



SHAKER HEIGHTS

**2020 Operating Budget
2020 Capital Budget**

NOVEMBER 18, 2019



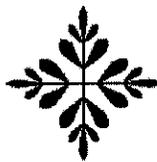
SHAKER HEIGHTS

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** The 2020 Capital Plan is presented in a separate document.*



SHAKER HEIGHTS

Dear Members of Council, Members of the Finance and Administration Committee, Residents, Businesses, and Employees of the City of Shaker Heights:

Last year, the City expanded the timeline for Council and public input into the 2019 budget increasing the opportunities for public comment and for prioritization of current and proposed initiatives by Council. We followed a similar process in 2019 for development of the 2020 operating and capital budgets. In August, the citizen members of Council's Finance and Administration Committee joined Council at a work session to review the 2020 budget assumptions and an updated 10-year capital plan for repair or replacement of City facilities and equipment, and consider updated operating and capital priorities. A second joint work session in September was held at which the first draft of the proposed 2020 capital budget was presented, as well as a proposal to increase sewer fees to eliminate a General Fund subsidy to the Sewer Special Revenue Fund that has grown to more than \$2.5 million/year since 2013. At the October 2019 work session, General Fund revenue and expenditure projections demonstrated that income tax revenues, which were originally budgeted with minimal growth based on an unexpected drop off in collections in the 4th quarter of 2018, had returned to prior years' trends. In addition, factoring in the impact of the proposed sewer fee increases would free up General Fund dollars in 2019 for funding the 2020 capital budget. Public comment was promoted at each of these sessions and will continue to be solicited through this budget's adoption expected to occur on December 16, 2019.

The City continues to focus on four strategic goals and priorities within those goals. Some of the continuing or new initiatives within these goals are as follows:

I. Effective, Cost-Efficient Government

Priority: Technology

- Continue implementation of CitizenServe code enforcement and permitting software.
- Implement MUNIS time, attendance and scheduling system.
- Complete implementation of replacement telecommunications system.

Priority: Sustainability

- Continuing contract with Sustainability consultant.
- General Fund Reserve of 33.96%, comparable to 2019.
- Placeholder for update to non-bargaining employee pay classification and compensation plan.
- Updated Disaster Response Plan.
- New *Shaker Life* section called "Modernizing a Historic City."

Priority: Transparency

- Comprehensive sewer plan and methodology for funding.

Priority: Fiscal Stewardship

- Continued cost savings by outsourcing jail services and Fire/Police dispatch and residents' Life Safety Systems.
- Address backlog of funded City Facilities Maintenance Projects.
- Self-insured Employee Healthcare and Workers' Compensation program to keep costs down.
- Financial based wellness incentives for bargaining unit employees.
- Extend property insurance coverage for 15 months to align procurement cycle on more cost-effective timeline per recommendation of Risk Management Task Force.
- Finalize negotiation of collective bargaining agreements with Police and Recreation unions.

II. Vibrant Commercial and Retail Development

Priority: Economic Development

- Support SHDC's property acquisition Chagrin – Lee district.
- Storefront loan program.
- VAD Clean and Safe Ambassadors.
- Next phases of Van Aken District development.

Priority: Planning

- Continued joint facilities planning with schools and library.
- Traffic and pedestrian improvements at various intersections.

III. High Quality, High Functioning Neighborhoods

Priority: Housing and Neighborhood Revitalization

- Aggressive maintenance and repair of City sewer infrastructure.
- Strong street resurfacing program.
- Continue: Neighborhood engagement and leadership training; Moreland Model Block Program, Heritage Home Loan Program.
- Delinquent property tax reduction program.
- Police, Fire and Public Works hiring to budgeted level.

IV. Attractive, Desirable Quality of Life

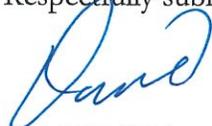
Priority: Attract and Retain

- Continue #ShakerPlays – adult and youth programs in public spaces.
- Continue Senior Transportation Services to support aging in place.
- Implement Master Tree Plan.
- Second year of Shaker365 attract and retain marketing plan.

The budget approval process is expected to conclude on December 16, 2019 when Council votes on the ordinances necessary to establish the 2020 operating and capital budgets. It is anticipated that the proposed sewer fees will also be considered for adoption on that date. We expect that these actions will allow City government to continue to provide you with the services you deserve.

Thank you to our engaged and passionate residents and to our dedicated businesses and their employees for choosing Shaker Heights. Thank you to our City Council for your guidance and support and to our hard-working, dedicated employees for being part of the Shaker family. Here's to a wonderful and productive 2020!

Respectfully submitted,



David E. Weiss
Mayor



Jeri E. Chaikin
Chief Administrative Officer



Frank J. Brichacek
Interim Director of Finance

2020 Budget Process Timeline

Date	Meeting	Action
Monday, Aug. 19, 7:00 p.m.	August Work Session	<ol style="list-style-type: none"> 1. Review budget process and timeline. 2. 2019 General Fund Operating Budget – Revenue and expense projections including transfers for 2020 capital. 3. 2020 Budget Assumptions. 4. Updated 10-year capital plan. 5. 2017-2020 Capital Budget comparisons. 6. Discussion of operating and capital priorities. 7. Public input.
Monday, Sep. 9, 7:00 p.m.	September Work Session with Finance and Administration Committee after Democracy Day Hearing	<ol style="list-style-type: none"> 1. Council Feedback on 2020 Budget Assumptions and other feedback from August work session. 2. Review Capital Budget sources/uses for 2020 – 1st cut. 3. Discussion of sewer fees and street lighting assessments. 4. Public input.
Tuesday, Oct. 15, 7:00 p.m.	October Work Session (with Finance and Administration Committee)	<ol style="list-style-type: none"> 1. High level 2020 General Fund Operating Budget presentation. 2. Amended 2019 appropriation ordinance. 3. Public input.
Monday, Oct. 28, 7:00 p.m.	October Council meeting	<ol style="list-style-type: none"> 1. No budget discussion
Monday, Nov. 11, 7:00 p.m.	November Work Session with Finance and Administration Committee.	<ol style="list-style-type: none"> 1. Updated high level 2020 Operating Budget presentation – all funds. 2. Public input.
Friday, Nov. 15		<ol style="list-style-type: none"> 1. 2019 Budget Book distributed and posted on City website.
Monday, Nov. 18, 7:00 p.m.	November Council meeting followed by Work Session with Finance and Administration Committee.	<ol style="list-style-type: none"> 1. Detailed 2020 Capital Budget presentation by directors. 2. Public input.
Monday, Dec. 2, 7:00 p.m.	December Work Session.	<ol style="list-style-type: none"> 1. Final 2020 Operating and Capital Budget presentation. 2. Public input.
Monday, Dec. 16, 7:30 p.m.	December Council meeting.	<ol style="list-style-type: none"> 1. Adoption of final 2020 budget ordinances. 2. Final amendment to 2019 appropriation ordinance

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2019 General Fund Revenue & Expenditure Results

General Fund Revenue

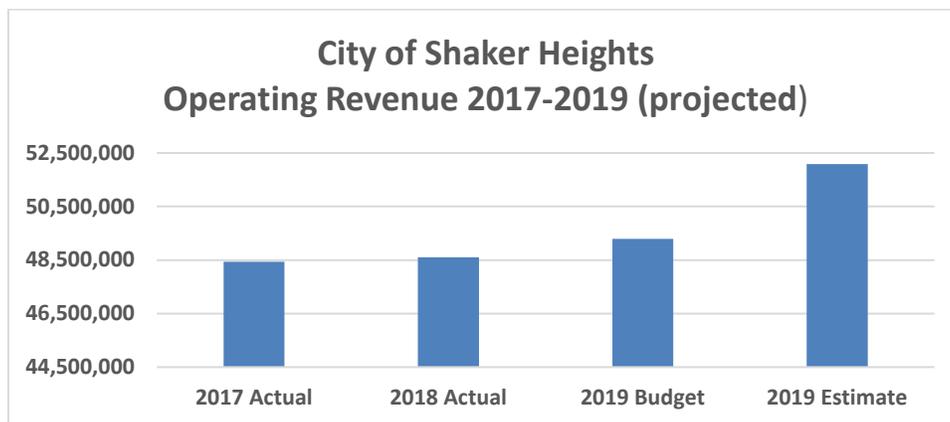
Total General Fund revenue for 2019 was budgeted at \$49.296 million from General Fund sources and is projected at \$52.083 million exceeding the 2019 budget by 5.65%. Total General Fund operating revenue received through September 30th was \$41.968 million or 85.13% of the 2019 budget.

Table 1

Summary of General Fund Operating Revenue *						
2017-2018 Actual 2019 Budget & Estimate						
Revenue Source	2017 Actual	2018 Actual	2019 Amended Budget	2019 Estimate	19 Est. Var. from 2019 Budget	% Chg from 2019 Budget
Local Tax Revenue						
Income Tax	\$34,237,225	\$33,721,082	\$34,223,270	\$36,500,742	\$2,277,472	6.2%
Property Tax	\$6,209,468	\$6,287,100	\$6,787,101	\$6,783,894	(\$3,207)	0.0%
Estate Tax	\$8,845	\$9,185	\$0	\$6,086	\$6,086	NA
Other Taxes **	\$965,365	\$956,103	\$1,021,771	\$1,015,932	(\$5,839)	-0.6%
Local Government Fund	\$596,573	\$605,402	\$600,000	\$683,347	\$83,347	12.2%
Intergovernmental Revenue	\$143,587	\$159,382	\$135,961	\$74,087	(\$61,874)	-83.5%
Charges For Services	\$3,254,256	\$3,271,348	\$3,286,189	\$3,483,861	\$197,672	5.7%
Fines & Forfeitures	\$503,144	\$496,038	\$510,000	\$621,801	\$111,801	18.0%
License & Permits	\$1,291,854	\$1,260,378	\$1,146,190	\$1,139,163	(\$7,027)	-0.6%
Investment Earnings	\$340,360	\$734,208	\$703,833	\$876,724	\$172,891	19.7%
Miscellaneous	\$885,853	\$1,105,879	\$882,393	\$897,589	\$15,196	1.7%
Total Operating Revenue	\$48,436,530	\$48,606,105	\$49,296,708	\$52,083,226	\$2,786,518	5.4%

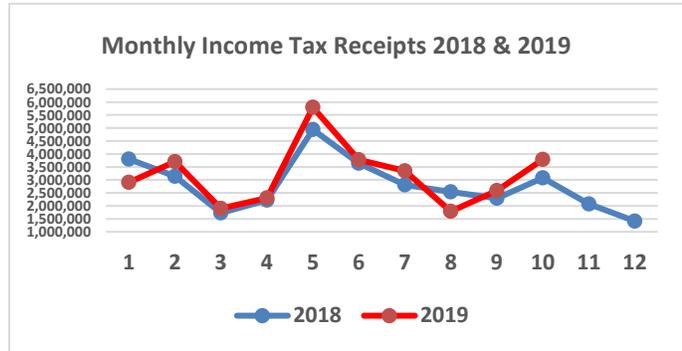
* Operating revenue only.
 ** Includes locally enacted taxes on admissions, alcohol, cigarettes and property tax reimbursements from the State.

The increase is mostly attributable to the income tax which is expected to exceed the budget by 6.7% and come in 8.2% over gross collections for 2018. Total projected 2019 revenues from all other General Fund revenue sources are expected to exceed their 2019 budgets by 3.4%, approximately \$509,000 and 2018 actual revenue by 4.75%, approximately \$697,500. Total General Fund revenue for 2019 is expected to be 7.2% higher than the 2018 actual revenue.



- Total income tax revenue (gross) is projected to be \$36.5 million and is 8.2% over the 2018 actual exceeding the 2019 budget by 6.7%. Income tax collected from individuals is expected to increase by 2.5% over 2018 while Income tax from withholding is expected to grow by over 3.5% from the prior year's collection.

- Monthly distributions from RITA have exceeded the prior year monthly distributions in nine of eleven months this year.



- The City received a retainer refund from RITA of \$629,093 for reimbursement of 2018 collection costs.

- Property tax was \$6.784 million for the 2019 collection year, not counting the state reimbursements. This amount is \$496,794 higher than 2018 collections, reflecting the impact of the property valuation reappraisal that was completed by the Cuyahoga County Fiscal Officer during 2018.

- The City received \$6,086 in Estate Tax revenue in 2019, but is not expected to receive any more in future years.

- Local Government Fund (LGF) revenue in 2019 is projected at \$683,347 which is \$77,945 greater than what was actually received in 2018. This increase is primarily due to the State of Ohio no longer diverting the local governments' share to the State's Targeting Addiction Assistance Fund as it did from July 2017 through June 2019.

- Total Charges for Services were \$3.484 million in 2019. This amount is 6.5% greater than in 2018 of \$3.271 million and 6.0% over the 2019 budget.

- Court Cost revenue continues to be the largest component of Charges for Services revenue category. Court Cost revenue is projected to exceed the amount budgeted for 2019 by 11.8% and the amount actually received in 2018 by 12.0%.

- The Fines and Forfeitures collected by the Court on behalf of the City are projected to be \$621,800 in 2019 which exceeds the 2019 budget by 21.9% and will be greater than 2018 actual fine receipts by 25.4%.

- Revenue from Other Charges for Services is 1.1% (\$14,866) less than 2018 actual and is 1.9% lower than 2019 budget. Estimated charges for EMS billing (\$628,661) are slightly higher (1.33%) than 2018 actual revenue for these charges. Revenue from the cable franchise fee (\$437,836) is projected to decrease by 2.08% (\$9,292) from 2018.

- License and Permit Fee revenue was budgeted in 2019 for a 9.1% decrease from 2018 actual receipts. The 2019 estimate of license and permit fee revenue of \$1.139 million is 9.6% lower than 2018 actual revenue and .6% lower than the 2019 budget as a result of reduced building plan approvals in 2019 for the new construction in the Van Aken District.

State and local revenue sources account for about 87% of General Fund revenue. These sources include income tax, property tax, local government fund revenue and estate tax.

State and Local Tax Support of Shaker Heights 2013-2018 Actual and 2019 Estimate							
Source	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Estimate
Total State & Local Revenue	38,093,932	38,281,859	39,393,850	40,776,003	42,017,475	41,578,872	44,990,001
Total Revenue	43,776,945	45,202,465	45,058,187	47,114,249	48,436,530	48,606,105	52,083,226
% of Total Revenue	87.02%	84.69%	87.43%	86.55%	86.75%	85.54%	86.38%

2019 General Fund Projected Operating Expenditures

The projected 2019 operating expenditures (excluding transfers) are currently being projected to be the same as the amount budgeted for 2019. The 2019 Budget did not include an allowance for the increased cost of labor contracts that were to be negotiated in 2019. New collective bargaining agreements have now been reached with all the City's unions with the exception of the Police and a small union in the Recreation Department. It is anticipated that the combined result of underspending by the departments and budgeted but open positions will enable the current budget to be reallocated without an increase.

Interfund transfers for 2019 are projected to be 24.6% greater than was budgeted. This change is based primarily upon the following changes:

- An \$820,000 transfer to the Economic Development/Housing Reserve Special Revenue Fund has been added to the budget based upon Vision Loan repayments actually received from borrowers' income tax withholding payments and an additional \$250,000 designated for future economic development activities.
- The transfer to the General Capital Fund has been increased from \$2.4 million to \$5.65 million. This change is based upon greater than anticipated income tax revenue projected to be received in 2019 than was budgeted and reducing the transfer to the Sewer Capital Fund that was intended to finance the 2020 Sewer Capital Improvement Program.
- The \$2.0 million transfer to the Sewer Capital Fund, intended to finance the 2020 Capital Program, has been eliminated in anticipation of the adoption of a new sewer user fee schedule and authorization of a \$6.0 million bond issue to finance the 2020-2024 Sewer Capital Programs.
- The transfer to the Sewer Maintenance Special Revenue Fund has been increased by \$250,000, from \$502,000 to \$752,000, to provide funding for additional proactive sewer maintenance.

2020 Budget Overview

The 2020 operating budget will serve as the City's financial plan for the next year. The goal of developing the budget is to craft a plan that funds the City's priorities and preserves existing service levels for 2020 and beyond. The final product is a funding policy and an operating plan that allocates limited resources to our priorities and investments and provides for an effective cost-efficient City government. The revenue budget for 2020 is \$52,432,200 for General Fund expenditures (including transfers out) and an all funds operating budget of \$76,835,587.

Summary of 2020 Operating Budget					
Budget Summary	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	% 18 Budget to 2019 Budget
General Fund					
Total Operating Revenue	\$48,606,105	\$49,296,708	\$52,083,226	\$52,432,200	6.36%
Total Operating Expenditures	\$35,203,083	\$39,094,368	\$39,094,368	\$41,711,671	6.69%
Transfer to Other Funds	\$12,082,621	\$10,200,694	\$12,706,394	\$10,381,356	1.77%
All Operating Funds					
Total Operating Revenue	\$54,732,003	\$58,120,549	\$58,472,648	\$58,449,569	0.57%
Total Operating Expenses	\$59,323,324	\$64,373,348	\$64,373,348	\$66,241,893	2.90%

2020 General Fund Budget Overview

The 2020 budget for the General Fund totals \$52,432,200 in operating revenue and \$52,093,027 for budgeted expenditures including transfers. The revenue estimate for 2020 includes growth from income tax revenue while most other sources are flat. 2020 budgeted operating expenditures (excluding transfers out) are .6% higher than the 2019 projected expenditures which include the projected cost of employee wage and benefit increases negotiated during 2019. Employee healthcare expenses are projected at the same rate as 2019.

Summary of 2020 General Fund Budget						
2018 Actual 2019 Estimate vs 2019 Budget 2020 Budget						
General Fund Summary	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Var. 2020 vs. 2019	Budget % Change 2020 vs. 2019
Total Revenue	\$48,606,105	\$49,296,708	\$52,083,226	\$52,432,200	\$348,974	0.7%
Personal Services	\$26,093,497	\$27,628,192	\$27,628,192	\$29,513,244	\$1,885,052	6.8%
Other Expenditures	\$9,109,586	\$11,466,176	\$11,466,176	\$12,198,427	\$732,251	6.4%
Total Operating Expenditures	\$35,203,083	\$39,094,368	\$39,094,368	\$41,711,671	\$2,617,303	6.7%
Total Transfers Out	\$12,082,621	\$10,200,694	\$12,706,394	\$10,381,356	(\$2,325,038)	-18.3%
Total Expenditures	\$47,285,704	\$49,295,062	\$51,800,762	\$52,093,027	\$292,265	0.6%
<i>Net operating Result</i>	<i>\$1,320,401</i>	<i>\$1,646</i>	<i>\$282,464</i>	<i>\$339,173</i>	<i>\$56,709</i>	

2020 Budget Parameters

The 2020 budget development process started with the 2019 third quarter review of the General Fund and other operating fund budgets. The Finance Department used the third quarter assessment to establish the recommended starting parameters for the 2020 operating budget. The main components of the base budget for 2020 were developed based on the following assumptions and guidance:

- Revenue estimates were based on the trends used to project 2019 estimate. The budget estimate includes the impacts of the latest collection trends for tax revenue, the 2018 property reappraisal, charges for services, fees and other sources of revenue. The estimate for income tax was revised as collections fluctuated from a year earlier, increasing significantly from 2018 monthly collections. This resulted in projected 2019 revenue being approximately \$2,277,500 greater than what was originally budgeted for 2019 and approximately \$2,779,600 greater than 2018 revenue.
- The budgets for salary and fringe benefits are based on anticipated levels of staffing for 2020. The budget includes a 2.25% wage increase for all City employees based upon labor contracts negotiated by the Public Works and Fire unions and the adjustment granted non-bargaining employees during 2019 along with the estimated cost of settling with the Police and Recreation unions during 2020, retroactive to 2019. The 2020 budget also includes two new items that were not in earlier years. It includes funding for a Construction Project Manager position that was eliminated from the staffing budget a number of years ago when the City was reducing expenditures across the board. The budget also includes a \$200,000 allowance for implementation of the non-bargaining employee pay and classification plan study that was begun in 2019.
- Employee health care costs are budgeted at the same level as 2019 as the City has been advised that 2020 premium equivalent rates will be unchanged from 2019.
- The employer and employee portions of the cost of healthcare premium equivalent payments will remain at an 85% / 15% apportionment in 2020.
- Contractual services and other expenditures were based on the 2019 original budget and adjusted based on departmental reviews.
- All special revenue fund budgets will be required to support ongoing operations within the constraints of available resources or from approved levels of General Fund support.

2020 General Fund Revenue Budget

The budget for General Fund revenue was based on trends refined as part of the third quarter updates in 2019 and the fourth quarter actual revenue experience. The budgeted revenue of \$52.432 million is higher than the 2019 projected actual by approximately \$.349 million.

Combined, income and property taxes and state property tax rollback and credit reimbursements account for approximately 85% of General Fund revenue most years. Income tax revenue is expected to grow by 2.5% from 2019 projected actual and property tax revenue will not increase from the amount received in 2019 as 2019 will be the second year in the 6 year property valuation cycle. Typically property tax revenue increases in the first year of the cycle, after reappraisal, and the fourth year of the cycle, after the County Fiscal Officer reassesses property valuation.

The overall trend in all other revenue continues to be flat or slightly lower than earlier years. The Local Government Fund (LGF) is expected to increase in 2020 from the amount received in 2019. Beginning in July 2017, the State began diverting the municipal share of the LGF to finance the State's Targeting Addiction Assistance Fund. This diversion ended in August 2019. The 2020 LGF estimate has been increased to provide for a full year of revenue from this source. All other revenue categories are estimated to be comparable to the amounts estimated in 2019.

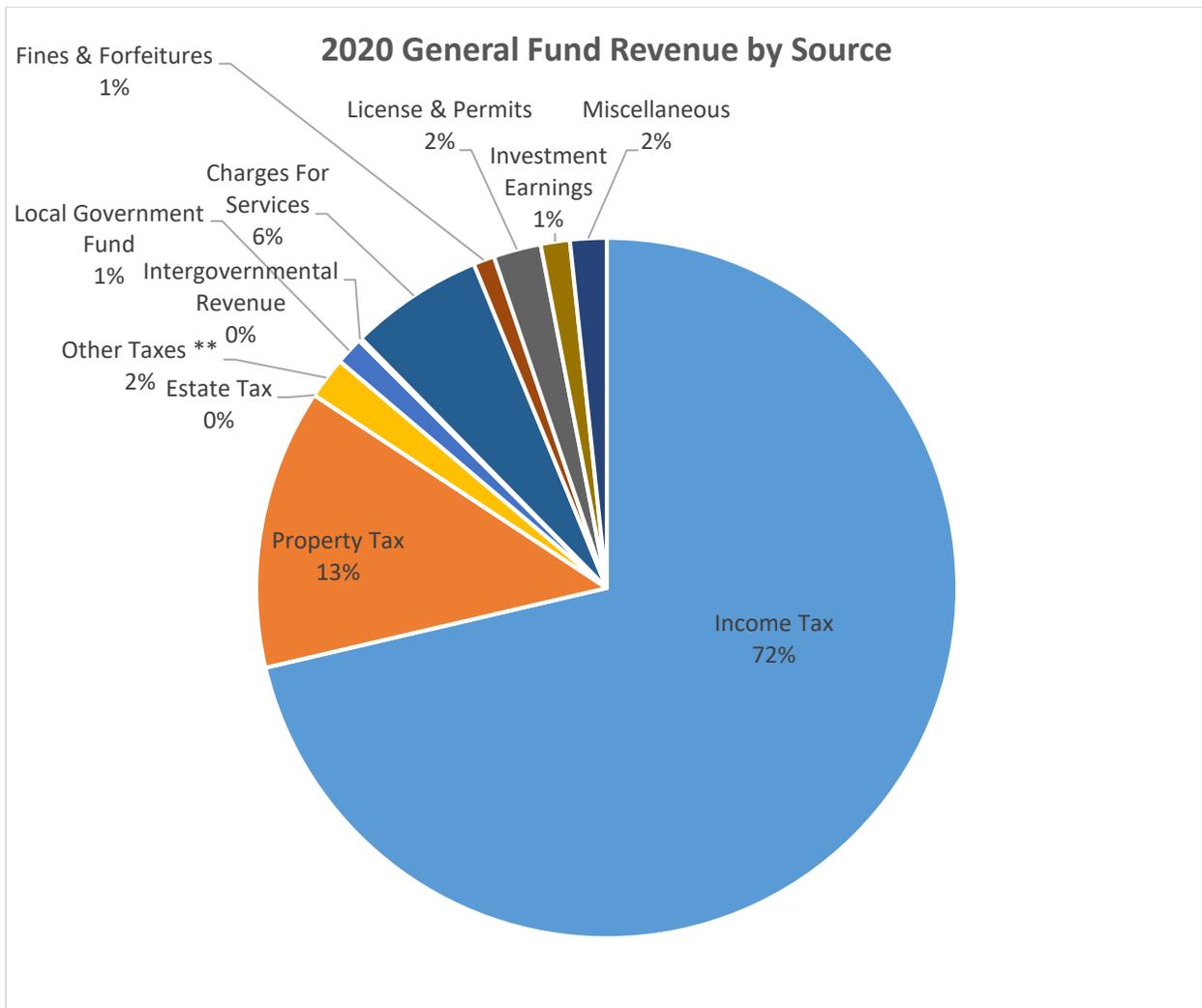
Summary of General Fund Operating Revenue *						
2018 Actual 2019 Budget & Estimate 2020 Budget						
Revenue Source	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	2020 Budget Var. 2019 Est.	% 20 Budget to 19 Est
Local Tax Revenue						
Income Tax	\$33,721,082	\$34,223,270	\$36,500,742	\$37,407,400	\$906,658	2.5%
Property Tax	\$6,287,100	\$6,787,101	\$6,783,894	\$6,787,100	\$3,206	0.0%
Estate Tax	\$9,185	\$0	\$6,086	\$0	(\$6,086)	-100.0%
Other Taxes **	\$956,103	\$1,021,771	\$1,015,932	\$1,012,400	(\$3,532)	-0.3%
Local Government Fund	\$605,402	\$600,000	\$683,347	\$671,500	(\$11,847)	-1.7%
Intergovernmental Revenue	\$159,383	\$135,961	\$74,087	\$74,500	\$413	0.56%
Charges For Services	\$3,271,348	\$3,286,189	\$3,483,861	\$3,232,600	(\$251,261)	-7.2%
Fines & Forfeitures	\$496,038	\$510,000	\$621,801	\$510,000	(\$111,801)	-18.0%
License & Permits	\$1,260,378	\$1,146,190	\$1,139,163	\$1,149,400	\$10,237	0.9%
Investment Earnings	\$734,208	\$703,833	\$876,724	\$703,800	(\$172,924)	-19.7%
Miscellaneous	\$1,105,878	\$882,393	\$897,589	\$883,500	(\$14,089)	-1.6%
Total Operating Revenue	\$48,606,105	\$49,296,708	\$52,083,226	\$52,432,200	\$348,974	0.7%

* Operating revenue only.
 ** Includes locally enacted taxes on admissions, alcohol, cigarettes and property tax reimbursements from the State.

- Income tax revenue is budgeted at \$37.407 million in 2020. Income tax revenue is the largest source of revenue providing over 71.3% of total funding for general fund operations.
- Property tax revenue is based on the current values for both residential and commercial properties. Property in Cuyahoga County was reappraised in 2018

resulting in the City receiving in 2019 approximately \$626,500 over what it received in 2018 from property tax and State property tax rollback reimbursement. The 2020 estimate reflects no change from the amount estimated in 2019.

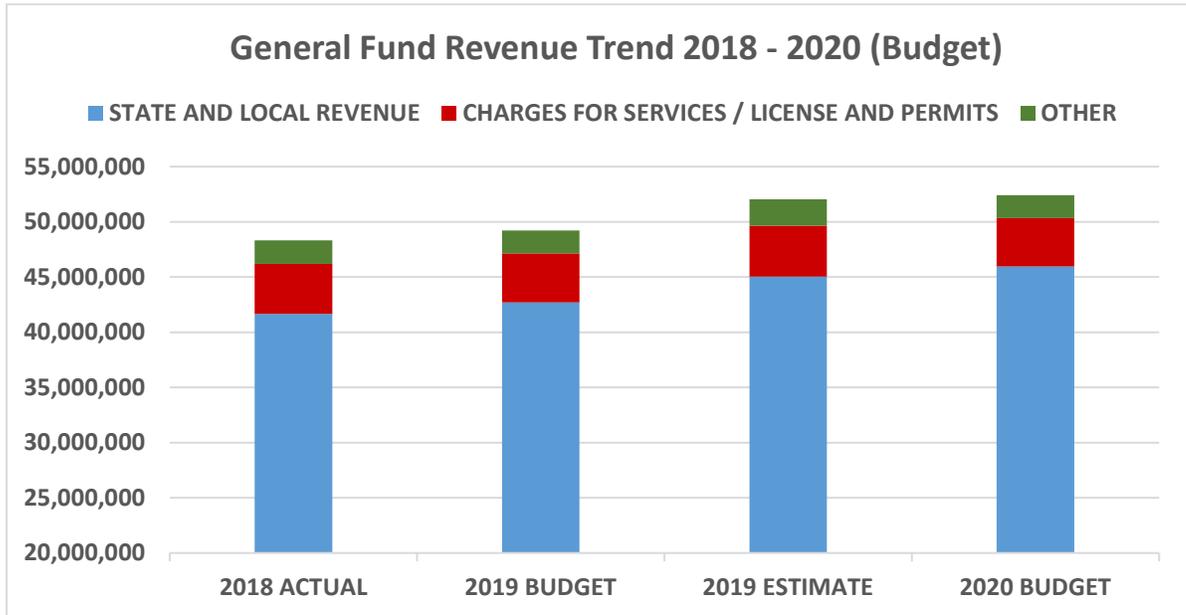
- Local Government Fund (LGF) revenue is budgeted to increase by \$71,500 from the amount budgeted in 2019. Action by the Ohio General Assembly could increase or decrease this revenue source in 2020.
- Charges for services are budgeted at \$3.233 million in the 2020 budget which is a decrease of 1.6% from the 2019 budgeted revenue from this source. The major component of charges for services revenue, court costs, is budgeted to be at the same level as was budgeted in 2019 based upon a similar estimated caseload. The budget for EMS billing (\$630,000) is \$15,000 lower than the 2019 budget while the budget for cable franchise fees (\$440,000), Shaker Magazine (\$189,000) and Other Fees (\$73,600) have all been reduced slightly based upon historical trends for these revenue sources.
- The City's share of fines collected by the Municipal Court is budgeted at \$510,000 in 2020 which is unchanged from the 2019 budget and \$111,800 less than the amount of revenue projected for 2019.
- License and permit fee revenue is budgeted to be .9% greater than the 2019 budget.
- The 2020 budget includes no estate tax revenue. Although very small amounts of estate tax revenue was received in 2016, 2017, 2018 and 2019, the tax was eliminated by the state General Assembly in 2012 for any decedents who died on or after January 1, 2013.



2020 general fund revenue is expected to increase by \$348,974 from the 2019 projected actual. Income tax (\$906,658) accounts for virtually all of the projected increase as most other revenue categories are projected to be below 2019 actual. Income and property taxes are the largest components of general fund revenue. .

- The upward trend in total revenue since 2013 has been mostly attributable to the increase in the municipal income tax rate and continued growth in income tax collections. The negative trend in income tax collections that the City experienced in the fourth quarter of 2018 and the first month of 2019 seems to have been a one-time event, attributable to changes in the timing of taxpayer payments resulting from the changes in the Federal income tax code.
- The impact from the income tax increases since 2013 has been tempered by the drop in other local and state sources including estate tax, property tax and local government funding by the State of Ohio although the 2019 property reappraisal increased property tax collections in 2019.

- Future prospects for increases in the revenue trend will rely on recovery of the local tax base (property) and the stability of other sources including charges for services and other fees collected by the City. Economic development projects such as the Van Aken district are expected to have a positive impact on future revenue growth.



2020 General Fund Expenditure Budget

The budget for general fund operating expenditures is \$41,711,671 for personal services and other expenditures combined. The operating budget was developed based on the 2019 budgeted levels and adjusted using the previously discussed parameters.

Summary of 2020 General Fund Budget						
2018 Actual 2019 Estimate vs 2019 Budget 2020 Budget						
General Fund Summary	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Var. 2020 vs. 2019	Budget % Change 2020 vs. 2019
Total Revenue	\$48,606,105	\$49,296,708	\$52,083,226	\$52,432,200	\$348,974	0.7%
Personal Services	\$26,093,497	\$27,628,192	\$27,628,192	\$29,513,244	\$1,885,052	6.8%
Other Expenditures	\$9,109,586	\$11,466,176	\$11,466,176	\$12,198,427	\$732,251	6.4%
Total Operating Expenditures	\$35,203,083	\$39,094,368	\$39,094,368	\$41,711,671	\$2,617,303	6.7%
Total Transfers Out	\$12,082,621	\$10,200,694	\$12,706,394	\$10,381,356	(\$2,325,038)	-18.3%
Total Expenditures	\$47,285,704	\$49,295,062	\$51,800,762	\$52,093,027	\$292,265	0.6%
<i>Net operating Result</i>	<i>\$1,320,401</i>	<i>\$1,646</i>	<i>\$282,464</i>	<i>\$339,173</i>	<i>\$56,709</i>	

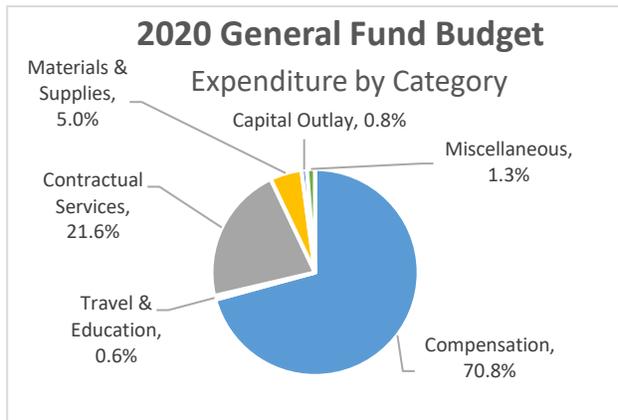
The resulting recommended 2020 operating budget is 6.7% higher than the 2019 projected actual operating expenditures, and .6% higher than the projected actual 2019 operating expenditures including the increased transfers out. 2020 expenditure levels

are based on the original 2019 budget that is reflected in the percentage growth from 2019 projected actual spending to the 2020 budget.

The estimate of \$52,083,226 for 2019 general fund revenues is based upon the original 2019 budget of \$49,296,708 after adjusting for actual revenue received or anticipated during the year. Increased income tax revenue over the amount originally budgeted accounts for approximately \$2,277,500 of the total increase. Increased revenue from Municipal Court activity accounts for approximately \$337,000 of the increase.

Operating expenditures are budgeted in categories for personal services and other operating expenditures. Personal services is the largest budget category and includes allocations for regular salaries, overtime and employee fringe benefits.

- Compensation is the largest component of the General Fund operating budget accounts for 70.75% of budgeted operating expenditures in 2020.



- The 2019 personal services budget did not include an adjustment for negotiated wage and benefit increases for union and non-union employees that were approved during 2019. The additional expense was funded by underspending in other categories so in 2020 the cost for both the 2019 and 2020 COLAs is included in each department's budget.

- Other expenditures include budget allocations for contractual services, materials and supplies, employee training and development and miscellaneous expenditures.
- Contractual services is the second largest category of operating expenditures and accounts for 21.59% of the General Fund operating budget. Contractual services include allocations for services, consulting and utilities.
- The remaining expenditure categories including materials costs, training and capital expenditures (non-capital plan) account for 7.65% of the operating budget.

Summary of General Fund Expenditures						
2018 Actual 2019 Budget & 2019 Estimate 2020 Budget						
General Fund	2018	2019	2019	2020	2019 Var.	2019-2018
Budget by Expenditure Category	Actual	Budget	Estimate	Budget	2018 Est	% Chg
EXPENSES						
Compensation	\$26,093,497	\$27,628,192	\$27,628,192	\$29,513,244	\$1,885,052	5.88%
Travel & Education	\$199,520	\$320,849	\$320,849	\$249,446	(\$71,403)	60.81%
Contractual Svcs	\$6,908,997	\$8,421,225	\$8,423,915	\$9,007,423	\$583,508	21.93%
Materials & Supplies	\$1,533,101	\$1,942,157	\$1,939,467	\$2,069,076	\$129,609	26.51%
Capital Outlay	\$263,957	\$381,384	\$381,384	\$347,981	(\$33,403)	44.49%
Misc. Expense	\$204,011	\$400,561	\$400,561	\$524,501	\$123,940	96.34%
Other Exp.	\$9,109,586	\$11,466,176	\$11,466,176	\$12,198,427	\$732,251	25.87%
Total Operating Exp.	\$35,203,083	\$39,094,368	\$39,094,368	\$41,711,671	\$2,617,303	11.05%
Transfers Out	\$12,082,621	\$10,200,694	\$12,706,394	\$10,381,356	(\$2,325,038)	5.16%
Total Expenditures	\$47,285,704	\$49,295,062	\$51,800,762	\$52,093,027	\$292,265	9.55%

- The budget includes funds for the full staffing complement in the Police, Fire and Public Works Departments.
- Overall non personal service (“other”) expenditures are budgeted at \$12,198,427 and are increasing by 6.39% when compared to 2019 budget as a result of increased costs for the lease/purchase of a replacement fire truck, the purchase of an additional three months of property insurance to align the procurement cycle on a more cost effective timeline and the increased cost of road salt among other items.
- The budget for contractual services is 6.96% higher than the 2019 budget. The budget for contractual services was based on 2019 budgeted levels and adjusted using guidance from departments on the anticipated level of ongoing contracts in 2019. In addition, the \$200,000 estimated cost of implementing the 2019 pay plan study is included in this budget category.
- The materials and supplies budget line was based on actual levels of expenditures and increased by the aforementioned parameters. In addition, increased costs for street salt and vehicle fuel is funded for 2020. These changes result in a 6.69% increase in the total General Fund budget for this category over the 2019 budget.
- Travel and education was based on the 2019 budget and departmental plans resulting in a 2.23% decrease from the 2019 budget.
- Miscellaneous expenditures were based on the 2019 estimated level and include various fees for banking services, legal services and property tax collections.

Transfers from the General Fund to other Funds are budgeted at \$10,381,356 in 2020, a 1.77% increase from 2019 budgeted transfers out and an 18.30% decrease from

projected actual transfers out. The budgeted transfers from the General Fund to other funds for 2020 include:

- \$5.75 million to fund the 2021 General Capital Plan. A projected transfer from the General Fund of \$5.65 million will be made in 2019 that will fund the 2020 capital plan projects.
- No transfer to support sewer infrastructure improvements. The budget anticipates that the City will be issuing a \$6.0 million bond issue for sewer capital improvement thereby eliminating the need for this subsidy transfer.
- \$1.987 million to fund the City's share of Police and Fire pension costs in 2020 which is an increase of \$101,204 from 2019, primarily the result of negotiated wage increases granted to the safety forces during 2019.
- A transfer of \$1.031 million to fund the 2020 debt service payments for outstanding bonds and notes in 2020, including the City's obligation to pay debt service on the Port Authority bonds for the Van Aken District. This is a decrease of \$217,250. This change is the result of the anticipated adoption of new sewer rate schedule. The resulting revenue increase will enable the Sewer Operating Special Revenue Fund to finance the debt service on debt issued for sewer improvements.
- A transfer of \$.727 million for operational support of the Recreation Fund budget which is a decrease of \$773,992 from 2019. This change is the result of transferring non-revenue producing activities from the Recreation Fund to the General Fund and is offset by a corresponding increase in the Recreation Department General Fund operating budget.
- \$265,000 to support operating costs in the Street Lighting Assessment Fund which is the same as 2019.
- General Fund support of the Street and Sewer Maintenance Funds for have been eliminated for 2020 based upon the following:
 - During 2019, the State of Ohio increased the gasoline tax. Additional revenue from this increase is anticipated to eliminate the need for General Fund support of the Street Construction, Maintenance and Repair Special Revenue Fund.
 - The adoption a new sewer user fee schedule will generate sufficient revenue to fully fund the sewer maintenance activity, including sewer debt service, in 2020 and beyond
- A transfer of \$372,525 is included in the Building and Housing 2020 budget for debt service on the Port Authority Non-Tax Revenue Bonds issued for the Van Aken District project at the suggestion of our auditor to comply with a State

Auditor's requirement that payment of debt service on non-tax revenue bonds must be from non-tax revenues. This payment is included in the General Fund transfers out to the Debt Service Fund of \$1,030,811 and not in addition to that amount.

2020 Net Operating Result and General Fund Balance

The 2020 General Fund budget includes a positive operating result of \$338,230 meaning ongoing revenue will exceed total budget expenditures (including transfers) by that amount. An objective of developing the annual operating budget is to achieve structural balance between sources and uses of funding.

Summary of 2020 General Fund Budget						
2018 Actual 2019 Estimate vs 2019 Budget 2020 Budget						
General Fund Summary	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Var. 2020 vs. 2019	Budget % Change 2020 vs. 2019
Total Revenue	\$48,606,105	\$49,296,708	\$52,083,226	\$52,432,200	\$348,974	0.7%
Personal Services	\$26,093,497	\$27,628,192	\$27,628,192	\$29,513,244	\$1,885,052	6.8%
Other Expenditures	\$9,109,586	\$11,466,176	\$11,466,176	\$12,198,427	\$732,251	6.4%
Total Operating Expenditures	\$35,203,083	\$39,094,368	\$39,094,368	\$41,711,671	\$2,617,303	6.7%
Total Transfers Out	\$12,082,621	\$10,200,694	\$12,706,394	\$10,381,356	(\$2,325,038)	-18.3%
Total Expenditures	\$47,285,704	\$49,295,062	\$51,800,762	\$52,093,027	\$292,265	0.6%
<i>Net operating Result</i>	<i>\$1,320,401</i>	<i>\$1,646</i>	<i>\$282,464</i>	<i>\$339,173</i>	<i>\$56,709</i>	
Ending General Fund Balance	\$17,067,917	\$17,069,563	\$17,350,381	\$17,689,554		
Ending Balance as % of Expenditures	36.10%	34.63%	33.49%	33.96%		

The 2020 projected ending General Fund balance is expected to be \$17.688 million based on the budgeted levels of operating revenue and expenditures. The reserve level as a percentage of annual expenditures would be 33.96% at the end of 2020 and in compliance with the City's ending reserve policy for the General Fund of at least 25% of the General Fund budget.

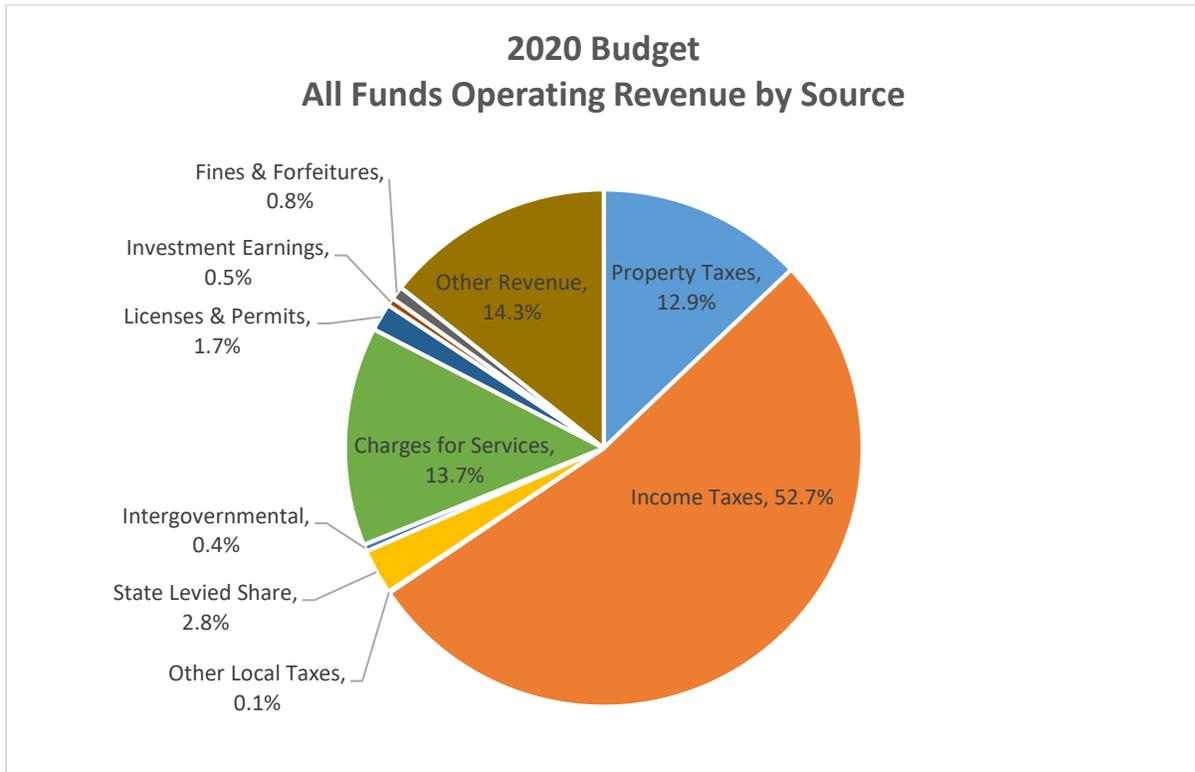
While the 2020 budget does anticipate a positive operating result, the amount of the budgeted surplus is dependent upon increased income tax collections and the adoption of the new sewer user fee rate schedule. A significant change in either of these items will result in the City having to either reduce the amount of funding available to finance the 2021 capital program or reduce departmental operating budgets or make no changes in expenditure levels resulting in a reduction of the ending General Fund Balance.

