



**Administration Committee  
Tuesday, February 11, 2020  
8:00 A.M.**

**Shaker Heights City Hall, Conference Room B**

Members Present: Carmella Williams, Chairperson, Council Member  
Tres Roeder, Council Member  
Rob Zimmerman, Council Member  
Kim Bixenstine, Resident Member  
James Brady, Resident Member  
Timeka Rashid, Resident Member  
Brian Rosenfelt, Resident Member

Others Present: William Gruber, Law  
Sandra Middleton, Human Resources  
Frank Miozzi, Information Technology  
Julie McGovern Voyzey, Communications and Marketing Director

The meeting was called to order by Chairperson Carmella Williams at 8:05 a.m.

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### **Introduction and Role of the Committee**

Chair Williams introduced herself to the committee and stated the newly formed Administration Committee will focus on Information Technology, Human Resources, Communication and Marketing and the Law departments. The Committee will serve as a resource, review and initiate recommendations for any items that will require Council approval. She then asked members to introduce themselves. Introductions were made and the meeting proceeded.

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### **Presentation of Human Resources Department Responsibilities and 2020 Initiatives**

Human Resources Manager Sandra Middleton presented a Power Point presentation. She displayed the department's organization chart, stating the department is responsible for recruitment and selection, classification and compensation, employee/labor relations, benefits and Workers' Compensation, training and performance evaluation, risk management, civil service and customer service/records administration.

Recruitment and selection involves working with departments on job postings and advertising. A diverse panel of directors and staff interview candidates. There were 90 new hires in 2019. An inquiry was made as to how many employees the City has to which Manager Middleton said there are 316 regular full-time, 81 part-time and 121 seasonal employees.

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Goals for the recruitment and selection process are to increase use of technology to minimize heavy paper usage, streamline the employee process including online/fillable forms and using LinkedIn for employment advertisements. The department would also like to offer more pre-employment skill and leadership testing, to ensure potential employees have the right skill set, and be certain the City's compensation and benefits are competitive. In response to an inquiry regarding the breakdown of new hires and reason for hiring, Manager Middleton responded most hires were Recreation Department seasonal hire and others, due to employees leaving, were in safety and public works.

The department oversees classification and compensation of employees and recently implemented a classification/compensation study. The study is underway and results will be presented to the Committee. The study reviews and revamps job descriptions to ensure they are properly classified and that employee pay is equitable and competitive. The department will update job descriptions according to the study results. The last time that was formally done was in 2004. It was asked how descriptions and compensation relates to exempt and non-exempt employees. Manager Middleton indicated some of the areas are a little gray and they will be sure to comply with federal regulations. In addition, the department is also responsible for ensuring state and local laws are followed.

Goals for 2020 will be to implement the new Classification Plan along with an updated compensation structure/merit plan. Employees have not received Merit increases since 2008. The system will be revamped and directors given more latitude in administering merit increases. Again, non-bargaining job descriptions will be updated in 2020 and the department will also serve on the ExecuTime Steering Committee, a new committee for implementing the new time management system.

The Committee briefly discussed attracting and retaining employee and possible problems with either such as the competitive market, employee pay and benefits, and merit increases. The Classification Plan covers only non-bargaining employees. Although retaining employees has not been an issue, attracting employees is, as salary and benefits are not competitive.

Employee relations includes facilitating annual events including the Employee Recognition Program, an awards program, and Winterfest, an appreciation luncheon, monthly Lunch and Learn, and Cupcake Day as well as a quarterly New Hire Reception. The department also consults with managers on personnel matters, and consults and advises management on policy interpretation, administers performance appraisals, progressive discipline, staffing, compensation and hiring procedures.

Employee relations goals for 2020 begins with increasing staff development through personal and professional growth and to introduce opportunities for employee engagement and promote sustainability initiatives.

Department responsibilities under labor relations include gathering information and cost analysis for union negotiations and interpreting the five bargaining agreements. The department also assists management with union relations and grievances.

