	68.83%	176,695	125,223	70.87%	8,858
Total Finance	***$831,429***	***$289,331***	34.80%	***$815,903***	***$257,385***	31.55%	($31,946)
Human Resources							
Personal Services	224,558	59,490	26.49%	253,437	52,673	20.78%	(6,817)
Other	102,401	8,271	8.08%	132,636	14,790	11.15%	6,519
Total Human Resources	***$326,959***	***$67,761***	20.72%	***$386,073***	***$67,463***	17.47%	($298)
Civil Service							
Personal Services	22,979	6,071	26.42%	23,334	5,443	23.33%	(628)
Other	49,074	15,565	31.72%	75,056	3,350	4.46%	(12,215)
Total Civil Service	***$72,053***	***$21,636***	30.03%	***$98,390***	***$8,793***	8.94%	($12,843)
Information Technology							
Personal Services	441,610	116,315	26.34%	448,750	104,546	23.30%	(11,769)
Other	136,913	14,515	10.60%	140,597	11,226	7.98%	(3,289)
Total Information Technology	***$578,523***	***$130,829***	22.61%	***$589,347***	***$115,772***	19.64%	($15,057)
CCSE							
Personal Services	103,578	71,332	68.87%	38,000	2,839	7.47%	(68,493)
Other	1,689,552	536,765	31.77%	2,447,181	781,030	31.92%	244,265
Total CCSE	***$1,793,130***	***$608,097***	33.91%	***$2,485,181***	***$783,869***	31.54%	$175,772
Total Asset Management	**$6,418,637**	**$1,830,303**	28.52%	**$7,373,226**	**$1,918,336**	26.02%	$88,033
Growth of Tax Base							
Communications and Marketing							
Personal Services	343,785	89,979	26.17%	347,076	79,314	22.85%	(10,665)
Other	434,262	91,679	21.11%	471,745	89,557	18.98%	(2,122)
Total Comm & Marketing	***$778,047***	***$181,658***	23.35%	***$818,821***	***$168,871***	20.62%	($12,787)
Economic Development							
Personal Services	169,841	72,193	42.51%	317,604	37,159	11.70%	(35,034)
Other	350,185	9,578	2.74%	569,432	18,541	3.26%	8,963
Total Economic Development	***$520,026***	***$81,771***	15.72%	***$887,036***	***$55,700***	6.28%	($26,071)
Planning							
Personal Services	504,128	118,864	23.58%	531,531	120,380	22.65%	1,516
Other	82,806	3,343	4.04%	167,435	24,699	14.75%	21,356
Total Planning	***$586,934***	***$122,207***	20.82%	***$698,966***	***$145,079***	20.76%	$22,872
Neighborhood Revitalization							
Personal Services	152,188	40,522	26.63%	155,494	35,947	23.12%	(4,575)
Other	27,494	385	1.40%	122,863	22,049	17.95%	21,664
Total Neighborhood Revit.	***$179,682***	***$40,907***	22.77%	***$278,357***	***$57,996***	20.84%	$17,089
Total Growth of Tax Base	**$2,064,689**	**$426,543**	20.66%	**$2,683,180**	**$427,646**	15.94%	$1,103

CITY OF SHAKER HEIGHTS, OHIO
General Fund
Expenditures-Actual 2018-19

	2018 Actual	3/31/18 ACTUAL	PERCENTAGE 2018 Actual	2019 BUDGET	3/31/19 ACTUAL	PERCENTAGE 2019 BUDGET	Change March 2019 VS. March 2018
Total Operating Expenditures	**35,203,082**	**9,001,435**	**25.57%**	**38,934,328**	**8,781,140**	**22.55%**	**(220,295)**
Total Transfers Out	**11,873,621**	**738,616**	6.22%	**10,200,694**	**912,658**	8.95%	174,042
To Recreation (Fund 105)	1,275,060	268,765	21.08%	1,500,000	375,000	25.00%	106,235
To Economic Development (Fund 0103)	101,494		0.00%			0.00%	0
To Street Maintenance & Repair (Fund 0201)	400,000		0.00%	400,000		0.00%	0
To Sewer Maintenance Fund (Fund 0204)	502,000		0.00%	502,000		0.00%	0
To Street Lighting (Fund 281)	265,000	62,500	23.58%	265,000	66,250	25.00%	0
To Tree Maintenance (Fund 0282)			0.00%			0.00%	0
To Debt Service (Fund 0301)	1,205,186		0.00%	1,248,061		0.00%	-
To Urban Renewal DS (Fund 0302)	480,478		0.00%			0.00%	-
To General Capital (Fund 0401)	3,070,000		0.00%	2,400,000		0.00%	-
To Sewer Capital (Fund 0402)	2,000,000		0.00%	2,000,000		0.00%	-
To Van Aken District (Fund 0407)			0.00%			0.00%	-
To Self Insurance (Fund 0605)	945,000		0.00%			0.00%	-
To Police Pension (Fund 0205)	803,094	200,774	25.00%	972,056	243,014	25.00%	42,240
To Fire Pension (Fund 0206)	826,309	206,577	25.00%	913,577	228,394	25.00%	21,817
Advance to Sewer Capital Fund (0402)			0.00%			0.00%	0
Advance to Economic Development Fund (0103)			0.00%			0.00%	
Advance to Central Stores (0601)			0.00%			0.00%	
Advance to Printing IS Fund (Fund 0602)			0.00%			0.00%	0
Advance to Garage IS Fund (Fund 0603)			0.00%			0.00%	0
Total Disbursements	47,076,703	9,740,050	20.69%	49,135,022	9,693,798	19.73%	(46,252)
Total Revenue	**$48,440,108**	**$14,200,650**		**$49,160,121**	**$13,928,264**		($272,386)
Personal Service	26,093,497	7,016,886	26.89%	27,678,192	6,108,850	22.07%	
Other	9,109,585	1,984,549	21.79%	11,256,136	2,672,290	23.74%	
Total Operating	35,203,082	9,001,435	25.57%	38,934,328	8,781,140	22.55%	

13 of 26 Pays Reported

Other Total
6 of 12 Months