Other Operating Fund Budgets

The total all funds operating budget for 2019 totals \$66.242 million (excluding transfers out) and is comprised of fund budgets for economic development, recreation, special assessment and revenue funds, debt service, public safety pension, self-insurance, and internal service functions.

The various operating funds of the City rely on a variety of sources including user charges, State taxes and assessed fees that are designated or restricted for specified uses. The

majority of operating revenue on an all funds basis is comprised of revenue from income tax and property tax collections.



Some significant revenue sources budgeted in other operating funds include:

- The City's share of State gasoline and auto vehicle registration fees totaling \$1.412 million for the maintenance of City streets.
- Property tax revenue of \$437,800 will be used to fund a portion of Police and Fire pension costs.
- Special assessment revenue of \$1.335 million to fund the cost of tree maintenance and the operation of street lighting in City right-of-ways.
- Sewer user fees revenue of \$1,253,300 is budgeted to fund maintenance and capital improvements of the City's sewers and the debt service on the debt issued in earlier years to finance past sewer capital improvements.
- Program and other fee revenue related to recreation and school aged care programs of \$1.724 million to support Recreation Fund operations.

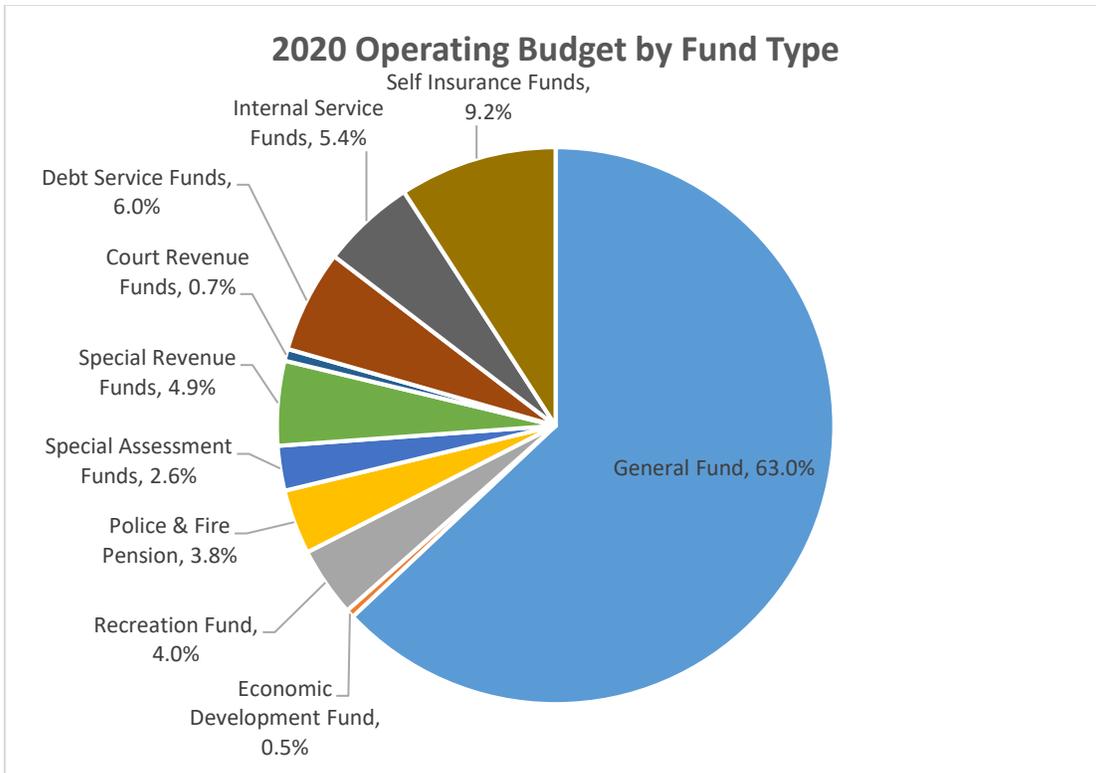
The all funds operating budget includes individual fund budgets that are separate and distinct from the General Fund. There are twenty-six other operating fund budgets that are in addition to the General Fund budget.

Table 7 replace below

Summary of 2020 All Funds Budget by Fund Type			
2019 Operating Budget 2020 Operating Budget			
Fund Type	2019 Operating Budget	2020 Operating Budget	% Chg from 2019 Budget
General Fund	\$39,094,368	\$41,711,670	6.69%
Economic Development Fund	741,739	318,739	-57.03%
Recreation Fund	3,452,328	2,677,052	-22.46%
Police & Fire Pensions	2,346,500	2,486,261	5.96%
Special Assessment Funds	1,719,216	1,723,507	0.25%
Special Revenue Funds	3,087,021	3,249,738	5.27%
Court Revenue Funds	398,041	458,855	15.28%
Debt Service Funds	4,155,138	3,947,117	-5.01%
Internal Service Funds	3,343,184	3,607,258	7.90%
Self Insurance Funds	\$6,035,813	6,061,696	0.43%
Total All Funds	\$64,373,348	\$66,241,893	2.90%

Each fund budget is included in one or more budgets of the departments that manage the programs or projects associated with the fund.

- The General Fund operating budget is almost two-thirds of the total all funds 2020 budget and includes the budgets for the Recreation Fund (\$2.677 million) and the Economic Development & Housing Fund (\$318,739).
- The next largest fund budget is for the Self-Insurance Fund (\$6.062 million) and accounts for approximately 9% of the all funds operating budget.
- The budgets for the various special revenue funds for the City, Court, Pensions and Assessment funds total \$7.918 million in 2020 and account for about 11.95% of the all funds operating budget.



The individual other fund budgets are presented in the corresponding departmental sections of the 2020 budget document.

- A new \$185,700 transfer has been added to begin to provide funding for a 27th payday that will occur in 2026. Employers like the City who issue bi-weekly payrolls experience this quirk approximately once every eleven years. The proposed transfer to a new special revenue set up to accumulate funding for this event is based upon the City's current average payroll of \$1.3 million. This expense will be funded beginning in 2019 and for the six following years.

The following table summarizes operating expenditure results by expenditure category for the General Fund operating budget.

Summary of General Fund Operating Expenditures						
2017-2018 Actual 2019 Estimate vs 2019 Budget						
General Fund Summary	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	Budget Var. 2019 Est	% 2018 Est to Budget
Personal Services	\$26,141,527	\$26,093,497	\$27,628,192	\$27,628,192	\$0	0.0%
Other Expenditures	\$8,857,496	\$9,109,586	\$11,466,176	\$11,466,176	\$0	0.0%
Total Operating Expenditures	\$34,999,023	\$35,203,083	\$39,094,368	\$39,094,368	\$0	0.0%

2019 General Fund Operating Result and Ending Balance

Summary of General Fund Operating Results						
2017-2018 Actual 2019 Estimate & Budget						
General Fund Summary	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2019 Est Var. 2019 Budget	% 19 Est to 19 Budget
Total Revenue *	\$48,436,530	\$48,606,105	\$49,296,708	\$52,083,226	\$2,786,518	5.7%
Personal Services	\$26,141,527	\$26,093,497	\$27,628,192	\$27,628,192	\$0	0.0%
Other Expenditures	\$8,857,496	\$9,109,586	\$11,466,176	\$11,466,176	\$0	0.0%
Total Operating Expenditures	\$34,999,023	\$35,203,083	\$39,094,368	\$39,094,368	\$0	0.0%
Total Transfers Out	\$12,734,457	\$12,082,621	\$10,200,694	\$12,706,394	\$2,505,700	24.6%
Total Expenditures	\$47,733,480	\$47,285,704	\$49,295,062	\$51,800,762	\$2,505,700	5.1%
<i>Net operating Result</i>	<i>\$703,050</i>	<i>\$1,320,401</i>	<i>\$1,646</i>	<i>\$282,464</i>	<i>\$280,818</i>	

The current estimates for operating revenues and expenditures indicate a net operating surplus in the General Fund for 2019. The positive net operating result in 2019 is primarily the product of better than expected receipts from the income tax.

City Council's policy of maintaining a General Fund cash reserve has set a floor of a balance equal to at least 25% of annual expenditures. The ending available balance in the General Fund is projected to be \$17,350,381 or 33.49% of total disbursements for 2019.

- Based on current revenue and expenditure estimates, a positive net operating result of approximately \$282,464 is projected for the General Fund by the end of 2019.
- The projected reserve level is in compliance with the 25% floor reserve policy established by Council resolution.

City of Shaker Heights

Key Financial Policies

Budget Development Policies

General Fund operations will be financed with revenues produced during the year; the City will avoid budgetary and accounting procedures that balance the current budget at the expense of future budgets, such as: postponing expenditures, accruing future years' revenues, or funding current operations with debt.

The City will develop budgets in which current revenues equal or exceed current expenditures and current expenditures, including transfers, cannot exceed current revenue and available resources.

Charges for services shall reflect the full cost of providing a specific service unless designated otherwise by Council. The cost of providing specific services shall be recalculated periodically and the fees shall be adjusted accordingly.

The City will strive to maintain a General Fund balance which is at least 25% of current year General Fund expenditures. Any excess of General Fund revenue over expenditures will either be used to maintain the General Fund balance or will be transferred to fund capital improvements, economic development or other critical one-time needs. The size of the General Fund balance has an impact on the debt rating of the City from Standard & Poors and Fitch, and it is in the interest of the City to maintain its current ratings.

All budgetary procedures will comply with existing state and local laws and regulations. The City's long range (five year) cash flow projection for the General Fund incorporating both revenues and expenditures will be updated, at a minimum, on an semi-annual basis.

Alternative service delivery methods will be reviewed periodically to ensure the quality services are being provided at the most reasonable costs.

The City shall develop a program to integrate performance measurement and productivity indicators with the budget. Where appropriate, comparisons with comparable cities may be made to ensure that quality services are provided at competitive and economical costs.

Capital Improvement Planning Policies

Capital improvement projects will not be financed over a period longer than the estimated life of the project. Additionally, the City will develop and update a Capital Improvement plan that will meet the anticipated growth of the City. Infrastructure needs are identified each year.

Capital improvement life cycle costs will be coordinated with the development of the operating budget. Future operating, maintenance, and replacement costs associated with new capital improvements shall be estimated for inclusion in the operating budget.

The Mayor, Chief Administrative Officer and Finance Director with Council and public input, will prioritize all the projects and determine which projects will be scheduled for the next budget development cycle.

Investment and Debt Management Policies

The investment of City funds shall be structured to insure the preservation of principal and liquidity of City Funds and provide the maximum return within the provisions of the City's investment policy.

The primary objective of the Debt Policy is to establish conditions for the use of debt and to create policies that minimize the City's debt service and issuance costs, retain the highest credit rating, and maintain full and complete financial disclosure and reporting.

The City will comply with the Ohio Revised Code regarding debt limitations for voted and unvoted bonds and notes. Long-term debt will not be issued to finance current operations or routine maintenance of the City.

The City will strive to maintain its bond ratings and weigh options for financing that take the impact on the ratings into account before implementation of debt issuance.

Financial Reporting Policies

The City's financial reporting systems shall be maintained in conformity with generally accepted accounting principles (GAAP), and the standards of the Governmental Accounting Standards Board (GASB).

A comprehensive annual audit will be performed by the Auditor of State or independent accounting firm designated by the City. City financial records shall be annually reviewed by the Finance Department.

Ongoing financial and budgetary reporting will be completed in a timely and accurate manner. Reports will be published on the City's website or by other electronic formats when available.

FUND STRUCTURE

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

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

The City uses the following categories and fund types:

Governmental Funds

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

General Fund

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

Special Revenue Funds

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

Debt Service Funds

These funds are used to budget payment of principal and interest, and related costs on all bonds and notes issued by the City or a conduit bond issuer for the benefit of the City. The Debt Service Fund is used for General Obligation Debt and debt of a conduit entity to be paid by the City, and the Urban Renewal Bond Retirement Fund is used for debt issued under the State Urban Renewal laws (Shaker Town Center, Sussex and Firehouse No.1).

Capital Improvement Funds

These funds are used to account for financial resources used for the acquisition or construction of major capital equipment or facilities and improvements. The General Capital Fund finances general capital projects for all departments except for sewers improvements, the Sewer Capital Improvements Fund, and area economic development projects, the Van Aken District Fund.

Proprietary Funds

Proprietary funds account for activities in the City that are similar to businesses found in the private sector. There are two types of proprietary funds: enterprise funds; and internal service funds. The City has no activity that requires an enterprise fund.

Internal Service Funds

An internal service fund is used to account for the provision of goods or services provided by one department to other departments, on a cost-reimbursement basis. Some functions in internal service funds include Copier Management, the City Garage and fuel for City vehicles and trucks. Internal Service Funds are also used to provide services to other governmental entities (RTA) and to citizens (sidewalk repair; private property tree removal).

Fiduciary Funds

Trust and agency funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations or other government units. The City has established a fund that is managing point of sale escrows for property owners and several other funds for other organizations. These funds do not require appropriation by Council because the City is merely the custodian of these funds for other entities.

FUND DESCRIPTIONS

The General Fund

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

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

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

This tax on both business income and individuals' salaries and wages is collected and administered by the Regional Income Tax Agency (RITA) on behalf of the City, except that State law now gives businesses the option to file their returns and pay their taxes to the Ohio Department of Taxation rather than RITA. Residents are currently permitted to take a credit against their City income tax liability of amounts paid as municipal income tax to another municipal corporation equal to 50% of tax paid on taxable income earned in or attributable to the other municipality taxed at a rate not exceeding 1% of such income or .5% of taxable income.

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

Property taxes include amounts levied against all real and public utility property located in the City. Property tax payments received during one calendar year for real and public utility property taxes represents tax collections levied in the preceding year. For example, taxes levied in 2018 will be collected in 2019. Real property taxes are calculated as the product of the assessed value of the property and the tax rate (expressed in dollars of tax per \$1,000 of assessed value or mills). In Ohio, assessed value is calculated as 35% of the estimated market value for all real property. The Cuyahoga County Treasurer collects property taxes on behalf of all taxing districts in the county, including the City of Shaker Heights. The Cuyahoga County Fiscal Officer periodically remits to the City its portion of the taxes. Approximately 7.78% of the total residential property tax bill for City of Shaker Heights taxpayers goes to the City. The remainder is levied for other governmental entities that overlap all or a portion of the territory of the City, including:

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

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

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

License and Permits include those for snow plows, burglar alarms, bicycles, dogs, point-of-sale inspections, various other housing inspections, certificates of occupancy for residential rentals, and solid waste haulers. In total, the City issues over 28 different types of license or permits. Fees charged to contractors for inspections and for commercial building plan reviews are also included in this category.

The **Local Government Fund** was established by the State of Ohio to provide general assistance to Ohio subdivisions. The Local Government Fund is comprised of state revenues from personal income taxes, sales taxes and corporate franchise taxes. The State has several times in adopting its biennial budget reduced the Local Government Fund and did so again in its 2018-2019 budget.

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

Intergovernmental Revenue includes certain Federal and State grants and payments for the cost of running the Shaker Heights Municipal Court paid by other governments participating in the Court.

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

The **Economic Development Fund** (a subfund of the General Fund) is primarily funded from a cash reserve put aside for the City's economic development and housing initiatives. This reserve was funded from extraordinary large estate tax receipts in 2003 and 2006. Certain loans are made to businesses in connection with their locations or expansion in the City which are repaid from income taxes collected from the business or its employees. Revenue from the lease or sale of City-owned commercial property is added to this reserve to help fund future economic development projects.

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

Special Revenue Funds

Street Maintenance and Repair Fund

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

State Highway Maintenance Fund

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

Police and Fire Pension Fund

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

Housing Grant Fund

This fund holds funds from federal Neighborhood Stabilization Program (NSP) grants and is being used to make grants to the Transit Village project and other housing projects.

Fair Housing Grant Fund

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

Housing Nuisance Abatement Fund

This fund included special assessments for abatement by the City of private residential property nuisances and demolitions.

Street Lighting Fund

The City levies special assessments against property with frontage on public streets for the legally restricted purpose of paying the cost of street lighting with the City. The current assessment is \$.88/foot, which has not been changed for a number of years. The City also makes a transfer from the General Fund into this fund to make up for insufficient revenues from assessments.

Sewer Maintenance Fund

The City levies a surcharge in the amount of \$10.50 per MCF on all users of the City sewer system, which has not been changed for a number of years. This surcharge pays for sewer system maintenance, replacement and repair. Funds can be spent on storm and sanitary sewers and on lakes management. The surcharge is levied in addition to the treatment and disposal rate set by the Northeast Ohio Regional Sewer District. The City also makes a transfer from the General Fund into this fund to make up for insufficient revenues from this surcharge.

Indigent Driver/Alcohol Treatment Fund

Reinstatement fees collected by the State Bureau of Motor Vehicles and \$1.50 per traffic case paid in connection with driving under the influence offenses are collected in this fund. The Ohio Revised Code Section 4511.191(L) provides that payments are to be made only upon order of the Municipal Court Judge for alcohol and other drug treatment costs for indigent drivers.

Court Computer Fund

This fund accounts for revenues from court costs assessed under the authority of Ohio Revised Code Section 1901.261(A) by the Municipal Court on the filing of each cause of action or appeal for the purposes of computerizing the court and to make available computerized legal research services.

Clerk's Computerization Fund

This fund accounts for revenues from court costs assessed under the authority of Ohio Revised Code Section 1901.261(B) by the Municipal Court on the filing of each cause of action or appeal, certificate of judgment or modification of judgment for the purpose of procuring and maintaining computer systems for the office of the clerk of the Municipal Court.

Court Alternate Dispute Resolution Fund

An additional court cost is imposed by the Shaker Heights Municipal Court on each civil and small claims case, under the authority of Ohio Revised Code Section 1901.26, to fund an alternate dispute resolution program and materials.

Court Security Project Fund

This fund accounts for \$1.00 collected per each criminal and traffic case that is filed in the Municipal Court and is used for Court security equipment and training.

Indigent Driver Interlock Fund

Funds received from court costs that are collected on each DUI offense are deposited into this fund. The fund was created for the purpose of funding interlock and SCRAM (Secure Continuous Remote Alcohol Monitoring) for indigent drivers. In addition, the court receives monthly checks from the Bureau of Motor Vehicles for reinstatement fees collected.

County Community Diversion Program Fund

These grant funds from Cuyahoga County pay for a program to divert juvenile first-time misdemeanors and status offenders from official court action.

High Intensity Drug Trafficking Area (HIDTA) Grant Fund

The City via the Police Department has been the grantee and acted as the fiscal agent for the federally funded Ohio HIDTA. The HIDTA Program functions as a coordination umbrella by forging partnerships among local, state, and federal law enforcement agencies in designated areas to combine resources and efforts in order to reduce drug trafficking and distribution. With the completion of the 2016 grant to OHIO HIDTA, expected late in 2018, the City via the Police Department will no longer be the fiduciary for Ohio HIDTA, and this fund will be closed.

Law Enforcement Trust Fund – Local**Law Enforcement Trust Fund - Federal**

These separate funds account for the proceeds of property deemed contraband by the courts and ordered forfeited to the City. The Ohio Revised Code permits these funds to be expended only for the cost of protracted or complex investigations or prosecutions, to provide reasonable technical training or expertise or other such law enforcement purposes. The funds may not be used to meet operating costs of the City that are not related to law enforcement. Proceeds are received as a result of either local or federal prosecutions.

Tree Maintenance Fund

The City levies special assessments against property with frontage on public streets for the legally restricted purpose of paying the cost of trees and tree maintenance on the City's public right-of-way. The current assessment is \$1.16/foot, which has not been changed for a number of years.

Debt Service Funds**Debt Service Fund**

This includes resources for, and the payment of, all principal and interest, and related costs on General Obligation debt of the City, capital leases and debt of a conduit entity to be paid by the City, except for Urban Renewal Debt.

Urban Renewal Debt Fund

This includes resources for, and the payment of, Urban Renewal Debt issued pursuant to Ohio Revised Code Section 725 to finance improvements secured by tax increment financing (TIF) payments including the Sussex Area Revitalization Project (Sussex Courts condos) and the Shaker Towne Centre Community

Development District Revitalization Project (Shaker Towne Center, Firehouse No. 1 and Avalon Station).

Capital Improvement Funds

General Capital Fund

Transfers from the General Fund and grant funds for the acquisition or construction of equipment, facilities improvements, and construction of City assets.

Sewer Capital Improvements

Receives transfers from the General Fund, grants from the Northeast Ohio Regional Sewer District and loans from the State of Ohio for sewer improvements, construction and relining. This fund is not used for ongoing sewer maintenance.

Van Aken District Project

Receives funds from debt issuance, grants and transfers for Van Aken District capital uses.

Internal Service Funds

Life Safety Transmitters Fund

Fees for installation and maintenance by the Fire Department life safety alert systems for residents who are elderly, disabled or medically at risk.

Central Stores Fuel – (Internal Chargeback)

This fund provides a central cost center for the purchase of fuel that is charged back to the individual City departments.

Central Garage Fund – (Internal Chargeback)

This fund accounts for the cost of repairing and maintaining the City's fleet of vehicles and heavy equipment. Operating costs are charged back to City departments based upon the number of vehicles and equipment maintained and upon the department's actual utilization of the garage.

Private Property Tree Removal Fund

Includes payments and assessments from property owners for the City's abatement of nuisance trees on private property.

Utility Openings Fund

Includes payments from private utility companies, particularly the Cleveland Water Division, for the closing of openings in the public right-of-way by City forces.

Sidewalk Repair Fund

Includes costs paid by private property owners to repair/replace sidewalks in front of their property and in the public right-of-way.

Fire Hydrant Repair Fund

This fund receives reimbursements from individuals and insurance companies to repair or replace damaged fire hydrants.

Public Property Damages Fund

This fund includes costs paid by individuals and insurance companies for the repair of public property for damages caused by those individuals.

Private Property Maintenance Fund

This fund accounts for payment of the City's abatement of nuisance conditions of private property, such as yard cleanup and the removal of refuse and debris not done by the responsible private party.

RTA Snow Plowing, Shaker Line, and Van Aken Line Maintenance Fund

The Greater Cleveland Regional Transit Authority (GCRTA) pays for the expenses of maintaining areas along GCRTA's Shaker (Green) and Van Aken (Blue) rapid transit lines in Shaker.

Inactive Employee Benefits

Employees who retire from the City are able to continue the life insurance benefit that the City offers at the retiree's expense. At one time, the retiree paid the City and the City then paid the life insurance company. Now retirees pay the life insurance company directly. Three retirees remain under the old payment program.

Copier Management Fund

This central cost center accounts for the cost of copying performed by City departments. Individual departments reimburse this fund.

Postage Fund

This central cost center accounts for the cost of postage used by City departments. Individual departments reimburse this fund.

Self-Insurance Fund

This fund pays the City's Self-insured Workers Compensation and Employee Health Care insurance. Employee health care includes medical and dental coverage. Property and liability insurance premiums as well as judgement and claims will no longer be a part of the self-insurance fund and in 2019 will be part of the CCSE Budget in the General Fund. A general fund transfer will be necessary in future years if cash balance in the self-insurance gets low. Both the City's and the employees' share of their health care cost is appropriated in departments' budgets and transferred to this fund.

Trust and Agency Funds**Recreation Scholarship Fund**

The City solicits donations to be used to provide financial aid and/or services to youth who otherwise could not afford to participate in various Recreation Department programs. The scholarship program is a non-profit corporation established which is tax exempt under section 501(c) of the Internal Revenue Code.

Heights Hillcrest Technical Rescue Team Fund

The assets of the Heights Area Special Rescue Team (HHTRT) are held by the City as HHTRT's fiscal agent. HHTRT, comprised of Shaker Heights, Cleveland Heights, South Euclid, University Heights, Beachwood, Gates Mills, Highland Heights, Lyndhurst, Mayfield Village, Mayfield Heights, Pepper Pike, Richmond Heights and Willoughby Hills Fire Departments, provides rescue for extraordinary rescue situations such as trench collapse and confined space entry.

Shaker Heights Development Corporation (SHDC) Fund

This fund accounts for the activities of the Community Improvement Corporation, also known as the Shaker Heights Development Corporation, which seeks corporate and other private sponsorships and contributions and foundation, federal and state grants to be used for economic development in the City. The City is the fiscal agent for the SHDC.

Shaker Family Resource Center (Family Connections) Fund

The City processes the payroll for the Shaker Family Center Resource, Inc. (now Family Connections) using this fund.

Cleveland Waterline Projects Fund

In 2007, the City transferred ownership and replacement responsibilities of its waterlines to the City of Cleveland. The City also entered into an agreement with the Cleveland Division of Water under which the City of Shaker Heights would manage and design the projects for which the Division of Water would pay the costs. This fund is to account for funds received from the Division of Water to be expended for the design and construction of such projects by the City.

Miscellaneous

Public Art Deposit Fund

Revenues in this fund account for donations for public art throughout the City and donations in honor of services rendered by various City departments.

Obstruction Permit Deposit Fund

This fund includes refundable deposits required of individuals to insure that obstructions or openings in public property created during construction are returned to pre-construction condition.

Excavating Permit Deposit Fund

This fund accounts for the receipt of refundable deposits required of individuals who wish to excavate and/or haul material over public property. The deposit is to guarantee that the public property will be cleaned and restored to its original condition and that the excavation, if any, will be properly guarded in accordance with applicable provisions of the City Code.

Unclaimed Monies Fund

This fund is required by Ohio Revised Code to account for monies received or collected and not otherwise paid out according to law. Monies that are

deemed to be unclaimed and credited to this fund that are not claimed within a five year period revert to the General Fund.

Board of Building Standards Fund

State mandated fees deposited into this fund are collected by the City's Building and Housing Department relating to the acceptance, review and approval of building plans and specifications. An amount equal to 3% of fees imposed must be remitted on a monthly basis to the State of Ohio Department of Industrial Relations.

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City of Shaker Heights
General Fund Revenue Summary
 Actual 2017-2018 | 2020 Budget

Source of Revenue	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	% Chg from 19 Budget	2020 Budget	% Chg 2019 Estimate
Local Taxes							
Real Estate & Public Utility	\$6,208,275	\$6,287,100	\$6,787,101	\$6,783,894	-0.05%	6,787,100	0.05%
Rollback/Homestead	901,102	895,788	967,451	952,008	-1.60%	952,000	0.00%
Tangible Personal Property	1,193	0	0	0		0	
Income Tax	34,237,225	33,721,082	34,223,270	36,500,742	6.65%	37,407,400	2.48%
Admission Tax	50,009	45,491	45,000	46,104	2.45%	45,000	-2.39%
Total Local Taxes	\$41,397,804	\$40,949,461	\$42,022,822	\$44,282,748	5.38%	\$45,191,500	2.05%
State Shared Tax							
Local Government	596,573	605,402	600,000	683,347	13.89%	671,500	-1.73%
Estate Tax	8,845	9185	0	6,086		0	
Liquor & Beer Permits	13,846	14,453	9,000	17,449	93.88%	15,000	-14.04%
Cigarette Tax	408	371	320	371	15.94%	400	7.82%
Total State Shared Taxes	\$619,672	\$629,411	\$609,320	\$707,253	16.07%	\$686,900	-2.88%
Intergovernmental Revenue							
Title IIB - Senior Adults	0	0	0	0		0	
Other Federal Grants	41,711	61,924	55,370	24,972	-54.90%	0	-100.00%
State Health Subsidy	5,337	0	0	0	0.00%	0	
State Grants	30,117	135	6,050	3,348	-44.66%	0	-100.00%
Local Governments	66,419	97,323	74,541	45,767	-38.60%	74,500	62.78%
Total Intergovernmental Revenue	\$143,584	\$159,382	\$135,961	\$74,087	-45.51%	\$74,500	0.56%
Charges For Services							
Court Costs	1,916,586	1,896,935	1,900,000	2,124,314	11.81%	1,900,000	-10.56%
Ambulance Fees	620,856	620,434	645,000	628,661	-2.53%	630,000	0.21%
CATV Fee	436,674	447,128	450,820	437,836	-2.88%	440,000	0.49%
Shaker Magazine	196,042	201,632	197,000	206,996	5.07%	189,000	-8.69%
Other Fees	84,098	105,219	93,369	86,054	-7.83%	73,600	-14.47%
Total Charges for Services	\$3,254,256	\$3,271,348	\$3,286,189	\$3,483,861	6.02%	\$3,232,600	-7.21%
Fines							
Fines & Forfeitures	503,144	496,038	510,000	621,801	21.92%	510,000	-17.98%
Licenses							
Licenses & Permits	1,291,854	1,260,378	1,146,190	1,139,163	-0.61%	1,149,400	0.90%
Miscellaneous							
Interest	340,360	734,208	703,833	876,724	24.56%	703,800	-19.72%
Local Grants & Donations	85,960	74,936	78,058	3,349	-95.71%	78,100	2232.04%
Refunds & Rebates	637,082	753,546	718,801	759,698	5.69%	720,900	-5.11%
Rents & Leases - Governmental	0	0	0	0	0.00%	0	
Rents & Leases - Non-Govt.	35,100	35,101	35,100	35,101	0.00%	35,100	0.00%
Sale of Public Property	123,262	41,237	36,525	85,532	134.17%	35,500	-58.50%
Transfers In	4,451	201,059	13,909	13,909	0.00%	13,900	-0.06%
Total Miscellaneous Revenue	\$1,226,215	\$1,840,087	\$1,586,226	\$1,774,313	11.86%	\$1,587,300	-10.54%
	\$48,436,529	\$48,606,105	\$49,296,708	\$52,083,226	5.65%	\$52,432,200	0.67%

City of Shaker Heights, Ohio
 General Operating Fund Summary
 Actual 2017-2018 Actual, 2019 Budget and Estimate, 2020 Budget

Department	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	% Chg 2019 Budget
Operating Expenditures:						
<u>Police</u>						
Personal Services	8,399,286	8,138,549	8,855,681	8,855,681	9,354,877	5.64%
Other	1,197,882	1,584,354	1,835,556	1,835,556	1,842,566	0.38%
Total Police	\$9,597,168	\$9,722,903	\$10,691,237	\$10,691,237	\$11,197,443	4.73%
<u>Fire</u>						
Personal Services	5,828,666	6,084,071	6,247,788	6,247,788	6,436,388	3.02%
Other	864,367	595,685	697,501	697,501	674,309	-3.33%
Total Fire	\$6,693,033	\$6,679,756	\$6,945,289	\$6,945,289	\$7,110,697	2.38%
<u>Public Works</u>						
Personal Services	4,187,927	4,376,067	4,565,976	4,565,976	4,913,692	7.62%
Other	3,365,382	3,341,309	3,854,061	3,854,061	4,046,568	4.99%
Total Public Works	\$7,553,309	\$7,717,376	\$8,420,037	\$8,420,037	\$8,960,260	6.42%
<u>Municipal Court</u>						
Personal Services	1,965,927	2,036,933	2,295,996	2,295,996	2,232,498	-2.77%
Other	93,273	93,928	102,463	102,463	102,463	0.00%
Total Municipal Court	\$2,059,200	\$2,130,861	\$2,398,459	\$2,398,459	\$2,334,961	-2.65%
<u>Health</u>						
Personal Services	323,859	-	-	-	-	
Other	48,450	-	-	-	-	
Total Health	\$372,309	\$0	\$0	\$0	\$0	
<u>Recreation</u>						
Personal Services	301,737	317,372	307,077	307,077	1,044,537	240.15%
Other	161,231	151,489	156,513	156,513	226,748	44.87%
Total Recreation	\$462,968	\$468,861	\$463,590	\$463,590	\$1,271,285	174.23%
<u>Building/Housing Inspection</u>						
Personal Services	436,738	1,334,122	1,451,413	1,451,413	1,459,984	0.59%
Other	88,354	148,151	145,730	145,730	166,610	14.33%
Total Building/Housing Inspection	\$525,092	\$1,482,273	\$1,597,143	\$1,597,143	\$1,626,594	1.84%
<u>Housing Inspection</u>						
Personal Services	899,760	-	-	-	-	
Other	50,781	-	-	-	-	
Total Housing Inspection	\$950,541	\$0	\$0	\$0	\$0	
<u>City Council</u>						
Personal Services	130,495	141,066	142,848	142,848	142,396	-0.32%
Other	10,233	9,599	15,083	15,083	15,083	0.00%
Total City Council	\$140,728	\$150,665	\$157,931	\$157,931	\$157,479	-0.29%
<u>Mayor</u>						
Personal Services	218,495	210,042	216,342	216,342	219,568	1.49%
Other	24,094	27,063	32,775	32,775	35,075	7.02%
Total Mayor	\$242,589	\$237,105	\$249,117	\$249,117	\$254,643	2.22%
<u>Chief Administrative Officer</u>						
Personal Services	231,765	229,001	234,002	234,002	232,194	-0.77%
Other	7,571	9,520	13,979	13,979	13,979	0.00%
Total Chief Administrative Officer	\$239,336	\$238,521	\$247,981	\$247,981	\$246,173	-0.73%
<u>Law</u>						
Personal Services	585,328	601,240	606,635	606,635	634,447	4.58%
Other	80,164	106,738	139,525	139,525	142,025	1.79%
Total Law	\$665,492	\$707,978	\$746,160	\$746,160	\$776,472	4.06%
<u>Finance</u>						
Personal Services	639,402	662,367	589,208	589,208	704,419	19.55%
Other	158,424	169,062	226,695	226,695	192,064	-15.28%
Total Finance	\$797,826	\$831,429	\$815,903	\$815,903	\$896,483	9.88%
<u>Human Resources</u>						
Personal Services	263,887	224,558	253,437	253,437	260,983	2.98%
Other	79,610	102,402	141,899	141,899	160,130	12.85%
Total Human Resources	\$343,497	\$326,960	\$395,336	\$395,336	\$421,113	6.52%
<u>Civil Service</u>						
Personal Services	22,250	22,979	23,334	23,334	24,187	3.66%
Other	30,500	49,073	75,056	75,056	81,407	8.46%
Total Civil Service	\$52,750	\$72,052	\$98,390	\$98,390	\$105,594	7.32%
<u>Information Technology</u>						
Personal Services	426,240	441,610	448,750	448,750	453,321	1.02%

City of Shaker Heights, Ohio
 General Operating Fund Summary
 Actual 2017-2018 Actual, 2019 Budget and Estimate, 2020 Budget

Department	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	% Chg 2019 Budget
Other	125,506	136,912	140,597	140,597	140,597	0.00%
Total Information Technology	\$551,746	\$578,522	\$589,347	\$589,347	\$593,918	0.78%
CCSE						
Personal Services	34,511	103,578	38,000	38,000	38,000	0.00%
Other	1,498,035	1,689,553	2,447,082	2,447,082	2,814,888	15.03%
Total CCSE	\$1,532,546	\$1,793,131	\$2,485,082	\$2,485,082	\$2,852,888	14.80%
Communications and Marketing						
Personal Services	324,910	343,785	347,076	347,076	339,070	-2.31%
Other	429,464	434,262	471,745	471,745	471,745	0.00%
Total Comm & Marketing	\$754,374	\$778,047	\$818,821	\$818,821	\$810,815	-0.98%
Economic Development						
Personal Services	252,280	169,841	317,604	317,604	310,265	-2.31%
Other	318,879	350,186	644,432	644,432	821,432	27.47%
Total Economic Development	\$571,159	\$520,027	\$962,036	\$962,036	\$1,131,697	17.64%
Planning						
Personal Services	514,837	504,128	531,531	531,531	550,924	3.65%
Other	91,588	82,806	202,621	202,621	167,435	-17.37%
Total Planning	\$606,425	\$586,934	\$734,152	\$734,152	\$718,359	-2.15%
Neighborhood Revitalization						
Personal Services	153,227	152,188	155,494	155,494	161,494	3.86%
Other	133,707	27,494	122,863	122,863	83,303	-32.20%
Total Neighborhood Revit.	\$286,934	\$179,682	\$278,357	\$278,357	\$244,797	-12.06%
Summary						
Personal Services	26,141,527	26,093,497	\$27,628,192	\$27,628,192	\$29,513,244	6.82%
Other	8,857,495	9,109,586	\$11,466,176	\$11,466,176	\$12,198,427	6.39%
Total Operating Expenditures	\$34,999,022	\$35,203,083	\$39,094,368	\$39,094,368	\$41,711,671	6.69%
Transfers Out	\$12,734,457	\$12,082,621	\$10,200,694	\$12,706,394	\$10,381,356	1.77%
Operating Transfers						
Police Pension Fund	750,000	803,094	972,056	972,056	1,010,850	3.99%
Fire Pension Fund	860,000	826,309	913,577	913,577	975,987	6.83%
Street Lighting Assessment Fund	250,000	265,000	265,000	265,000	265,000	0.00%
Recreation Fund Subsidy	875,000	1,275,060	1,500,000	1,500,000	727,008	-51.53%
Street Maintenance Fund	413,359	400,000	400,000	400,000	0	-100.00%
Sewer Maintenance Fund	502,000	502,000	502,000	752,000	0	-100.00%
Self Insurance Fund	945,540	945,000	0	0	436,000	
Economic Development Fund	29,058	101,494	0	820,000	0	
Tree Maintenance Assessment Fd	0	0	0	0	0	
Debt Service Fund	609,500	1,205,186	1,248,061	1,248,061	1,030,811	-17.41%
Urban Renewal Debt Service Fund	490,000	480,478	0	0	0	
Capital Transfers						
General Capital Fund	4,950,000	3,169,000	2,400,000	5,650,000	5,750,000	139.58%
Sewer Capital Fund	2,050,000	2,000,000	2,000,000	0	0	-100.00%
Other Transfers						
Central Stores Fund - Advance	0	110,000				
Van Aken District Fund	10,000	0	0	0	0	
2026 27th Payroll Reserve	0	0	0	185,700	185,700	
Total Disbursements	47,733,479	47,285,704	49,295,062	\$51,800,762	\$52,093,027	5.68%
Total Revenue	\$48,436,529	\$48,606,105	\$49,296,708	\$52,083,226	\$52,432,200	6.36%
Excess Revenue Over/Under Expenditures	703,050	\$1,320,401	1,646	282,464	339,173	20505.89%
Ending Balance December 31	\$ 15,432,623	\$ 17,067,917	\$ 17,069,563	\$ 17,350,381	\$ 17,689,554	3.63%
Ending Balance % Reserve	32.33%	36.10%	34.63%	33.49%	33.96%	

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2017-2020 DEPARTMENTAL EXPENDITURE SUMMARIES - All Funds

	2017 Actual	2018 Actual	2019 Revised Budget	2020 Budget
Police				
General Fund				
Crime Control	1,306,805	1,448,695	2,074,609	2,351,814
Crime Suppression	5,099,579	5,143,284	5,502,054	5,613,157
Auxiliary Services	2,164,161	2,097,114	1,911,438	1,956,732
Police Administration	622,134	624,155	764,251	842,854
Safety Patrol	128,300	165,175	175,635	188,736
Jail Holding Facility	276,189	244,480	263,250	244,150
Total General Fund	9,597,168	9,722,903	10,691,237	11,197,443
Special Revenue Funds				
Police Pension	282,807	255,388	222,792	249,712
County Community Diversion Program	2,065	3,076	13,624	13,624
Street Maintenance and Repair - Traffic Signals	134,210	132,588	103,550	155,621
HIDTA	1,892,286	94,245	0	0
Law Enforcement Trust - Local	5,823	20,895	128,930	128,930
Law Enforcement Trust - Federal	157,716	73,768	172,301	172,301
Total Special Revenue Funds	2,474,907	579,960	641,197	720,188
Internal Service Funds				
Uniform Carryover	0	0	0	0
Total Internal Service Funds	0	0	0	0
General Capital Fund				
Equipment/Traffic improvements	446,000	364,000	465,000	760,000
Total General Capital Fund	446,000	364,000	465,000	760,000
Total Police	12,518,075	10,666,863	11,797,434	12,677,631
Fire				
General Fund				
Fire Suppression/EMS	5,468,459	5,661,730	5,927,385	6,084,512
Fire Prevention	158,878	181,244	162,786	176,728
Fire Administration	1,065,696	836,782	855,118	849,456
Total General Fund	6,693,033	6,679,756	6,945,289	7,110,696
Special Revenue Funds				
Fire Pension	276,377	318,398	238,075	249,712
Total Special Revenue Funds	276,377	318,398	238,075	249,712
Internal Service Funds				
Life Safety Transmitters	19,636	16,594	21,870	22,437
Total Internal Service Funds	19,636	16,594	21,870	22,437
General Capital Fund				
Equipment	583,000	235,000	10,000	303,500
Total General Capital Fund	583,000	235,000	10,000	303,500
Total Fire	7,572,046	7,249,748	7,215,234	7,686,345
Public Works				
General Fund				
Animal Control	67,710	76,400	68,400	77,000
Parks & Public Land Maintenance	1,076,387	987,523	1,102,846	1,191,429
Tree Maintenance	22,780	19,171	19,000	19,000
Leaf Collection	400,214	479,790	443,758	479,968
Commercial District Maintenance	65,537	94,493	150,319	160,306
Waterline Maintenance	41,065	41,065	46,351	46,351
Refuse Collection & Disposal	2,235,085	2,208,609	2,212,938	2,299,365
Recycling	161,012	166,868	129,203	150,142
Brush Collection & Disposal	776,642	747,024	816,969	757,953
Sidewalk Maintenance	11,532	12,238	10,201	10,201
Ice & Snow Control	707,269	831,229	1,095,727	1,220,825
Public Service Administration	704,291	717,374	734,599	873,606
Public Building Cleaning	359,016	397,339	430,833	469,799
Public Building Maintenance	924,769	938,253	1,158,893	1,204,315
Total General Fund	7,553,309	7,717,376	8,420,037	8,960,260