Goals for 2020 are to assist with three unions wage reopeners. The Committee briefly discussed union negotiations and the contract cycles. Negotiating all at the same time is beneficial as unions want to wait until another has gone through the process to see what their own agreement could be.

Another area of responsibility is benefits and Workers' Compensation Administration which includes a wellness program. For the first time, we had no increase in our medical premiums in 2020. The

department also manages the self-insured medical plan and self-insured Workers' Compensation Program. The department works with third-party consultants, yet still process claims and conduct annual open enrollment.

Goals for 2020 include implementing changes to benefit offerings such as tuition reimbursement and other benefits for non-bargaining employees, tying in with attracting new employees, develop other new incentives based on the Employee Perception Survey results and increase use of technology for the open-enrollment process.

Training and Performance Evaluations include coordinating cyber security awareness training for current and new employees. The department continues to send staff to Lead Diversity Program, a part of the Northeast Ohio diversity service, and to the Cleveland State Leadership Academy.

A member mentioned diversity, and a discussion ensued about the recent controversy over a photo of new police officers that was on social media and did not represent the diversity of the community. This led to a discussion about diversity initiatives in hiring of safety forces. Manager Middleton explained the recruitment and hiring process, which has been changed to attract more minority candidates. She explained that the City wants to have a diverse slate, but will always hire the best qualified. It is difficult to hire safety forces, particularly police officers, in part due to adverse publicity, plus there are fewer minority candidates.

Communications and Marketing Director Julie Voyzey added perspective concerning the photo and firestorm that ensued. The department is preparing a response, updating a 2017 article in Shaker Life called "The Force for Change" that outlined this very topic. It will give the community a complete picture of community policing efforts and recruiting.

It was suggested the City promote other connections to the community such as recent meetings between African American high school males and their mothers and several police officers.

Manager Middleton stated the demographics of our police department is more advanced than others in the area and although it may not always be reflective of the community.

Manager Middleton continued with the presentation. The department handles risk management, implementing recommendations of the Risk Task Force. They also manage auto and general liability claims and insurance policies, pursuing collections for damage to City property.

Goals for 2020 are to research implementing an anonymous employee hotline, renew insurance policies for 15 months, and implement cyber security phishing incentives.

Another responsibility is civil service. The Civil Service Commission governs the hiring of police officers and firefighters and the department oversees the testing procedures, maintains contracts for polygraph and psychological testing, and facilitates candidates through the pre-employment testing and panel interviews. The hiring process for safety forces is about three to four months.

Civil service goals for 2020 are to complete the Fire Lieutenant promotional process already underway, administer Fire Battalion Chief promotional process, and continue hiring from the current Police entry-level eligibility list. Manager Middleton noted that there are a number of minorities in the pre-employment phase. The list will exhaust in 2020 so another police exam will be administered.

Lastly, the department is responsible for customer service, particularly the reception desk. The department also responds to numerous public records requests.

For 2020, the department will offer customer service training and search for an outside storage space for records. The retention schedule for personnel records indicates records be maintained for life so more storage is needed for all of the paper records. The committee briefly talked about having electronic records in the future as the department aims for technological advances through online training and forms.

Concluding her presentation, Manager Middleton asked if there were any questions. A member asked what tools are used for recruiting to ensure positions are properly advertised. Manager Middleton responded positions are posted on the website, and Indeed, as well as the Plain Dealer and in particular to hiring safety forces, ads are posted in the Call & Post. They use specialized groups for specific positions such as principal planner, and colleges to promote summer jobs. The complete presentation is attached to these minutes.

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**Presentation of Information Technology Department Responsibilities and 2020 Initiatives**

Information Technology Director Frank Miozzi began his presentation commenting on electronic record keeping mentioned above. The City has considered implementing a document image system as well as many other projects. However, it was not determined to be of sufficient priority to seek funding or implementation.

Director Miozzi stated the department's job is to provide resources that other departments utilize to perform their missions, so technically they support all city goals, making efforts to be sure the systems provided are the most cost effective and efficient. They take care of the entire infrastructure including server administration and support, storage network administration, and collaborating with other entities providing off-site facilities to the court and schools. The department consists of four full-time employees, including the director. Two IT Administrators focus on network and server infrastructure and a support specialist does primarily desktop support.