2017-2020 DEPARTMENTAL EXPENDITURE SUMMARIES - All Funds

	2017 Actual	2018 Actual	2019 Revised Budget	2020 Budget
Special Revenue Funds				
Street Maintenance and Repair	1,113,619	1,230,622	1,305,801	1,502,888
State Highway Maintenance	43,900	30,365	55,293	175,408
Sewer Fund -Storm Sewer Maintenance	767,978	628,456	763,301	721,685
Sewer Fund - Sanitary Sewer Maintenance	655,690	638,710	550,377	786,544
Sewer Fund - Lakes Management	26,948	29,770	31,500	31,500
Street Lighting	812,302	787,682	812,872	812,872
Tree Maintenance	718,811	723,955	906,344	910,635
Total Special Revenue Funds	4,139,248	4,069,560	4,425,488	4,941,532
Internal Service Funds-Chargeback Expenditures				
Central Stores Fuel				
Central Garage				
Total Internal Service Funds-Chargeback Expenditures	0	0	0	0
Internal Service Funds				
Private Property Tree Removal	26,818	28,200	12,000	30,000
Utility Openings	118,218	152,328	131,908	168,693
Sidewalk Repair	378,485	282,546	406,885	427,657
Fire Hydrant Repairs	0	0	9,987	9,987
Public Property Damages	0	0	3,595	3,885
Private Property Maintenance	34,413	18,718	72,660	73,442
RTA Snow Plowing	30,162	39,399	35,643	35,865
RTA Shaker Line Maintenance	109,200	110,501	118,499	114,700
RTA Van Aken Line Maintenance	107,902	117,940	166,497	168,693
Total Internal Service Funds	805,198	749,632	957,674	1,032,922
General Capital Fund				
Equipment and Projects	480,000	639,000	525,000	705,000
Street Maintenance and Repair	2,000,000	2,249,000	2,000,000	2,007,500
Facilities Repair	719,000	1,324,821	920,000	1,341,000
Sewer improvements	875,000	2,550,000	2,850,000	2,000,000
Total General Capital Fund	4,074,000	6,762,821	6,295,000	6,053,500
Total Public Works	16,571,755	19,299,389	20,098,199	20,988,214
Municipal Court				
General Fund				
Municipal Court	2,059,200	2,130,860	2,398,459	2,334,961
Municipal Court - Housing Case Svc				
Total General Fund	2,059,200	2,130,860	2,398,459	2,334,961
Special Revenue Funds				
Indigent Driver Alcohol Treatment	12,516	11,060	45,358	45,358
Court Computer	22,304	24,946	75,044	83,655
Clerk's Computerization	109,771	75,660	227,855	234,855
Court Alternate Dispute Resolution	23,336	23,562	24,418	24,621
Court Security Project	5,577	4,372	9,608	54,608
Indigent Driver Interlock	9,000	15,000	15,758	15,758
Total Special Revenue Funds	182,504	154,600	398,041	458,855
Total Municipal Court	2,241,704	2,285,460	2,796,500	2,793,816
Public Health				
General Fund				
Public Health	334,675	0	0	0
West Nile Virus Prevention	13,153	0	0	0
Community Responsive Initiative Grant	0	0	0	0
Mosquito EPA Control Grant	0	0	0	0
Public Health Readiness grants	24,480	0	0	0
Total General Fund	372,308	0	0	0
Total Public Health	372,308	0	0	0
Recreation				
General Fund				

2017-2020 DEPARTMENTAL EXPENDITURE SUMMARIES - All Funds

	2017 Actual	2018 Actual	2019 Revised Budget	2020 Budget
Administration	462,967	468,861	463,590	1,103,665
Facilities	0	0	0	120,574
Teen Programs	0	0	0	47,046
Total General Fund	462,967	468,861	463,590	1,271,285
General Recreation Fund				
Administration	264,454	330,705	345,339	0
Promotion	27,228	14,953	21,527	0
School Age Care	648,855	786,473	625,982	590,338
Building Monitors	23,714	25,285	21,660	0
Playgrounds	52,852	76,965	99,935	0
Youth Programs	87,499	76,908	98,205	90,755
Teen Programs	5,721	37,226	54,524	0
Summer Camps	287,078	266,813	459,494	395,794
Adult Programs	38,445	58,613	53,361	43,321
Senior Adult Programs	0	0	0	144,471
Field Maintenance	88,536	101,087	88,204	70,680
Sports Leagues and Clinics	158,715	157,302	178,604	101,061
Ice Skating Programs	807,543	910,979	918,200	794,446
Swimming Programs	353,945	364,619	466,348	443,524
Concessions	1,753	2,642	3,703	2,662
Thornton Park Amenities	15,239	15,757	17,242	0
Total General Recreation Fund	2,861,577	3,226,327	3,452,328	2,677,052
General Capital Fund				
Demolitions, Acquisitions of property	456,290	0	0	0
Equipment and Facilities	100,000	562,000	230,000	215,000
Total General Capital Fund	556,290	562,000	230,000	215,000
Total Recreation	3,880,834	4,257,188	4,145,918	4,163,337
Building/Housing Inspection				
General Fund				
Building/Housing Inspection	1,475,633	1,482,273	1,597,143	1,626,594
Total General Fund	1,475,633	1,482,273	1,597,143	1,626,594
Total Building/Housing Inspection	1,475,633	1,482,273	1,597,143	1,626,594
Special Revenue Funds				
Nuisance Abatement	0	24,600	190,000	50,000
Total Special Revenue Funds	0	24,600	190,000	50,000
Total Building /Housing Inspection	0	24,600	190,000	50,000
Council				
General Fund				
Council	140,728	150,666	157,931	157,479
Total General Fund	140,728	150,666	157,931	157,479
Total Council	140,728	150,666	157,931	157,479
Mayor				
General Fund				
Mayor's Office	242,589	237,105	249,117	254,643
Total General Fund	242,589	237,105	249,117	254,643
Total Mayor	242,589	237,105	249,117	254,643
Chief Administrative Officer				
General Fund				
Chief Administrative Officer	239,336	238,521	247,981	246,173
Total General Fund	239,336	238,521	247,981	246,173
Total Chief Administrative Office	239,336	238,521	247,981	246,173
Information Technology				
General Fund				

2017-2020 DEPARTMENTAL EXPENDITURE SUMMARIES - All Funds

	2017 Actual	2018 Actual	2019 Revised Budget	2020 Budget
Information Technology	551,746	578,523	589,347	593,918
Total General Fund	551,746	578,523	589,347	593,918
General Capital Fund				
Hardware and Software	630,000	177,000	219,000	138,000
Total General Capital Fund	630,000	177,000	219,000	138,000
Total Information Technology	1,181,746	755,523	808,347	731,918
Law				
General Fund				
Legal Administration	665,492	707,978	746,160	776,472
Total General Fund	665,492	707,978	746,160	776,472
Special Revenue Funds				
Fair Housing Grant	12,344	15,736	24,208	24,806
Total Special Revenue Funds	12,344	15,736	24,208	24,806
Total Law	677,836	723,714	770,368	801,278
Finance				
General Fund				
Finance Administration	797,826	831,429	815,903	896,483
Total General Fund	797,826	831,429	815,903	896,483
Total Finance	797,826	831,429	815,903	896,483
Human Resources				
General Fund				
Human Resource Administration	343,497	326,961	395,336	421,113
Civil Service Commission	52,750	72,053	98,390	105,594
Total General Fund	396,247	399,014	493,726	526,707
Internal Service Funds				
Inactive Employee Benefits	2,433	2,433	2,500	2,500
Self-Insurance - General	702,483	844,613	435,813	435,813
Self-Insurance - Employee Healthcare	0	0	0	0
Total Internal Service Funds	704,916	847,046	438,313	438,313
Total Human Resources	1,101,163	1,246,060	932,039	965,020
Communication and Marketing				
General Fund				
Communications & Marketing	545,728	573,240	595,477	587,471
Shaker Life Magazine	208,646	204,807	223,344	223,344
Total General Fund	754,374	778,047	818,821	810,815
Total Communications and Outreach	754,374	778,047	818,821	810,815
Planning				
General Fund				
Planning	412,770	377,645	490,240	469,206
Planning Commission	61,706	64,639	65,664	67,295
Landmark Commission	11,457	12,178	32,465	32,897
Architectural Board of Review	101,745	104,173	109,808	112,986
Housing Assistance Programs	18,748	28,299	35,975	35,975
Housing Accessibility Grants	0	0	0	0
Total General Fund	606,426	586,934	734,152	718,359
Economic Development Fund				
Planning & Development Administration	25,000		104,000	104,000
Total Economic Development Fund	25,000	0	104,000	104,000
Special Revenue Funds				
Housing Grant Fund	2,500	8,998	0	0
Total Special Revenue Funds	2,500	8,998	0	0
General Capital Fund				
Streetscape & repairs	1,764,368	832,209	50,000	0

2017-2020 DEPARTMENTAL EXPENDITURE SUMMARIES - All Funds

	2017 Actual	2018 Actual	2019 Revised Budget	2020 Budget
Traffic Studies	125,000	78,250	0	0
Total General Capital Fund	1,889,368	910,459	50,000	0
Total Planning	2,523,294	1,506,391	888,152	822,359
Neighborhood Revitalization				
General Fund				
Neighborhood Revitalization	286,934	179,682	278,357	244,797
Total General Fund	286,934	179,682	278,357	244,797
Total Neighborhood Revitalization	286,934	179,682	278,357	244,797
Economic Development				
General Fund				
Economic Development	476,903	366,916	687,036	931,697
Housing Grants	94,256	153,110	275,000	200,000
Total General Fund	571,159	520,026	962,036	1,131,697
Economic Development Fund				
Economic Development	10,040	1,031,833	637,739	214,739
Total Economic Development Fund	10,040	1,031,833	637,739	214,739
Total Economic Development	581,199	1,551,859	1,599,775	1,346,436
Misc. Funds				
General Fund				
Contract Charges and Statutory Expenses	1,532,545	1,793,130	1,924,886	2,185,692
CCSE-Risk & Prop Management	0	0	560,196	667,196
CCSE-Transfers				
Total General Fund	1,532,545	1,793,130	2,485,082	2,852,888
Debt Service Funds				
General Obligation	645,040	3,019,625	2,848,061	2,643,151
Urban Renewal	1,313,302	1,299,706	1,307,077	1,303,966
Total Debt Service Funds	1,958,342	4,319,331	4,155,138	3,947,117
Internal Service Funds-Chargeback Expenditures				
Copier Management				
Postage				
Total Internal Service Funds-Chargeback Expenditures	0	0	0	0
Total Miscellaneous	3,490,887	6,112,461	6,640,220	6,800,005
TOTAL ALL DEPARTMENTS	56,650,267	59,576,979	62,047,439	64,063,343

Some or all expenses are included in other department budgets

Totals by Fund Type

General*	34,999,020	35,203,084	39,094,368	41,711,670
Recreation	2,861,577	3,226,327	3,452,328	2,677,052
Economic Develop	35,040	1,031,833	741,739	318,739
Special Revenue	7,087,880	5,171,852	5,917,009	6,445,093
Debt Service	1,958,342	4,319,331	4,155,138	3,947,117
General Capital **	8,178,658	9,011,280	7,269,000	7,470,000
Internal Service	1,529,750	1,613,272	1,417,857	1,493,672
Total All Funds	56,650,267	59,576,979	62,047,439	64,063,343

*Includes Ordinances passed in October

**General Capital includes Sewer Capital Fund (No. 402) and reflects "revised appropriation" in all columns except 2019 budget

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POLICE DEPARTMENT

	2017 Actual	2018 Actual	2019 Budget	2020 Budget	% Chg
General Fund	10,347,168	10,525,997	11,663,293	12,208,293	4.7%
Other Funds	1,174,905	1,215,040	1,545,319	1,613,737	4.4%
All Funds	\$ 11,522,073	\$ 11,741,037	\$ 13,208,612	\$ 13,822,030	4.6%

Department Description

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

Funding Sources

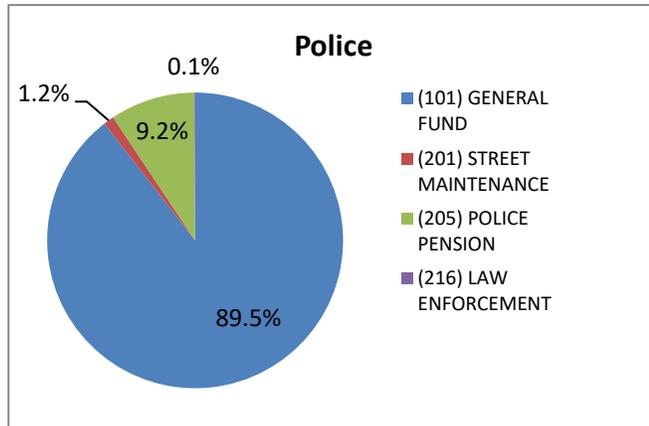
General Fund

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

Special Revenue

- **Police Pension**
- **County Community Diversion Program**
- **Street Maintenance and Repair and Traffic Signal Maintenance**
- **Law Enforcement Trust Local and Federal**

General Capital Fund



Function – Crime Control & Public Information

Support Services Bureau – Support Services Bureau operations are directed by a Bureau Commander who also serves as the Department Public Information Officer. The Bureau Commander is provided assistance from a Senior Administrative Assistant and a Support Services Coordinator. The Bureau provides operational support services to the entire department, fulfills the information supply function to the public and provides the successful disposition of reported criminal cases occurring within the City through effective investigation and prosecution. The following units comprise the Support Services Bureau:

- **Investigation Unit** – Five (5) Detectives are supervised by a Sergeant. The Unit is responsible for identification and apprehension of perpetrators, processing of evidence, recovery of stolen property and prosecution of juvenile and adult offenders. Sworn, investigative personnel are assigned to investigate reported criminal complaints which are classified as Part-I crimes, felonies, and other serious misdemeanors.

- **Intelligence Unit** – Four (4) Detectives are supervised by a Sergeant. The Unit provides proactive investigative personnel, tactics and tools including crime analysis techniques, predictive policing, surveillance and social networking intelligence to address narcotics investigations, street crimes, property crimes, and patterned and organized criminal activity. Provides internal and external law enforcement training designed to promote career development, while fostering partnership with community members.
- **Internal Affairs Unit** – Supervised by the Bureau Commander. This Unit investigates and addresses internal and external complaints of police activities, procedures and initiatives. Prepares informational and statistical reviews and reports of high risk, controversial or unusual activities of Department personnel.
- **Police Information Unit** – Six (6) Information Specialists are supervised by a Records Room Supervisor. Information Specialists address walk-in customers and provide responsive information and documentation to public, investigative and internal/external inquirers; including clerical, electronic, statistical and technical service. Serve as a liaison to the Shaker Heights Municipal Court ensuring the timely processing and clearing of charging instruments.
- **Professional Standards Unit** – An Accreditation Manager, who reports to the Bureau Commander, staffs this Unit. This Unit reviews, researches and updates Department Directives while maintaining National and State of Ohio Accreditation standards. Serves as the assistant to the Department's Training Coordinator providing analytical recommendations for evaluating crime trends and activities.
- **Training/Crime Analysis Unit** – Staffed by a Sergeant, this Unit insures personnel are thoroughly trained and meet minimum standards required by the Ohio Peace Officer Training Academy. It facilitates continuous training for all members of the Department and monitors the progress of officers who are in training. Identifies and addresses individual training needs and encourages career development among personnel. Monitors the progress of recruitment efforts of the Department while ensuring diverse and comprehensive background investigations.
- **Community Engagement Unit** – At full strength, the Community Engagement Unit is staffed with three (3) officers and (1) Detective who report to a Sergeant. The unit will employ social media and personal engagement to develop and maintain partnerships with residential and business partners in the community and serves as the Department's liaison and training instructor for safety, security and crime prevention programs to neighborhood community organizations and school-aged based programs. The unit actively addresses quality of life issues, including a focus on preventing crime in residential neighborhoods, planning special events and addressing juvenile crime concerns. Provides direction, scheduling and deployment for crossing guards at identified intersections during the school year.
- **Jail Management Unit** – Staffed by two (2) jailers who are supervised by a Sergeant. This Unit is responsible for maintaining State of Ohio's rehabilitation and corrections standards within the Department's 12-day jail. Transport adult/juvenile detainees and their property to adjudicatory hearings and temporary places of detention; while ensuring compliance with judicial orders.

- **Property Management Unit** – Staffed by a Property Custodian who is supervised by a Sergeant, this Unit provides custody and care over property/evidence seized in connection with incidents/investigations. Conducts auctions, disposals and releases of lost, stolen, abandoned and/or judicially reviewed property.
- **Crossing Guard/Special Police Unit** – Nineteen (19) crossing guards and one (1) crossing guard supervisor are supervised by a Sergeant. Crossing guards safely cross school children during morning arrival and afternoon dismissal at high child traffic intersections.
- **Bicycle Licensing Unit** – This Unit is staffed by one part-time licensing clerk who is supervised by a Records Room Supervisor. The clerk issues, inspects and affixes licenses; prepares records to assist in the recovery of lost, stolen and damaged bicycles.

Function – Crime Suppression

Uniform Patrol Bureau – Uniform Bureau operations are directed by a Bureau Commander who is provided assistance from a Senior Administrative Assistant. Uniformed officers patrol with a focus on crime prevention, criminal apprehension and traffic safety through timely response to calls for service, collection of evidence related to crimes and enforcement of City ordinances. Uniformed officers also enforce violations of City ordinances which detract from the quality of life such as hazardous moving violations, noise violations, disorderly conduct, nuisance animal calls, etc., and partner with the community through various outreach initiatives. The following platoons and units comprise the Uniform Bureau:

- **A, B, C, and D Platoons** – At full strength, each platoon has nine (9) Patrol Officers and one (1) Sergeant supervising operations. Two (2) additional Sergeants are staffed to perform administrative duties; one (1) Administrative Sergeant for two (2) platoons. Two (2) Lieutenants are assigned as platoon commanders; one (1) Lieutenant commands two (2) platoons.
- **Traffic Enforcement Unit** – At full strength, three (3) traffic enforcement officers enforce laws related to traffic safety throughout the City. Additionally, traffic enforcement officers investigate hit-skip and fatal motor vehicle accidents as well as assist the Traffic Control Unit.
- **Traffic Control Unit** – One Assistant Signal Superintendent manages the operation of all traffic and pedestrian signalization throughout the City. Also maintains traffic and street name signs and roadway line markings in coordination with the Public Works Street Program.
- **Fleet Maintenance Unit** – One part-time employee is responsible for maintaining the police fleet through scheduling preventative maintenance repair and up fitting with an ultimate goal of minimizing downtime.

Function – Police Administration

Police Administration – Staffed by a Chief of Police with assistance from an Executive Administrative Assistant, the Administration manages the overall operations of the Police Department in an efficient and effective manner that is responsive to the

needs of the community, while maintaining a staff of quality personnel who are kept up-to-date through annual training programs.

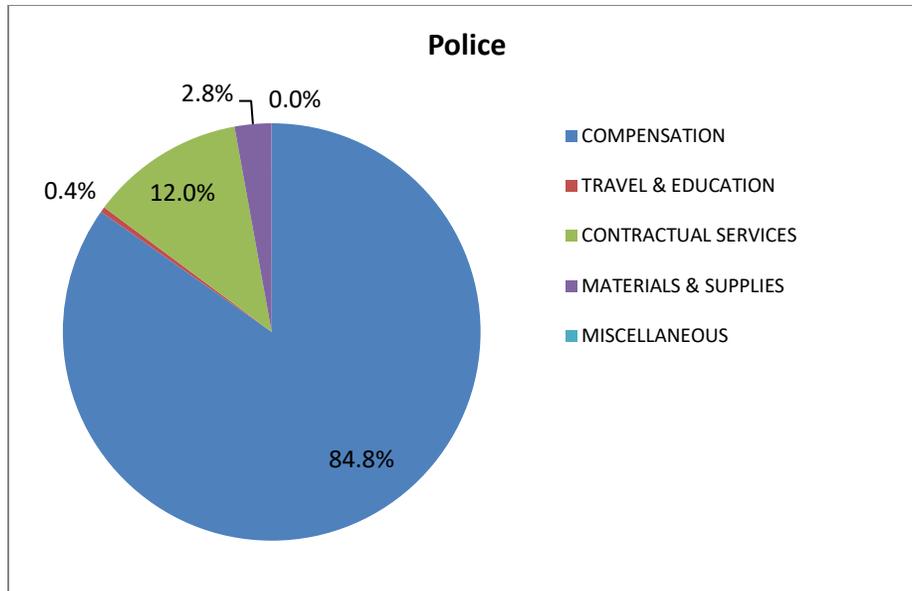
- **Payroll/Purchasing** – Manages payroll function, prepares accounts payables and receivables, and prepares bid specifications.
- **SHCPA** – Shaker Heights Citizen Police Association provides vital citizen volunteers for a variety of City sponsored events. Volunteers also provide vehicle and foot patrols within the City.

2019 Accomplishments

- Through the third quarter, recorded a Part I crime rate of 1% (a total of 3 crimes) above 2018's record low rate;
- Successfully completed new cruisers Capital Budget Project;
- Instituted protocols with Public Works to conduct records checks on Independent Contractors performing work in City buildings;
- Hired one (1) new Information Specialist within the Information Unit;
- Through the third quarter, 1,124 cases were assigned for investigation which resulted in 383 cases designated for prosecution;
- Through the third quarter, recorded a Part I crime investigative clearance rate of 49.9%; well above national and regional averages;
- Redeployed monitoring of Surveillance Cameras to Information Unit to assist with Jailers ingress/egress and monitoring of Inmate Behavior. This project was necessary due to regionalizing of our dispatch center;
- Shaker Heights Police Department's Facebook Account eclipsed 7,000 followers;
- Officer Martin Dunn chosen Rotary Police Officer of the Year;
- Promoted 1 Commander, 1 Lieutenant, 2 Sergeants and 3 Detectives;
- Conducted bi-annual safety testing of our entire inventory of traffic signal cabinets (63 on-site and 5 spares) through the use of our ATSI equipment. This testing assures proper functioning of our conflict monitors which are critical to overall signalization safety;
- Continued usage of Arc Mapping software to enhance intelligence and crime analysis functions;
- Provided C.R.A.S.E. training to personnel of various departments within the City;
- Provided internships to students from Shaker Heights and work opportunities for students from Youth Opportunities Unlimited;
- Continued collaborative participation in MYCOM (My Community group) which includes, Future Leaders of the World (FLOW); Making Our Own Space (MOOS); Student Youth Center at Heights Christian Church (Getaway); Social Advocates for Youth (SAY); Shaker Heights Library and Police Awareness for Student Safety (PASS);
- Continued participation in Financial Fraud and Identity Theft, Missing Persons, Sexual Assault Response Teams (SART) and Cuyahoga County Prosecutor's Regional Detective Task Forces;
- Tracked over 4,500 incidents where intelligence was gathered;
- Tracked over 1,650 false alarm call for service responses which generated 300 false alarm notices to residents;

- Successfully completed our third year of deer culling and utilized all 40 deer tags provided by the Ohio Department of Natural Resources (ODNR);
- As part of our National Accreditation efforts, we reviewed 25 directives for compliance;
- Negotiated a 2 year extension in our jail services contract with Solon with no raise in cost for the two year extension ;
- Handled over 200 media requests and 700 digital media requests from outside sources;
- Worked with Heights Hillcrest Communications Center (HHCC) to provide residents the ability to request overnight parking permission through new software provided through our website ;
- Collaborated with the Recreation Department and City administration in purchasing closed circuit television system cameras to be placed outside the Shaker Heights public library;
- End of third quarter, Police Department personnel participated in 1,575 hours of Career Development training, 1,170 hours of In-Service training and 1,207 hours of Specialized Unit training;
- Continued Community Partnership pledge through participating in the following events: Safety Town, Coffee with a Cop, Touch-a-Truck, Police Department elementary school tours, Project Beautiful, Ludlow, Lomond, Sussex, Moreland, Fernway and Onaway Neighborhood Association meetings, Domestic Violence Awareness seminars, Halloween Safety seminars, City Mission food donation, Fernway Food Truck Friday, crime prevention presentations at churches, senior living facilities and commercial establishments, Fairhill Partners community meetings, Restorative Justice seminars with Shaker Schools, “Do the Right Thing” campaign, community roundtable discussion on Panhandling, Shaker Heights High School K-9 security sweeps, clothing collection for homeless shelters, Career Days, Moreland Neighbor Night, school administrator lockdown drill(s) debriefing and many more;
- End of third quarter, citations for Hazardous Moving Violations were up 41.9% as compared to same time period 2018;
- Located numerous missing juveniles from Shaker Heights and other jurisdictions, returned them home safely;
- Met monthly with Administration from Heights Hillcrest Communication Center and representatives of other member law enforcement agencies for modification and improvement of operational issues and delivery of effective and efficient dispatch services to community;
- Continued departmental Bike Unit which was met by overwhelmingly positive response from residents and commercial merchants;
- Collaborated with the Human Resources department to produce recruitment cards and a recruitment video posted on our Facebook page and YouTube;
- Collaborated with other local police and Fire Departments through participation in Safe Kids/Safe Community meetings;
- Conducted 28th Citizen’s Police Academy which began on September 6, 2018;

- Continued relationship with Shaker Heights Citizen Police Association who volunteered, through third quarter, 1,838 hours for the benefit of the Police Department;
- For the third year in a row, successfully negotiated our EDGE fee at no increase to the budget. The EDGE collaboration provides specialized services to our City through regionalized SWAT, Crisis Intervention, Mobile Field Force and Accident Investigation teams.
- Police Department projected to answer approximately 51,500 calls for service in 2019.
- Designated the Van Aken District as the 6th patrol zone facilitating the assignment of a patrol officer just to the district.
- Two officers graduated from their respective police academies and entered orientation and PTO phases of training ultimately becoming manpower for the organization.
- Numerous officers became first time fathers through the birth of their children;
- One Lieutenant graduated from the prestigious 10-week Course for executive leaders at the FBI National Academy;
- One Uniform Platoon was awarded the All-Star Team Award at this year's Annual Employee Recognition Ceremony and a Patrol Officer was awarded the "Right Stuff" award at the ceremony; Two officers were awarded the "Act of Valor" Award for their heroic and life-saving act on 3/29/19.
- Collaborated with multiple city departments and successfully responded to the overwhelming calls for service during the "200 year storm" of September 13;
- Our five K-9's were recertified by passing the rigorous State Certification test while one of our handlers is now certified as a state evaluator in certification of K-9 teams for narcotics and explosives detection;
- Coordinated our traffic signalization through school calendar of events by reprogramming our flashing signal school zones signs so that signals do not flash on days school is out;
- Installed over 600 new signs all conforming to the Ohio Manual of Traffic Control Devices.



2017 - 2020 Budget

	ACTUAL 2017	ACTUAL 2018	BUDGET 2019	BUDGET 2020
POLICE DEPARTMENT				

101 GENERAL FUND				

CRIME CONTROL (DETECTIVE)				

COMPENSATION	1,301,290	1,440,915	2,065,198	2,341,891
CONTRACTUAL SVCS	1,210	1,041	1,988	2,500
MATERIALS & SUPPLIES	4,305	6,739	7,423	7,423
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL CRIME CONTROL (DETECTIVE)	1,306,806	1,448,695	2,074,609	2,351,814
CRIME SUPPRESSION (PATROL)				

COMPENSATION	4,963,346	5,041,451	5,346,086	5,456,189
CONTRACTUAL SVCS	37,554	11,481	46,079	47,079
MATERIALS & SUPPLIES	98,679	90,352	109,889	109,889
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL CRIME SUPPRESSION (PATROL)	5,099,578	5,143,284	5,502,054	5,613,157
AUXILIARY SERVICES				

COMPENSATION	1,642,499	1,161,760	924,251	945,247
CONTRACTUAL SVCS	501,353	915,457	962,706	987,004
MATERIALS & SUPPLIES	20,308	19,897	24,481	24,481
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL AUXILIARY SERVICES	2,164,161	2,097,114	1,911,438	1,956,732

POLICE DEPARTMENT	ACTUAL 2017	ACTUAL 2018	BUDGET 2019	BUDGET 2020
POLICE ADMINISTRATION				

COMPENSATION	363,851	329,248	344,511	422,814
TRAVEL & EDUCATION	44,074	49,678	55,984	53,284
CONTRACTUAL SVCS	109,307	108,725	192,387	195,238
MATERIALS & SUPPLIES	103,803	136,503	171,369	171,518
MISCELLANEOUS	1,098	0	0	0
TRANSFERS-OUT	750,000	803,094	972,056	1,010,850
TOTAL POLICE ADMINISTRATION	1,372,134	1,427,249	1,736,307	1,853,704
SAFETY PATROL				

COMPENSATION	128,300	165,175	175,635	188,736
TOTAL SAFETY PATROL	128,300	165,175	175,635	188,736
JAIL HOLDING FACILITY				

CONTRACTUAL SVCS	267,915	239,180	254,300	235,200
MATERIALS & SUPPLIES	8,275	5,300	8,950	8,950
TOTAL JAIL HOLDING FACILITY	276,190	244,480	263,250	244,150
TOTAL GENERAL FUND	10,347,168	10,525,997	11,663,293	12,208,293
201 STREET MAINTENANCE AND REPAIR				

TRAFFIC SIGNAL MAINTENANCE				

COMPENSATION	70,553	62,833	78,363	81,067
CONTRACTUAL SVCS	47,178	26,129	55,344	42,563
MATERIALS & SUPPLIES	16,480	43,626	19,210	31,991
TOTAL TRAFFIC SIGNAL MAINTENANCE	134,210	132,588	152,917	155,621
TOTAL STREET MAINTENANCE/REPAIR	134,210	132,588	152,917	155,621
205 POLICE PENSION				

POLICE PENSION				

COMPENSATION	1,032,743	1,058,482	1,194,698	1,260,412

	ACTUAL 2017	ACTUAL 2018	BUDGET 2019	BUDGET 2020
POLICE DEPARTMENT				
CONTRACTUAL SVCS	64	0	150	150
TOTAL POLICE PENSION	1,032,807	1,058,482	1,194,848	1,260,562
TOTAL POLICE PENSION	<u>1,032,807</u>	<u>1,058,482</u>	<u>1,194,848</u>	<u>1,260,562</u>
216 LAW ENFORCEMENT GRANTS				

COUNTY COMMUNITY DIVERSION PRO				

COMPENSATION	1,765	1,424	7,300	7,300
MATERIALS & SUPPLIES	300	1,652	5,124	5,124
MISCELLANEOUS & TRANSFERS	0	0	1,200	1,200
TOTAL COUNTY COMMUNITY DIVERSION	<u>2,065</u>	<u>3,076</u>	<u>13,624</u>	<u>13,624</u>
TOTAL LAW ENFORCEMENT GRANTS	<u>2,065</u>	<u>3,076</u>	<u>13,624</u>	<u>13,624</u>
701 LAW ENFORC TRUST-LOCAL 291				

LOCAL LAW ENFORCEMENT				

COMPENSATION	0	0	28,930	28,930
CONTRACTUAL SVCS	5,718	12,929	70,000	70,000
CAPITAL OUTLAY	0	0	30,000	30,000
MISCELLANEOUS	105	7,967	0	0
TOTAL LOCAL LAW ENFORCEMENT	<u>5,823</u>	<u>20,895</u>	<u>128,930</u>	<u>128,930</u>
TOTAL LAW ENFORC TRUST-LOCAL 291	<u>5,823</u>	<u>20,895</u>	<u>128,930</u>	<u>128,930</u>
702 LAW ENFORC TRUST-FED 292				

FEDERAL LAW ENFORCEMENT				

CONTRACTUAL SVCS	0	0	55,000	55,000
TOTAL FEDERAL LAW ENFORCEMENT	<u>0</u>	<u>0</u>	<u>55,000</u>	<u>55,000</u>
TOTAL LAW ENFORC TRUST-FED 292	<u>0</u>	<u>0</u>	<u>55,000</u>	<u>55,000</u>
GRAND TOTAL	<u>11,522,073</u>	<u>11,741,037</u>	<u>13,208,612</u>	<u>13,822,030</u>

2020 Budget Highlights

- Overall General Fund budget increase of 4.7% related to personal services COLA and bargained for benefits of CBA.
- Seven present officer vacancies; anticipate 2 more in 2020
- Contracting for Deer Management Program not to exceed \$68,000
- EDGE fee remains at \$35,079
- Solon Jail Contract remains at \$229,200
- Joint Dispatch Fee (HHCC) up raised \$5,617 to \$835,617
- Personal Services Budget
 - 68 Officers
 - 17 Support Personnel
 - 21 Part-Time (Crossing Guards and License Clerk
 - 1 Seasonal (Fleet Mgmt.)

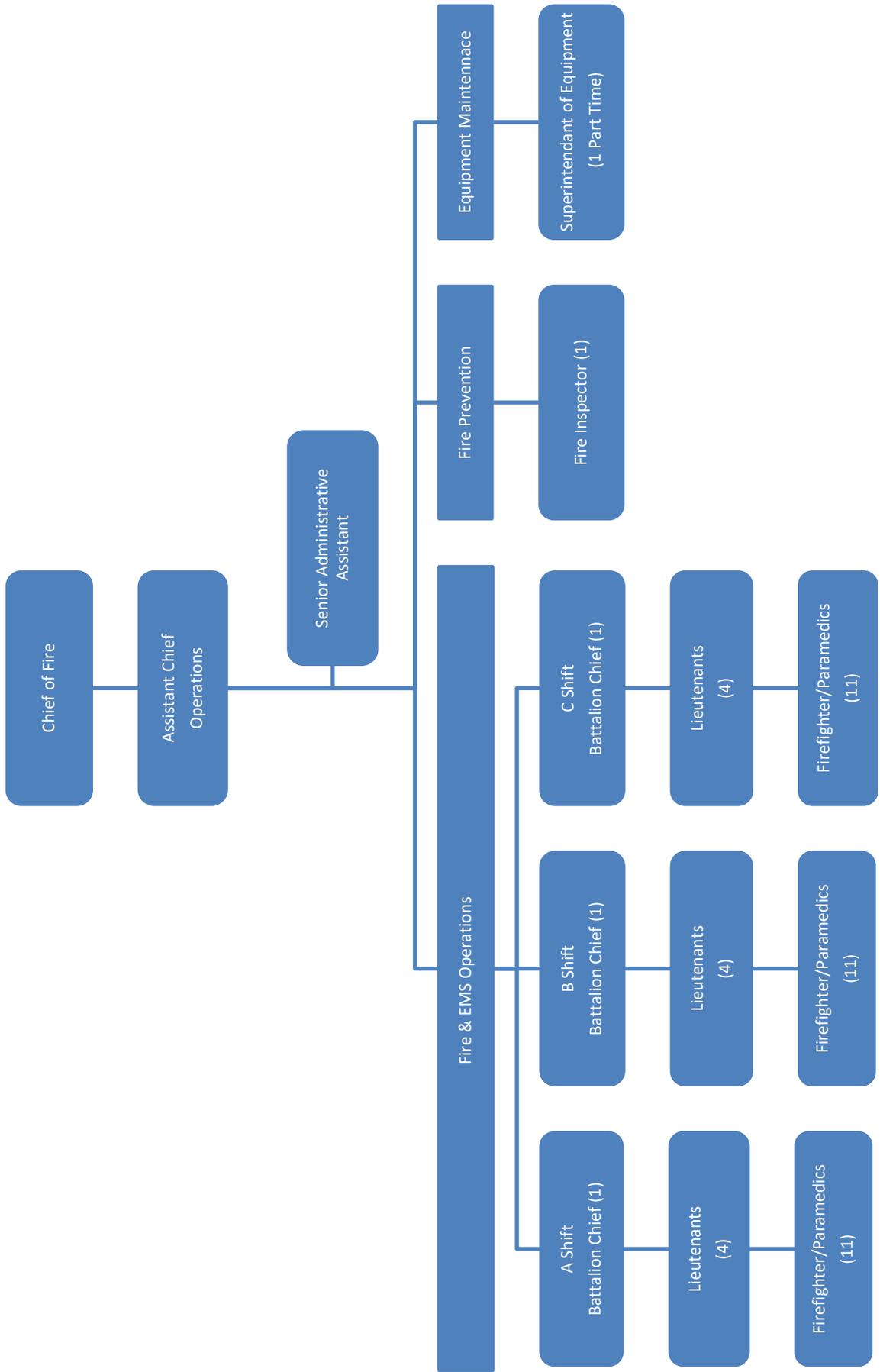
2020 Capital Budget

Police Department Equipment and Traffic Improvements:

Replacement Police Vehicles and Equipment	\$260,000
Comprehensive Digital Media Replacement Project	500,000
Design of South Woodland/Warrensville Traffic Improvements - with Planning Department	40,000

Total \$800,000

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FIRE DEPARTMENT

	2016 Actual	2018 Actual	2019 Budget	2020 Budget	% Chg
General Fund	7,553,033	7,506,065	7,858,866	8,086,683	2.9%
Other Funds	1,156,013	1,161,301	1,173,522	1,248,136	6.4%
All Funds	\$ 8,709,046	\$ 8,667,366	\$ 9,032,388	\$ 9,334,819	3.3%

Department Description

The Shaker Heights Fire Department promotes life safety for all citizens by ensuring a ready fire and emergency medical response 24/7. This is further supported through education, code enforcement and non-emergency support services.

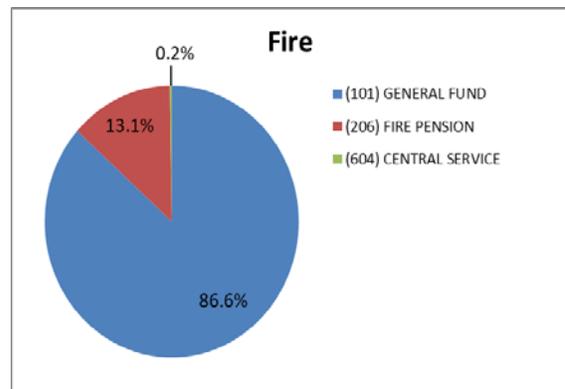
Funding Sources

General Fund

All functions receive funding from the General Fund. The department collects fees for rescue squad runs.

Special Revenue

- **Fire Pension Fund**
 - **Life Safety Transmitters**
- General Capital Fund**



Functions

- **Fire Suppression/EMS** - The Shaker Heights Fire Department proudly protects over 28,000 people living in an area approximately 6 square miles. Operating out of 2 fire stations that protect a primarily residential area, the department is staffed by full-time career firefighter/paramedics. A wide range of services are offered to the community including Emergency Medical Services, Firefighting, Vehicle Extrication, and Ice Rescue. Members of the department belong to the Heights Area Special Rescue Team which provides technical rescue capabilities such as Confined Space Rescue, High Angle Rope Rescue, Trench Collapse Rescue, and Structural Collapse Rescue.
- **Fire Prevention** - The Fire Prevention Bureau is responsible for building inspections (excluding one and two-family dwellings); reviewing permit applications for hazardous substances and fire protection systems; reviewing plans for new construction and building renovation; ensuring safety at public assemblies and enforcing local, state and federal laws pertaining to fire and life safety. Additionally, The Fire Prevention Bureau works directly with the public, teaching fire prevention and safety. The Bureau's Juvenile Fire Setters Program teaches and provides counsel to youth who have incidences of setting fires- no matter how small.
- **Fire Administration** - Fire Administration provides direction and exercises all operational, support, and administrative control for Fire and Emergency Medical Services along with all Fire Prevention Bureau activities. Functions include supervising, budgeting and payroll responsibilities. Fire Administration analyzes operations for cost effectiveness and represents the Department with government

entities and other fire divisions and personnel. Additionally, the Administration establishes, reviews, and updates operational directives, policies and procedures.

2019 Accomplishments

New Recruits Hired & Trained

- In 2019, the department's retirements were replaced with new employees and restored one additional position that was left unfilled. Three new firefighters have completed all of their training requirements and have been assigned to full duty.

Life Safety System

- Since the early 1980's, the Fire Department has maintained and monitored a life safety alerting system for elderly residents in the city. The system was cutting edge when it was first installed. Over the years, technology advances have surpassed the abilities of our system. Additionally, transition into the Heights Hillcrest Communication Center created some challenges for the aging system that would require extensive investment. In 2019, the Fire Department partnered with a private company, Alert Care, to transition our accounts over to them. By the end of 2019, all of the monitoring and support will be with Alert Care and the department will no longer be maintaining or monitoring the system.

Smoke Detector Grant – 2018 Assistance to Firefighter – Fire Prevention and Safety Grant

- In 2018, the Fire Department received a Federal Assistance to Firefighter – Fire Prevention and Safety Grant in the amount of \$25,000 for the purchase and installation of Photoelectric Smoke Detectors throughout the city. In the third quarter of 2019, the department fulfilled its obligation to satisfy the grant. The Fire Department installed 1,810 photoelectric smoke detectors in 563 homes throughout the city.

New Fire Engine Specifications Completed, Truck ordered, Delivery Expected soon

- In 2018, Council appropriated \$700,000 for the purchase of a new Fire Engine/Pumper to replace the current in-service fire engine built in 2001. Early in 2019, the department formed an apparatus committee to develop specifications based on the department's needs. An order was placed with Pierce Manufacturing in Wisconsin. The vehicle hit the assembly line in July of 2019 and is near completion with delivery to Shaker Heights Fire Department expected in November of 2019.

Heights Area Command Training Center

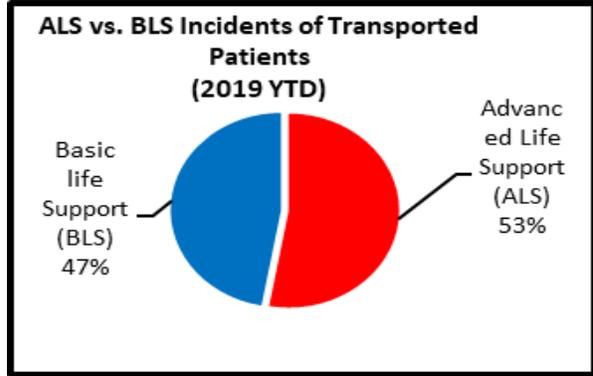
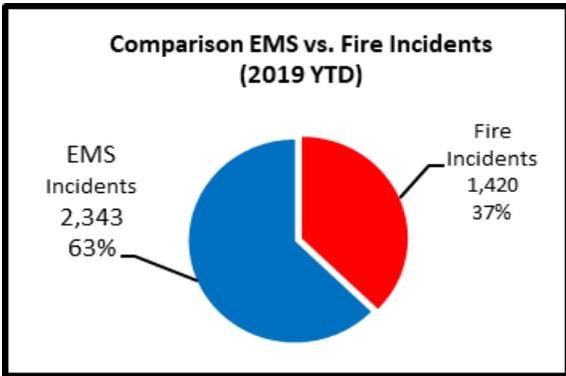
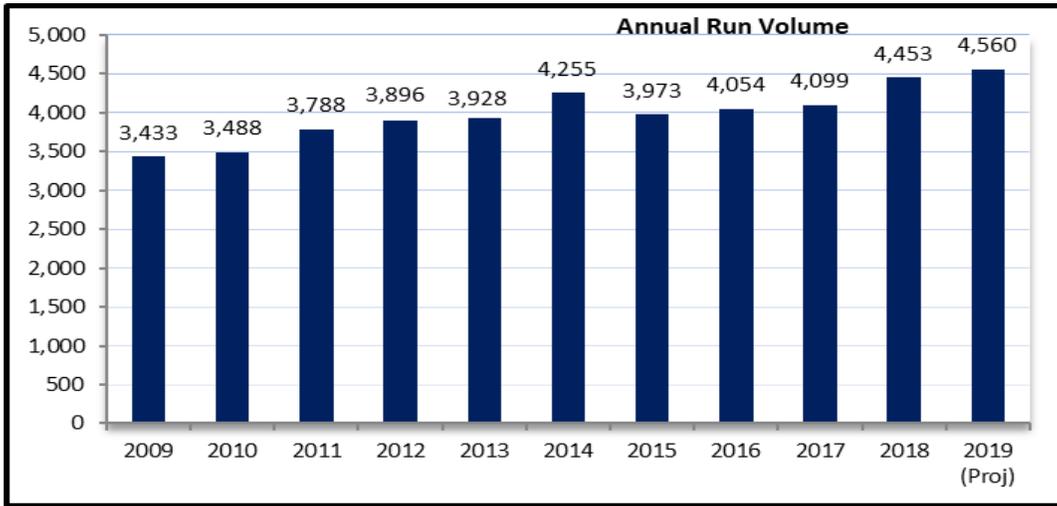
- With funding assistance from the Cuyahoga County Office of Emergency Management, the Shaker Heights Fire Department hosted a Train the Trainer Incident Management Training Program resulting in certifying 12 Fire Officers from Shaker Heights, Cleveland Heights, and University Heights Fire Departments to provide training to the members of our respective departments. Since the completion of this class, our new instructors have completed two classes, training over 50 officers from our respective departments. Our vision is that once all of the Heights Area members have been certified in Incident Management, we will expand this program out to other departments and potentially recover some our costs through registration fees.

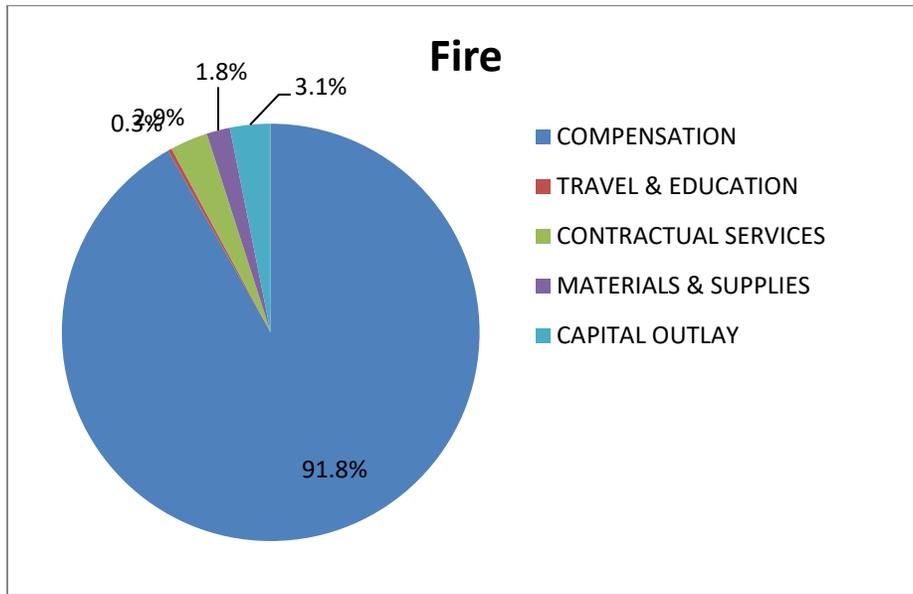
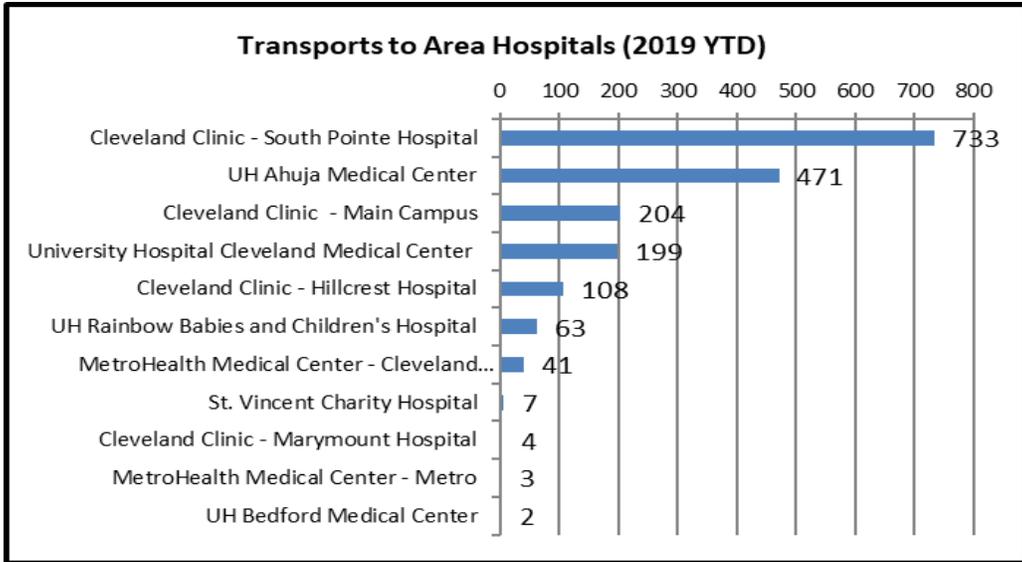
Maxwell Leadership Training Program

- In an effort to continue our professional development program for current supervisors and aspiring supervisors, the Shaker Heights Fire Department hosted a Maxwell 21 Irrefutable Laws of Leadership in the Fire Service. 25 Fire Service Supervisors from

the Greater Cleveland Fire Service Community attended, which included six from the Shaker Heights Fire Department. This program helps Fire Service Officers strengthen their leadership skills in an effort to positively influence others for the benefit of the organization. This program was presented from representatives of the Ohio Fire Chiefs Association and will be repeated in January of 2020.

2019 Year to Date statistics:





2017 - 2020 Budget

	ACTUAL 2017	ACTUAL 2018	BUDGET 2019	BUDGET 2020
FIRE DEPARTMENT				

101 GENERAL FUND				

FIRE SUPPRESSION				

COMPENSATION	5,263,120	5,484,188	5,659,033	5,822,253
CAPITAL OUTLAY	144,054	144,054	261,412	258,009

	ACTUAL 2017	ACTUAL 2018	BUDGET 2019	BUDGET 2020
FIRE DEPARTMENT				
TOTAL FIRE SUPPRESSION	5,407,174	5,628,243	5,920,445	6,080,262
FIRE PREVENTION				

COMPENSATION	158,878	181,244	162,786	176,728
TOTAL FIRE PREVENTION	158,878	181,244	162,786	176,728
EMERGENCY MEDICAL SERVICES				

CAPITAL OUTLAY	61,285	33,487	6,940	4,250
TOTAL EMERGENCY MEDICAL SERVICES	61,285	33,487	6,940	4,250
FIRE ADMINISTRATION				

COMPENSATION	406,668	418,638	425,969	437,407
TRAVEL & EDUCATION	24,410	31,849	46,014	26,014
CONTRACTUAL SVCS	509,410	238,038	241,144	244,044
MATERIALS & SUPPLIES	121,682	146,007	141,991	141,991
MISCELLANEOUS	3,525	2,250	0	0
TRANSFERS-OUT	860,000	826,309	913,577	975,987
TOTAL FIRE ADMINISTRATION	1,925,696	1,663,091	1,768,695	1,825,443
TOTAL GENERAL FUND	<u>7,553,033</u>	<u>7,506,065</u>	<u>7,858,866</u>	<u>8,086,683</u>
206 FIRE PENSION				

FIRE PENSION				

COMPENSATION	1,136,313	1,144,707	1,151,502	1,225,549
CONTRACTUAL SVCS	64	0	150	150
TOTAL FIRE PENSION	1,136,377	1,144,707	1,151,652	1,225,699
TOTAL FIRE PENSION	<u>1,136,377</u>	<u>1,144,707</u>	<u>1,151,652</u>	<u>1,225,699</u>
604 CENTRAL SERVICES OPERATION				

LIFE SAFETY SYSTEM				

COMPENSATION	10,745	10,614	12,338	12,905

	<u>ACTUAL 2017</u>	<u>ACTUAL 2018</u>	<u>BUDGET 2019</u>	<u>BUDGET 2020</u>
FIRE DEPARTMENT				
MATERIALS & SUPPLIES	8,845	5,980	9,532	9,532
MISCELLANEOUS	45	0	0	0
TOTAL LIFE SAFETY SYSTEM	<u>19,636</u>	<u>16,594</u>	<u>21,870</u>	<u>22,437</u>
TOTAL CENTRAL SERVICES OPERATION	<u>19,636</u>	<u>16,594</u>	<u>21,870</u>	<u>22,437</u>
TOTAL FIRE DEPARTMENT	<u>8,709,046</u>	<u>8,667,365</u>	<u>9,032,388</u>	<u>9,334,819</u>
GRAND TOTAL	<u>8,709,046</u>	<u>8,667,365</u>	<u>9,032,388</u>	<u>9,334,819</u>

2020 Budget Highlights

- Overall General Fund budget increase of 2.9%.

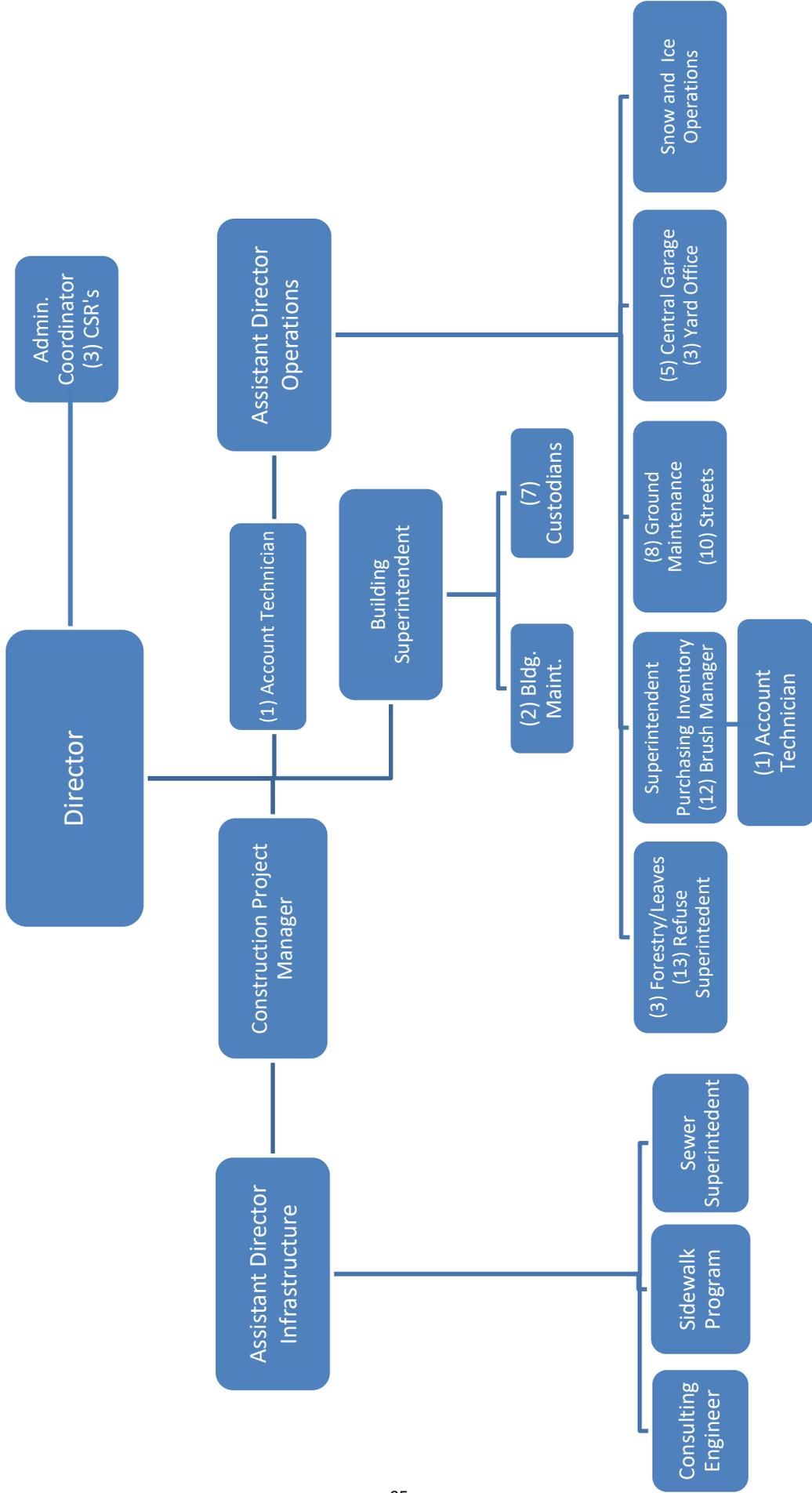
Firefighter Wellness Fitness Initiative

- The Fire Department will be initiating the first phases of a Firefighter Wellness & Fitness Initiative. Three major components of this initiative include mandatory annual medical physicals, annual fitness testing, and an annual incentive-based fitness testing. The specifics of these components are identified in the collective bargaining agreement between the Shaker Heights Firefighters Local 516 & the City of Shaker Heights. The department will formalize a Labor Management Wellness Committee that will be inclusive of members of Local 516 and Fire Administrative personnel. Additionally, the hopeful implementation timeline would verify medical physicals and fitness testing completed during the 1st Quarter & the Fitness Incentive testing completed during the 3rd Quarter.
- **Professional Development**
- **Maxwell Leadership Class:** In 2020 the department will once again host this training and send an additional six members of our supervisory team.
- **Incident Management Training:** The department created a Heights Area Fire Command Training Team in 2019 with the assistance of funding from the Cuyahoga County Office of Emergency Management. In 2020, the department will host two Incident Management training classes instructed by the members of our department.
- **Firefighter Entrance Exam**
- The current Fire Department Eligibility list expired October 18, 2019. In anticipation of department vacancies, the department will work with the Human Resources Department and the Civil Service Commission to conduct a Fire Department Entrance Exam. This will allow us to certify an eligibility list to fill any vacancies that occur over the next two years.

- **Lieutenant Promotional Exam**
- The Fire Department’s current Lieutenant Eligibility list has expired. In anticipation of retirements and Lieutenant vacancies, the department will establish a Lieutenant Eligibility List through the approved Civil Service Commission process.
- **Battalion Chief Exam**
- The Fire Departments existing Battalion Chief eligibility list is expired. In anticipation of retirements and Battalion Chief vacancies, the department will establish a Battalion Chief eligibility list through the approved Civil Service Commission process.
- **Emergency Operations Plan**
- The Fire Department is responsible for maintaining and exercising the City of Shaker Heights Emergency Operations Plan. The department will update the current plan and coordinate an exercise that will involve key stakeholders/departments within the City of Shaker Heights.

2020 Capital Budget

Replacement Self-Contained Breathing Apparatus	\$190,000
Replacement Fire Vehicle	40,000
Replacement Mobile Radios	<u>73,500</u>
Total Fire Capital	<u>\$303,500</u>



(10) Labor Pool

PUBLIC WORKS DEPARTMENT

	2017 Actual	2018 Actual	2019 Budget	2020 Budget	% Chg
General Fund	7,553,309	7,717,376	8,420,037	8,960,260	6.4%
Other Funds	6,901,311	6,843,414	7,739,302	8,518,853	10.1%
All Funds	\$ 14,454,620	\$ 14,560,790	\$ 16,159,339	\$ 17,479,113	8.2%

Department Description

The Public Works Department is responsible for performing maintenance, repair and improvements to the City-owned infrastructure. The Department maintains community appearance and public buildings and assures the safe and proper mechanical condition of City vehicles, equipment, and facilities. This includes roadways, sewers, snow and ice control, weed and grass mowing, litter pickup, street-sweeping, landscape maintenance, equipment and vehicle maintenance, building maintenance, brush and leaf collection, street maintenance, refuse collection and forestry operations. These duties are performed through planned, self-initiated, preventive maintenance actions as well as the ability to respond to weather events, and other random occurrences

Funding Sources

General Fund

Most functions receive funding from the General Fund. The department collects some charges for service in the General Fund, such as fees for certain animal control calls. The General Fund will contribute to the Street Lighting Assessment Fund in 2020.

Special Revenue

- **Street Maintenance Fund**
- **State Highway Maintenance Fund**

Fund

- **Sewer Maintenance Fund**
- **Street Lighting Fund**
- **Tree Maintenance Fund**

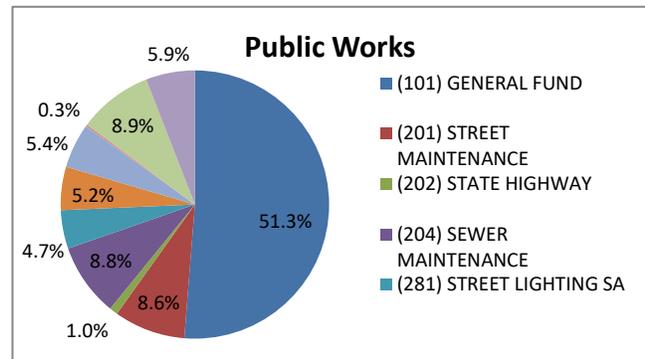
Internal Service Funds

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

General Capital Fund

Sewer Capital Fund

Functions



- **Animal Control** – Outsourced animal control services responding to dogs at large or wild dogs; lost or found dogs or cats; injured dogs and cats; removal of bats from living facilities; and management of geese control program.
- **Parks and Public Land Maintenance** – Cleaning and mowing of public areas; annual inspection of guardrails/fences, and benches; maintenance of City-owned vacant lots; and hanging basket program.
- **Tree maintenance** – Purchase of trees; tree planting and pruning; ensure tree protection on construction projects; and identify and address hazardous trees.
- **Leaf collection** – Peak season leaf pickup from all tree lawns and public grounds; and manage leaf stockpile at Service Center via leaf hauling.
- **Commercial district maintenance** – Streetscape maintenance in various commercial areas including planters, hanging baskets, and trash receptacle pick up.
- **Water line maintenance** – Annual charge for water used by City hydrants.
- **Refuse collection and disposal** – Backyard collection of residential refuse; resident drop off of large items at the Service Center; and Community Shredding days.
- **Recycling** – Backyard collection of recyclables: mixed paper, cans, plastic and glass. Resident drop off of recyclables at the Service Center.
- **Brush Collection and Disposal** – Tree lawn pick up and disposal of brush.
- **Sidewalk Maintenance** – Installation of concrete and sandstone sidewalks in connection with sewer and street maintenance work; oversight of private property owner sidewalk repair/replacement.
- **Ice and Snow control** – City-wide snow/ice removal on streets and City parking lots; sidewalk plowing when snow reaches 6” deep.
- **Public Service Administration** – Construction project management; procurement; budget; safety; disaster preparedness; chargebacks to other departments; inventory; and customer service.
- **Public Building Cleaning** – Cleaning of City Hall, Police Court Building; Service Center; Stephanie Tubbs Jones Community Building.
- **Public Building maintenance** – Management of private contractors for pest control, floor mats, carpet cleaning and window cleaning for City facilities; implementation of Capital Budget repair and renovation projects, including ADA improvements; and correction of safety violations in City buildings.
- **Street Repair and State Highway Maintenance** – Annual street resurfacing, large area repair; sinkhole repair; crack sealing; street striping; and pothole repairs.
- **Storm and Sanitary Sewer Maintenance and Lake Management** – Manage EPA-mandated storm water maintenance plan and EPA storm water Pollution Prevention Program; street sweeping to prevent debris from entering catch basins; manage outsourced catch basin cleaning, catch basin repair; and sewer main cleaning. Inspection and repair of manholes. Lakes cleanup and spillway monitoring. Dam repairs.
- **Street Lighting** – Collection of assessments to pay for First Energy-owned street lights on public right-of-way.

2019 Budget Accomplishments:

SEWERS & LAKES

- After a significant rain event on June 24, the dam at Horseshoe Lake appeared to have shifted. Based on onsite observations, Ohio Department of Natural Resources (ODNR) directed Public Works to lower the lake elevation as much as possible. Within 24 hours of ODNR's directive, Public Works had a contractor mobilized; the work was completed by July 1 and then accepted by ODNR staff.
- A total of 890 existing catch basins were cleaned throughout the City. The City crews cleaned 110 of those and repaired a total of 28 catch basins to date.
- We have cleaned and inspected approximately 73,000 feet (13.8 miles) of mainline sewers throughout the City.
- Over the course of the year, Public Works completed the Fernway Sanitary Sewer Overflow Improvement project using different rehabilitation methods.
- Design for the Huntington Sanitary Sewer Overflow (SSO) was completed in late summer and construction will start in late fall of 2019.
- The storm sewer main on Claythorne Road (Shelburne to Brantley) was replaced because of its deteriorated condition. This work is part of the NE Quadrant sewer improvements.
- Due to its deteriorated condition and slope instability, the outfall at Fairhill was replaced in its entirety. The City was partially compensated by Northeast Ohio Regional Sewer District (NEORS) for completing this work.
- Sanitary main on Landon Road were cured-in-place pipe (CIPP) lined as part of the NE Quadrant sewer improvements. Through flow monitoring it was determined that the Inflow & Infiltration (I & I) reduction was not adequate because the existing storm sewer main infiltration. As such, the existing storm sewer was then also CIPP lined to reduce the I & I.
- Sanitary and storm mains and lateral point repairs were completed on Avalon & Strathavon Road prior to starting watermain replacement projects.

WATERLINES

- The replacement of the Huntington Watermain was completed in late summer of 2019 and we were 12% under budget. For the section between S. Woodland and Coventry, we were able to coordinate the completion of the watermain replacement with the road resurfacing. Approximately 20% of the houses had lead service connections on the private side; these were replaced as part of the project.
- The design of the Avalon and Strathavon Watermain Replacements was completed in early May, advertised for construction, and started construction in late August; showing our effectiveness to take a project through design and into construction with minimal delay.

ROADS, CURBS, & SIDEWALKS

- Crews repaired 91 Cleveland Water Dept. digs which include repairing of streets, after city repairs were made over 375 tons of hot mix asphalt was used on those projects.
- Inspected, oversaw an estimated 5000' of new curbing installed in the Onaway and Lomond Neighborhoods.
- Public Works awarded our 2019 Road Resurfacing project in the spring of 2019; substantial completion was in the late summer of 2019. The paving of Huntington (S. Woodland to Onaway), Avalon & Strathavon will not be completed this year due to

underground infrastructure improvements. These streets will be resurfaced in the spring of 2020.

- Through a grant with Cuyahoga Department of Public Works, we were able to perform multiple large area repairs along western curb lane on Lee Road.
- The City has entered into an agreement with Ohio Department of Transportation (ODOT) for the resurfacing of Warrensville Center Road (Fairmount Circle to Farnsleigh). The City is looking at the option of installing bicycle lanes. This will delay construction because planning studies are needed before starting detailed design.

FORESTRY

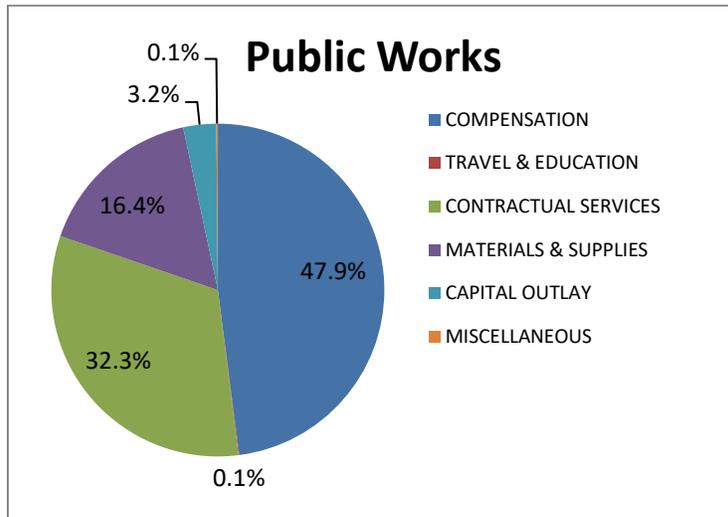
- Prepared a draft Master Tree Plan for the Forestry Department. The plan focuses on planting the right tree at the right location based upon soil conditions, locations of existing utilities and overhead wires. The plan also focuses on developing a maintenance and inspection cycle for all street trees.
- Responded to and prioritized the clean up after the September 13 micro-burst. The City lost approximately 20 street trees and 30 trees in the park areas. The storm also left numerous broken and hanging tree limbs throughout the City.
- Submitted loss claims for 19 trees struck during motor vehicle accidents. Requested replacement cost from Dominion Energy for the loss of 12 trees removed which were in conflict with the gas company new gas main installation.

RIGHT OF WAY

- Planted 36 Hawthorn Trees along Shaker RTA.
- Public Works reviewed and issued 93 Right of Way (ROW) permits for various projects in the ROW.
- Dominion Energy completed seven large main replacement projects this year. Gas main replacement projects involved work on South Woodland Road, Wicklow Road, Fairmount Boulevard, Winslow Road and Lytle Road. The inspection service billed over \$300,000 in inspection fees, which were paid for by Dominion.

BUILDING MAINTENANCE

- The City Hall elevator modernization improved the accessibility, reliability and ride quality of the only City Hall elevator. A new landing was added at the old fire station level (#2). This will enable the City to allow public/ADA access to the area.
- The City building's panic button system was repaired and improved. All panic buttons are functional and alarm directly to the Heights Hillcrest Communication Center for immediate Shaker Heights Police dispatch.
- Energy improvements to the City's buildings:
 1. Light switches that fail are evaluated and if possible are replaced with occupancy sensors to control the lights.
 2. Failed restroom exhaust fan switches have been replaced with electronic controls so the fans will only run during occupied hours.
 3. City Hall suffers from an over-exhaust of building air which causes energy to be lost from the building through excessive loss, causing a significant blast of air through the front desk area when the main entry doors are opened. We are steadily identifying and closing these air loss points in order to reduce the air loss and the 'wind tunnel effect'.
 4. LED light bulbs have been installed in areas such as Council Chambers to improve the volume and color of light available.



2017-2020 Budget

PUBLIC WORKS DEPARTMENT	ACTUAL 2017	ACTUAL 2018	BUDGET 2019	BUDGET 2020

101 GENERAL FUND				

ANIMAL CONTROL				

CONTRACTUAL SVCS	67,710	76,400	68,400	77,000
TOTAL ANIMAL CONTROL	67,710	76,400	68,400	77,000
PARKS AND PUBLIC LAND MAINT				

COMPENSATION	645,803	578,894	676,063	733,207
TRAVEL & EDUCATION	35	392	576	576
CONTRACTUAL SVCS	320,331	313,538	333,878	348,878
MATERIALS & SUPPLIES	108,578	94,699	89,609	106,048
CAPITAL OUTLAY	1,640	0	2,720	2,720
TOTAL PARKS & PUBLIC LAND MAINT	1,076,387	987,523	1,102,846	1,191,429
TREE MAINTENANCE				

CONTRACTUAL SVCS	450	0	0	0
MATERIALS & SUPPLIES	22,330	19,171	19,000	19,000
TOTAL TREE MAINTENANCE	22,780	19,171	19,000	19,000
LEAF COLLECTION				

COMPENSATION	242,840	326,142	264,730	297,836
CONTRACTUAL SVCS	109,876	91,265	107,065	110,169
MATERIALS & SUPPLIES	47,498	62,383	71,963	71,963

PUBLIC WORKS DEPARTMENT	ACTUAL 2017	ACTUAL 2018	BUDGET 2019	BUDGET 2020
TOTAL LEAF COLLECTION	400,214	479,790	443,758	479,968
COMMERCIAL PROPERTY MAINTENANCE -----				
COMPENSATION	51,076	69,074	117,299	127,286
CONTRACTUAL SVCS	10,681	10,661	11,530	11,530
MATERIALS & SUPPLIES	3,780	14,757	21,490	21,490
TOTAL COMMERCIAL PROPERTY MAINT	65,537	94,493	150,319	160,306
WATERLINE MAINTENANCE -----				
CONTRACTUAL SVCS	41,065	41,065	46,351	46,351
TOTAL WATERLINE MAINTENANCE	41,065	41,065	46,351	46,351
REFUSE COLLECTION AND DISPOSAL -----				
COMPENSATION	1,190,503	1,256,498	1,266,132	1,333,741
TRAVEL & EDUCATION	0	0	259	259
CONTRACTUAL SVCS	850,582	748,771	765,428	765,428
MATERIALS & SUPPLIES	118,998	128,339	106,117	124,935
CAPITAL OUTLAY	75,002	75,002	75,002	75,002
TOTAL REFUSE COLLECTION & DISPOSAL	2,235,085	2,208,609	2,212,938	2,299,365
SOLID WASTE RECYCLING -----				
COMPENSATION	125,957	136,237	99,526	87,122
CONTRACTUAL SVCS	17,736	12,564	12,961	46,304
MATERIALS & SUPPLIES	17,318	18,067	16,716	16,716
TOTAL SOLID WASTE RECYCLING	161,012	166,868	129,203	150,142
BRUSH COLLECTION AND DISPOSAL -----				
COMPENSATION	518,873	442,960	518,090	435,074
CONTRACTUAL SVCS	165,973	213,026	213,588	237,588
MATERIALS & SUPPLIES	91,797	91,038	85,291	85,291
TOTAL BRUSH COLLECTION & DISPOSAL	776,643	747,024	816,969	757,953
SIDEWALK MAINTENANCE -----				
COMPENSATION	0	887	0	0
CONTRACTUAL SVCS	155	65	0	0

PUBLIC WORKS DEPARTMENT	ACTUAL 2017	ACTUAL 2018	BUDGET 2019	BUDGET 2020
MATERIALS & SUPPLIES	11,377	11,286	10,201	10,201
TOTAL SIDEWALK MAINTENANCE	11,532	12,238	10,201	10,201
ICE AND SNOW CONTROL				

COMPENSATION	248,487	331,195	316,728	404,126
CONTRACTUAL SVCS	91,023	98,905	106,005	114,005
MATERIALS & SUPPLIES	367,758	400,926	672,994	702,694
MISCELLANEOUS	0	202	0	0
TOTAL ICE AND SNOW CONTROL	707,268	831,229	1,095,727	1,220,825
PUBLIC WORKS ADMINISTRATION				

COMPENSATION	650,074	664,431	653,056	792,063
TRAVEL & EDUCATION	7,462	9,731	6,393	6,393
CONTRACTUAL SVCS	28,864	24,624	51,691	51,691
MATERIALS & SUPPLIES	17,890	18,588	23,459	23,459
TOTAL PUBLIC WORKS ADMINISTRATION	704,290	717,374	734,599	873,606
PUBLIC BUILDING CLEANING				

COMPENSATION	323,078	369,325	399,888	438,854
CONTRACTUAL SVCS	192	1,835	9,635	9,635
MATERIALS & SUPPLIES	35,746	26,179	21,310	21,310
TOTAL PUBLIC BUILDING CLEANING	359,016	397,339	430,833	469,799
PUBLIC BUILDING MAINTENANCE				

COMPENSATION	191,237	200,422	254,464	264,383
CONTRACTUAL SVCS	656,614	673,169	756,772	792,275
MATERIALS & SUPPLIES	76,918	64,663	147,657	147,657
TOTAL PUBLIC BUILDING MAINTENANCE	924,769	938,253	1,158,893	1,204,315
TOTAL GENERAL FUND	7,553,309	7,717,376	8,420,037	8,960,260
201 STREET MAINTENANCE AND REPAIR				

GENERAL STREET MAINTENANCE				

COMPENSATION	729,529	708,179	818,204	915,291
TRAVEL & EDUCATION	0	0	500	500
CONTRACTUAL SVCS	129,974	241,284	204,064	304,064
MATERIALS & SUPPLIES	129,115	156,158	158,033	158,033
CAPITAL OUTLAY	125,000	125,000	125,000	125,000

PUBLIC WORKS DEPARTMENT	ACTUAL 2017	ACTUAL 2018	BUDGET 2019	BUDGET 2020
TOTAL GENERAL STREET MAINTENANCE	1,113,618	1,230,622	1,305,801	1,502,888
TOTAL STREET MAINT & REPAIR	<u>1,113,618</u>	<u>1,230,622</u>	<u>1,305,801</u>	<u>1,502,888</u>
202 STATE HIGHWAY				
----- STATE HIGHWAY -----				
COMPENSATION	0	2,001	8,623	9,719
CONTRACTUAL SVCS	6,000	18,689	20,689	110,689
MATERIALS & SUPPLIES	37,900	9,675	25,981	55,000
TOTAL STATE HIGHWAY	<u>43,900</u>	<u>30,365</u>	<u>55,293</u>	<u>175,408</u>
TOTAL STATE HIGHWAY	<u>43,900</u>	<u>30,365</u>	<u>55,293</u>	<u>175,408</u>
204 SEWER MAINTENANCE				
----- STORM SEWER MAINTENANCE -----				
COMPENSATION	351,396	268,151	392,473	272,757
TRAVEL & EDUCATION	0	0	1,000	1,000
CONTRACTUAL SVCS	294,002	240,249	242,793	245,893
MATERIALS & SUPPLIES	85,080	82,555	89,534	89,534
CAPITAL OUTLAY	37,500	37,500	37,501	112,501
TOTAL STORM SEWER MAINTENANCE	<u>767,978</u>	<u>628,456</u>	<u>763,301</u>	<u>721,685</u>
SANITARY SEWER MAINTENANCE				
----- COMPENSATION	51,053	97,640	107,090	130,919
CONTRACTUAL SVCS	575,740	502,678	418,739	418,739
MATERIALS & SUPPLIES	28,897	38,392	24,548	24,548
TRANSFERS-OUT	0	0	0	212,338
TOTAL SANITARY SEWER MAINTENANCE	<u>655,690</u>	<u>638,711</u>	<u>550,377</u>	<u>786,544</u>
LAKES MANAGEMENT				
----- CONTRACTUAL SVCS	8,947	11,770	6,500	6,500
MISCELLANEOUS	18,000	18,000	25,000	25,000
TOTAL LAKES MANAGEMENT	<u>26,947</u>	<u>29,770</u>	<u>31,500</u>	<u>31,500</u>
TOTAL SEWER MAINTENANCE	<u>1,450,615</u>	<u>1,296,936</u>	<u>1,345,178</u>	<u>1,539,729</u>

PUBLIC WORKS DEPARTMENT	ACTUAL 2017	ACTUAL 2018	BUDGET 2019	BUDGET 2020
281 STREET LITING SPEC ASSESSMENT				

STREET LIGHTING				

CONTRACTUAL SVCS	<u>812,301</u>	<u>787,682</u>	<u>812,872</u>	<u>812,872</u>
TOTAL STREET LIGHTING	<u>812,301</u>	<u>787,682</u>	<u>812,872</u>	<u>812,872</u>
TOTAL STREET LITING SPEC ASSESSMENT	<u><u>812,301</u></u>	<u><u>787,682</u></u>	<u><u>812,872</u></u>	<u><u>812,872</u></u>
282 TREE MAINT SPEC ASSESSMENT				

TREE MAINTENANCE				

COMPENSATION	356,129	337,459	392,753	397,044
TRAVEL & EDUCATION	397	854	1,801	1,801
CONTRACTUAL SVCS	219,737	226,340	228,515	228,515
MATERIALS & SUPPLIES	34,548	49,932	45,231	45,231
CAPITAL OUTLAY	<u>108,000</u>	<u>109,370</u>	<u>238,044</u>	<u>238,044</u>
TOTAL TREE MAINTENANCE	<u>718,811</u>	<u>723,955</u>	<u>906,344</u>	<u>910,635</u>
TOTAL TREE MAINT SPEC ASSESSMENT	<u><u>718,811</u></u>	<u><u>723,955</u></u>	<u><u>906,344</u></u>	<u><u>910,635</u></u>
601 CENTRAL STORES PURCHASING				

CENTRAL STORES				

CONTRACTUAL SVCS	36,013	30,674	27,490	33,890
MATERIALS & SUPPLIES	660,351	769,710	903,624	903,624
TRANSFERS-OUT	<u>110,000</u>	<u>86,000</u>	<u>0</u>	<u>0</u>
TOTAL CENTRAL STORES	<u>806,364</u>	<u>886,384</u>	<u>931,114</u>	<u>937,514</u>
TOTAL CENTRAL STORES PURCHASING	<u><u>806,364</u></u>	<u><u>886,384</u></u>	<u><u>931,114</u></u>	<u><u>937,514</u></u>
602 CENTRAL PRINTING OPERATION				

CENTRAL PRINTING OPERATION				

CONTRACTUAL SVCS	36,253	32,176	46,000	46,000
TRANSFERS-OUT	<u>10,000</u>	<u>10,000</u>	<u>0</u>	<u>0</u>
TOTAL CENTRAL PRINTING OPERATION	<u>46,253</u>	<u>42,176</u>	<u>46,000</u>	<u>46,000</u>

PUBLIC WORKS DEPARTMENT	ACTUAL 2017	ACTUAL 2018	BUDGET 2019	BUDGET 2020
TOTAL CENTRAL PRINTING OPERATION	<u>46,253</u>	<u>42,176</u>	<u>46,000</u>	<u>46,000</u>
603 CENTRAL GARAGE OPERATION				

CENTRAL GARAGE				

COMPENSATION	781,790	753,980	978,289	1,154,648
TRAVEL & EDUCATION	1,167	618	2,402	2,402
CONTRACTUAL SVCS	257,318	273,493	325,230	330,730
MATERIALS & SUPPLIES	<u>63,977</u>	<u>67,572</u>	<u>73,105</u>	<u>73,105</u>
TOTAL CENTRAL GARAGE	<u>1,104,251</u>	<u>1,095,663</u>	<u>1,379,026</u>	<u>1,560,885</u>
TOTAL CENTRAL GARAGE OPERATION	<u>1,104,251</u>	<u>1,095,663</u>	<u>1,379,026</u>	<u>1,560,885</u>
604 CENTRAL SERVICES OPERATION				

TREE MAINTENANCE				

CONTRACTUAL SVCS	<u>26,818</u>	<u>28,200</u>	<u>12,000</u>	<u>30,000</u>
TOTAL TREE MAINTENANCE	<u>26,818</u>	<u>28,200</u>	<u>12,000</u>	<u>30,000</u>
SIDEWALK MAINTENANCE				

MATERIALS & SUPPLIES	<u>490</u>	<u>237</u>	<u>0</u>	<u>0</u>
TOTAL SIDEWALK MAINTENANCE	<u>490</u>	<u>237</u>	<u>0</u>	<u>0</u>
UTILITY PAVEMENT STREET OPENING				

COMPENSATION	94,084	125,356	99,308	93,693
MATERIALS & SUPPLIES	<u>24,134</u>	<u>26,973</u>	<u>32,600</u>	<u>75,000</u>
TOTAL UTILITY PAVEMENT STREET	<u>118,218</u>	<u>152,328</u>	<u>131,908</u>	<u>168,693</u>
RTA SNOW PLOWING				

COMPENSATION	11,162	14,399	15,847	16,069

PUBLIC WORKS DEPARTMENT	ACTUAL 2017	ACTUAL 2018	BUDGET 2019	BUDGET 2020
MATERIALS & SUPPLIES	19,000	25,000	19,796	19,796
TOTAL RTA SNOW PLOWING	30,162	39,399	35,643	35,865
RTA SHAKER LINE MAINTENANCE				

COMPENSATION	56,827	56,033	80,000	76,201
CONTRACTUAL SVCS	29,891	45,101	20,808	20,808
MATERIALS & SUPPLIES	22,482	9,367	17,691	17,691
TOTAL RTA SHAKER LINE MAINTENANCE	109,200	110,501	118,499	114,700
RTA VAN AKEN LINE MAINTENANCE				

COMPENSATION	61,064	77,883	123,388	125,584
CONTRACTUAL SVCS	18,681	21,155	26,352	26,352
MATERIALS & SUPPLIES	28,157	18,902	16,757	16,757
TOTAL RTA VAN AKEN LINE MAINTENANCE	107,901	117,940	166,497	168,693
SIDEWALK REPAIR PROGRAM				

COMPENSATION	99,731	94,531	106,885	102,657
CONTRACTUAL SVCS	278,264	187,777	300,000	325,000
TOTAL SIDEWALK REPAIR PROGRAM	377,995	282,309	406,885	427,657
FIRE HYDRANT MAINTENANCE				

CONTRACTUAL SVCS	0	0	9,987	9,987
TOTAL FIRE HYDRANT MAINTENANCE	0	0	9,987	9,987
PUBLIC PROPERTY DAMAGE				

COMPENSATION	0	0	3,595	3,885
TOTAL PUBLIC PROPERTY DAMAGE	0	0	3,595	3,885

PUBLIC WORKS DEPARTMENT	ACTUAL 2017	ACTUAL 2018	BUDGET 2019	BUDGET 2020
PRIVATE PROPERTY MAINT -----				
COMPENSATION	26,759	14,720	64,630	65,412
CONTRACTUAL SVCS	7,655	3,998	8,030	8,030
TOTAL PRIVATE PROPERTY MAINT	34,413	18,718	72,660	73,442
TOTAL CENTRAL SERVICES OPERATION	805,196	749,631	957,674	1,032,922
TOTAL PUBLIC WORKS DEPARTMENT	14,454,620	14,560,790	16,159,339	17,479,113
GRAND TOTAL	14,454,620	14,560,790	16,159,339	17,479,113

2020 Budget Highlights

- Overall General Fund budget increase of 6.4%.
- Continue to seek funding for infrastructure improvements for waterline, sewer, and roadway needs.
- Inventory and contract the installation of additional Hawthorn Trees on Shaker RTA

SEWERS & LAKES

- The Huntington SSO V1BX project will be completed in 2020. After the sewer has been installed, Huntington will be resurfaced in the spring of 2020.
- We will continue our coordination with NEORSD in the restoration of the Green Lake Dam. This will primarily consist of soft restoration and the paving of Andover.
- Based on our understanding of the schedule, we will assist with the NEORSD Horseshoe Lake Dam replacement construction project in the summer of 2020.
- We will clean and inspect twenty miles of sewer annually to maintain a five-year rotation throughout the city.
- We will clean seven hundred and fifty catch basins annually to maintain a five-year rotation throughout the city.
- Sewer repairs will be made, as identified through inspection, prior to the street resurfacing program and water main replacements.
- We will continue our sewer rehabilitation to reduce Inflow & Infiltration in the NE Quadrant.
- City of Shaker Heights crews will continue to repair deficient laterals as needed to reduce the probability of basement backups.

WATERMAINS

- Avalon watermain replacement will be completed in the spring of 2020. After this has been completed, Avalon and Strathavon will be resurfaced.
- Public Works will submit for funding to the Cleveland Water Department for the Aldersyde watermain replacement in the spring of 2020.

ROADS, CURBS, & SIDEWALKS

- Conduct Sidewalk Inspections in Moreland and Sussex Neighborhoods.
- Continue to research feasibility of green equipment, building and infrastructure practices.
- Continue to inspect and oversee the installation of curbs in Moreland and Sussex Neighborhoods.

FORESTRY

- Complete and implement the Master Tree Plan.

RIGHT OF WAY

- Continue to work with Right of Way contractors to minimize disruptions and act as a liaison between the contractor, residents and other City Departments.

BUILDING MAINTENANCE

- Upgrade the City Hall fire alarm system to meet current life safety codes.
- Repair the Service Center's Transfer Station building.
- The road salt storage area and the upper floor area both need substantial repairs.
- Combine the existing two City Hall electrical services in to one efficient service.
- Combine the existing two Fire Station #2 electrical services in to one efficient electrical service.
- The two steam heating boilers will be replaced at the Shaker Family Center.
- Replace the peak roof areas at the Stephanie Tubbs Jones Community Building.