A member inquired about disaster recovery and the existence of backup servers. Director Miozzi stated there are two data centers (city hall and across the street) and offsite copies of data and systems for recovery, but technically no backup servers. We utilize virtual servers, which can quickly be recovered in lieu of maintaining cold spare hardware or a hot-site. Assessment of what we have and recommendations of what needs to be done to further enhance business continuity is a priority of Mayor Weiss and a 2020 initiative. Implementing stand by off-site systems could be very expensive.

The department oversees the City's network which is quite extensive considering the number of facilities and users that are connected. Network support is literally the physical communication between buildings and facilities to allow things to communicate both wireless and wired. They are also responsible for supporting department application, which not only includes physical boxes, but the software programs being utilized. The department manages some applications and configures others that departments manage. One example is the MUNIS system where IT administers infrastructure, working with the vendor, getting it running and maintained, but finance administers configuration of the system.

A member asked if it was accurate that the City has nothing cloud based from a disaster recovery perspective, especially considering the body cameras used by the police force. Director Miozzi responded the video is currently not cloud based, but other systems are such as the website and recreation registration system. The new property management system currently being developed will also be cloud based. The project currently funded by Council to move the body camera data, as well as digital evidence, to the Cloud is approximately \$30-40k per year over the course of five years. This decision comes with a different level of risk with respect to protection of the data and securing access, and therefore, requires resources for oversight and management. Other cloud initiatives discussed are moving mail and office administration software to the cloud and whether it would be beneficial.

The Committee discussed the director putting together information about what's localized, what's currently in the cloud, and what could be considered for the cloud. It would be helpful for the Committee to understand the major systems and applications and how they are organized if they are asked to assist in prioritizing movement to the cloud. The director mentioned sometimes there are challenges due to the potential for change of the budget process. For example, Microsoft Office 365 cloud based service would be a subscription versus a capital purchase. This would change how functions are funded as currently MS Office software appears as an IT cost.

The director asked members to view the slide of what the department completed in 2019. Consider the scope and scale of time needed if an administrator had to login and check each system. The staff oversees a lot of equipment and systems in addition to working on other initiatives. Due to time, the director moved to the goals for 2020.

Initiatives for 2020 include disaster recovery. A request for proposals was composed, but due to other initiatives in the works, the vendor suggested we complete those before they assess and put together a plan for disaster recovery. The initiatives include replacing a virtual server infrastructure and backup software. The plan is to move one virtual machine across the street to provide some protection against the possibility of damage at one of the physical facilities.

The obsolete telephone system will be replaced in 2020. The new phones are all anticipated to be IP based which requires changing physical structure and setup. This is more work than simply purchasing new phones as the network must be updated to support 300 additional devices. The department will also assist with implementation of the MUNIS timekeeping software and an Employee Self Service module. The self service module would be an internet service providing files and forms and will allow employees to login from anywhere to check their benefits and other information.

IT will support implementation of the Property Management System being done by Building and Housing, Economic Development, and Planning, including deploying two additional servers for SSO efficiencies. There will be a small desktop replacement program, updates to the IT policy manual, and replacement of the data center uninterruptable power supplies. In addition, IT will consolidate the backup data process so there will be site-to-site replication as mentioned earlier. Eventually, the data may be site-to-site cloud. The department will continue to enhance cyber awareness, which was an initiative started last December.

It was asked if the City's desktops are encrypted for protection against accessing personal information. Director Miozzi stated they currently are not, but if requested by a department, this could be implemented. Human Resources has encrypted services in place for health information data that IT is

not responsible for. IT could support future initiatives if needed. The director indicated he is preparing a cybersecurity state of awareness for the Risk Management Task Force and will share it with this Committee. The complete presentation is attached to these minutes.

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Chair Williams reminded the Committee they will meet the second Tuesday of every month with the next meeting scheduled for March 10.

There being no further business, the meeting was adjourned at 9:14 a.m.

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Carmella Williams, Council Member, Chair  
Administration Committee