2020 Capital Budget

Public Works Equipment:

Replacement Asphalt Hot Box #513	40,000
Replacement Salt Body (Truck 72)	20,000
Replacement Pick-up Truck No. 12 (2006 Ford F-250)	40,000
Replacement Plow	10,000
Replacement Scooter – Diesel #103 (2012) Kubota RTV 1100	32,000
Replacement Single Axle Dump Truck 26 (2000 International 4900)	195,000
5 th Wheel Tractor Trailer #63 (2002 Sterling LT7501)	38,000
Replacement Aerial Truck No. 61 (2000)	60,000
Replacement Front End Loader #208 (2006)	155,000
Total New Equipment	<u><u>\$590,000</u></u>

Public Works Streets:

2020 Street Resurfacing including curb repairs, ADA ramps	<u>\$2,007,500</u>
Total Streets	<u><u>\$2,007,500</u></u>

Public Works Facilities and Maintenance:

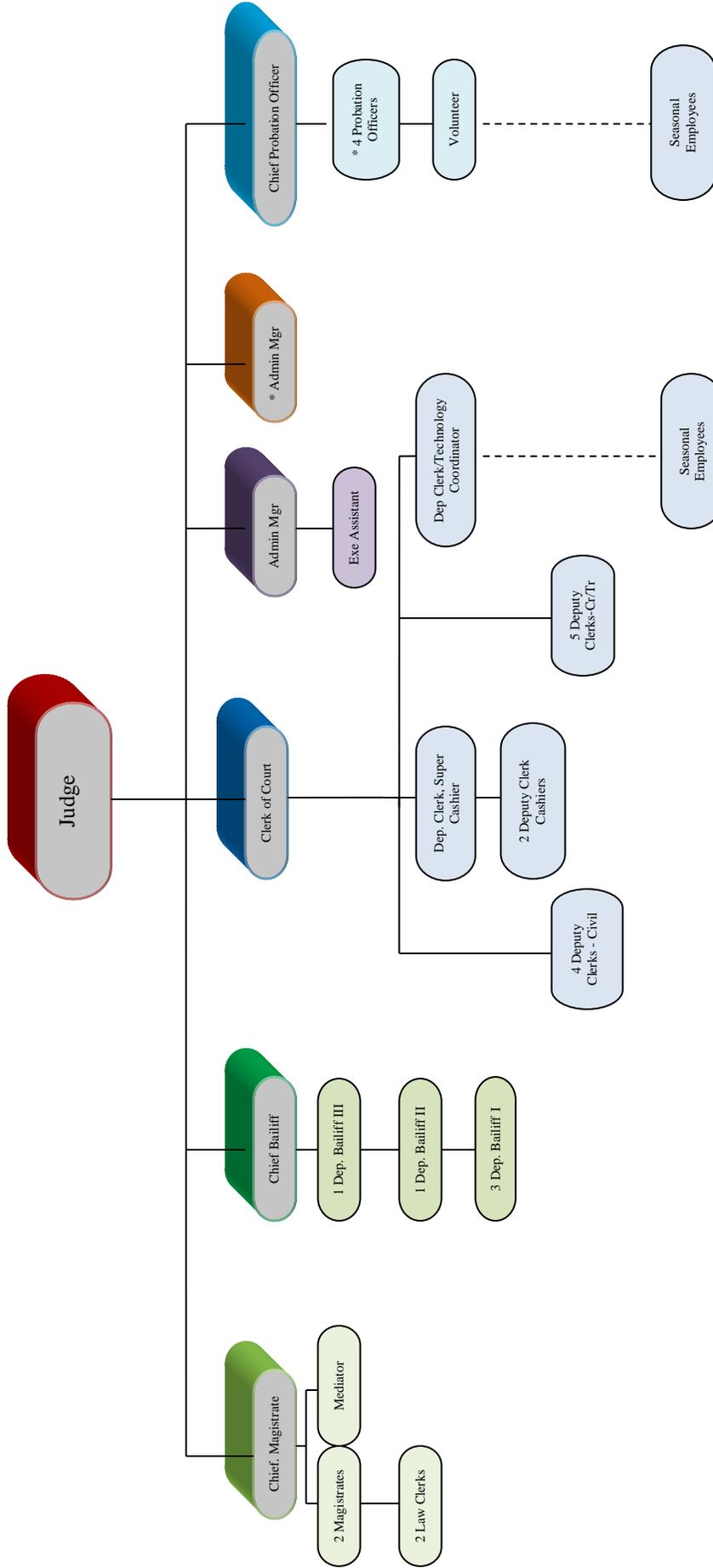
City Facilities Repairs and Renovation	\$ 74,000
Consulting Engineer	8,000
City Facility Furniture and Equipment	25,000
City Hall Fire Alarm System Replacement/Upgrade	49,000
City Hall Electrical Distributions System Repair	30,000
City Hall Renovation	155,000
Court Probation Area Renovation	80,000
Dealership Masonry Repairs	30,000
Apparatus Bay Doors & Operator Replacement Fire Station II	20,000
Electrical Service Upgrade & Emergency Generator Fire Station II	75,000
HVAC Air Louvers and Dampers Replacement PD/Court	50,000
Service Center Employee Parking Lot Gate & Operator Replacement	20,000
Service Center Entry Doors Replacement	30,000
Service Center Lower Transfer Station Sump Pump Replacement	20,000
Service Center Office Area Flooring Replacement	15,000
Structural Issues – Transfer Station Bldg. Structural Repairs	400,000
Service Center Yard Concrete Pavement Replacement	150,000
SFC Heating Boilers Replacement	130,000
STJ Awning Replacement	25,000
STJ Community Building Pitched Roof Replacement	110,000
Total Facilities Maintenance	<u><u>\$1,496,000</u></u>

Public Works Sewers **\$2,000,000**

Total Public Works Capital Budget **\$6,093,500**

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SHAKER HEIGHTS MUNICIPAL COURT ORGANIZATIONAL CHART



* 1 Probation Officer position also performs Administrative Manager functions

MUNICIPAL COURT

	2017 Actual	2018 Actual	2019 Budget	2019 Budget	% Chg
General Fund	2,059,200	2,130,860	2,398,459	2,334,961	-2.6%
Other Funds	182,504	154,600	398,041	458,855	15.3%
All Funds	\$ 2,241,704	\$ 2,285,460	\$ 2,796,500	\$ 2,793,816	-0.1%

Department Description

A municipal court is a creature of statute. This means that the court’s authority and duties are controlled by the Ohio Revised Code. Those laws require this court district to include the municipalities of Beachwood, Hunting Valley, Pepper Pike, Shaker Heights and University Heights and be physically situated in Shaker Heights. State laws require that there be one judge in the jurisdiction and limit the types of cases that the judge can hear. This Court’s duties to collect fines, fees and costs and to disburse them to the state, county or court communities are similarly directed by statute. The laws provide that Court costs be paid to Shaker Heights to help that City pay for the costs of operating a municipal court. They require that “fines” be paid to Ohio or the court municipality by whose authority a criminal or traffic case is filed. And, they require that certain “fees” be assessed against every Shaker Heights Municipal Court case to fund many state programs and one county-run program.

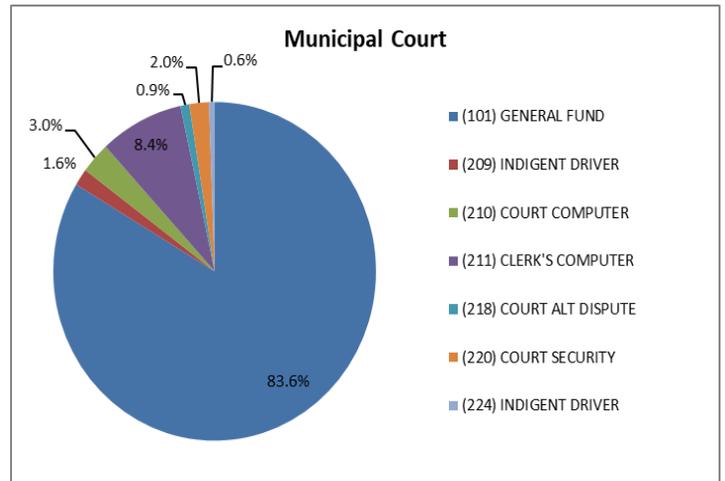
Funding Sources

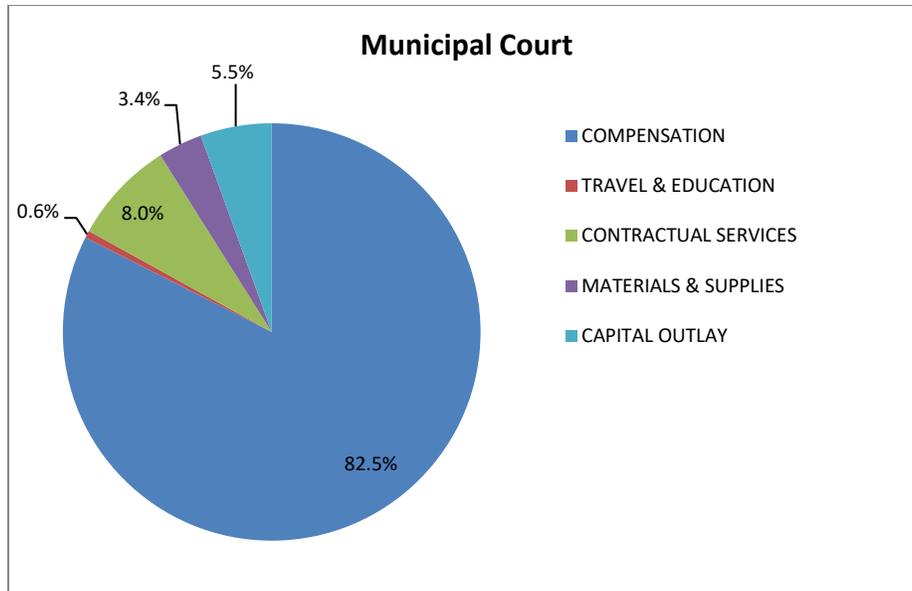
General Fund

Shaker Heights is the host City for the Shaker Heights Municipal Court and thus receives all “court costs” charged to individuals and deposited into the City’s General Fund.

Special Revenue Funds

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





2017 - 2020 Budget

	ACTUAL 2017	ACTUAL 2018	BUDGET 2019	BUDGET 2020
MUNICIPAL COURT				

101 GENERAL FUND				

MUNICIPAL COURT				

COMPENSATION	1,965,927	2,036,933	2,295,996	2,232,498
TRAVEL & EDUCATION	9,591	9,092	12,025	12,025
CONTRACTUAL SVCS	28,888	21,879	28,915	28,915
MATERIALS & SUPPLIES	54,795	62,957	61,523	61,523
	<u>2,059,200</u>	<u>2,130,860</u>	<u>2,398,459</u>	<u>2,334,961</u>
TOTAL MUNICIPAL COURT				
	<u>2,059,200</u>	<u>2,130,860</u>	<u>2,398,459</u>	<u>2,334,961</u>
TOTAL GENERAL FUND				
	<u>2,059,200</u>	<u>2,130,860</u>	<u>2,398,459</u>	<u>2,334,961</u>
209 INDIGENT DRIVR ALCOHL TREATMNT				

INDIGENT DRIVER ALCOHOL TREATM				

CONTRACTUAL SVCS	12,375	10,875	45,000	45,000
MATERIALS & SUPPLIES	142	185	358	358
	<u>12,517</u>	<u>11,060</u>	<u>45,358</u>	<u>45,358</u>
TOTAL INDIGENT DRIVER ALCOHOL TREATM				
	<u>12,517</u>	<u>11,060</u>	<u>45,358</u>	<u>45,358</u>

MUNICIPAL COURT	ACTUAL 2017	ACTUAL 2018	BUDGET 2019	BUDGET 2020
TOTAL INDIGENT DRIVR ALCOHL TREATMNT	<u>12,517</u>	<u>11,060</u>	<u>45,358</u>	<u>45,358</u>
210 COURT COMPUTER ----- COURT COMPUTER -----				
COMPENSATION	16,245	13,275	39,023	47,634
TRAVEL & EDUCATION	0	11,671	23,194	0
CONTRACTUAL SVCS	2,848	0	7,827	23,194
MATERIALS & SUPPLIES	1,258	0	5,000	7,827
CAPITAL OUTLAY	<u>1,953</u>	<u>0</u>	<u>0</u>	<u>5,000</u>
TOTAL COURT COMPUTER	<u>22,304</u>	<u>24,946</u>	<u>75,044</u>	<u>83,655</u>
TOTAL COURT COMPUTER	<u>22,304</u>	<u>24,946</u>	<u>75,044</u>	<u>83,655</u>
211 CLERK'S COMPUTERIZATION ----- CLERKS COMPUTERIZATION -----				
TRAVEL & EDUCATION	189	0	1,968	1,968
CONTRACTUAL SVCS	35,109	33,945	106,020	106,020
MATERIALS & SUPPLIES	13,872	24,524	22,867	22,867
CAPITAL OUTLAY	<u>60,600</u>	<u>17,191</u>	<u>97,000</u>	<u>104,000</u>
TOTAL CLERKS COMPUTERIZATION	<u>109,770</u>	<u>75,660</u>	<u>227,855</u>	<u>234,855</u>
TOTAL CLERK'S COMPUTERIZATION	<u>109,770</u>	<u>75,660</u>	<u>227,855</u>	<u>234,855</u>
218 COURT ALT DISPUTE RESOLUTION ----- ALTERNATE DISPUTE RESOLUTION -----				
COMPENSATION	22,795	23,202	23,668	23,871
TRAVEL & EDUCATION	50	360	750	750
CONTRACTUAL SVCS	350	0	0	0
MATERIALS & SUPPLIES	<u>142</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL ALTERNATE DISPUTE RESOLUTION	<u>23,336</u>	<u>23,562</u>	<u>24,418</u>	<u>24,621</u>

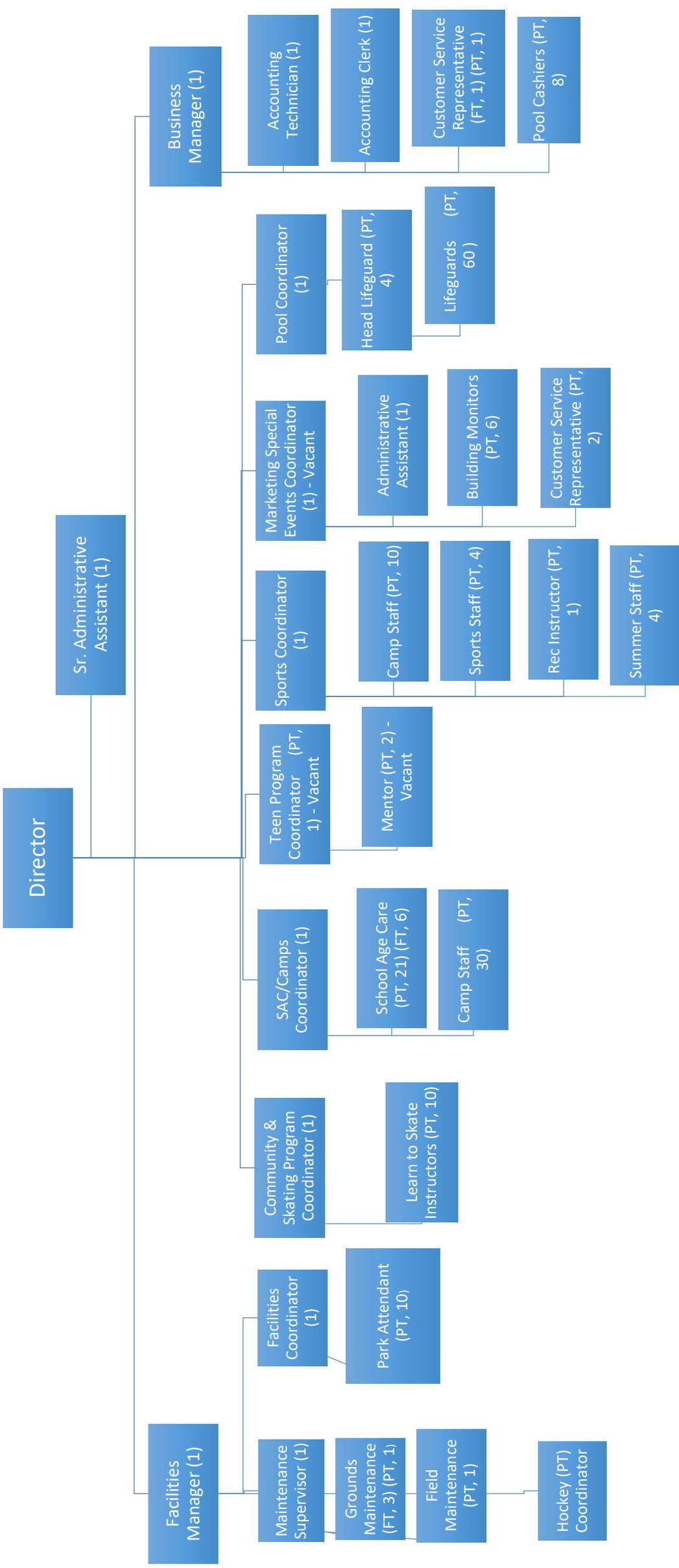
MUNICIPAL COURT	ACTUAL 2017	ACTUAL 2018	BUDGET 2019	BUDGET 2020
TOTAL COURT ALT DISPUTE RESOLUTION	<u>23,336</u>	<u>23,562</u>	<u>24,418</u>	<u>24,621</u>
220 COURT SECURITY PROJECT FUND -----				
COURT SECURITY PROJECT -----				
TRAVEL & EDUCATION	0	0	1,000	1,000
CONTRACTUAL SVCS	1,459	4,372	5,308	5,308
MATERIALS & SUPPLIES	4,119	0	3,300	3,300
CAPITAL OUTLAY	0	0	0	45,000
TOTAL COURT SECURITY PROJECT	<u>5,577</u>	<u>4,372</u>	<u>9,608</u>	<u>54,608</u>
TOTAL COURT SECURITY PROJECT FUND	<u>5,577</u>	<u>4,372</u>	<u>9,608</u>	<u>54,608</u>
224 INDIGENT DRIVER INTERLOCK -----				
UNDEFINED -----				
CONTRACTUAL SVCS	<u>9,000</u>	<u>15,000</u>	<u>15,758</u>	<u>15,758</u>
TOTAL UNDEFINED	<u>9,000</u>	<u>15,000</u>	<u>15,758</u>	<u>15,758</u>
TOTAL INDIGENT DRIVER INTERLOCK	<u>9,000</u>	<u>15,000</u>	<u>15,758</u>	<u>15,758</u>
TOTAL MUNICIPAL COURT	<u>2,241,704</u>	<u>2,285,460</u>	<u>2,796,500</u>	<u>2,793,816</u>
GRAND TOTAL	<u>2,241,704</u>	<u>2,285,460</u>	<u>2,796,500</u>	<u>2,793,816</u>

2020 Budget Highlights

- Overall General Fund budget decrease of 2.6%.

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City of Shaker Heights Recreation Department



RECREATION DEPARTMENT

	2017 Actual	2018 Actual	2019 Budget	2020 Budget	% Chg
General Fund	462,968	468,861	463,590	1,271,285	174.2%
Other Funds	2,861,578	3,226,327	3,452,328	2,677,052	-22.5%
All Funds	\$ 3,324,546	\$ 3,695,188	\$ 3,915,918	\$ 3,948,337	0.8%

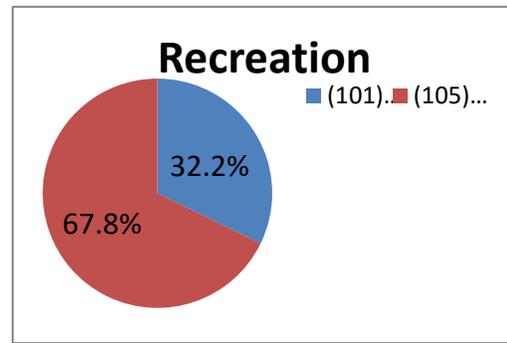
Department Description

The Recreation Department provides leisure time and recreational activities for residents and non-residents of all ages, including child care, sports and services for senior adults 50+.

Funding Sources

General Fund

The General Fund supports the Recreation Department's Office for Senior Adults, Community Events, and Administration, plus a transfer out of the General Fund into the Recreation subfund of the General Fund. The Recreation subfund receives fees for services from program participants.



Functions

- **Fund 101**

- **Administration** – Management, procurement, accounting, budget, marketing and promotion, customer service, and general departmental administration.
- **Facilities** – Management and maintenance of City park and playground facilities; Building Monitors for programs at school and City facilities.
- **Teen Programs** – Operation of the teen afterschool program.
- **Events** – Coordination and management of City special events such as the parade; Permit administration for block parties and special events hosted in the City by non-profits, the schools, and other organizations.

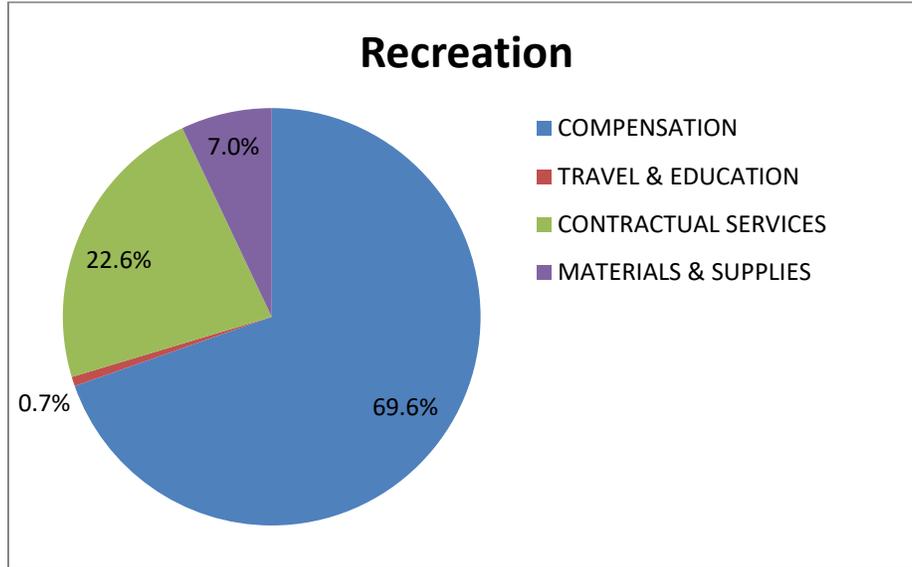
- **Fund 105**

- **Sports Leagues and Clinics** – Coordination of youth-based skills clinics and sports leagues programs for basketball, soccer, baseball, football, and other sports. Does not include rink related skills clinics.
- **Camps** – Coordination of summer camps for youth between the ages of 5 and 14.
- **Facilities** – Administration of fee related facility activities including concessions commission, field maintenance fees, and other Thornton Park amenity revenue and expenses.
- **School Age Child Care** – Coordination of before and after school child care at all Shaker elementary schools; Operating Fundaze when school is out during the school year.
- **Youth Programs** – Youth enrichment programs including dance, music (when applicable), and other related programs.

- **Adult Programs** – Adult enrichment programs including group exercise, French language lessons, and other related programs.
- **Pools** – Thornton Park and Woodbury general admission, passes, and swimming lessons.
- **Ice Rink** – Ice Rink programs and services including general admission, passes, skating and hockey lessons, rentals, and other related services.
- **Senior Programs** – Senior adult programs and services including periodic luncheons, socialization activities, and other senior adult related programs.

2019 Accomplishments

- Completed a pool entrance study with a landscape architect firm and review suggestions to improve entry control and undesirable congregation of young visitors.
- Revised traditional camp for grades 5-8 as a pilot and the program was full most of the summer. This model will be used to update other traditional camp programs in 2020.
- Modified summer swim lessons to better accommodate Shaker youth. The program operated June through mid-July which left more time for private lessons.
- Expanded #ShakerPlays participation through new programs such as upcycled arts and crafts and new adult and family activities. Van Aken District was included in the community engagement activity location.
- Developed Parent's Night Out, a date night driven activity, to engage youth during the Friday Night Skate time. This was very popular and often sold out.
- Collaborated with Shaker Rocks on camp programs. Shaker City camps visited Shaker Rocks in exchange for Shaker Rocks campers coming to the pool. It was a free exchange of facilities that benefitted both organizations.
- Resumed Touch a Truck at the Van Aken District. The new location, despite the major storm the night before, was well received and the event is expected to expand next year.
- New cameras and security lighting was installed at Around the World Playground. This project was completed in conjunction with the Library, Information Technology, and the Police. Cameras improve the ability to record behavior and the lighting helps both to deter inappropriate behavior and to make the recordings better quality.
- Worked collaboratively with the Planning Department to develop a memorial bench donation program. The program is expected to be implemented in 2020.
- Conducted a senior program questionnaire to understand more about the needs of the City's senior residents.
- In an effort to increase camp registration, marketing was moved to the winter program book so families will know earlier what the City is offering.
- Recreation piloted 100% direct deposit with electronic advice notices. The goal was to get all full-time, part-time, and seasonal non-bargaining staff to be electronic. This saves the City both money and time.



2017 - 2020 Budget

RECREATION	ACTUAL 2017	ACTUAL 2018	BUDGET 2019	BUDGET 2020

101 GENERAL FUND				

RECREATION ADMINISTRATION				

COMPENSATION	301,737	317,372	307,077	926,295
TRAVEL & EDUCATION	10	0	1,059	18,153
CONTRACTUAL SVCS	158,617	147,518	146,716	116,997
MATERIALS & SUPPLIES	2,549	3,971	7,238	42,220
MISCELLANEOUS	55	0	1,500	0
TOTAL RECREATION ADMINISTRATION	<u>462,968</u>	<u>468,861</u>	<u>463,590</u>	<u>1,103,665</u>
FACILITIES				

COMPENSATION	0	0	0	90,196
CONTRACTUAL SVCS	0	0	0	19,287
MATERIALS & SUPPLIES	0	0	0	11,091
TOTAL FACILITIES	<u>0</u>	<u>0</u>	<u>0</u>	<u>120,574</u>
TEEN				

COMPENSATION	0	0	0	28,046
CONTRACTUAL SVCS	0	0	0	3,000
MATERIALS & SUPPLIES	0	0	0	16,000
TOTAL TEEN	<u>0</u>	<u>0</u>	<u>0</u>	<u>47,046</u>

RECREATION	ACTUAL 2017	ACTUAL 2018	BUDGET 2019	BUDGET 2020
TOTAL GENERAL FUND	<u>462,968</u>	<u>468,861</u>	<u>463,590</u>	<u>1,271,285</u>

105 RECREATION FUND				

RECREATION ADMINISTRATION				
COMPENSATION	344,860	407,029	401,816	0
TRAVEL & EDUCATION	9,661	23,882	18,444	0
CONTRACTUAL SVCS	74,642	66,101	88,073	0
MATERIALS & SUPPLIES	23,336	22,645	27,258	0
MISCELLANEOUS	<u>(188,045)</u>	<u>(188,953)</u>	<u>(190,252)</u>	<u>0</u>
TOTAL RECREATION ADMINISTRATION	264,454	330,705	345,339	0
RECREATION PROMOTION				

CONTRACTUAL SVCS	38,034	25,170	32,300	0
MATERIALS & SUPPLIES	9,661	10,250	11,194	0
MISCELLANEOUS	<u>(20,467)</u>	<u>(20,467)</u>	<u>(21,967)</u>	<u>0</u>
TOTAL RECREATION PROMOTION	27,228	14,953	21,527	0
SCHOOL AGED CHILD CARE				

COMPENSATION	506,803	644,086	490,815	510,608
TRAVEL & EDUCATION	9,778	1,199	8,164	8,554
CONTRACTUAL SVCS	44,918	39,476	30,510	31,135
MATERIALS & SUPPLIES	31,004	45,360	40,141	40,041
MISCELLANEOUS	<u>56,352</u>	<u>56,352</u>	<u>56,352</u>	<u>0</u>
TOTAL SCHOOL AGED CHILD CARE	648,855	786,473	625,982	590,338
BUILDING MONITORS				

COMPENSATION	23,252	24,823	21,198	0
MISCELLANEOUS	<u>462</u>	<u>462</u>	<u>462</u>	<u>0</u>
TOTAL BUILDING MONITORS	23,714	25,285	21,660	0
PLAYING FIELDS MAINTENANCE				

COMPENSATION	27,843	27,135	31,522	17,402
CONTRACTUAL SVCS	45,709	60,956	40,000	40,000
MATERIALS & SUPPLIES	12,579	10,592	14,278	13,278

	ACTUAL 2017	ACTUAL 2018	BUDGET 2019	BUDGET 2020
RECREATION				
MISCELLANEOUS	2,404	2,404	2,404	0
TOTAL PLAYING FIELDS MAINTENANCE	88,536	101,087	88,204	70,680
PLAYGROUNDS				

COMPENSATION	34,564	52,367	67,745	0
TRAVEL & EDUCATION	7,899	0	0	0
CONTRACTUAL SVCS	0	14,167	19,037	0
MATERIALS & SUPPLIES	9,927	9,969	12,691	0
MISCELLANEOUS	462	462	462	0
TOTAL PLAYGROUNDS	52,852	76,965	99,935	0
YOUTH PROGRAM				

COMPENSATION	0	0	0	5,312
CONTRACTUAL SVCS	62,202	59,050	83,040	83,040
MATERIALS & SUPPLIES	12,534	5,096	2,403	2,403
MISCELLANEOUS	12,762	12,762	12,762	0
TOTAL YOUTH PROGRAM	87,498	76,908	98,205	90,755
SPORTS LEAGUES & CLINICS				

COMPENSATION	103,769	99,885	90,950	33,210
CONTRACTUAL SVCS	24,987	26,056	46,905	39,825
MATERIALS & SUPPLIES	12,986	14,388	23,776	28,026
MISCELLANEOUS	16,973	16,973	16,973	0
TOTAL SPORTS LEAGUES & CLINICS	158,715	157,302	178,604	101,061
TEEN PROGRAMS				

COMPENSATION	5,721	17,584	34,636	0
TRAVEL & EDUCATION	0	814	0	0
CONTRACTUAL SVCS	0	0	3,000	0
MATERIALS & SUPPLIES	0	18,828	16,888	0
TOTAL TEEN PROGRAMS	5,721	37,226	54,524	0
SUMMER CAMPS				

	ACTUAL 2017	ACTUAL 2018	BUDGET 2019	BUDGET 2020
RECREATION				

COMPENSATION	174,017	167,233	344,942	308,063
CONTRACTUAL SVCS	66,042	55,547	64,039	64,039
MATERIALS & SUPPLIES	22,160	19,175	25,654	23,692
MISCELLANEOUS	24,859	24,859	24,859	0
TOTAL SUMMER CAMPS	287,078	266,813	459,494	395,794
ADULT PROGRAMS				

COMPENSATION	10,152	24,187	29,138	23,321
CONTRACTUAL SVCS	24,071	30,150	20,000	20,000
MATERIALS & SUPPLIES	0	53	0	0
MISCELLANEOUS	4,223	4,223	4,223	0
TOTAL ADULT PROGRAMS	38,445	58,613	53,361	43,321
ICE SKATING RINK				

COMPENSATION	451,535	504,162	516,584	456,409
TRAVEL & EDUCATION	1,062	2,673	3,003	3,208
CONTRACTUAL SVCS	223,677	256,226	266,918	271,918
MATERIALS & SUPPLIES	61,785	78,435	62,211	62,911
MISCELLANEOUS	69,484	69,484	69,484	0
TOTAL ICE SKATING RINK	807,543	910,979	918,200	794,446
SWIMMING POOL				

COMPENSATION	260,391	264,106	357,862	356,271
TRAVEL & EDUCATION	1,447	345	500	480
CONTRACTUAL SVCS	49,586	51,927	55,861	55,861
MATERIALS & SUPPLIES	21,305	27,025	30,909	30,912
MISCELLANEOUS	21,216	21,216	21,216	0
TOTAL SWIMMING POOL	353,945	364,619	466,348	443,524
CONCESSIONS				

CONTRACTUAL SVCS	428	1,451	1,002	1,002
MATERIALS & SUPPLIES	284	150	1,660	1,660
MISCELLANEOUS	1,041	1,041	1,041	0
TOTAL CONCESSIONS	1,753	2,642	3,703	2,662

RECREATION	ACTUAL 2017	ACTUAL 2018	BUDGET 2019	BUDGET 2020
THORNTON PARK AMENITIES -----				
COMPENSATION	13,759	14,306	16,261	0
CONTRACTUAL SVCS	600	0	0	0
MATERIALS & SUPPLIES	399	970	500	0
MISCELLANEOUS	481	481	481	0
TOTAL THORNTON PARK AMENITIES	15,239	15,757	17,242	0
SENIOR ADULT PROGRAMS -----				
CONTRACTUAL SVCS	0	0	0	139,501
MATERIALS & SUPPLIES	0	0	0	3,470
MISCELLANEOUS	0	0	0	1,500
TOTAL SENIOR ADULT PROGRAMS	0	0	0	144,471
TOTAL 105 RECREATION FUND	2,861,577	3,226,327	3,452,328	2,677,052
GRAND TOTAL RECREATION	3,324,545	3,695,188	3,915,918	3,948,337

2020 Budget Highlights

- Overall impact of Recreation alignment resulted in the General Fund expenditures plus transfer increasing by 1.8% from 2019 to 2020.
- Resume The Getaway program following staffing departures due to the part-time, seasonal nature of the work.
- Revitalize the summer skating programs by focusing on lower level skaters rather than higher level skaters. This will include new camp programs.
- Develop lifeguard incentive program to encourage better work ethics by seasonal staff.
- Rebrand all traditional camp ages to improve the number of registrants. The quality of the program will change as well.
- Begin summer camp registration two months early to capture people looking early for camp opportunities.
- Resume the summer job fair and plan ahead to fill summer vacancies by Mid-April.
- Collaborate with Shaker sports organizations for the growth and betterment of youth development activities. Shaker Youth Baseball, Shaker Sharks, and Shaker Youth Soccer Association are currently partnering with the City.
- Work with Early Childhood Enrichment Center (ECEC) to improve their swim lessons while reducing their impact on City programs at Thornton Park Pool.
- Realign departmental accounts to better account for the recreation subsidy and tracking of revenue producing programs. The goal is to more accurately reflect departmental functions and more clearly define the subsidy for recreation

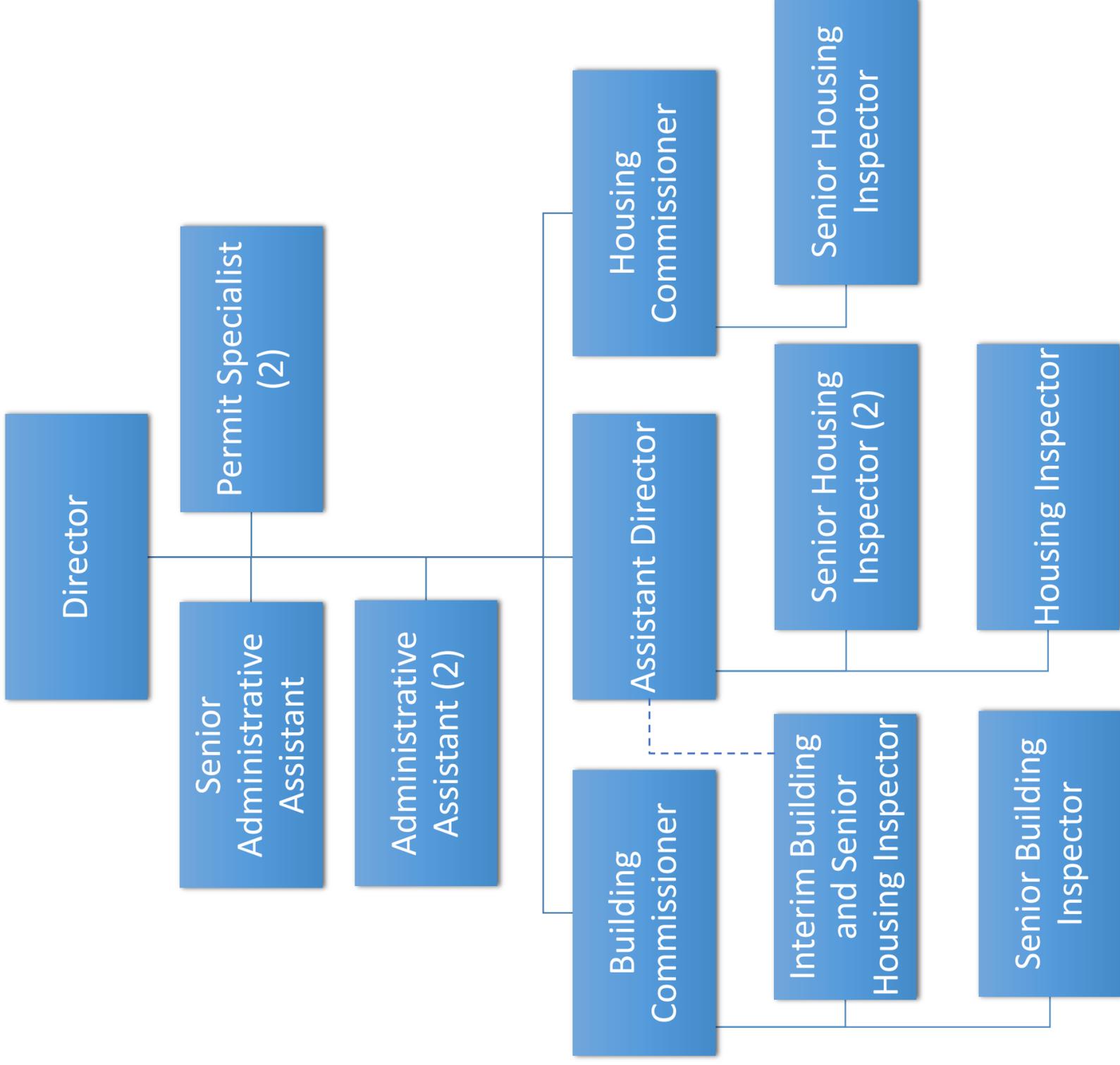
programs and services. Fund 101 now reflects those accounts where revenue is not produced and Fund 105 more clearly aligns expenses and revenues.

2020 Capital Budget

Swimming Pool Trash Can Replacement	\$10,000
Sussex Tennis Court Recoating and Crack Sealing	20,000
Ice Arena Score Board Replacement	20,000
Replace Entry/Exit Doors	40,000
Pool Entry Improvements and Shade Structure	50,000
Ice Arena Reflective Roof Coating	60,000
Shaker Median Trail Repairs	15,000
Total Recreation Capital	<u>\$215,000</u>

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Building and Housing Department



BUILDING/HOUSING DEPARTMENT

	2017 Actual	2018 Actual	2019 Budget	2020 Budget	% Chg
General Fund	1,475,633	1,879,951	2,160,023	2,049,119	-5.1%
Other Funds	0	0	0	0	0.0%
All Funds	\$ 1,475,633	\$ 1,879,951	\$ 2,160,023	\$ 2,049,119	-5.1%

Department Description

The Building and Housing Department is responsible for all commercial and residential building permitting and property maintenance code enforcement. The department has both Residential and Commercial Building Certificates as recognized by the Ohio Board of Building Standards. As such, it is responsible for the approvals for all building, plumbing, electrical and HVAC work performed in the City. This process includes plans approval, building permit issuance, building inspections, and the issuance of certificates of occupancy. Additionally, the department issues certificates of contractor registration, business licenses, and housing rental licenses.

With regards to property maintenance and code enforcement, the Building and Housing Department performs exterior property maintenance inspections of all commercial and residential properties. Additionally, point of sale inspections are conducted for all residential properties with funds held in escrow for any open violations at the time of transfer. All rental properties are subject to interior and exterior inspections every three years.

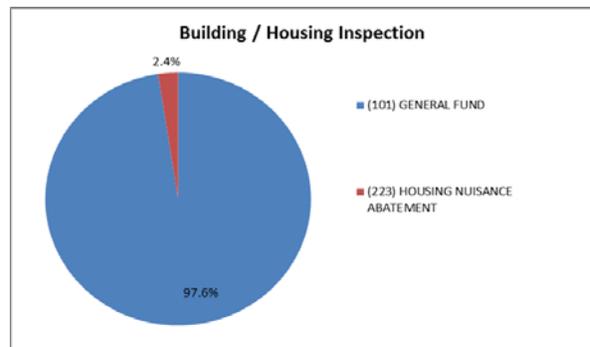
Other activities of the department include: collection of permit and application fees, regular reporting of activities to local and state agencies, administration of the residential Community Reinvestment Area tax abatement program, and FEMA Flood Plain administration.

Ultimately, the purpose of the Building and Housing Department is to partner with residents and business owners to ensure their buildings are constructed and maintained in a manner that safeguards the building’s occupants and the overall welfare of the community.

Funding Sources

General Fund

The entire department is funded by the General Fund. The Building department collects fees for contractor registration, commercial occupancy permits, and residential and commercial inspections. The Housing department collects fees for Point-of-sale inspections, certificate of occupancy for rental properties and foreclosure registrations.



2019 Accomplishments

Response to Significant Commercial and Residential Developments

- With the phased opening of retail and office tenants at the Van Aken District, the development continued to be a large focus of resources in 2019. Over a dozen retail/office tenants in the district opened this year; requiring hundreds of hours of staff resources for permit issuance, plan reviews, inspections, coordination meetings, and Certificate of Occupancy issuance. More commercial plan reviews were conducted this year for the district alone than we receive in a typical year for the entire city.
- For all other commercial projects, conducted plan reviews, issued permits, and conducted inspections for commercial renovation and new construction projects including: Wendy's, Salon Studios, Nature Center Improvements, multiple city projects, and several Chagrin and Lee businesses.
- Phase two of the Shaker Heights School District bond projects, "warm, safe, and dry", were in full swing this year. Over a dozen projects were submitted for plan review, permit issuance, and inspections.
- Maintained contracts with two state-licensed commercial plans examiners, the City Engineer, and inspection services for where demand exceeded capacity.

Commercial Property Maintenance

- Continued to keep a watchful eye on the maintenance of commercial properties within the city, with a focus on neglected properties.
- Due to years of property maintenance inspections and ultimate involvement of the court, the storefront and cupola have been rebuilt at 16600-16614 Chagrin Blvd. This building, which houses Georgios, La Belle Femme, and Jackson Hewitt Tax Service, is considered to be the gateway to the Chagrin/Lee commercial district as you traverse these two thoroughfares approaching from the west and the north. Beyond the aesthetics of these improvements, the city ensured the owner addressed the water infiltration that were the root causes of the deterioration. This out of state owner has come around and made a great improvement to this architecturally significant structure.

Housing Trends

- **Foreclosures**
 - a. The 95 foreclosures this year represent a 33.1% decline compared to the 142 foreclosures filed in 2018. This reduction is due in significant part to the decrease in County Treasurer foreclosure filings from 56 in 2018 to 21 in 2019. There was also a 12.7% decrease in mortgage foreclosure filings in 2019 compared to 2018. We currently have 176 foreclosure cases pending.
 - b. Requested the County file foreclosure actions against 23 tax delinquent vacant properties in an effort to return them to productive use. Also, we requested the County file foreclosures against 38 owner-occupied properties that are significantly tax delinquent. We are hopeful foreclosure filings will encourage property owners to work with the County on payment plans.

- c. The City has received \$13,200 in foreclosure registration fees from entities that filed foreclosure actions on property in Shaker. This compares to \$12,950 received in the same period in 2018. This revenue source has declined in recent years due to a reduction in the number of foreclosure filings, a trend we anticipate will continue. These fees off-set our costs of regular monitoring of properties in foreclosure and the registrations provide contact information for the lender and property management companies.
- **Sheriff's Sales:** The number of Sheriff's Sales has continued to decrease from 62 in 2017 to 49 in 2018 to 45 in 2019. The vast majority of properties are sold back to the lender.
- **CMHA:** There are 201 units in Shaker that are occupied by tenants participating in the Housing Choice Voucher program. This represents an 8% increase compared to the 186 units at the same time last year but is still considerably below the 300+ units that were the standard prior to 2014.
- **Vacant Residential Structures:** There are currently 294 vacant homes compared to 272 last year. Vacant homes are checked monthly to ensure they are kept secure and the yard areas are maintained.

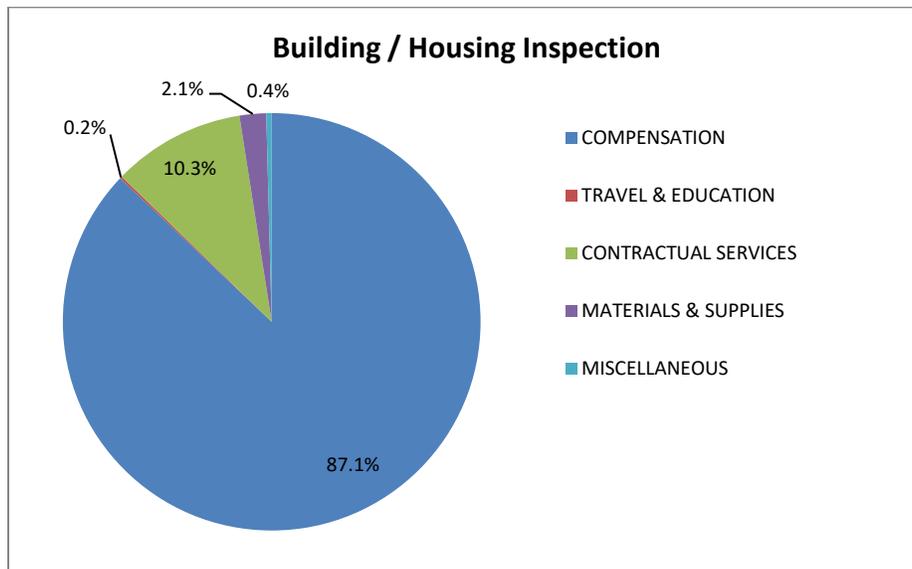
Other Housing Programs

- **Housing Rental License:** Issued 1,309 rental licenses, a 2.7% decrease compared to the 1,345 licenses issued in the same period last year. The number of licenses issued by dwelling type is: Apartment buildings (103), Condominium units (175), Single-family dwellings (374), and Two-family homes (657). We have also received \$22,700 in late fee revenue, which is almost identical to the \$22,730 received in 2018.
- **Point of Sale:** Conducted 578 Point of Sale inspections, a 5.9% decrease compared to the 614 POS inspections made in the same period last year (Jan. - Sept.) Excluding apartment buildings and condominium units, the average number of violations per inspection was 41, a reduction of 8.8% relative to the 45 average in 2018. POS compliance breakdown:
 - All violations corrected prior to transfer (72.9%)
 - Funds held in escrow (25.3%)
 - Sold in violation (1.8%)
- **Exterior Systematics:** Conducted exterior inspections of all owner-occupied properties in the Fernway and Onaway neighborhoods. A total of 627 inspections were conducted (through mid-October 2019) and the average number of violations per property was 5.7. Exterior inspections are due to be conducted in the Moreland and Boulevard neighborhoods in 2020.
- **Tax Abatement:** Reviewed and approved three (3) tax abatement applications for new owners at the Townhomes of Van Aken and submitted the certifications to the County Fiscal Office.
- **Nuisance Abatement:** Issued 37 orders to abate nuisance conditions on private property. This compares to 36 such orders issued in 2018. These notices included (8) to repair or demolish vacant, dilapidated houses, (3) to repair or demolish collapsed or unsafe garage structures, (19) to remove litter and debris, and (7) for

minor repairs and landscape related issues. The City took action to abate these nuisance conditions if the owner or party in control failed to comply.

Efficiency and Customer Service Improvements

- Conducted a comprehensive review of residential code enforcement violations to verify they continue to align with community standards and to ensure consistency with city ordinances. A secondary goal of the in-depth review was to reword some of the violations so they are easier to understand, and to allow for greater flexibility with how property owners can come into compliance.
- For instances where inspectors are unsure if a given condition constitutes a violation, configured mobile/desktop messaging software to allow inspectors to take pictures of conditions to get instant feedback from other inspectors and the assistant director. This will lead to greater consistency between inspectors.
- CitizenServe (code enforcement and permitting software) implementation has begun. Considerable staff resources have focused on integrating: the city's payment processor, single sign on support, and of three parcel databases (permitting, code enforcement, and county auditor).
- In collaboration with the Cuyahoga County Auditor's office considerable progress has been made to scrub both city and county databases in preparation for new platform
- Anticipate going live with Business Licenses in CitizenServe in late 2019/early 2020. Business owners will be able to apply and pay for their Business License through the online portal. No paper applications will be accepted going forward.
- Created electronic workflow and standardized enforcement process for issuance of stop work orders where work is occurring without a permit.
- Transitioned additional file types to be stored electronically leading to greater efficiency and a reduction in physical storage needs.
- Identified and acquired hardware for electronic field devices and customer kiosks.



2017 - 2020 Budget

	<u>ACTUAL 2017</u>	<u>ACTUAL 2018</u>	<u>BUDGET 2019</u>	<u>BUDGET 2020</u>
BUILDING / HOUSING INSPECTION				

101 GENERAL FUND				

BUILDING / HOUSING INSPECTION				

COMPENSATION	1,336,498	1,334,122	1,451,413	1,459,984
TRAVEL & EDUCATION	1,273	1,099	2,743	2,743
CONTRACTUAL SVCS	109,437	113,986	101,523	122,403
MATERIALS & SUPPLIES	26,449	26,914	34,464	34,464
MISCELLANEOUS	1,976	6,153	7,000	7,000
TRANSFERS OUT	<u>0</u>	<u>373,078</u>	<u>372,880</u>	<u>372,525</u>
TOTAL BUILDING / HOUSING INSPECTION	1,475,633	1,855,351	1,970,023	1,999,119
TOTAL GENERAL FUND	<u>1,475,633</u>	<u>1,855,351</u>	<u>1,970,023</u>	<u>1,999,119</u>
0223 HOUSING NUISANCE ABATE				

0000 UNDEFINED				

CONTRACTUAL SVCS	<u>0</u>	<u>24,600</u>	<u>190,000</u>	<u>50,000</u>
TOTAL HOUSING NUISANCE ABATE	<u>0</u>	<u>24,600</u>	<u>190,000</u>	<u>50,000</u>
TOTAL HOUSING NUISANCE ABATE	<u>0</u>	<u>24,600</u>	<u>190,000</u>	<u>50,000</u>
GRAND TOTAL	<u>1,475,633</u>	<u>1,879,951</u>	<u>2,160,023</u>	<u>2,049,119</u>

2020 Budget Highlights

- Overall General Fund budget decrease of 5.1%.
- Slight reduction in budget due to lower anticipated commercial plans examiner fees now that phase one of the Van Aken District is complete.
- In 2019 half of the staff went through LEAN Six Sigma training. In 2020, the other half will go through the training. Additionally staff will be trained in the CitizenServe platform as each of the processes go live. The 2019 budget provisions for this training will be continued in 2020; specifically:
 - a. Some of the training will occur during the business hours and funds are being allocated to hire temporary employees to cover the counter and

phones while staff is in training; inspections will be outsourced during that time as well.

- b. Overtime is being allocated to cover costs for training that may occur outside of normal business hours.
- In 2019, CitizenServe implementation and the first year fees were covered through a combination of county grants and previously allocated capital projects. Starting with this year, \$22,500 has been added to the budget to cover the annual license costs. Once we have completely transitioned away from the two older platforms, likely in 2021, the budget will be reduced by \$3,000.

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CITY COUNCIL

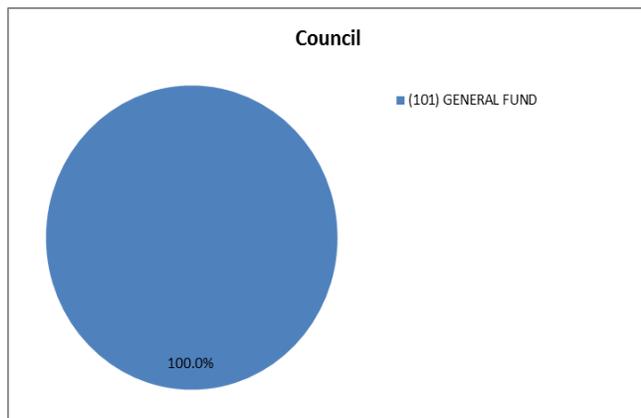
	2017 Actual	2018 Actual	2019 Budget	2020 Budget	% Chg
General Fund	140,728	150,666	157,931	157,479	-0.3%
General Fund	\$ 140,728	\$ 150,666	\$ 157,931	\$ 157,479	-0.3%

Department Description

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

Funding Sources

General Fund - The General Fund supports the Council budget.



2017 - 2020 Budget

	ACTUAL 2017	ACTUAL 2018	BUDGET 2019	BUDGET 2020
COUNCIL				

101 GENERAL FUND				

COUNCIL				

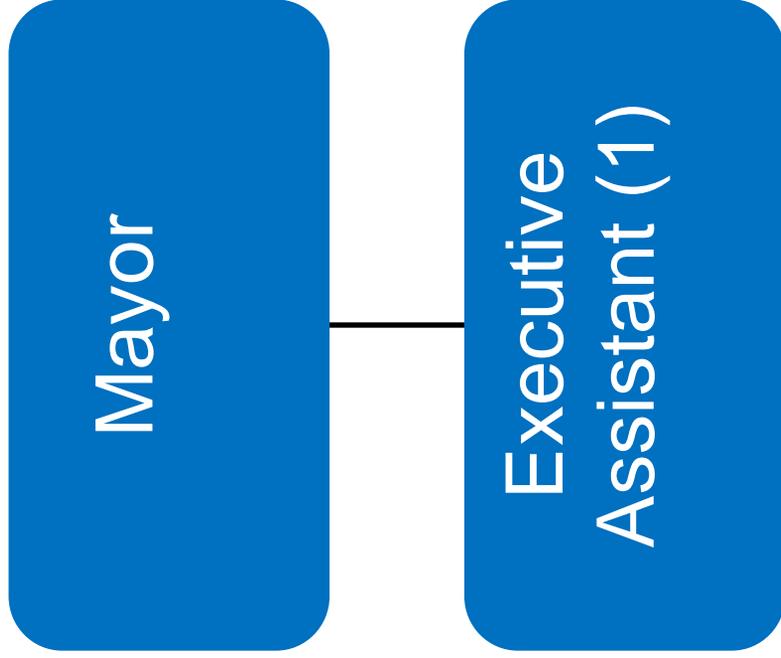
COMPENSATION	130,495	141,066	142,848	142,396
TRAVEL & EDUCATION	1,583	969	2,918	2,918
CONTRACTUAL SVCS	4,747	3,732	5,574	5,574
MATERIALS & SUPPLIES	3,798	4,828	6,591	6,591
MISCELLANEOUS	105	70	0	0
	140,728	150,666	157,931	157,479
TOTAL COUNCIL	140,728	150,666	157,931	157,479

2020 Budget Highlights

- Overall General Fund decrease of 0.3%.

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Organizational Chart
Mayor's Office



MAYOR

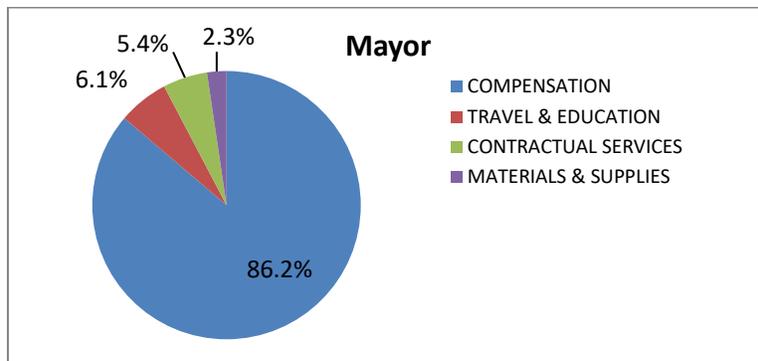
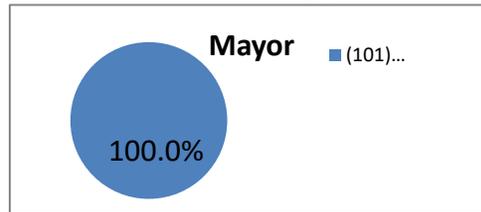
	2017 Actual	2018 Actual	2019 Budget	2020 Budget	% Chg
General Fund	242,589	237,105	249,117	254,643	2.2%
Other Funds	-	-	-	-	
All Funds	\$ 242,589	\$ 237,105	\$ 249,117	\$ 254,643	2.2%

Department Description

As provided by Ohio law, the City operates under the auspices of its own charter, which was adopted by the voters in 1931. The Charter provides for the City to operate under the Mayor-Council form of government with the Mayor serving as the President of Council. The Mayor serves as the City's Chief Executive Officer and appoints, subject to confirmation by City Council, and removes the City's Chief Administrative Officer and appoints and removes all department heads.

Funding Sources General Fund

The General Fund supports the Mayor's budget.



2017 - 2020 Budget

	ACTUAL 2017	ACTUAL 2018	BUDGET 2019	BUDGET 2020
MAYOR'S OFFICE				

101 GENERAL FUND				

MAYOR'S OFFICE				

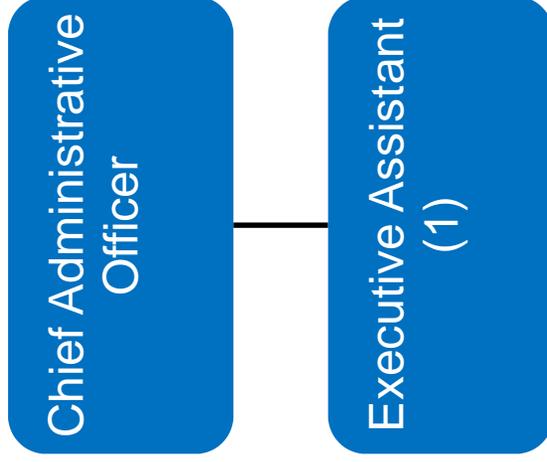
COMPENSATION	218,495	210,042	216,342	219,568
TRAVEL & EDUCATION	8,537	9,668	13,975	15,475
CONTRACTUAL SVCS	10,644	13,310	12,700	13,650
MATERIALS & SUPPLIES	4,914	4,086	6,100	5,950
	242,589	237,105	249,117	254,643
TOTAL MAYOR'S OFFICE				

2020 Budget Highlights

- Overall General Fund increase of 2.2%.

Organizational Chart

Chief Administrative Office

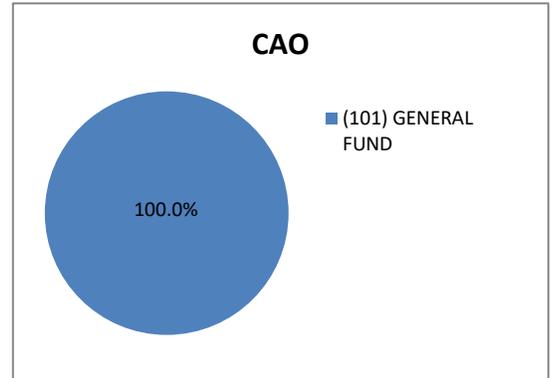


CHIEF ADMINISTRATIVE OFFICER (CAO)

	2017 Actual	2018 Actual	2019 Budget	2020 Budget	% Chg
General Fund	239,336	238,521	247,981	246,173	-0.7%
Other Funds	-	-	-	-	
All Funds	\$ 239,336	\$ 238,521	\$ 247,981	\$ 246,173	-0.7%

Department Description

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



Funding Sources

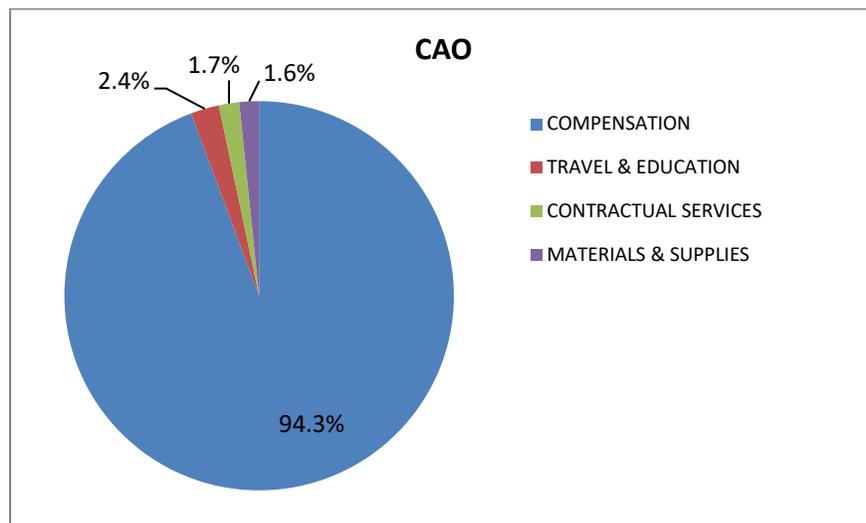
General Fund

The General Fund supports the CAO's budget.

2019 Accomplishments

- Worked with Mayor and Vice Mayor to plan annual Council Retreat.
- Planned topics for monthly Council Work Sessions.
- Participated in final interviews for police and firefighter civil service hiring.
- Led interdepartmental Major Projects group to ensure communication and coordination on various capital projects throughout the City.
- Prepared grant submission to NOPEC for replacement energy-efficient boiler at the Police/Court building.
- Coordinated work of Wildlife Task Force including 2019 resident questionnaire and recommendations for 2019/2020 Deer Management Program.
- Identified executive search firm to conduct recruitment of candidates for Economic Development Director and Finance Director. Managed Economic Development staff in their day-to-day operations during this transition.
- Regularly updated employees on various departmental activities and on economic development projects in our City.
- Kept Council apprised of major projects, departmental operations, and other issues of importance to elected officials.
- Coordinated all Council Committee agendas and actions; and all Council work sessions and meetings.
- Oversaw work of Sustainability Coordinator, including creation of Internal Green Team.
- Facilitated implementation of various sustainability initiatives.

- Provided research to Council for their deliberation regarding Mayor and Council salaries.
- Instituted quarterly New Employee Welcoming receptions.
- Arranged for Frontline Services to provide outreach, shelter and supportive services to those individuals in the City who have been identified as homeless.
- Coordinated the bi-annual Democracy Day hearing.
- Updated and distributed annual Emergency Closing Plan for City buildings.
- Continued to represent the City as Secretary and Executive Committee member of the Shaker Heights Development Corporation (SHDC) and as Vice-Chair of Senior Transportation Connections, the City's senior van service provider.



2017 - 2020 Budget

	<u>ACTUAL 2017</u>	<u>ACTUAL 2018</u>	<u>BUDGET 2019</u>	<u>BUDGET 2020</u>
CHIEF ADMINISTRATIVE OFFICER'S				

101 GENERAL FUND				

CHIEF ADMINISTRATIVE OFFICER'S				

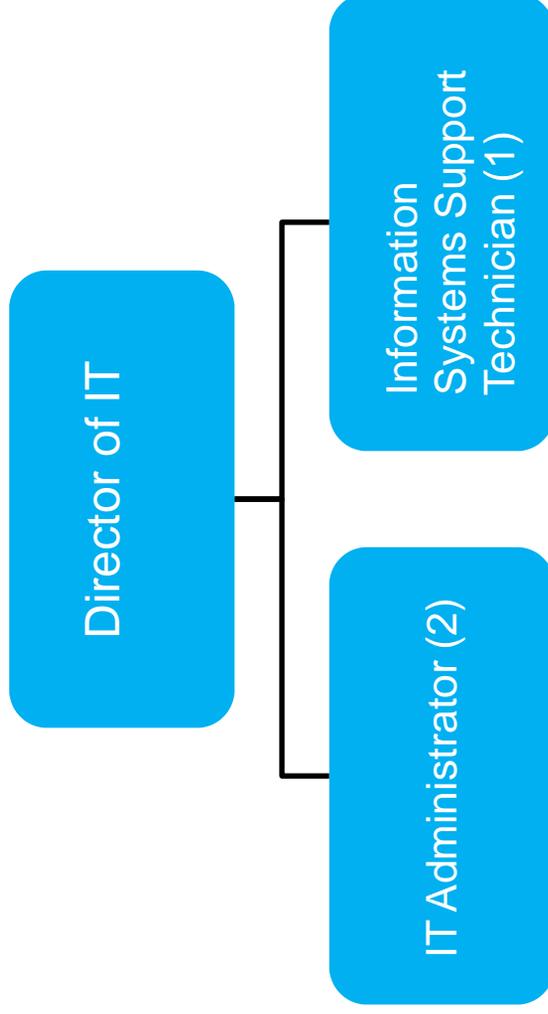
COMPENSATION	231,765	229,001	234,002	232,194
TRAVEL & EDUCATION	1,918	2,422	5,800	5,800
CONTRACTUAL SVCS	3,332	4,799	4,172	4,172
MATERIALS & SUPPLIES	2,322	2,298	4,007	4,007
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
TOTAL CHIEF ADMINISTRATIVE OFFICER'S	<u>239,336</u>	<u>238,521</u>	<u>247,981</u>	<u>246,173</u>

2020 Budget Highlights

- Overall General Fund decrease of 0.7%.
- Transition management of the Shaker Family Center building upon the exit of Family Connections at the end of 2020.
- Work with new Finance Director on the City's financial, budgeting, and purchasing policies and procedures.
- Work with Human Resources on the implementation of the non-bargaining pay and classification plan and performance evaluation system.

Organizational Chart

Information Technology Department



INFORMATION TECHNOLOGY DEPARTMENT

	2017 Actual	2018 Actual	2019 Budget	2020 Budget	% Chg
General Fund	551,746	578,523	589,347	593,918	0.8%
All Funds	\$ 551,746	\$ 578,523	\$ 589,347	\$ 593,918	0.8%

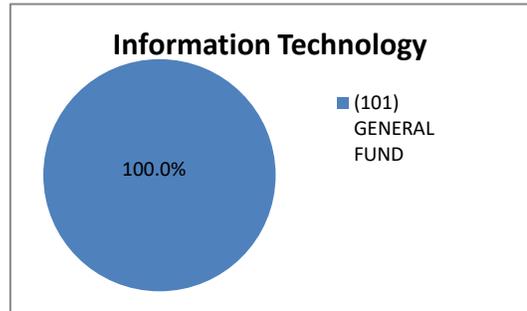
Department Description

The Information Technology Department delivers information technology (IT) and telecommunication services to all City operating departments. Collaborates and facilitates access to City technology and telecommunications resources with partner organizations: Shaker Heights Municipal Court and Height Hillcrest Communications Center (HHCC). Operates and maintains IT and telecommunications hardware, and related software for information processing, sharing and storing. Strives to improve the effectiveness and efficiency of City government via products and services related to IT

Funding Sources

General Fund

The General Fund supports the IT Department budget.



Functions

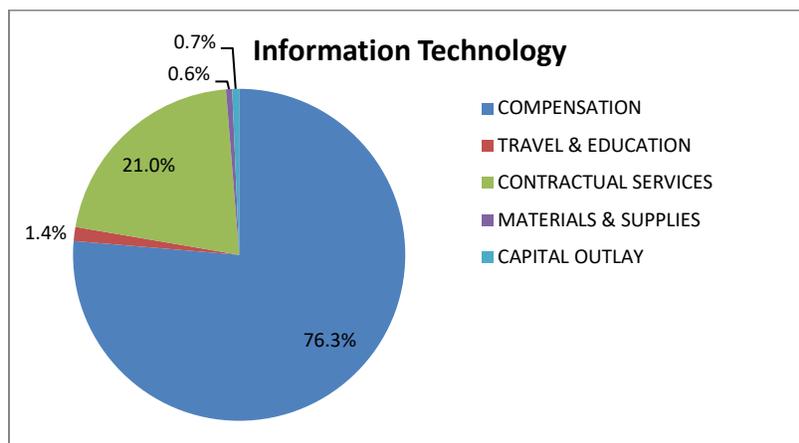
- **Help Desk** – Operate Help Desk that provides timely technical assistance to staff. Resolve hardware or software conflicts, maximizing the employee’s ability to provide services.
- **Equipment** – Maintain reliable IT equipment through a managed program of hardware service and improvements. Minimize lost productivity that results when equipment is not available or is inefficient.
- **Security** – Secure data and equipment. Minimize risk of disruption in the ability to deliver service due to security incident.
- **Copiers** – Manage and administer City digital copier services program.
- **Manage and Secure Data** – Safeguard data to minimize negative productivity impact resulting from data loss.
- **Server/Storage Equipment** – Maintain highly reliable servers.
- **Software Application Support** – Oversee software applications and manage software access rights for staff.
- **Operations** – Provide IT management and planning of technology to meet the business needs and goals of the City.
- **Network Security** – Secure the City network through effective management of the equipment that connects the City’s computers.
- **Network Hardware** – Monitor the equipment that connects the City’s computers to ensure that data can be shared by staff, yet be managed centrally to safeguard the data.
- **Cabling** – Provide management of the cable network that provides the transmission of data between computers.
- **Wireless Networking** – Maintain the City’s investment in wireless technology. This provides guests with free access to the internet at Thornton Park, City Hall Council Chambers and the Stephanie Tubbs Jones Community Building.

- **Phone Services** – Manage telecommunications services centrally, resolving service problems more promptly and lowering costs through economies of scale purchasing.
- **Telephone System Equipment** – Operate and administer a comprehensive reliable communications system infrastructure providing staff with essential voice communications.
- **Purchasing Assistance** – Assist departments with the purchase of technology for individual or special departmental use.
- **Collaboration** – Pursue collaborative initiatives that reduce administrative cost or improve service delivery efficiency.
- **Technical Advice** – Provide technical advice to staff as may be encountered in their assignments.

2019 Accomplishments

- Completed replacement of the City's High Availability Network Firewalls
- Upgraded two network file servers to current Microsoft platforms for provision of all file services for City Departments.
- Upgraded Microsoft SQL database software to current supported version.
- De-commission Police Department legacy New World Servers which have been unsupported since the move to new software from TAC Computers. The legacy servers no longer meet LEADS/CJIS security requirements
- Replaced obsolete Storage Network Appliance with faster, higher capacity unit.
- Help Desk Support (1,400+ requests completed; 600+ supporting Police and Fire).
- Desktop Computer Workstation replacements (44).
- Additional Computer Workstations added/deployed (3).
- Replaced Building/Housing Inspector desktop computers with rugged tablet computers and desktop docking station for implementation of field inspection system
- Implemented management of an Email archive system.
- Completed deployment of new wireless networking equipment, expanding service to two additional city facilities and implemented full wireless network access coverage for Shaker Heights City Hall.
- Managed program of software maintenance, coordinated renewals for backup software, virtualization software, imaging software, office productivity software and design software.
- Developed bid documents for replacement telephone system and for development of a Technology Business Continuity/DR plan.
- Completed annual software upgrade of the security video system for City Hall. Assisted Police personnel with additional networking to accommodate growth of surveillance video for Around-the-world playground and South Muni-Lot.
- Solicited proposals and assisted HR with the purchase of Cybersecurity Awareness training service.
- System Hardware Additions and Updates.
 - Implemented networking of new panic alarm system for Building Maintenance.
 - Deployed multi-monitor setups for twelve additional locations, re-purposing aging equipment to benefit department users.
 - Install Desktop Scanners for Police TAC system processing.
 - Replaced three obsolete network printers.

- Software Upgrade
 - Backup Exec Software upgrade.
 - Appasure Data Replication Software upgraded.
 - Edgewave iPrism Software upgraded.
 - Trend Micro Worry Free Business Security Software upgraded.
 - Barracuda Anti-Spam System Software upgraded.
 - Continued Microsoft Office upgrades (2010 to 2016).
 - Windows 7 operating systems upgraded to Windows 10.
- Maintained and managed security systems, including network firewall, anti-spam system, anti-virus system, internet content filter, VPN and intrusion protections systems.
- Maintained Software Patching program for security updates and bug fixed to MS Windows, Internet Explorer, Windows Server, SQL, Exchange, Java and Adobe Flash.
- Managed Digital Copier Lease and Maintenance Contract.
- 120 Hours Technical Staff Training.
 - Installing and Configuring Windows 10 (37.5 Hrs.).
 - Installation, Storage and Compute with Windows Server 2016 (37.5 Hrs.).
 - VMware vSphere: What's New V5.5 to V6.7 (22.5 Hrs.).
 - MUNIS Technical Training – 2018 User Conference (22.5 Hrs.).
- Collaboration and Technical Advice provided in the areas of:
 - Police Ohio LEADS Technical Security Audit and related revisions.
 - PCI Compliance and credit card processor evaluation.
 - Linear Digital Image Management System Upgrades – PD.
 - Mobile Forensic System Upgrades – PD
- Configured expanded use of remote email access for fifteen additional users.
- Managed program of telecommunications equipment maintenance and telecommunications services including for telephone system administration, invoice processing and service condition.



2017 – 2020 Budget

	<u>ACTUAL 2017</u>	<u>ACTUAL 2018</u>	<u>BUDGET 2019</u>	<u>BUDGET 2020</u>
INFORMATION TECHNOLOGY				

101 GENERAL FUND				

INFORMATION TECHNOLOGY				

COMPENSATION	426,240	441,610	448,750	453,321
TRAVEL & EDUCATION	7,801	10,627	8,100	8,100
CONTRACTUAL SVCS	108,932	119,430	124,951	124,951
MATERIALS & SUPPLIES	4,772	2,898	3,546	3,546
CAPITAL OUTLAY	<u>4,000</u>	<u>3,957</u>	<u>4,000</u>	<u>4,000</u>
TOTAL INFORMATION TECHNOLOGY	<u>551,746</u>	<u>578,523</u>	<u>589,347</u>	<u>593,918</u>
TOTAL GENERAL FUND	<u>551,746</u>	<u>578,523</u>	<u>589,347</u>	<u>593,918</u>

2020 Budget Highlights

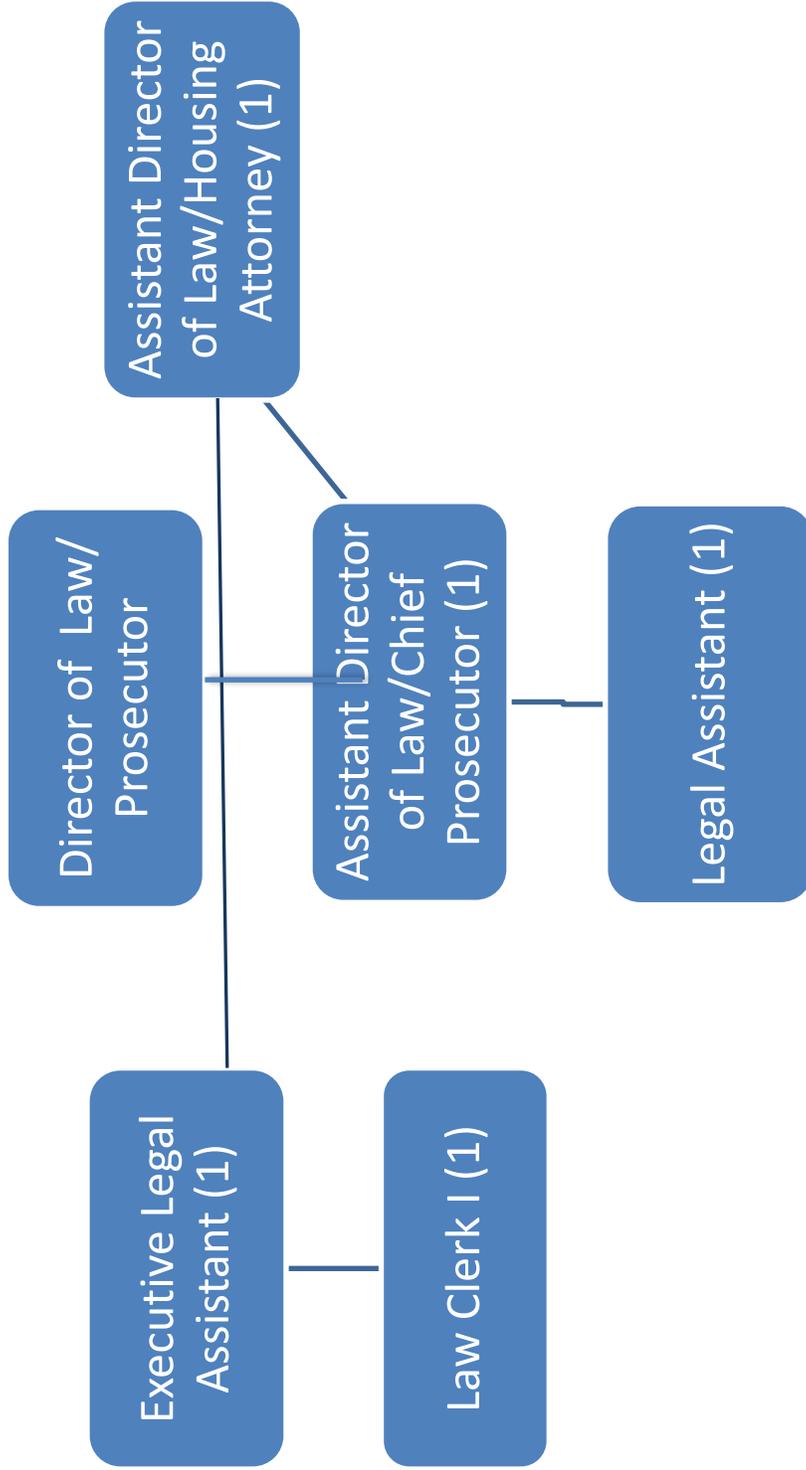
- Overall General Fund budget increase of 0.8%.
- Continue System enhancements including full deployment of Executime Software and Munis System Employee Self-Service Portal, including networking of new digital time clocks (with Finance Department).
- Complete implementation of replacement telecommunications system.
- Upgrade the City's data storage networking environment configuration to provide for greater resiliency and availability.
- Replace Utility Server for computer management and help desk services.
- De-commission legacy internal firewall, leveraging improved network capability of network schema update from 2019.
- Integrate Citizen Serve cloud service with City Active Directory to enable employee single sign on.
- Complete implementation of new Door Access Control Server for Building Maintenance project for the Police/Court Building.
- Complete deployment of new telecommunications system.
- Complete Annual workstation replacement program
- Replace Datacenter uninterruptable power supply units.
- Coordinate technical aspects of newly acquired Cybersecurity Awareness training service.

2020 Capital Budget

Software – Replacement and Upgrade Assurance	\$ 38,000
Computer Workstation Replacements	\$ 30,000
Software – Virtualization Software Maintenance	\$ 16,000
Hardware – Server Replacement Utility Service	\$ 20,000
Hardware – Server Replacement Domain Controller	\$ 10,000
UPS Replacement	\$ 12,000
Software – Email Software Upgrade	\$ 12,000
Total Information Technology Capital	<u><u>\$138,000</u></u>

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**CITY OF SHAKER HEIGHTS
LAW DEPARTMENT**



LAW DEPARTMENT

	2017 Actual	2018 Actual	2019 Budget	2020 Budget	% Chg
General Fund	665,492	707,978	746,160	776,472	4.1%
Other Funds	12,344	15,736	24,208	24,806	2.5%
All Funds	\$ 677,836	\$ 723,714	\$ 770,368	\$ 801,278	4.0%

Department Description

The Law Department provides legal services to the City, including legal counsel to the Mayor, CAO, City Council, City departments, boards, agencies, and commissions, the Shaker Heights Development Corporation, and the Shaker Heights Municipal Court

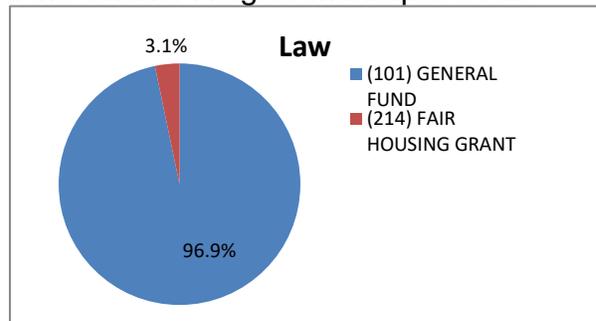
Funding Sources

General Fund

The General Fund supports all function of the Law Department

Special Revenue Fund

- Fair Housing Fund



Functions:

- Provide legal advice to all departments.
- Prepare ordinances and resolutions, including new codified ordinances and amendments.
- Review bid specifications and requests for proposals (RFPs).
- Prepare and review contracts, leases, licenses, easements and other legal documents.
- Handle real estate transactions, including acquisitions, transfers, and tax issues.
- Handle criminal matters, including: prosecutions, traffic violations, investigations, felony charges, misdemeanor complaints, pre-trials, trials, temporary protection orders, sentencing and probation hearings, motor vehicle accident rulings, arrest warrants and subpoenas, and search warrants.
- Advise Police Department in criminal, administrative and personnel matters, and provide training.
- Handle enforcement of the Housing, Building, Zoning, Fire, Health and Animal Codes.
- Provide legal counsel and coordination in animal control matters with Police and Public Works, including providing assistance in animal-related code enforcement and administrative proceedings.
- Provide counsel on personnel matters for all departments, including workers' compensation matters, grievances and unfair labor practice (ULP) claims, and to the Civil Service Commission.
- Defend the City in civil lawsuits and administrative and criminal appeals, and manage outside counsel hired to handle particular cases.
- Bring civil actions to enforce codes and collect debts owed to the City.
- Provide legal advice on claims against the City.

- Provide public records response coordination and training, and serve on the City's Records Commission.
- Respond to requests for technical assistance involving the Americans with Disabilities Act (ADA).
- Conduct the City's Fair Housing Program, including complaint investigation and enforcement, and provide staff for the Fair Housing Review Board.
- Act as secretary to the Board of Appeals, and handle appeals from orders or actions of City officials, including Housing, Fire, Public Works (grass and tree nuisances, sidewalk citations), and Criminal Activity Nuisances.
- Coordinate the City's natural gas aggregation program, act as liaison for the electric aggregation program with the Northeast Ohio Public Energy Council (NOPEC), and provide advice and negotiations for utility service accounts and contracts for City facilities.
- Handle matters involving the City's right-of-way, including issues involving the electric, gas, and telephone utilities serving the City.
- Provide legal counsel to all City's Boards, Commissions, and Council Committees.
- Provide legal counsel to the Shaker Heights Municipal Court, Shaker Heights Development Corporation (SHDC), Heights Hillcrest Technical Rescue Team (HHTRT), and the Heights-Hillcrest Communications Center (HHCC).

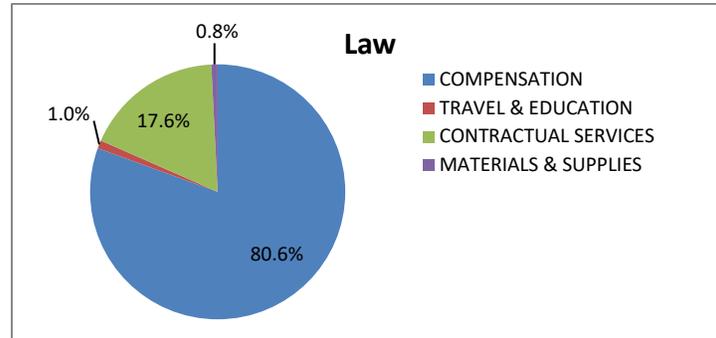
2019 Accomplishments

- **Prosecution of Traffic and Criminal Cases:** Includes the preparation and filing of thousands of misdemeanor and traffic cases, and about 52 felonies, as well as the issuance of subpoenas, review of traffic reports, and the handling of about two thousand pre-trials and dozens of trials.
- **Training:** The Chief Prosecutor provides extensive training for new police officers on issues such as searches and seizures, domestic violence, testifying in court, and report writing. He also trains new members of the Shaker Heights Citizen Police Academy. Each year, the Chief Prosecutor provides training for all officers on bias based policing, racial profiling, quality of life issues, the changes to the Ohio Operating a Motor Vehicle Under the Influence law, obstruction of official business, reasonable suspicion in driving under suspension cases, search and seizure, and how to be a good police witness.
- **Police:** Provide comprehensive reviews of police vehicle pursuits, conducts internal affairs investigations reviews, and provides advice on general orders.
- **Joint Dispatch:** Serve as Law Director for the Heights Hillcrest Communications Center (HHCC). Organize bi-monthly Board meetings, prepare agendas, minutes, and resolutions, and provide legal advice for the operation of the new emergency dispatch center for five cities.
- **Enforcement of Housing, Building, Fire, Health, Zoning Codes:** The Assistant Director of Law/Housing works closely with the department inspectors and managers to determine appropriate actions to achieve code compliance. This includes preparing warrants, scheduling and holding pre-prosecution hearings, preparing and filing criminal prosecutions, handling pre-trials, discovery, trials, and sentencing and probation hearings. There were 92 cases referred for enforcement which resulted in either prosecution or pre-prosecution hearings: 68 housing code

violations; 14 failure to obtain rental license (with an additional 75 cases expected in November); 3 building code violations; 4 fire code violations; and 1 zoning code violation.

- **Fair Housing Program:** Receive and investigate complaints, and prepare charges, conciliation agreements and other documents. There were 2 complaint cases closed and three new complaints filed in 2019. Handled 8 inquiries regarding potential fair housing discrimination complaints and provided resources and/or referrals. Schedule and handle quarterly meetings of the Fair Housing Review Board. Organize and present trainings. Handle receipt and reporting on HUD grant funds. A grant of \$14,200 was received for 2018-2019, and a grant of \$18,900 was awarded for 2019-2020. In 2019, an ad was placed in Shaker Life, we presented a resolution to City Council celebrating Fair Housing Month, a tenant workshop was presented, and the City's Fair Housing Ordinance was updated by Council.
- **ADA:** Assist Public Works regarding ADA complaints regarding parking, curb ramps, and physical access to City-owned facilities. Provide advice and counsel to Recreation regarding requests for accommodations for school age care and camps. In 2019, coordinated the City's response to a request by a business for handicap parking in an on-street parking area, and a citizen complaint regarding lack of accessibility at a City building. Handled 7 inquiries from residents/staff regarding ADA issues.
- **Legislation:**
 - Prepared 93 ordinances and resolutions for presentation to Council.
 - Prepared 9 amendments to the Codified Ordinances adopted by City Council regarding: hockey and rink fees, rezoning of Shaker Heights Country Club property, non-discrimination in public accommodations and employment, an updated Fair Housing ordinance, police dogs, day care homes, public meeting notices, and new sections regarding hot works and contractor registration.
- **Contracts:** Prepared and/or reviewed over 218 contracts.
- **Utilities:** Gas Aggregation: Worked with supplier to enter into a new contract for the City's natural gas aggregation program. Sought bids and entered into new contracts for all City electric accounts, including street lights, all with 100% Green-e certified power.
- **Property Taxes:** Reviewed 52 tax bills for City-owned properties for first half of 2018; second half of 2018 tax bills will be reviewed in December. We filed two Board of revision cases regarding the valuation of City-owned properties, and submitted 6 applications for tax exemption of City-owned property to the State Department of Taxation.
- **Property Acquisitions and Transfers:**
 - Assisted in the acquisition of 19 properties, and transfer of 2 properties, as well as a purchase agreement for additional City land to be sold to a developer.
 - Prepared 33 land bank affidavits to advise the County of the City's interest in properties where tax foreclosures to be filed.

- **Utility Relocations:** Assisted with successful efforts to gain approval from the electric and telephone utilities to move utilities for City projects in the right-of-way at the utility’s cost.
- **Board of Appeals:** Handled 28 appeals, with appeals heard at 9 meetings.
- **Litigation:** Handled in-house – 7 lawsuits against the City and Shaker Municipal Court. Provided oversight for outside counsel – 3 lawsuits.
- **Liquor Permits:** Filed two objections to liquor permits with the State.
- **Resident Inquiries:** Handled 119 general inquiries from residents, 5 concerning the electric aggregation program, and 5 concerning the gas program.
- **Public Records:** Handled or coordinated 65 public records requests, and the response to 5 subpoenas.
- **Meetings:** Attended meetings of the Civil Service Commission, monthly Planning Commission/Board of Zoning Appeals, Council, City Records Commission, Board of Appeals, Shaker Heights Development Corporation, HHCC, Fair Housing Review Board, and various Council Committees.
- **Filming in Shaker:** Coordinated departmental approval for 5 film projects.
- **Indigent Cremations:** Coordinated cremations for 4 indigent persons.
- **Trademarks:** Handled the trademark registration of the City’s new logo, and registration of trade names for SHDC’s Winteractive, Shaker it Up and Arts Van Aken activities, as well as the City’s Shop Shaker, Pop up Shaker, and Shaker Makers projects.



2017 - 2020 Budget

	<u>ACTUAL 2017</u>	<u>ACTUAL 2018</u>	<u>BUDGET 2019</u>	<u>BUDGET 2020</u>
LAW DEPARTMENT				

101 GENERAL FUND				

LEGAL ADMINISTRATION				

COMPENSATION	585,328	601,240	606,635	634,447
TRAVEL & EDUCATION	1,200	200	800	800
CONTRACTUAL SVCS	56,889	84,100	132,650	135,150
MATERIALS & SUPPLIES	22,075	22,438	6,075	6,075

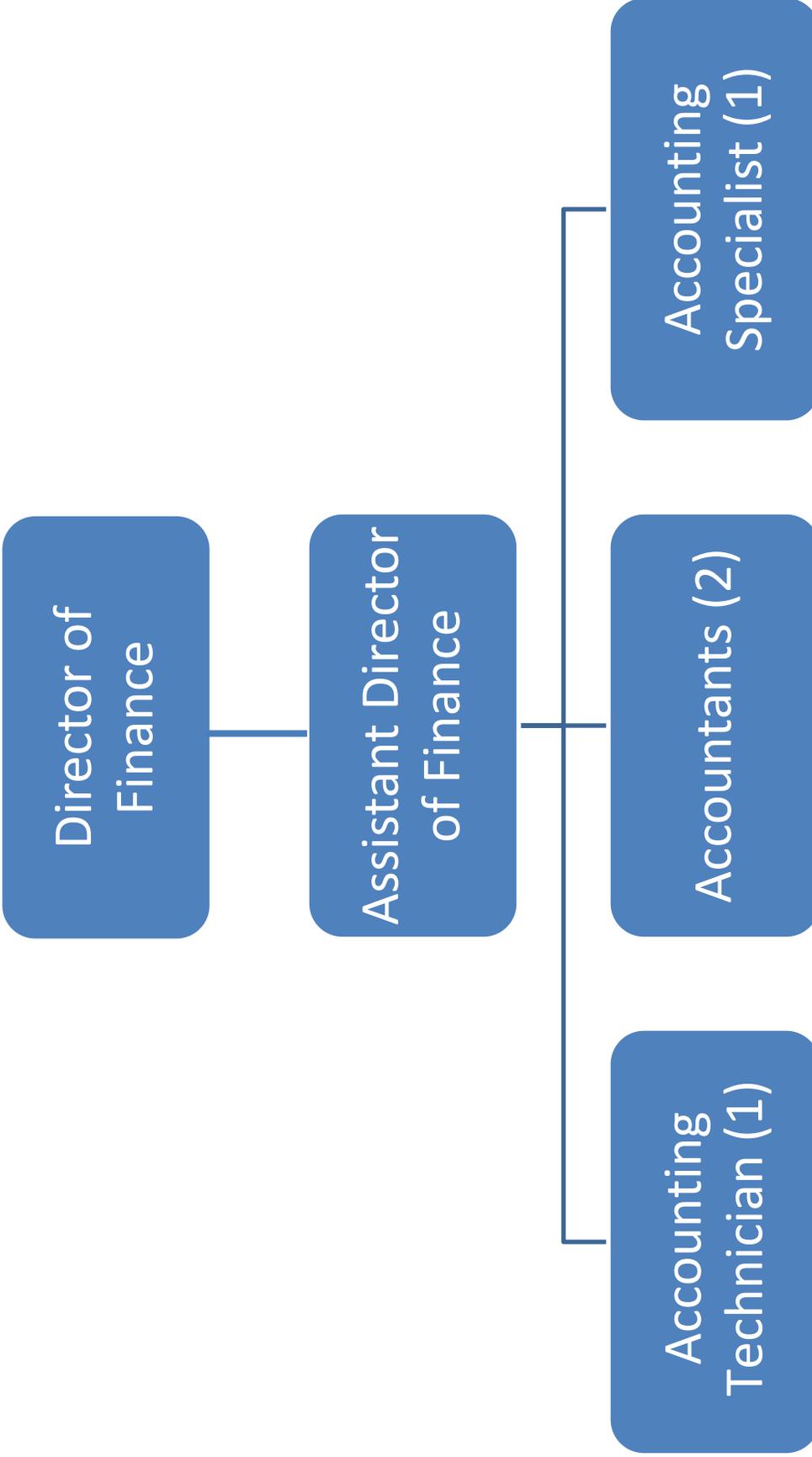
LAW DEPARTMENT	ACTUAL 2017	ACTUAL 2018	BUDGET 2019	BUDGET 2020
TOTAL LEGAL ADMINISTRATION	665,492	707,978	746,160	776,472
TOTAL GENERAL FUND	665,492	707,978	746,160	776,472
214 FAIR HOUSING GRANT				

FAIR HOUSING				

COMPENSATION	10,149	10,461	10,604	11,006
TRAVEL & EDUCATION	400	2,385	7,500	7,500
CONTRACTUAL SVCS	1,795	2,890	6,000	6,000
MATERIALS & SUPPLIES	0	0	104	300
TOTAL FAIR HOUSING	12,344	15,736	24,208	24,806
TOTAL FAIR HOUSING GRANT	12,344	15,736	24,208	24,806
TOTAL LAW DEPARTMENT	677,836	723,715	770,368	801,278

2020 Budget Highlights

- Overall General Fund increase of 4.1%.
- \$5,000 increase for outside counsel for HR and labor matters, to reflect continued labor negotiations and other pending and potential matters.
- \$5,000 increase in budget for publication of the City's ordinances and other publisher services.
- \$2,000 budget decrease for online and paper research materials for City's attorneys.
- Ongoing support for new Economic Development Director and various efforts of the City and SHDC.



FINANCE DEPARTMENT

	2017 Actual	2018 Actual	2019 Budget	2020 Budget	% Chg
General Fund	797,826	831,429	815,903	896,483	9.9%
Other Fund	1,398	2,740	5,000	5,000	0.0%
All Funds	\$ 799,224	\$ 834,169	\$ 820,903	\$ 901,483	9.8%

Department Description

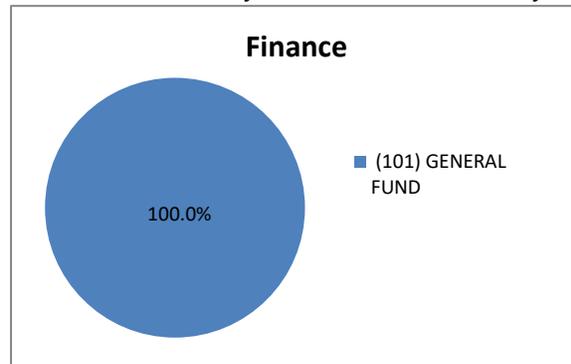
The Finance Department is responsible for the financial affairs of the City, handling the accounting, budgeting, purchasing, taxation, debt and treasury functions of the City.

Funding Sources

General Fund

The General Fund supports all operations of the Finance Department.

The other functions are budgeted in the CCSE General Fund and Debt Service Fund budgets.



Functions

- **Financial Services** - Process departmental purchase orders for procurement of goods and service and complete payment of invoices. Deposit daily cash receipts from departments within 24 hours of receipt. Process City payroll and manage ongoing maintenance of payroll records. Evaluate and maintain banking and cash management services on behalf of City. Manage credit card program for City departments.
- **Accounting and Analysis** – Reconcile City bank accounts. Shaker Heights Development Corporation, Heights-Hillcrest Technical Rescue Team (HHTRT) and payroll processor for Family Connections. Maintain Certificate of Resources and submit Ohio Revised Code required budget reports to County Fiscal Office. Ongoing analysis of departmental and operating fund budgets. Continual monitoring of major revenues and fund resources.
- **Procurement** – Coordinate formal bidding and request for proposals to final approval and requisition. Disposition of used City equipment through online sale.
- **Financial Reporting** – Quarterly budget review and communication of results to Finance Committee. Develop financial projections. Implement Government Accounting Standards Board provisions as required.
- **Annual Budget Preparation Activities** – Tax Budget Information, Annual Operating Budget, Capital Budget and Capital Plan.
- **Investments and Cash Management** – Develop and update cash flow analysis. Invest idle City funds within the confines of City investment policy.
- **Munis Financial Information System** – Operate and maintain financial system on behalf of City departments.

- **Assessments** – Work with various City departments to process real estate property assessments for sidewalks, street lighting, tree maintenance and nuisance abatement.
- **Debt Management** – Make semi-annual debt service payments. Prepare and file Annual Information Statement with the Municipal Securities Rulemaking Board. Coordinate issuance of notes, bonds, and the leasing of equipment. Evaluate operating impact of long-term financings.
- **Annual Audit** – Generally Accepted Accounting Principles (GAAP) conversion of cash financial data for annual audit. Prepare and review financial statements. Complete Comprehensive Annual Financial Report (CAFR) and Single Audit Report with State Auditor and the Data Collection Form to the Federal Audit Clearinghouse.
- **Escrow** – Process and track all Point of Sale escrow payments on behalf of the Housing/Building Department. Formerly performed by Huntington Bank.

2019 Accomplishments

MUNIS /open/close/training

- MUNIS, the City's financial and accounting system, opened January 2, 2019 and 2018 officially closed on February 11th.
- MUNIS webinars were conducted on MUNIS data cubes in February to allow users to use Excel to view and manipulate data in a dimensional style.
- Individualized webinars were conducted for Finance to help with various payroll topics.
- The city utilized an Investment Assessment on their Payroll/HR systems in August and had 2 days of training and information gathering with HR/Finance and Payroll staff from the departments. We have a list of items that we can improve upon.
- Three staff from the city attended the MUNIS conference in Dallas, TX in April.
- Finance provided the Economic Development (ED) Department training on MUNIS requisitions and invoicing. Work flow was updated from the CAO's office to the ED department.

City Audit

- The City received the Certificate of Excellence in Financial Reporting for the 2017 Comprehensive Annual Financial Report (CAFR).
- Basic statements were filed with the Hinkle system on time by May 30th. The City received an unmodified opinion and no management comments on the annual audit for the year ended 2018. In addition, the city submitted the Comprehensive Annual Financial Report (CAFR) by June 30th with the Government Finance Officers Association (GFOA) to participate in the Certificate of Achievement for Excellence in Financial Reporting Program. Also, the Single Audit report was submitted to the Federal Clearinghouse on time.
- The Transfer Station agreed upon procedures were also completed by June 30th.
- An exit conference of the Audit was conducted with the Finance and Administration Committee in August by Rea and Associates.
- Specialized Pension Audit completed by the Auditor of State with no findings.

- The City also received the Ohio Auditor of State Award with Distinction for Excellence in Financial Reporting related to the Comprehensive Annual Financial Report and compliance with applicable laws for the fiscal year ended 2018. This exemplary reporting serves as the standard for clean, accountable government, representing the highest level of service to Ohioans.

Timekeeping, Employee Self Service and Scheduling System

- The city received approval in the 2019 budget for the Executime, Employee Self Service and Scheduling system. Contract was executed and leadership implementation team selected. Timeclocks have been delivered, installer for network wiring has been selected and software has been loaded.

Petty cash audit

- Finance completed the petty cash audits without significant findings.

Direct Deposits and emailing payroll advices

- Finance worked with HR to get all employees on direct deposit and emailing payroll advices.
- As of 10/18/19 payroll date, we have 16 paper direct deposits and 10 checks still outstanding.

Tax Incentive Review Committee (TIRC) and Tax Increment Financing (TIF) for Shaker Plaza

- Finance and Planning presented at the TIRC meeting on July 23rd. Also in attendance from the city were Councilman Earl Williams, Citizen Members – Patricia Barz and Neil Dick. All tax incentive programs were in compliance and a continuance was granted for all. The results were presented to Finance and Administration Committee on August 19th including city council approval on August 26th.

Purchasing Manual updates

- Finance Department hired a consultant to review the City's purchasing policies. We have a draft manual but since we still have an opening for the Finance Director, we have delayed completing it until 2020.

Debt transactions and activity

- Lease purchase agreement with U.S. Bancorp Government Leasing and Finance Inc. for the New Pumper truck for the Fire Department.
- \$1.6 million of Street notes were rolled in June and will mature in 2020. Each year \$200,000 of principal payment is rolled over.
- The city was approached to do a Taxable Advance Refunding of our 2012 Series Bonds, after meeting with Finance and Administration Committee it was discussed that we would have Squires prepare an ordinance in 2019 that will allow the city to engage in a refunding in the current year or next year if the timing is right based on the savings formulas proposed by our consultant.

Budget realignments

- Finance worked with the Recreation Department to update their organization code structure. Fund 0101 the general fund will include expenditures that are not revenue producing and fund 0105 the Recreation fund will include expenditures that will need to be partially subsidized by the general fund. The organization and object codes that were updated with each fund were updated in 2019 with history moved accordingly. The new fund structure will begin for the 2020 budget year.

- In 2019, we moved the risk and property management from the Self Insurance Fund to the general fund Contractual Charges and Statutory Expenses (CCSE).

Banking RFP

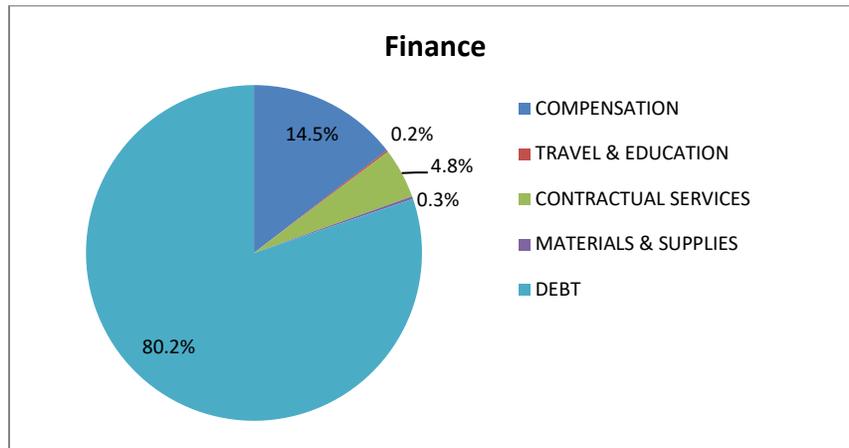
- Finance hired PFM to complete a banking RFP which is currently in draft form. We will delay the process until we get a new Finance Director so he/she select the City’s bank for the next 5 years. We received a one year extension with Huntington by City Council to continue our relationship with Huntington for one more year.

Shaker Heights Development Corporation (SHDC)

- Finance worked with SHDC to review their GAAP conversion, review their 990 tax form, provide documents for their biennial audit, enter their budget, approve their requisitions, and pay their invoices and payroll.

Annual Information Filing for Fiscal Year 2018

- Finance has filed the Annual Information Filing for Fiscal Year 2018 by the deadline.



2017 - 2020 Budget

FINANCE DEPARTMENT	ACTUAL 2017	ACTUAL 2018	BUDGET 2019	BUDGET 2020
----- 101 GENERAL FUND ----- FINANCE ADMINISTRATION -----				
COMPENSATION	639,402	662,367	589,208	704,419
TRAVEL & EDUCATION	3,980	4,162	8,330	8,330
CONTRACTUAL SVCS	143,799	155,674	205,675	171,044
MATERIALS & SUPPLIES	10,645	9,226	12,690	12,690
TOTAL FINANCE ADMINISTRATION	797,826	831,429	815,903	896,483

	<u>ACTUAL 2017</u>	<u>ACTUAL 2018</u>	<u>BUDGET 2019</u>	<u>BUDGET 2020</u>
FINANCE DEPARTMENT				
TOTAL GENERAL FUND	<u>797,826</u>	<u>831,429</u>	<u>815,903</u>	<u>896,483</u>
604 CENTRAL SERVICES OPERATION				

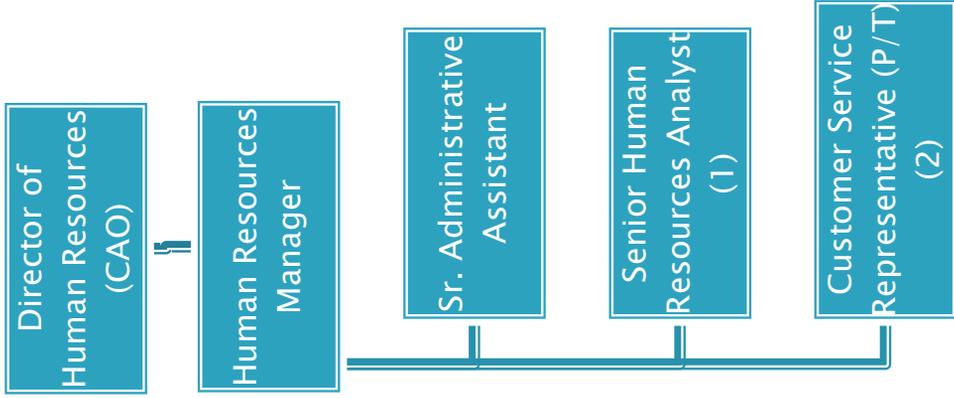
FINANCE ADMINISTRATION				

CONTRACTUAL SVCS	<u>1,398</u>	<u>2,740</u>	<u>5,000</u>	<u>5,000</u>
TOTAL FINANCE ADMINISTRATION	<u>1,398</u>	<u>2,740</u>	<u>5,000</u>	<u>5,000</u>
TOTAL CENTRAL SERVICES OPERATION	<u>1,398</u>	<u>2,740</u>	<u>5,000</u>	<u>5,000</u>
TOTAL FINANCE DEPARTMENT	<u>799,224</u>	<u>834,169</u>	<u>820,903</u>	<u>901,483</u>
GRAND TOTAL	<u>799,224</u>	<u>834,169</u>	<u>820,903</u>	<u>901,483</u>

2020 Budget Highlights

- Overall General Fund budget increase of 9.9%.
- New purchasing manual completed.
- Hire new full time Finance Director.
- Rollover street notes
- Complete Executime, Employee Self Service and Scheduling implementation.
- Implement proposed new sewer rates and structure.
- Banking RPF and selection of bank for the next 5 years.
- Select topics for 5 training days for MUNIS training
- Determine restructuring of the Finance Department due to vacancy.
- Mandate all employees on direct deposit and emailing payroll advices.
- Plan for possible refunding of the 2012 Series Bonds.
- Determine the timing of the next MUNIS upgrade.
- Investigate using the HR module with the advantage of having the Employee Self Service module.
- Investigate other enhancements for MUNIS.

**CITY OF SHAKER HEIGHTS
HUMAN RESOURCES DEPARTMENT**



HUMAN RESOURCES DEPARTMENT

	2017 Actual	2018 Actual	2019 Budget	2020 Budget	% Chg
General Fund	396,246	399,013	493,726	526,707	6.7%
Other Funds	5,637,009	5,933,217	6,038,313	6,064,196	0.4%
All Funds	\$ 6,033,255	\$ 6,332,230	\$ 6,532,039	\$ 6,590,903	0.9%

Department Description

The Human Resources Department supports the goals and objectives of the City through effectively and equitably administering personnel policies, ordinances, federal and state laws, while at the same time understanding, explaining, and representing the needs of employees. Staff handle all risk management for the City (workers' compensation, unemployment compensation; employee health and life insurance, and general liability insurance)

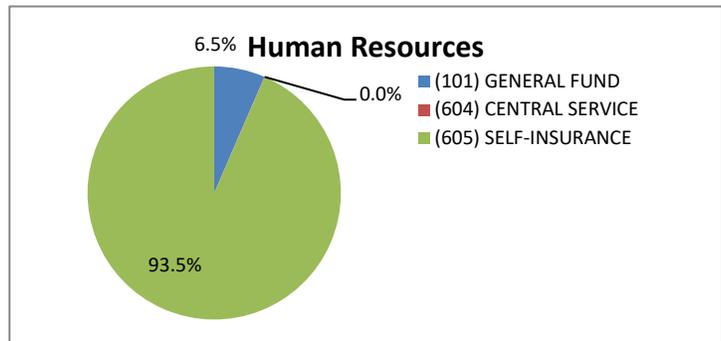
Funding Sources

General Fund

The General Fund supports all operations of the Human Resources Department

Internal Service Funds

- **Inactive Employee Benefits**
- **Self Insurance**



Functions

- **Recruitment and Selection** – Coordinate recruitment and selection procedures with hiring departments for all positions to be filled. Coordinate applicant background investigations, e.g., employer references, pre-employment drug and nicotine testing, criminal background checks, driving records, etc.
- **Classification and Compensation** – Review and update classification and pay plan for full-time employees, as well as necessary housekeeping changes due to elimination or adoption of classifications. Maintain accurate, up-to-date job descriptions for all classifications within the City.
- **Employee Relations/Labor Relations** – Maintain and update non-bargaining *Employment Policies & Guidelines Manual*, as needed. Conduct employee orientations for all new regular full-time (RFT) and regular part-time (RPT) employees. Coordinate a responsive and effective employee assistance program. Provide program to recognize outstanding contributions made by employees.
- **Benefits Administration** – Conduct open enrollment period for employee health insurance. Administer employee wellness program. Manage self-insured employee health care program for Preferred Provider Organization (PPO), medical, and dental plans, coordinating with consultants and third party administrator. Coordinate administration of all other employee insurances: Health Maintenance Organization (HMO), vision, life, accidental death and dismemberment (AD&D), short term disability (STD), long term disability (LTD) and

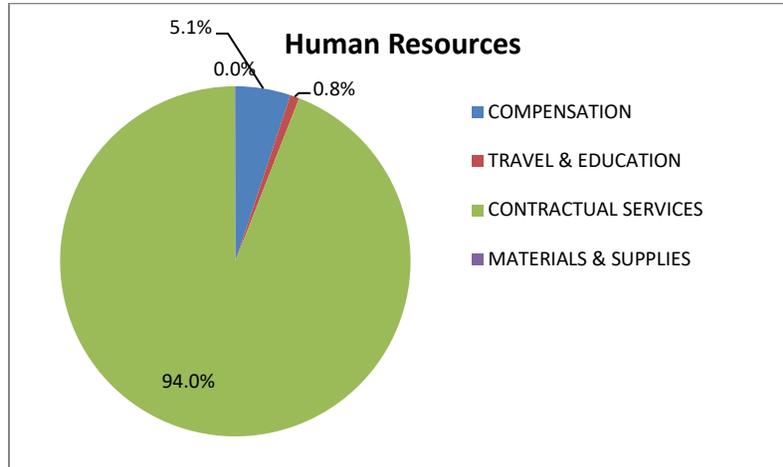
Flexible Spending Accounts. Administer Family and Medical Leave Act policy City-wide.

- **Training and Performance Evaluation** - Provide periodic general and supervisory and management training City-wide. Review opportunities for leadership development, mentoring and succession planning within the City workforce. Administer performance appraisal system.
- **Risk Management** – Coordinate efforts with outside legal counsel in regard to pending lawsuits on various Workers' Compensation claims. Administer self-insured Workers' Compensation program. Coordinate random, post-accident, and reasonable suspicion drug and alcohol testing. Administer all lines of City insurance (liability, property, etc.).
- **Civil Service** - Research and implement fair and valid assessment procedures for entry-level and promotional candidates. Manage Police and Fire promotional processes and hiring processes.

2019 Accomplishments

- Due to the reduction in large healthcare claims, a favorable stop loss insurance renewal, increased prescription rebates and the impact of our Wellness Program, the City's healthcare consultant recommended no increase to premium equivalent rates for medical and dental insurance for 2020. For Open Enrollment conducted in 2019 for 2020, employee elections utilized the intranet on the City's website.
- Managed the classification and compensation study that addressed the changes in the City operations and staffing in the past 14 years. Includes updating all job descriptions and compensation plan for all regular full and part-time employees. Developed an employee benefit perception survey. 91% of the regular full-time and part-time employees participated.
- Participated as a member of the negotiation team for five bargaining units. As of October 15, settled three-year contracts with Teamsters Local 507 and International Association of Fire Fighters, AFL-CIO, Local 516. Negotiations continue with both OPBA bargaining groups and IAM, Local 1363.
- Promoted one Lieutenant and two Sergeants from the 2018 police promotional eligibility lists.
- Three Firefighter/Paramedics were hired off the 2017 entry-level eligibility list. Two additional conditional offers of employment with future start dates were extended from the same list.
- Facilitated and administered Police entry-level examination process.
- Managed recruitment, interview and hiring process for all full-time, regular part-time and seasonal positions. Hired employees through October (16-full-time; 11-regular part-time).
- Facilitated annual employee Winterfest luncheon and Employee Recognition program.
- Implemented the revised Wellness program, which eliminated quarterly raffles and made the physical and Health Assessment a requirement before receiving payments for a Wellness item. The payment for a preventive dental exam was added. Through October, provided \$20,099 in Wellness Program payments to employees.
- Facilitated the quarterly New Employee Welcome Receptions where directors introduce their new hires to City employees. Continued and improved the monthly employee lunch and learn program. Implemented a new photo ID badge system for employees.

- Administered C.R.A.S.E. (Civilian Response to Active Shooter Events) training for non-bargaining full-time and regular part-time employees.
- Worked with the Risk Management Task Force to review the City's property appraisal, self-insured worker's compensation and healthcare programs and cyber security.



2017 - 2020 Budget

HUMAN RESOURCES/RISK MANAGEMENT

101 GENERAL FUND

HUMAN RESOURCES ADMINISTRATION

	<u>ACTUAL 2017</u>	<u>ACTUAL 2018</u>	<u>BUDGET 2019</u>	<u>BUDGET 2020</u>
COMPENSATION	263,887	224,558	253,437	260,983
TRAVEL & EDUCATION	19,587	12,363	48,559	54,211
CONTRACTUAL SVCS	58,246	88,348	90,363	102,942
MATERIALS & SUPPLIES	<u>1,777</u>	<u>1,692</u>	<u>2,977</u>	<u>2,977</u>

TOTAL HUMAN RESOURCES ADMINISTRATION	<u>343,497</u>	<u>326,961</u>	<u>395,336</u>	<u>421,113</u>
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CIVIL SERVICE

COMPENSATION	22,250	22,979	23,334	24,187
TRAVEL & EDUCATION	1,060	0	0	0
CONTRACTUAL SVCS	28,521	48,154	74,137	80,197
MATERIALS & SUPPLIES	<u>919</u>	<u>919</u>	<u>919</u>	<u>1,210</u>

TOTAL CIVIL SERVICE	<u>52,749</u>	<u>72,053</u>	<u>98,390</u>	<u>105,594</u>
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TOTAL GENERAL FUND	<u><u>396,246</u></u>	<u><u>399,013</u></u>	<u><u>493,726</u></u>	<u><u>526,707</u></u>
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HUMAN RESOURCES/RISK MANAGEMENT	ACTUAL 2017	ACTUAL 2018	BUDGET 2019	BUDGET 2020
604 CENTRAL SERVICES OPERATION				

INACTIVE EMPLOYEE BENEFITS				

COMPENSATION	2,433	2,433	2,500	2,500
TOTAL INACTIVE EMPLOYEE BENEFITS	2,433	2,433	2,500	2,500
TOTAL CENTRAL SERVICES OPERATION	2,433	2,433	2,500	2,500
605 SELF-INSURANCE RESERVE				

RISK MANAGEMENT				

COMPENSATION	83,457	86,424	64,506	66,814
TRAVEL & EDUCATION	22	0	453	588
CONTRACTUAL SVCS	5,509,218	5,739,376	5,970,854	5,994,294
MATERIALS & SUPPLIES	866	874	0	0
MISCELLANEOUS	41,013	104,110	0	0
TOTAL RISK MANAGEMENT	5,634,576	5,930,784	6,035,813	6,061,696
TOTAL SELF-INSURANCE RESERVE	5,634,576	5,930,784	6,035,813	6,061,696
TOTAL HUMAN RESOURCES/RISK MANAGEMENT	6,033,255	6,332,230	6,532,039	6,590,903
GRAND TOTAL	6,033,255	6,332,230	6,532,039	6,590,903

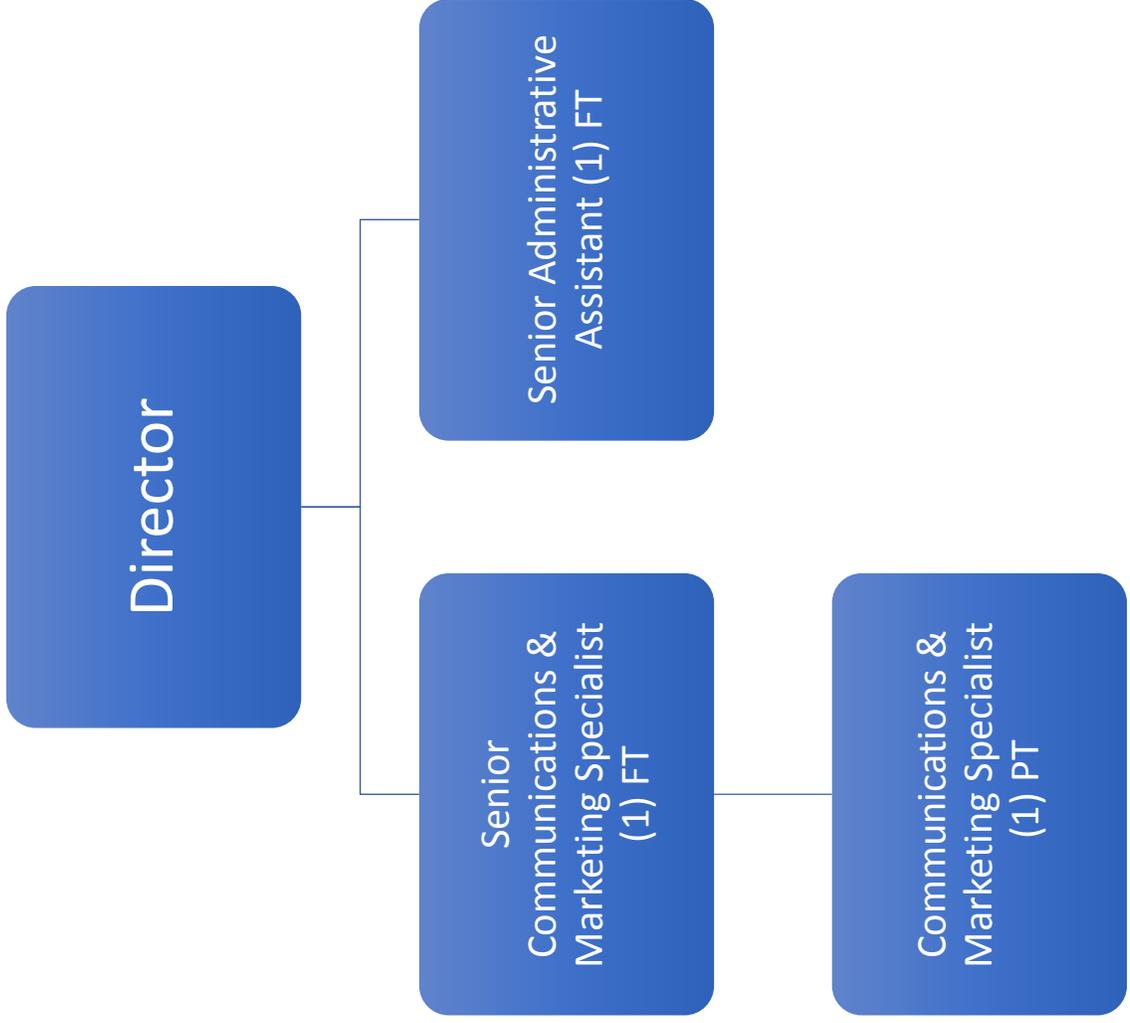
2020

Budget Highlights

- Overall General Fund budget increase of 6.7%.
- Facilitate Police entry-level examination process.
- Facilitate Fire Lieutenant and Battalion Chief promotional process
- Implement a new employee performance evaluation program.
- Utilize the results of the Perception Survey to review/revise employee benefit offerings.
- Administer new compensation plan.
- Serve on Steering Committee for the implementation of ExecuTime.
- Employee health insurance claims budget will remain at last year's rate of \$5.6M based on actuary's recommendation.
- Provide cyber security training to employees to protect the City against the threat of computer viruses and hacking.
- Develop an updated employee training plan.

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City of Shaker Heights Communications & Marketing Department



COMMUNICATIONS AND MARKETING DEPARTMENT

	2017 Actual	2018 Actual	2019 Budget	2020 Budget	% Chg
General Fund	754,374	778,047	818,821	810,815	-1.0%
Other Funds	-	-	-	-	
All Funds	\$ 754,374	\$ 778,047	\$ 818,821	\$ 810,815	-1.0%

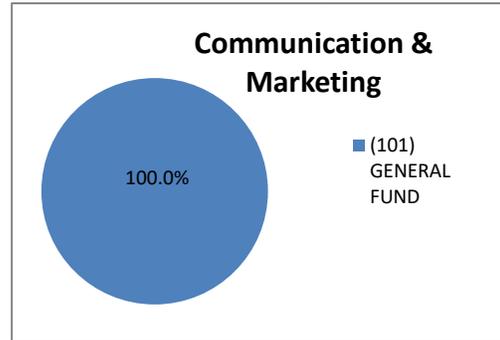
Department Description

The Communications & Marketing Department leads the City’s efforts to attract and retain residents and businesses through its marketing communications. The department develops and implements a marketing plan designed to distinguish Shaker Heights as a desirable destination for relocation by a population committed to its preservation and future.

Funding Sources

General Fund

The General Fund supports all operations of the Communications & Marketing Department. Advertising revenue is received for Shaker Life magazine.



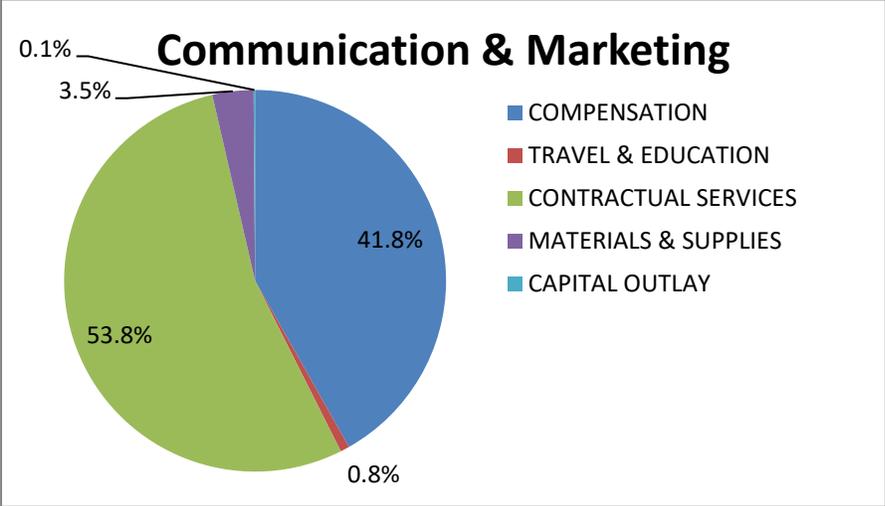
Functions

- Develop and implement marketing campaigns targeted to current and prospective residents and businesses which identify Shaker Heights as a desirable place to live and do business. Promote brand identity focusing on walkable neighborhoods, notable architecture, sense of community, public transportation options, exceptional schools, quality amenities, desirable commercial and retail districts and future growth.
- Establish and maintain multiple communication channels targeted to current and prospective residents and the businesses to provide accurate, up-to-date, and relevant information.
 - City website (shakeronline.com): marketing and communications tool to educate and inform residents, prospective residents, business owners and all other users about the City.
 - Shaker Life Magazine (and companion website shaker.life): marketing and communications tool used to tell unique stories about the City and its residents and further City priorities and goals.
 - ENews: communications tool to provide specific and timely information to residents who opt-in to email lists.
 - Mayor’s Report: monthly video and ENews communications tool targeted to current residents; covers important citywide issues and initiatives.
 - Social Media (Facebook, Twitter, Instagram, YouTube): communications and marketing tool used for frequent engagement with community.
 - Press Releases/Media Alerts: to promote City accomplishments and events to the media to reach local and regional audiences.
- Provide communications/marketing consultation and support to City Departments and the Shaker Heights Development Corporation (SHDC) as staff of the Board. Create marketing/promotion plans for events, create printed and digital assets as needed.

- Seek opportunities and provide content for promotion of staff and projects for awards and distinctions.

2019 Accomplishments

- Launched new website that offers refreshed, modern design, easier navigation and more robust options and tools for information dissemination and resident engagement.
- Rolled out refreshed branding including a modern version of logo, new letterhead and memo templates, new business cards, revised Shaker Life logo.
- Launched and managed first year of major two-year residential Shaker365 Attract and Retain campaign with PR firm shark & minnow. The campaign focuses on the unique daily delights and discoveries encountered in Shaker Heights. The campaign can be seen on billboards and posters throughout Cleveland, on rapid transit cars, in Edible, Shaker Life and Hemispheres magazines, on social media and NPR. Amended original contract to expand campaign to include development of a brand video and 10 small video vignettes to further tell the Shaker story.
- Have seen steady, month-over-month growth in social media followers. As of October, the City’s Facebook page has grown to nearly 14,000 followers.
- Provided marketing services to Arts Van Aken on behalf of the SHDC to promote programming and connect it to the SHDC mission.
- Shaker Life: Expanded freelance photographer and writing contractors, revised contracts with schools and library, presented a full year 2020 editorial budget to magazine team.
- Partnered with school on quarterly meetings with small group of realtors to create opportunity for in-depth conversations with Mayor and other staff around real estate/housing topics.
- Conducted an RFP and executed contract for Shaker Life editor (Rory O’Connor).
- Conducted an RFP and executed contract for print services firm (Hess Printing).
- Hired P/T employee to manage social media accounts.
- Won national Savvy Award for spring 2019 issue of Shaker Life.

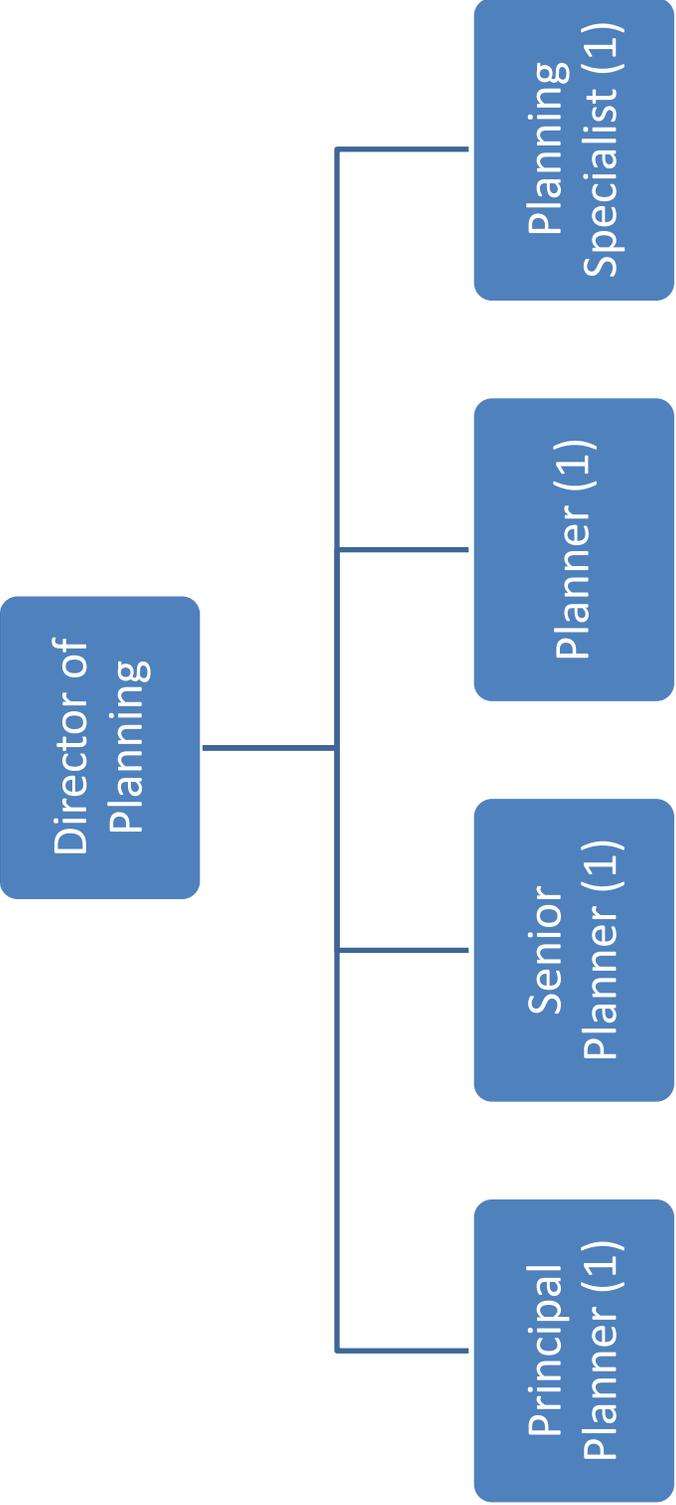


2017 - 2020 Budget

COMMUN & MARKETING	ACTUAL 2017	ACTUAL 2018	BUDGET 2019	BUDGET 2020
----- 101 GENERAL FUND -----				
PUBLIC OUTREACH -----				
COMPENSATION	324,910	343,785	347,076	339,070
TRAVEL & EDUCATION	7,195	370	4,492	6,282
CONTRACTUAL SVCS	208,779	225,459	237,538	236,548
MATERIALS & SUPPLIES	4,355	3,209	4,721	4,571
CAPITAL OUTLAY	489	417	1,650	1,000
TOTAL PUBLIC OUTREACH	545,728	573,240	595,477	587,471
 SHAKER LIFE -----				
CONTRACTUAL SVCS	189,477	186,993	199,697	199,697
MATERIALS & SUPPLIES	19,170	17,814	23,647	23,647
TOTAL SHAKER LIFE	208,646	204,807	223,344	223,344
 TOTAL GENERAL FUND	754,374	778,047	818,821	810,815
 TOTAL COMMUN & MARKETING	754,374	778,047	818,821	810,815

2020 Budget Highlights

- Overall General Fund budget decrease of 1.0%.
- Continue to work with shark & minnow on the second year of the Shaker365 attract and retain marketing campaign which will shift emphasis from retain to attract. Shark and minnow will continue to provide consultation on strategic media buys, content, messaging, social media and design of marketing materials.
- Work with shark and minnow to expand video vignette about a Great Shaker Home and consider pitching story to national publication.
- Develop Crisis/Emergency Communications protocols and plans in partnership with police and fire. Write plan for a Joint Information Center to work in tandem with Emergency Operations Center (EOC). Work closely with schools to develop coordinated plans and messaging.
- Finalize Web Governance policy and undertake the first annual audit of the new website.
- Focus on topics for new Shaker Life section called Modernizing Historic City to communicate upgrades to infrastructure, technology, sustainability, etc.
- Develop plan for communicating information about budget/taxes. This may include presenting material in Shaker Life and using a third party vendor such as A Balancing Act to provide this information on the website.



PLANNING DEPARTMENT

	2017 Actual	2018 Actual	2019 Budget	2020 Budget	% Chg
General Fund	606,425	586,934	734,152	718,359	-2.2%
Other Funds	27,500	158,998	104,000	104,000	0.0%
All Funds	\$ 633,925	\$ 745,932	\$ 838,152	\$ 822,359	-1.9%

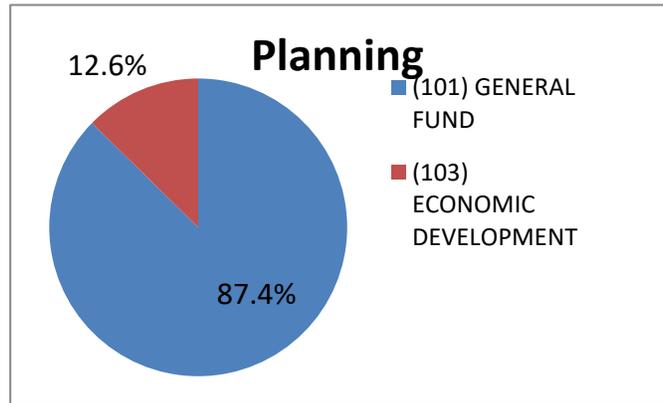
Department Description

The Planning Department provides support for current and long range planning studies; staffs boards and commissions charged with preserving the aesthetic quality of character of Shaker Heights; and manages certain housing programs.

Funding Sources

General Fund

The General Fund provides support for this Department. The department also receives revenue from fees.



Functions

- **Planning** - The Planning Department provides support for current and long-range planning studies, including: comprehensive/strategic plans; transit-oriented development plans; bicycle plans; Zoning Code modifications; traffic studies; streetscape plans; park plans; and new home construction. The Department staffs Boards and Commissions charged with preserving the aesthetic quality and character of Shaker Heights.
- **City Planning Commission/Board of Zoning Appeals** – The City Planning Commission (CPC) approves amendments to the zoning code, conditional use permits, and site plan review. The CPC makes recommendations to council on adopting strategic and comprehensive plans, land use policies and specific projects. The Board of Zoning Appeals makes decisions on applications for variances to the zoning code such as to height and area.
- **Landmark Commission** - The Landmark Commission is a seven-member board that preserves, protects, and perpetuates buildings, structures, sites, works of art, and other objects having special historical, community or aesthetic interest or value. Exterior changes to local landmark properties require review by the Landmark Commission. This includes building changes and environmental/landscape changes.
- **Architectural Board of Review (ABR)** – The ABR consists of three architects who are registered and licensed to practice in the State of Ohio and are residents of the City of Shaker Heights. The ABR approves any new construction, addition, or alteration which changes the exterior appearance of a building.

2019 Accomplishments

Van Aken District (VAD)

- Project management for the Van Aken District redevelopment project including management of owner's representative, Tax Increment Financing (TIF) consultant management coordination, liaison with RMS, the developer.
- Worked on agreements with RMS including: office corner license agreement, and encroachment easement. Agreements needed for final payments.
- Worked with RMS on office corner marketing. Hired Dimit to complete rendering of future office building.
- Worked with Owner's Representative to certify final RMS's payment request.
- RMS first phase housing opened and is fully leased. Retail is 80% leased, office is 95% leased.
- Worked with RMS to submit petition to the Mayor, City Council, and the State to establish an Outdoor Refreshment ARA (ORA), including details of rules, signage, and cups. State approved ORA in September.
- Addressed parking and traffic concerns with RMS including speed limit and short-term parking.
- Hired financial analyst to do TIF analysis for potential new TIF districts.
- Farnsleigh Path and Streetscape—Construction complete. Very difficult to manage coordination with RMS construction. Includes 10-foot wide walk/multi-purpose path, lighting and landscaping.
- Warrensville Path and Streetscape — Nearly completed the \$2.4M path with funding that includes a \$1.5M grant from NOACA to construct a multipurpose path and pedestrian amenities from Scottsdale to Thornton Park. Concrete poured, utility coordination with CEI & EOG. Estimated \$60,000 savings on construction for utilities due to staff negotiations with utility companies.
- Worked with LANDStudio and the Public Art Task Force to select public art works for the district. Quick Win artwork was installed. Received artist proposals for signature artwork.
- RMS submitted proposal to RTA to design, build and maintain comfort station. RTA submitted plans to replace the substation.
- RTA busway improvements funded through a CDSG grant. Hired GPD/MKSK to complete design, bid the work and awarded to Perk. Construction to be completed in 2019.
- Hired RDL to create conceptual plans for Wendy's block and south to determine options for vacant lot redevelopment.
- New Wendy's constructed and open in early October. Worked through ABR issues caused by the mason installing the wrong brick and poor workmanship.
- Shaker Rocks completed construction and opened. Coordination on multi-purpose path construction.
- Caseloads for design review at ABR remained high for the VAD including reviews and approvals for façade work at B-1 and C-2 buildings; Brassica, Sawyer's restaurant, Manifest, Nature's Oasis, Shinola and Michael's Genuine.
- Created Van Aken District and Lee Road marketing package for distribution at the International Council of Shopping Centers (ICSC) conference.

Transit Village

- Townhomes of Van Aken completed construction of the second building in this \$6M, 27 townhome development.
- A total of 8 units have been sold – 6 in Building A and 2 in Building B.

Avalon 2 Site

- Participated in negotiations with Confluent Senior Living to bring a minimum 75 unit assisted living and memory care facility to Avalon Station 2 site. Purchase, Development and Use Agreement signed, due diligence started. Coordinated initial plan review meetings.

Board of Zoning Appeals/City Planning Commission—Architectural Board of Review—Landmark Commission

- Hathaway Brown – Approved zoning variances for new soccer field, tennis courts, and parking. Approved storage building. Processed request for additional on-street parking-pending discussions with neighbors including many community meetings.
- Shaker Heights Country Club – City Planning Commission approved resubdivision of land and zoning reclassification for new single-family homes. Council must approve zoning change. Hired city environmental consultant.
- Fernway School – Approved renovation/addition plans.
- Type A Daycare Ordinance – Approved changes to ordinances to permit Type A homes.
- Nature Center All People’s Trail – New boardwalk and gazebo approved for improvements to public land.
- 18520 Winslow Road – In 2019, 1 staff approval was granted and the Architectural Board of Review, Board of Zoning Appeals, and Landmark Commission approved a new detached garage. Co-hosted a sold-out home repair workshop on the property. In August 2019, the property was transferred to local renovators and Shaker residents who plan to finish the interior work and rent out both units of this former vacant home.
- Van Aken District – Shinola signs; Michael’s Genuine storefront and signs; Sawyer’s storefront and signs; Upstairs Bar; Nature’s Oasis and signage; Around the Table Yarns signage; Stump and signs; Market Hall patio; Manifest signage.
- At Shaker Plaza and Chagrin Boulevard South – Approved Around the Table Yarns signage, Candy Lady and Kids signage, Gentlemen’s Cave storefront and signage; Tower East signage.
- Fairmount Circle – Approved Biggby Coffee storefront and signage and patio in right-of-way.
- Lee Road Corridor/Chagrin Boulevard – Approved Process Canine Mural (3706); Process Canine training facility conditional use permit (3700); 3-19 Coffee signage (3427); Façade and sign at Urban Salon Suites (3713); Awning Signs at Sunoco (3569); Retaining wall (3689); Master Marr’s Taekwon-do signage and conditional use permit; Buckeye State CU signage (15808); 16600-12 Chagrin building and storefront repairs.

Traffic and Transportation

- Lee/Van Aken – Completed safety improvement to intersection as part of team with Public Works and Police.
- Shaker/Warrensville – Received a TLCI implementation grant to design and construct intersection improvements. Hired Euthenics to design intersection. Held public meeting.

Grants – submitted 7 grant applications totaling \$415,700 including:

- NOACA TLCI Implementation - \$80,000 to reconstruct Shaker/Warrensville intersection as recommended in the 2018 Van Aken District Signal Study; pending.
- ODNR NatureWorks - \$100,000 for Fernway Community Park construction. The Shaker Schools Foundation completed the application with support from the Planning Department; pending.
- Cuyahoga County CDSG Program - \$50,000 to make pedestrian and bicycle safety improvements to the Lynnfield/Chagrin intersection as recommended in the 2018 Van Aken District Signal Study; pending.
- Certified Local Government – two applications submitted totaling \$35,700 for City Hall window restoration and additional work at 18520 Winslow Road; neither was funded.
- Cuyahoga County Planning Commission – an application requesting technical assistance with a Lee-Chagrin Commercial District Facilities Redevelopment Analysis was not funded.
- Cuyahoga County Municipal Grant - \$150,000 for a project TBD will be submitted in December 2019.

Sustainability

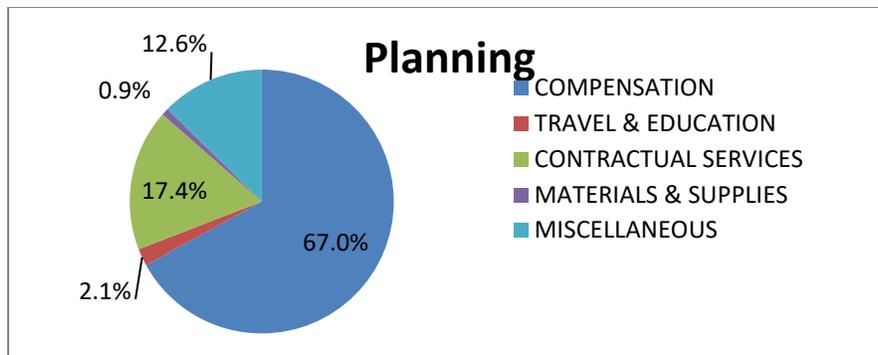
- Scooter Share – Work to date includes discussion at city committees, meetings with device vendors, collaboration with adjacent municipalities, and working with Law to begin updating city ordinances and create specific regulations.
- LEED for Cities – Staff is participating on the Advisory Committee for the LEED for Cities application. Department assistance has included helping direct the city's sustainability coordinator to resources, such as County Planning, that can help produce analytical maps required for the application. Providing other materials as necessary to assist with the application criteria.
- Green Team – Staff participates on the City's Green Team, discussing and implementing changes to enhance sustainability within city buildings and to discuss measures to change habits that will be environmentally sound.

Miscellaneous

- City Hall Space Study – Continuing to work on this project since beginning the work with Weber Murphy Fox in July 2018. The consultants developed a number of fit plans and cost estimates for renovation of the second floor firehouse and co-location of the Building and Housing Department. Working to refine the project to be economically plausible.
- This is Shaker Square – Served on Convener's Committee and several subcommittees.

Professional Development

- APA National Conference – Received “Gold” award for Van Aken District implementation.
- APA State Award – Received award for implementation of the Van Aken District.
- APA State Conference – Staff member served as co-chair of the conference. Joyce and Cameron served on committees. Arranged for mobile workshop of Shaker Square and Van Aken District.
- Barbara Luton Art Show – Staff member’s art work “among the reeds” exhibited.
- APA National Session Review – Staff member served as a session proposal reviewer for the national APA conference.
- Shaker Heights Citizen’s Police Academy – Staff member participated in the 28th class.



2017 - 2020 Budget

	ACTUAL 2017	ACTUAL 2018	BUDGET 2019	BUDGET 2020
PLANNING				

101 GENERAL FUND				

PLANNING & DEVELOPMENT ADMINIS				

COMPENSATION	346,688	331,483	353,046	366,663
TRAVEL & EDUCATION	6,404	4,905	18,212	16,477
CONTRACTUAL SVCS	57,395	38,951	115,940	82,557
MATERIALS & SUPPLIES	2,282	2,306	3,042	3,509
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL PLANNING & DEVELOPMENT ADMINIS	412,770	377,645	490,240	469,206
	<hr/>	<hr/>	<hr/>	<hr/>
 PLANNING AND ZONING COMMISSION				

COMPENSATION	56,708	58,457	58,917	61,083
TRAVEL & EDUCATION	100	51	275	403
CONTRACTUAL SVCS	3,680	3,897	5,200	4,134
MATERIALS & SUPPLIES	1,218	2,159	1,272	1,675

	ACTUAL 2017	ACTUAL 2018	BUDGET 2019	BUDGET 2020
PLANNING				
MISCELLANEOUS	<u>0</u>	<u>75</u>	<u>0</u>	<u>0</u>
TOTAL PLANNING AND ZONING COMMISSION	<u>61,706</u>	<u>64,639</u>	<u>65,664</u>	<u>67,295</u>
LANDMARK COMMISSION				

COMPENSATION	10,717	11,049	11,158	11,590
TRAVEL & EDUCATION	0	500	350	350
CONTRACTUAL SVCS	160	102	19,992	19,992
MATERIALS & SUPPLIES	<u>580</u>	<u>527</u>	<u>965</u>	<u>965</u>
TOTAL LANDMARK COMMISSION	<u>11,457</u>	<u>12,178</u>	<u>32,465</u>	<u>32,897</u>
ARCHITECTURAL BOARD REVIEW				

COMPENSATION	100,724	103,139	108,410	111,588
TRAVEL & EDUCATION	0	0	103	103
CONTRACTUAL SVCS	43	59	166	166
MATERIALS & SUPPLIES	978	900	1,129	1,129
MISCELLANEOUS	<u>0</u>	<u>75</u>	<u>0</u>	<u>0</u>
TOTAL ARCHITECTURAL BOARD REVIEW	<u>101,745</u>	<u>104,173</u>	<u>109,808</u>	<u>112,986</u>
HOUSING ASSISTANCE PROGRAMS				

CONTRACTUAL SVCS	<u>18,749</u>	<u>28,299</u>	<u>35,975</u>	<u>35,975</u>
TOTAL HOUSING ASSISTANCE PROGRAMS	<u>18,749</u>	<u>28,299</u>	<u>35,975</u>	<u>35,975</u>
TOTAL GENERAL FUND	<u><u>606,425</u></u>	<u><u>586,934</u></u>	<u><u>734,152</u></u>	<u><u>718,359</u></u>
103 ECONOMIC DEVELOPMENT				

PLANNING & DEVELOPMENT ADMINIS				

MISCELLANEOUS	25,000	0	104,000	104,000
TRANSFERS OUT	<u>0</u>	<u>150,000</u>	<u>0</u>	<u>0</u>
TOTAL PLANNING & DEVELOPMENT ADMINIS	<u>25,000</u>	<u>150,000</u>	<u>104,000</u>	<u>104,000</u>

	<u>ACTUAL 2017</u>	<u>ACTUAL 2018</u>	<u>BUDGET 2019</u>	<u>BUDGET 2020</u>
PLANNING				
TOTAL ECONOMIC DEVELOPMENT	<u>25,000</u>	<u>150,000</u>	<u>104,000</u>	<u>104,000</u>
213 HOUSING GRANT FUND				

FIRST SUBURBS DEVL CORP				

CAPITAL OUTLAY	<u>2,500</u>	<u>8,998</u>	<u>0</u>	<u>0</u>
TOTAL FIRST SUBURBS DEVL CORP	<u>2,500</u>	<u>8,998</u>	<u>0</u>	<u>0</u>
	<u>2,500</u>	<u>8,998</u>	<u>0</u>	<u>0</u>
TOTAL HOUSING GRANT FUND 213				
TOTAL PLANNING	<u>633,925</u>	<u>745,932</u>	<u>838,152</u>	<u>822,359</u>
GRAND TOTAL	<u>633,925</u>	<u>745,932</u>	<u>838,152</u>	<u>822,359</u>

2020 Budget Highlights

- Overall General Fund budget decrease of 2.2%.
- Carryover of \$ appropriation for Avalon Station 2 and Townhomes of Van Aken incentives.

Van Aken District

- Finalize Warrensville multi-purpose path and streetscape construction.
- Grant opportunities are being evaluated for public art, Nature Center trails and the Lee Road corridor.
- Work on Phase 2 housing and office corner.
- Serve on city team to develop Qua Buick property next steps.
- Van Aken District Design review and on-going construction.
- RTA negotiation on substation and comfort station.
- Call for Signature public art and work with RMS to complete mural program.

Lee Road

- Begin Lee Road Strategic Plan and funding options.

Forward Together - \$50,000

- Vision plan adoption.
- Complete facility and fields inventory.

Traffic and Transportation

- Warrensville/Shaker – Public meetings, design and construction of intersection improvements.
- Warrensville/South Woodland – Intersection improvements and design. Public input.
- Chagrin/Lynnfield – Design, gather public feedback and implement.

Grant Applications**Miscellaneous**

- City Hall Space Study final design and construction documents.

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Organizational Chart
Neighborhood Revitalization Department



NEIGHBORHOOD REVITALIZATION DEPARTMENT

	2017 Actual	2018 Actual	2019 Budget	2020 Budget	% Chg
General Fund	286,934	179,682	278,357	244,797	-12.1%
Other Funds	-	-	-	-	-
All Funds	\$ 286,934	\$ 179,682	\$ 278,357	\$ 244,797	-12.1%

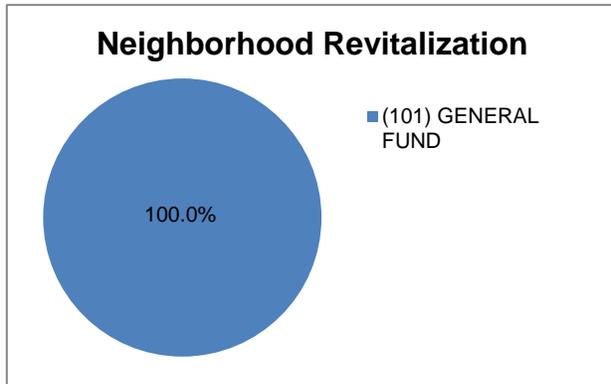
Department Description

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

Funding Sources

General Fund

The General Fund supports all operations of the Neighborhood Revitalization Department.



Functions

- **Strengthen neighborhoods:** Manage City side lot program. Encourage creative re-use of vacant lots. Increase owner occupancy.
- **Strengthen the City Tax Base:** Encourage quality rehabs of properties. Identify new housing opportunities. Work with County to increase property tax collection rate. Identify tax delinquent properties for City land bank. Monitor County forfeited land sales and tax-lien certificate sale.
- **Prevent Vacancy, Abandonment & Blight:** Acquire obsolete or deteriorated housing for demolition. Work with regional partners on issues of vacant properties. Work with regional partners to identify demolition funding.

2019 Accomplishments (as of 10/18/2019)

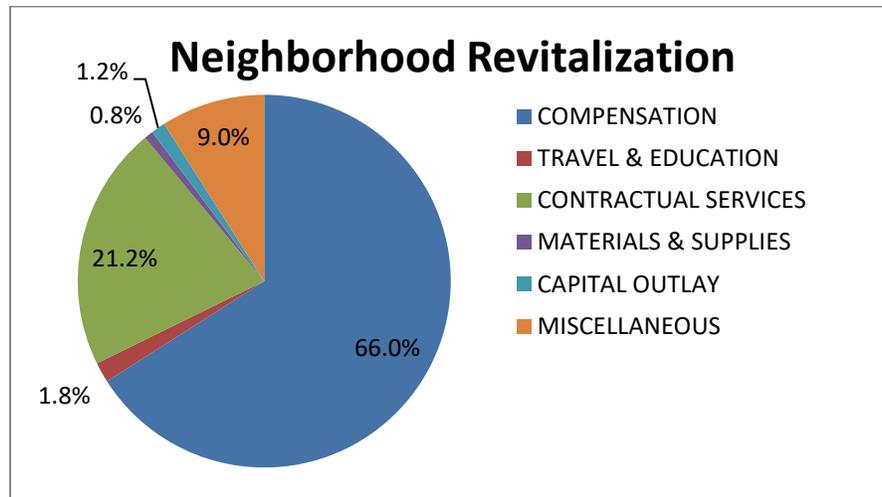
Strengthening Neighborhoods:

- **Moreland Rising**
 - Infill: 3516 Hildana and 3609 Ludgate lots transferred to Knez. Construction on model home to begin in October 2019.
 - Community activities: Hildana Park celebration; 1 neighborhood grant approved; 12 community newsletters; MOOS program wins Ohio APA Best Practice Award.
- **Side Lot Program:** 4 city owned lots approved for sale to neighbors.

Strengthening the Tax Base:

- **Renovations:**
 - Two (2) properties rehabbed through Shaker Renovator program; 1 sold; one (1) property is currently under rehab.
 - County land bank rehab 95% complete on Ludgate.

- Eighteen (18) Heritage Home Loans signed totaling \$1,217,935 of investment in rehabbing homes, i.e. a 55% increase over the same time last year.
- **Improved tax collection:**
 - Between March 2018 and August 2019:
 - the number of tax delinquent parcels decreased by 35%;
 - the amount of delinquent taxes decreased by 24%;
 - the number of owners on payment plans has more than tripled;
 - the number of residents on homestead who are tax delinquent has decreased by 24% and the number on payment plans has increased by 133%.
 - ESOP pilot program to improve financial security of seniors successfully implemented.
- **Prevent Vacancy, Abandonment & Blight:**
 - Acquired 21 low value properties (1 single, 1 double, 2 half duplexes & 17 vacant lots): one (1) donation, and 20 through tax foreclosure. City now has 235 residential land banked properties.
 - Received \$400k grant from County for demolitions, i.e. a combined total of \$2,562,746 since 2012.



2017 - 2020 Budget

	ACTUAL 2017	ACTUAL 2018	BUDGET 2019	BUDGET 2020
NEIGHBORHOOD REVITALIZATION				

101 GENERAL FUND				

NEIGHBORHOOD REVITALIZATION AD				

COMPENSATION	153,227	152,188	155,494	161,494
TRAVEL & EDUCATION	1,725	1,571	4,300	4,300
CONTRACTUAL SVCS	3,144	1,735	61,998	51,998
MATERIALS & SUPPLIES	1,094	1,981	1,915	1,915
MISCELLANEOUS	1,001	888	0	0

	<u>ACTUAL 2017</u>	<u>ACTUAL 2018</u>	<u>BUDGET 2019</u>	<u>BUDGET 2020</u>
NEIGHBORHOOD REVITALIZATION				
CAPITAL OUTLAY	105,943	103	33,000	3,000
TOTAL NEIGHBORHOOD REVIT AD	266,134	158,466	256,707	222,707

HERITAGE HOME LOAN				

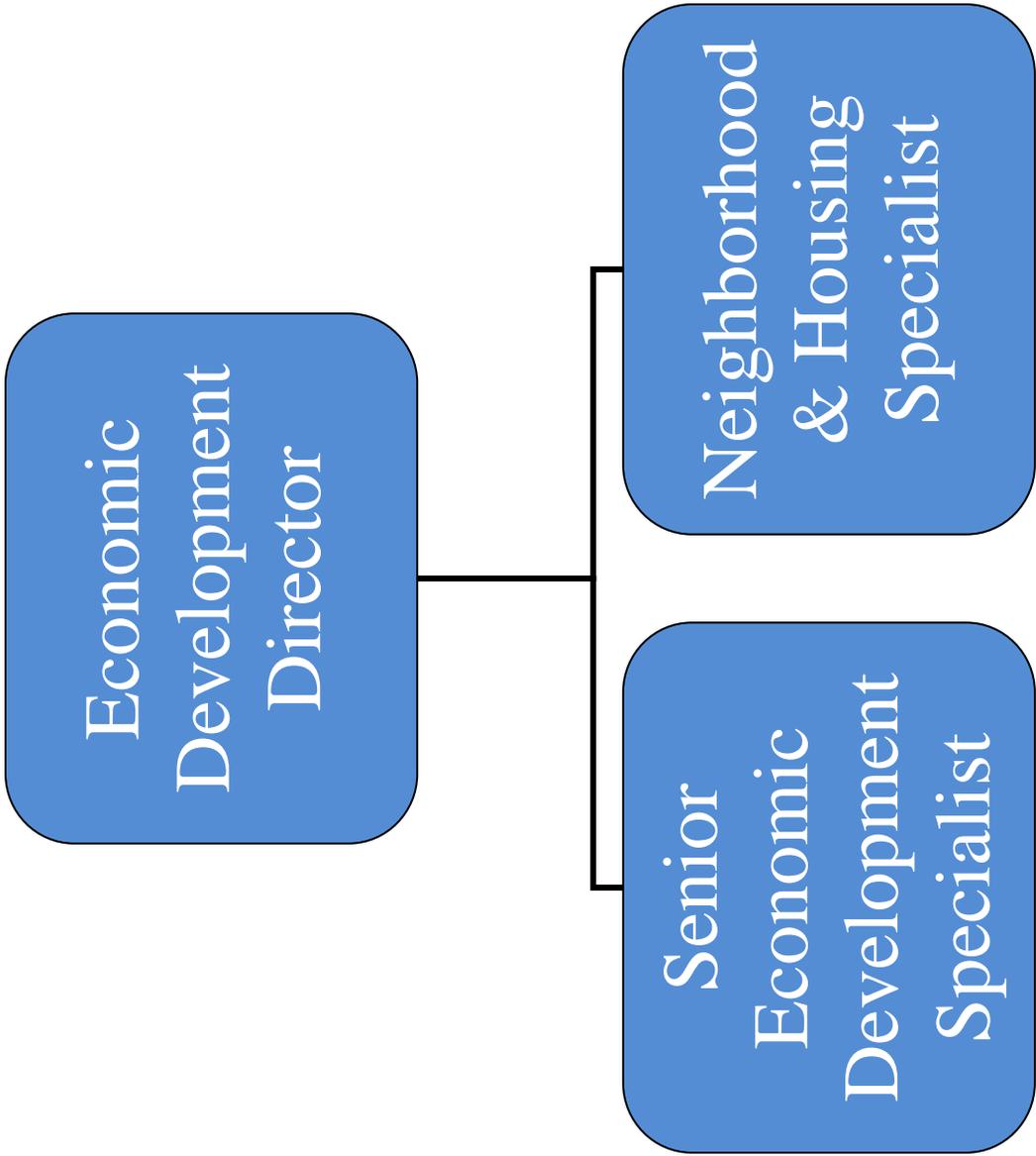
MISCELLANEOUS	20,800	21,216	21,650	22,090
TOTAL HERITAGE HOME LOAN	20,800	21,216	21,650	22,090

TOTAL GENERAL FUND	286,934	179,682	278,357	244,797

TOTAL NEIGHBORHOOD REVITALL FUNDS	286,934	179,682	278,357	244,797

2019 Budget Highlights

- Overall General Fund budget decrease of 12.1%.
- Continue implementation of ongoing programs under 2015 Housing and Neighborhood Plan:
 - Shaker Renovator & Private Purchase Rehab program
 - Land banking & Side Lot program
 - Heritage Home Loan Program - \$22,090
 - Monitoring of tax lien sales & their inventory
- **Special programs:**
 - Infill Housing: Implementation of Knez infill project.
 - Delinquent Tax Collection: Continued implementation of delinquent tax reduction program, including ESOP program - \$25,000
 - Modification of Side Lot Program
 - Moreland Grant Program - \$3,000
 - \$20,000 for new programs – TBD



ECONOMIC DEVELOPMENT DEPARTMENT

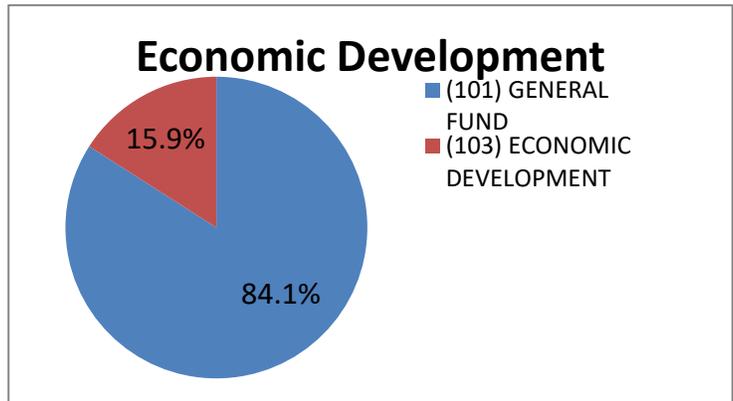
	2017 Actual	2018 Actual	2019 Budget	2020 Budget	% Chg
General Fund	571,159	520,026	962,036	1,131,697	17.6%
Other Funds	1,482,540	1,101,833	664,396	214,739	-67.7%
All Funds	\$ 2,053,699	\$ 1,621,859	\$ 1,626,432	\$ 1,346,436	-17.2%

Department Description

The Economic Development Department's goals are to attract, retain, and grow businesses in Shaker Heights and to bring the character and quality of Shaker Heights' neighborhoods into the commercial districts. The Department works with professional and retail businesses to grow in Shaker Heights and serves as a first point of contact for businesses interested in moving into the community. Programs like the Shaker Vision Fund, Shaker SBA Partnership Loan, Storefront Renovation Program, and Tax Increment Financing and Community Reinvestment Area designations are in place to incentivize property owners and business owners to make building improvements and invest in their business operations. The Department proactively encourages developers and brokers to promote Shaker Heights and serves as a resource for them and their clients.

The Department leads economic development and community engagement efforts to increase neighborhood place attachment and to empower residents and business owners to take leadership roles in their community.

The Department serves as a primary point of contact for business owners and managers, from site selection through opening their doors to the public to operating and growing their business. Additionally, the Department provides financial incentives to support business growth and overall commercial district vitality.



The Department also administers housing programs that include technical and financial assistance to income-eligible residential property owners to invest in and maintain their properties. The Department also provides landlord training and tenant screening services to support high quality rental properties.

Funding Sources

General Fund

The **General Fund** supports the day-to-day operations of the Economic Development Department. **General Fund, Economic Development subfund** provides funding for Shaker Vision Fund forgivable loans, Shaker SBA Partnership loans, other small business grants, and property acquisition.

Functions

- **Business Attraction** – Attract businesses to locate in Shaker Heights, specifically those within the industries identified in the Economic Development Plan: Ambulatory Health Care; Professional Services, Technology (including information services); and Design & Engineering. Develop relationships with brokers and property owners. Market the Vision Fund Forgivable Loan Program, Shaker SBA Partnership Loan, Storefront Renovation Program, and Tax Increment Financing/Community Reinvestment Area incentives.
- **Business Retention and Expansion; Relationship Building** – Foster the City’s relationship with large employers. In partnership with the Shaker Heights Development Corporation (SHDC), continue and augment the Van Aken District and Chagrin+Lee Business Association meetings and activity to strengthen the burgeoning business community. Continue to participate in Heights Hillcrest Regional Chamber of Commerce (HRCC) programming and the First Suburbs Consortium.
- **Marketing** – Work with the Communications & Marketing Department on commercial district and business support campaigns, including promoting business successes and milestones, Shop Shaker (shop local campaign), Small Business Saturday, the Van Aken and Chagrin+Lee Business Association activities, and more.
- **Financial Incentives & Programs** – Implement, manage, and expand financing tools to aid in commercial development and business growth. Identify financing and development partners for future phases of Van Aken District development and the Chagrin+Lee commercial district. Pursue County, State, Federal, Foundation, and other grant and financing programs.
- **Real Estate Development and Revitalization of Commercial Districts** – Market development sites in the greater Van Aken District. Work in partnership with SHDC on real estate development activities in the Chagrin+Lee District. Build relationships with property owners in all commercial districts with emphasis on Chagrin+Lee. Engage in Forward Together collaborative discussions with the Shaker Schools and Shaker Library in connection with development opportunities.
- **Shaker Heights Development Corporation (SHDC)** – Collaborate to advance business attraction and retention, assist in development of business associations in commercial districts, partner on real estate development and commercial district revitalization, enhance fund development and fundraising capabilities, and support growth of organizational capacity of SHDC.
- **Housing and Neighborhood Engagement** – Develop and administer housing programs to strengthen the community’s housing stock. Maintain and enhance community-building practices in the Moreland.

2019 Accomplishments

Housing

- Assisted approximately 142 households (as of October) with home repair projects. This included advising on permit processes, connecting residents to contractor and funding resources, and directly funding and managing construction projects to

address emergency repairs and violations. Approximately 52% of these households assisted were high-touch scenarios involving repeated communication and ongoing projects.

- Received funding approval from the Federal Home Loan Bank of Cincinnati *Carol M. Peterson Housing Fund* for home repair projects at 10 Shaker households representing up to \$75,000 in repair and improvement work at no cost to the City. This is the maximum funding allowed per applicant. Projects addressed through this funding included roof replacement and repair, driveway replacements, masonry repairs, and more.
- Piloted the Moreland Model Block Grant Program in the southern Moreland neighborhood. Through this exterior improvement matching grant program, residents collaborated with adjoining neighbors and applied together as a group. Eligible projects included correction of existing violations, curb appeal improvements, and preventative maintenance. A total of 56 households applied for funding in 27 groups ranging from 1 to 6 households in each group. Completed projects included roof replacements, driveway repair or replacement, landscaping, and more. By working together, residents formed new relationships with neighbors they did not previously know, reconnected with long-time neighbors, and made invitations to all the exciting events and conversations happening in the neighborhood.
- Continued weekly attendance at Housing Court to assist property owners in correcting violations.
- Hosted 4 educational workshops with Home Repair Resource Center (HRRC), including a hands-on class on Winslow Road. During HRRC's fiscal year 2018-2019, class attendance by Shaker residents increased by 65% compared to the previous fiscal year.

Neighborhood Engagement

- Continued developing resident leaders in the Moreland neighborhood to take an asset-based approach to community development through group leadership trainings, small group conversations, and one-on-one coaching. This has created a strife-free environment for addressing important neighborhood issues such as social isolation and barriers for participation in community and School life. Additionally, residents have planned and hosted community-building gatherings such as game nights, holiday celebrations, and more. As a result of this work, residents have consistently expressed significantly improved perceptions of their neighborhood and of their neighbors.
- Continued Neighbor Night in Moreland with an average monthly attendance of 33 adults (plus children and teens). This monthly gathering served as a platform for projects and events such as a neighborhood luau party, a neighborhood exercise class, recurring game nights, recurring discussions on fostering racial harmony in Shaker, and more.
- Continued leadership of the Shaker Engagement Collaborative (SEC), a cross-institutional group of professionals doing community engagement work in Shaker. In addition to monthly internal meetings, the SEC hosted an August networking event that was aimed at creating new relationships across institutional lines. The

Fairmount Circle

- Collaborated with property manager for all commercial properties at Fairmount Circle.
- Assisted three new business openings: Boaz Cafe, Picnic Hill, and Biggby Coffee.
- Facilitated the Picnic Hill Storefront Renovation project.

Financial Incentives

- Negotiated Vision Fund loan with Align Capital. Managed existing Vision Fund loans for ABA Insurance, McGlinchey Stafford, Mannik & Smith Group and Shaker Rocks.
- SBA Shaker Partnership Loans completed for Master Marr's Taekwondo, Around the Table Yarns, and Nature's Oasis, with 2 potential future loans in the pipeline.
- Created a new City-funded Commercial Storefront Renovation Program. Storefront grants are completed or nearing completion for: The Gentlemen's Cave Luxury Barber Lounge, Block at Almar, Picnic Hill, 3700 Lee Road (Process Canine expansion), and Adelsys, with one future storefront grant in the pipeline.
- Administered design assistance program for Lee Road property owners, providing design specialist expertise for formerly underutilized and/or vacant properties.

Business Support

- Hosted the 6th Annual Shaker Heights Business Appreciation Mixer (SH-BAM).
- Organized and promoted Shop Small campaign for Small Business Saturday.
- Organized business participation in the annual Memorial Day parade.
- Transitioned the Shaker Maker program to the Shaker Library, which will likely be renewed following their building renovation. The program demonstrates the intersection of business and the maker movement, highlighting local businesses with special focus on the home based business market and young entrepreneurship programming.
- Maintained Available Properties database (LOIS) on Shakeronline.com in partnership with HRCC.
- Participated in HRCC's annual Business Expo and engaged with the member cities as a member of the Civic Involvement-Economic Development Committee.
- On-going participation in the First Suburbs Development Council.

event was attended by approximately 55 individuals from various institutions and neighborhoods. A majority of attendees surveyed stated that the gathering was beneficial to their work and that they'd like to keep meeting on a quarterly basis.

- Engaged with the Human Relations Task Force by supporting a new resident “welcome wagon” in Lomond and establishing a new resident welcoming program in Fernway.
- Staff graduated in Cohort XII of the Neighborhood Leadership Development Program, a yearlong course that develops leadership at the resident level.

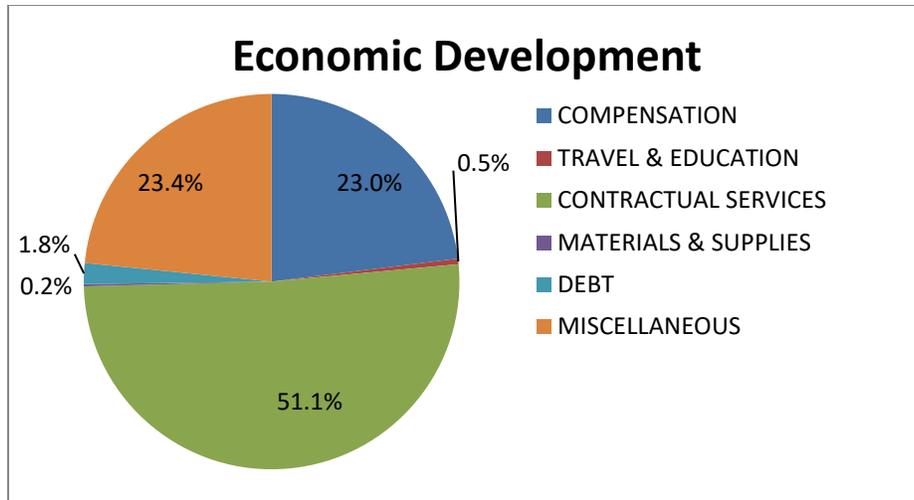
Economic Development

Van Aken District (including Warrensville Road, District South and Bloc at Almar)

- Actively marketed Van Aken District commercial spaces, working in concert with RMS and other property owners.
- Assisted all new business openings in the greater Van Aken District, including Banter, Luster, Spice for Life, Nature’s Oasis, Around the Table Yarns, The Candy Lady and Kids, and The Gentlemen’s Cave Luxury Barber Lounge. Facilitated The Gentlemen’s Cave Storefront Renovation project.
- Participated in Van Aken District Business Association quarterly meetings and assisted in follow-up activities and priorities, including creation of a business district map, marketing, and events.
- Facilitated full façade Storefront Renovation for Bloc at Almar.
- Provided individualized social media marketing support and training to Pearl Asian Kitchen and J. Pistone Market & Gathering Place.

Chagrin+Lee District

- Actively marketed Chagrin+Lee District commercial spaces in partnership with SHDC.
- Assisted all new business openings in the Chagrin+Lee District, including 3-19 Coffee and Adelsys, plus the move and expansion of Master Marr’s Taekwondo.
- Facilitated Adelsys and 3700 Lee Storefront Renovation projects.
- Developed and maintained a property ownership tracking and land use map for Lee Road.
- Assisted in establishing and participated in regular Chagrin+Lee Business Association meetings and assisted in follow-up activities and priorities, including creation of a business district map and events such as district-wide cleanups.
- Participated in and promoted business education speaker series at The Dealership.
- Developed and assisted in updating a new strategic plan for SHDC focused in large part on real estate development and business growth activities in the Chagrin+Lee District.
- Advanced development of the former Avalon Station II site on Van Aken Boulevard just east of Lee Road.



2017-2020 Budget

	<u>ACTUAL 2017</u>	<u>ACTUAL 2018</u>	<u>BUDGET 2019</u>	<u>BUDGET 2020</u>
ECONOMIC DEVELOPMENT				

101 GENERAL FUND				

HOUSING ASSISTANCE PROGRAM				

MISCELLANEOUS	<u>63,795</u>	<u>36,697</u>	<u>75,000</u>	<u>75,000</u>
TOTAL HOUSING ASSISTANCE PROGRAM	<u>63,795</u>	<u>36,697</u>	<u>75,000</u>	<u>75,000</u>

HOUSING & ACCESSIBILITY GRANT				

MISCELLANEOUS	<u>30,461</u>	<u>56,768</u>	<u>75,000</u>	<u>0</u>
TOTAL HSG & ACCESSIBILITY GRANT	<u>30,461</u>	<u>56,768</u>	<u>75,000</u>	<u>0</u>

MORELAND MODEL BLOCK EXT IMPRO				

MISCELLANEOUS	<u>0</u>	<u>0</u>	<u>50,000</u>	<u>50,000</u>
TOTAL HSG & ACCESSIBILITY GRANT	<u>0</u>	<u>0</u>	<u>50,000</u>	<u>50,000</u>

ECONOMIC DEVELOPMENT				

COMPENSATION	252,280	169,841	317,604	310,265
TRAVEL & EDUCATION	1,407	1,217	6,450	6,450
CONTRACTUAL SVCS	151,950	194,333	360,677	612,677
MATERIALS & SUPPLIES	2,615	1,525	2,305	2,305
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
TOTAL ECONOMIC DEVELOPMENT	408,252	366,916	687,036	931,697

NEIGHBORHOOD ENGAGEMENT				

CONTRACTUAL SVCS	68,652	59,646	75,000	75,000
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
TOTAL NEIGHBORHOOD ENGAGEMENT	68,652	59,646	75,000	75,000
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
TOTAL GENERAL FUND	<u>571,159</u>	<u>520,026</u>	<u>962,036</u>	<u>1,131,697</u>
103 ECONOMIC DEVELOPMENT				

ECONOMIC DEVELOPMENT				

CONTRACTUAL SVCS	40	0	340,000	0
MATERIALS & SUPPLIES	0	0	313	313
DEBT	0	28,833	27,200	24,200
MISCELLANEOUS	10,000	1,003,000	270,226	190,226
TRANSFERS-OUT	1,472,500	70,000	26,657	0
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
TOTAL ECONOMIC DEVELOPMENT	<u>1,482,540</u>	<u>1,101,833</u>	<u>664,396</u>	<u>214,739</u>
TOTAL ECONOMIC DEVELOPMENT	<u>2,053,699</u>	<u>1,621,860</u>	<u>1,626,432</u>	<u>1,346,436</u>

2020 Budget Highlights

- Overall General Fund increase of 17.6%.

Housing and Neighborhood Engagement

- Apply for the *Carol M. Peterson Housing Fund* and seek the maximum allowable grant amount of \$75,000.
- Continue existing housing programs. Included in the \$75,000 budget are continued funding of the Senior Emergency Safety Grant, Exterior Maintenance Grant, Senior Exterior Maintenance Grant, paint voucher program, educational workshops with Home Repair Resource Center, and Landlord Training.
- Continue to implement the Moreland Model Block grant program (\$50,000) to support adjacent owner-occupants to team up and complete curb appeal home improvements.

- Continue community building in Moreland while also expanding community engagement into Lomond. The \$75,000 Neighborhood Engagement budget includes support for Neighbor Night, consultant support for facilitation, and development and implementation of leadership training sessions.

Economic Development

- Maintain and promote the current four-product business incentive program, including the Shaker Vision Fund, SBA Shaker Partnership Loan, City-funded Storefront Renovation Program (\$50,000 in direct grants and \$24,500 in design assistance), and Tax Increment Financing/Community Reinvestment Area/bond issuance incentives. Analyze and consider establishing creative new incentive opportunities such as bringing new business pitch competitions to Shaker Heights, creating tax credits or incentives specifically for startup businesses to expand and grow in Shaker Heights.
- Actively market Van Aken District development sites, including working with RMS to develop properties on which it holds options. Prepare and release a Request for Proposals (RFP) to develop the former Qua site at 3393 Warrenville Center Road.
- Together with the Planning Department, embark on a robust planning process to revitalize the Chagrin+Lee District, specifically the Lee Road streetscape.
- \$250,000 for a new real estate development semi-revolving fund to be managed by SHDC. In close collaboration with SHDC, continue to identify, strategize, and implement future development, real estate, and business growth opportunities, especially on Lee Road.
- Reinvigorate the Economic Development Department's newsletters to the Shaker business community, and bolster and augment Shop Shaker, our shop local campaign.
- Contract for financial, consulting, real estate, and legal professional services to (1) develop additional Tax Increment Financing, Community Reinvestment Area, and other creative incentive programs aimed at business growth and real estate development to increase the tax base, and (2) support targeted real estate development strategies in commercial districts, specifically on Lee Road in conjunction with the Planning process described above and to develop sites in the greater Van Aken District, including the former Qua site.
- Continue the City's \$75,000 annual support to SHDC.
- Contribute \$44,560 as the City's share to extend the Clean and Safe Ambassador Program at the Van Aken District.
- In partnership with SHDC, evaluate Business Improvement Districts in the Van Aken District and the Chagrin+Lee District.

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CONTRACTUAL CHARGES AND STATUTORY EXPENDITURES (CCSE)

	2017 Actual	2018 Actual	2019 Budget	2020 Budget	% Chg
General Fund *	13,503,003	11,873,270	9,867,067	10,874,882	10.2%
Other Funds	1,958,342	4,319,330	4,155,138	3,947,117	-5.0%
All Funds	\$ 15,461,345	\$ 16,192,600	\$ 14,022,205	\$ 14,821,999	5.7%

* Includes transfers out to other funds.

Department Description

Miscellaneous category budgets for some employee programs, shared contractual services, organizational memberships, support to non-profit organizations, annual debt payments and various transfers from the General Fund to other operating funds.

Funding Sources

General Fund

The General Fund supports all operating expenditures in the CCSE budget. Resources are transferred from the General Fund using CCSE for various purposes including capital projects, debt service, and support of special revenue funds.

Functions

- **Employee programs** – Unemployment compensation; Employee Assistance Program; Employee Recognition Program.
- **Regional Income Tax Agency** – Collection expenses
- **Contractual Services** – Annual audit fee; filing fees; delinquent income tax collection costs; County miscellaneous consulting services; Fiscal Office fees for property tax collection; Cuyahoga County Board of Health (CCBH).
- **Organizational Memberships** – Greater Cleveland Partnership; First Suburbs Consortium.
- **Annual Debt Service Payments** – Annual debt service charges on outstanding bonds, notes and loans of the City
- **Transfers Out** - transfers from the General Fund in support of other functions.
- **Support of Local Programs** –Family Connections, Shaker Heights Youth Center.
- **Risk Management** – Previously in fund 605 Self-Insurance. Per recommendation of the City’s Auditors, 2019 budget included in the general fund. Includes legal fees, insurance premiums, judgement and claims related to risk and property management of the city.

2017- 2020 Budget

CONTRACTUAL CHARGES & STATUTORY EXPENDITURES	ACTUAL 2017	ACTUAL 2018	BUDGET 2019	BUDGET 2020
----- CONTRACTUAL CHARGES & STATUTOR -----				
COMPENSATION	34,510	103,578	38,000	38,000
TRAVEL & EDUCATION	6,000	500	0	0
CONTRACTUAL SVCS	1,406,674	1,596,425	1,800,975	1,861,281
MATERIALS & SUPPLIES	5,650	6,073	5,500	6,000

CONTRACTUAL CHARGES & STATUTORY EXPENDITURES	ACTUAL 2017	ACTUAL 2018	BUDGET 2019	BUDGET 2020
MISCELLANEOUS	79,712	86,554	80,411	280,411
TRANSFERS-OUT	11,970,457	10,080,140	7,942,181	8,021,994
TOTAL CONTRACTUAL CHARGES & STATUTORY	13,503,003	11,873,270	9,867,067	10,207,686
CCSE-RISK & PROP MANAGEMENT -----				
CONTRACTUAL SVCS	0	0	470,196	577,196
MISCELLANEOUS	0	0	90,000	90,000
TOTAL CCSE-RISK & PROP MANAGEMENT	0	0	560,196	667,196
TOTAL CONTRACTUAL CHARGES & STATUTORY	13,503,003	11,873,270	9,867,067	10,874,882
301 GO DEBT SERVICE FUND -----				
DEBT SERVICE ADMINISTRATION -----				
CONTRACTUAL SVCS	172,259	36,040	29,500	48,188
DEBT	472,781	2,983,585	2,818,561	2,594,963
TOTAL DEBT SERVICE ADMINISTRATION	645,040	3,019,625	2,848,061	2,643,151
TOTAL GO DEBT SERVICE FUND	645,040	3,019,625	2,848,061	2,643,151
302 URBAN RENEWAL DEBT SRVC FUND -----				
DEBT SERVICE ADMINISTRATION -----				
CONTRACTUAL SVCS	5,176	6,883	9,626	9,626
DEBT	1,308,126	1,292,822	1,297,451	1,294,340
TOTAL DEBT SERVICE ADMINISTRATION	1,313,302	1,299,705	1,307,077	1,303,966
TOTAL URBAN RENEWAL DEBT SRVC FUND	1,313,302	1,299,705	1,307,077	1,303,966
TOTAL DEBT SERVICE ADMINISTRATION	1,958,342	4,319,330	4,155,138	3,947,117
GRAND TOTAL	15,461,345	16,192,600	14,022,205	14,821,999

2020 Budget Highlights

- Overall General Fund increase of 10.2%.